

What do
Leaders of the 21st Century
look like?

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What do leaders of the 21st century look like?

Leaders in this century have to be skilled in many ways. They are

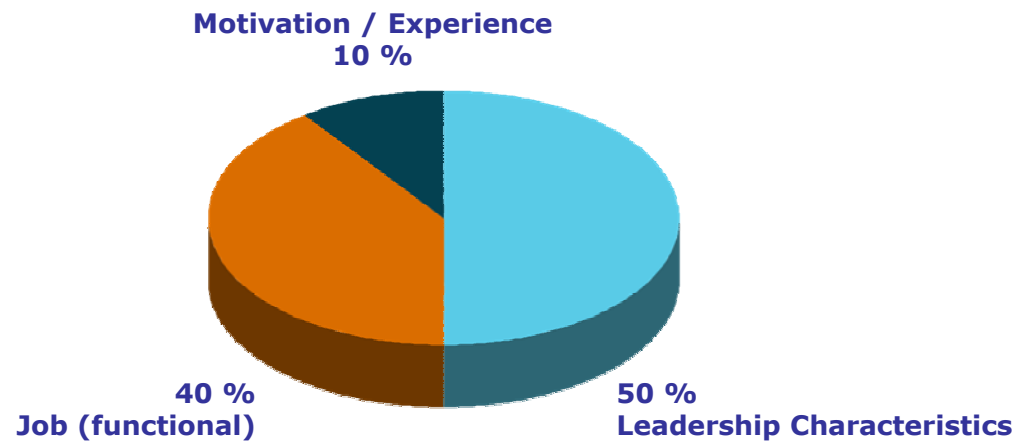
- leaders who can thrive in uncertain and complex operating environments.
- innovative and adaptive leaders who are expert in both the art and science of the profession of driving business and change.

Why?

Did you know ...

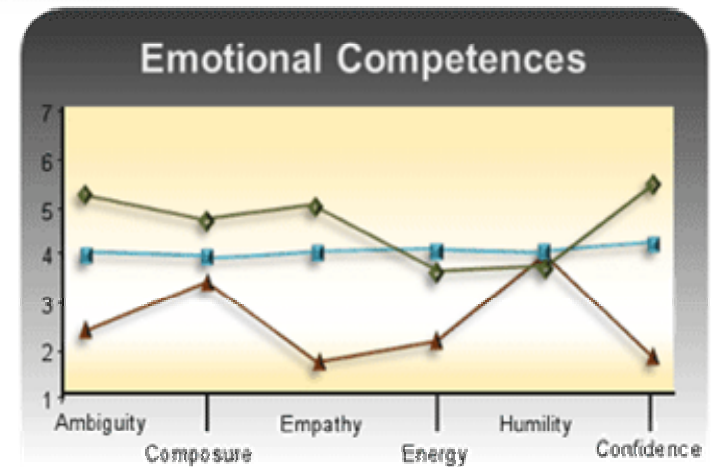
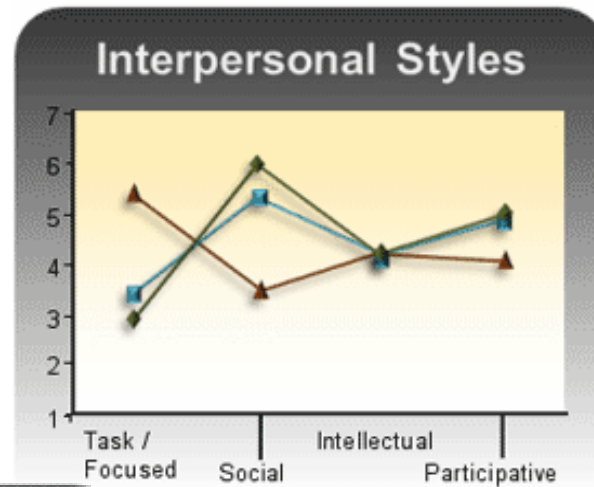


40% of all executives fail within the first 18 months



Source: Korn&Ferry International

Where performance comes from



Source: Korn&Ferry International

A set of competencies for high-performing managers & leaders?

