

LEADERSHIP COMPENDIUM

Young Global Leaders on Leadership

Preface



Background and purpose

- > The Forum of Young Global Leaders (YGLs) is a unique, multi-stakeholder community of the world's most extraordinary leaders aged 40 or younger who agree to dedicate a part of their time and energy to jointly work towards a better future.
- > Over the past two years, Young Global Leaders have organized and participated in leadership discussions and courses around the world to create a common understanding of leadership and to confront the leadership challenges ahead.
- > Building upon the insights gained, and bridging knowledge gaps, we have developed the "Leadership Compendium", an interactive presentation that introduces the issue of leadership (Part A), summarizes existing knowledge about leadership from both academia and practice (Part B), and presents the views and ideas of the Young Global Leaders on leadership today and tomorrow.
- > This "Leadership Compendium" aims to stimulate informed discussions among YGLs, other constituents of the World Economic Forum and the wider public. Enjoy the presentation. We hope you find it thought-provoking.

Preface



How to use it

- > Since the charts are animated and include video materials, the document is best viewed on your computer.
- > Use the right/left arrow keys on your keyboard or the navigation buttons at the bottom right corner to page through the slides and use the mouse for animated content. The index button allows you to directly move back to the index chart at the beginning of the presentation. For more information, consult the help section.
- > A printer-friendly version (170 pages, 15.1 MB) and an executive summary (20 pages, 2.6 MB) are also available.

Contents



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 - 1. Understanding Leadership**
 - 2. Living Leadership**
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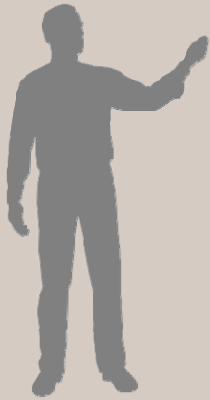


A. Introduction

- > Examples of leaders
- > Complexity of leadership
- > The Leadership Compendium

1.

There are many different leaders in the world (1/7)



Sources:
See attachment

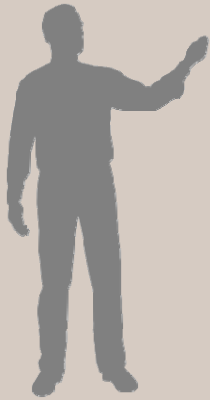
TIME

SECTOR OF
ACTIVITY

GEOGRAPHIC
ORIGIN

GENDER

There are many different leaders in the world (2/7)



Genghis Khan



Kim Jong Il



Dwight D. Eisenhower



Mohammed Zahir Shah



Sani Abacha



Sir Edmund Hillary



Sir Isaac Newton



Vladimir Lenin



William Shakespeare



Wolfgang von Goethe



Alpha Konaré



Aung San Suu Kyi



Carlos Ghosn



Dalai Lama



Hu Jintao



Lech Walesa



Narayana Murthy



Oprah Winfrey



Richard Branson



Zubin Mehta

PAST

PRESENT

Sources:
See attachment

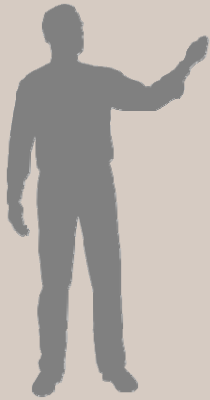
TIME

SECTOR OF
ACTIVITY

GEOGRAPHIC
ORIGIN

GENDER

There are many different leaders in the world (3/7)



Andrew Carnegie



Bill Gates



Frank Gehry



Jack Welch



John D. Rockefeller



Li Ka-shing



Narayana Murthy



Richard Branson



Richard Rogers



Mo Ibrahim



Atal Bihari Vajpayee



Augusto Pinochet



Idi Amin



Chandrika Kumaratunga



Che Guevara



Chiang Kai-shek



David Ben-Gurion



Deng Xiaoping



Ferdinand Marcos



Franklin Delano Roosevelt

BUSINESS

POLITICS

Sources:
See attachment

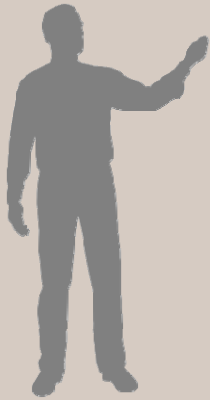
TIME

SECTOR OF
ACTIVITY

GEOGRAPHIC
ORIGIN

GENDER

There are many different leaders in the world (4/7)



Dalai
Lama



Jesus



Joan
of Arc



Martin
Luther



Mohammed



Mother
Teresa



Pope
John Paul II



Rajneesh Chandra
Mohan Jain



Ruhollah
Musavi
Khomeini



Swami
Vivekananda



Akio
Morita



Albert
Einstein



Amartya
Sen



Carl
Lewis



Christopher
Columbus



Jesse
Owens



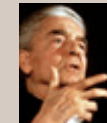
Madame
Curie



Maria
Callas



Muhammad
Ali



Herbert
von Karajan

RELIGION

OTHERS

Sources:
See attachment

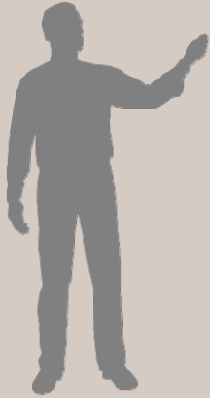
TIME

SECTOR OF
ACTIVITY

GEOGRAPHIC
ORIGIN

GENDER

There are many different leaders in the world (5/7)



Fidel Castro



Henry Kissinger



Jesse Jackson



Margaret Sanger



Martin Luther King Jr.



Neil Armstrong



Oprah Winfrey



Pelé



Simon Bolivar



Tiger Woods



Jawaharlal Nehru



JR Jayawardene



Mao Zedong



Mohamed Suharto



Muhammad Ali Jinnah



Mustafa Kemal Atatürk



Ratan Tata



Saddam Hussein



Sheikh Mujibur Rahman



Zubin Mehta

AMERICAS

ASIA/OCEANIA

Sources:
See attachment

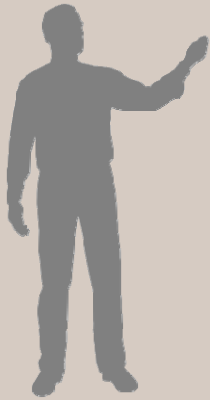
TIME

SECTOR OF
ACTIVITY

GEOGRAPHIC
ORIGIN

GENDER

There are many different leaders in the world (6/7)



EUROPE



Adolf Hitler



Carlos Ghosn



Charles de Gaulle



Elizabeth II.



Gaius Julius Caesar



Lech Walesa



Leonardo da Vinci



Marco Polo



Mikhail Gorbachev



Napoleon Bonaparte



Alpha Konaré



Anwar El Sadat



Desmond Tutu



Cleopatra



Haile Selassie I



Kofi Annan



Mo Ibrahim



Mobutu Sese Seko



Nelson Mandela



Robert Mugabe

AFRICA

Sources:
See attachment

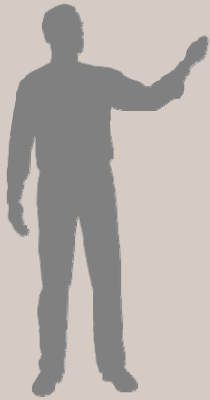
TIME

SECTOR OF
ACTIVITY

GEOGRAPHIC
ORIGIN

GENDER

There are many different leaders in the world (7/7)



Aung San Suu Kyi



Benazir Bhutto



Catherine II (the Great)



Evita Perón



Helen Keller



Indira Gandhi



Joan of Arc



Margaret Thatcher



Chandrika Kumaratunga



Madame Curie



Franklin Delano Roosevelt



Herbert von Karajan



Jawaharlal Nehru



Kofi Annan



Mahatma Gandhi



Mao Zedong



Mikhail Gorbachev



Nelson Mandela



Simon Bolivar



Winston Churchill

FEMALE

MALE

Sources:
See attachment

TIME

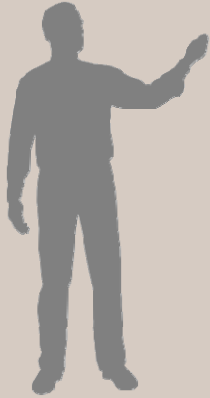
**SECTOR OF
ACTIVITY**

**GEOGRAPHIC
ORIGIN**

GENDER

2.





Ranking "top leaders" depends on who and what you ask



BUSINESS




Business leaders in 65 countries asked which of today's business leaders they admire most

1.  Bill Gates
2.  Steve Job
3.  Warren Buffet
4.  Michael Dell
5.  Richard Branson

POLITICS



Newspaper readers around the world asked about the most important political leader in South Asia

1.  Muhammad Ali Jinnah
2.  Mahatma Gandhi
3.  Subhas Chandra Bose
4.  Atal Bihari Vajpayee
5.  Indira Gandhi

RELIGION



US citizens asked about the greatest religious figure

1.  Pope John Paul II
2.  Billy Graham
3.  Mother Teresa
4.  Martin Luther
5.  Mahatma Gandhi

CHILDREN



European children asked about their top fictional superhero

1.  Superman
2.  Spider-Man
3.  Batman
4.  The Hulk
5.  Mr. Incredible

ARTISTS

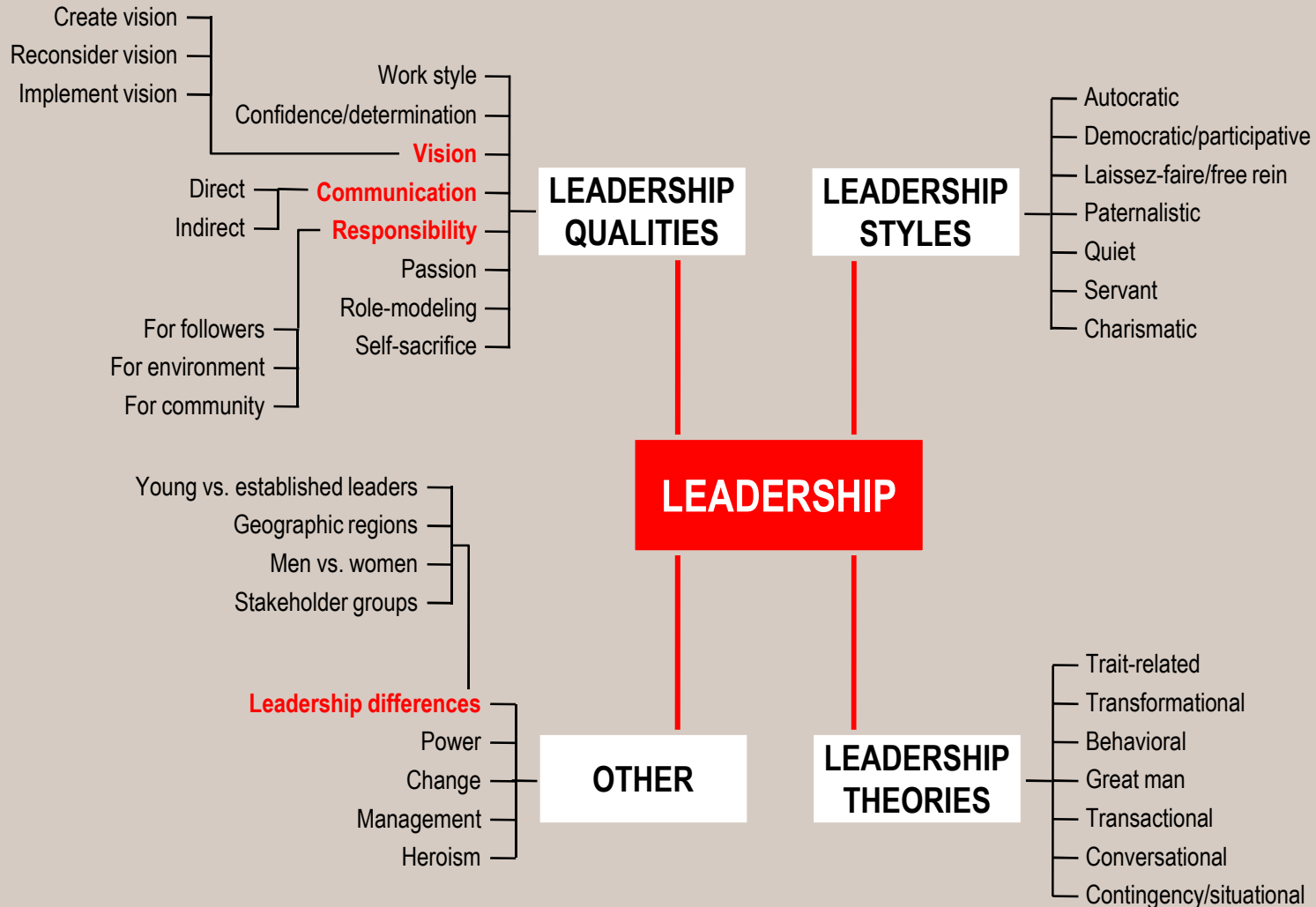
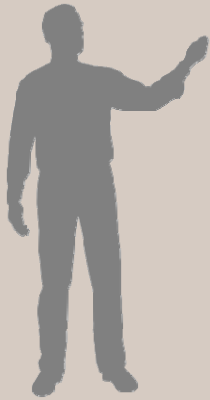


Global exhibition makers asked about their role model in the arts

1.  Andy Warhol
2.  Pablo Picasso
3.  Bruce Naumann
4.  Gerhard Richter
5.  Joseph Beuys

Sources:
See attachment

3. People associate a wealth of different aspects with the term "leadership"



Sources:
See attachement

4.

What leaders have said about leadership (1/2)



"Leadership is the art of getting someone else to do something you want done because he wants to do it."
(Dwight Eisenhower, former US president)



"A leader is a dealer in hope."
(Napoleon Bonaparte, French military leader)



"The art of leadership is saying no, not yes. It is very easy to say yes."
(Tony Blair, British politician)



"Leadership is diving for a loose ball, getting the crowd involved, getting other players involved. It's being able to take it as well as dish it out. That's the only way you're going to get respect from the players."
(Larry Bird, former basketball player)



"A leader is best when people barely know he exists. Not so good when people obey and acclaim him. Worse when they despise him. But of a good leader who talks little when his work is done ... they will say 'We did it ourselves'."
(Lao Tzu, Chinese philosopher)

Sources:
See attachement

What leaders have said about leadership (2/2)



"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership."

(Nelson Mandela, former South African president)



"A leader has two important characteristics; first he is going somewhere; second he is able to persuade others to go with him."

(Maximilien Robespierre, French revolutionary)



"I suppose that leadership at one time meant muscle; but today it means getting along with people."

(Indira Gandhi, former Indian PM)



"The great leaders are like the best conductors – they reach beyond the notes to reach the magic in the players."

(Blaine Lee, motivational speaker)

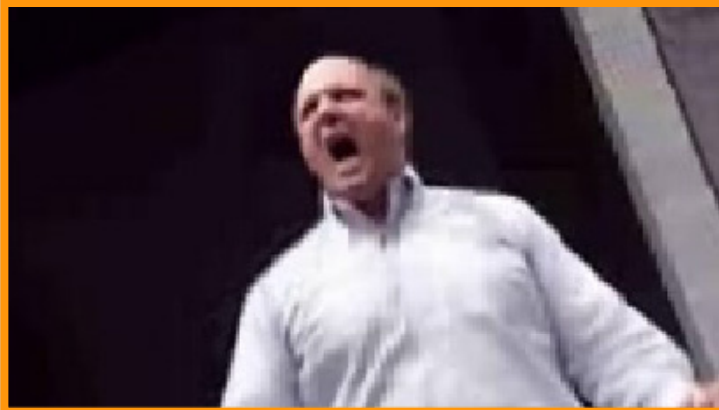


"I must follow the people. Am I not their leader?"

(Benjamin Disraeli, former British PM)

Sources:
See attachment

5. Leadership is contextual ...



Steve Balmer going crazy



Queen Elisabeth Christmas Broadcast 1957



17th CPC Congress Opening Ceremony

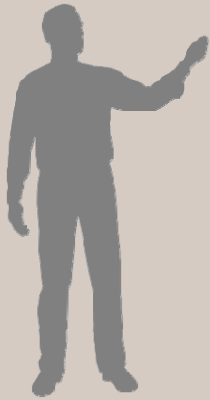


King Juan Carlos and Hugo Chavez

Animation features
can be viewed only in
Flash version

Sources:
See attachment

... and leading figures reflect the time in which they live, as can be seen in movies (1/3)



Leading figures in

HOLLYWOOD

BOLLYWOOD

NOLLYWOOD

MALE



Gary Cooper



Jack Nicholson



Robert Redford



Arnold Schwarzenegger



Tom Cruise



Jake Gyllenhaal

1950s

Katherine Hepburn

1960s

Faye Dunaway

1970s

Ali McGraw

1980s

Meryl Streep

1990s

Julia Roberts

2000s

Halle Berry

FEMALE



**HISTORICAL
CONTEXT:
WESTERN
WORLD**

- > Eisenhower, Churchill, de Gaulle
- > Warsaw Pact; Cold War
- > Mount Everest conquered

- > JFK assassinated
- > Berlin Wall goes up
- > The Beatles release first album

- > Oil crisis, US depression
- > Rise of feminism
- > Prague Spring

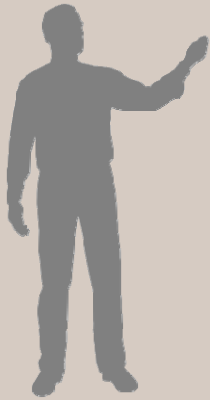
- > Perestroika in Soviet Union, end of Cold War
- > AIDS virus discovered
- > IBM releases a PC

- > Clinton, Blair, Schroeder
- > Gulf Wars
- > EU integration, globalization

- > 9/11
- > Dot-com bubble and bust
- > Global warming

Sources:
See attachment

... and leading figures reflect the time in which they live, as can be seen in movies (2/3)



Leading figures in

HOLLYWOOD

BOLLYWOOD

NOLLYWOOD

MALE



Raj Kapoor



Sunil Dutt



Dharmendra



Amitabh Bachchan



Aamir Khan



Shahrukh Khan

1950s

Nargis

1960s

Saira Banu

1970s

Smita Patil

1980s

Hema Malini

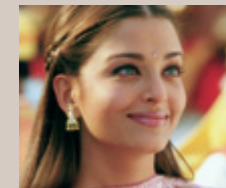
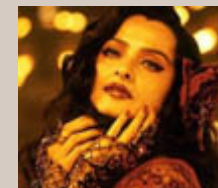
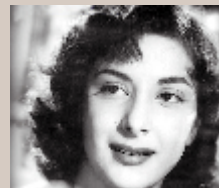
1990s

Rekha

2000s

Aishwarya Rai

FEMALE



**HISTORICAL
CONTEXT:
ASIA**

- > Korean war
- > Suez Canal opens
- > Mother Teresa opens first Calcutta home

- > Mao launches cultural revolution
- > Indira Gandhi PM in India
- > Arab-Israeli Six-Day War

- > Japan prospers
- > Indo-Pakistani war
- > Iranian revolution

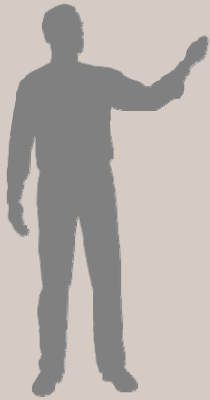
- > Indira Gandhi assassinated
- > Rajiv Gandhi PM of India
- > Tiananmen square protests

- > Iraq invades Kuwait
- > Suharto rule in Indonesia ends
- > Financial crisis in Southeast Asia

- > Wars in Iraq and Afghanistan
- > SARS, tsunami
- > China and India dominate economic growth

Sources:
See attachment

... and leading figures reflect the time in which they live, as can be seen in movies (3/3)



Leading figures in

HOLLYWOOD

BOLLYWOOD

NOLLYWOOD

MALE



Pete
Edochie



Richard
Mofe-Damijo



Nkem
Owoh

1980s

Hassanat Tainwo
Akinwande

1990s

Liz
Benson

2000s

Omotola

FEMALE



**HISTORICAL
CONTEXT:
AFRICA**

- > Anti-apartheid movement in South Africa
- > Ethiopian famine
- > AIDS virus discovered

- > Nelson Mandela president in SA
- > Rwandan genocide
- > Second Congo war starts

- > Creation of African Union
- > Darfur conflict
- > Kenya and Zimbabwe election disputes

Sources:
See attachment

6. Can leadership be learned?



NO



**Leaders are born,
not made**

"There is a leadership gene, and there is little you can do to become a leader if you don't have it"

"Leadership is mostly learned, but of course genetics play a role, too"

0% 20% 40% 60% 80% 100%

"A set of character traits largely determines to which level of leadership excellence one can advance through training and experience"

"Leadership is a learnable set of practices that almost any human being can develop"

YES



**Anybody can
become a leader**

++ Can leadership be taught? ++ Can leadership be measured? ++ Do you become a leader by reading books or through exercises, repetition and experience? ++ How long does it take to become a leader? ++

Sources:
See attachment

7.

What leadership is all about – and what it's not



Leadership is **ABOUT**

- > Having a goal, a **vision**
- > **Influencing human behavior** so as to accomplish a goal
- > **Self-reflection** and self-awareness
- > Clear **communication**
- > **Passion** for **values** and mission
- > **Enabling** and **encouraging** others

Leadership is **NOT**

- > A **gene**
- > **Management**, or leading a business organization
- > **Restricted** to any type of organization, region, sex, etc.
- > **Being senior**
- > A **position** one holds, with power and control

Keep this in mind when using the compendium



- > Leadership is a **complex issue**; there is no one best way
- > The **body of leadership sources** (books, courses, blogs, etc.) **is vast**, so only the most important pieces could be screened and included here
- > Leadership sources often have a **bias**, e.g. most literature is Anglo-American/Western, predominantly in the English language, and male-centric – we have however tried to ensure a diversity of sources and perspectives
- > Leadership is **not a constant**, but develops over time, as do the challenges leadership is confronted with

**USE THIS
COMPENDIUM**

... for inspiration

... to gain basic understanding and ideas about leadership

... as a tool for further study, using the links to external sources provided

... to find out what *Young Global Leaders* think about leadership

Sources:
See attachment



B. Leadership Compendium



B.1 Understanding leadership

- > Leadership definitions
- > Leadership theories
- > Leadership styles

1. There are many different definitions of leadership (1/2)



"Leadership is the ability to influence, motivate and enable others to contribute to success of their organization."

(GLOBE research project)



"Leadership is a relationship between those who aspire to lead and those who choose to follow."

(James Kouzes, leadership author)



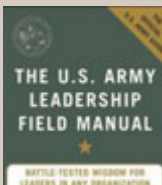
"Leadership defines what the future should look like, aligns people with that vision and inspires them to make it happen despite the obstacles."

(John Kotter, Harvard)



"The word leadership can refer to: 1. Those entities that perform one or more acts of leading. 2. The ability to affect human behavior so as to accomplish a mission designated by the leader."

(Wikipedia)



"Leadership is influencing people – by providing purpose, direction, and motivation – while operating to accomplish the mission and improving the organization."

(Field Manual, US Army)

Sources:
See attachment

There are many different definitions of leadership (2/2)



"Leadership can be defined as one's ability to get others to willingly follow."
(HR world web portal)

Encyclopedia of
Public Health

"Leadership is the process through which an individual tries to influence another individual or a group of individuals to accomplish a goal."
(Encyclopedia of Public Health)



"Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues and taking effective action to realize your own leadership potential."
(Warren Bennis, University of Southern California)



"A leader is an individual (or, rarely, a set of individuals) who significantly affects the thoughts, feelings and/or behaviors of a significant number of individuals.
(Howard Gardner, Harvard)



"Leadership is the capacity to influence others through inspiration motivated by passion, generated by vision, produced by a conviction, ignited by a purpose."
(Myles Munroe, Pastor of Bahamas Faith Ministries International)

Sources:
See attachment

2.

At the core of most leadership definitions and studies are ten aspects (1/2)



1. VISION

Leaders articulate an ideological vision congruent with the deeply-held values of followers, a vision that describes a better future to which the followers have an alleged moral right.

2. PASSION AND SELF-SACRIFICE

Leaders display a passion for and have a strong conviction of what they regard as the moral correctness of their vision. They engage in outstanding or extraordinary behavior and make extraordinary self-sacrifices in the interest of their vision and mission.

3. CONFIDENCE, DETERMINATION, AND PERSISTENCE

Leaders display a high degree of faith in themselves and in the attainment of the vision they articulate. Theoretically, such leaders need to have a very high degree of self-confidence and moral conviction because their mission usually challenges the status quo and, therefore, may offend those who have a stake in preserving the established order.

4. IMAGE-BUILDING

Leaders are self-conscious about their own image. They recognize the desirability of followers perceiving them as competent, credible and trustworthy.

5. ROLE-MODELING

Leaders do effective role-modeling to make followers identify with the values of role models whom they perceive in positive terms.

Sources:
See attachement

At the core of most leadership definitions and studies are ten aspects (2/2)



6. EXTERNAL REPRESENTATION

Leaders act as spokespersons for their respective organizations and symbolically represent those organizations to external constituencies.

7. EXPECTATIONS OF AND CONFIDENCE IN FOLLOWERS

Leaders communicate expectations of high performance from their followers and strong confidence in their followers' ability to meet such expectations.

8. SELECTIVE MOTIVE-AROUSAL

Leaders selectively arouse those motives of followers that the outstanding leaders see as of special relevance to the successful accomplishment of the vision and mission.

9. FRAME ALIGNMENT

Leaders engage in "frame alignment" to persuade followers to accept and implement change. This refers to the linkage of individual and leader interpretive orientations such that some set of followers' interests, values and beliefs, as well as the leader's activities, goals and ideology, becomes congruent and complementary.

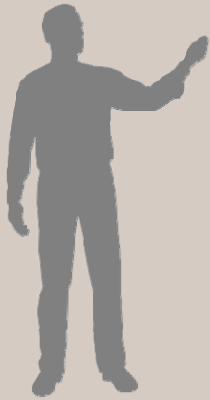
10. INSPIRATIONAL COMMUNICATION

Leaders often, but not always, communicate their message in an inspirational manner using vivid stories, slogans, symbols and ceremonies.

Sources:
See attachement

3.

Academics make a number of distinctions in categorizing leadership (1/3)



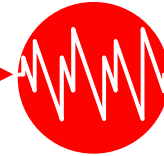
FORMALITY OF LEADERSHIP

SINGULARITY OF LEADERSHIP

SCOPE OF LEADERSHIP

FORMAL LEADERSHIP

- > Having a formal position of **authority over people**
- > Formal leadership characterizes **most political and business leadership**



INFORMAL LEADERSHIP

- > Taking charge of a group **without being formally appointed** to such a role
- > Informal leadership characterizes **most friendships**

Sources:
See attachement

Academics make a number of distinctions in categorizing leadership (2/3)



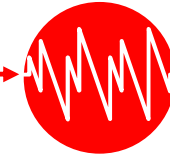
FORMALITY OF LEADERSHIP

SINGULARITY OF LEADERSHIP

SCOPE OF LEADERSHIP

INDIVIDUAL LEADERSHIP

- > **One person leads** a group of followers
- > Individual leadership is often equated with leadership, since **most often one person stands out** at the top

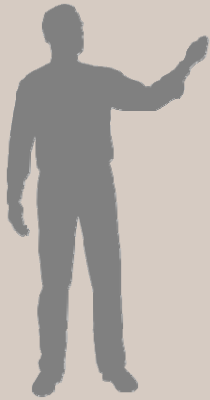


GROUP LEADERSHIP

- > **More than one person** provides direction to a group
- > Group leadership examples are **cross-functional teams** in business organizations and the **Orpheus orchestra**, which has performed over 30 years without a conductor

Sources:
See attachement

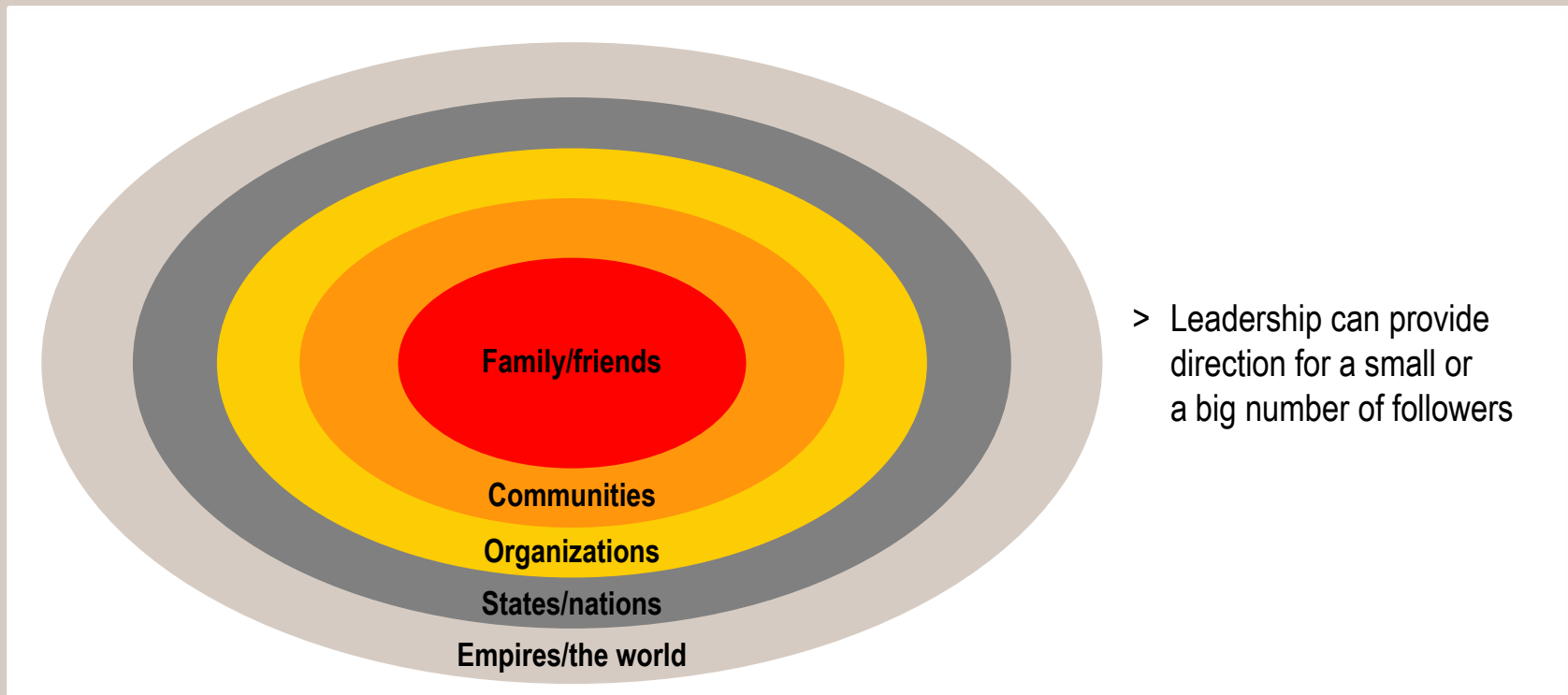
Academics make a number of distinctions in categorizing leadership (3/3)



FORMALITY OF LEADERSHIP

SINGULARITY OF LEADERSHIP

SCOPE OF LEADERSHIP

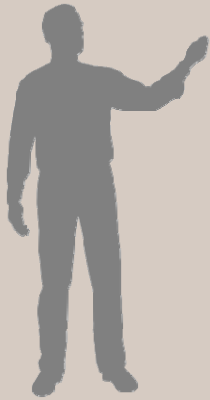


> Leadership can provide direction for a small or a big number of followers

Sources:
See attachement

4.

