



5 THINGS SUCCESSFUL 21ST CENTURY LEADERS DO DIFFERENTLY

TRIUMPHA

LEADERSHIP IS NOT A TRAIT. TRAITS SUCH AS “LEADS BY EXAMPLE,” “ACTION ORIENTED,” “CHARMING,” OR “CHARISMATIC” ARE COMMON SAYINGS WE HEAR WHEN WE THINK OF WHAT IT TAKES TO BE A GREAT LEADER. SURE EVERYONE WANTS TO BE LIKED AND RESPECTED, AND LEADING BY EXAMPLE CAN BE A GREAT STRATEGY, BUT THAT’S NOT WHAT LEADERSHIP REALLY IS. **LEADERSHIP IS NOT A SET OF CHARACTERISTICS. LEADERSHIP IS A RESPONSIBILITY.**

A RESPONSIBILITY TO MAKE IMPORTANT DECISIONS, AGAIN, AND AGAIN, AND AGAIN. **LEADERSHIP IS SIMPLY A COLLECTIVE OF DECISIONS.** AND GREAT LEADERSHIP BOILED DOWN TO ITS ESSENCE IS ABOUT ONE THING: **MAKING YOUR DECISIONS THE RIGHT ONES.** IN TODAY’S WORLD, LEADING IS A MORE DAUNTING TASK THAN EVER BECAUSE TODAY’S BUSINESS FACES AN INCREDIBLE ARRAY OF UNIQUE CHALLENGES, CHALLENGES THAT DEMAND UNIQUE SOLUTIONS.

BUT SOLUTIONS ARE HARD TO IDENTIFY, AND EVEN HARDER TO EXECUTE. SIMPLY PUT, THE COMPLEXITY OF TODAY’S BUSINESS ENVIRONMENT REQUIRES A COMPANY TO BE ADAPTABLE. **A COMPANY MUST TRANSFORM WITH THE TIMES OR BE LEFT BEHIND.** YET CONTRARY TO WHAT MOST CONSULTANTS PREACH, THE KEY TO TRANSFORMATION DOESN’T LIE IN THEIR PROPRIETARY PROCESSES OR THEIR COOKIE CUTTER SOLUTIONS. GONE ARE THE DAYS OF FITTING A ROUND PEG IN A SQUARE HOLE AND CALLING IT A JOB WELL DONE.

AT TRIUMPHA, WE UNDERSTAND THIS, AND WE KNOW THE KEY TO TRANSFORMATION ALREADY LIES WITHIN YOU, YOUR TEAM AND YOUR ORGANISATION. LET US HELP YOU TO BE AN EXCEPTIONAL LEADER, CATALYSE CHANGE AND IDENTIFY OPPORTUNITIES. WE’LL CREATE CUSTOMISED PROGRAMS AND PROCESSES TO CAPITALISE ON STRENGTHS, FIX WEAKNESSES, AND INSPIRE YOUR PEOPLE TO CARRY OUT YOUR VISION.

WE ENABLE YOU TO MAKE SMARTER DECISIONS AND OPTIMISE EVERY ACTION YOUR ORGANISATION TAKES. WE IDENTIFY SUSTAINABLE SOLUTIONS THAT CAN BE IMPLEMENTED BY LEVERAGING YOUR BUSINESS’S PRE-EXISTING RESOURCES. THEN, WE FOCUS ON EMPOWERING YOUR PEOPLE TO IMPLEMENT THIS VISION, BECAUSE UNLESS WE EXECUTE, CHANGE IS NOTHING MORE THAN A PLAN ON PAPER.

THIS IS HOW CULTURE BECOMES YOUR COMPANY’S BIGGEST ASSET. IT’S HOW YOU TURN CHALLENGES INTO OPPORTUNITIES AND WEAKNESS INTO STRENGTH. **IT’S HOW YOU CREATE TRANSFORMATION.** AND IT’S HOW EVERY DECISION YOU MAKE BECOMES A POSITIVE STEP FORWARD FOR YOUR BUSINESS.

BUT WE CAN’T DO IT FOR YOU. WE CAN’T MAKE YOU EMBRACE CHANGE. **TO PUT IT BLUNTLY, WE NEED YOU TO BE A LEADER.** TO MAKE A DECISION, THE DECISION TO BE BETTER THAN YOU ARE TODAY.

SO WE ASK...DO YOU ACCEPT YOUR RESPONSIBILITY TO LEAD?