Strategic Contribution

- Strategic planning
- Innovation
- Dedicated to the Solution
- Analytic thinking
- Change management
- Conceptual thinking
-

Personal Credibility

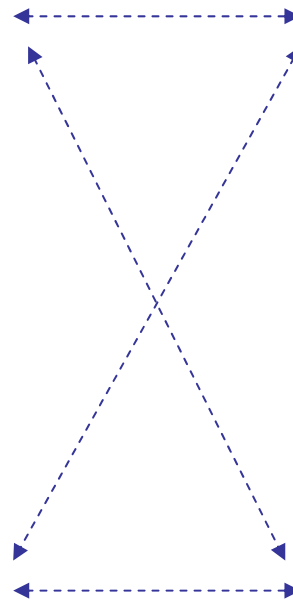
- Integrity
- Fosters teamwork & relationship
- Service oriented
- Professional
- Accountable
- Pursues self development
- Good judgement
- Honest
- Initiative
- Commitment
- Achieves results
-

Knowledge, Skills & Abilities

- Financial & budget management
- Financial & business analysis
- Contracting
- Planning
- Technology
- Negotiation skills
- Human resources management
- Presentation skills
- Organizational skills
- Legal compliance
- Communications skills
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Institutional Knowledge

- Knowledge of organizations
 - mission
 - vision
 - values
 - goals
- Trend in health care and higher education
-



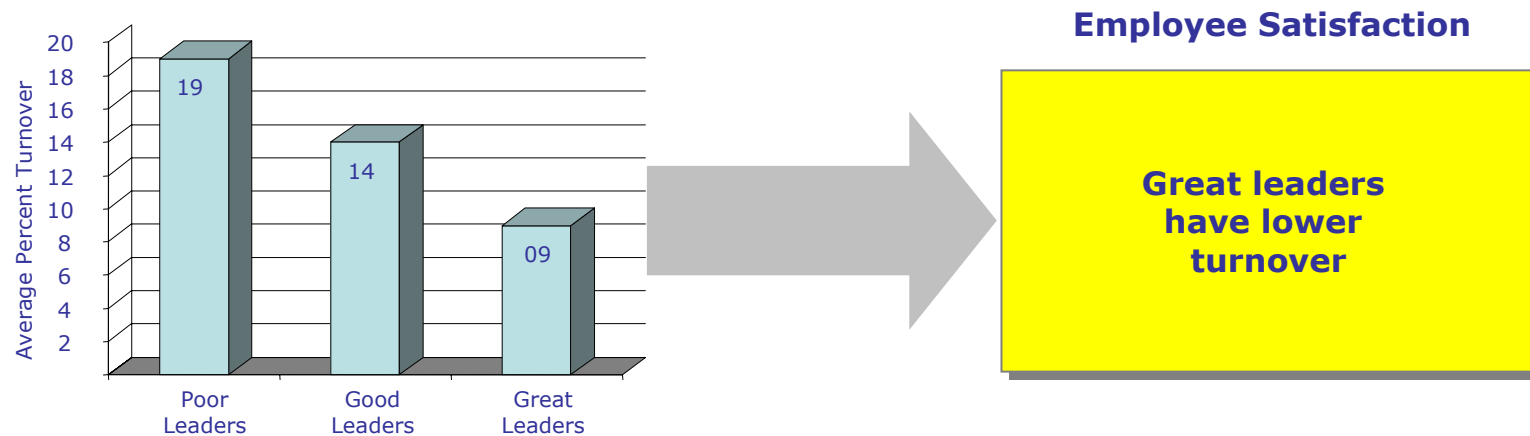
Can leadership have an effect on success?

Six attributes of successful leadership

- **Lateral thinking** Try different perceptions, concepts, multiple possibilities to approach a problem & to handle it successfully.
- **Empowerment** Successful leaders are able to motivate and thus energize and empower others.
- **Active optimism** An optimistic person thinks positive. Positive thinking translates ideas and thoughts into effective action.
- **Determination to improve** Self evaluation and feedback are improvable processes. Improvement reaps results.
- **Encouragement of delegation** Motivate & accomplish tasks through others. This motivates subordinates to achieve & activate their potential.
- **Real potential** Be inspired by real potential & strategies for companies future & achieve this vision.

Leadership Effectiveness Impacts Balanced Measures (1)

Do effective leaders generate more turnover in business?