A large body of leadership theories has developed over the past 80 years



1. TRAIT-RELATED

Key assumptions:

- > People are born with inherited traits
- > Some traits are particularly suited for leadership
- > People who make good leaders have the right or sufficient combination of traits

3. CONTINGENCY

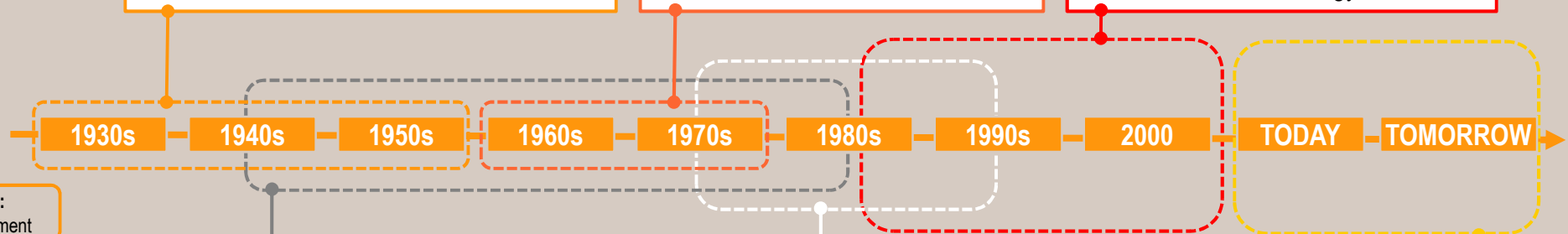
Key assumptions:

- > There is no one best way of leadership
- > The best action a leader can take depends on a range of situational or contingency factors

5. TRANSFORMATIONAL

Key assumptions:

- > People will follow a person who inspires them
- > A person with a vision and passion can achieve great things
- > The way to lead is by injecting enthusiasm and energy



Sources:
See attachment

2. BEHAVIORAL

Key assumptions:

- > Leaders are made, not born
- > Successful leadership is based on definable, learnable behavior

4. TRANSACTIONAL

Key assumptions:

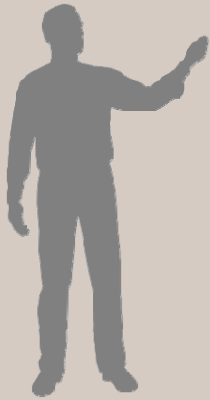
- > People are motivated by reward and punishment
- > Social systems work best with a clear chain of command
- > The prime purpose of a subordinate/follower is to do what the manager/leader wants him/her to do

6. CURRENT/FUTURE DEVELOPMENTS

Key trends:

- > Globalization of leadership concepts
- > Increasing interest in the integrity and character of leaders
- > Revisiting the work/life balance
- > Focus on leading people in times of change

Trait theories assume that people inherit certain qualities that make them suited for leadership



TRAIT THEORIES (1930s-1950s)

Selected theories belonging to this group:

Great man theories

Major findings

- > People are born with inherited traits
- > Some traits are **particularly suited to leadership**: Physical vitality, intelligence, understanding of followers and their needs, courage and resolution, etc.
- > Good leaders have the **right combination of traits**

Key people/ literature

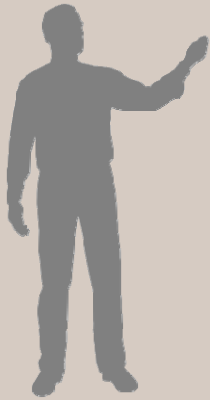
- > **Stogdill, R. M. (1948)**:
Personal factors associated with leadership. *Journal of Psychology* 25: 35-71
- > **Maun, R. D. (1959)**:
A review of the relationship between personality and performance in small groups. *Psychological Bulletin* 66 (4): 241-271

Historical context and relevance for today

- > During World War II, people began to ask **what traits leaders needed to have to win the war**
- > For a long time, **inherited traits were sidelined** as learned and situational factors were considered to be far more important
- > But new sciences such as behavioral genetics have shown that **far more is inherited than had previously been proved**

Sources:
See attachement

Behavioral theories are based upon the belief that leadership is a definable, learnable behavior



BEHAVIORAL THEORIES (1940s-1980s)

Selected theories belonging to this group:

Role theory

Managerial/leadership grid

10 managerial roles

Major findings

- > Leaders are made, not born
- > Successful leadership is based on definable, learnable behavior
- > There are **four main patterns of behavior** (styles) regarding leadership: concern for tasks, concern for people, directive leadership and participative leadership

Key people/ literature

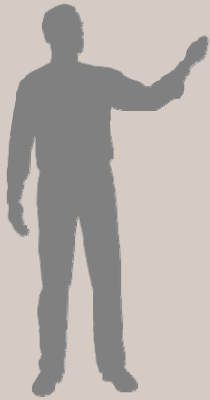
- > **Halgrin, A. W. and Winer, B. J. (1957):**
A factorial study of the leader behavior descriptions. In: R. M. Stogdill and A. E. Coors (eds): Leader behavior: Into description and measurement. Columbus, OH, Bureau of Business Research; Ohio State University
- > **Blake, R. R. and Monton, J.S. (1964):**
The Managerial Grid. Houston, TX, Gulf

Historical context and relevance for today

- > In the 1950s, Stogdill compared results of various trait studies, finding them **contradictory and inconclusive**
- > Consequently, Stogdill and others tried to **conceptualize leadership as behavior** in the 50s and 60s
- > Today, the **criticism of behavioral leadership studies** is the same as that of earlier traits studies: Researchers do not look properly at the context or setting in which the study was conducted

Sources:
See attachement

Contingency theories describe leadership as contingent and dependent on situational variables



CONTINGENCY THEORIES (1960s-1970s)

Selected theories belonging to this group:

Fiedler's contingency theory

Path-goal theory

Lifecycle theory

Cognitive resource theory

Decision process theory

Major findings

- > The leader's ability to lead is **contingent upon various situational factors**
- > These factors are e.g. the leader's **preferred style**, the **capabilities and behaviors of followers** and **aspects of the situation**

Key people/ literature

- > **Fiedler, F. E. (1964):**
A contingency model of leadership effectiveness. In: L. Berkowitz (ed): Advances in experimental social psychology, NY: Academic Press
- > **Hersey P. and Blanchard, K. H. (1977):**
The Management of Organizational Behavior 3e. Upper Saddle River, NJ: Prentice Hall

Historical context and relevance for today

- > In the 1960s, management science **focused on organizational structures**. Consequently, scientists considered how those structures influenced leadership
- > Today, critics say that **contingency theories neglect three important criteria**: Cultural factors, differences between men and women and issues relating to structure, politics or symbols

Sources:
See attachement

Transactional theories (also: management theories) focus on motivation by reward and punishment



TRANSACTIONAL THEORIES (1970s-1990s)

Selected theories belonging to this group:

Leader-member-exchange theory

Major findings

- > People are motivated by reward and punishment
- > Social systems work best with a **clear chain of command**
- > The prime purpose of a subordinate is to **do what the manager tells** him/her to do

Key people/ literature

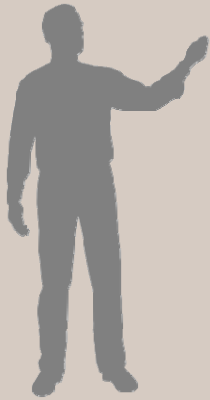
- > **Danserau, F., Graen, G. and Haga, W. J. (1975):**
A vertical dyad-linkage approach to leadership within formal organizations. *Organizational Behavior and Human Performance* 13: 46-78
- > **Burns, J. M. (1978):**
Leadership, NY: Horger & Row

Historical context and relevance for today

- > Despite research that highlights its limitations, **transactional leadership is still a popular approach** with many managers
- > The main limitation is the **assumption of "rational man"**, a person who is largely motivated by money and simple rewards

Sources:
See attachement

Transformational theories (also: relationship theories) focus on the relationship between leaders and followers



TRANSFORMATIONAL THEORIES (1980s-2000s)

Selected theories belonging to this group:

Bass's theory of transformational leadership

Burns's theory of transformational leadership

Major findings

- > People will follow a person who inspires them
- > A person with **vision and passion** can achieve great things
- > The way to get things done is by **injecting enthusiasm and energy**

Key people/literature

- > **Burns, J. M. (1978):**
Leadership. NY: Harper & Row
- > **Bass, B. M. (1985):**
Leadership and performance beyond expectations.
NY: Free Press

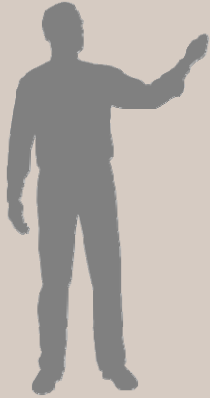
Historical context and relevance for today

- > Beginning in the 1970s, a number of leadership theories emerged that focused on the **importance of a leader's charisma**
- > Empirical research has supported many of the theory's propositions
- > One important **limitation is that transformational leaders ignore details**, but, after all, "the devil is in the details"

Sources:
See attachement

5.

Several different leadership styles have been described/ distinguished



AUTOCRATIC
(also: authoritative)



DEMOCRATIC
(also: participative)



CHARISMATIC
(also: visionary)



SERVANT



QUIET



Sources:
See attachement

MORE LEADERSHIP STYLES

Lewin's 3
leadership styles

Likert's 4
leadership styles

Goleman et al.'s 6
leadership styles

Autocratic leadership style: The leader makes decisions without consulting with others



DESCRIPTION

- > The leader makes **decisions without any form of consultation**
- > The leader has **little concern for people** and uses such methods as threats and other **fear-based methods** to achieve compliance
- > **Communication is almost entirely downwards**, and distant concerns of people are ignored

EXAMPLES



Josef Stalin
(Soviet dictator)



John Rockefeller
(US industrialist)



Margaret Thatcher
(former British PM)



Robert Mugabe
(President of Zimbabwe)

ASSESSMENT

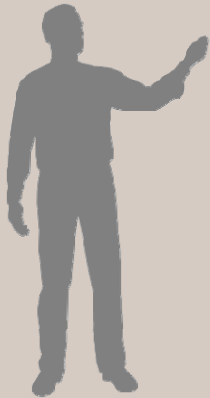
POSITIVE:

- > Quick decisions
- > Clear structure, who decides and who has to act as a result of the decision

NEGATIVE:

- > No attention to the motivation of subordinates
- > Ignores the useful input of subordinates when making a decision

Democratic leadership style: The leader involves the people in defining a way forward



DESCRIPTION

- > The leader **involves the people in decision-making**
- > The process **varies along a spectrum**, from: The leader has the final decision to: There should be a consensus in the group

EXAMPLES



Bill Clinton
(former US president)



Kleisthenes
(Athenian nobleman)



Zulfikar Ali Bhutto
(former PM of Pakistan)



Kofi Annan
(former UN Secretary General)

ASSESSMENT

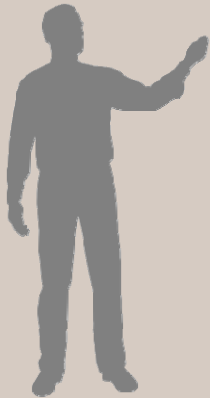
POSITIVE:

- > Usually appreciated by the people
- > Strong support of the decision, strong motivation to act accordingly

NEGATIVE:

- > The decision process can take a long time
- > Problematic when there is a wide range of opinions within the group

Charismatic leadership style: The leader gathers followers through personality and charm



DESCRIPTION

- > People follow others that they **personally admire**
- > The charismatic leader therefore only needs **charm, grace and self-confidence to attract followers**
- > Charismatic leaders pay a great deal of attention to **scanning and reading their environment** and choose their actions and words to suit the situation

EXAMPLES



Steve Jobs
(US entrepreneur)



Nelson Mandela
(former South African president)



Richard Branson
(UK entrepreneur)



Hamid Karzai
(President of Afghanistan)

ASSESSMENT

POSITIVE:

- > Charismatic leaders can elevate and transform an entire company or society
- > Charismatic leadership produces strong group identity

NEGATIVE:

- > Charismatic leaders often believe that they are infallible and hence can lead their followers into an abyss
- > Charismatic leaders do not tolerate challenges to their authority

Servant leadership style: The leader serves others by helping them to achieve and improve



DESCRIPTION

- > Leaders must place the **needs of subordinates ahead of their own** interests in order to be effective
- > Characteristics of servant leaders include **empathy and stewardship** as well as commitment to the personal, professional and spiritual growth of their subordinates
- > Servant leadership has generated **considerable interest among both leadership scholars and practitioners**

EXAMPLES



Mahatma Gandhi
(Indian political leader)



Mother Teresa
(Roman Catholic nun)



Martin Luther King Jr.
(US civil rights leader)



Ernest Shackleton
(Arctic explorer)

ASSESSMENT

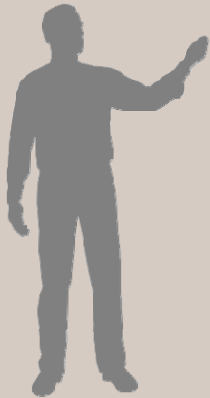
POSITIVE:

- > The subordinates grow as persons
- > And become healthier, wiser, freer, more autonomous and more like their leaders

NEGATIVE:

- > Servant leadership has not been subjected to extensive empirical testing
- > Servant leadership is difficult to perform in a business environment

Quiet leadership style: The leader shows the way by his thoughts and actions



DESCRIPTION

- > The actions of a leader speak **louder than his or her words**
- > People are **motivated when you give them credit** rather than take it yourself
- > Quiet leaders apply **modesty, restraint and tenacity** to solve particularly difficult problems

EXAMPLES



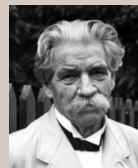
Abraham Lincoln
(former US president)



Michael Jordan
(basketball player)



Aung San Sun Kyi
(Burmese activist)



Albert Schweitzer
(Alsatian physician)

ASSESSMENT

POSITIVE:

- > Quiet leadership focuses on solutions
- > Subordinates are persuaded by rational arguments and the benevolence of quiet leaders

NEGATIVE:

- > For people accustomed to an extroverted charismatic style, a quiet style can be very confusing
- > Subordinates with extroverted personalities may not appreciate a quiet leader

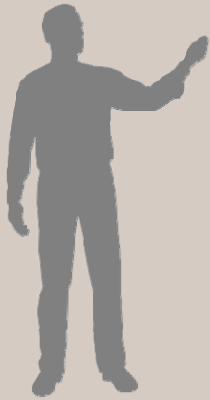


B.2 Living leadership

- > Being a leader
- > Leadership across regions
- > Leadership across stakeholder groups

1.

People are seldom born as leaders, but have become leaders – in different ways (1/4)



**BY
HERITAGE**

**BY (DEMOCRATIC)
DECISION**

BY ACCIDENT

**BY CHARACTER/
QUALITIES**

EXAMPLES



Prince William
elder son of Prince and
Princess of Wales



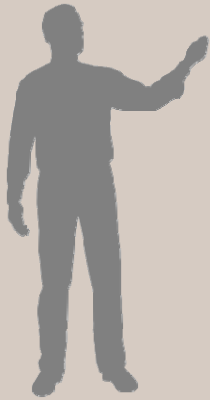
Prince Hisahito of Japan
third child of Prince and
Princess Akishino, Japan



William Clay Ford Jr.
great-grandson of Henry Ford

Sources:
See attachment

People are seldom born as leaders, but have become leaders – in different ways (2/4)



**BY
HERITAGE**

**BY (DEMOCRATIC)
DECISION**

BY ACCIDENT

**BY CHARACTER/
QUALITIES**

EXAMPLES



Luiz Inácio Lula da Silva
president of Brazil



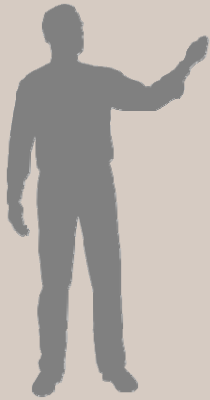
Junichiro Koizumi
former prime minister of Japan



Kevin Rudd
prime minister of Australia

Sources:
See attachment

People are seldom born as leaders, but have become leaders – in different ways (3/4)



**BY
HERITAGE**

**BY (DEMOCRATIC)
DECISION**

BY ACCIDENT

**BY CHARACTER/
QUALITIES**

EXAMPLES



Rosa Louise McCauley Parks
African American civil rights
activist



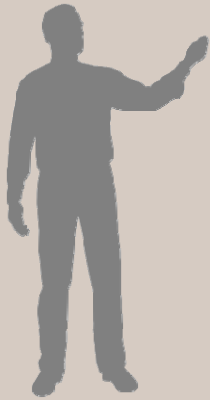
"Rubble women"
women between 15 and 50 who had
to clean up debris in Germany's and
Austria's cities after World War 2



Mairead Corrigan
co-founder of Community for Peace People
in Northern Ireland and Nobel Peace Prize
winner

Sources:
See attachment

People are seldom born as leaders, but have become leaders – in different ways (4/4)



**BY
HERITAGE**

**BY (DEMOCRATIC)
DECISION**

BY ACCIDENT

**BY CHARACTER/
QUALITIES**

EXAMPLES



Mahatma Gandhi
leader of Indian
independence movement



Martin Luther King Jr.
leader in the American civil
rights movement



Nelson Mandela
former President of
South Africa

Sources:
See attachment

2.

Being a leader means you have opportunities others don't have – but also responsibilities



OPPORTUNITIES

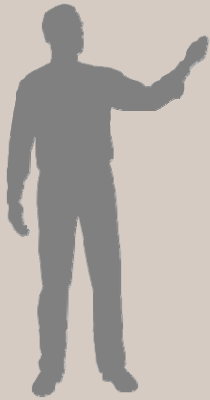
- > More **influence/power** than others
- > More (media) **attention**
- > **Support** by followers to achieve goals
- > **Access** to expertise and financial means
- > Esteemed **position** in society, recognition

RESPONSIBILITIES

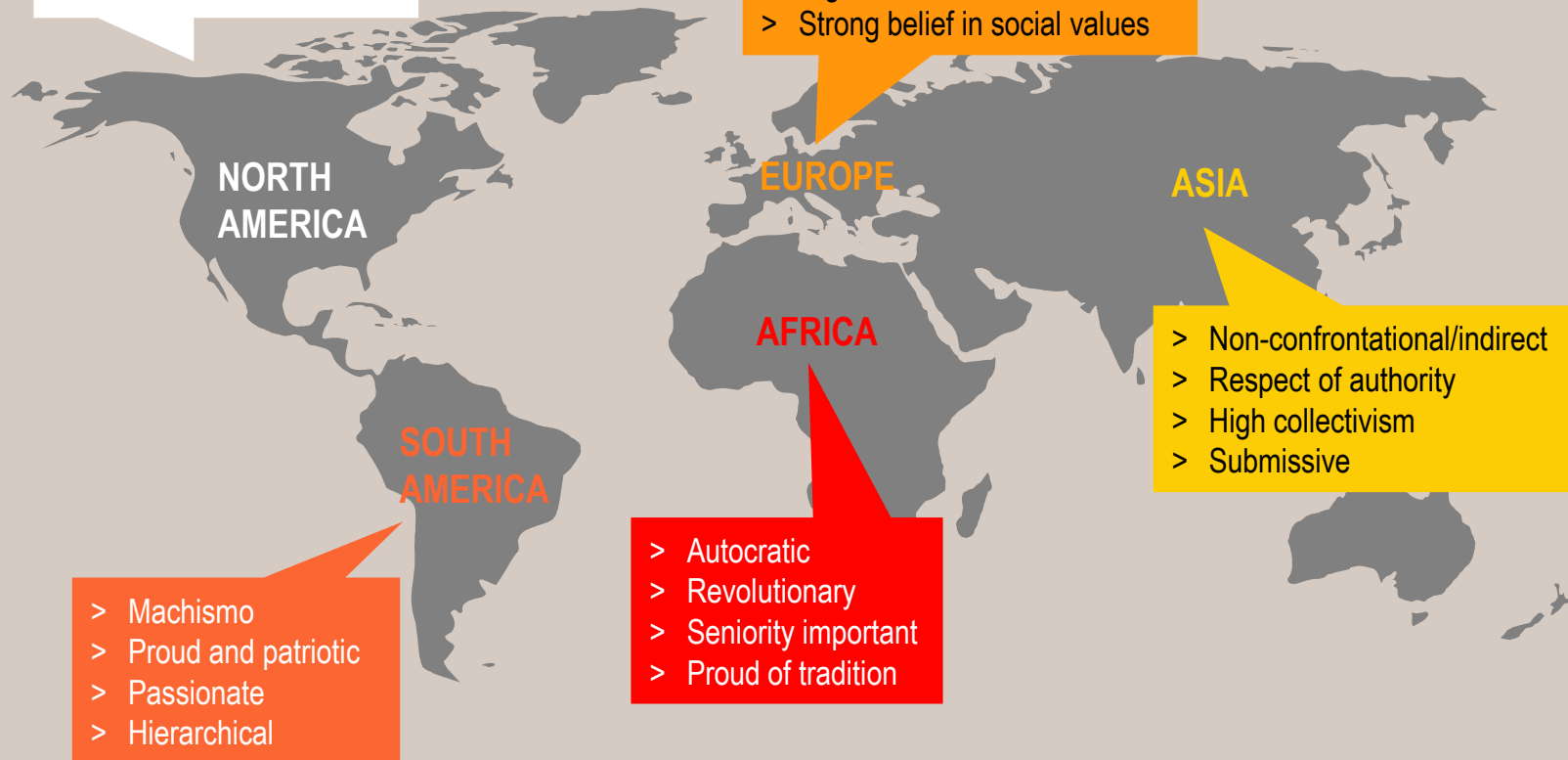
- > **Meet expectations** of followers (be a role model)
- > **Make decisions**, even in tough times
- > **Handle resources** responsibly (material, immaterial)
- > **Contribute** to improving the state of the world

3.

Leadership differs across regions – common stereotypes of leadership styles in the world

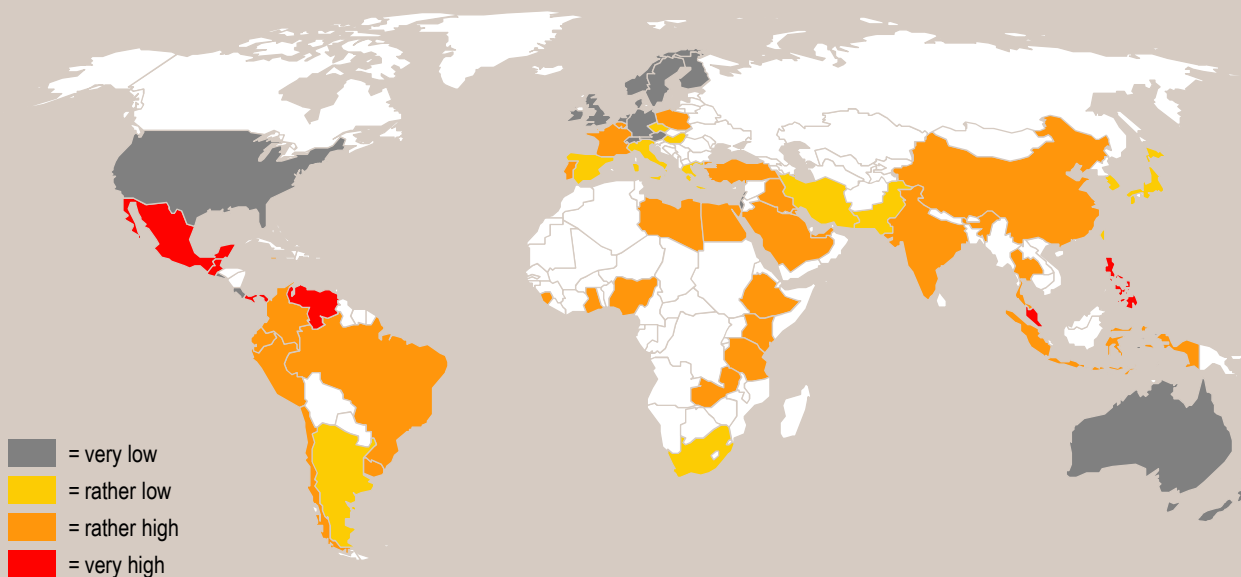
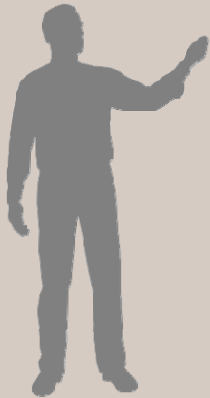


- > Direct, hard, aggressive
- > Less hierarchical
- > Confrontational
- > Boastful



Sources:
See attachment

Regional leadership specificities reflect different cultural values (1/5)



POWER DISTANCE

INDIVIDUALISM

MASCULINITY

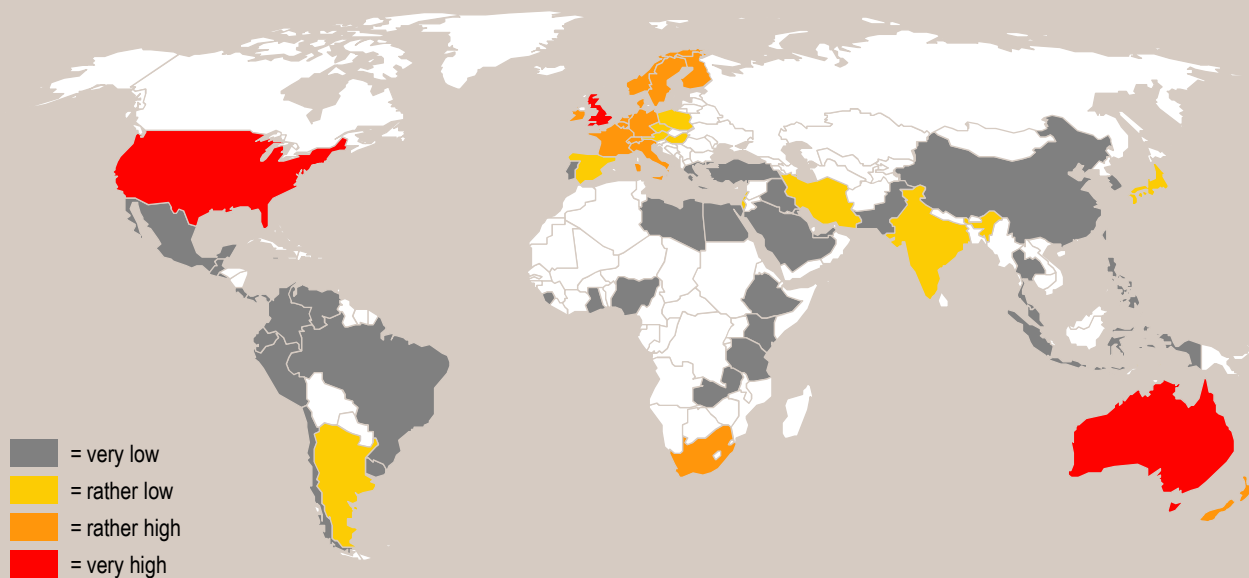
**UNCERTAINTY
AVOIDANCE**

**LONG-TERM
ORIENTATION**

- > Power distance measures the **degree to which members of a society expect and accept the power to be unequally shared**. It represents the extent to which a community maintains inequality among its members and to which dominance of the less powerful is maintained
- > **Countries with high power distance** tend to expect obedience towards superiors and clearly distinguish between those with status and those without. Examples are **Malaysia, Mexico and China**
- > **Countries with low power distance** tend to be more egalitarian and favor stronger participation in decision making. They expect less differentiation between those with power and those without. Examples are **Australia, Israel and New Zealand**

Sources:
See attachment

Regional leadership specificities reflect different cultural values (2/5)



POWER DISTANCE

INDIVIDUALISM

MASCULINITY

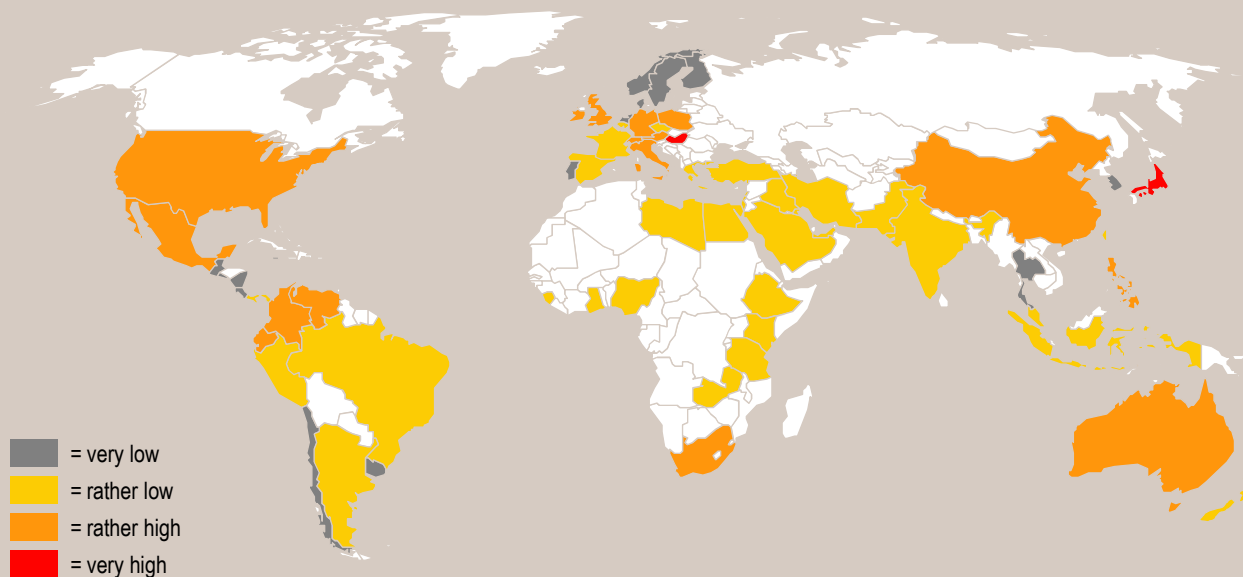
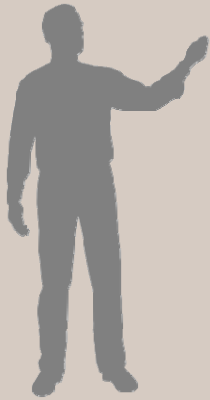
UNCERTAINTY
AVOIDANCE

LONG-TERM
ORIENTATION

- > Individualism reflects the **degree to which members of society take pride in membership** in small groups, such as their family and organizations in which they are employed. Societies in which people take pride in their families are also societies in which people take pride in their employing organization
- > **In countries with high collectivism like Indonesia, Peru and South Korea** being member of a family is very important to people. Group members tend to have strong expectations from each other
- > **In countries like the USA, UK and the Netherlands** family members and friends do **not expect any special treatment**. Ties between individuals are loose: everyone is expected to look after him/herself and his/her immediate family

Sources:
See attachement

Regional leadership specificities reflect different cultural values (3/5)



POWER DISTANCE

INDIVIDUALISM

MASCULINITY

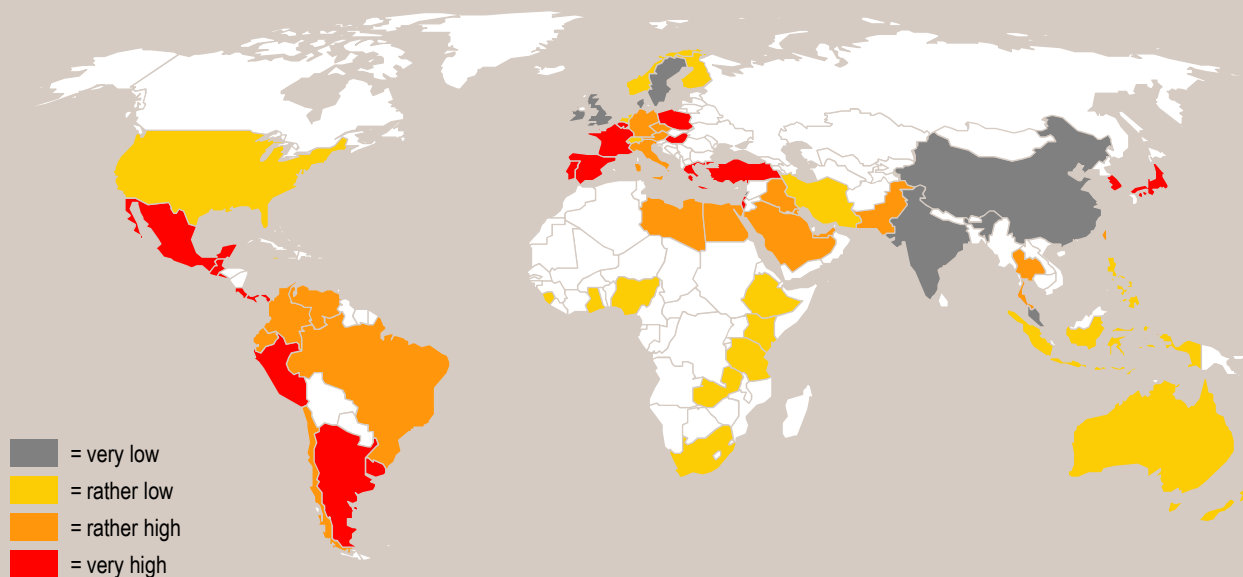
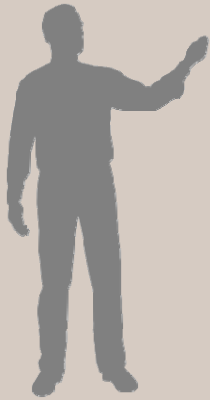
UNCERTAINTY
AVOIDANCE

LONG-TERM
ORIENTATION

- > Masculinity versus its opposite, femininity refers to the **distribution of roles between the genders**. Interesting findings were, that values of women differ less among societies than values of men. Male values differ from assertive and competitive (and maximally different from women's values) on the one side, to modest and caring (and similar to women's values) on the other
- > Countries such as the **Scandinavian countries, Chile and Portugal** have the **least gender-differentiating practices**. Such societies women tend to accord women a higher status, more women participate in the labor force and are found in positions of authority. Men and women have similar levels of education
- > Countries such as **Japan, Venezuela and Italy** are reported to have a **high degree of gender-differentiation**. Men tend to have a higher social status and relatively few women are in positions of authority