IF YOU ANSWERED YES THEN YOU CAME TO THE RIGHT PLACE.

WELCOME TO **TRIUMPHA**

LEADERSHIP IN THE 21ST CENTURY IS A DIFFERENT ANIMAL...

..and the management strategies, practices, and processes of the past are obsolete.

In 2015 the Conference Board conducted research with circa 1000 senior leaders and CEOs from large and often global organisations to determine the most pressing strategic challenges facing CEO's of the 21st century.

Immediately following the financial crisis in 2008, the research saw CEOs hunkering down into defensive positions whereas now CEOs are looking for new sources of growth. They regard a strong and aligned leadership cadre, a highly engaged workforce, improved organisational agility, a focus on customers and building an entrepreneurial spirit around innovation capabilities as the strategies they need to make progress.

These strategies reflect a longer-term focus around capacity building and developing strong cultures around innovation, engagement and accountability within their organisations.

CEOs view **Human Capital** as both their top challenge in delivering their strategies and the primary fuel that will drive the engine of growth within their organisations. Beyond this adopting an enterprise wide integrated approach in their growth strategies that equally values innovation and customer centricity, along with excellence in execution all has a direct impact on the success of an organisation in the 21st century.

The successful leaders of the 21st century are the leaders that have flourished because they have adapted to the changing times, and capitalised on the opportunity this change has provided while their competitors have been spinning their wheels using outdated management principles and practices.

In this exclusive report, we will explain 5 ways successful leaders of the 21st century do things differently.

Let's continue....

1. Developing Enterprise Contribution (1+1=3)
2. Understand Response-ability
3. Focus on External People
4. Focus on Internal People
5. Overcoming a VUCA environment



DIFFERENCE 1: DEVELOPING ENTERPRISE CONTRIBUTION

The CEB is a membership research and advisory organisation with over 10000 members including more than 85% of the Fortune 500, half the Dow Jones Asian Titans, and nearly 85% of the FTSE 100.

In 2012 the CEB coined the term “Enterprise contribution” to describe how leaders and employees must combine individual performance with ‘network performance’, their effectiveness at contributing to others’ performance and using others’ performance to enhance theirs, in order to achieve a higher contribution to the enterprise.

In their report published in 2014 based on research with over 3000 leaders, 74% of senior leaders said that they were interacting with more stakeholders than they did 3 years ago.

So what does all this mean? Simple.

1+1=3.

Creating a culture where enterprise contribution is a tangible dynamic means a massive increase in growth and profitability.

CEB research suggests that, “increasing Enterprise Contribution can have a **2X** greater impact on profitability than driving individual task execution alone.”

A digital and connected world allows us more and different ways of adding value. Increasingly, what was seen as a ‘nice to have’ in leadership terms is now seen as an ‘essential.’

Network leaders are successful 21st century leaders. But what exactly are network leaders? Here are the attributes that define a network leader:

- The ability to create value by connecting and engaging with other people via networks.
- Understanding that your ability to connect, engage and learn from others is more important than your ability to direct and control and acting in line with this.
- Helping others to build an energised network aligned to organisational goals.



These leadership attributes allow you to create enterprise contribution, which is critical to success in the 21st century.

DIFFERENCE 2.

UNDERSTAND “RESPONSE”-ABILITY

Forgive the humor in our name for difference number 2. It just makes too much sense not to explain why we chose this as our name.

In a constantly changing world, successful organisations are ones that can adapt and respond to external challenges.

Building a flexible and responsive organisation means paying attention to, and acting on, the things that allow ideas and information to circulate freely, and genuinely supporting and empowering your people to respond to customers' needs.

In short, successful leaders are adaptive leaders. They execute effectively on today's challenges, and adapt 'what' and 'how' things get done to set up tomorrow's success.

Here's the leadership shift that needs to happen in order to become more adaptive:

As the external environment becomes ever more volatile the role of senior leaders shifts from determining future goals, getting people to buy into them, and marshalling people and resources towards those goals...

To...

Setting out a broad direction of travel while being very clear and congruent about the overall purpose and values that will guide the company and its people.

In his work on adaptive leadership, American leadership academic and writer Marty Linsky sets out the requirements for 'Adaptive Leadership' including:

- Adaptive leadership mobilises people for change, to tackle tough challenges and thrive.
- Successful adaptive changes build on the past rather than jettisoning it.
- Organisational adaptation occurs through experimentation, innovation and diversity.

This idea of free flowing ideas and information is necessary for enterprise contribution to exist, and absolutely critical if it is to flourish.

