



AWAIR



# The New Leadership Framework

Leadership behaviours from the emerging future



# April 2020

For more than 25 years theorists and researchers have announced the need for a new leadership, while the “old” one, charismatic, transformational, visionary, was absolutely alive and well in real organisations.

April 2020 will be remembered as the month in which the old model was finally retired. It’s over. Sure, it’s not going to go away without putting up a little fight. But all its limitations have been exposed and its manifest inadequacy to deal with the complexity and the challenges of the world which will emerge from the global crisis we are facing, is undiscussable.

So, it’s time for us, as well, to say goodbye to our old “leadership competency architecture”, not without shedding a few tears, and move on.

## Mindset trumps competence

This is still a competency framework. And for the purpose it must serve, we need to translate the core concepts of the “new” leadership into observable behaviours. Which we have done.

But we also need to recognise that, behind what is observable, what we are dealing with is above all a change that affects our deepest beliefs and assumptions about the world, about relationships, about what it means to live and work as humans in this new world.

So, this leadership framework is all about a shift in mindset: from charisma to humility, from “knower” to “learner”, from “ego” to “eco”. It tells a story about a deep cultural transformation, impacting organisations and the whole of society, but that can only start from a transformation in ourselves.

So, it is our aspiration not only to be able to observe and “measure” these behaviours, but also to accompany individuals and groups in this exciting, amazing transformation journey.



# 02 The Core Concepts



## Futures Thinking

**Strategic Intelligence**

**Disruptive Innovation**

**Global Perspective**



## Agile to Action

**Adaptive Decision Making**

**Ownership & Responsibility**

**Agile Execution**



## Inclusion & Compassion

**Engage with Purpose**

**Caring for People**

**Collaborate with Generosity**

**Leverage on Networks**



## Awareness & Presence

**Integrity & Courage**

**Resilience & Adaptability**

**Learn with Humility**

## Temporary Frames

This dimension is all about curiosity, big-picture thinking, and the ability to “connect the dots”, in order to create (temporary) interpretive frames about the future.

It involves gathering data and harnessing the power of collective intelligence (human and otherwise) to interpret them and produce innovative ideas, encouraging experimentation, promoting a culture that accepts failure and treating it as an opportunity for learning (“fail fast” mindset).

It also includes nurturing a global perspective, understanding the challenges of operating in a global environment and appreciating cultural differences that may impact global initiatives.

**Strategic Intelligence  
Disruptive Innovation  
Global Perspective**



## Distributed Ownership and Agile Execution

Agile methods and Agile teams are based on a disciplined project management approach that encourages self-organisation and accountability, frequent re-evaluation and adaptation.

The agile process forces leaders to get out of their silos and work together as a multidisciplinary group, breaking through impediments when necessary.

Rather than trying to predict the unpredictable, agile means making decisions which could be revised soon and building rapid feedback loops. Rather than (useless, frustrating) meetings, agile means “work sessions”.

Agile encourages “constructive conflict” and putting certainties to the test. It also promotes individual initiative and freedom - coupled with strong accountability on results.

It demands humility - and courage.

Adaptive Decision Making  
Ownership & Responsibility  
Agile Execution

### Feeling the Connectedness

Now that the VUCA world has finally materialised in everyone's life, anyone in a leadership position has recognised how difficult (and useless) it is trying to keep a "strong" leadership stance. Which doesn't mean taking a "weak" one. Maybe the opposite.

Recent Hogan research suggests that leading through a crisis requires different values: the emphasis is on creating a sense of "connectedness" and helping others being comfortable with uncertainty and ambiguity.

Demonstrating empathy to connect with emotions others are feeling, and acting with compassion to make individuals and groups feel genuinely cared for have become the heart of the job, as well as engaging others in co-creating, co-narrating the vision of the future, establishing more intimate relationships with internal and external stakeholders, and operating from an "eco", instead of "ego", mindset.