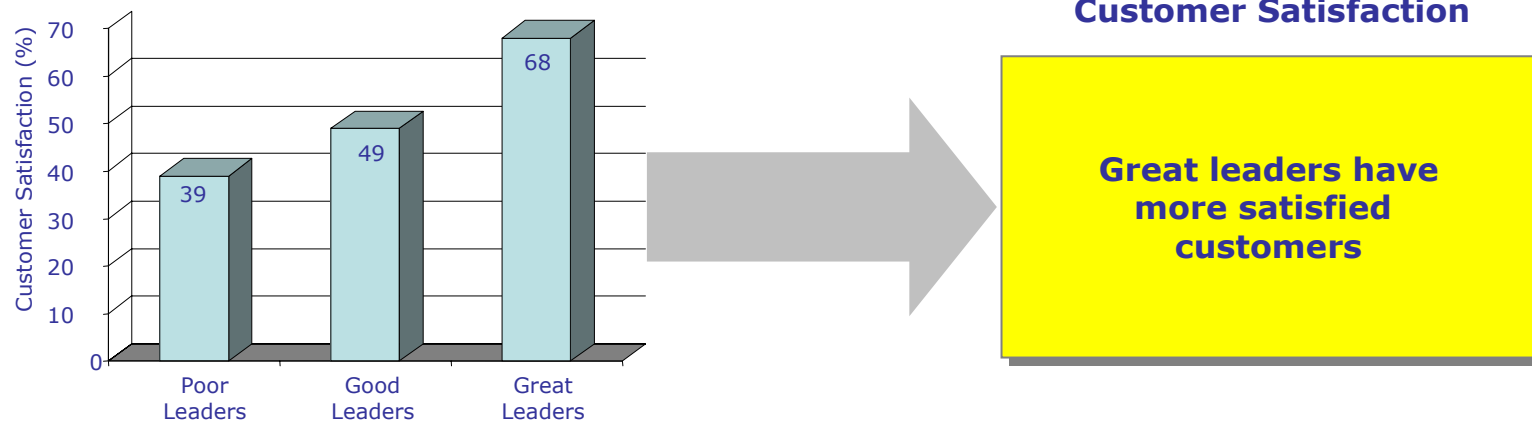


Leadership Effectiveness – 360°Assesment (Insurance Company)

Data from: Zenger / Folkman, The Extraordinary Leader

Leadership Effectiveness Impacts Balanced Measures (2)

Do effective leaders generate more satisfied customers?

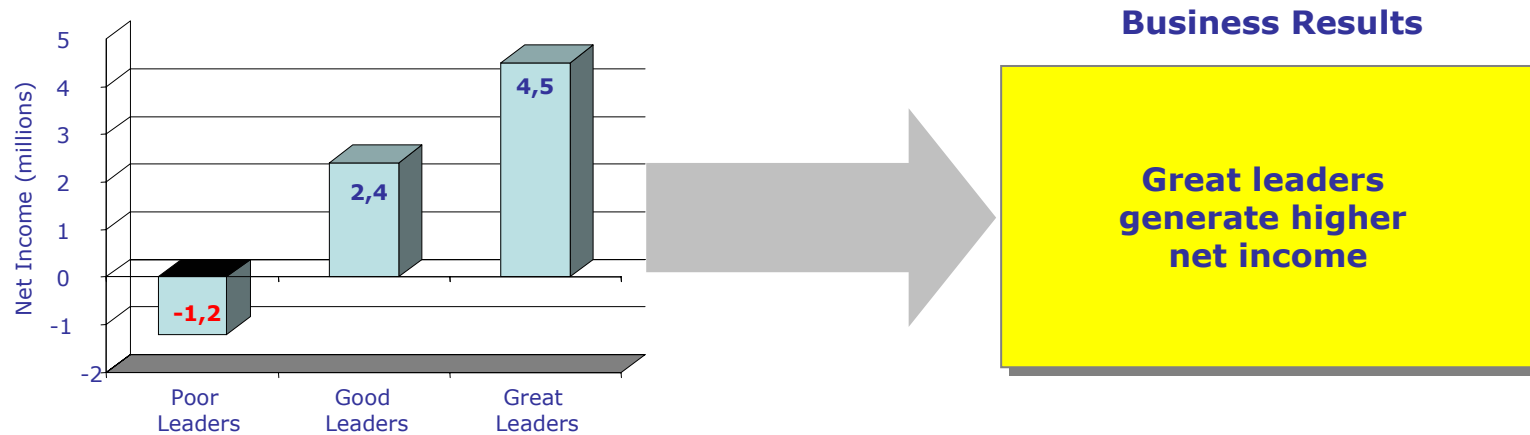


Leadership Effectiveness – 360°Assesment (High Tech Company)

