

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.

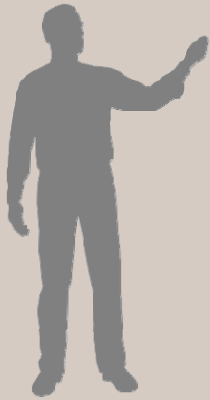
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1.

There are many different leaders in the world



Sources:
See attachment

TIME

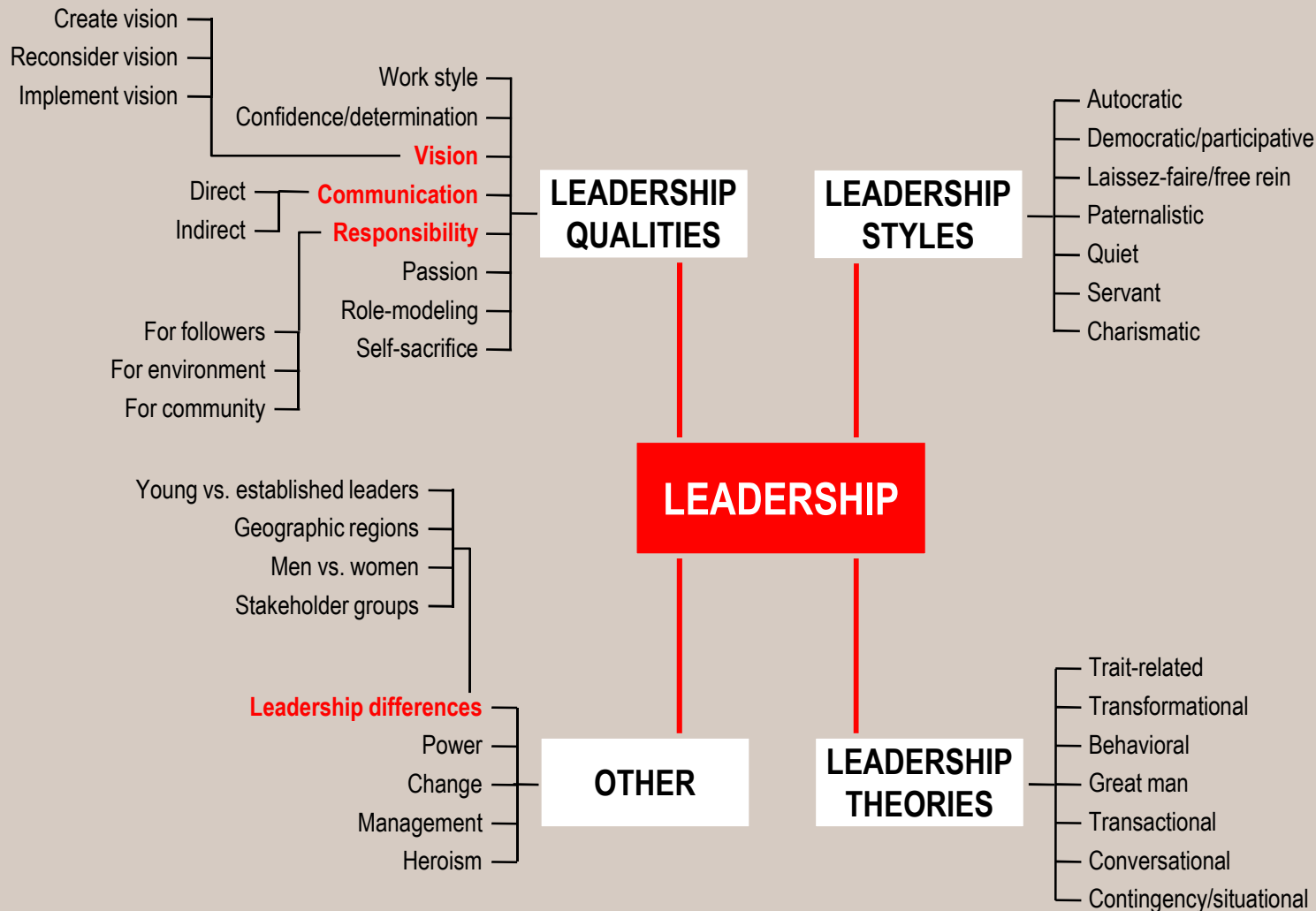
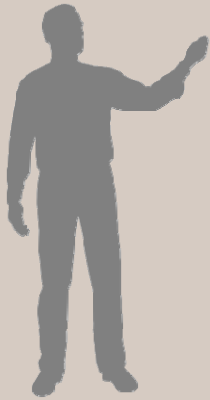
SECTOR OF
ACTIVITY

GEOGRAPHIC
ORIGIN

GENDER

2.

