

Are current Leadership Paradigms still relevant for Leadership Education in Turbulent Times? Revisiting Leadership Studies and Education

Knowledge Without Boundaries

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Leadership Models are Outdated

Leading in Turbulent Times



Leadership models are outdated and not well-suited for the information society and a knowledge-intensive economy.



- Factors Reshaping Leadership (next slide)
- How should Leadership models look like to address the current and future challenges?
- Alternative Framework to study Leadership
- Leadership as Practice (Detaching leadership from personality. Raelin, 2011).
- Leadership as ***Disciplined Practice***

Four Key Imperatives Reshaping Leadership



- Rapid and far reaching technological changes, especially the digitalization of information and communications technology. (ICTs);
- Complex flow of information;
- Competitive Landscape
- Financial pressures
- Importance of Social Media

- Shift toward knowledge as the central factor of production.
- Emphasis on intangible assets.
- Information glut.
- Artificial Intelligence and Robotics



- Accelerated globalization
- Ease of creating networks and build relationships.
- Geo-politics [North Korea, Middle-East, Russia]
- Manage ambiguity.

- Distributed, less hierarchical organizational forms with greatly accelerated movement within and across organizations and sectors.
- Digital Rebirth of Organizations.
- Current business models – are they still relevant?

The Leadership Landscape and Current Models



- Leadership is a complex process and construct (Northouse, 2010).
 - Trait vs. Process Leadership
 - Assigned vs. Emergent Leadership
 - **Leadership and Power**
 - Leadership and Coercion
 - Leadership and Management
- Leadership – many theories but what advice is reliable? (Allio, 2013).
- Leadership studies rely in most cases on a multidisciplinary perspective (Avolio 2014).

A Hundred Years Ago – World War I



Power consists in one's capacity to link his will with the purpose of others, to lead by reason and a gift of cooperation.

— *Woodrow Wilson* —

AZ QUOTES

Thomas Woodrow Wilson - American politician and academic who served as the 28th President of the United States from 1913 to 1921.

Issues to Consider in Approaching Leadership Studies



- Leadership scholars must be familiar with the history of leadership and what can be learned from it.
- Leadership and management are still rooted in a mechanistic top down model. Servant Leadership and Transformation Leadership are trying to change this.
- Leadership and Globalization – Information and relationship building flow across borders. Becoming *Inward looking* will not stop leaders from establishing relationships across national boundaries.
- Leaders at any level have to understand how to use the digital world and “.... if they do not understand the power that it has on their relationships with their stakeholders, then they will seriously be left behind.” (Bennis, 2013).

Power, Influence and Social Media



- Power has been under investigated in leader-follower relationships (Martinez et al. 2012).
- Influence is about working effectively with people over whom you have no
- or little authority.
- Influence is gained by the ability to present logical and compelling arguments and engage in give-and-take.
- The notion of power as been advanced by the *concept of resource dependency* is seriously challenged by social media and IT communications.