Data from: Zenger / Folkman, The Extraordinary Leader

Leadership Effectiveness Impacts Balanced Measures (3)

Do effective leaders generate more net income in business?

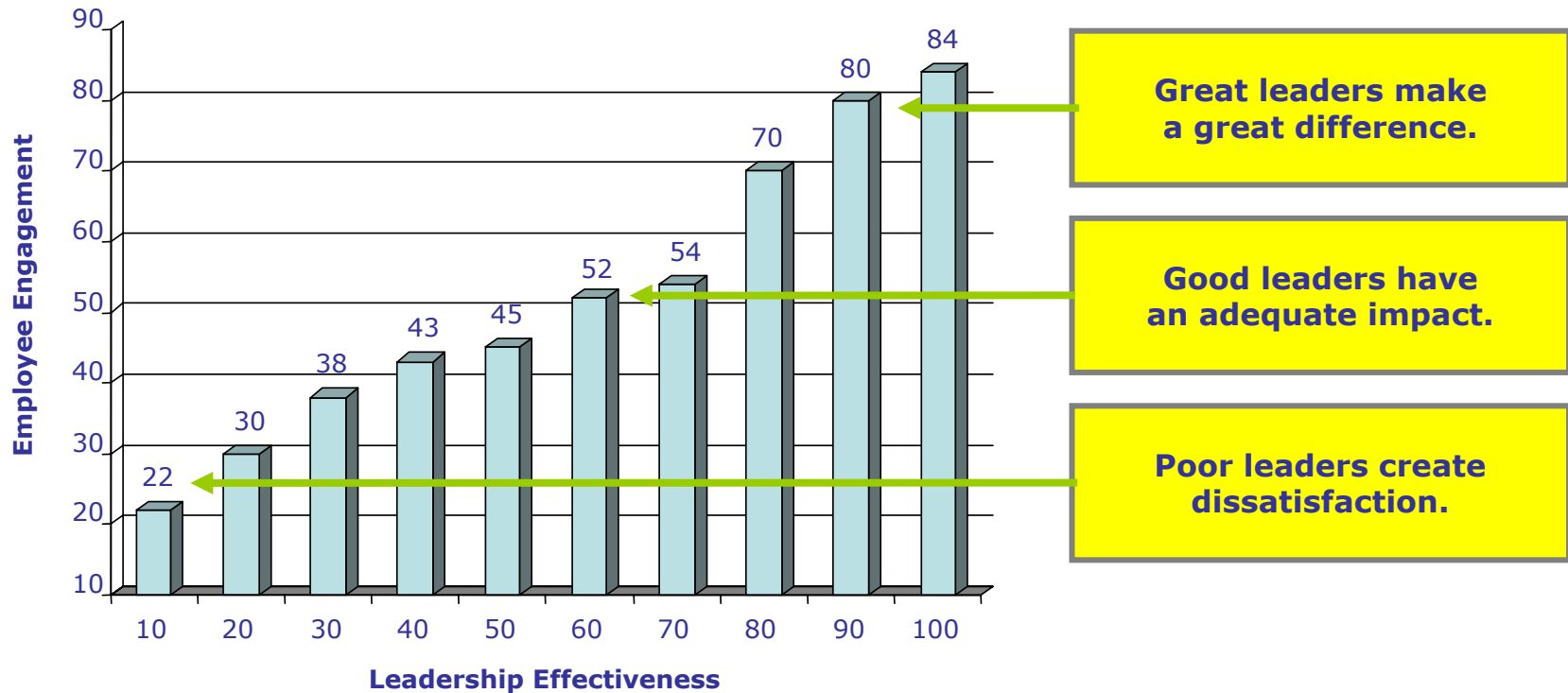


Leadership Effectiveness – 360°Assesment (Mortgage Bank)

Data from: Zenger / Folkman, The Extraordinary Leader

Leadership effectiveness impacts employee engagement

Do effective leaders push employees engagement in business?



