REAL Leadership in Turbulent Times
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Structure of Presentation

• Introduction
  o The Leadership Studies landscape and Emerging Alternatives

• A Changing World requires skilled Leadership
  o Technological Dominance
  o Globalization / unstable geo-political landscape.
  o Knowledge Society
  o Agile Organizations

• REAL Leadership
  o Relationships and building your network
  o Environmental situational awareness
  o Action-bias
  o Lifelong learning

• Areas for Future Research
  o Discussion and Questions
  o Real-time Survey
The Leadership Landscape and Emerging Approaches

• Leadership – many theories but what advice is reliable? (Allio, 2013).

• Leadership is a complex process and construct (Northouse, 2010).
  o Trait vs. Process Leadership
  o Assigned vs. Emergent Leadership
  o Leadership and Power
  o Leadership and Coercion
  o Leadership and Management

• Leadership studies rely in most cases on a multidisciplinary perspective (Avolio 2014).

Alternative Framework to study Leadership:

Leadership as Practice (Detaching leadership from personality (Raelin, 2011).
Leadership Models are Outdated
Leading in Turbulent Times

• Leadership models are outdated and not well-suited for the information society and knowledge-orientated economy.

• The new leadership paradigm should frame “leadership as a complex interactive dynamic with adaptive outcomes such as learning, innovation and adaptability.” Uhl-Bien, Marion, and McKelvey (2007: 298).

• Successful leaders see themselves as facilitators. These leaders saw their primary responsibility as unleashing the talent of others so the collective vision could be realized. Bennis (2012).

• How should Leadership models look like to address the current and future challenges?

• Contingency / Servant / Authentic Leadership? / Scholar-Leader-Practitioner (SLP)?
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

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

- Accelerated globalization
- Ease of creating networks and build relationships.
- Geo-politics. Ukraine / ISIL
- Manage ambiguity.

Distributed, less hierarchical organizational forms with greatly accelerated movement within and across organizations and sectors.
1. Digital leaders must be flexible and adaptable, and possess *wide intellectual curiosity and a hunger for new knowledge.*

2. Willing to see value in sharply different perspectives, and be *comfortable with uncertainty*, and like all leaders at all time, must possess true passion for what they do.

3. They look globally for solutions and challenges, and also hunger for *constant learning and insist on constant learning from their collaborators and followers.*
• Leadership: A different approach is needed in building Power and Influence
  o Power is to have control over resources and access to information.
  o Social media and information society are challenging the old leadership paradigm.
  o 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.
  o Social Media has shifted the power to the individual
  o Leaders who can master social media will be able to significantly increase their influence, establish authenticity and influencing a new generation. (Tredgold, 2014).

• 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).
How to establish a Digital Identity and to increase influence

• Create an Online profile (Twitter, LinkedIn, Instagram or Facebook Page).

• Ensure a professional look and feel to your profile – photo and description. Ensure your profile is up-to-date and promotes your areas of expertise.

• Search for current thought leaders via social media and browse through their connections or those who they follow; use this to build your own network.

• Following someone on Twitter or inviting someone to connect on LinkedIn will mean they are likely to read your profile.

• Ensure Tweets include a group with large numbers of followers within your captive audience, for example @RCGP_InnovAiT in the hope they will Retweet to them.

• Social media allows direct access to professionals who are in a position to influence change on a larger scale, so your ideas get noticed and work recognized.

• Social media makes keeping up-to-date and staying informed easier.
Personal Example of Building Influence and Power: Twitter

Jennifer Sertl #a3r
@JenniferSertl  FOLLOWING YOU

Information DJ fostering better decisions, systems, scenario planning. Mind of chess player 🏛️ Heart of Inviting depth ... @agility3r
#globalview #cio #ceptr #a3r agility3r.com/about-us/about...

Beautiful Minds
@BeautifulMindsz

Marina Passalaris is the Founder of Beautiful Minds, helping teen girls discover who they are through education. Founder of BU Day and the #BURSELF movement
Australia and Singapore ⋅ beautifulminds.com.au

- Need to Dominate Social Space
- Build reach and influence
- Increase of Social Power (social voltage)
Social Networking, Leadership Power and Influence
Trump vs Clinton on Twitter

FOLLOWERS OVER TIME

Source: https://www.weforum.org/agenda/2016/08/hillaryclintonordonaldtrumpwinningontwitter/

Image: Wall Street Journal
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.