Let's go even deeper, and see what else also separates successful leaders of the 21st century from the unsuccessful.





DIFFERENCE 3: FOCUS ON EXTERNAL PEOPLE

Research by Mulwood Partnership and Warwick Business School into how senior leadership roles are changing came to the conclusion that a greater focus on purpose and meaning combined with greater scrutiny and transparency (Twitter, Facebook, social media, etc...) means leadership roles need to have greater customer and people focus.

So when we say external people, we mean your customers.

Here's how you actually make customers a focus as a leader.

External (Customer) focus

- Reinvent customer relations to reflect more direct contact between customers and the organisation.
- Generate continual customer insights through a variety of channels
- Understand what customers value and how this aligns with your organisation's purpose and values.
- Be open-minded and inventive in customer engagement.
- Build an amazing team so you can give sufficient attention to connecting and engaging with external stakeholders.

Your customers are on one side of the coin, and on the other are your employees, who demand your focus more than ever before...

DIFFERENCE 4: FOCUS ON INTERNAL PEOPLE

You must pay equal attention to the people inside your company as those outside of it. After all, these are the people that you entrust to carry out your vision. Without their support, effort, and talent, any plan will stall short of its goal.

In many organisations we have people using 21st century technology with 20th century working practices and policies based on management principles that emerged from the industrial revolution of the early 1900s.

In other words. Obsolete leadership. Successful 21st century leaders are forward thinking.

In "The Future of Management" Gary Hamel (recently voted by The Wall Street Journal as the world's most influential business thinker) highlights 3 challenges.

HOW DO YOU BUILD AN ORGANISATION:

1. That can change as fast as change itself.
2. Where innovation is the work of everybody, all the time.
3. Where people are willing to bring you the gifts of their creativity and their passion.

He suggests that the core values of:

- Openness
- Meritocracy
- Flexibility
- Collaboration

Are required in organisations that are "fit for the future by being fit for human beings."

Here's how you make your employees a focus as a 21st century leader.

Internal (Employee) focus

- Engage people locally and globally
- Build talent and leadership capability that will differentiate your organisation
- Create a real sense of belonging and purpose for employees
- Enable diverse and innovative thinking.
- Manage the complexity of different generations and cultures within your organisation.

A focus on people, both externally and internally is a hallmark of successful 21st century leaders.





DIFFERENCE 5: OVERCOMING A VUCA ENVIRONMENT

First of all, what is VUCA?

Originally coined by the military, 'VUCA' has been used to describe the rapidly changing business environment that is characterised by its:

- **Volatility** – how to anticipate and react to an ever-increasing rate of change?
- **Uncertainty** – how to act decisively in unpredictable conditions?
- **Complexity** – how to navigate through chaos and confusion?
- **Ambiguity** – how to maintain effectiveness despite constant surprises?

But knowing the challenges that face us is only half the battle. Chances are you have dealt with a problem that is due to volatility in markets, uncertain conditions, complexity of consumer behavior or the ambiguous nature of the surprises that every high level executive faces.

But overcoming these challenges takes the following:

- Anticipating and reacting to the nature and speed of change.
- Acting decisively without always having clear direction and certainty.
- Navigating through complexity, chaos, and confusion.
- Maintaining effectiveness despite constant surprises and a lack of predictability.

If we look for the antidotes to VUCA challenges we see a new leadership paradigm of:

- **Vision** – A strong sense of purpose and sense of where the organisation is headed.
- **Understanding** – The ability to 'stop, look and listen' and be flexible and open to new solutions.
- **Clarity** – Deliberate efforts to make sense of chaos, collaborate with others and stop seeking permanent solutions.
- **Agility** – The ability to communicate widely and move quickly to applying solutions.

Having all 4 of the above as a leader is crucial to effective leadership now and as you progress into the uncertain future, and is the fifth and final difference that separates the successful 21st leaders from the rest.

Overcoming a VUCA environment, having a people (both external and internal) focus, developing enterprise contribution, and understanding the meaning of "response"-ability are the 5 things that separate successful 21st century leaders from those stuck in the last century.

As you lead your company into an uncertain future, we hope you take these lessons and apply them to your business and to yourself as a leader.

To learn more about how Triumphpha helps organisations create positive transformation, and how we help develop effective leaders at all levels of organisation, or if you would like to connect with the Triumphpha team, please call +44 (0) 161 818 4728 or visit our site at WWW.TRIUMPHPHA.COM.