

Face the Future

Freek Peters

Leadership Skills for the Next Generation

Uitgeverij **usn** STILI NOVI

Changing times call for new forms of leadership. The world has changed tremendously over the last fifty years, and the context of organizations has become more and more influential. Companies are looking for new ways to organize themselves in open, fluid structures, like networks and swarms, interacting with their environments.

This also affects leadership and governance, in which many structures and habits originate from the old, industrial era. Most of us recognize that the classic image of the leader no longer suffices and that a new approach is needed. But what does that look like? What are the leadership skills for the next generation and how can you describe the differences with our classical view of leadership? And what does that mean for educating the leaders of the future?

Our research distinguishes six behavioral dimensions on which the transition to next generation leadership takes place. This results in six journeys, from classical leadership qualities to the qualities of the future. This picturebook shows these journeys in a stylish and imaginative way. You can join Birdy, our little hero, on its trip from the past to the future. You can gain deeper insights into the real meaning of the behavior and skills involved. You can use the QR-codes to find scientific knowledge, practical tools and inspiration from music and movies. You can even test and develop yourself on your leadership qualities with the mixing console. Together, let's face the future!



Professor Freek Peters is an organizational psychologist, partner of the Galan Group in Baarn, The Netherlands. His present work and research at Tilburg University consider the contextual impact on contemporary and future leadership.

Motto: new times call for new forms of leadership.

An extensive text, including references and footnotes, can be found on: www.freekpeters.eu



www.stilinovi.com

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Cover image: A flight to the future

The swarm symbolizes contextual leadership. Leadership that takes place within the context of a larger system, the extensive network of which an organization is part. A massive system with often turbulent dynamics, in which you have to find your way. Your company like a flock of birds?

The main characteristics of a swarm organization are:

MOVEMENT: the swarm is dynamic, always in motion.

ADAPTIVITY: it adapts quickly and flexibly to external circumstances.

DIRECTION: there is a common course towards a shared destination.

TEAMWORK: everyone participates and works together, there is no visible leader. Leadership is embedded in the swarm.