Leadership Effectiveness – 360° Assessment (High Tech Company)

Data from: Zenger / Folkman, The Extraordinary Leader

Competency Model in Profit-Organization (plant engineering and construction)

The xyz superior

- personally sets an example as to what he expects from his staff.
- communicates to his staff the company's vision and a sense of confidence in being able to successfully shape professional and personal perspectives.
- delegates tasks and responsibilities and allows his staff enough manoeuvring room for the agreed-upon goals to be achieved.
- demands and encourages changes both from his staff and from himself with the aim of strengthening the competitiveness of xyz solutions.
- maintains a continuous dialogue with his staff and provides them with all the information necessary for successful teamwork.
- knows that people are the reason for the company's success and respects his staff as individuals who deserve recognition for their achievements and assistance in improving.
- regards himself as a personnel developer and a talent scout with a feel for an individual's potential and sensitivity for personal limits.

Competency Model in Non-Profit-Organization (US Government**)

Leadership	Employee Satisfaction	Customer Satisfaction	Business Results	EEO* and Diversity
Adaptability	Continual Learning	Customer Focus	Achievement Orientation	Supporting Competencies
Communication	Developing Others	Entrepreneurship	Business Acumen	
Decisiveness	Diversity Awareness	External Awareness	Political Savvy	
Integrity/ Honesty	Group Leadership	Influencing/ Negotiating	Problem Solving	
Service Motivation	Teamwork	Partnering	Technical Credibility	
Strategic Thinking				

* Equal Employment Opportunity

** A daunting list of 21 competencies for IRS leaders to become proficient in to increase overall perceived leadership effectiveness.

Source: www.irs.gov/irm/part6/ch09s01.html

Competency Model in Non-Profit-Organization (US Government)