Sources:
See attachment

Regional leadership specificities reflect different cultural values (4/5)



POWER DISTANCE

INDIVIDUALISM

MASCULINITY

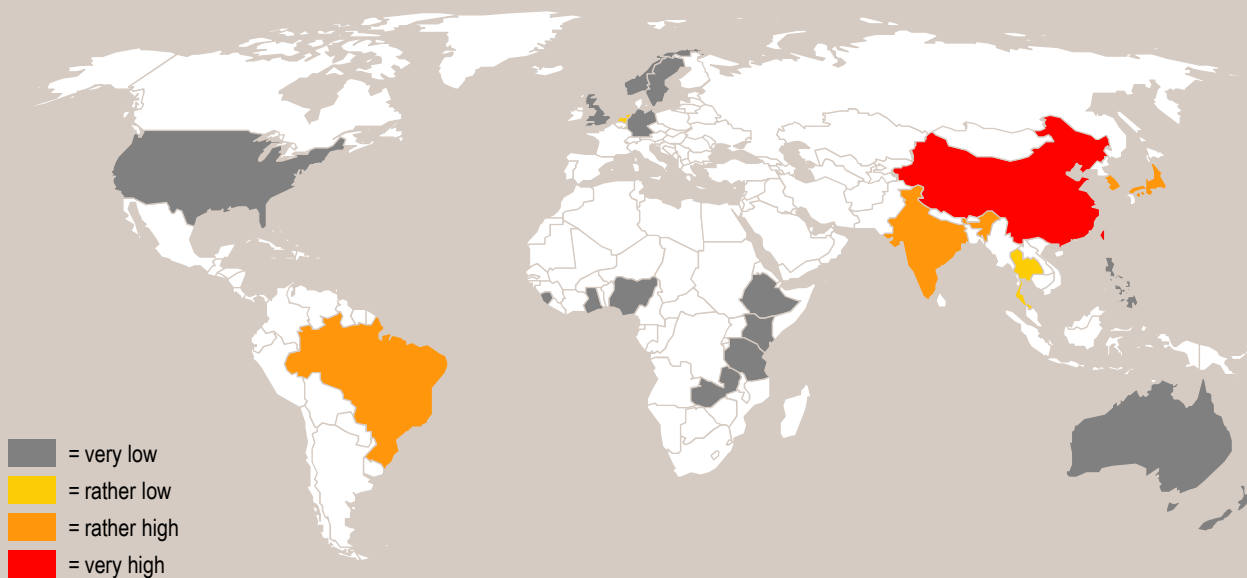
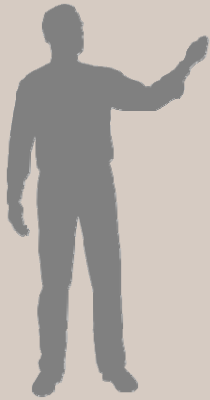
UNCERTAINTY
AVOIDANCE

LONG-TERM
ORIENTATION

- > Uncertainty avoidance is defined **as the society's reliance on social norms and procedures** to alleviate the unpredictability of future events. It refers to the extent to which its members seek orderliness, structure and formalized procedures for their daily lives
- > **Countries that score high on uncertainty avoidance** like **Poland, Japan and South Korea** have a stronger tendency toward orderliness and consistency, structured lifestyles, rules and laws
- > In contrast, in countries like **Hong Kong, UK and South Africa**, there is a **stronger tolerance for ambiguity and uncertainty**. People are used to less structure in their lives and are not as concerned about following rules and procedures

Sources:
See attachment

Regional leadership specificities reflect different cultural values (5/5)



POWER DISTANCE

INDIVIDUALISM

MASCULINITY

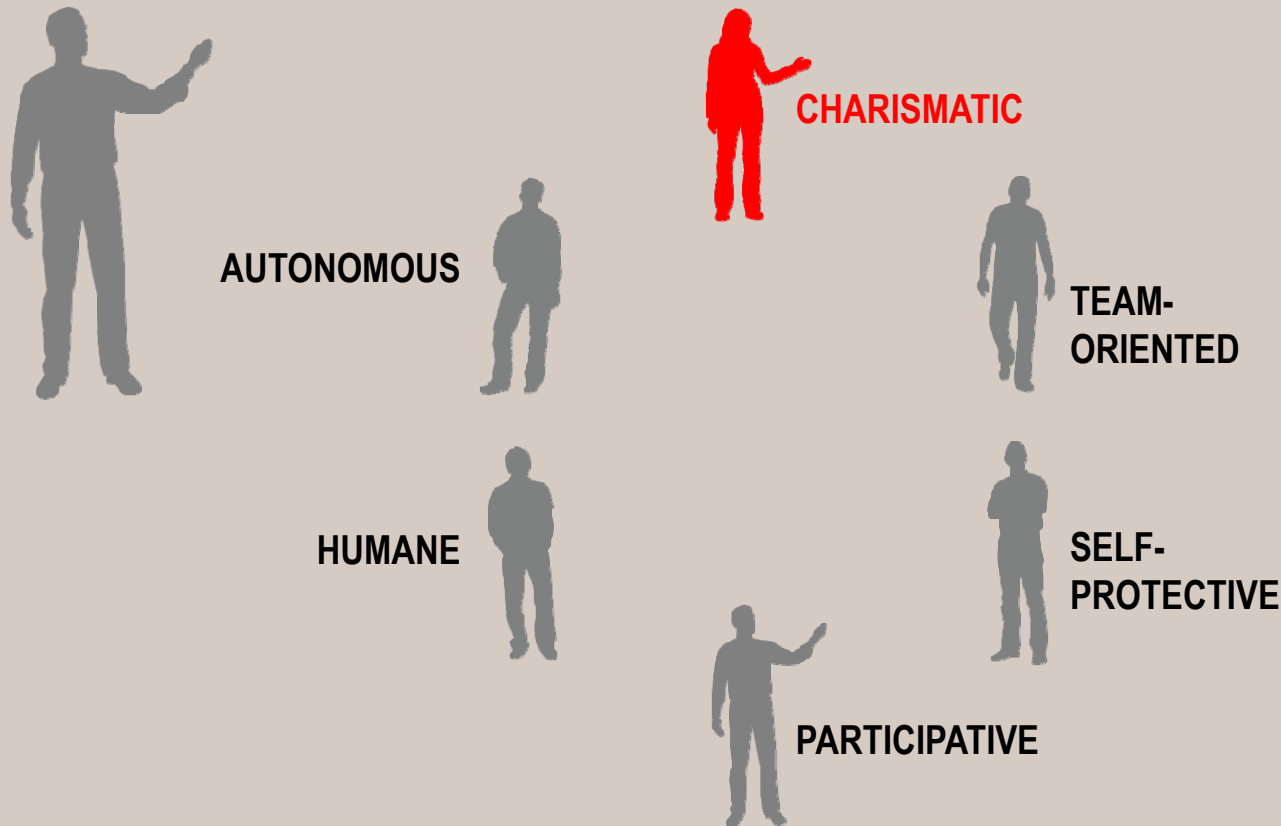
UNCERTAINTY
AVOIDANCE

LONG-TERM
ORIENTATION

- > Long-term orientation was added after the original four dimensions to try to distinguish the **difference in thinking between the East and West**. Both the positively and the negatively rated values of this dimension are found in the teachings of Confucius
- > **Countries with high scores on long-term orientation** are mainly **Asian countries, but also Brazil**. Characteristics of members of these countries include thrift, perseverance and having a sense of shame. They are also known to order relationships by status and observing this order
- > **Countries which are rather short-term oriented**, like **Nigeria, the Philippines and Norway** have a stronger tendency toward respect for tradition, fulfilling social obligations, personal steadiness and stability, and protecting one's 'face'

Sources:
See attachment

The GLOBE study, a cross-cultural research effort, found six leadership dimensions to describe regional differences (1/6)



> DESCRIPTION:

A leader's ability to inspire, to motivate, and to expect high performance outcomes on the basis of his/her firmly held core values and via aura, dynamism, and persuasiveness

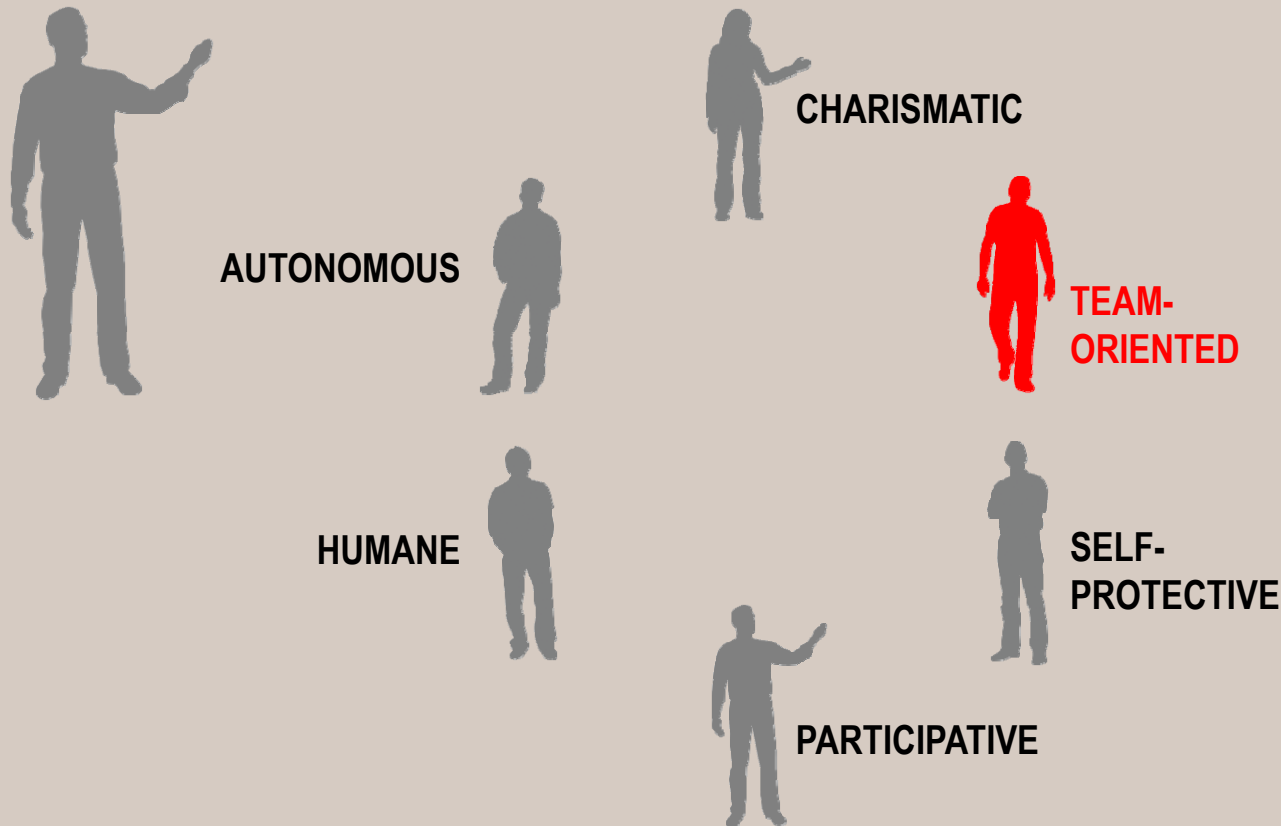
> GENERALLY VIEWED:

All cultures see this dimension as **very substantially contributing** to outstanding leadership

> VARIANCE:

- **Anglo cultures** most strongly associate it with outstanding leadership
- **Middle Eastern cultures** least associate it with outstanding leadership – yet their mean was well above the mid-point

The GLOBE study, a cross-cultural research effort, found six leadership dimensions to describe regional differences (2/6)



> DESCRIPTION:

Emphasizing **effective team-building and implementation** of a common purpose or goal among team members

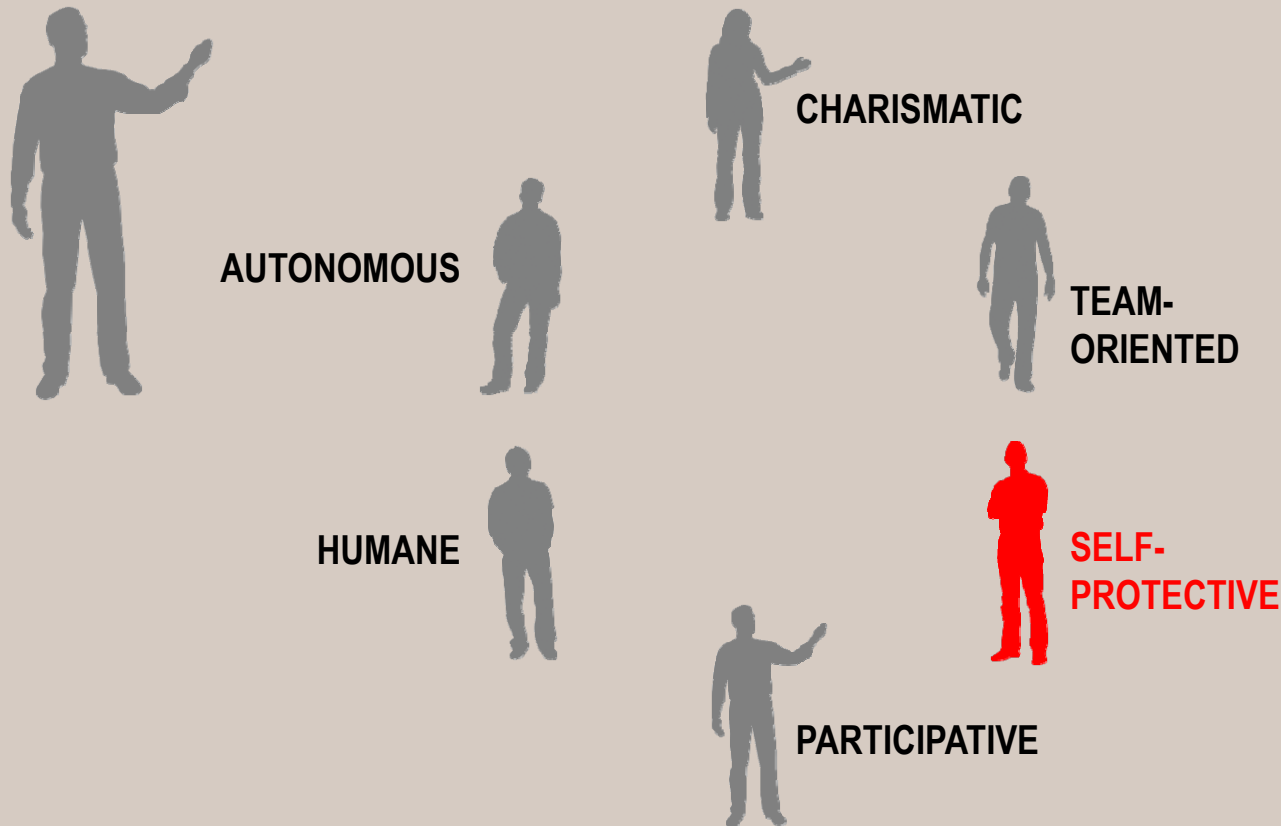
> GENERALLY VIEWED:

All cultures see "team orientation" as **contributing substantially** to outstanding leadership

> VARIANCE:

- **Latin American** cultures most positively associate it with outstanding leadership
- **Middle Eastern** cultures least associate it with outstanding leadership, but their mean is above the mid-point

The GLOBE study, a cross-cultural research effort, found six leadership dimensions to describe regional differences (3/6)



> DESCRIPTION:

Focuses on **ensuring the safety and security** of the individual or group. It also can reflect being status- and class-conscious, self-centered, and procedural

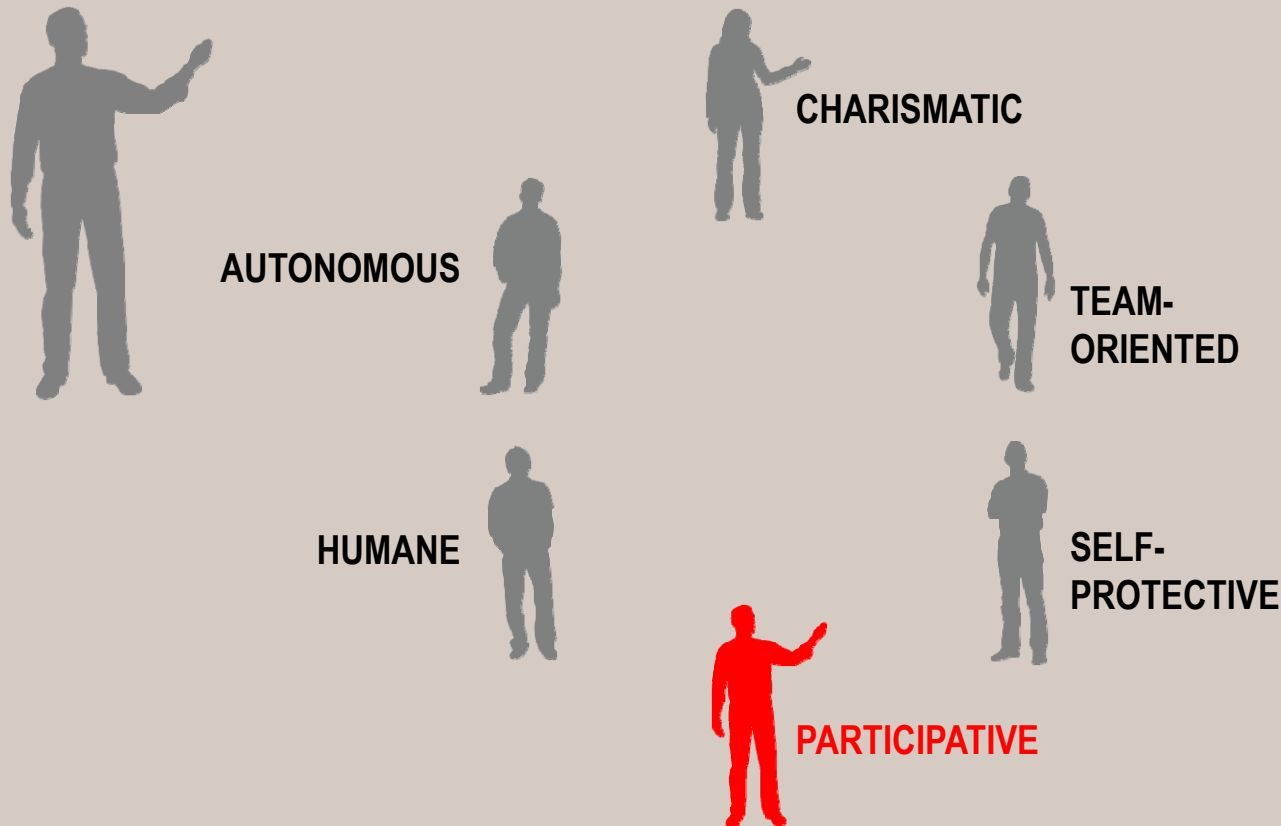
> GENERALLY VIEWED:

Worldwide viewed as **not contributing** to outstanding leadership

> VARIANCE:

- The highest score, by **South Asian cultures**, was just below the mid-point
- **Nordic Europe** associated it with lack of leadership

The GLOBE study, a cross-cultural research effort, found six leadership dimensions to describe regional differences (4/6)



> DESCRIPTION:

Reflects the degree to which leaders **involve others** in making and implementing decisions

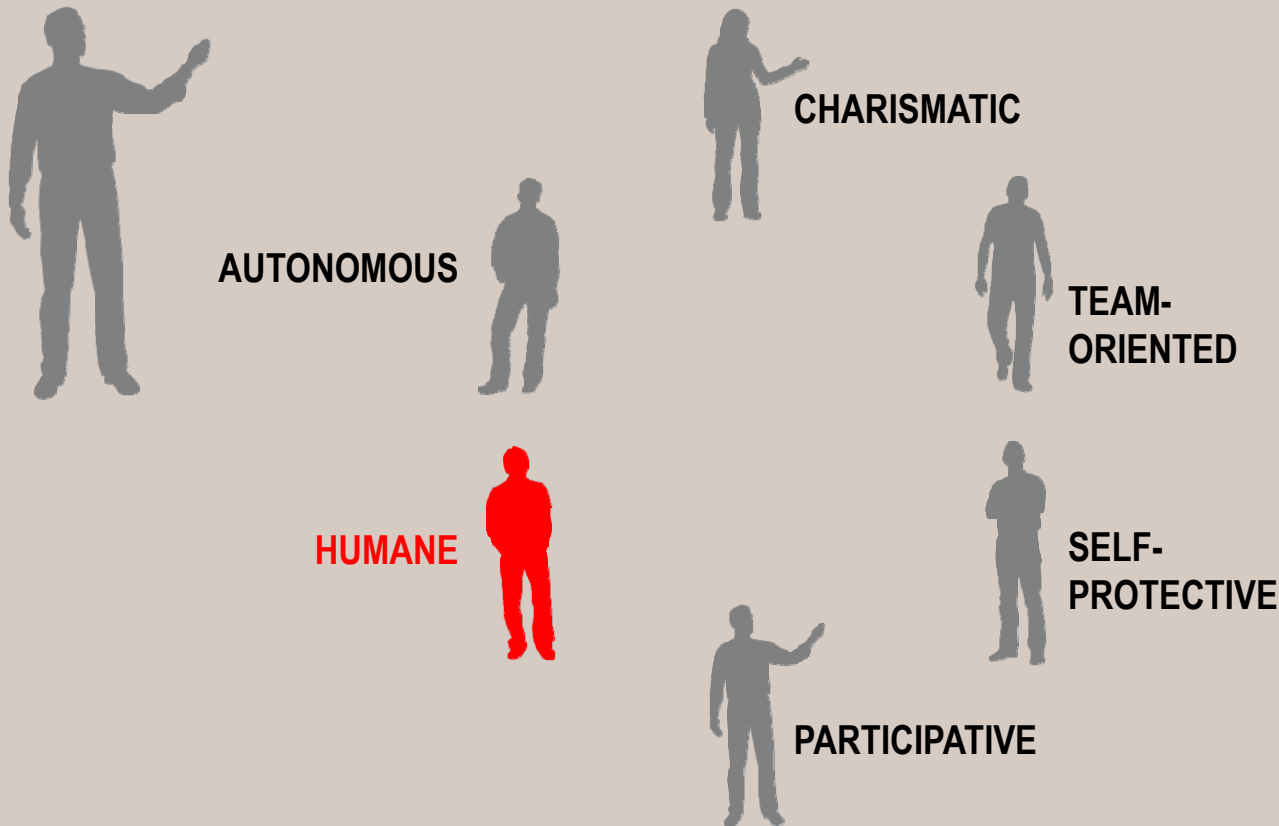
> GENERALLY VIEWED:

Positive

> VARIANCE:

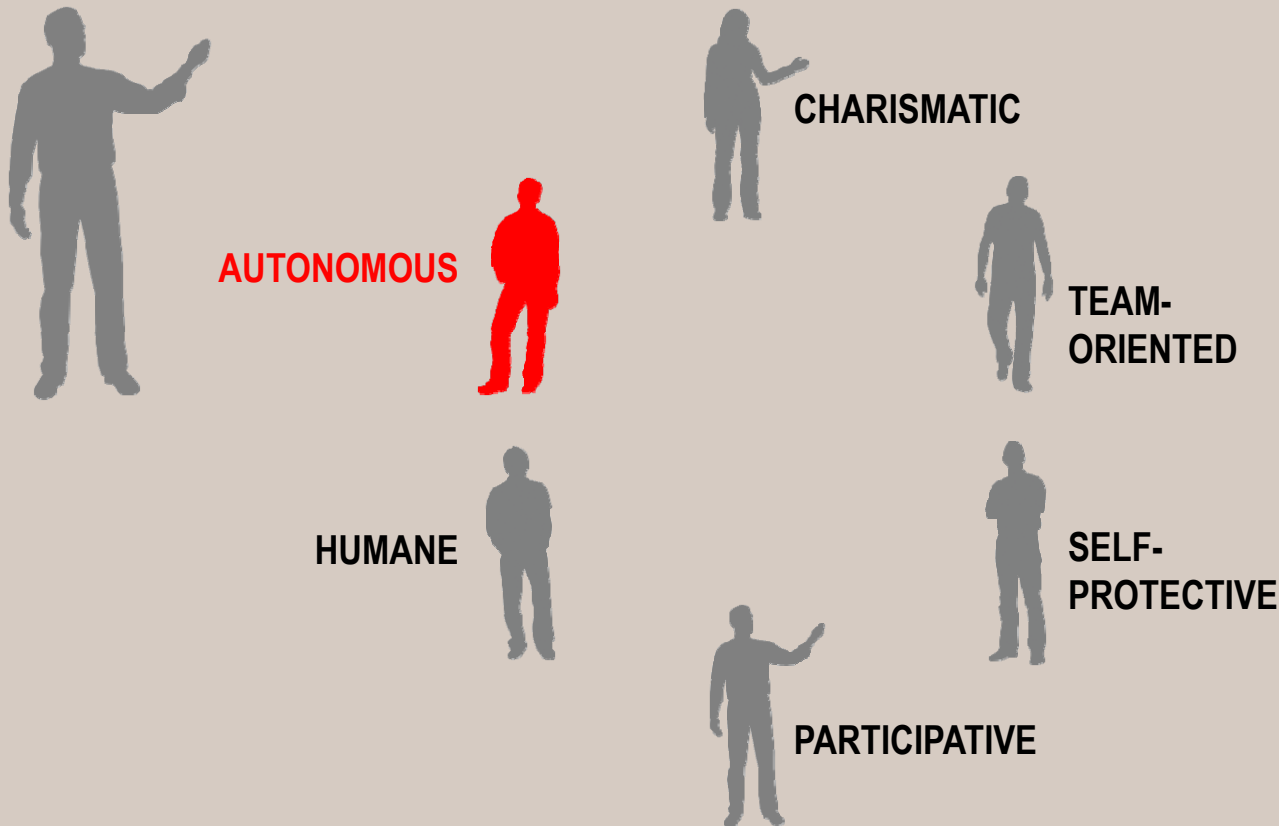
- **Germanic Europe** most positively associates "participative" with outstanding leadership
- The least positive association is in the **Middle East**, where its association was modestly above the mid-point

The GLOBE study, a cross-cultural research effort, found six leadership dimensions to describe regional differences (5/6)



- > **DESCRIPTION:**
Reflects **supportive and considerate leadership**, but also includes compassion and generosity
- > **GENERALLY VIEWED:**
Only moderately contributing to outstanding leadership
- > **VARIANCE:**
 - **Southern Asia** gave it the highest of the moderate scores
 - **Nordic Europe** gave it a score just at the mid-point

The GLOBE study, a cross-cultural research effort, found six leadership dimensions to describe regional differences (6/6)



> **DESCRIPTION:**

Refers to **independent and individualistic** leadership

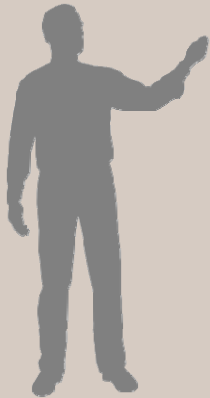
> **GENERALLY VIEWED:**

Viewed **neutral or not contributing** to outstanding leadership

> **VARIANCE:**

- **Eastern Europe** ranked it highest, barely above the mid-point
- **Latin America** ranked it lowest, not far below the mid-point

How leadership styles can be characterized in different regions according to GLOBE – **EASTERN EUROPE**



COUNTRIES INCLUDED

Albania, Georgia, Greece, Hungary, Kazakhstan, Poland, Russia, and Slovenia

OUTSTANDING LEADERSHIP IN EASTERN EUROPE CLUSTER

- > Visionary and decisive leadership considered effective, as is performance orientation, collaboration and building team
- > Strong expectation towards participative leadership. Least valued is self-protectiveness
- > Greece, Hungary and Albania oppose team orientation. Hungary closest to Latin European prototype

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > Eastern European cluster with surprisingly close proximity to Latin cluster
- > Similarities are gender egalitarianism and assertiveness as well as uncertainty avoidance and power distance

LEADERSHIP IN CULTURAL CONTEXT

- > Cluster distinguished as tolerating uncertainty, highly group oriented, hierarchical, and gender egalitarian
- > Societal values show desire for more performance and future orientation, and lower level of power differentiation

**EASTERN
EUROPE**

**NORDIC
EUROPE**

**GERMANIC
EUROPE**

**LATIN
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ANGLO

**SUB-
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AFRICA**

**CON-
FUCIAN
ASIA**

**SOUTHERN
ASIA**

**MIDDLE
EAST**

**LATIN
AMERICA**

Sources:
See attachement

How leadership styles can be characterized in different regions according to GLOBE – **NORDIC EUROPE**



COUNTRIES INCLUDED

Denmark, Finland, and Sweden

OUTSTANDING LEADERSHIP IN NORDIC EUROPE CLUSTER

- > Charisma, team orientation and participation considered to be highly contributing to outstanding leadership. The participative score is as high as the team orientation score.
- > Humane orientation and self-protection are seen not contributing to effective leadership

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > Nordic Europe scores lowest of all clusters in two categories: Humane orientation and self-protection.
- > Humane orientation, thus a supportive leadership, including compassion and generosity, is not viewed as important quality for a successful leader
- > Self-protection is seen as a hindering factor in the image of an ideal leader

LEADERSHIP IN CULTURAL CONTEXT

- > Score of humane orientation being so low is surprising, as the cluster's cultural value score on humane orientation is the highest of all clusters

EASTERN
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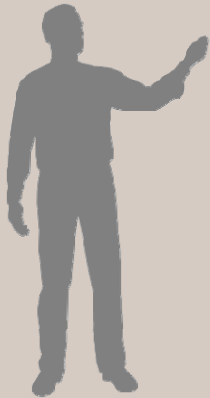
SOUTHERN
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AMERICA

Sources:
See attachement

How leadership styles can be characterized in different regions according to GLOBE – **GERMANIC EUROPE**



COUNTRIES INCLUDED

Austria, Germany, the Netherland, and Switzerland

OUTSTANDING LEADERSHIP IN GERMANIC EUROPE CLUSTER

- > Charisma, team orientation and participation considered to be highly contributing to outstanding leadership
- > Self-protection is not included in the image of an ideal leader
- > Autonomous leadership is a hindering factor in the Netherlands, while it is a contributing factor in the German speaking countries

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > High scores on participative leadership and team orientation special to the Germanic cluster, which is in line with the low score for power distance

LEADERSHIP IN CULTURAL CONTEXT

- > Higher practices of performance orientation, uncertainty avoidance, future orientation and assertiveness than many other clusters
- > Stronger tendencies for standardization and rules and more gender inequality than other clusters

EASTERN
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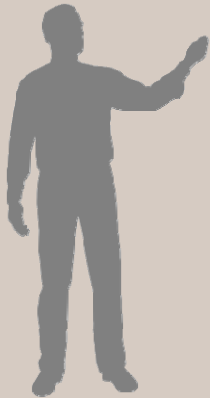
SOUTHERN
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AMERICA

Sources:
See attachement

How leadership styles can be characterized in different regions according to GLOBE – **LATIN EUROPE**



COUNTRIES INCLUDED

France, Israel, Italy, Portugal, Spain, and Switzerland (French-speaking)

OUTSTANDING LEADERSHIP IN LATIN EUROPE CLUSTER

- > Team-oriented leadership style scores high in this cluster. Higher even than charismatic style
- > In France participative leadership is important, while being a humane leader even impedes effective leadership. Charismatic leadership here is not as valued as elsewhere

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > Participative style scores higher than in average, while score is lower on humane leadership style
- > Latin Europe cluster very similar to Latin America cluster. Differences are a higher dislike of self-protection and a lower need for humane orientation in Latin Europe

LEADERSHIP IN CULTURAL CONTEXT

- > High perception of power distance, moderate emphasis on uncertainty avoidance and collectivism. Lower emphasis on future orientation and egalitarianism.
- > Cluster wishes for a reduction in power distance along with increases in performance and humane orientation

EASTERN EUROPE	NORDIC EUROPE
GERMANIC EUROPE	LATIN EUROPE
ANGLO	SUB-SAHARAN AFRICA
CON-FUCIAN ASIA	SOUTHERN ASIA
MIDDLE EAST	LATIN AMERICA

Sources:
See attachement

How leadership styles can be characterized in different regions according to GLOBE – **ANGLO**



COUNTRIES INCLUDED

Australia, Canada (English-speaking), Ireland, New Zealand, South Africa (White sample), the United Kingdom, and the United States