www.facethefutureleadership.com

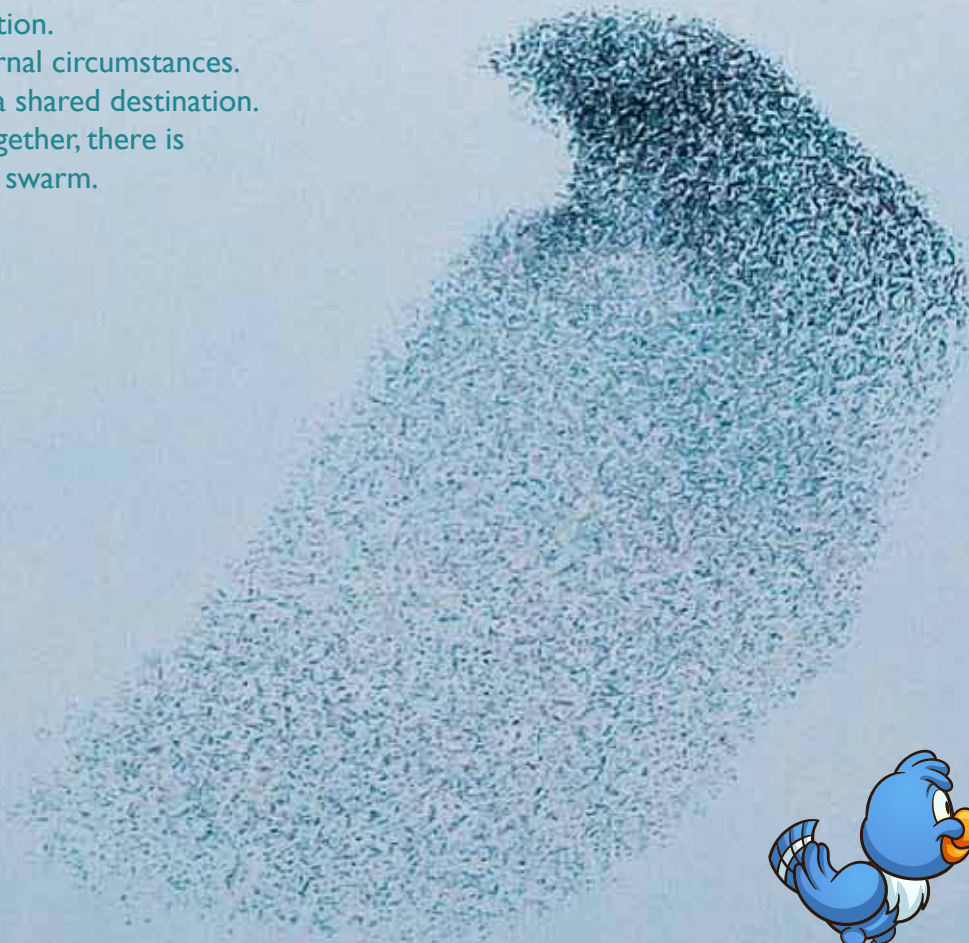


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Scientific knowledge



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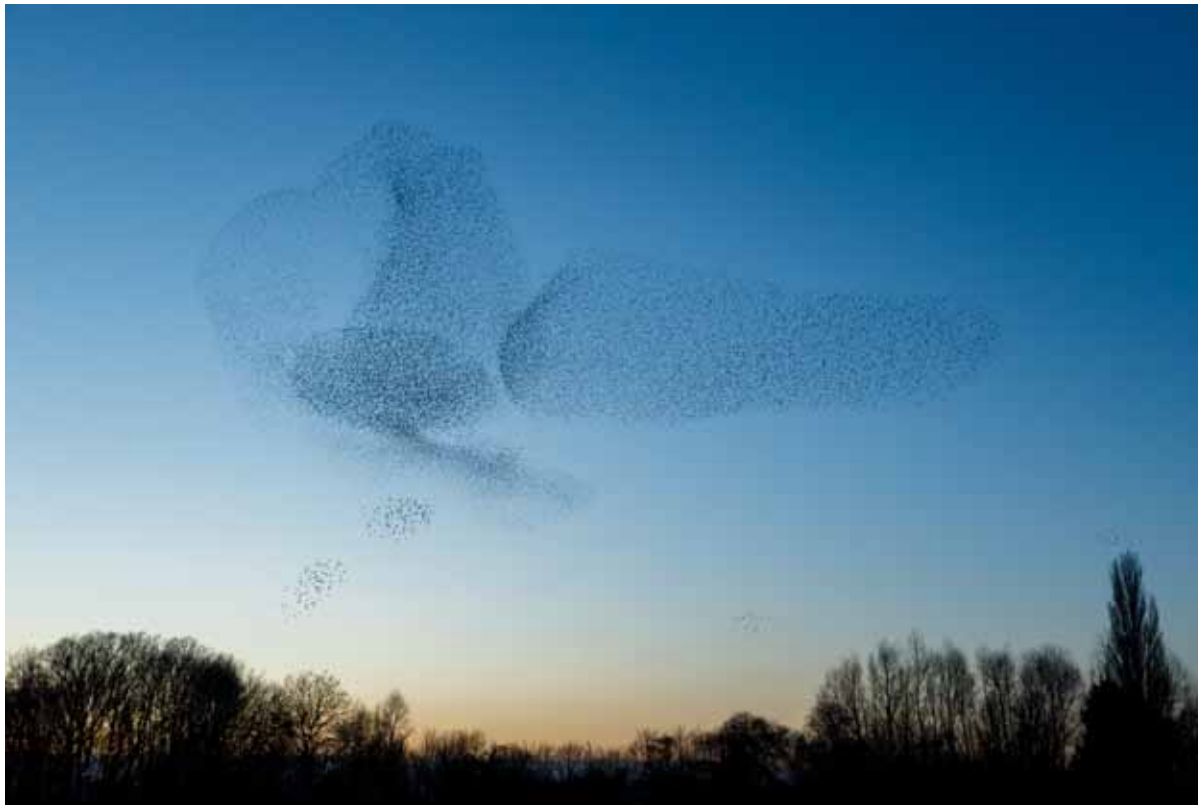
Some moments you have to be king,
it's a role not an identity.