<table>
<thead>
<tr>
<th>Icon</th>
<th>Trump</th>
<th>Clinton</th>
<th>Averages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Followers</td>
<td>24.7 mil</td>
<td>13.2 mil</td>
<td>13 Feb. 2017</td>
</tr>
<tr>
<td>Retweets</td>
<td>12mil</td>
<td>5.5mil</td>
<td>5,639</td>
</tr>
<tr>
<td>Likes</td>
<td>33mil</td>
<td>12</td>
<td>2,154</td>
</tr>
</tbody>
</table>
Environmental Scanning
Sense making and Situational Awareness

- Leader must possess three key attributes: contextual intelligence, emotional intelligence, and inspired intelligence.
- Contextual intelligence enables leaders to develop a greater awareness and see through the short term imperatives and make better informed, more timely decisions on how best to mobilize resources in ways that deliver the greatest long-term, sustainable value. (Business Foresight – my interpretation).
- Wave of digitalization is fundamentally altering the way we do business. Companies fail because their products are out of date, their core competencies have become obsolete or new technologies have altered processes.
- Various surveys have identified critical thinking as the number one requirement for successful leadership in the 21st century.
Environmental Scanning
- an age of radical Ignorance

- Importance of keep abreast of emerging trends and innovations—not just their competitive and marketplace implications, but also what they mean for communications technologies, which are fundamental for creating an agile, responsive organization. (McKinsey 2015).

- **We live in an age of radical Ignorance** – BBC, 2016
- Study of deliberate propagation of ignorance: Agnotology is the study of willful acts to spread confusion and deceit, usually to sell a product or win favor.

- Fake News

- Bounded Rationality and Satisficing – Do not just look for evidence to support / satisfy your viewpoints / critically evaluating alternatives.

- Sense making – thinking about human perception, cognition and action.

- Weick’s sensemaking theory – understanding our own individual biases.
• Leadership and Agency – interdependent and inseparable. Leadership is action.

• “A distinctive human characteristic through which personal agency is exercised is the capacity of forethought.” Bandura (1989, 1179).

• “Leadership-As-Practice is concerned far more about where, how and why leadership work is being accomplished than about who is offering visions for others to do the work” (Raelin, 2011, p.3).

• Key principle of a Scholar-Practitioner-Leader (SPL) model ➔ Theory is incorporated with Practice.

• REAL model is firmly embedded within the domain of Leader-as-Practice movement.
Learning in a continuous and agile way

• Have a passion for learning in order to become the best leader you can be (Kouzas and Posner 2012).

• Open to new experiences and honest examination of how you and other perform.

• The importance of (self)-reflection in learning and becoming self-aware.

  “Grounded in self-knowledge your leadership becomes more authentic.”

• Agile and being responsive to changes.

• Underlying factors (Hojat, et al. 2009):
  1. Recognition of own learning needs
  2. Participate in research projects
  3. Self-directed learning
  4. Technical and PC literacy skills
  5. Personal motivation
Lifelong learning is the development of human potential in the areas of *knowledge, values and skills*, through a continuously supportive process that is stimulating and empowering and that fosters confidence, creativity and enjoyment in all roles and circumstances (Hojat, et al. 2003).

**Role of Social Media in Lifelong Learning:**

- Extend real-life learning and relationships in a shared space to foster professional growth.
- Allows learners to share ideas, questions and goals.
- Relevant thought leadership developments “pushed” to the leader/learner.
- **CAUTION:** Content is user generated – unverified by experts and commented on by peers.
REAL leadership framework departs from the premise that Leadership is an individual characteristic and is rather embedded within practice.

Leadership can improve with practice – Experience, Introspection, Skills development contribute in developing an authentic personal identity.

The four elements of the REAL framework is an attempt to address modern day leadership development in an integrated and systemic manner.

*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).
• Leaders, including Leadership Education, are faced with challenges.

• Leaders will destroy their own credibility if they fail to make good sense of their environments and develop an acute sense-making capability which led them cut through fake news and false narratives.

