

## The Next Wave of Leadership

The equation for organizational success is fairly simple: Results (the what) are equal to Employee Productivity multiplied by Leadership (the how). For too long, organizations have focused primarily on one part of this equation in producing results: employee productivity.

If your organization hopes to continue to achieve the results that members have come to expect, then you are going to need to shift your focus to organizational leadership. Consider these statistics:

- 26% of employees are actively disengaged
- 45% of employees are not engaged
- 29% of employees are engaged

Couple that with the fact that the Bureau of Labor statistics projects a labor shortage of 5 million workers by 2020. And, to further exacerbate matters, the continuing boomer retirement will create both a knowledge and leadership gap for many organizations. Plus, a recent poll by OfficeTeam showed that 71% of American workers say "they do not want to be the boss at their workplace."

### Problem or Opportunity?

That all depends on what actions your organization takes now. In the short-term, attracting, developing and retaining key leaders should be job one. Creating a culture where leaders can develop the skills necessary

to ensure the organizations future success and growth is critical. These include excellent communication skills, relationship skills, and critical thinking skills.

However, based on current trends, your organization will be well-served by focusing on developing and grooming a different kind of leader, that is, those leaders who may not formally hold that title within your organization.

"It is time for a new generation of leadership to cope with new problems and new opportunities. For there is a new world to be won."

- John F. Kennedy

### Core Behavioral Competencies for Leading without Authority

What make these leaders effective? Those leaders who are effective in leading others -- particularly when they are not in a boss / subordinate relationship -- typically exhibit the following behaviors:

- 1. They are ethical in their actions.** They are clear about their values, goals, and expectations. They do what they say they will and are willing to admit to mistakes.
- 2. They are well connected.** They nurture relationships at all levels. They know where to go for information, both inside and outside of their organization, and they are willing to share information when appropriate.

**3. They are good collaborators.** Rather than tell people what to do, they ask people for their ideas. They offer ideas as part of a broader solution. They model or demonstrate the behaviors they would like to see.

**4. They use personal influence effectively.** They get people to do things for them because they want to, not because they have to.

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**5. They understand how to manage conflict.** They look beneath the conflict to identify solutions. They know when and how to utilize various approaches when resolving conflict.

**6. They learn from experience.** They continually examine outcomes -- both good and bad. They place a high value on lessons learned and quickly utilize these learnings to make adjustments.

**7. They provide feedback.** They coach people both formally and informally, and view this as a natural part of any relationship or process.

People exhibiting these core behaviors are able to create an environment of trust and an environment where people feel connected to their work. As organizational hierarchies continue to flatten out and as leaders continue to have increased span of control, success in leading others where you do not have direct authority or power over them will become critical.

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