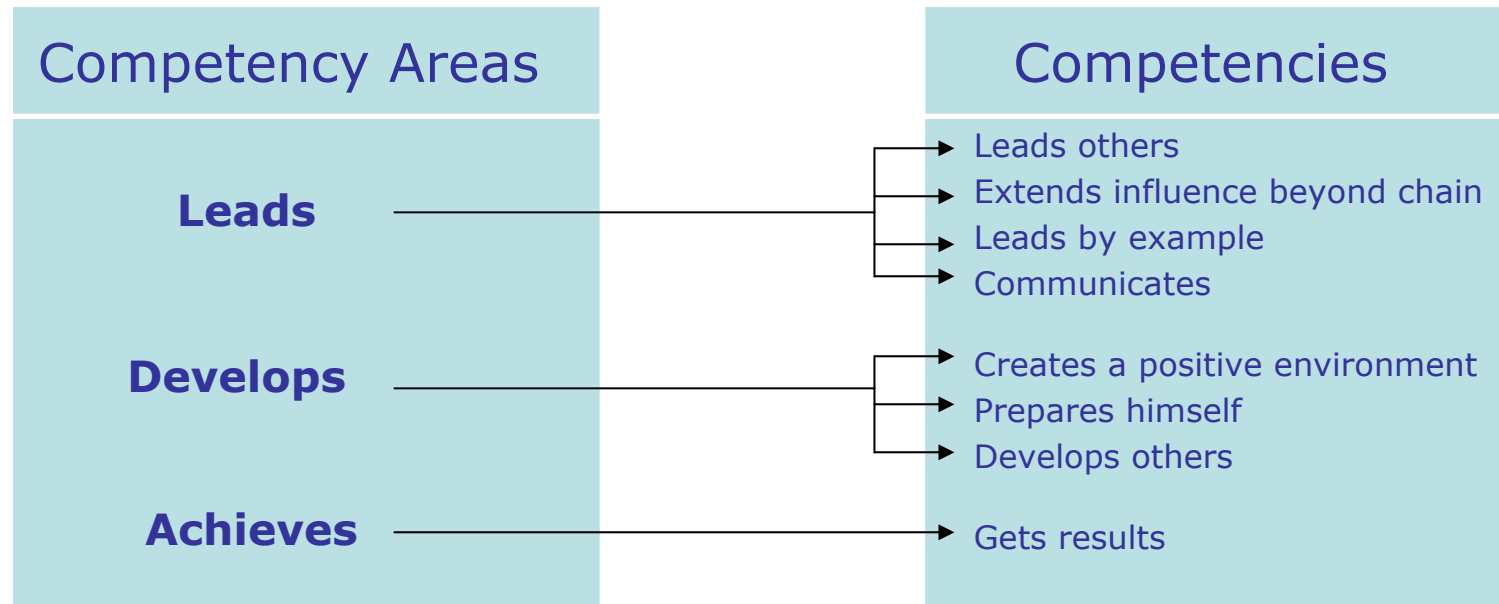


Source: IRS 360° Assessment Study: Developing Great Leaders

Competency Model in Non-Profit-Organization (Army)

Leaders & their professionalism

Leadership is influencing people – by providing purpose, direction, and motivation – while operating to accomplish the mission and improving the organization.



Source: 1. Center for Army Leadership, Ft. Leavenworth/KS, USA
2. US Army FM 6-22

Competency Model in Non-Profit-Organization (Army)

<i>Lead</i>	Leads Others	Extends Influence Beyond Chain of Command	Leads by Example	Communicates
	Provide purpose, Motivation, Inspiration. Enforce standards, Balance mission And welfare of Soldiers.	Build trust outside lines of authority. Understand sphere means and limits of influence. Negotiate, Build consensus, resolve conflict.	Display character, Lead with confidence in Adverse conditions. Demonstrate competence.	Listen actively. State goals for action. Ensure shared understanding.
<i>Develop</i>	Creates a Positive Environment	Prepares Himself	Develops Leaders	
	Set the conditions for positive climate. Build Teamwork and cohesion. Encourage initiative. Demonstrate care for people.	Be prepared for expected and unexpected challenges. Expand knowledge. Self awareness.	Assess developmental needs. Develop on the job. Supports professional and personal growth. Help people to learn. Counsel, coach and mentor. Build team skills and processes.	
<i>Achieve</i>	Gets Results			
	Provide direction, guidance, and priorities Develop and execute plans. Accomplish tasks consistently.			

Source: 1. Center for Army Leadership, Ft. Leavenworth, USA / KS
2. US Army FM 6-22