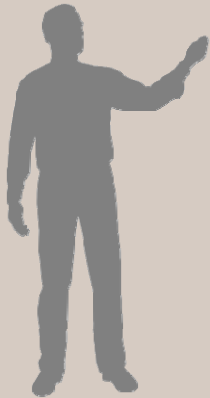
People associate a wealth of different aspects with the term "leadership"



Sources:
See attachement

3.

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

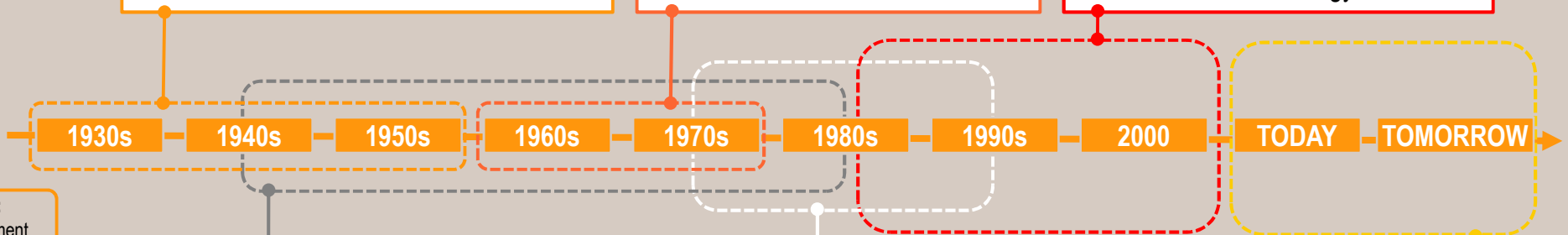
Key assumptions:

- > 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

4.

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

5.

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

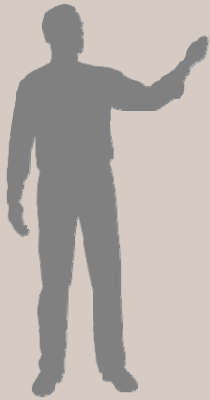
RESPONSIBILITIES

- > **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

Sources:
See attachement

6.

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



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

NORTH
AMERICA

SOUTH
AMERICA

- > Machismo
- > Proud and patriotic
- > Passionate
- > Hierarchical

- > Consensual
- > Need long to make decisions
- > High individualism
- > Strong belief in social values

EUROPE

AFRICA

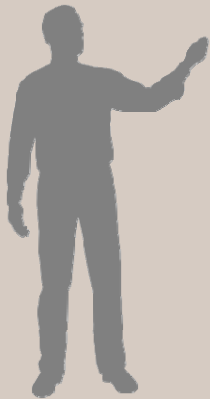
- > Autocratic
- > Revolutionary
- > Seniority important
- > Proud of tradition

ASIA

- > Non-confrontational/indirect
- > Respect of authority
- > High collectivism
- > Submissive

Sources:
See attachment

7. Leadership differs among stakeholder



BUSINESS LEADER

PERSPECTIVE

(strategic, tactical, operational)

ROLE

(trustee, manager, worker bee)

FOCUS

(action, results)

DECISION-MAKING & EXECUTION STYLE

MOTIVATORS

(money, power, duty, legacy)