6 Self: from Power to Antifragility

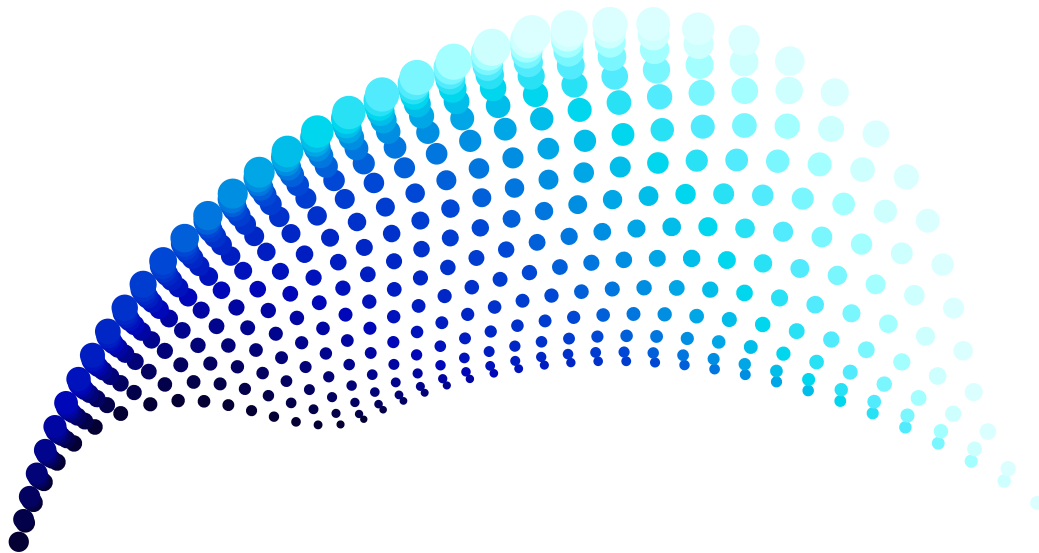
With the complexity and hectic of the contextual era, a strong appeal is made to the resilience of people on key positions in the system. A certain pragmatic agility is important to move along and stay afloat in the inevitable system turbulences.

This requires entrepreneurial power, being comfortable with ambiguity and having pleasure in exciting, unexpected perspectives, with personal flexibility that grows under pressure.
How can I keep the spirit high?



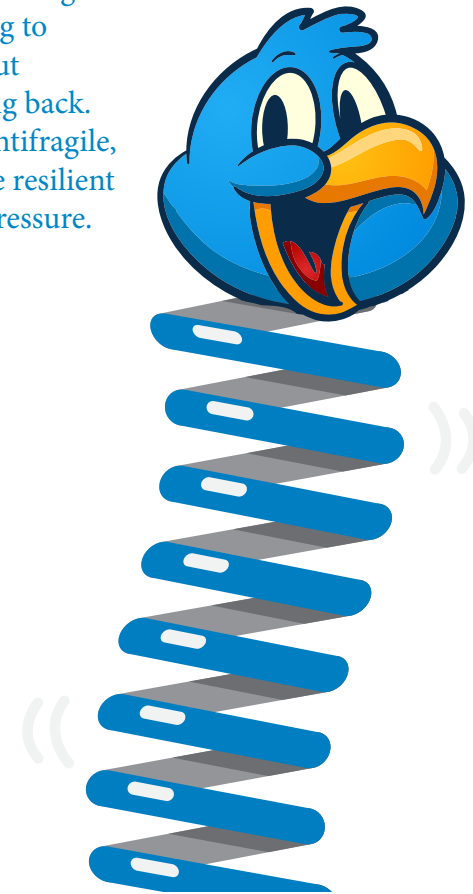
How can I keep
the spirit high?

The journey visualised from classical to future leadership



The Rock in the surf, strong and founded.
Standing ruggedized between high waves,
like a beacon in the wild sea.