OUTSTANDING LEADERSHIP IN ANGLO CLUSTER

- > Most effective are charismatic, team oriented and participative leadership styles. This includes being visionary, inspirational and appealing to the underlying values of followers
- > Participative leadership highly valued as all countries are democracies and have quite individualistic cultural orientations
- > Canada scored highest on the positive styles and lowest on the negative styles and thus seems to have the clearest perception of outstanding leadership

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > Cluster is quite homogenous
- > High scores on humane leadership differentiate this cluster; leaders must be caring and considerate of others

LEADERSHIP IN CULTURAL CONTEXT

- > Societal culture is performance and future-oriented and distinctly male-dominated
- > Cultures are highly individualistic, moderately assertive
- > Cultures wish for less reliance on formal rules and procedures and more equal power distribution

EASTERN
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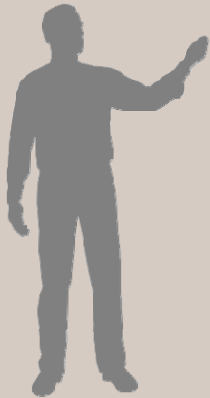
SOUTHERN
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AMERICA

Sources:
See attachement

How leadership styles can be characterized in different regions according to GLOBE – **SUB-SAHARAN AFRICA**



COUNTRIES INCLUDED

Namibia, Nigeria, South Africa (Black sample), Zambia, and Zimbabwe

OUTSTANDING LEADERSHIP IN SUB-SAHARAN AFRICA CLUSTER

- > Charismatic, team-oriented and participative leadership styles score high in this cluster
- > Striking is high score on humane orientation
- > Autonomous leadership is scored relatively low

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > In comparison with the other clusters Sub-Saharan Africa scores average in almost all dimensions
- > The exception is a high score humane orientation; a supportive and considerate leadership style seen to contribute to efficient leadership

LEADERSHIP IN CULTURAL CONTEXT

- > In concert with the favored leadership style, humane orientation as a cultural value scores high
- > Sub-Saharan Africa ranks highest in the wish for more future orientation

EASTERN EUROPE	NORDIC EUROPE
GERMANIC EUROPE	LATIN EUROPE
ANGLO	SUB-SAHARAN AFRICA
CON-FUCIAN ASIA	SOUTHERN ASIA
MIDDLE EAST	LATIN AMERICA

Sources:
See attachement

How leadership styles can be characterized in different regions according to GLOBE – **CONFUCIAN ASIA**



COUNTRIES INCLUDED

China, Hong Kong, Japan, Singapore, South Korea, and Taiwan

OUTSTANDING LEADERSHIP IN CONFUCIAN ASIA CLUSTER

- > Charisma and team orientation contribute to effective leadership
- > Participative leadership is viewed positively, but with a relatively low score
- > Modesty and face-saving is viewed positively in this cluster, which is reflected in a relatively high score for self-protection

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > Confucian and Southern Asia very similar to each other with regard to effective leadership
- > Confucian and Southern Asia are the only clusters, where participation scored lower than humane orientation. This likely reflects the role of the paternalistic but autocratic father in families

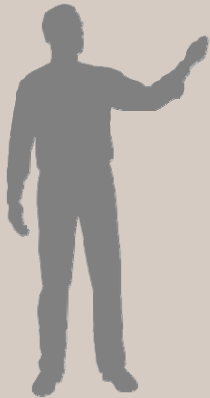
LEADERSHIP IN CULTURAL CONTEXT

- > Cluster scores highest on performance orientation and wishes strongest for less of it. Less in-group collectivism would also be favored
- > Cluster would like more assertiveness but at the same time wishes for a more equal treatment of men and women

EASTERN EUROPE	NORDIC EUROPE
GERMANIC EUROPE	LATIN EUROPE
ANGLO	SUB-SAHARAN AFRICA
CON-FUCIAN ASIA	SOUTHERN ASIA
MIDDLE EAST	LATIN AMERICA

Sources:
See attachment

How leadership styles can be characterized in different regions according to GLOBE – **SOUTHERN ASIA**



COUNTRIES INCLUDED

India, Indonesia, Iran, Malaysia, the Philippines, and Thailand

OUTSTANDING LEADERSHIP IN SOUTHERN ASIA CLUSTER

- > Transformational-charismatic and team-oriented styles most effective in this cluster. Leaders are expected to act as patriarchs, who help subordinates aspire towards collective goals
- > Humane and participative leadership are also effective in this cluster
- > Iran has the highest score on self-protective and humane leadership

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > Confucian and Southern Asia are very similar to each other with regard to effective leadership
- > Cluster finds humane leadership significantly more facilitative and self-protective leadership a lot less of an impediment than the average

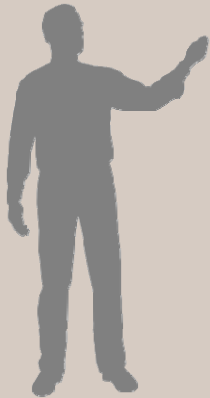
LEADERSHIP IN CULTURAL CONTEXT

- > Cluster distinguished as highly group oriented, humane, male dominated, and hierarchical
- > Cluster wishes for more performance and future-orientation. Desire a higher level of structure, but a lower level of male dominance and power differentiation
- > Malaysia is the most future and rule oriented, while Iran is the least rule oriented and most performance oriented. Philippines are among the highest scores globally for groupism and humanism

Sources:
See attachment

EASTERN EUROPE	NORDIC EUROPE
GERMANIC EUROPE	LATIN EUROPE
ANGLO	SUB-SAHARAN AFRICA
CON-FUCIAN ASIA	SOUTHERN ASIA
MIDDLE EAST	LATIN AMERICA

How leadership styles can be characterized in different regions according to GLOBE – **MIDDLE EAST**



COUNTRIES INCLUDED

Egypt, Kuwait, Morocco, Qatar, and Turkey

OUTSTANDING LEADERSHIP IN MIDDLE EAST CLUSTER

- > Team-oriented and charismatic leadership is most effective. This involves creating team spirit, encouraging performance, and being future-orientated
- > None of the styles for the cluster rated above 5.5 – cluster does not value the extremes
- > Turkey scores highest on team-orientation, Morocco scores highest on participative style. Self-protective and autonomous style, usually not perceived as effective, scored nonetheless quite high in Egypt

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > Charismatic and participative styles not valued as highly as in other clusters
- > Self-protection and autonomous leadership perceived more positively than in all other clusters
- > Leaders are expected not to stick out to much from the rest of society and carry more modest attributes

LEADERSHIP IN CULTURAL CONTEXT

- > Cluster rates high on group and family collectivism and power distance and low on future orientation
- > Turkey and Morocco have almost identical scores on cultural dimensions. Morocco has the highest ranking of all analyzed countries on power distance
- > All societies aspire for more performance and future-orientation and seek lower power distance and more egalitarianism

Sources:
See attachment

EASTERN
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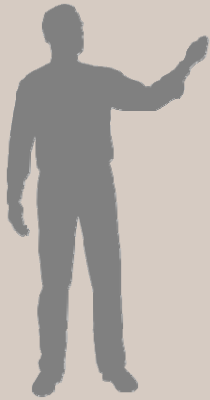
CON-
FUCIAN
ASIA

SOUTHERN
ASIA

**MIDDLE
EAST**

LATIN
AMERICA

How leadership styles can be characterized in different regions according to GLOBE – **LATIN AMERICA**



COUNTRIES INCLUDED

Argentina, Bolivia, Brasil, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, and Venezuela

OUTSTANDING LEADERSHIP IN LATIN AMERICA CLUSTER

- > Team-oriented and charismatic leadership styles score high in this cluster
- > Autonomous and self-protecting leadership viewed as slightly inhibiting outstanding leadership

LEADERSHIP IN COMPARISON WITH OTHER CLUSTERS

- > The Latin American cluster with highest rank for team-oriented leadership and lowest with respect to autonomous leadership. This means, independent and individualistic leadership is not valued highly
- > Self-protective leadership ranks high in the Latin American cluster

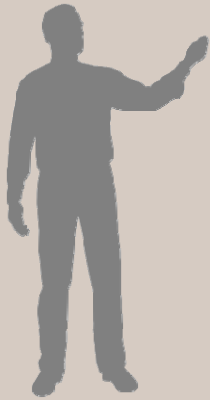
LEADERSHIP IN CULTURAL CONTEXT

- > High scores on in-group collectivism which explains the high ranks for team-oriented leadership
- > Performance orientation and uncertainty avoidance score especially low for this cluster

EASTERN EUROPE	NORDIC EUROPE
GERMANIC EUROPE	LATIN EUROPE
ANGLO	SUB-SAHARAN AFRICA
CON-FUCIAN ASIA	SOUTHERN ASIA
MIDDLE EAST	LATIN AMERICA

Sources:
See attachement

In each region, different leadership aspects are high on the agenda



- > Ethical leadership
- > Value-based leadership
- > Virtual leadership

NORTH AMERICA

- > Ethical leadership
- > Collaborative leadership
- > Sustainable leadership

EUROPE

ASIA

- > Sustainable leadership
- > Western approach combined with Asian practice
- > Take-over of young, globalized leaders

SOUTH AMERICA

- > Populist leadership
- > Collaborative leadership
- > Male vs. female leadership

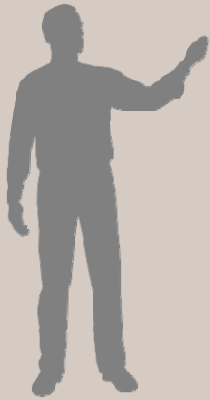
AFRICA

- > Autocratic leadership
- > Good governance
- > Leadership development

Sources:
See attachment

4.

Leadership differs among stakeholder (1/5)



BUSINESS LEADER

POLITICAL LEADER

MILITARY LEADER

RELIGIOUS LEADER

NGO LEADER

PERSPECTIVE

(strategic, tactical, operational)

Primarily strategic, merit-based organization for tactical and operational responsibilities

ROLE

(trustee, manager, worker bee)

Trustee and manager

FOCUS

(action, results)

Mainly result orientation

DECISION-MAKING & EXECUTION STYLE

Depending on region and environment, no clear tendency

MOTIVATORS

(money, power, duty, legacy)

Mainly money and power



Bill Gates
Chairman of Microsoft



Jack Ma
Founder and COO of Alibaba Group



Warren Buffett
CEO of Berkshire Hathaway



Lakshmi Mittal
Chairman & CEO of Arcelor Mittal



Carlos Ghosn
CEO of Renault and Nissan



Ratan Tata
Chairman of Tata Group



Carlos Slim Helú
Chairman and CEO, Telmex



Richard Branson
Chairman of Virgin Group



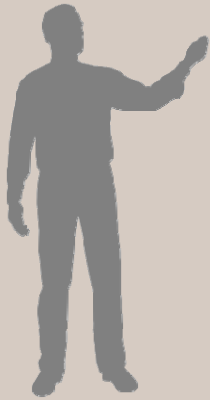
Jack Welch
Former Chairman and CEO of General Electric



Rupert Murdoch
Chairman and Managing Director of News Corp

Sources:
See attachment

Leadership differs among stakeholder (2/5)



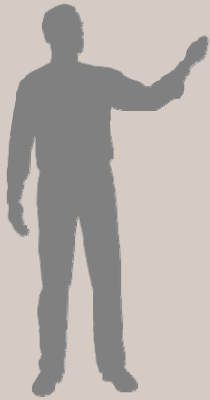
- BUSINESS LEADER**
- POLITICAL LEADER**
- MILITARY LEADER**
- RELIGIOUS LEADER**
- NGO LEADER**

PERSPECTIVE (strategic, tactical, operational)	Tactical and strategic, operational responsibilities usually fulfilled by bureaucrats
ROLE (trustee, manager, worker bee)	Trustee – managers and worker bees in bureaucratic organization
FOCUS (action, results)	Mix of action and result orientation, the former dominating
DECISION-MAKING & EXECUTION STYLE	Autocratic/democratic and directive/participative depending on state
MOTIVATORS (money, power, duty, legacy)	Power, legacy

Sources:
See attachement

	Winston Churchill Prime Minister UK (1940-45, 51-55)	
	Adolf Hitler Chancellor of Germany (1933-45)	
	Ayatullah Ruhollah Khomeini Supreme Leader Iran (1979-89)	
	David Ben-Gurion Prime minister of the state of Israel when it was founded in May 1948	
	Franklin Delano Roosevelt 32nd President of the U.S. (1901-09)	

Leadership differs among stakeholder (3/5)



**BUSINESS
LEADER**

**POLITICAL
LEADER**

**MILITARY
LEADER**

**RELIGIOUS
LEADER**

**NGO
LEADER**

PERSPECTIVE

(strategic, tactical, operational)

Strategic, operational or tactical depending on the command level, the more senior, the more strategic

ROLE

(trustee, manager, worker bee)

Trustee and manager

FOCUS

(action, results)

Mix of action and result orientation, the former dominating

**DECISION-MAKING
& EXECUTION
STYLE**

Predominantly individualistic and directive

MOTIVATORS

(money, power, duty, legacy)

Power, control, patriotism



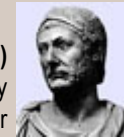
Sun Tsu (722-481 BC)
General for the King fo Wu



Genghis Khan (1162-1227)
Emperor of the Mongol Empire



Alexander the Great (356-323 BC)
Conqueror of most of the world known to the ancient Greeks



Hannibal (247-183 BC)
Carthaginian military commander



Attila, the Hun (406-453)
Leader of the Huns



Napoleon Bonaparte (1769-1821)
Emperor of the French



Charlemagne (747-814)
Ruler of Frankish Empire



Richard the Lionheart (1157-1199)
King of England



Julius Caesar (100-44 BC)
Dictator of the Roman Republic



Saladin (1138-1193)
Kurdish conqueror of the Kingdom of Jerusalem

Sources:
See attachement

Leadership differs among stakeholder (4/5)



- BUSINESS LEADER**
- POLITICAL LEADER**
- MILITARY LEADER**
- RELIGIOUS LEADER**
- NGO LEADER**

PERSPECTIVE (strategic, tactical, operational)	Strategic and operational
ROLE (trustee, manager, worker bee)	Trustee
FOCUS (action, results)	Mix of result and action orientation
DECISION-MAKING & EXECUTION STYLE	Predominantly collective and participative, with variation among religions
MOTIVATORS (money, power, duty, legacy)	Duty, legacy, power

Sources:
See attachment



Moses
Biblical Hebrew religious leader



Jesus Christ
Central figure of Christianity



Abraham
Father of the people of Israel



John Calvin
Central developer of Calvinism or Reformed theology



Apostle Paul
Most notable of early Christian missionaries



Joseph Smith
Founded the Mormonism



Confucius
Chinese thinker and social philosopher



Lao-tzu
Father of Taoism

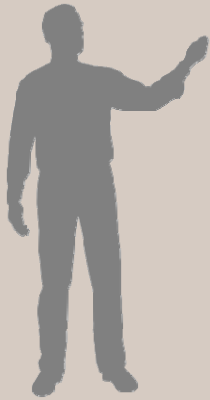


Dalai Lama
Spiritual and political leader of the Tibetan people



Martin Luther
Inspired the Protestant Reformation

Leadership differs among stakeholder (5/5)



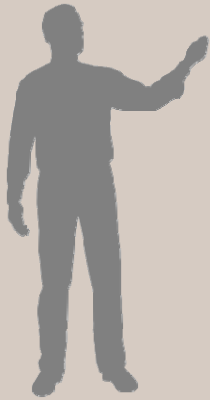
- BUSINESS LEADER**
- POLITICAL LEADER**
- MILITARY LEADER**
- RELIGIOUS LEADER**
- NGO LEADER**

PERSPECTIVE (strategic, tactical, operational)	Strategic, often also operational focus on the top of the organizations
ROLE (trustee, manager, worker bee)	Trustee, manager and worker bee
FOCUS (action, results)	Mix of result and action orientation
DECISION-MAKING & EXECUTION STYLE	Predominantly collective, hands on, participative
MOTIVATORS (money, power, duty, legacy)	Desire to do good, influence

Sources:
See attachment

	Sir Julian Huxley Co-founder of WWF		Joe Mitty Founder of Oxfam
	Bob Pierce World Vision International		Martin Luther King Leader of American civil rights movement
	Dan O'Neill Founder of Mercy Corps		Peter Benenson Founder of Amnesty International
	Jean Henry Dunant Idea giver for International Red Cross/Red Crescent		Peter Eigen Founder of Transparency International
	Jim Bohlen Co-founder of Greenpeace		

Business leadership: Achieving sustainable business success



IN ESSENCE

Business leadership is the ability to think, act, and influence in ways that promote the sustainable competitive advantage of the organization.

TYPICAL GOALS

- > Improve business results
- > Develop products & services and markets
- > Challenge processes / break rules
- > Inspire and accomplish a shared vision
- > Enable others to act professionally
- > Attract and retain talent

QUALITIES OFTEN ASSOCIATED WITH LEADERS

- > Is able to look beyond daily business and make strategic decisions
- > Takes responsibility for employees
- > Is knowledgeable and competent in the industry
- > Communicates professionally
- > Sets goals and monitors progress

OUTSTANDING EXAMPLE

Lee Iacocca

Turned around Chrysler



- > Took \$ 1 salary, until return to profitability
- > Persuaded the government to authorize a \$1.5 billion loan guarantee
- > Used advanced technology from Japan
- > Put union members on board
- > Pushed through a new product which was a success

Sources:
See attachment

Political leadership: Guiding government to perform effectively for citizens



IN ESSENCE

Political leadership is the power exercised by one or a few individuals to direct members of the nation towards positive actions.

TYPICAL GOALS

- > Represent a constituency / interest group
- > Find answers to pressing problems of the people
- > Distribute power and money
- > Establish support for political goals (build coalitions)
- > Remain in power

QUALITIES OFTEN ASSOCIATED WITH LEADERS

- > Has clear ideas and beliefs
- > Has strong willpower
- > Has pertinacity (determination to see the cause through)
- > Communicates and represents well
- > Has political intuition

OUTSTANDING EXAMPLE

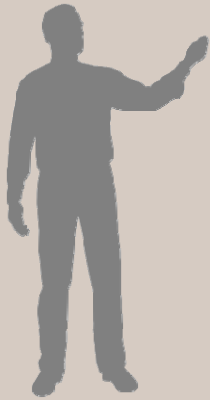
Ngozi Okonjo-Iweala



- Lead Nigeria from debt servicing back to development
- > Negotiated cancellation of two-thirds of Nigeria's debt
 - > Initiated strict fiscal discipline
 - > Reduced corruption
 - > Trimmed civil service
 - > Stood out as a principled personality

Sources:
See attachement

Religious leadership: Mediating between the sacred and the profane



IN ESSENCE

Religious leadership comprises the values, attitudes, and behaviors that are necessary to intrinsically motivate one's self and others so that they have a sense of spiritual survival through calling and membership.

TYPICAL GOALS

- > Produce, maintain and spread opinions and beliefs
- > Represent religion and act as mediator
- > Spread hope and faith among followers
- > Enlarge group of followers
- > Raise visibility among sponsors and secure funding

QUALITIES OFTEN ASSOCIATED WITH LEADERS

- > Has testimony of connection with God
- > Is free of doubt
- > Has integrity and capability
- > Uses authority wisely
- > Takes responsibility and acts loyal
- > Is eloquent
- > Is knowledgeable and competent in religious questions

OUTSTANDING EXAMPLE

Muhammad

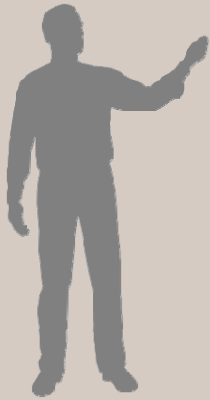
Founded the Islamic religion



- > United conflicting tribes and successfully led battles against others
- > Brought various social reforms which improved life
- > Enforced economic reforms
- > was ready to endure hardship for his cause

Sources:
See attachment

Military leadership: Accomplishing the mission



IN ESSENCE

Military leadership is the process by which commanders apply their knowledge, abilities, and qualities to influence soldiers to successfully complete a desired task, thus inspiring confidence and generating followers' enthusiasm and commitment.

TYPICAL GOALS

- > Accomplish a mission effectively and successfully
- > Ensure unity of command
- > Achieve understanding and commitment of subordinates
- > Minimize risk in an operation
- > Create a sense of belonging

QUALITIES OFTEN ASSOCIATED WITH LEADERS

- > Is determined, unflappable and courageous
- > Is confident in delegation of authority and is loyal
- > Demonstrates self-discipline
- > Is seasoned, intelligent, and thoughtful

OUTSTANDING EXAMPLE

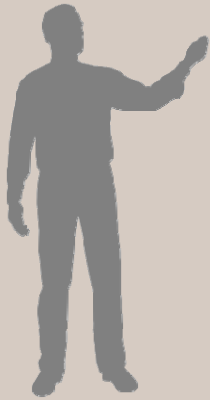
Horatio Nelson



Won by going against the conventional tactics of the time

- > Cutting through the enemy's lines won him decisive battles against Napoleon
- > Noted for ability to inspire and bring out the best in his men
- > Able to both strategically plan his campaigns and tactically shift his forces in the midst of battle

NGO leadership: Aiding the target group or goal



IN ESSENCE

NGO leadership makes a profound difference in the strength, resilience, and productivity of communities.

TYPICAL GOALS

- > Position NGO and its aim and purpose clearly
- > Raise visibility of NGOs among sponsors and secure funding
- > Enlarge sphere of influence of NGO and raise the number of supporters
- > Balance competing pressures from different stakeholders
- > Do good

QUALITIES OFTEN ASSOCIATED WITH LEADERS

- > Has clear vision and firm personal value set
- > Uses exceptional communication and networking skills
- > Is resilient
- > Shows emotional attachment
- > Is able to balance competing demands

OUTSTANDING EXAMPLE

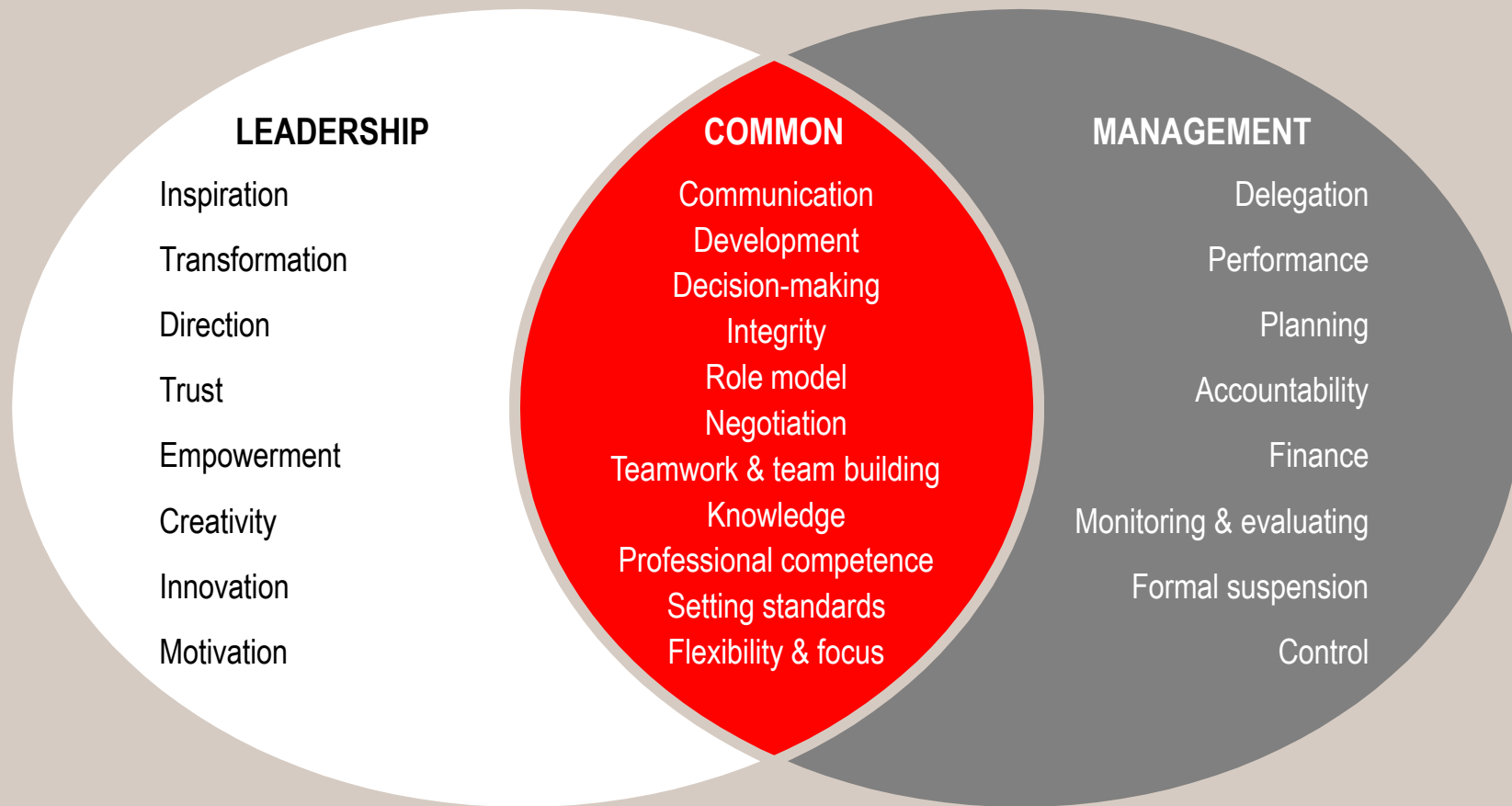
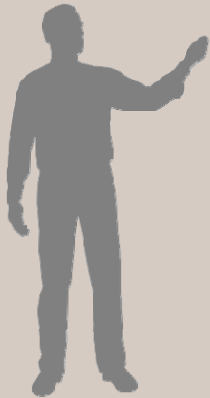
Peter Benenson
Founded Amnesty International



- > Made his vision public
- > Inspired 1,8 m persons worldwide to join
- > Supplied own funding to his movement
- > At the beginning was involved in all organization's activities
- > Saved thousands of prisoners

Sources:
See attachement

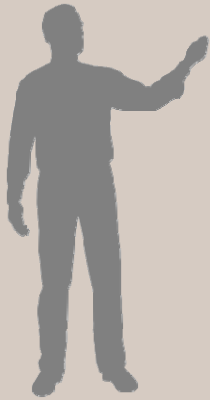
Leadership and management are often mixed up – but they are two different things



Sources:
See attachement

5.

Leadership of men and women: Common stereotypes about leadership qualities (1/2)



MALE

FEMALE



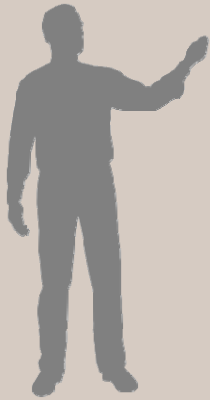
GENTLE

Animation features
can be viewed only in
Flash version


Sources:
See attachment

Assign the cards and then click here to
see how most people group them

Leadership of men and women: Common stereotypes about leadership qualities (2/2)



MALE



YOUNG GLOBAL LEADERS

AMBITIOUS



YOUNG GLOBAL LEADERS

DOMINANT



YOUNG GLOBAL LEADERS

SELF-CONFIDENT



YOUNG GLOBAL LEADERS

SELF-RELIANT



YOUNG GLOBAL LEADERS


INDIVIDUALISTIC

FEMALE



YOUNG GLOBAL LEADERS

AFFECTIO-NATE



YOUNG GLOBAL LEADERS

HELPFUL



YOUNG GLOBAL LEADERS

FRIENDLY



YOUNG GLOBAL LEADERS

INTER-PERSONALLY SENSITIVE



YOUNG GLOBAL LEADERS

GENTLE

Sources:
See attachment

There are fewer women in leadership positions than men – key reasons and some numbers



KEY REASONS

CULTURAL

- > Lack of female role models
- > Lack of mentoring opportunities
- > Work/life challenges and perceived lack of flexibility
- > Gender stereotyping
- > Lack of opportunities (known/communicated)
- > Lack of clear career path
- > Perceived lack of skills/experience

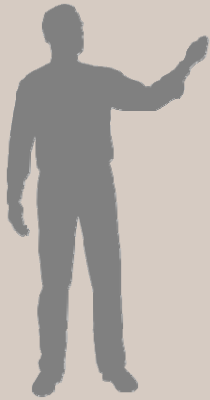
PERSONAL

- > Less likely to self promote and to take risks
- > Career interruptions due to family responsibilities
- > Lack of understanding the politics
- > Feeling isolated/not supported
- > Lack of confidence/self-belief

NUMBERS

- > **43 out of 59:** Women who ever served as presidents or prime ministers came into office since 1990
- > **46%:** Share of women in management in the US today (up from 18% in 1972)
- > **9.5 m:** Female entrepreneurs in the EU
- > **29%:** Average share of female enrollment in top 50 MBA programs
- > **59%:** Percentage of female graduates in EU
- > **18:** Number of female political leaders in office today

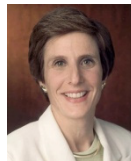
There are many outstanding female leaders in the world



OUTSTANDING FEMALE LEADERS – EXAMPLES



Sonia Gandhi
President,
Congress Party
India



Irene Rosenfeld
Chairman, chief executive,
Kraft Foods
U.S.



Helen Clark
Prime Minister of
New Zealand



Drew Gilpin Faust
President,
Harvard University



Wu Yi
Vice premier
China



Indra K. Nooyi
Chief executive,
PepsiCo
U.S.



Ellen Johnson-Sirleaf
President of Liberia



Christiane Amanpour
Chief International
Correspondent, CNN



Ho Ching
Chief executive,
Temasek Holdings
Singapore



Wu Xiaoling
Deputy governor,
People's Bank of China
China



Margaret Chan
Director-general,
World Health
Organization



Yulia Tymoshenko
Prime Minister
Ukraine



Condoleezza Rice
Secretary of State
U.S.



Ruth Bader Ginsburg
Supreme court justice
U.S.



Gro Harlem Brundtland
Special UN Envoy on
Climate Change



Hillary Rodham Clinton
US senator



Angela Merkel
Chancellor
Germany



Oprah Winfrey
Talk show host
U.S.



Cynthia Carroll
Chief executive,
Anglo American



Elisabeth II
Queen of the
United Kingdom

Sources:
See attachment



B.3 Improving leadership

- > Leadership tests
- > Leadership resources

1. What kind of leader are you? – Test your leadership style (1/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

WHAT IT TESTS

This self-assessment evaluates the leadership style that you value as soundest and not necessarily the actual behaviors you demonstrate with other people.

The test results are useful for establishing your own understanding of where you want to be as far as ideal behaviors, and are not meant to be an assessment of your actual style.

Animation features
can be viewed only in
Flash version

Sources:
See attachement

MORE INFOS

DIRECT LINK TO TEST

What kind of leader are you? – Test your leadership style (2/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

Animation features
can be viewed only in
Flash version

Sources:
See attachement

WHAT IT TESTS

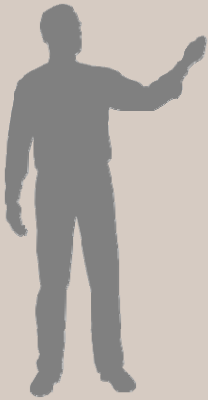
DISC is a group of psychological inventories to examine behavioral styles and behavioral preferences.

The assessments classify four aspects of behavior by testing a person's preferences in word associations: Dominance (relating to control, power and assertiveness), influence (relating to social situations and communication), steadiness (relating to patience, persistence, and thoughtfulness), and conscientiousness (relating to structure and organization).

[MORE INFOS](#)

[DIRECT LINK TO TEST](#)

What kind of leader are you? – Test your leadership style (3/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

Animation features
can be viewed only in
Flash version

Sources:
See attachement

WHAT IT TESTS

The Myers-Briggs Type Indicator (MBTI) is a personality assessment designed to identify certain psychological differences.

The MBTI endeavors to sort some of these psychological differences into four opposite pairs, or "dichotomies", with a resulting 16 possible psychological types.

None of these types is "better" or "worse"; however, Briggs and Myers recognized that everyone has an overall combination of type differences that is more natural for them.

[MORE INFOS](#)

[DIRECT LINK TO TEST](#)

What kind of leader are you? – Test your leadership style (4/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

Animation features
can be viewed only in
Flash version

Sources:
See attachement

WHAT IT TESTS

The Temperament Sorter relates to the four temperaments: sanguine, choleric, phlegmatic, and melancholic and describes temperament as the rings of a tree.

At the inner ring a person is either introspective or observant. The second ring determines whether or not an individual is cooperative or is pragmatic. The third ring indicates whether an individual is directive or is informative. And the fourth ring indicates whether an individual is expressive or attentive.