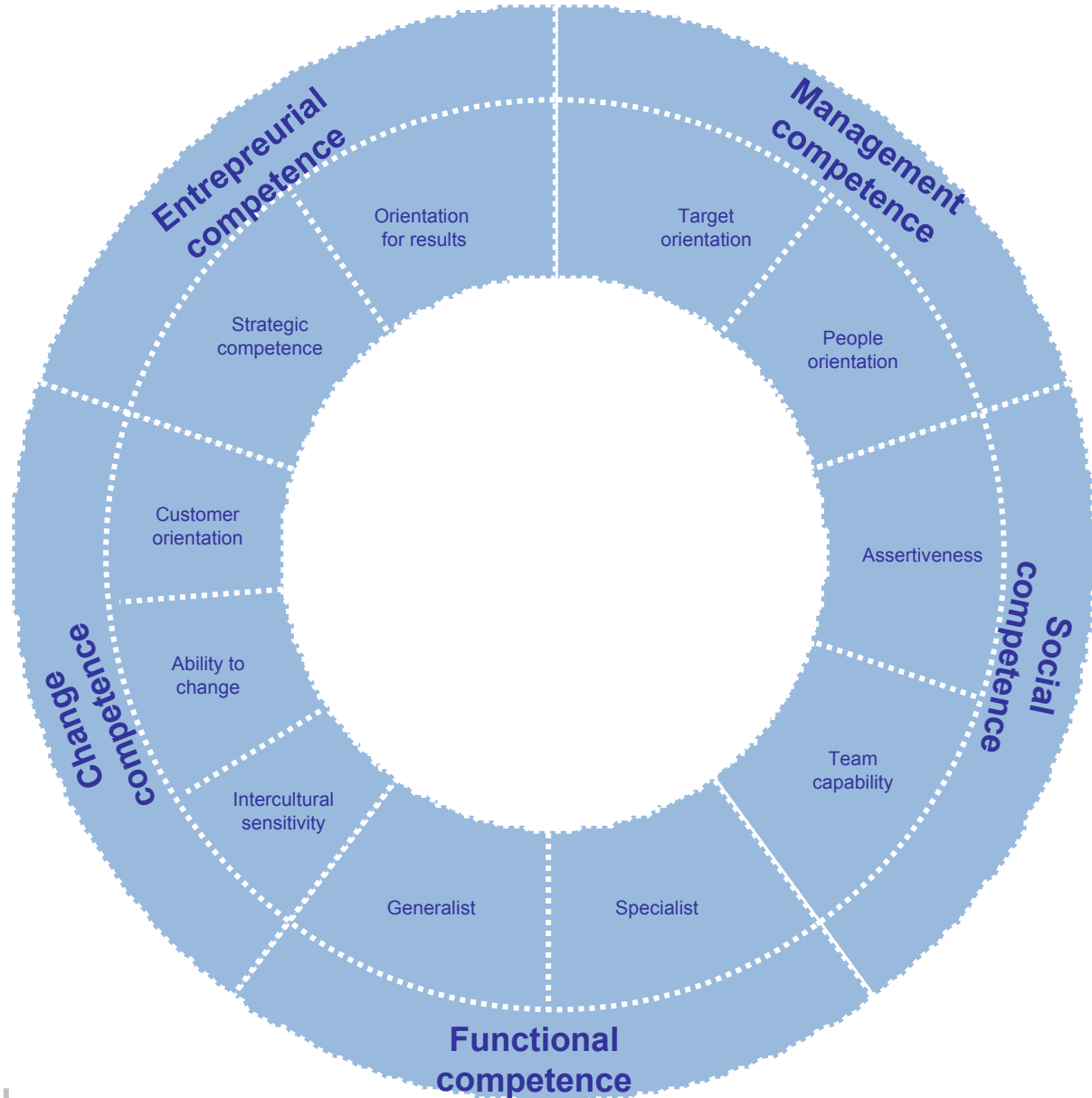
Competency Model in Non-Profit-Organization (Army)