POLITICAL LEADER

MILITARY LEADER

RELIGIOUS LEADER

NGO LEADER

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

Trustee and manager

Mainly result orientation

Depending on region and environment, no clear tendency

Mainly money and power



Bill Gates
Chairman of Microsoft



Warren Buffett
CEO of Berkshire Hathaway



Carlos Ghosn
CEO of Renault and Nissan



Carlos Slim Helú
Chairman and CEO, Telmex



Jack Welch
Former Chairman and
CEO of General Electric



Rupert Murdoch
Chairman and Managing Director of
News Corp



Jack Ma
Founder and COO of
Alibaba Group



Lakshmi Mittal
Chairman & CEO of Arcelor Mittal



Ratan Tata
Chairman of Tata Group



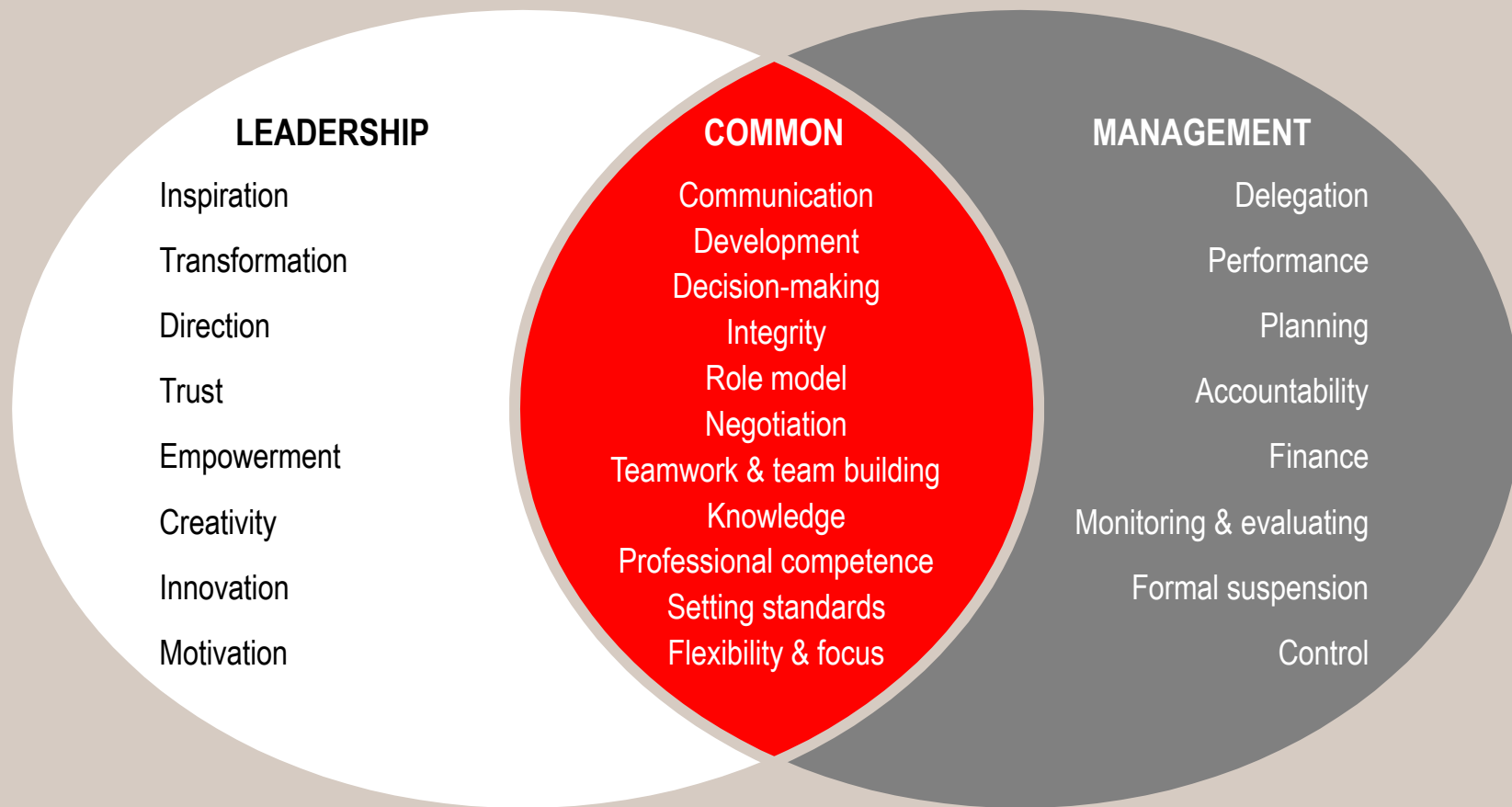
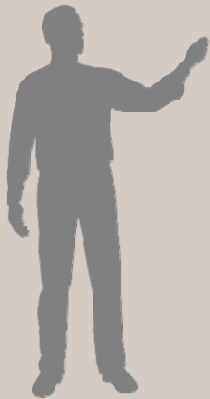
Richard Branson
Chairman of Virgin Group



Sources:
See attachement

8.

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



Sources:
See attachement

9.

What kind of leader are you? – Test your leadership style



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

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.

MORE INFOS

DIRECT LINK TO TEST

10.

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

11.

