



## Why we need a new definition of leadership

We need a new definition of leadership - one that is increasingly looking to values, purpose and practices beyond the mantra of profitable growth, one that respects the needs of a younger generation and support collaboration and diversity!

We live in an increasingly complex business world where new technologies are threatening established business models. Customer behaviors are changing and forces organizations to rethink their core processes to remain customer centric. Regulatory changes are interfering with and reconfiguring the business landscape. That's why organizations are now in a state of almost continuous transformation by constantly changing their internal structures.

Vision statements may give an illusion of control, but modern organizations are largely unpredictable and uncontrollable. No leader can therefore claim to properly understand the internal mechanisms and the external realities that affect it. Hence, leaders have no longer the knowledge and insights to lead in the classical way. This means that we have to rethink leadership and its claim.

## Modern leaders are more in charge and less in control

They need to become polymaths, whose knowledge and talents include diverse areas to create a more holistic basis for informed decision-making. Leaders need also to become more curious, asking more questions to test their view of reality and they also have to be more open minded against diversity.

Smart leaders compensate their own deficits by surrounding themselves with individuals who possess complementary talents and knowledge. For this it is important that modern leaders have a reflected view on their own person, their skills, strengths and weakness in order to find the right complementary persons to strength themselves. In addition, they must be open to other ways of thinking and perspectives and see diversity in all her dimensions (age, nationality, gender, "disability, etc.) as an added value for himself and the whole organization. Indeed, that requires a climate in which people feel secure and able to offer challenging insights, new ideas and different points of view without fear of being constantly corrected.

An understanding dealing with the younger generation is also a necessary part of modern leadership because currently a younger generation is emerging for whom intrinsic motivation is less about working and more about living, less about earning and more about enjoying, less about profit and more about social impact, less about lonely-wolf strategy and more about networking and collaboration.



In the current complex world in which nobody can own the truth and solve alone complex issues transparency, open information sharing, rapidly forming of efficient networks and the ability to learn from failures are important mechanisms to master this complexity.

Leaders need to offer more transparency, accountability and involvement in the leadership of their organizations, so that enough people can participate in the leadership process. They need to let go of leading and embrace a more collaborative decision-making process.

### **Leadership is something that we all should own in our workplace!**

It does not need to be done to people, but it can be exercised with others. Thus, we are talking more and more about a shared leadership model, in which active followers stop blaming leaders and instead to engage with them, to learn from them and to challenge them.

In the future, in modern organization taking responsibility and shared leading will affect most of the employees than just the dedicated, formal managers.

### **How can organizations support a modern leadership?**

- **Structures and processes** need to be built that support new modes of interaction and collaboration.
- **Roles and job titles** need to become more fluid, with groups of individuals exploring together how best to cooperate on specific tasks and deliver as yet undefined results.
- **Career development** needs to be measured by broader multifunctional and multi-departmental cooperation.
- The **succession planning** process should be a critical tool to identify those who can step up once the current leader is promoted.
- To create better decision-making organizations should establish a **learning and development platform** where people from different parts of a company meet, learn together, share ideas and create collective corporate intelligence.
- A **transparent and continuous communication** via various channels across all hierarchical levels must be ensured.
- **Teamwork** must be encouraged, and their success has to be positively highlighted

**In summary it can be said that when an organization established a culture, which support transparency, positive failure learning, innovation and diversity then it will produce à la longue authentic leaders who exactly live this culture.**

**These leaders will take the top direction and will help peoples around them to go with that.**