MORE INFOS

DIRECT LINK TO TEST

What kind of leader are you? – Test your leadership style (5/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. **Five factor model (FFM)**
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

Animation features
can be viewed only in
Flash version

Sources:
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WHAT IT TESTS

In psychology, the Big Five personality traits are five broad factors or dimensions of personality discovered through empirical research.

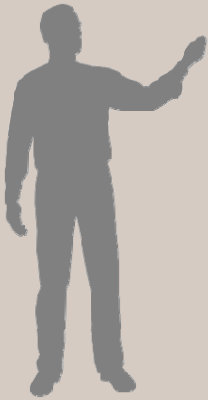
The five factors are Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.

The Big Five is the most proven personality test in the academic research community presently.

[MORE INFOS](#)

[DIRECT LINK TO TEST](#)

What kind of leader are you? – Test your leadership style (6/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. **16 Personality Factors (16 PF)**
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

Animation features
can be viewed only in
Flash version

Sources:
See attachment

WHAT IT TESTS

The 16 Personality Factors (16 PF) were multivariately-derived by psychologist Raymond Cattell.

Cattell referred to these 16 factors as primary factors, as opposed to the so-called "Big Five" factors (FFM) which he considered global factors.

All of the primary factors correlate with global factors and could therefore be considered subfactors within them.

[MORE INFOS](#)

[DIRECT LINK TO TEST](#)

What kind of leader are you? – Test your leadership style (7/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. **4E's Leadership Framework**
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

WHAT IT TESTS

This questionnaire is based on the 4E's Leadership Framework (Envision, Empower, Enable, Energize).

It helps you self-assess how well you are doing in using the 4E's Leadership activities, and provides directional pointers on how you can improve.

Animation features
can be viewed only in
Flash version

Sources:
See attachement

MORE INFOS

DIRECT LINK TO TEST

What kind of leader are you? – Test your leadership style (8/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

Animation features
can be viewed only in
Flash version

Sources:
See attachement

WHAT IT TESTS

Do you have what it takes to be a leader? The answer depends on some pretty subjective variables.

However, this quiz will help give you a rough idea as to whether or not you have the attributes of a good leader.

Place a check mark next to the abilities and habits you honestly feel you have. Then ask a friend or co-worker to rate you and compare the results.

MORE INFOS

DIRECT LINK TO TEST

What kind of leader are you? – Test your leadership style (9/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

WHAT IT TESTS

A 12-item interactive quiz based on findings from the GLOBE project.

Animation features
can be viewed only in
Flash version

Sources:
See attachement

[MORE INFOS](#)

[DIRECT LINK TO TEST](#)

What kind of leader are you? – Test your leadership style (10/10)



1. Personal Leadership Style Values Test (GRID International)
2. DISC Psychological Inventories
3. Myers-Briggs Type Indicator (MBTI)
4. Keirsey Temperament Sorter (KTS)
5. Five factor model (FFM)
6. 16 Personality Factors (16 PF)
7. 4E's Leadership Framework
8. Leadership Aptitude Test
9. Business Leader Attribute Quiz (based on GLOBE)
10. Leadership Quiz

WHAT IT TESTS

Psychologist Kurt Lewin identified three major leadership styles.

Learn which best describes your leadership style in this 18 question quiz.

Animation features
can be viewed only in
Flash version

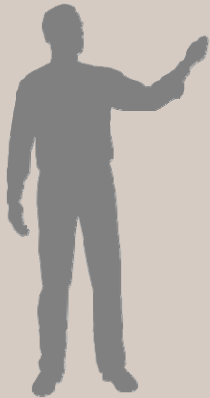
Sources:
See attachement

[MORE INFOS](#)

[DIRECT LINK TO TEST](#)

2.

Leadership resources: There is a wealth of literature, institutions, courses, blogs, etc. about leadership



>171,000,000

Google hits searched with "leadership"

≈4,650

leadership books published per year

>1,000

executive education courses
with focus on leadership

>200

leadership blogs on the web

Sources:
See attachement

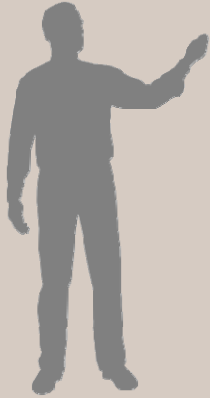
WE HAVE SELECTED 200 SOURCES FOR YOU (FOLLOWING PAGES)

- > 20 recent & 20 classic **books on leadership**
- > 20 recent & 20 classic **articles on leadership**
- > 20 academic & 20 other **institutes on leadership**
- > 20 **executive programs on leadership**
- > 20 **leadership conferences**
- > 20 **leadership gurus**
- > 20 **blogs on leadership**

SELECTION CRITERIA

- > Impact (rankings, sales, page visitors)
- > Cross-references (citations, links)
- > Recommendations of leadership experts

Selected books on leadership (1/4)

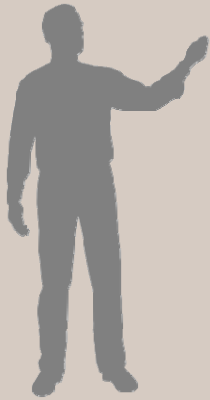


20 RECENT LEADERSHIP BOOKS (1/2)

<i>Author</i>	<i>Title</i>	<i>Year</i>	<i>Publisher</i>	<i>Link</i>
1. Bennis, Warren & Tichy, Noel	Judgment: How winning leaders make great calls	2007	Portfolio/Pengiu Group	http://us.penguin.com/nf/Book/BookDisplay/0,,9781591841531,00.html
2. Blanchard, Kenneth	Leading at a higher level: Blanchard on Leadership and Creating High Performance Organizations	2008	FT Prentice Hall	http://www.pearsoned.co.uk/Bookshop/detail.asp?item=10000000251135
3. Charan, Ram	Leaders at All Levels: Deepening Your Talent Pool to Solve the Succession Crisis	2007	Jossey-Bass	http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787985597.html
4. Conger, Jay A	The Practice of Leadership: Developing the Next Generation of Leaders	2006	Jossey-Bass	http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787983055_descCd-authorInfo.html
5. Cummings, Tom & Keen, Jim	Leadership landscapes	2008	Palgrave Macmillan	http://www.palgrave-usa.com/catalog/product.aspx?isbn=0230525695
6. Denning, Stephen	Secret language of leadership: how leaders inspire action through narrative	2007	Wiley	http://eu.wiley.com/WileyCDA/WileyTitle/productCd-0787987891.html
7. Daniels, Aubrey & Daniels, James	Measure of a leader	2006	McGraw-Hill	http://www.mhprofessional.com/product.php?isbn=0071482660
8. Dourado, Phil	60 Second Leader: Everything You Need To Know About Leadership, In 60 Second Bites	2007	Capstone	http://www.phildourado.com/content/ssleader.htm
9. Goldsmith, Marshall	Learning Journeys: Top Management Experts Share Hard-Earned Lessons on Becoming Great Mentors and Leaders	2000	Davies-Black Publishing	http://www.marshallgoldsmithlibrary.com/html/books/learnJourney.htm
10. Hamel, Gary	The Future of Management?	2007	Harvard Business School Press	http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml;jsessionid=052PH4NZJIFPWAKRGWCB5VQBKE0Y0ISW?id=2505&_requestid=86398

Sources:
See attachment

Selected books on leadership (2/4)

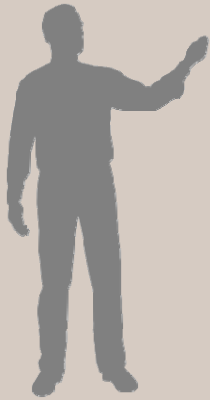


20 RECENT LEADERSHIP BOOKS (2/2)

<i>Author</i>	<i>Title</i>	<i>Year</i>	<i>Publisher</i>	<i>Link</i>
11. Hames, Richard David	The Five Literacies of Global Leadership: What Authentic Leaders Know and You Need to Find Out	2007	Jossey-Bass	http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0470319127.html
12. Hay Group	Asia Leadership Wisdom - Classic Writings on Asia's Leadership Culture	2008	Wiley	http://www.amazon.de/Asia-Leadership-Wisdom-Classic-Writings/dp/0470822708
13. Kellerman, Barbara	Women and leadership: The State of Play and Strategies for Change	2007	Jossey-Bass	http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787988332_descCd-description.html
14. Lees, Robert J	When Professionals Have to Lead: A New Model for High Performance	2007	Harvard Business School Press	http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.html;jsessionid=SOTRF0AUPG5PYAKRGWCB5VQBKE0YOISW?id=1737&referral=2340
15. Pepper, John	What Really Matters: Service, Leadership, People, and Values	2007	Yale University Press	http://yalepress.yale.edu/yupbooks/book.asp?isbn=9780300123524
16. Ridderstrale, Jonas & Wilcox, Mark	Re-energizing the corporation: how leaders make change happen	2008	Wiley	http://eu.wiley.com/WileyCDA/WileyTitle/productCd-0470519215.html
18. Werhane, Patricia et al.	Women In Business: The Changing Face of Leadership	2007	Praeger Publishers	http://www.praeger.com/catalog/C9454.aspx
17. Ulrich, Dave & Smallwood, Norm	Leadership Brand: Developing Customer-Focused Leaders to Drive Performance and Build Lasting Value	2007	Harvard Business School Press	http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.html;jsessionid=AURVAK1BBB3UYAKRGWCB5VQBKE0YOISW?id=1030&referral=2341
19. Hall, Kevan	Speed lead: faster, simpler ways to manage people, projects and teams in complex companies	2007	Nicholas Brealey Publishing	http://www.speedleading.com/
20. Iaccoca, Lee and Whitney, Catherine	Where have all the leaders gone?	2007	Simon & Schuster	http://www.simonsays.com/content/book.cfm?tab=1&pid=616776&agid=3

Sources:
See attachment

Selected books on leadership (3/4)

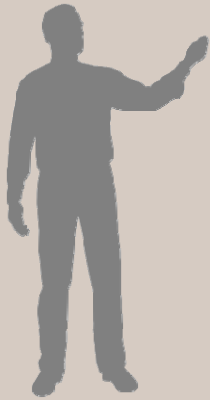


20 CLASSIC BOOKS ON LEADERSHIP (1/2)

<i>Author</i>	<i>Title</i>	<i>Year</i>	<i>Publisher</i>	<i>Link</i>
1. Argyris, Chris	Theory in Practice: Increasing Leadership Effectiveness	1976	Jossey-Bass	http://www.josseybass.com/WileyCDA/WileyTitle/productCd-1555424465.html
2. Bennis, Warren	On Becoming a Leader	1989	Basic Books	http://www.perseusbooksgroup.com/perseus/book_detail.jsp?isbn=0738208175
3. Burns, James MacGregor	Leadership	1978	Harper Collins	http://www.harpercollins.com/books/9780061319754/Leadership/index.aspx
4. Covey, Stephen	Principle Centered Leadership	1992	Simon&Schuster	http://www.simonsays.com/content/book.cfm?tab=1&pid=404026&er=9780671792800
5. DePree, Max	Leadership is an Art	1999	Currency Press	http://www.randomhouse.com/doubleday/currency/catalog/display.pperl?isbn=9780385512466
6. Drucker, Peter	The Effective Executive	1966	Harper Collins	http://www.harpercollins.com/books/9780060537685/The_Effective_Executive/index.aspx
7. Drucker, Peter with Senge, Peter M.	Leading in a Time of Change: What it Will Take to Lead Tomorrow	2001	Jossey-Bass	http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787956686.html
8. Gardner, John W.	On Leadership	1993	Simon&Schuster	http://www.simonsays.com/content/book.cfm?tab=1&pid=405028&er=9780029113127
9. Greenleaf, Robert et al.	Servant Leadership: A journey into the nature of legitimate power and greatness	2002	Paulist Press, 25th anniversary edition	http://www.paulistpress.com/bookView.cgi?isbn=0-8091-0554-3
10. Heifetz, Ronald A.	Leadership without Easy Answers	1994	Harvard University Press	http://www.hup.harvard.edu/catalog/HEILEA.html

Sources:
See attachment

Selected articles on leadership (1/4)



20 RECENT ARTICLES ON LEADERSHIP (1/2)

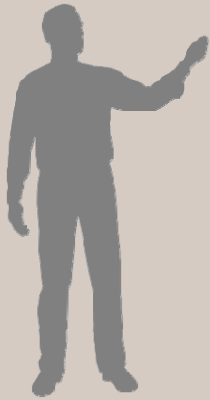
<i>Author</i>	<i>Title</i>	<i>Year</i>	<i>In</i>	<i>Link</i>
1. Blanchard, Ken & Miller, Mark	The higher plane of leadership	2007	Leader to Leader Journal	http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=665
2. Brown, M.E.; Trevino, L.K.	Ethical leadership: A review and future directions	2006	Leadership Quarterly, The, Volume 17, Issue 6, 1 December 2006, Pages 595-616	http://www.sciencedirect.com/science?_ob=GatewayURL&_method=citationSearch&_urlVersion=4&_origin=SDTOPTWOFIVE&_version=1&_piikey=S104898430600110X&md5=584a25c6fd1ce8714c68a3a5c0287d9e
3. Burke, C.S.; Stagl, K.C.; Klein, C.; Goodwin, G.F.; Salas, E.; Halpin, S.M.	What type of leadership behaviors are functional in teams? A meta-analysis	2006	Leadership Quarterly, The, Volume 17, Issue 3, 1 June 2006, Pages 288-307	http://www.sciencedirect.com/science?_ob=GatewayURL&_method=citationSearch&_urlVersion=4&_origin=SDTOPTWOFIVE&_version=1&_piikey=S1048984306000105&md5=a23083e5375748e00d5f681beed9c2c6
4. DeLong, Thomas J.	New Challenges in Leading Professional Services	2008	HBS Working Knowledge	http://hbswk.hbs.edu/item/5773.html
5. Denning, Peter	The Secret Language of Leadership	2008	Leader to Leader Journal	http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=712
6. Eagly, A.H.; Carli, L.L.	The female leadership advantage: An evaluation of the evidence	2003	Leadership Quarterly, The, Volume 14, Issue 6, 1 December 2003, Pages 807-834	http://www.sciencedirect.com/science?_ob=GatewayURL&_method=citationSearch&_urlVersion=4&_origin=SDTOPTWOFIVE&_version=1&_piikey=S1048984303000584&md5=33712cf5c5ffd8d5f8df0c9a3a39b879
7. Eikenberry, Kevin	Why Learning is a Leader's Most Important Skill	2008	Kevin Eikenberry's website	http://www.kevineikenberry.com/articles/leader_learning_skill.asp
8. Goleman, Daniel	Leading resonant teams	2002	Leader to Leader Journal	http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=122
9. Haas Edersheime, Elizabeth Drucker, Peter	Peter Drucker's "Unfinished Chapter": The Role of the CEO	2007	Leader to Leader Journal	http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=104
10. Hill, Linda	Where will we find tomorrow's leaders	2008	Harvard Business Review	http://harvardbusinessonline.hbsp.harvard.edu/hbsp/hbr/articles/article.jsp?ml_subscriber=true&ml_action=get-article&ml_issueid=BR0801&articleID=R0801J&pageNumber=1

Key
leadership
journals (xls)

Animation features
can be viewed only in
Flash version

Sources:
See attachment

Selected articles on leadership (2/4)

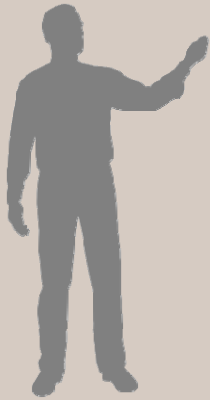


20 RECENT ARTICLES ON LEADERSHIP (2/2)

<i>Author</i>	<i>Title</i>	<i>Year</i>	<i>In</i>	<i>Link</i>
11. Hunter, S.T.; Bedell-Avers, K.E.; Mumford, M.D.	The typical leadership study: Assumptions, implications, and potential remedies	2007	Leadership Quarterly, The, Volume 18, Issue 5, 1 October 2007, Pages 435-446	http://www.sciencedirect.com/science?_ob=GatewayURL&_method=citationSearch&_urlVersion=4&_origin=SDTOPTWOFIVE&_version=1&_piikey=S1048984307000963&md5=5469cc8456f2e430eff1dae413576e8e
12. Kaplan, Robert E. & Robert B. Kaiser	Developing Versatile Leadership	2003	MIT SLOAN Management Review, Summer 2003, Vol. 44, No. 4, pp. 19-26	http://sloanreview.mit.edu/smr/issue/2003/summer/4/
13. Korngold, Alice	Developing Visionary Leaders	2006	Leader to Leader Journal	http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=90
14. Lagace, Martha	Grooming next generation leaders	2006	HBS Working Knowledge	http://hbswk.hbs.edu/item/5512.html
15. McCauley, Cynthia D. et al.	The Evolving Idea of Leadership	n.a.	European Leadership Association/ in "Handbook of Leadership Development"	http://www.europeanleadership.com/articulo01.htm
16. Moss Kanter, Rosabeth	How leaders gain and lose confidence	2005	Leader to Leader Journal	http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=44
17. Mourkogiannis, Nikos	Purpose: The starting point of leadership	2007	Leader to Leader Journal	http://www.leadertoleader.org/knowledgecenter/journal.aspx?ArticleID=100
18. Oberlechner, Thomas & Mayer-Schönberger, Viktor	Through Their Own Words: Towards a New Understanding of Leadership Through Metaphors	2005	Centre for Public Leadership Harvard	http://content.ksg.harvard.edu/leadership/images/stories/ksg/PDF/Publications/oberlechnermayerschonbergerworkingpaper.pdf?phpMyAdmin=LTiBTiEu99qkd5KYdlryaR2-3Jp7
19. Sternberg, Robert J.	The WICS Model of Organizational Leadership	2005	Centre for Public Leadership Harvard / Yale Working Paper	http://www.ksg.harvard.edu/images/stories/ksg/PDF/Publications/sternbergworkingpaper.pdf
20. Uhl-Bien, M.; Marion, R.; McKelvey, B.	Complexity Leadership Theory: Shifting leadership from the industrial age to the knowledge era	2007	Leadership Quarterly, The, Volume 18, Issue 4, 1 August 2007, Pages 298-318	http://www.sciencedirect.com/science?_ob=GatewayURL&_method=citationSearch&_urlVersion=4&_origin=SDTOPTWOFIVE&_version=1&_piikey=S1048984307000689&md5=cbfad667a7d87cfc641fb85087299c96

Sources:
See attachment

Selected articles on leadership (3/4)

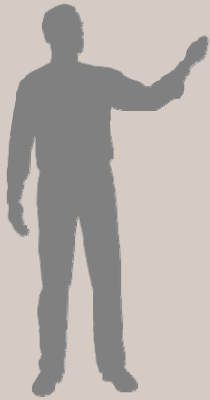


20 CLASSIC ARTICLES ON LEADERSHIP (1/2)

<i>Author</i>	<i>Title</i>	<i>Year</i>	<i>In</i>
1. Abell, Derek	Redefining leadership competence: business is changing fast and so is the art of leading it	1994	Perspectives for Managers
2. Ackerman, Leonard	Leadership versus Managership	1985	Leadership & Organization Development Journal; Volume: 6 Issue: 2; 1985
3. Atik, Yaakov	The conductor and the orchestra: Interactive aspects of the leadership process	1994	Leadership & Organization Development Journal; Volume: 15 Issue: 1; 1994
4. Bala Chakravarthy & Martin Gargiulo	Maintaining Leadership Legitimacy in the Transition to New Organizational Forms	1998	Journal of Management Studies, Volume 35, Issue 4, Page 437-456, Jul 1998
5. Bennis, Warren	Managing the dream: Leadership in the 21st century	1998	Journal of Organizational Change Management; Volume: 2 Issue: 1; 1989
6. Blanchard, Kenneth	Life Cycle Theory Of Leadership	1969	Training Development Journal, 23, 5, 26-34, 69 May
7. Blunt, Peter & Jones, Merrick L.	Exploring the limits of Western leadership theory in East Asia and Africa	1997	Personnel Review; Volume: 26 Issue: 1/2; 1997
8. DePree, Max	The Leadership Quest: Three things necessary	1993	Business Strategy Review, Volume 4, Issue 1, Page 69-74, Mar 1993
9. Ekvall, Göran & Jouko Arvonen	Leadership Profiles, Situation and Effectiveness	1994	Creativity and Innovation Management, Volume 3, Issue 3, Page 139-161, Sep 1994
10. Hall, Peter & Norris, Peter	Learning for leadership	1993	Leadership & Organization Development Journal; Volume: 14 Issue: 7; 1993

Sources:
See attachment

Selected articles on leadership (4/4)



20 CLASSIC ARTICLES ON LEADERSHIP (2/2)

<i>Author</i>	<i>Title</i>	<i>Year</i>	<i>In</i>
11. Heifetz, RA & Laurie, D.	The work of leadership	1997	Harvard Business Review
12. Hofstede, Gert	Motivation, leadership and organization: Do American theories apply abroad?	1980	Organizational Dynamics
13. Kotter, John	Power, success, and organizational effectiveness.	1978	Organizational Dynamics; 1978 Winter;6(3): 27-40.
14. Kotter, John & Hamel, Gary	What's next and so what? Leading in the 21st century	1999	HBS Working Knowledge
15. Mintzberg, Henry & Westley, Frances	Visionary Leadership and Strategic Management	1989	Strategic Management Journal, Vol. 10, Special Issue: Strategic Leaders and Leadership (Summer, 1989), pp. 17-32
16. Morden, Tony	Leadership as a vision	1997	Management Decision; Volume: 35 Issue: 9; 1997
17. Pfeffer, Jeffrey	The Ambiguity of leadership	1977	The Academy of Management Review, Vol. 2, No. 1 (Jan., 1977), pp. 104-112
18. Schwenk, Charles R.	The Case for 'Weaker' Leadership	1997	Business Strategy Review, Volume 8, Issue 3, Page 4-9, Sep 1997
19. Senge, Peter	The Leader's New Work: Building Learning Organizations	1990	MIT SLOAN Management Review, Fall 1990, Vol. 32, No. 1, pp. 7-23
20. Tannenbaum, Robert; Schmidt, Warren H.	How to chose a leadership pattern	1973	Harvard Business Review, May-June 1973

Sources:
See attachment

Selected institutions dealing with leadership (1/4)

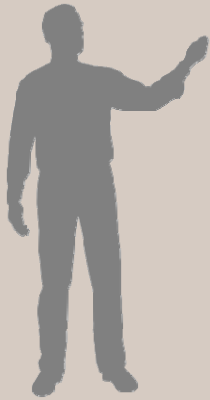


20 ACADEMIC INSTITUTES ON LEADERSHIP (1/2)

<i>Name</i>	<i>Country</i>	<i>Link</i>
1. Ashridge Public Leadership Centre	Great Britain	http://www3.babson.edu/cwl/
2. Asia Pacific Centre for Leadership for Social Impact (Melbourne Business School)	Australia	http://www.insead.edu/facultyresearch/centres/iglc/index.cfm
3. Centre for Executive Learning and Leadership (CELL) at Cranfield University School of Management	Great Britain	http://www.som.cranfield.ac.uk/som/research/centres/cdwbl/index.asp
4. Centre for Women's Leadership at Babson College	USA	http://www3.babson.edu/cwl/
5. INSEAD Global Leadership Centre (IGLC)	France/Singapore	http://www.insead.edu/facultyresearch/centres/iglc/index.cfm
6. International Centre for Women Leaders at Cranfield School of Management	Great Britain	http://www.som.cranfield.ac.uk/som/research/centres/cdwbl/index.asp
7. James MacGregor Burns Academy of Leadership (University of Maryland)	USA	http://www.academy.umd.edu/
8. Jepson School of Leadership Studies	USA	http://jepson.richmond.edu/
9. JFK School of Government / Harvard: Centre for Public Leadership (CPL)	USA	http://content.ksg.harvard.edu/leadership/index.php?option=com_content&task=view&id=152&Itemid=45
10. MIT Leadership Center	USA	http://mitleadership.mit.edu/

Sources:
See attachment

Selected institutions dealing with leadership (2/4)

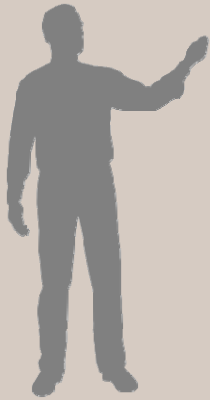


20 ACADEMIC INSTITUTES ON LEADERSHIP (2/2)

<i>Name</i>	<i>Country</i>	<i>Link</i>
11. Sanford Bernstein Center for Leadership and Ethics at Columbia Business School	USA	http://www4.gsb.columbia.edu/leadership/
12. School of Leadership, Change and HR at Henley Management College	UK	http://www.henleymc.ac.uk/henleyres03.nsf/pages/school_leadership
13. Stanford Graduate School of Business / Center for Leadership Development	USA	http://www.gsb.stanford.edu/cldr/
14. Thierry Graduate School of Leadership	Belgium	http://www.thierryschool.be/corporate/seminar-programs_leadership.htm
15. Thought Leaders Platform (IMD)	Switzerland	http://www.imd.ch/research/leadership/index.cfm?nav1=true
16. UNISA Graduate School of Business Leadership SBL	South Africa	http://www.sblunisa.ac.za/
17. University of Michigan / Ross / CIBE	USA	http://www.umich.edu/~cibe/
18. University of St. Gallen Business School	Switzerland	http://www.sgbs.ch/sgbs/untergruppe.php?artgr=70&Kennung=d95814b1eaa14c57542ec8041fb56438
19. Wharton Center for Leadership and Change Management (Pennsylvania)	USA	http://leadership.wharton.upenn.edu/welcome/index.shtml
20. Yale Leadership Institute	USA	http://www.ceoleadership.org/

Sources:
See attachment

Selected institutions dealing with leadership (3/4)

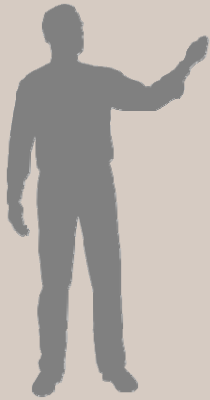


20 OTHER LEADERSHIP INSTITUTIONS (1/2)

<i>Name</i>	<i>Country</i>	<i>Link</i>
1. Aspen Institute	USA	www.aspeninstitute.org/
2. Canadian Centre for Ethics and Corporate Policy	Canada	http://www.ethicscentre.ca/EN/index.cfm
3. Center for Army Leadership (CAC)	USA	http://usacac.army.mil/CAC2/CAL/index.asp
4. Center for Creative Leadership (CCL)	North America, Europe and Asia	http://www.ccl.org/
5. Center for Innovative Leadership	USA	http://www.cfil.com/
6. Center for Leadership & Organizational Excellenc (CLOE)	USA	http://www.academy.umd.edu/Professional_Development/CLOE.html
7. DePree Leadership Center	USA	http://www.depree.org/
8. Drucker Institute	USA	http://www.druckerinstitute.com/index.php
9. European Institute for Leadership	Spain/Italy	www.europeanleadership.com
10. Foundation for European Leadership (FEL) & European Leadership Platform (ELP)	Netherlands	http://www.foundationforeuropeanleadership.org/organisation.php

Sources:
See attachement

Selected institutions dealing with leadership (4/4)

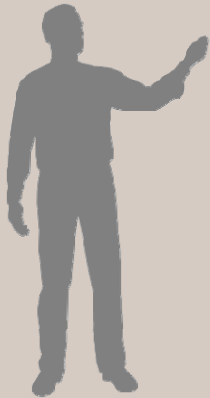


20 OTHER LEADERSHIP INSTITUTIONS (2/2)

<i>Name</i>	<i>Country</i>	<i>Link</i>
11. Fuqua/Coach K Center on Leadership & Ethics	USA	http://www.fuqua.duke.edu/centers/cole/
12. International Leadership Association	USA	http://www.ila-net.org/
13. Leader to Leader Institute	USA	http://www.leadertoleader.org/
14. Leadership Training Institute of the National League of Cities (NLC)	USA	http://www.nlc.org/RESOURCES_FOR_CITIES/trainingprograms.aspx
15. Marshall Goldsmith Library	USA	http://www.marshallgoldsmithlibrary.com/
16. MiL Institute	Sweden	http://www.mil institute.se/pub/home.php
17. Proteus Leadership Centres	Australia	http://www.proteusenterprises.com.au/index.php?pid=1
18. The United States – Southern Africa Center for Leadership and Public Values at Duke University	South Africa/USA	http://www.pubpol.duke.edu/centers/clpv/
19. UM Leadership Network	USA	http://www.academy.umd.edu/Resources/UMDLeadershipNetwork.html
20. University of Chicago Graduate School of Business (Leadership)	USA	http://www.chicagogsb.edu/about/leadership/index.aspx

Sources:
See attachement

Selected executive programs and conferences on leadership (1/4)

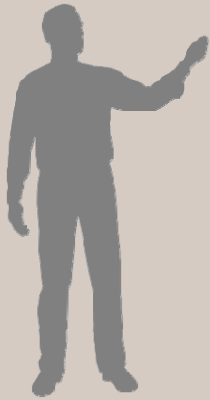


20 EXECUTIVE EDUCATION PROGRAMS ON LEADERSHIP (1/2)

<i>Name</i>	<i>Held by</i>	<i>When</i>	<i>Where</i>	<i>Link</i>
1. Leadership and Emotional Intelligence - Leading from within	Australian Graduate School of Management (AGSM)	Fall 2008	Australia	http://www.agsm.edu.au/
2. Leadership for High Potentials / Leadership and Change Management	CEIBS - China Europe International Business School	Fall 2008	China	http://www.ceibs.edu/execed/index/15739.shtml
3. Women in Leadership	CEIBS - China Europe International Business School	Winter 2008	China	http://www.ceibs.edu/execed/index/15747.shtml
4. Women's Leadership Programme	Center for Creative Leadership (CLC)	Mar 09	USA	http://www.ccl.org/leadership/programs/WLPOverview.aspx
5. Leadership in Family Business	Centre for Executive Education at the Indian School of Business (ISB)	Sep 08	India	http://www.isb.edu/cee/eventmgmt.aspx
6. Leadership Skill for Top Management	Centre for Executive Education at the Indian School of Business (ISB)	Feb 09	India	http://www.isb.edu/cee/eventmgmt.aspx
7. Emerging Leader Development Programme	Columbia Business School	Spring & Fall 2009	USA	http://www4.gsb.columbia.edu/execed/programs/detail/10485/Emerging+Leader+Development+Program
8. Asia Pacific CEO Summit 2008	Cornell Learning Group - CUNY - Baruch College	Fall 2008	China	http://www.conferencebay.com/ConferenceDetailsPage.aspx?topicid=160&subtopicid=190&cid=1406
9. Leadership Best Practices	Harvard Business School	Spring 2009	USA	http://www.exed.hbs.edu/programs/lbp/
10. Global Leadership Fellows	World Economic Forum	2008/2009	Switzerland	http://www.weforum.org/en/about/Our%20Organization/GlobalLeadershipFellows/index.htm

Sources:
See attachment

Selected executive programs and conferences on leadership (2/4)



20 EXECUTIVE EDUCATION PROGRAMS ON LEADERSHIP (2/2)

<i>Name</i>	<i>Held by</i>	<i>When</i>	<i>Where</i>	<i>Link</i>
11. Leading Professional Service Firms	Harvard Business School, Executive Education	Spring 2009	USA	http://www.exed.hbs.edu/programs/lpsf/
12. High Potentials Leadership Program	Harvard Business School, Executive Education	Fall 2008 & Spring 2009	USA	http://www.exed.hbs.edu/programs/hplp/index.html
13. Learning to lead / Challenge of Leadership	INSEAD Executive Education	Fall 2008	France & Singapore	http://executive.education.insead.edu/learning_to_lead/
14. Proteus	London Business School (LBS)	Summer 2009	Great Britain	http://www.london.edu/executiveeducation/proteus.html
15. Leadership Training: The Leadership Excellence Program	Meirc Training and Consulting	Fall 2008	Malaysia	http://www.meirc.com/programs.php?id=734
16. Leading change in complex organizations	MIT Leadership Center: /SLOAN	Spring 2009	USA	http://mitsloan.mit.edu/execed/course/details.php?id=580
17. Executive Programme for Non-Profit Leaders	Stanford Graduate School of Business/CSI		USA	http://www.gsb.stanford.edu/exed/epnl/index.html
18. Purpose and Personal Leadership / Women in Leadership	University of Cape Town Graduate School of Business (GSB)	Oct 08	South Africa	http://www.gsb.uct.ac.za/gsbwebb/embrochure.asp?intPageNr=520
19. Programme for Leadership Development	University of St. Gallen (HSG) & ESADE	Augv08 to May 09	Germany, Spain, CH	http://itemsweb.esade.edu/exed/Microsites/pld/index.html?gclid=CKOnm4DlGJQCfRL EugodzUcUXA
20. Positive Leadership: Leveraging Strengths to Optimize Performance / The Leadership Journey: Creating and Developing Your Leadership / Leading and managing people	Wharton Executive Education	Winter/ Spring 2009	USA	http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/Positive-Leadership.cfm