The Spring is moving flexibly, bending to all directions but always springing back. Cheerful and antifragile, becoming more resilient under higher pressure.



Adapting your behavior

The transition from classical leadership behavior to the skills for the next generation takes place on six dimensions.

outlook – course – other –
connection – together – self

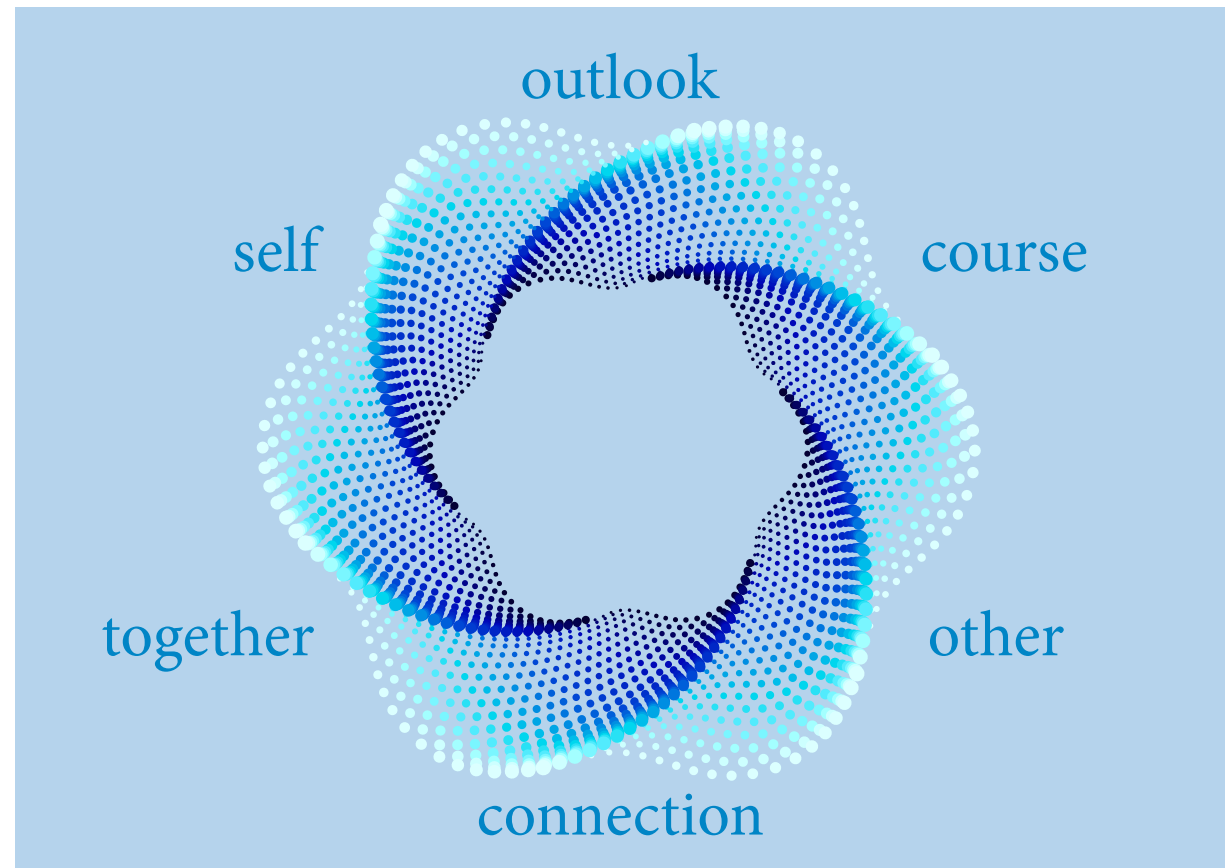
These concern how you view the outside world, how you choose your course, how you relate to others, how you connect to people, how you cooperate and how you keep yourself going in difficult situations.



Practical tools

In the previous section you probably have wondered how you are doing it yourself, in practice. How you take on your role as a leader. Like a lion on the rock controlling everything, or as a surfer on the turbulent waves of contextual turbulence? And why actually? Because you think the situation requires it or because you are so used to it?