Selected books on leadership



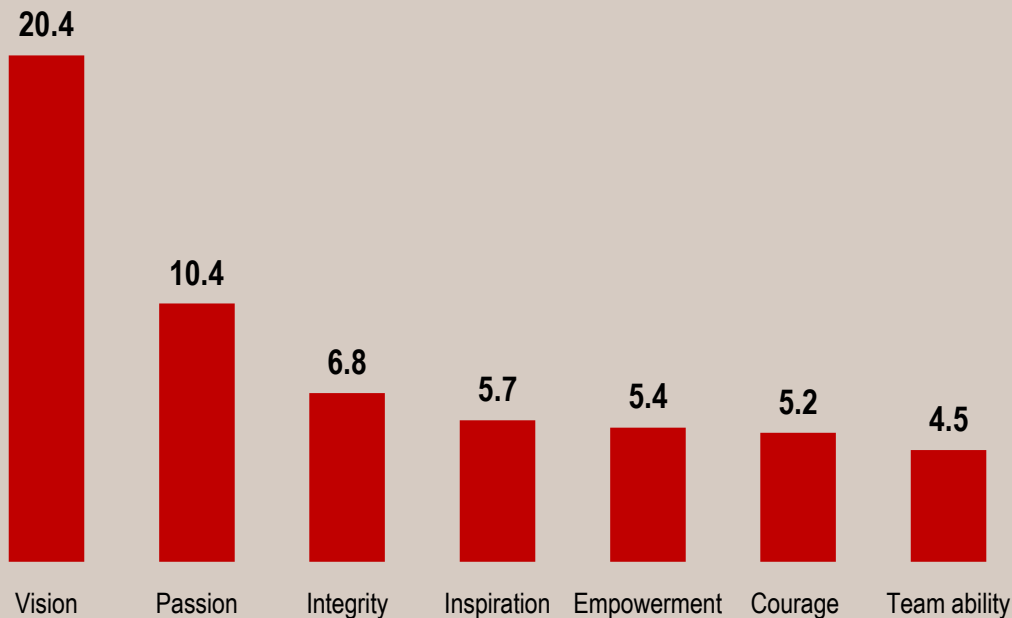
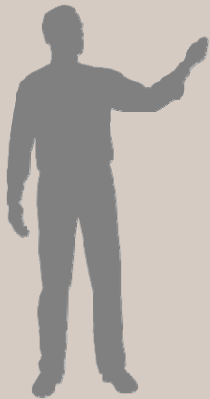
20 RECENT LEADERSHIP BOOKS (1/2)

<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/Pengiuin Group	http://us.penguingroup.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=100000000251135
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 attachement

12.

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."

13.

YGLs on trends in leadership: More participative, more women, use of modern technology



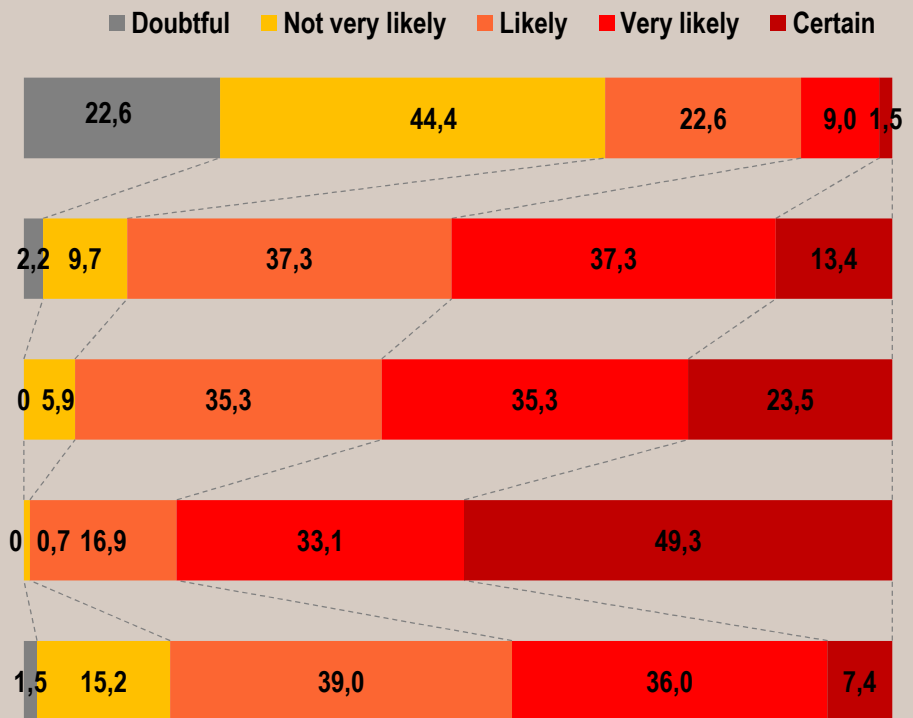
Convergence towards one global leadership style