Sources:
See attachment

Selected executive programs and conferences on leadership (3/4)



20 LEADERSHIP CONFERENCES (1/2)

<i>Name</i>	<i>Held by</i>	<i>When</i>	<i>Venue</i>	<i>Link</i>
1. AoM/IAoM Management, Education, Leadership, Technology Conference	Association of Management/ International Association of Management	Oct 08	Netherlands	http://www.aom-iaom.org/splash.html
2. 3rd Annual Strategic Leadership Conference and Leadership 21 Training Program	ATCEN International Group	Aug 08	Kuala Lumpur, Malaysia	http://www.conferencebay.com/ConferenceDetailsPage.aspx?topicid=160&subtopicid=190&cid=902
3. Leadership, Spirituality and the Common Good: East and West Approaches	CEIBS - China Europe International Business School	Oct 08	China	http://www.ceibs.edu/today/events/28588.shtml
4. CIO ASIA - THE "NEXT" LEADERSHIP MEETING	CIO	Jan 09	Singapore	http://www.idg.com/www/IDGProducts.nsf/0/48446D4C52827A99852574340052A FB2
5. 16th annual International Youth Leadership Conference	Civic Concepts International	Jan 09	Czech Republic	http://www.czechleadership.com/
6. 7th international conference on studying leadership	University of Auckland Business School	Dec 08	New Zealand	http://www.excelerator.co.nz/page/195-Studying-Leadership-Conference-2008
7. Leadership Summit (London Business School)	London Business School	tba	Great Britain	http://www.london.edu/globalleadershipsummit.html
8. Global Management 2008	IASK	Oct 08	Portugal	http://www.iask-web.org/gm08/gm08.html
9. Leaders in London - Conference	ICBI	Dec 08	Great Britain	http://www.leadersinlondon.com/
10. ILA Int. Leadership Association (11th annual Global Conference)	ILA	Fall 09	Czech Republic	http://www.ila-net.org/Communities/Europe/index.htm

Sources:
See attachment

Selected executive programs and conferences on leadership (4/4)



20 LEADERSHIP CONFERENCES (2/2)

<i>Name</i>	<i>Held by</i>	<i>When</i>	<i>Venue</i>	<i>Link</i>
11. Global Leadership: Portraits of the Past, Visions for the Future (10th annual conference)	ILA International Leadership Association Conferences	Nov 08	USA	http://www.ila-net.org/conferences/
12. Impact Conference 2008: Leadership for Sustainable Enterprise (11th annual conference)	Impact	Jun 08	Great Britain	http://www.impact-dtg.com/conference/Page-2.html
13. Community Leadership Conferences	Leadership Education for Asian Pacifics, Inc.	various 2008/2009	USA	http://leap.org/empower_conference.html
14. European HR Leaders Symposium	Symposium Events	Sep 08	Belgium	http://www.symposium-events.co.uk/pages/attending/HR076/overview.htm
15. Melbourne's Super Leadership Conference	The Proteus Leadership Centres	Oct 08	Melbourne	http://www.proteuscentre.com/userfiles/file/SuperConf08.pdf
16. GLOBAL LEADERSHIP CONFERENCE	The University of San Diego, the R.H. Smith School of Business, the University of Maryland and the Center for Creative Leadership (CCL)	Jun 08	China	http://www.glc7.com/
17. 12th Annual Wharton Leadership Conference - Emerging trends in the search for leadership	part of Congressional Youth Leadership Council (CYLC)	Jun 08	USA	http://leadershipconference.wharton.upenn.edu/2008/index.shtml
18. Global Young Leaders Conference (annual)	part of Congressional Youth Leadership Council (CYLC)	Summer 2008	USA/Europe	http://www.cylc.org/gylc/
19. 6th International Management Conference IRIMC 2008	Sharif University of Technology Graduate School of Management	Dec 08	Israel	http://www.irimc.com/general/home.aspx
20. 22nd ANZAM Conference - Managing in the Pacific Century	University of Auckland Business School	Dec 08	New Zealand	http://wms-soros.mngt.waikato.ac.nz/NR/exeres/3F23F6E5-DC03-4FD0-A610-C54F3FB933A4.htm

Sources:
See attachment

Selected gurus and blogs on leadership (1/2)

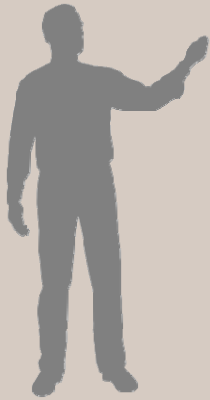


20 LEADERSHIP GURUS

<i>Name</i>	<i>Link</i>
1. Bennis, Warren	http://www.usc.edu/programs/cet/faculty_fellows/bennis.html
2. Buckingham, Marcus	www.marcusbuckingham.com
3. Charan, Ram	www.ram-charan.com
4. Collins, James (Jim)	http://jimcollins.com/
5. Conger, Jay	http://www.claremontmckenna.edu/academic/faculty/profile.asp?Fac=482
6. Covey, Stephen R.	www.stephencovey.com/
7. Drucker*, Peter F. / Hesselbein, Frances	http://www.pfdf.org/
8. Goldsmith, Marshall	www.marshallgoldsmith.com
9. Hamel, Gary	www.garyhamel.com/
10. Kellerman, Barbara	http://www.hks.harvard.edu/about/faculty-staff-directory/barbara-kellerman
11. Kotter, John	www.johnkotter.com/
12. Kouzes, James	http://www.managementconsultingnews.com/interviews/kouzes_interview.php
13. Peters, Tom	www.tompeters.com/
14. Porter, Michael E.	http://www.isc.hbs.edu/
15. William W. George	http://drfd.hbs.edu/fit/public/facultyInfo.do?facInfo=bio&facEmlId=bgeorge@hbs.edu
16. Senge, Peter M.	http://www.solonline.org/
17. Tichy, Noel	www.noeltichy.com
18. Ulrich, Dave	www.daveulrich.com/
19. Wheatley, Margaret J.	www.margaretwheatley.com
20. Zenger, Jack (John H.)	http://www.zfco.com/news.html

Sources:
See attachment

Selected gurus and blogs on leadership (2/2)



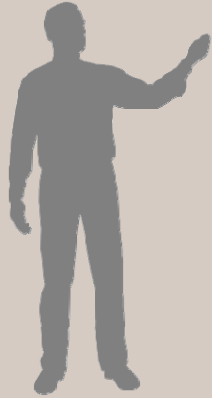
20 BLOGS ON LEADERSHIP

<i>Weblog name</i>	<i>Author</i>	<i>Link</i>
1. The Practice of Leadership	Ambler, George	http://www.thepracticeofleadership.net/
2. Three Star Leadership Blog	Brook, Wally	http://blog.threestarleadership.com/
3. Slow Leadership	Coyote, Carmine	http://www.slowleadership.org/
4. A leadership blog ¹⁾	Durado, Phil	http://blogs.informa.com/leaders
5. The Leadership weblog	Eikenberry, Kevin	http://www.kevineikenberry.com/blogs/leadership.asp
6. Extreme Leadership	Farber, Steve	http://stevifarber.com/
7. Leadership Turn	Farrington, Jonathan	http://www.leadershipturn.com/
8. Lead quietly	Frederiksen, Don	http://www.leadquietly.com/
9. Management Craft	Haneberg, Lisa	http://www.managementcraft.typepad.com/
10. Simplicity at the other side of complexity	Kurian, Prasad	http://prasadokurian.blogspot.com/
11. Great Leadership	McCarthy, Dan	http://greatleadershipbydan.blogspot.com/
12. LeadershipNow	multiple	http://www.leadershipnow.com/leadingblog/
13. Leader to Leader Institute blog	multiple	http://blog.leadertoleader.org/
14. Harvard Business Publishing blog - selected leadership blogs	multiple ²⁾	http://blogs.harvardbusiness.org
15. Dispatches from the New World of Work	Peters, Tom	http://www.tompeters.com/
16. Leadership Musings	Pope, Vicky	http://leadershipmusings.thevipcg.com/
17. Professor Michael Roberto's blog: Musings about Leadership, Decision making and Competitive Strategy	Roberto, Michael	http://michael-roberto.blogspot.com/
18. Organic Leadership blog	Strauss, Liz	http://organicleadership.wordpress.com/
19. The Leading Edge	Watkins, Michael	http://discussionleader.hbsp.com/watkins/
20. Zinger on Strength-based leadership	Zinger, David	http://zingeronleadership.blogspot.com/

Sources:
See attachment

1) in connection with an upcoming conference Leaders Summit London

2) e.g. Kellerman, B.; Friedman, S.; Corkingdale, G.; Baldoni, J. and Goldsmith, M.



C. Young Global Leaders on Leadership

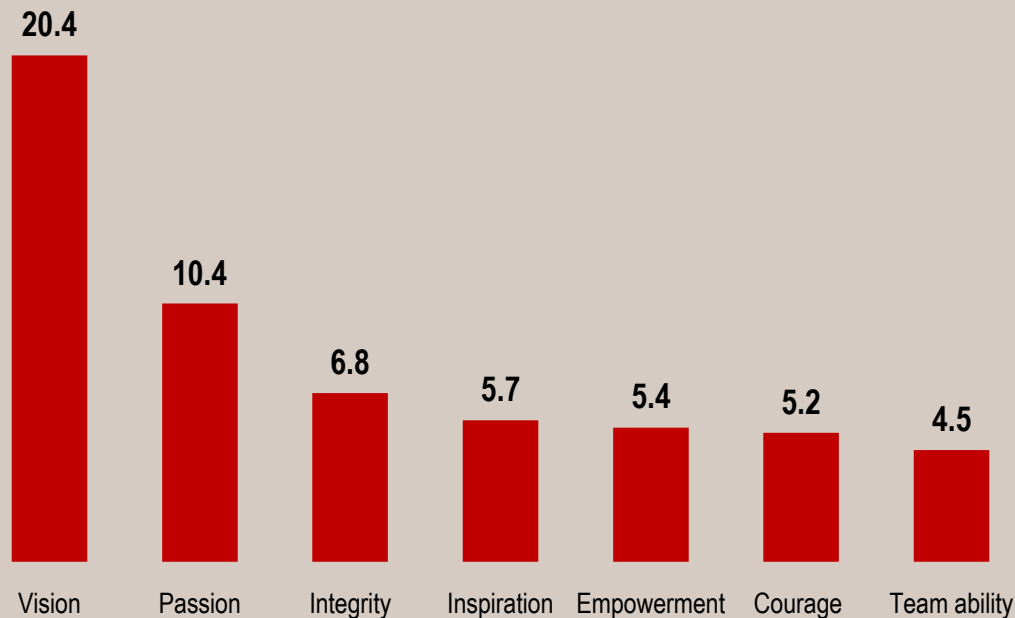
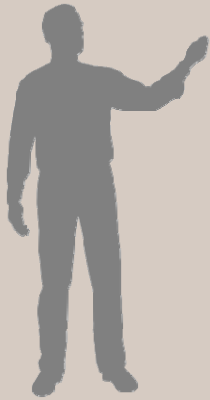


C.1 Leadership Survey

- > Leadership of YGLs
- > Leadership today and in 2030
- > YGL leadership advice

1.

What YGLs associate with leadership: Vision, passion, integrity, inspiration, and empowerment



DETAILED ANALYSIS

REGION

- > In the Middle East, 16% associate **integrity** with leadership, whereas in Europe only 5% of respondents do so
- > Latin Americans associate **passion** with leadership more strongly than any other region, with 16.4%
- > 11% of sub-Saharan Africans associate **sacrifice/dedication** with leadership, compared to only 2.2% in Europe

GENDER

- > 14% of female respondents associate **passion** with leadership compared to 10% of men. In East Asia, only women associate passion with leadership
- > 35% of European women associate **vision** with leadership, a value significantly above average
- > Women associate **inspiration** much more strongly with leadership than men, with Latin American women ranking first at 13%

STAKEHOLDER GROUP

- > In sub-Saharan Africa, **integrity** is associated with leadership only by leaders from the private and media sectors
- > 10% of public sector leaders associate **values** with leadership, compared to only 2.5% in academia
- > 7% of private sector leaders associate **empowerment** with leadership, compared to only 2.8% of public sector leaders

Question: "What words do you associate with leadership? Please include up to 5 single words that come to mind."

2.

YGLs on leadership styles in different regions: Every region has its peculiarities



"In Africa, culture dictates reverence towards elders and therefore a tendency to lead 'by decree' rather than with the support of a 'team' through consultation"

"Coming from Eastern Europe to Africa, I have to change my style to be more formal"

"In Africa, leadership is more focused on looking out for their own interests rather than the 'greater good' of their people"

"Africa and Asia are less tolerant of divergence of views"

"All African leaders I can think of seem heroic"

"Africa – very communicative"

Africa

"Asians seem to prefer wise and reflective leaders"

"Leadership is more authoritative in the Asia's less developed countries"

"Asian leaders seem to be wiser"

"Asia has a stronger hierarchical style of leadership"

"Asia – rather hard"

"In Asia, leadership is based strongly on social (almost family-like) relationships, e.g. loyalty is often a very important attribute for leader selection"

Asia

"European leaders are rather caring"

"European prefer cult, almost academic leaders"

"In Eastern Europe to be more technocratic and less 'enthusiastic' "

"In Europe, leadership varies more by country. In France, everyone thinks they are the leader, while British like to designate a leader"

"Southern Europe: top-down, Northern Europe: top-down and-bottom up"

"Europe seeks strong and direct personalities"

"Different treatment of and respect for women as leaders"

Europe

"Latin Americans prefer charismatic and personable leaders"

"In Latin America character and personal as opposed to institutional leadership is more common"

"Latin America seeks personable charismatic leaders. "

Latin America

"African and Middle Eastern leaders are highly heterogeneous"

"Middle Eastern leaders rely a lot on personal connection during meetings"

Middle East

"US leaders are more participatory"

"North America – very pragmatic "

"North America seeks superstars"

"The U.S. and Europe are more tolerant of divergence of views"

"As a North American, I tend to be more task-oriented rather than process-oriented"

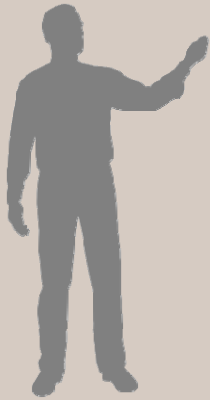
"North Americans prefer superstar leaders "

North America

Question: "Please describe any relevant differences in leadership style you may see between different regions."

3.

YGLs on leadership styles in different sectors of activity: Very different contexts for leadership



"In the civil sector, leadership must be persuasive, motivating and serving"

"NGOs: often too soft, too idealistic"

"I see more values-based leadership in the non-profit sector"

"In the public sector and civil society, [NGOs] have a much lower tolerance for conflict than in the private sector"

"Not-for-profit leadership tends to have fewer defined and measurable goals"

"The pace of change is different in for-profit versus non-profit"

NGO

"Private sector leadership has a much greater emphasis on teamwork"

"In the private and public sectors, leaders are more authoritative and detail-oriented"

"Digital business leadership is more open, younger and based on meritocracy"

"Private sector leadership is more driven by targets and deliverables to shareholders"

"Business leaders are generally more focused on outcomes"

"Private sector leadership is more results-driven and measured"

"Private sector leadership is often driven by results"

"Leadership in the private sector is quick, responsive and informed"

"Private sector leadership is much more accountable and transparent than government/ political leadership in Africa. Again, this must change for us to move forward"

Private sector

"Political leadership remains bound in a war of individualism and self-interest"

"Political leaders seem more easily influenced by subjective, irrelevant factors than other leaders (business, NGOs, etc.) when they take decisions"

"Public sector leaders are more political with no clear deliverables"

"Political and NGO leaders are often more focused on process"

"In the public sector it is much more important to lead through motivation and inspiration – one rarely has all the levers at one's control"

"Politics: often tactical, rarely measured"

"Public sector leadership is driven by relationships"

"Leadership in the political space is top-down, based on narrow political considerations"

Public sector

Question: "Please describe any relevant differences in leadership style you may see between different sectors of activity."

4.

YGLs on leadership styles of different generations: Younger leaders are more transparent and less formal



"Younger generation is less formal, less respectful of titles, unconcerned about boundaries"

"Now it is more transparent and it involves more people"

"Our generation tends to be somewhat more inclined towards empowerment and transparency (we are the first generation of leaders that grew up with the Internet)"

"No big difference, except the younger generation uses technology"

"Younger generations take more risks"

"Youngest generation are on side much more 'visionary' and on the other side very much short-term-oriented"

"Youth needs aspiration and inspiration"

"Result-driven"

"New leaders: Transparency-oriented"

Younger generation

"Older generation are more careful and more resistant to change"

"Older generation relies more on face-to-face to assess people"

"Older leaders focus more on enforcement and control"

"There are more dictators above 50 years"

"Older generations are more realistic"

"Trust-based leadership"

"Established leaders: task-oriented; outgoing leaders: morals-oriented"

Older generation

Question: "Please describe any relevant differences in leadership style you may see between generations."

5.

YGLs on leadership styles of men and women: Systematic differences between the genders



"Men seem to be more egocentric and keep information to themselves"

"Male leadership style is more task-oriented"

"Men: very focused, often over-simplistic"

"Male leaders are typically more direct and authoritarian"

Men

"Women more willing to be a catalyst for cooperation and sharing information"

"Women tend to be more person-oriented"

"Women: multifaceted, often not focused enough"

"Women: more open to cooperative leadership"

"Women generally take a more holistic, balanced approach"

"Women tend to have a consulting leadership style"

"Women are more consensus-driven"

"Women seem better at matchmaking between individuals and different entities"

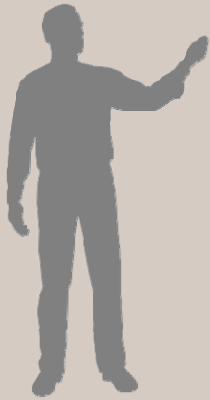
"Women leaders still tend to be fighting a credibility war and therefore it seems that they have more to be defensive about, less able to be completely free in exploring aspirations"

Women

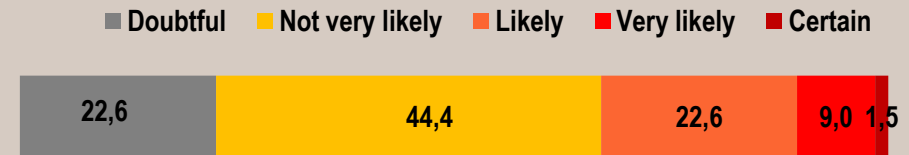
Question: "Please describe any relevant differences in leadership style you may see between women and men."

6.

YGLs on trends in leadership: More participative, more women, use of modern technology (1/2)



Convergence towards one global leadership style



Leadership will become more participative



Women will increasingly take over leadership positions



Modern means of communication will become a requisite tool to lead effectively

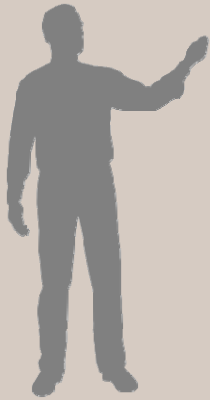


Business and NGO leadership will become increasingly similar



Question: "What trends in leadership do you foresee? Please assess the following statements on the scale."

YGLs on trends in leadership: More participative, more women, use of modern technology (2/2)

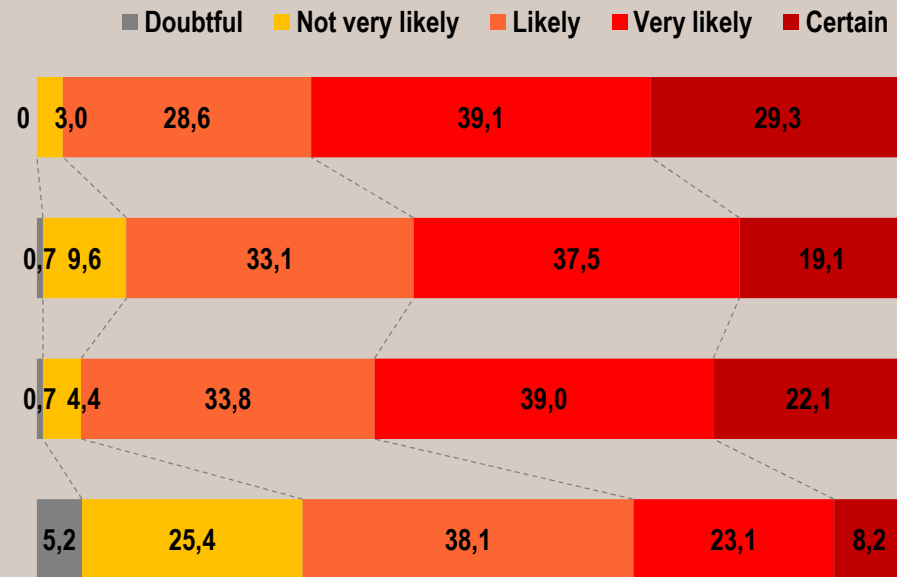


Leaders will increasingly incorporate technology into their styles

The number of political leaders with higher education degrees will increase

Military leadership will become increasingly tech-savvy

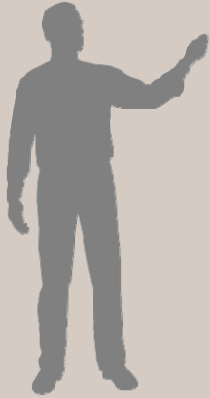
It will become increasingly difficult to establish undemocratic leadership, especially in the political arena



Question: "What trends in leadership do you foresee? Please assess the following statements on the scale."

7. YGLs on the global mindset of leaders today and in 2030: Self-confident, interested in exploring, always up to date (1/4)

TODAY

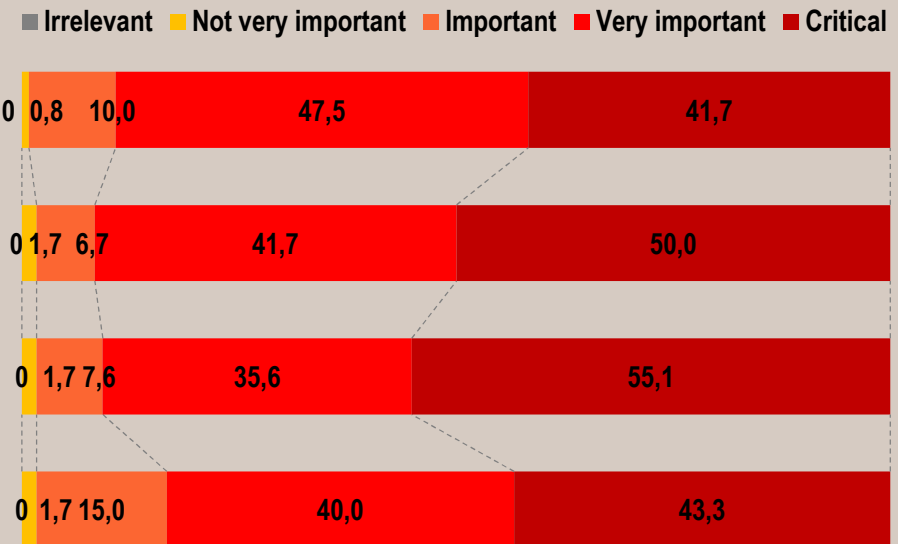


To have a genuine interest in exploring and learning about other parts of the world

To feel comfortable dealing with uncertain and potentially risky situations

To be self-confident and self-motivated

To communicate well with people from other cultures, understanding subtle, nonverbal clues



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on the global mindset of leaders today and in 2030: Self-confident, interested in exploring, always up to date (2/4)

TODAY

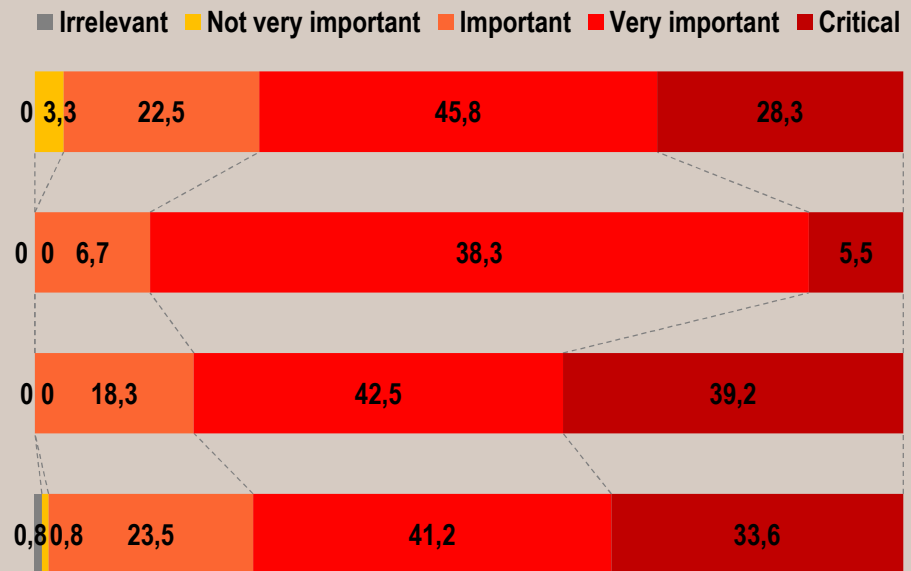


To develop friendships and professional relationships with influential people from other cultures

To listen to what others have to say and be able to integrate diverse perspectives

To stay up-to-date with the competitive dynamics in one's industry around the world

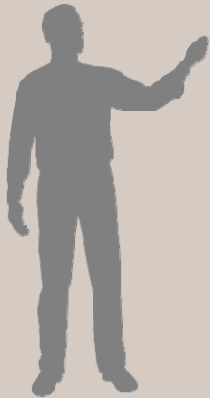
To stay up-to-date with economic and political issues around the world



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on the global mindset of leaders today and in 2030: Self-confident, interested in exploring, always up to date (3/4)

IN 2030

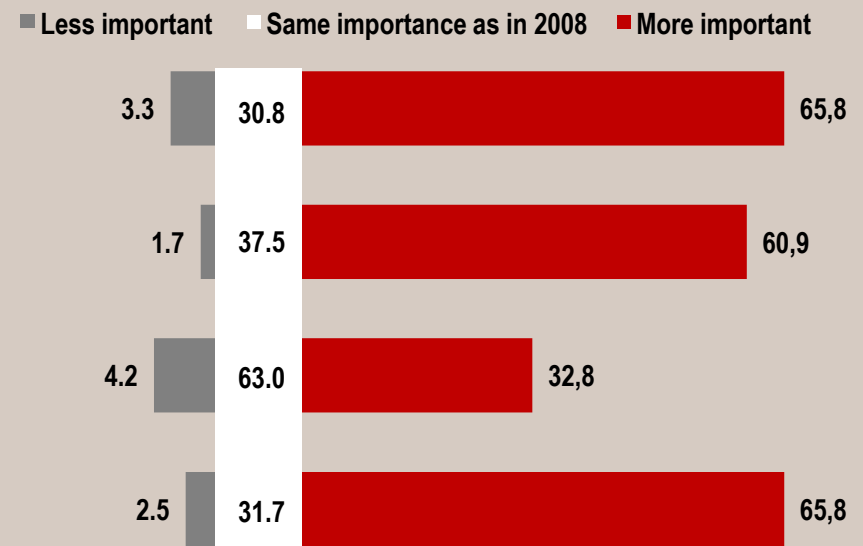


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To feel comfortable dealing with uncertain and potentially risky situations

To be self-confident and self-motivated

To communicate well with people from other cultures, understanding subtle, nonverbal clues



Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

YGLs on the global mindset of leaders today and in 2030: Self-confident, interested in exploring, always up to date (4/4)

IN 2030

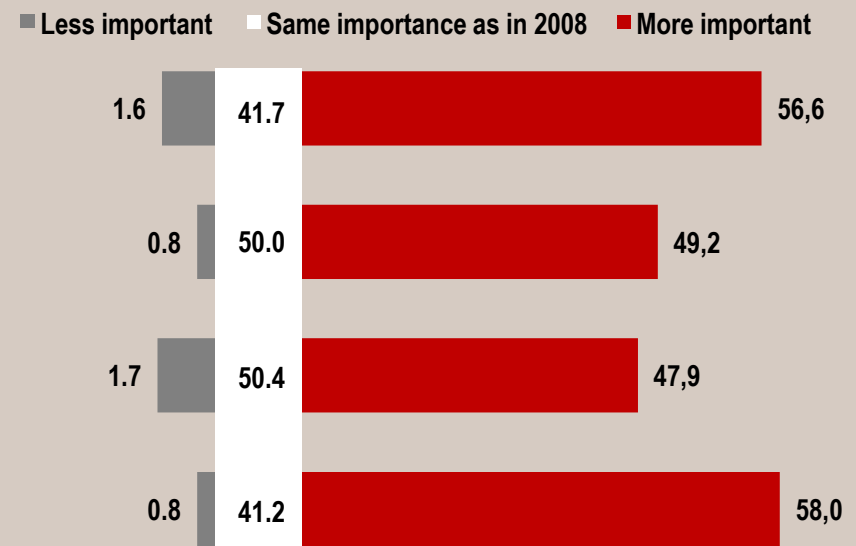


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Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

8.

YGLs on global entrepreneurship of leaders today and in 2030: Partnering globally, learning from other countries (1/2)

TODAY

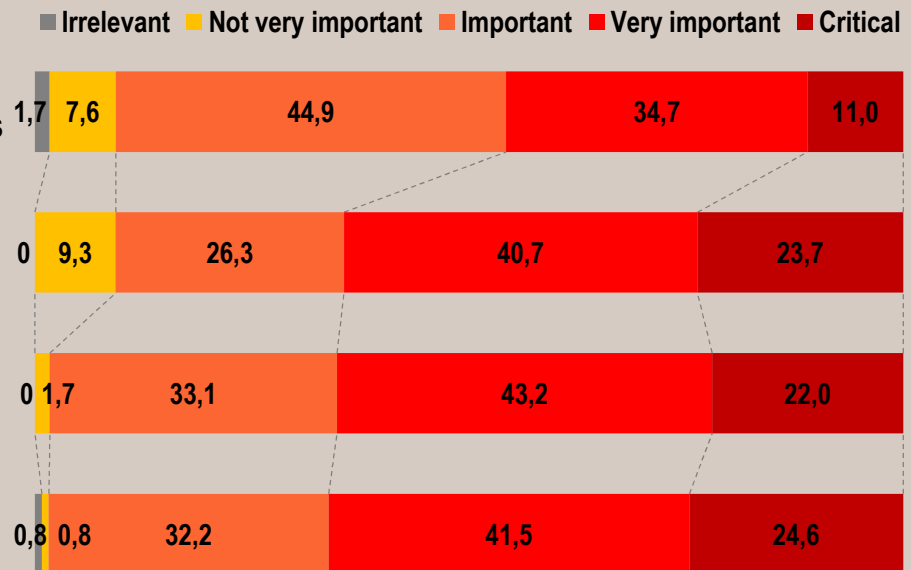


To spend considerable time exploring potential opportunities for one's organisation in other countries

To evaluate the strategic positioning of one's organisation from a global perspective

To learn from experiences in other countries to improve the operations of one's organisations at home

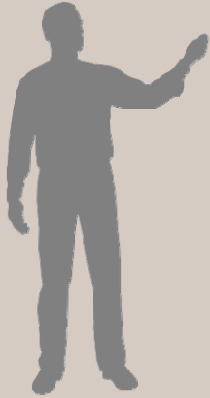
To partner with organisations around the world to achieve one's goals



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on global entrepreneurship of leaders today and in 2030: Partnering globally, learning from other countries (2/2)

IN 2030

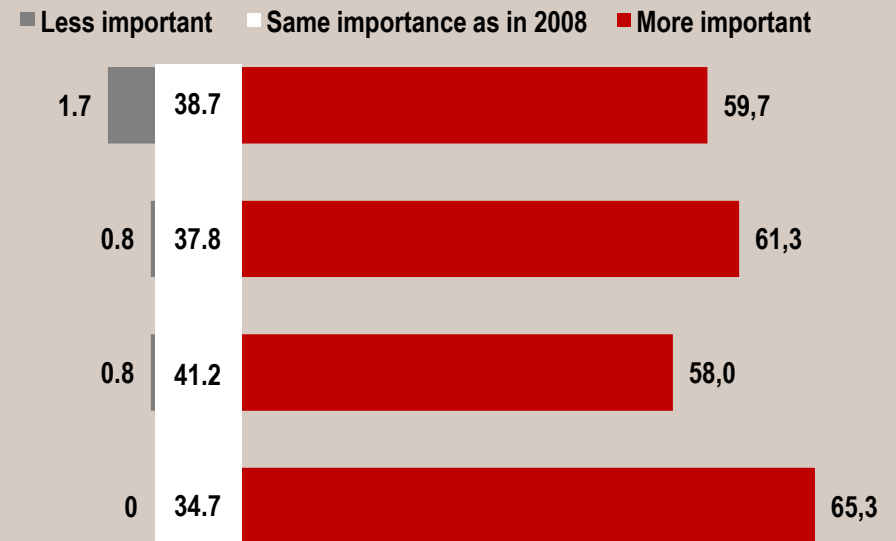


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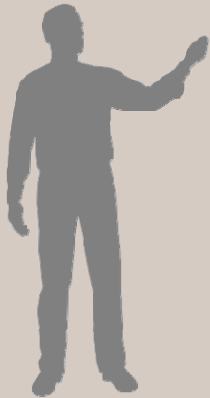
To partner with organisations around the world to achieve one's goals



Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

9. YGLs on global citizenship of leaders today and in 2030: Understanding critical issues, committed to making a difference (1/2)

TODAY

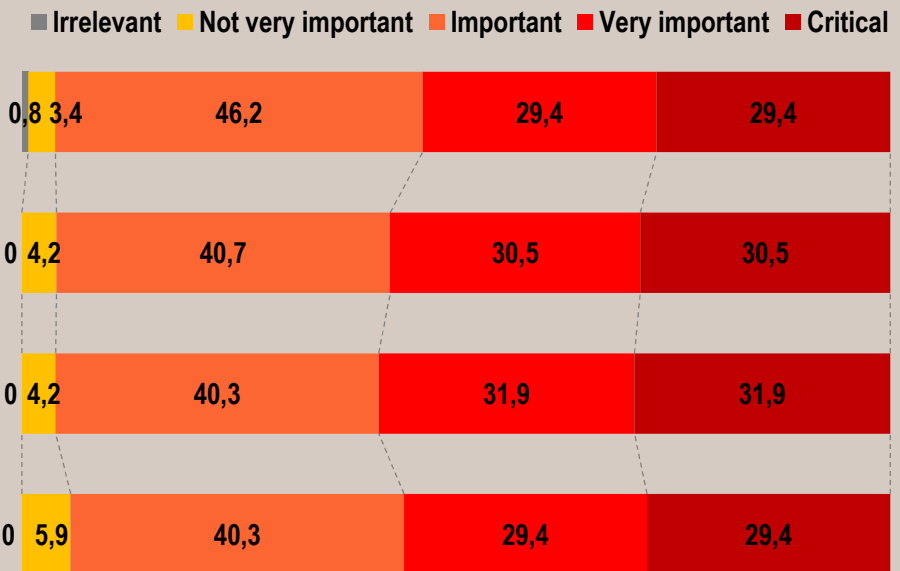


To understand the causes and effects of the critical issues affecting the world at large (e.g. poverty, climate change, infectious diseases, access to water, etc.)