A Twitter Comparison of Social Power and Reach



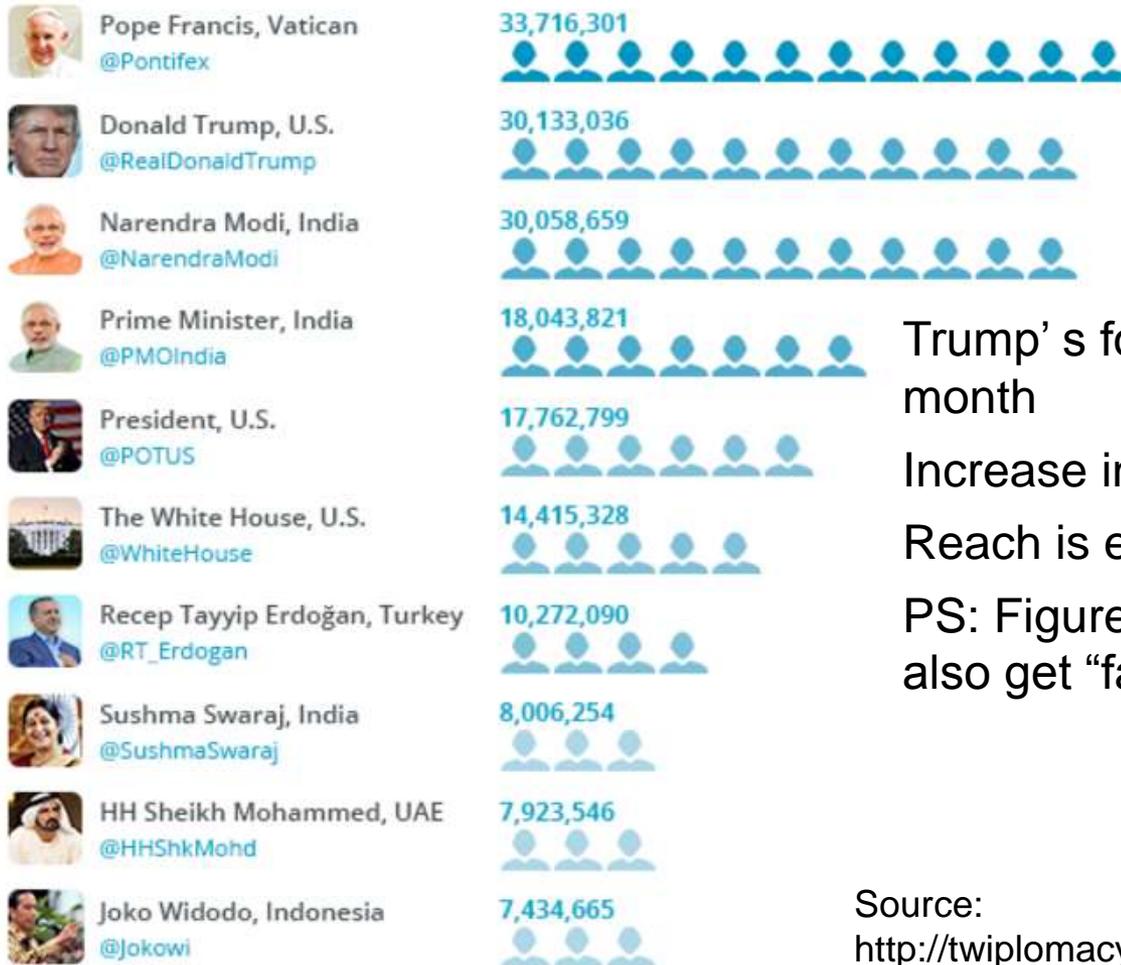
In terms of efficacy, Donald Trump would seem to outperform Hillary Clinton, since his tweets have been retweeted a total of 12 million times – twice as many as Clinton’s, which have been retweeted 5.5 million times.

Trump has also received 33 million likes for his tweets, almost three times as many as Clinton, who has a total of 12 million likes. Trump averages 5,639 retweets per tweet, compared with 2,154 retweets per tweet for Clinton.

Icon		Trump	Clinton	Averages
	Followers	24.7 mil	13.2 mil	13 Feb. 2017
	Retweets	12mil	5.5mil	5,639
	Likes	33mil	12	2,154