**Engage with Purpose  
Caring for People  
Openness & Generosity**

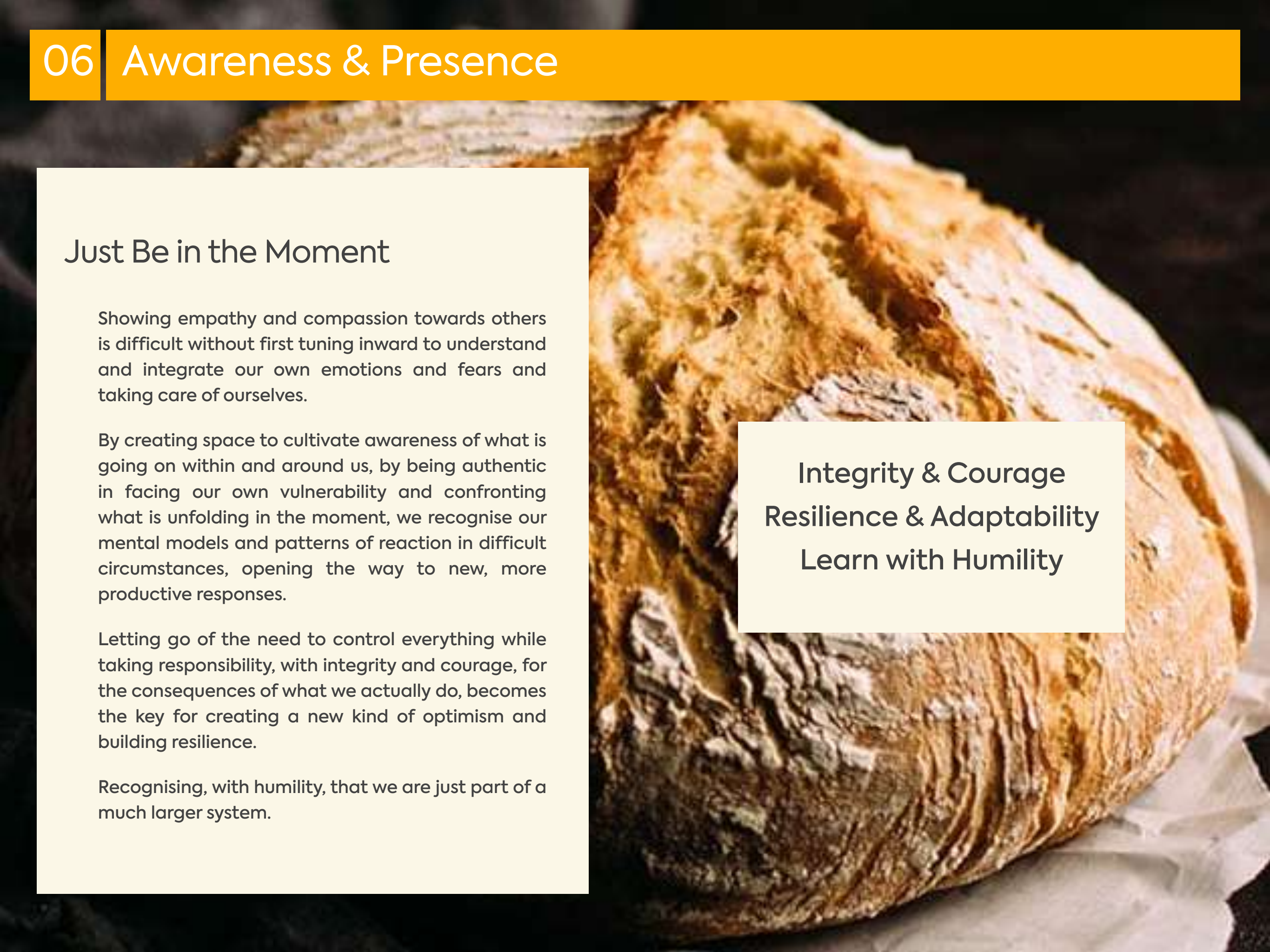
## Just Be in the Moment

Showing empathy and compassion towards others is difficult without first tuning inward to understand and integrate our own emotions and fears and taking care of ourselves.

By creating space to cultivate awareness of what is going on within and around us, by being authentic in facing our own vulnerability and confronting what is unfolding in the moment, we recognise our mental models and patterns of reaction in difficult circumstances, opening the way to new, more productive responses.

Letting go of the need to control everything while taking responsibility, with integrity and courage, for the consequences of what we actually do, becomes the key for creating a new kind of optimism and building resilience.

Recognising, with humility, that we are just part of a much larger system.



Integrity & Courage  
Resilience & Adaptability  
Learn with Humility

# 07 Leadership Behaviours from the Emerging Future

## Futures Thinking

### Strategic Intelligence

- Scan the environment
- Harness collective intelligence
- Grasp complexity
- Lead the co-creation of the strategy
- Anticipate threats and risks

### Disruptive Innovation

- Challenge current assumptions
- Foster idea generation
- Promote experimentation
- Allow room for failure

### Global Perspective

- Demonstrate awareness of global challenges
- Appreciate differences which impact global initiatives
- Help others develop a global mindset

## Agile to Action

### Adaptive Decision Making

- Leverage on data and intuition
- Take decisions in conditions of uncertainty
- Revise decisions based on results and feedback

### Ownership & Responsibility

- Define challenging standards
- Foster independent action
- Hold people accountable
- Are not easily discouraged by obstacles and opposition

### Agile Execution

- Use interdisciplinary teams
- Empower teams
- Establish quick feedback loops
- Take rapid corrective action

## Inclusion & Compassion

### Engage with Purpose

- Connect with purpose and values
- Listen to stakeholders
- Allow others to contribute
- Involve others in decision that affect them

### Caring for People

- Care for people wellbeing
- Build intimate relationships
- Show empathy and compassion
- Give constructive feedback

### Openness & Generosity

- Share knowledge and experiences
- Address conflict openly
- Respect and value diversity
- Act with the common interest in mind

## Awareness & Presence

### Integrity & Courage

- Meet commitments and recognise when they don't
- Are not afraid to take unpopular stands
- Communicate openly and directly

### Resilience & Adaptability

- Adapt to changing circumstances and priorities
- Communicate optimism in difficult times
- Maintain composure under stressful circumstances

### Learn with Humility

- Demonstrates self-awareness
- Are open to learn from others
- Take responsibility for mistakes
- Show vulnerability