To commit one's organisation to make a positive difference in some of the critical issues in the global agenda (e.g. poverty, climate change, access to water, infectious diseases, etc.)

To incorporate the perspectives of multiple stakeholders (beyond major shareholders or sponsors) when making important decisions in one's organisations

To engage and partner with multiple types of actors (business, government, non-governmental organisations) to address complex social and environmental issues



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on global citizenship of leaders today and in 2030: Understanding critical issues, committed to making a difference (2/2)

IN 2030

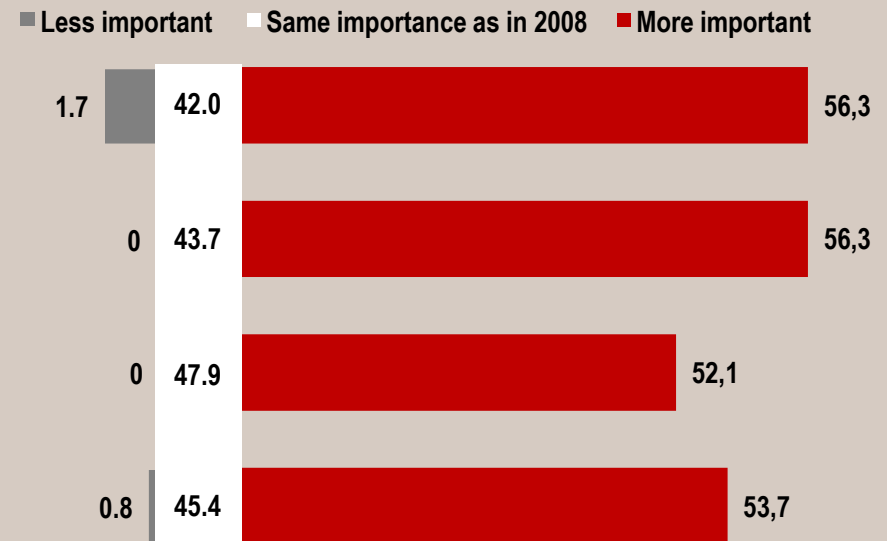


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Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

10.

YGLs on leadership styles today and in 2030: Empower others, provide a sense of purpose, be a role model (1/6)

TODAY



To assign detailed goals and schedules to one's followers

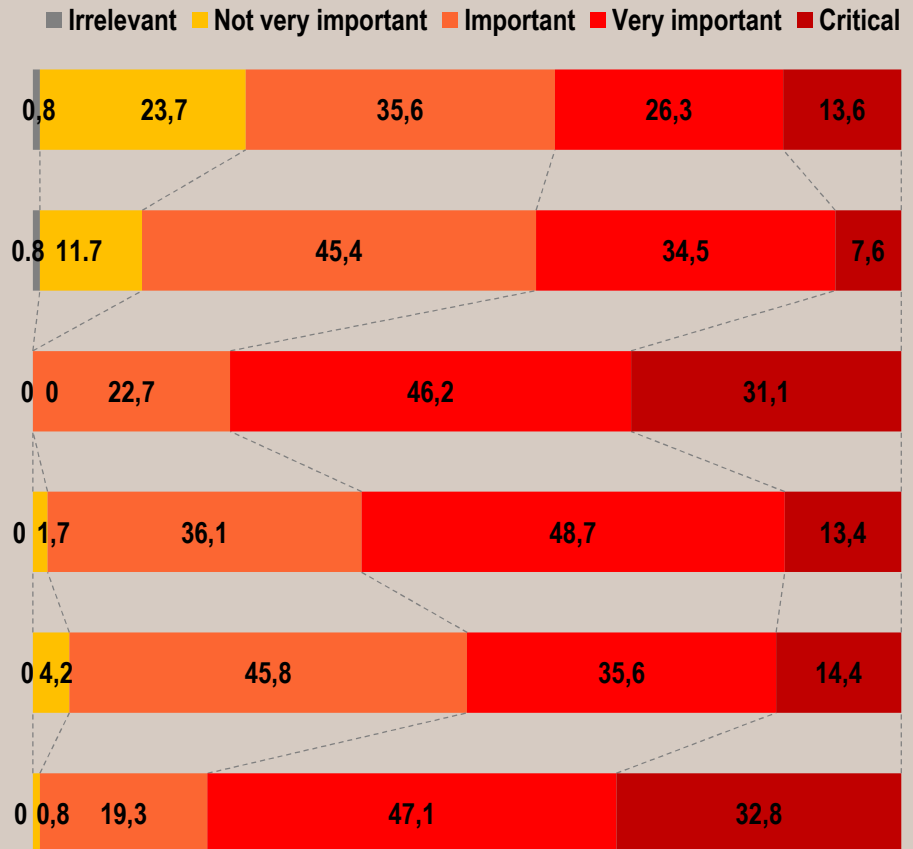
To be assertive and competitive

To be good at solving relational and interpersonal problems

To be sympathetic, kind and sensitive to the needs of others

To listen to what others have to say and be able to integrate diverse perspectives

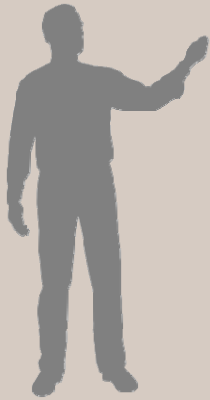
To empower one's followers to set up their own goals and make their own decisions



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on leadership styles today and in 2030: Empower others, provide a sense of purpose, be a role model (2/6)

TODAY



To be a role model and exemplify the values of the organisation

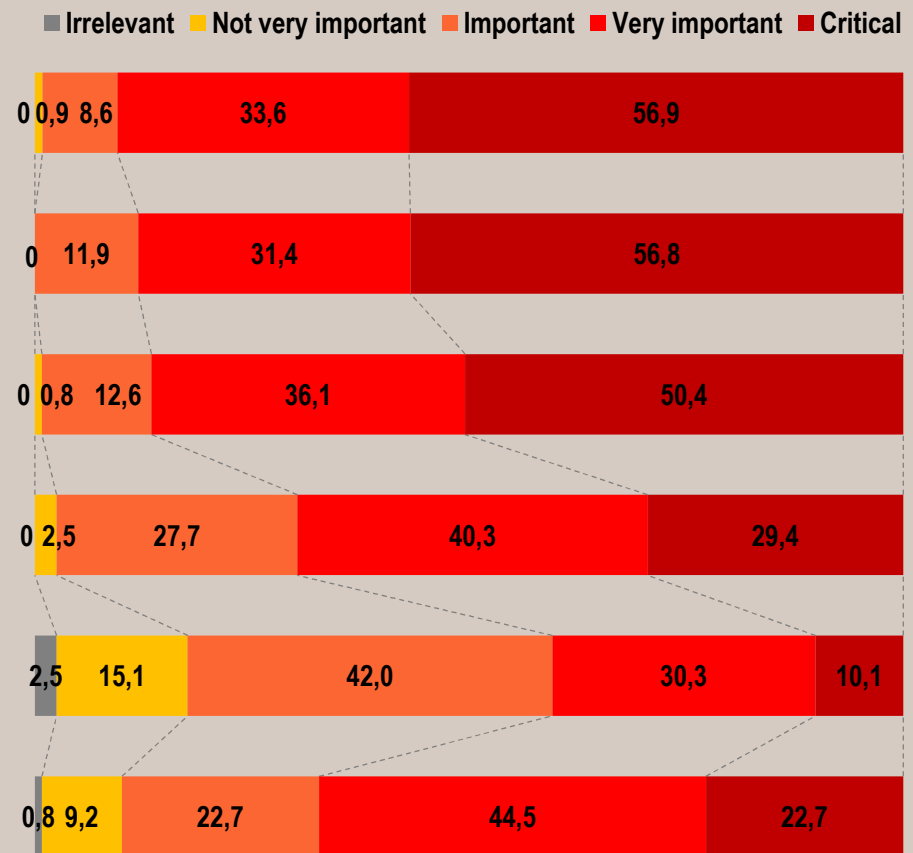
To provide followers with a sense of purpose and inspire them to work toward the interest of the organisation as a whole

To mentor and develop one's followers and challenge them to do their best

To motivate one's followers by making clear what rewards and recognition they can expect for positive performance

To intervene, mainly when mistakes are made, seeking responsibilities among one's followers

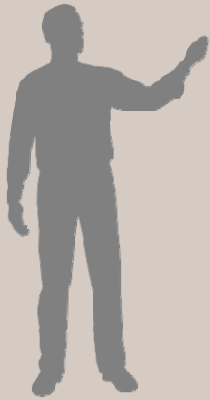
To be a charismatic and powerful communicator



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on leadership styles today and in 2030: Empower others, provide a sense of purpose, be a role model (3/6)

TODAY



To be modest and avoid the spot light

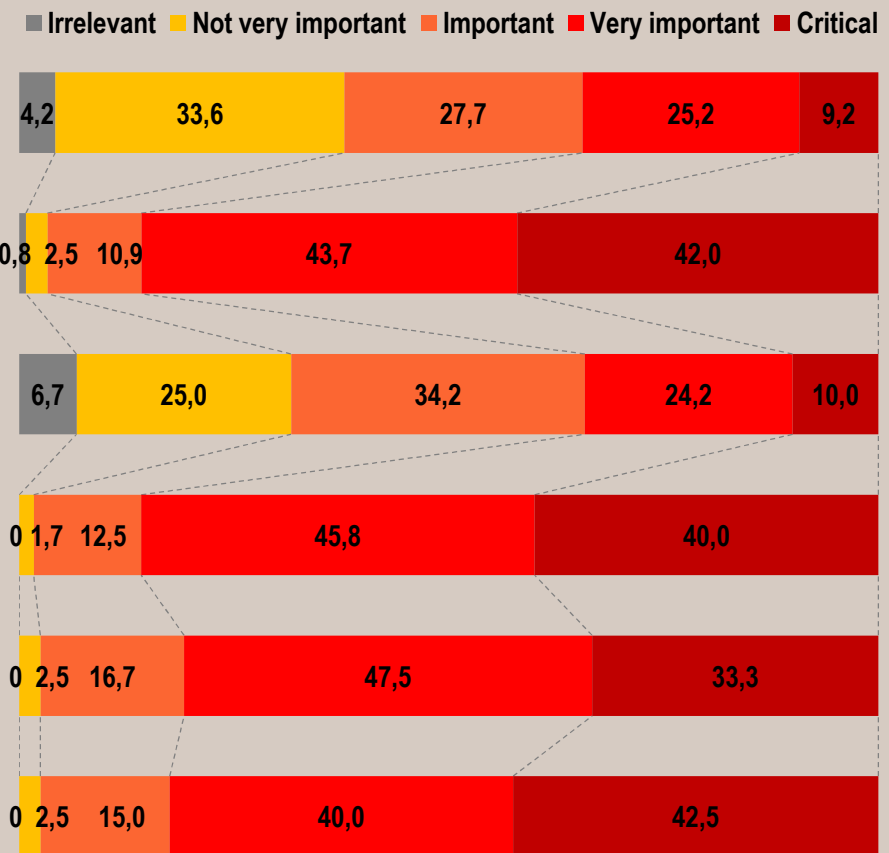
To be quick to grasp complex, abstract concepts and ideas and to be able to explain them to others

To use sophisticated real-time mobile communication tools (e.g. Twitter) to communicate constantly to one's followers

To develop self awareness and self-control in dealing with important relationships and decisions

To pay attention to your gut instincts and intuition in addition to external data in making important decisions

To develop your unique voice by discovering your signature strength and core competencies



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on leadership styles today and in 2030: Empower others, provide a sense of purpose, be a role model (4/6)

IN 2030



To assign detailed goals and schedules to one's followers

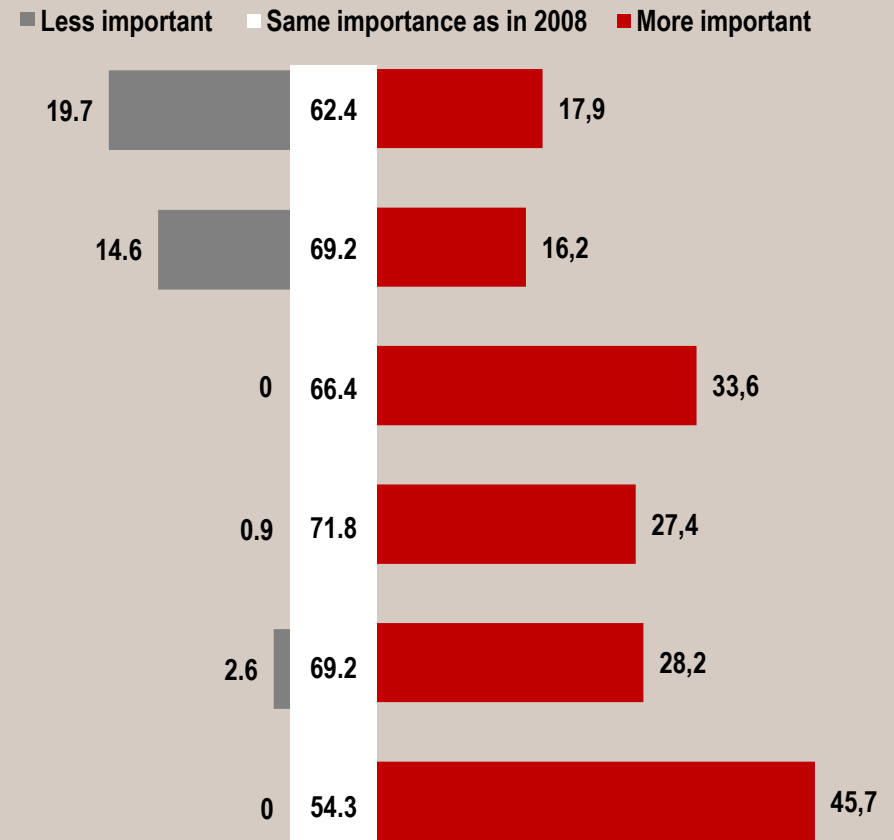
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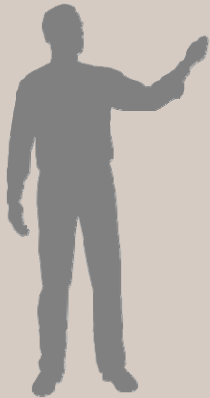
To empower one's followers to set up their own goals and make their own decisions



Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

YGLs on leadership styles today and in 2030: Empower others, provide a sense of purpose, be a role model (5/6)

IN 2030



To be a role model and exemplify the values of the organisation

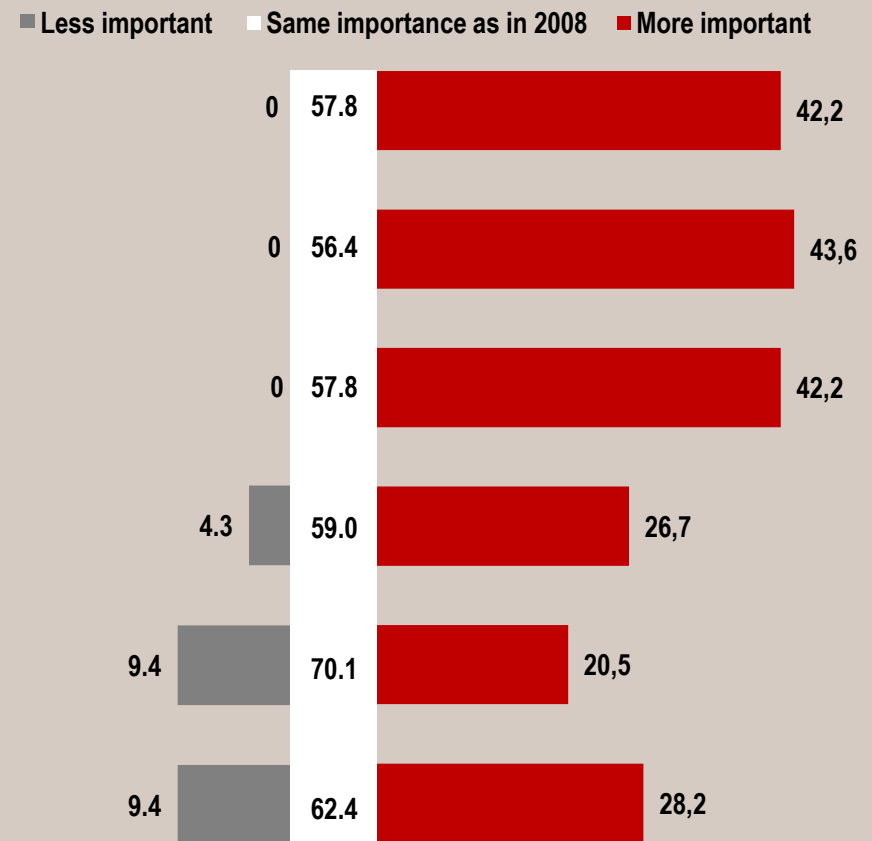
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Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

YGLs on leadership styles today and in 2030: Empower others, provide a sense of purpose, be a role model (6/6)

IN 2030



To be modest and avoid the spot light

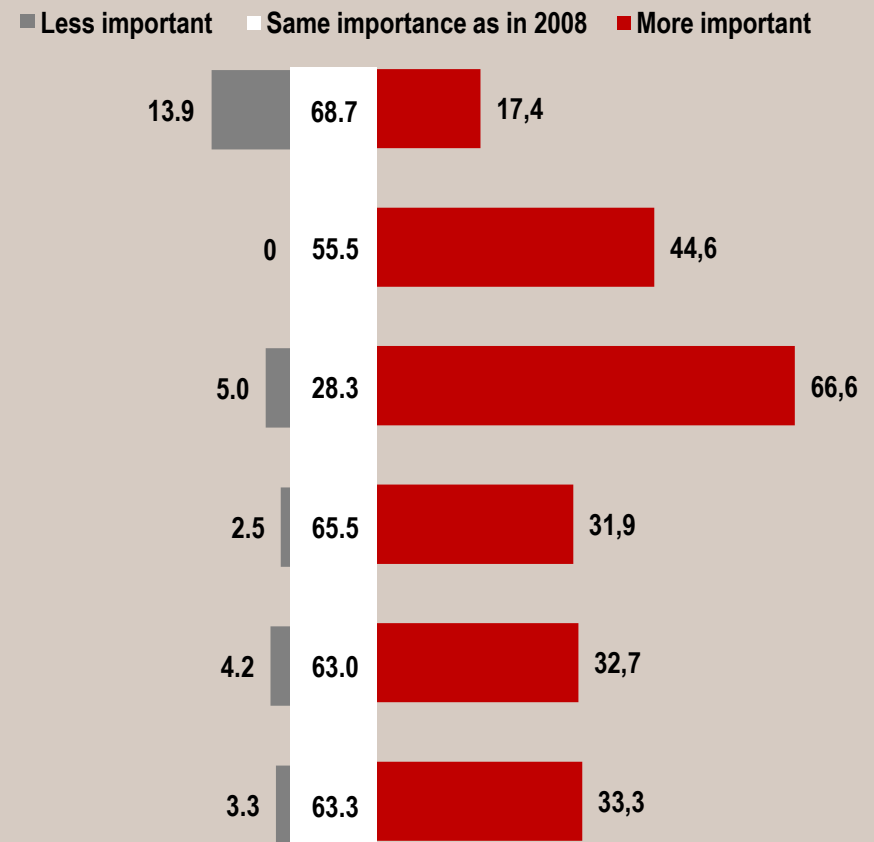
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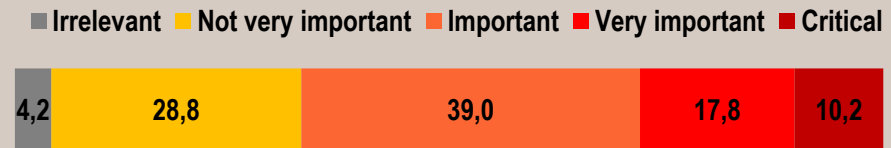
11.

YGLs on the work style of leaders today and in 2030: Use a wide array of electronic communication tools, be flexible (1/4)

TODAY



To maintain a disciplined work schedule every day



To keep work and family time clearly demarcated



To maintain flexible work schedules



To engage in work activities during weekends or vacations if necessary



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on the work style of leaders today and in 2030: Use a wide array of electronic communication tools, be flexible (2/4)

TODAY



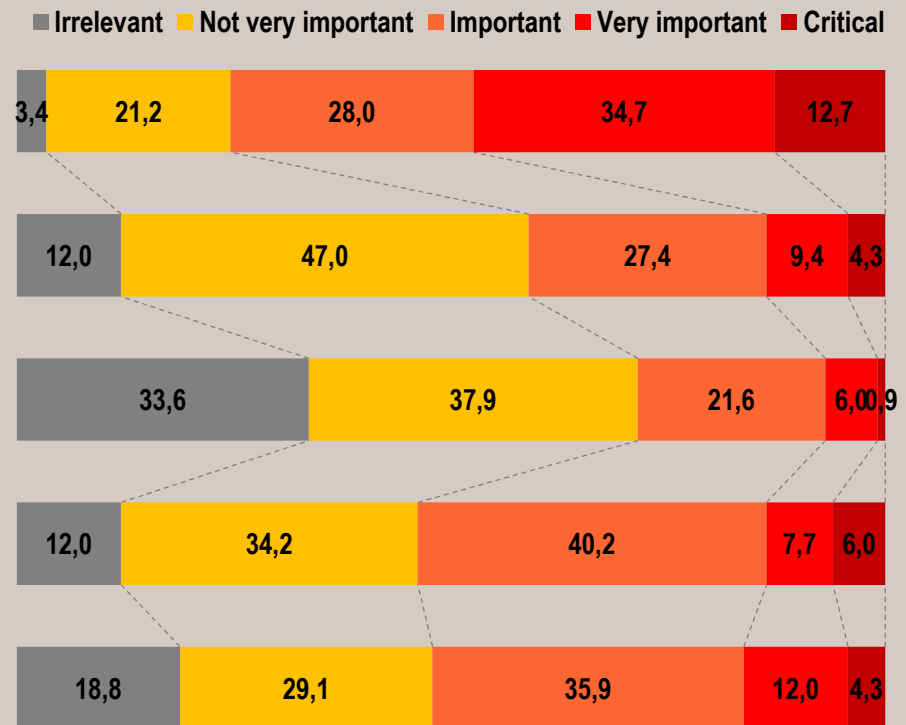
To use a variety of electronic media (e.g. blogs, video blogs, chats) to reach out to one's organisations and other constituencies

To be expert users of social networking platforms (e.g. LinkedIn, Facebook, etc.)

To be familiar with virtual worlds like Second Life

To conduct most of one's meetings through technological means (e.g. videoconference, on-line meeting platforms)

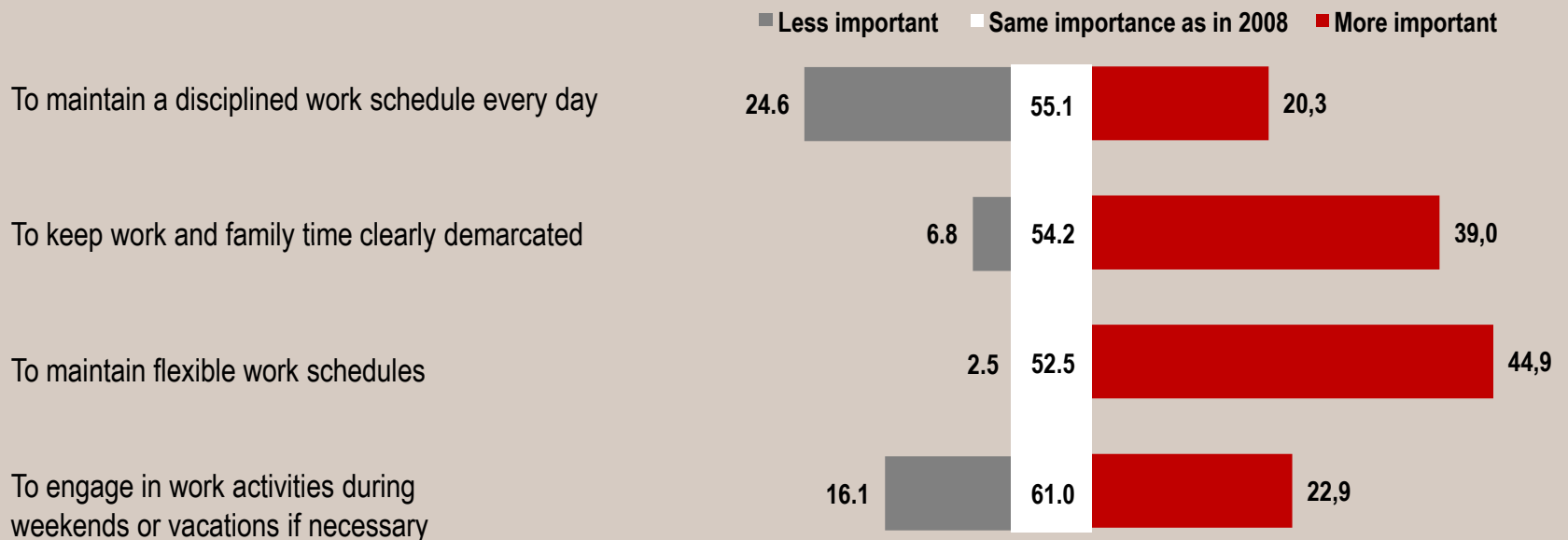
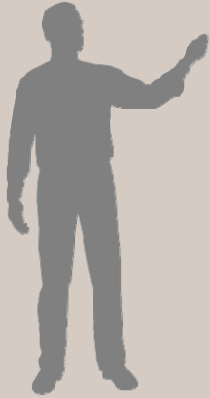
To use sophisticated real-time mobile communication tools (like twitter) to communicate constantly to one's followers



Question: "As you think about yourself as a leader today, how important is each activity to you?"

YGLs on the work style of leaders today and in 2030: Use a wide array of electronic communication tools, be flexible (3/4)

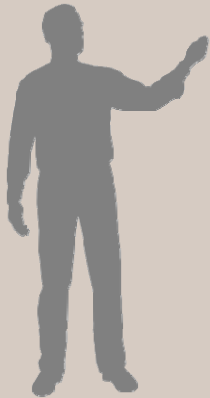
IN 2030



Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

YGLs on the work style of leaders today and in 2030: Use a wide array of electronic communication tools, be flexible (4/4)

IN 2030



To use a variety of electronic media (e.g. blogs, video blogs, chats) to reach out to one's organisations and other constituencies

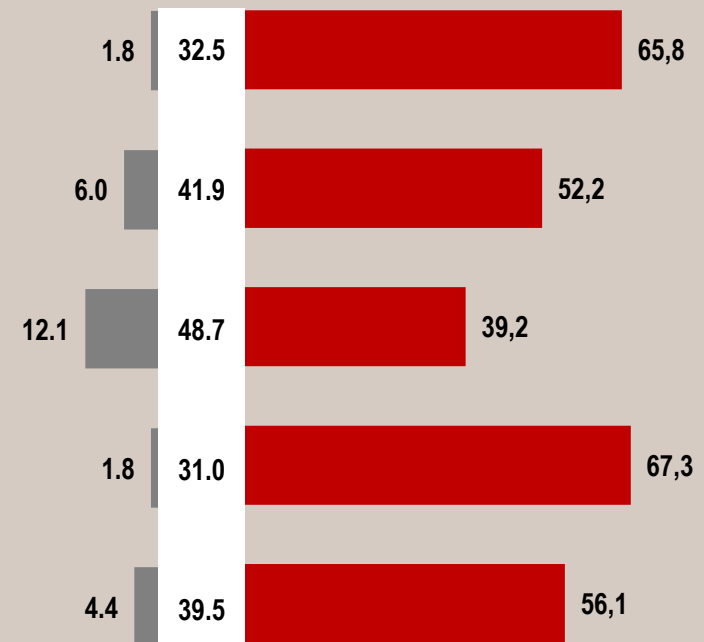
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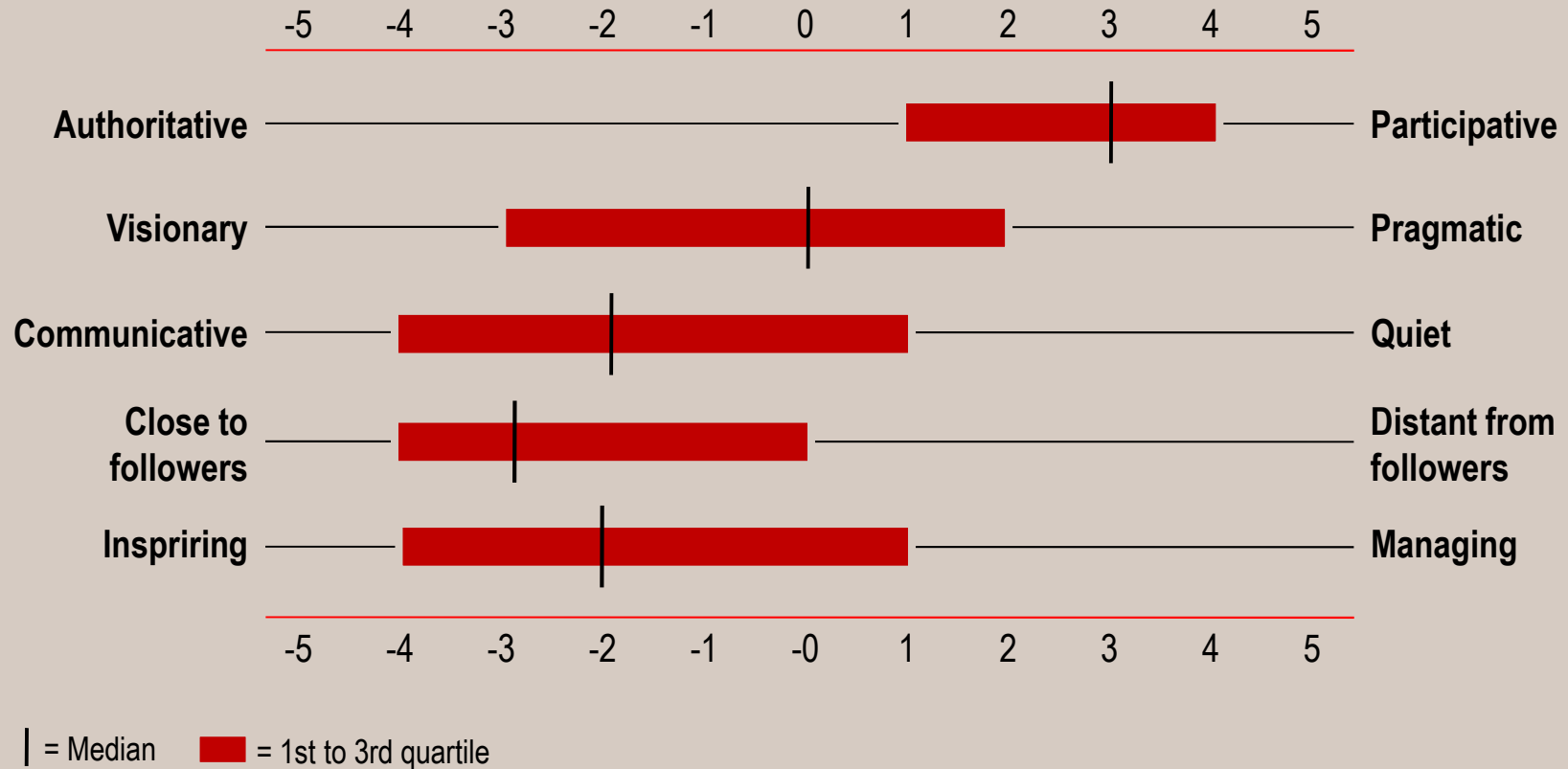
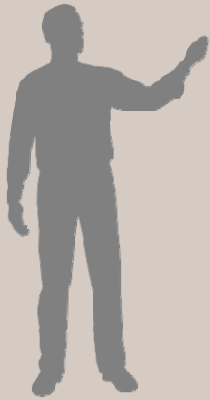
■ Less important ■ Same importance as in 2008 ■ More important



Question: "As you think about yourself as a leader in 2030, how much more or less important will it be?"