• The importance of developing Critical Thinking.

• Leadership Studies need to respond to changing times.

• Could Leadership-as-Practice present an alternative to more accepted Leadership Studies?
REAL Leadership Framework
A multi-disciplinary and integrated framework

**R**elations and networks
- Social Networks
- Power and Influence
- Followers
- Strength of network
- Collaboration
- Ecosystems

**E**nvironmental scanning and awareness
- Complexity, Ambiguity and Uncertainty
- Sense making
- Business Foresight
- Critical thinking and Questioning skills

**A**ction-orientated
- Leadership-As-Practice (L-A-P)
- Change Management
- Apply what you learn
- Calculated Risk taking

**L**ifelong Learning Agility
- Curiosity
- Seeking intentional learning opportunities
- Leading others to learn
- Reflection and Self-Awareness
- Learn from mistakes
- Ability to ask great questions
1. Literature / Source Database created using Mendeley with the following articles imported.

2. Exported to NVIVO for Content Analysis and documents examined related by content mapped to themes in the literature.

3. Used Tree Mapping Cluster Analysis, Word Clouds and Frequency Analysis to identify relations to the four elements of the REAL leadership framework.

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Number of Articles</th>
</tr>
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<tbody>
<tr>
<td>Action Research</td>
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</tr>
<tr>
<td>Leadership</td>
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</tr>
<tr>
<td>Micro Learning</td>
<td>20</td>
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<tr>
<td>Practice</td>
<td>23</td>
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<tr>
<td>Scholarship</td>
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<tr>
<td>SPL</td>
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<tr>
<td>Assessment</td>
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<tr>
<td>Miscellaneous</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>166</strong></td>
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</table>
Nvivo was used to conduct Content Analysis to map themes in the literature knowledge base. Used Tree Mapping, Cluster Analysis and Word Clouds of Frequency Analysis to identify relations to the four elements of the REAL Leadership framework.

<table>
<thead>
<tr>
<th>REAL Indicators</th>
<th>Number of Articles</th>
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<tbody>
<tr>
<td>Relations and Networking</td>
<td>17</td>
</tr>
<tr>
<td>Environmental Scanning and Awareness</td>
<td>8</td>
</tr>
<tr>
<td>Action Bias</td>
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</tr>
<tr>
<td>Lifelong Learning Agility</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>57 / 166 [34%]</strong></td>
</tr>
<tr>
<td>REAL Leadership</td>
<td>Sources</td>
</tr>
<tr>
<td>-----------------</td>
<td>---------</td>
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</tbody>
</table>
| **R** Relationships and social networking | • Building reputation (as a thought leader).  
• Attract Followers, build a power base and exert influence.  
• Consistent worker relations increase productivity.  
• Understands and creates alignment with stakeholders. |
| **E** Environmental and situational awareness | • Using sweeping generalizations.  
• Premat.  
• Sociotechnical analysis.  
• Customers respond to sustainability practices.  
• Energy Certificates can offset power use.  
• Paperless processes are faster, easier, and cheaper. |
| **A** Bias for Action | • Speed matters in business.  
• Many decisions and actions are reversible.  
• Value of calculated decision making.  
• Recognize a bias for action can be negative.  
• Secret of getting ahead is getting started (M. Twain). |
| **L** Life-long and continuous learning | • LA one of top ten 2020 leader competencies.  
• Correlates with long-term potential for promotion.  
• Difference between successful and non successful.  
• Ability to find meaning in negative events and learn from them one of most reliable indicators of leadership. |
• Research should focus on the Extent leadership functions are performed, rather than on Who performs them.

• How to exercise Power and Influence using Social Media.

• Rise and power of Followers in relation to Leadership.

• Leadership and Business Foresight Capabilities to enhance Environmental sense-making.

• Role of online education in Life-long learning.

• Leadership Frameworks for a Digital Age.

• Educational models to develop leadership.
Go to:

www.menti.com
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McKinsley Quarterly.

On the slides that follow, we have listed the key sources we found that supported our LEAD Model.

These are also available in a separate summary which you may obtain by emailing a request to either of the authors.
Relations and Networks


Environmental Scanning


Action Orientated