Leadership will become more participative

Women will increasingly take over leadership positions

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

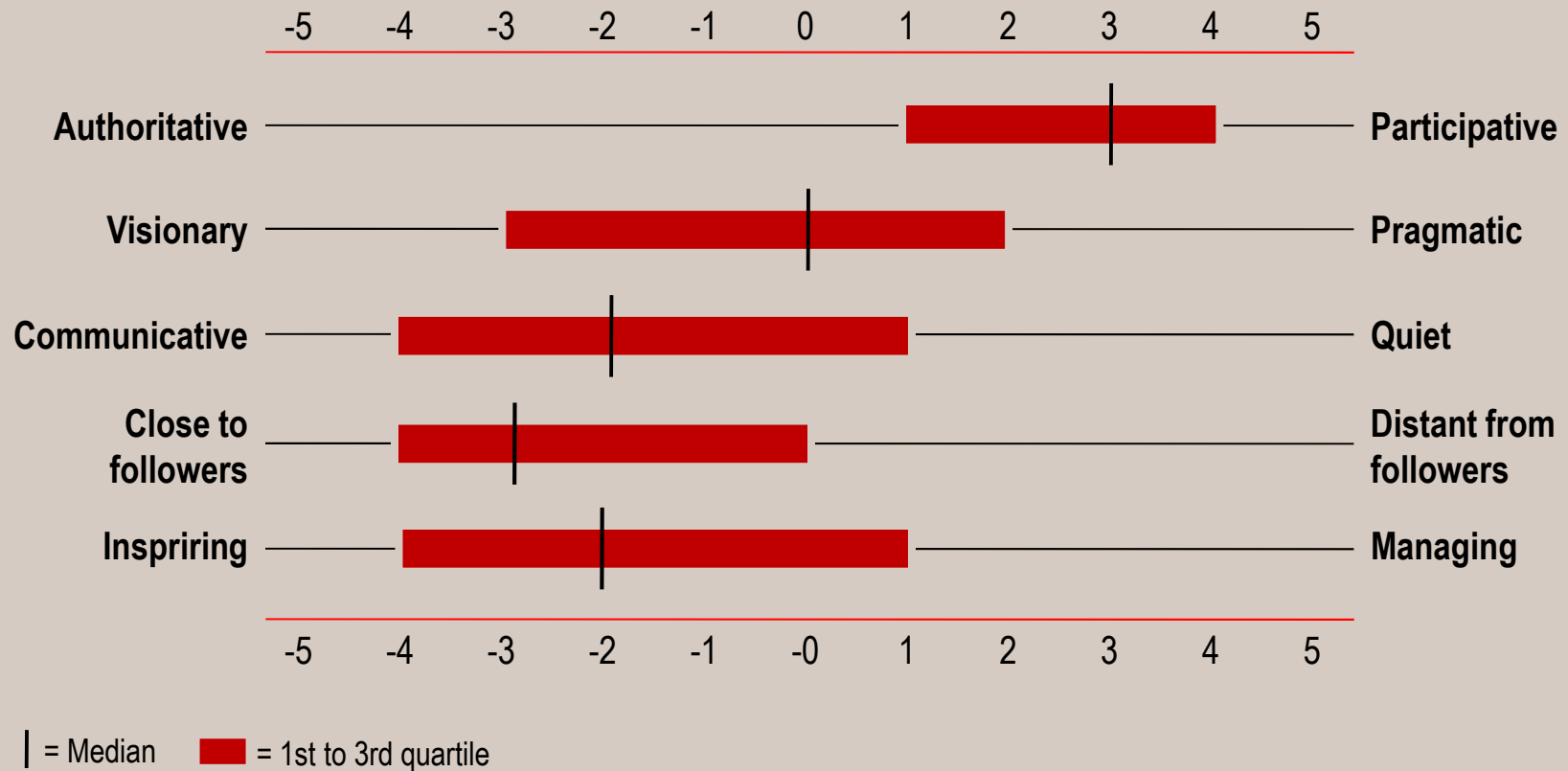
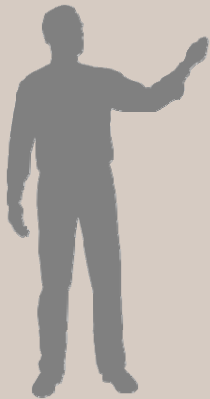
Business and NGO leadership will become increasingly similar



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

14.

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."

15.

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

16.

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

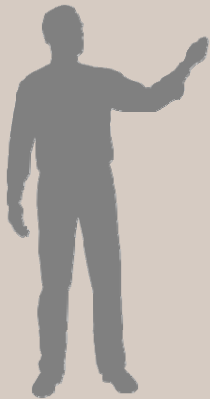
9. LEADERSHIP CHALLENGES

5. FUTURE LEADERSHIP

10. OTHER LEADERSHIP ASPECTS



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