12.

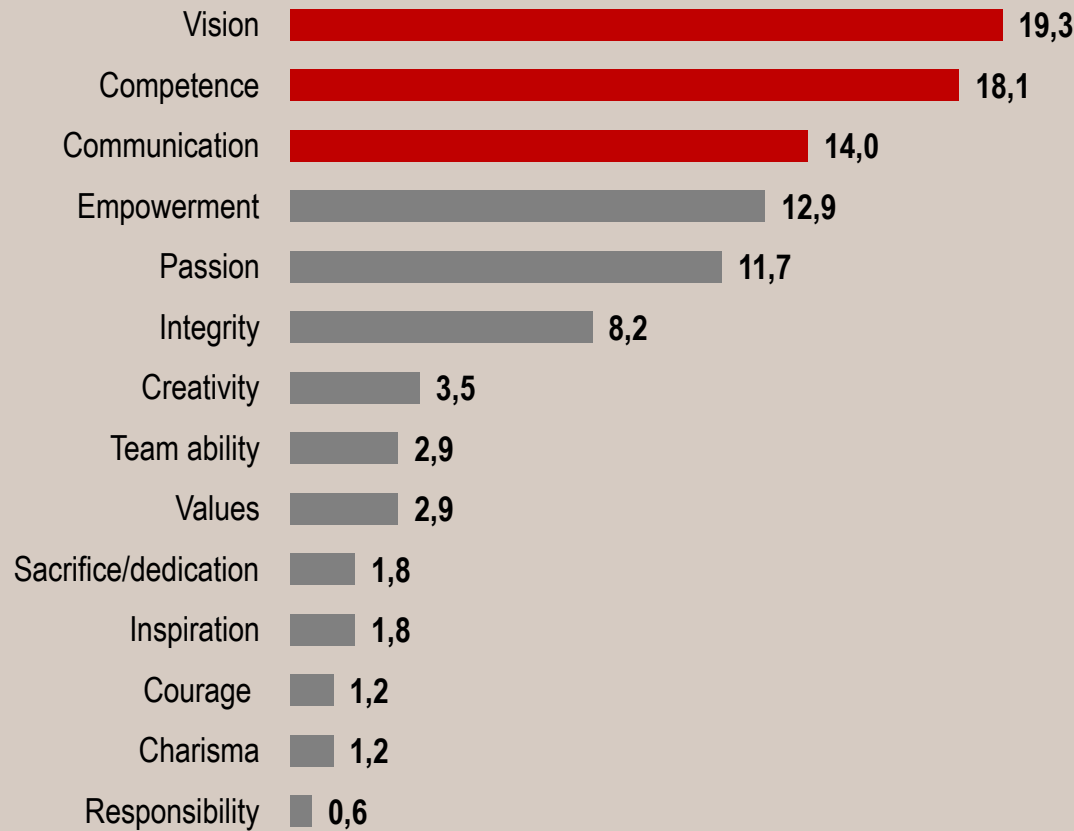
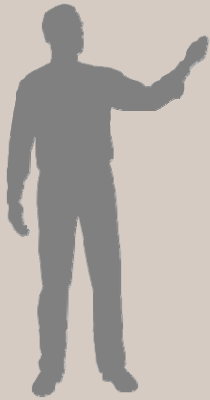
YGLs on their personal leadership style: Participative, communicative, close to followers and inspiring



Question: "How would you rate your personal leadership style? Please rate on a scale of -5 to + 5."

13.

YGLs on what makes them successful leaders: Vision, competence and communication (1/3)

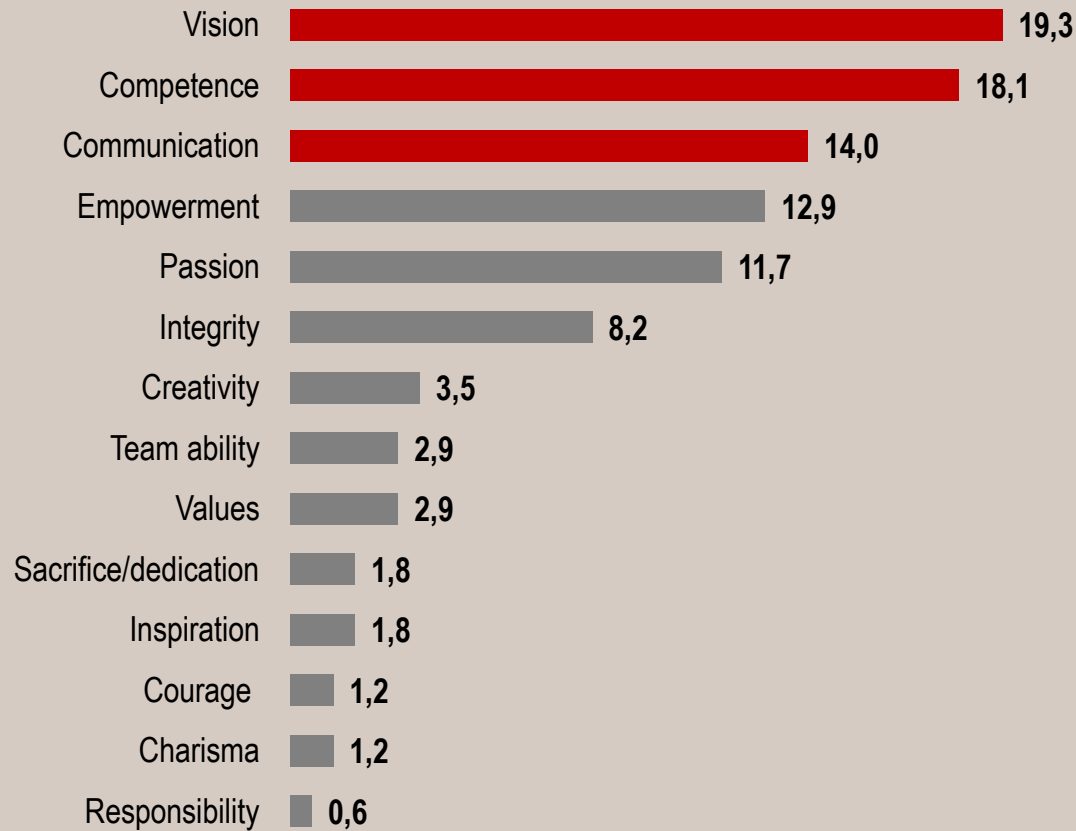
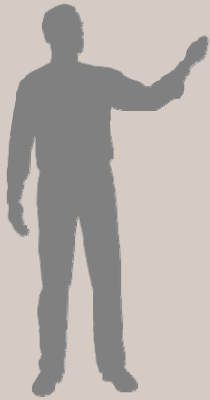


REGIONS

East Asia	22.2%	Passion
	22.2%	Vision
	16.7%	Communication
Europe	17.6%	Communication
	17.6%	Competence
	15.7%	Vision
Latin America	33.3%	Competence
	20.0%	Vision
	20.0%	Communication
Middle East	25.0%	Competence
	16.7%	Passion
	16.7%	Integrity
North America	24.2%	Competence
	18.2%	Vision
	18.2%	Empowerment
South Asia	38.1%	Vision
	19.0%	Empowerment
	9.5%	Passion
Sub-Saharan	28.6%	Communication
	14.3%	Passion
	16.7%	Vision

Question: "What makes you successful as a leader? Please write down three reasons in order of their importance."

YGLs on what makes them successful leaders: Vision, competence and communication (2/3)

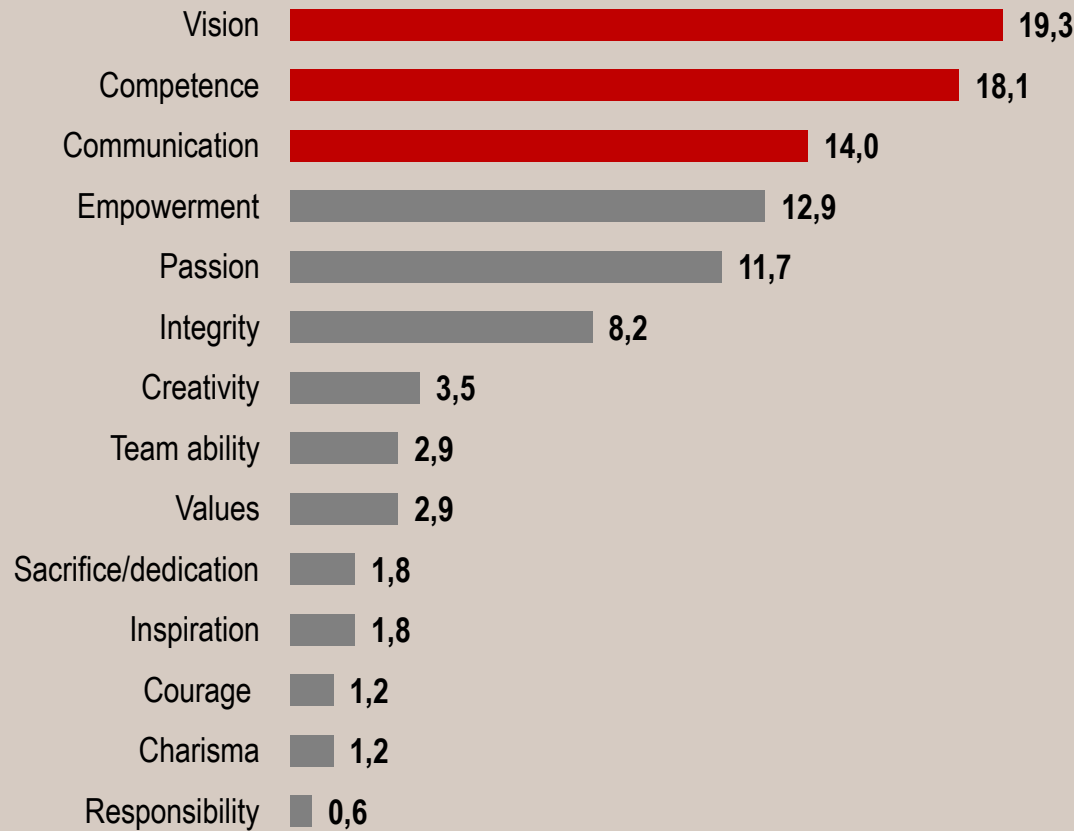


GENDER

Gender	Percentage	Reason
Male	22.5%	Responsibility
	18.6%	Vision
	17.6%	Communication
Female	20.3%	Vision
	18.8%	Courage
	13.0%	Passion

Question: "What makes you successful as a leader? Please write down three reasons in order of their importance."

YGLs on what makes them successful leaders: Vision, competence and communication (3/3)



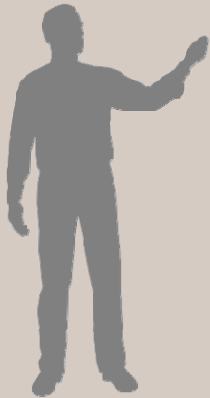
STAKEHOLDER GROUP

Stakeholder Group	Percentage	Reason
Academia	50.0%	Responsibility
	8.3%	Passion
	8.3%	Vision
Civil society	23.8%	Vision
	19.0%	Responsibility
	14.3%	Passion
Media	23.8%	Vision
	19.0%	Communication
	19.0%	Courage
Private sector	17.2%	Vision
	16.1%	Communication
	16.1%	Responsibility
Public sector	25.0%	Passion
	20.8%	Vision
	16.7%	Responsibility

Question: "What makes you successful as a leader? Please write down three reasons in order of their importance."

14.

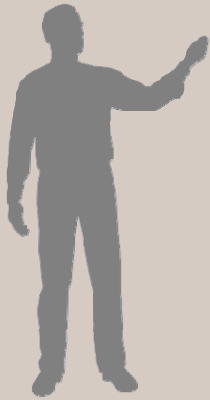
YGLs on what they are working on to become better leaders: Seeking improvements in many areas



Question: "What are the areas you are working on to become a better leader?"

15.

YGLs on how many people they lead: A broad range in the number and type of followers

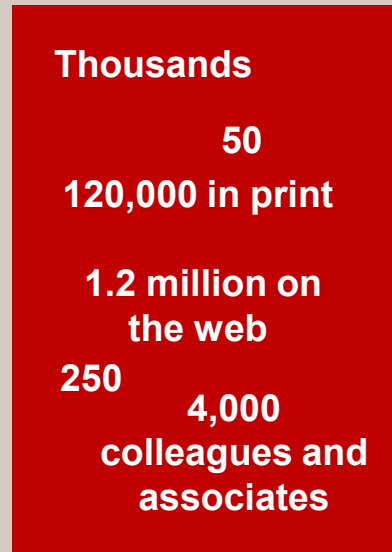


Subordinates/
immediate followers



Range: 6 - 4,000

Recipients of your ideas/
work (e.g. readers of your
articles)



Range: 10 - millions

People you inspire/
you are a role model for



Range: 0 - millions

Other people you lead

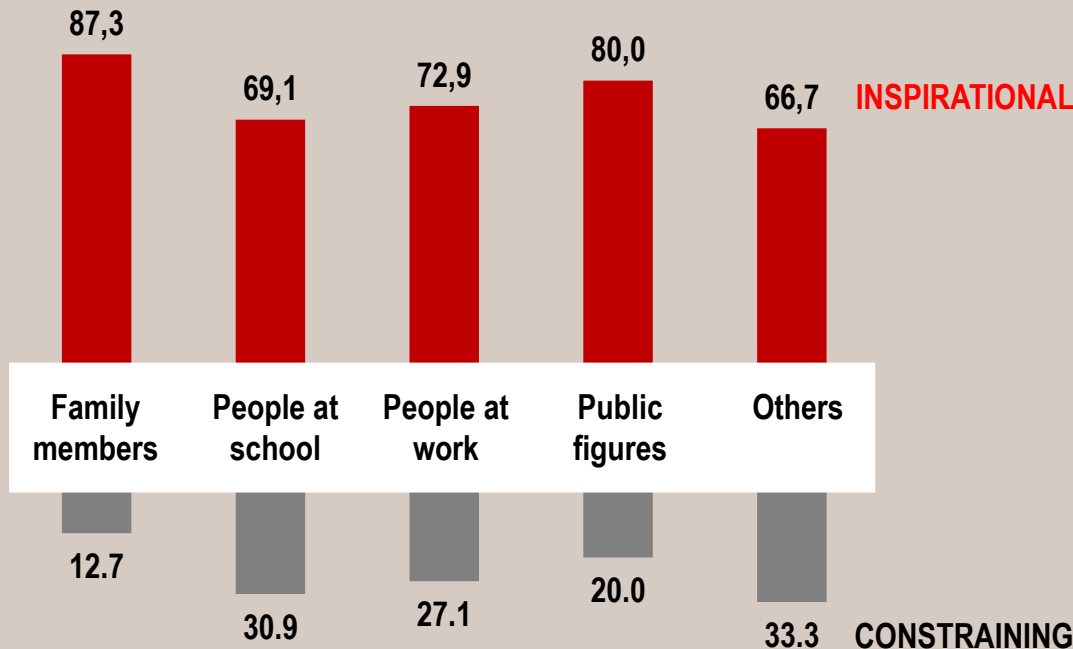
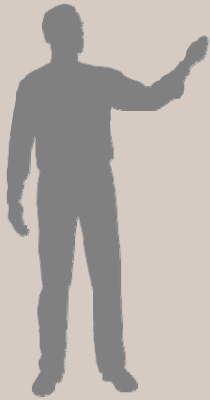


Range: 0 - 3,000

Question: "How many people do you lead?"

16.

YGLs on who influenced their leadership style: Individual family members and public figures for inspiration



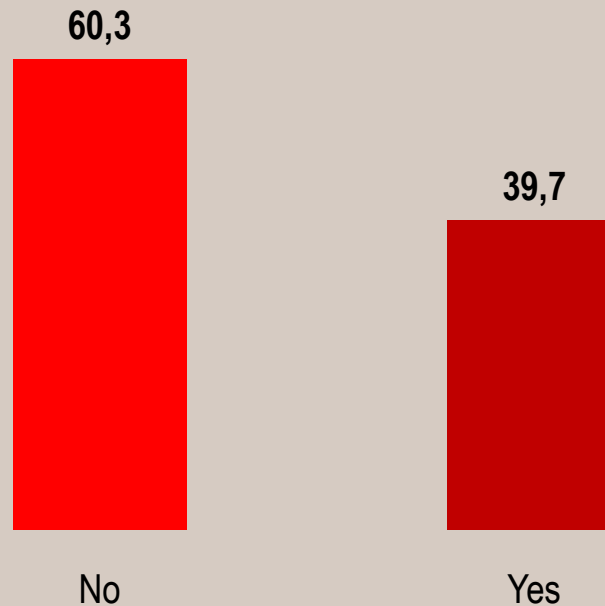
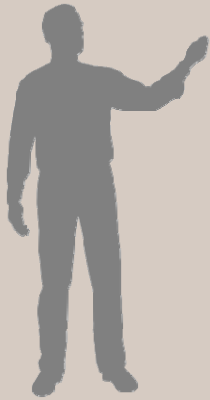
PEOPLE WHO INSPIRED ME

- > Winston Churchill
- > Nelson Mandela
- > Community leaders
- > A dear friend who is a theatre actor
- > Friends
- > Princess Diana
- > Katie Couric
- > Lee Iacocca
- > Margaret Thatcher
- > Bill Clinton
- > Leaders in politics
- > Nelson Mandela
- > All of the above at various stages of growth
- > Churchill
- > Shackleton
- > Political leaders (recent and historic)
- > Helmut Maucher
- > Dr. Jorge Sampaio

Question: "Who influenced your leadership style?"

17.

YGLs on leaders they model themselves after: Most do it their way



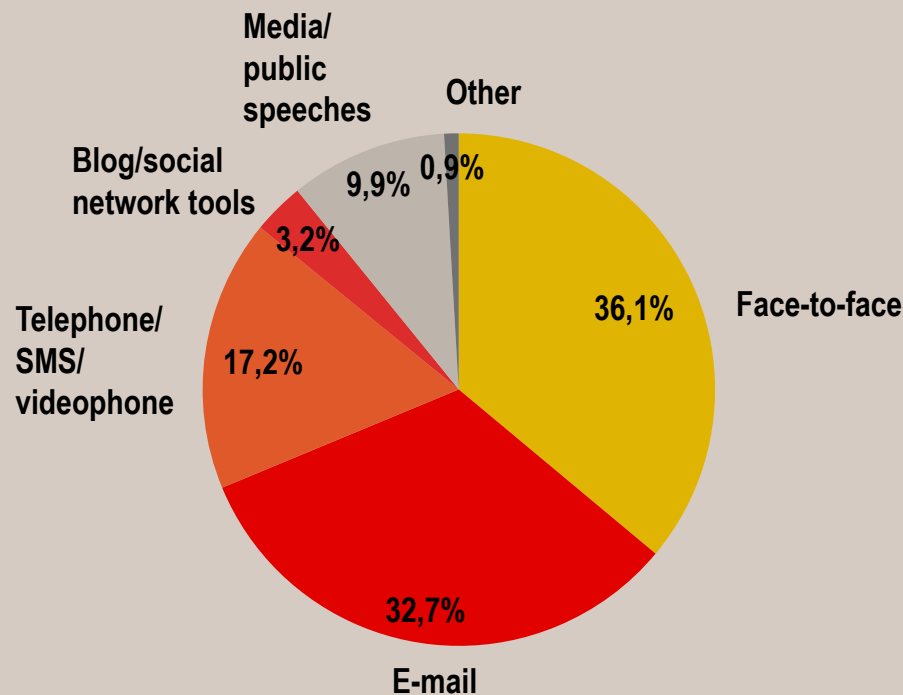
ROLE MODELS

- > Nelson Mandela
- > Emma Bonino
- > Bits and pieces from different people
- > My father
- > Martin Luther King, Jr.
- > Gandhi
- > A private entrepreneur, who has reached his goals
- > Cyril Ramaphosa
- > Too many to name, but I look to leaders who overcome adversity to see their vision come through
- > Michael Dell
- > Carlos Alberto Sicupira and Jorge Paulo Lemann
- > Richard Branson
- > Muhammad Yunus
- > My current boss
- > Ogata Sadako

Question: "Are there leaders you try to model yourself after?"

18.

YGLs on how they communicate: Face-to-face and e-mail dominate



DETAILED ANALYSIS

GENDER

- > Women use **face-to-face** communication 39.2% of the time – more often than men (33.8% of the time)
- > Male leaders communicate via **speeches and/or other media** 11.1% of the time, compared to only 7.8% of the time for women

REGION

- > In 37.6% of their time, American leaders communicate via **e-mail**, compared to only 21.7% in Asia
- > In East Asia, leaders communicate **face-to-face** 52.4% of the time, while in North America they do so only 35.9% of the time
- > South Asian leaders prefer to communicate via **phone**, more than leaders in all other regions

STAKEHOLDER GROUP

- > Private sector leaders spend the highest amount of time communicating via **e-mail**
- > Private sector leaders also spend slightly more time communicating **face-to-face** than average

Question: "How do you communicate with the people you lead? Please estimate the time you communicate in the given ways, and allocate percentages adding up to 100."

19.

YGLs on their advice to others who want to become a leader: Many different answers (1/2)



- > "Lead. Don't talk about it. Do it"
- > "Study leadership but find your own way to define it"
- > "I offer my experience and advice but I encourage them to discover their own way"
- > "Follow your gut instinct, but only with knowing what else is available"
- > "Think about what you feel strongly & care about, then think about different approaches, people and means. If what you do and how you do it is important to others, you might emerge as a leader, or become a very happy follower. If you are chosen by your community to be their leader, then try and improve your leadership style by having a mentor, following courses and reading books, but don't focus too much on yourself as a leader, but stay aware of what, whom and why you are leading..."
- > "Look for role models, study them, but the most important things are self-reflection and self-belief"
- > "Do not aim to 'become' a leader. You will lead when you need to lead. Leadership is not an end, but a means to accomplish your passion. When you have that passion, nothing will stop you from leading"
- > "Find a cause you strongly believe in and start from there"
- > "Do what you are passionate about and find a good role model"
- > "Study what other people do but choose what works for you"
- > "Pick smart role models"
- > "Learn from others but follow your heart"

Question: "If someone says to you 'I want to become a leader' – what is your most likely answer?"

YGLs on their advice to others who want to become a leader: Many different answers (2/2)



- > "What makes you think you currently aren't one?"
- > "If you believe in something enough and you are willing to risk giving up all comforts, you will ultimately become a leader"
- > "Identify your strengths & weaknesses and seek support to develop your abilities"
- > "Work out what inspires you, that is what will help you inspire and lead others"
- > "Observe how others lead and decide what works for you"
- > "Don't follow a specific role model but find your own way"
- > "Look for people who can become your mentor(s)"
- > "Do something you are passionate about and you will become a leader in the field"
- > "Great, why do you want to lead? What impact do you want to have?"
- > "What is your purpose in life?"
- > "Work really hard on finding uncomfortable situations"
- > "Find your weaknesses, find your fears, find your limitations, then eliminate them"
- > "Learn from other leaders and then find your own way"
- > "Why do you want to be a leader? What drives your desire?"
- > "Be authentic first, be self-aware, seek stretch opportunities, and continue to develop"

Question: "If someone says to you 'I want to become a leader' – what is your most likely answer?"

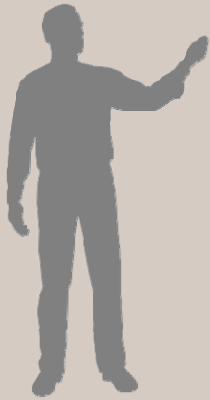


C.2 Leadership Discussions

- > Leadership comparisons
- > Trends influencing leadership
- > Future of leadership

1.

At their Regional Summits in Cancún, Sharm el Sheikh and Cape Town, YGLs have discussed a broad range of leadership aspects



Future challenges of leadership

Trust and transparency of leadership

Universal principles of leadership

Top-down vs. bottom-up leadership

Short-term vs. long-term leadership orientation

Contextual leadership and connectivity of leadership



Accountability of leadership

Differences in leadership styles across regions, stakeholder groups and generations

Educating future leaders

Leadership trends

Inspiration vs. command & control

Authenticity of leadership

Vision, charisma and communication

2.

YGL discussions about leadership styles in different regions of the world



KEY POINTS DISCUSSED

- > Leadership styles differ significantly **from region to region**, but there are **certain commonalities within** each one; for example, leaders in Africa are more similar to each other than to leaders in Asia, etc.
- > It's important to **understand the context** of leadership: **how leaders emerge** (e.g. out of struggle, via coup d'état, by birth), **in what culture they operate** (values, traditions), **what the power structure looks like**, etc.
- > The leadership style that is appropriate for/most **effective in one region isn't necessarily so in another** – understanding regional models of leadership **helps develop a toolset** that can be applied in different places
- > There are **universal principles/values** that guide leadership all over the globe, including **integrity, humility, tolerance, honesty, accountability** and **deliverable**

Example Latin America

- > In Latin America, leadership is often characterized by **predominantly short-term orientation, machismo behavior, a top-down approach and lack of humility**
- > Leaders act in an environment where **institutions are weak** – "there are very rigid rules, but implementation is very flexible"
- > There is a **need for change** in leadership in Latin America: **More women in leadership positions, less ideological struggle, more trust in politics, more education and more transparency**
- > The **availability of information** for a larger share of people and thus increasing transparency is likely to **fundamentally challenge** the Latin American leadership model

3. YGL discussions about leadership styles in different stakeholder groups



KEY POINTS DISCUSSED

- > **Leadership styles differ significantly** among stakeholder groups such as business, government, civil society, military, religion, media, science, etc.
- > There is **no one best way to lead**, but different ones in different situations, depending on the stakeholders involved
- > Stereotypically, **political leadership** is often **quite bureaucratic**, **business leadership** is **primarily profit-driven**, **NGO leadership** is often **too passionate**, etc.
- > The **business sector is fastest in adapting international leadership practices**, so there are fewer regional differences than in other areas of activity – in parts of the **Middle East**, for example, the private sector has to a large extent adopted international best practices already
- > There are **universal requirements for leadership** that apply in all areas of life, including: Having a **vision**, being **passionate** about what you do, **balancing** internal & external environments, **managing** tactics and context, **building up** experience and wisdom, **driving** things forward, etc



4.

YGL discussions about trends influencing leadership in the future



KEY POINTS DISCUSSED

- > Tomorrow's leaders will have to deal with **more uncertainty, more complexity and more diversity**, and they will increasingly have to **tackle problems on a global level**
- > Strong leadership will be required in the future to keep the world on track: We need to **address global challenges** such as **poverty, disease, lack of education, religious fanaticism, terrorism, the lack of equitable development, population growth, lack of fresh water**, etc.
- > Many trends are influencing leadership, including **globalization, technology** (which is collapsing hierarchies), **access to information** (e.g. blogs, YouTube increases transparency and accountability of leadership behavior), **more diffuse power distribution**, etc.
- > The younger generation is generally **better informed and globally aware**, and challenges will arise **from ambitious young people** wanting to become "the next founder of Google" and those who want to move up the traditional leadership ladder
- > Younger leaders are coming into power and will **adopt modern leadership styles** more easily and rapidly



5.

YGL discussions about the future of leadership



KEY POINTS DISCUSSED

- > Leaders will apply a **multi-stakeholder, multidimensional and holistic leadership** style in the future. **All perspectives** are needed, which means **understanding** what the world looks like from another point of view
- > Leadership of tomorrow will be characterized by: **More collaboration of power, more action and inspiration, more legitimacy, more idealism and more values**. There will be much more **pressure coming from below**, people will be **better informed** and decisions/actions will be **more transparent**
- > With **new technologies, changing markets and accelerating global competition**, today's leaders are constantly confronted with change. In this environment, an effective **leader transcends being able to manage change**, to focus instead on **how to get people to change**
- > Leaders of tomorrow have to **be technologically literate**. In a world driven by connectivity, leaders must be **able to pivot and adapt very quickly**
- > The new generation of leaders **will lead by inspiration** rather than control, resulting in **more reciprocity**. They want to **see immediate results** and thus act immediately themselves. A prerequisite for being a leader in tomorrow's world is being able to **communicate well** (more so than in the past), **and charisma** is also required

Shifts in Leadership

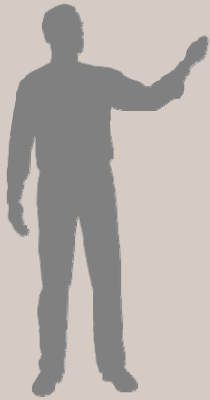
- > From passive to active leadership
- > From authoritative to principle-/value-based leadership
- > From plans and promises to values
- > From individual to group leadership
- > From information to collaboration as source of power
- > From cynicism to idealism
- > Towards collaborative and more ethical leadership
- > Towards passionate leadership
- > Towards interconnected leadership



C.3 Leadership Interviews

- > Personal thoughts of YGLs
- > Personal leadership styles
- > Limits of leadership

Personal statements: What Young Global Leaders say about leadership



1. EXAMPLES OF GREAT LEADERS

6. PERSONAL LEADERSHIP STYLES

2. QUALITIES OF LEADERS

7. SUCCESS FACTORS OF LEADERSHIP

3. REGIONAL LEADERSHIP

8. LEADERSHIP IN A NEW CONTEXT

4. SECTORAL LEADERSHIP

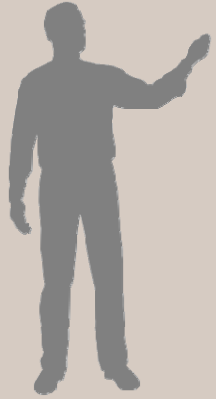
9. LEADERSHIP CHALLENGES

5. FUTURE LEADERSHIP

10. OTHER LEADERSHIP ASPECTS



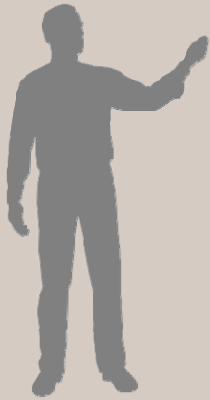
Animation features
can be viewed only in
Flash version



Appendix

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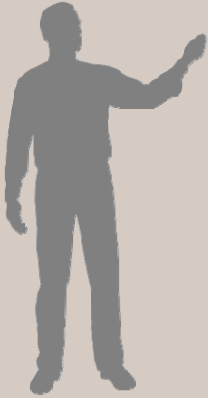
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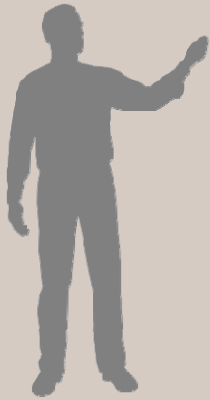
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