World Leaders Active on Twitter

Most Followed World Leaders 2017 NUMBER OF FOLLOWERS*



Trump's followers grow by 5.7% per month

Increase in Social Power

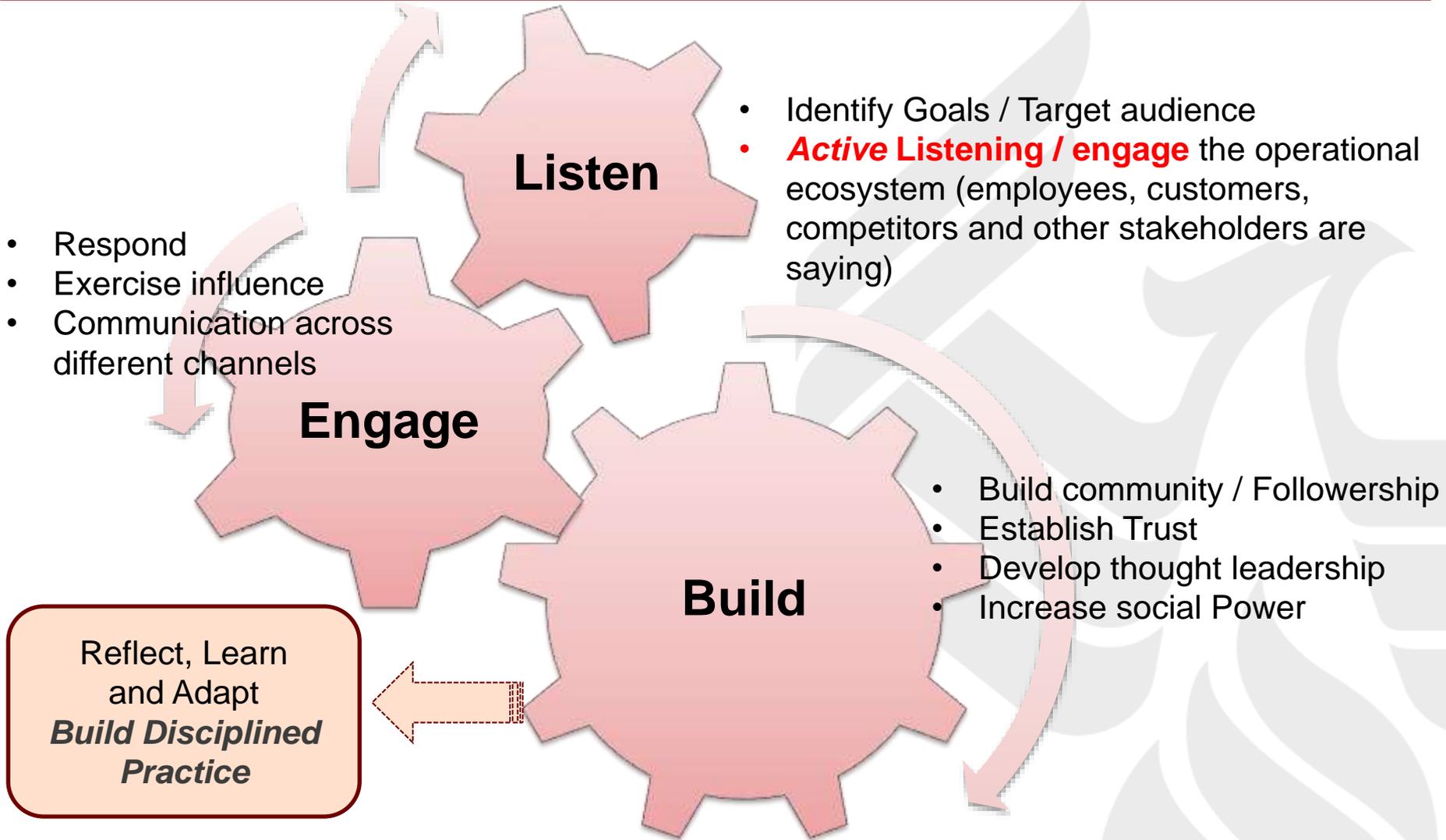
Reach is extending

PS: Figures can be misleading as one also get "fake followers"

Source:

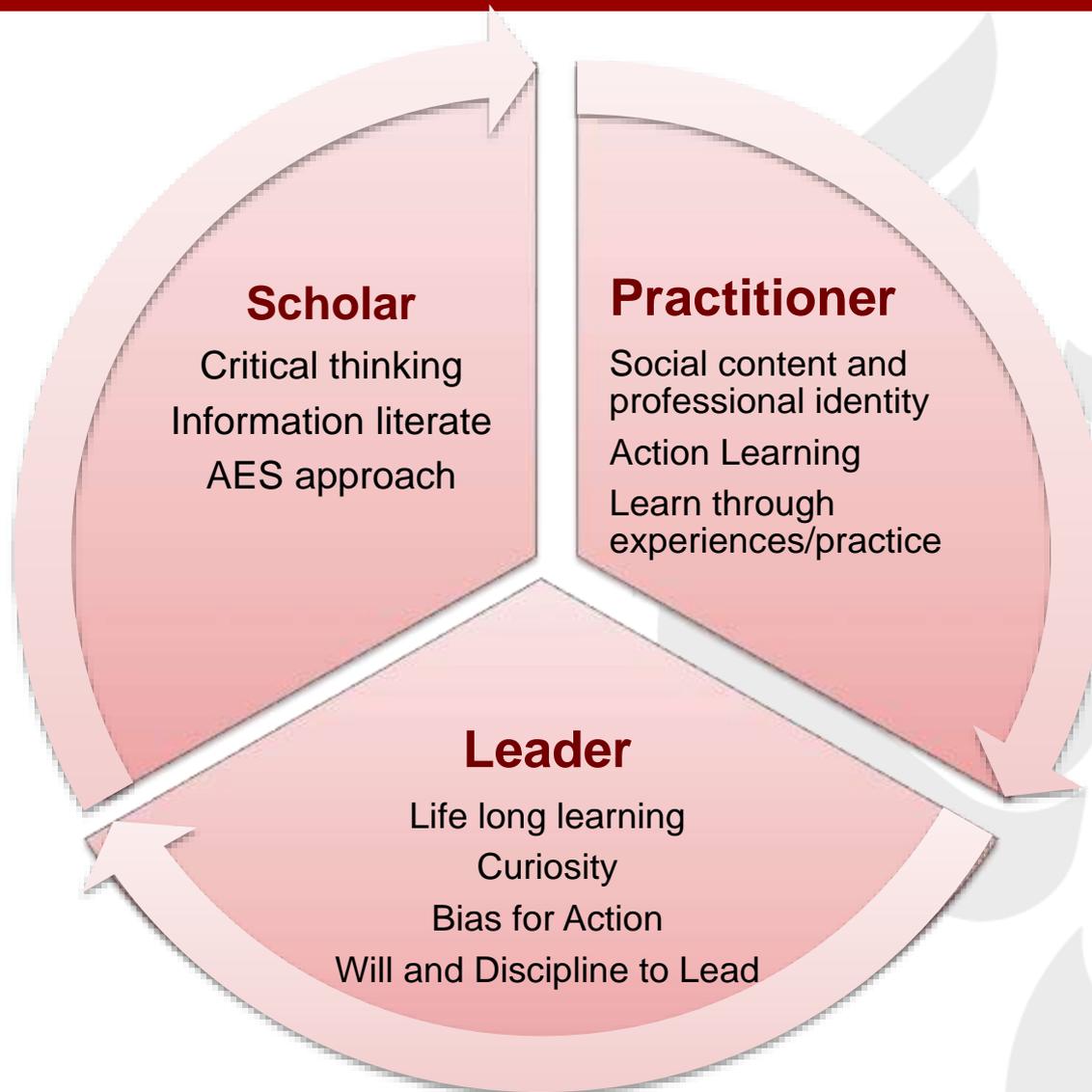
<http://twiplomacy.com/blog/twiplomacy-study-2017/>

Leadership in Turbulent times... as a Disciplined Practice



SPL Framework

A multi-disciplinary and integrated framework



Summary



- Leadership: A different approach is needed in building Power and Influence
 - Power is to have control over resources and access to information.
 - Social media and information society are challenging the old leadership paradigm.
 - Employees are expecting more clarity, transparency and change.
- Capitalizing on the transformational power of social media while mitigating its risks calls for a new type of leader (McKinsey, 2013):
- Developing a Digital Identity.
 - Social Media has shifted the power to the individual
 - Leaders who can master social media will be able to significantly increase their influence, establish authenticity and influencing a new generation. (Tredgold, 2014).
 - Social media's impact on a leader's social cognition and effect and his/her leadership.
- A diverse Twitter network — one that exposes them to people and ideas they don't already know — tend to generate better ideas (Parise, Whelan, Todd, 2015).
- Leadership can be develop through disciplined practice – Experience, Introspection, and Skills in developing an authentic personal identity.

Analysis and Conclusions



- Leaders, including Leadership Studies and Development, are faced with challenges.
- The importance of Social Media.
- Leaders need to build credibility, power and influence through a communication strategy based on logic and reasoning.
- *Leadership-as-Practice* presents an alternative. Leadership is not a theory to be taught – it is a practice which must be learned and appreciated through experience of ‘leading’.
- ***Disciplined Practices*** will shape and develop your Leadership in a Digital World.

Leadership is the simple act of you being who you are in the company of others. It is what you have experienced, who you are right now, and who you aim to be. Simply put: Who you are is how you lead.

- Sostrin (2017).



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