> Using competencies to lead

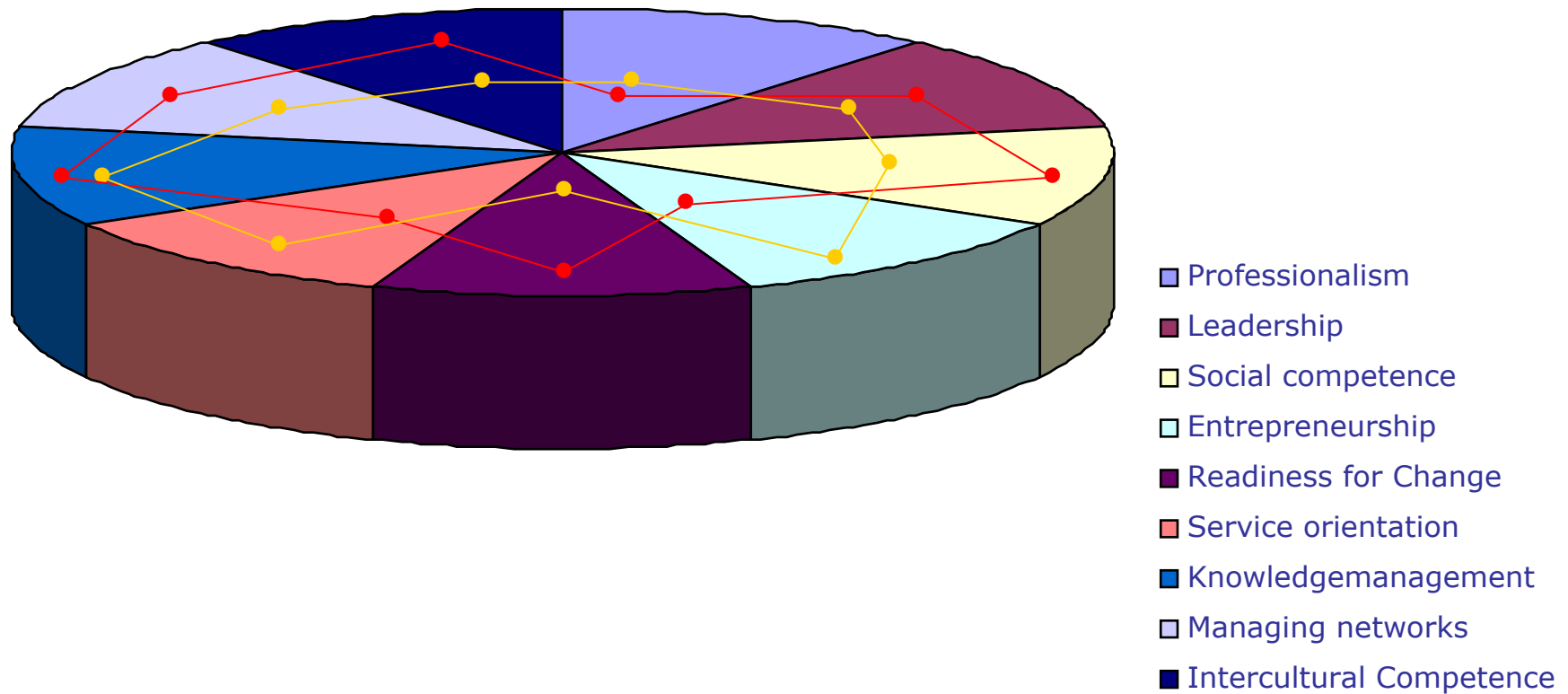
Category	Components	Action by Leader
LEAD	Communicates	<ul style="list-style-type: none"> •Issues a warning
	State Goals for Action	<ul style="list-style-type: none"> •Convey to staff desired outcomes, timelines, and goals
	Ensure Shared Understanding	<ul style="list-style-type: none"> •Have your staff brief back to Operations Order once it is completed
DEVELOP	Build teamwork and cohesion	<ul style="list-style-type: none"> •Empower NCO's to run the range •Plan for unit physical training (obstacle course or unit run) as part of weekend training
	Demonstrate care for people	<ul style="list-style-type: none"> •Ensure medical treatment is standing by for range operations •Allow soldiers who live closer to the range than the Reserve center to join the unit at the range location.
	Be prepared for expected and unexpected challenges	<ul style="list-style-type: none"> •Prepare inclement weather training plan. •Assign rapid response team in the event of accident on the range.
ACHIEVE	Develop and execute plans	<ul style="list-style-type: none"> •Allow staff to develop their portions of plan under the direction of the S3
	Accomplish tasks consistently	<ul style="list-style-type: none"> •Follow range operations policies. •Ensure all unit members are afforded the opportunity to qualify. •Follow unit SOP for convoy operations to and from the training site.

Source: 1. Center for Army Leadership, Ft. Leavenworth, USA / KS
2. US Army FM 6-22

Competency Model in Profit-Organization (Energy)



Basic Competency Model driving a Management Audit



Source: ILOS® Institute for Learning Organizations and Systems [www.ilos-institut.de]

Basic Competency Model driving a Management Audit

- Professionalism
 - A. Generalist
 - B. Expert

- Leadership
 - A. People orientation
 - B. Goal orientation

- Social competence
 - A. Capacity for teamwork
 - B. Individualism

- Entrepreneurship
 - A. Strategic orientation
 - B. Focus on implementation

- Readiness for Change
 - A. Openess for change
 - B. Driving change

- Service orientation
 - A. Market orientation
 - B. Customer orientation

- Knowledgemanagement
 - A. Process orientation
 - B. Content orientation

- Managing networks
 - A. Relationship orientation
 - B. Assertiveness

- Intercultural Competence
 - A. Sensitivity
 - B. Compliance [learning attitude]

Source: ILOS® Institute for Learning Organizations and Systems [www.ilos-insitut.de]

Present & future are complex - leadership is your challenge

- No one is given a set of directions or a plan.
- Failure is not an option.
- Leaders take into account the totality of systems.
- Leaders are held accountable for outcomes.
- People are both predictable and unpredictable.
- Leadership skills must be honed and sharpened.
- Leadership exists at all levels of an organization.

Remember – managing & leading means change!

When life sends you lemons
make lemonade!

Thank you for your attention!

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