Be aware that 95% of your behavior as a leader goes by itself, on autopilot, in a reflex. That pattern once just formed itself like that with you. Maybe you have thought about it then, or just did what came to mind - or you just mimicked your predecessor. But what about your adaptability in complex circumstances? Let's do some testing.





The mixing console

Take a look at the mixing console on the next page. The classical leadership profile is on the left side and the future leadership profile on the right. You can shift the sliders on the six dimensions between these profiles. How do you act in different situations? What are your favorite positions?

On the next two pages you see the complete mixing console in full spread. You can also reach the operable online version by the QR-code below. Set up the bandwidth of your behavioral comfort zone with the percentages on the left. This shows your personal preference and how much you can stretch on each dimension.



Practical tools

You can move the sliders to the desired position in a specific situation. Which behavior would be most effective here? Is that within your preferred area, or have you reached your effort zone? How much do you have to stretch?

Six questions to help you find your preference

1. Do you initially look and judge from your professional and material knowledge or do you mainly take the wishes and ideas of the environment as your starting point?
2. Do you like to make a robust, tight schedule in advance or do you prefer to act flexibly on what happens?
3. Do you easily take the lead in your team or do you prefer to see what the others do and then act on it?

4. Do you act independently and tenaciously in opposition or do you mainly watch how the wheels spin and then move or not move?
5. Does your team consider you the 'boss' or a special helpful colleague?
6. If it gets really difficult, do you make yourself extra strong or do you bend smoothly with the circumstances and then accelerate again?

Three patterns can appear:

'I'm fine, within my comfort zone'



'Ai, that's quite an effort'



'Too far away for me, can anybody help?'



CLASSICAL LEADERSHIP

OUTLOOK

FUTURE LEADERSHIP

Vision



Contextual view

Steadiness

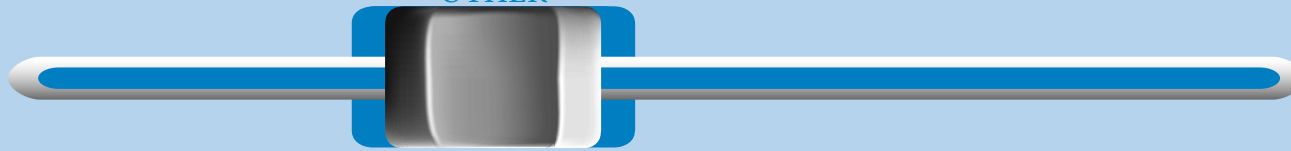
COURSE



Equifinality

Charisma

OTHER



Altrocentrism

Autonomy

CONNECTION



Connectivity

Steering

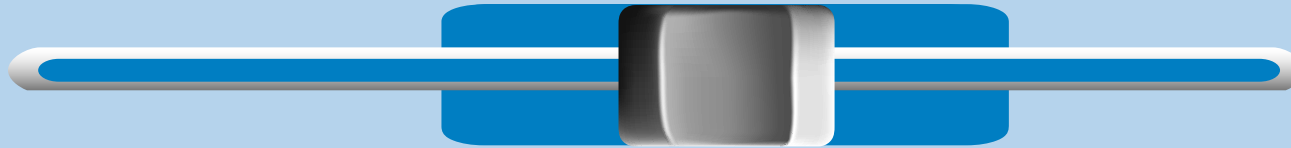
TOGETHER



Interplay

Power

SELF



Antifragility

Professor dr. Freek Peters

has been active in many organizations for around thirty years, as an organizational psychologist and a management consultant. He knows the private and public sectors, from bureaucratic molochs to wildly pioneering enterprises, from fast research pools to honourable councils of state. Besides his work as a professor of contextual leadership at Tilburg University, Freek is a partner of the consulting firm The Galan Group in Baarn, the Netherlands.

Specialized in leadership issues and the development of managers and directors, Freek is always fascinated by the striking effects of the human factor on organizational success.

Dedicated to
Louise, who loves
picturebooks so much