

# LEADER OF THE FUTURE





# Leader of the Future

Our rapidly changing world is forcing our leaders, their teams, and organizations to transform themselves – right now!

Why? Because the world is changing faster than our ability to adapt. Consequently, there is an ever-expanding gap between the people we have and the people we need inside our organizations. The faster the world changes, the bigger the chasm becomes.

The Organization of the Future will be fundamentally different from those in the past. It will be inspired by purposeful missions, driven by digital transformations, and organized in collective networks. The cultures will be agile, with the need for accelerated learning, deep customer relationships, and flexible work environments.



These changes will require a fundamentally different kind of leader at all levels – complete with new values, mindsets, and behaviors necessary to ensure agility, adaptability, and accountability. Leaders who know how to survive and

thrive in a disruptive and accelerating world. This collective power of leaders will drive tomorrow's engagement, innovation, profitable growth, and long-term value creation.

As organizational psychologists and executive advisors at Healthy Companies, we have long researched the challenges of effective leadership. We have interviewed over 500 CEOs in 55 countries, written eight best-selling leadership books, and have educated over one million people. Today, we are observing how leaders are navigating through these changes and studying closely how tomorrow's leaders must excel in the future.

Some of today's leaders are already practicing the skills necessary to excel in the new economic world. However, many others are not moving fast enough to prepare themselves. Our collective challenge is to close the gap between these two.

**Here are the critical capabilities required of the leaders of the future.**





# Masters of Purpose Drive Purposeful Missions

People will want to work for a higher compelling purpose that inspires and holds the organization together in a sea of change. None of this will happen without purposeful leaders at all levels who champion and model the purpose and values of the organization. To achieve this, leaders must be self-aware and values-driven. Authentic, ethical, and positive in demeanor, they will be committed to something bigger than themselves. Building trust and integrity, delighting all stakeholders, and promoting a sense of social responsibility will also be key. This is not rocket science. The problem today is we have trouble walking our talk on these issues.



*“To be a great leader you first must be a great human being.”*

*Paul Polman’s self-aware, values-driven approach to business has filtered through to the rest of Unilever’s change leaders about the power of Purposeful Missions.*

*— Paul Polman, retired CEO of Unilever*



**BE THE PURPOSE OF THE FIRM** - Tomorrow’s leaders must look inside themselves at the personal purpose that drives their work. This must be aligned to the purpose of the firm or the leaders will feel out of integrity with themselves and their environment. Creating a North Star will guide people’s behavior and hold the organization to its highest aspirations. Painting a compelling future and enlisting people’s commitment will awaken people’s passion and sense of meaning. Being a model and champion of the purpose will give the leader well-needed credibility. Today this is a nice thing to do. Tomorrow it will be a requirement.

**DELIGHT THE NEEDS OF ALL STAKEHOLDERS** - Any leader knows that their success depends on serving and delighting their critical stakeholders—customers, employees, managers, shareholders, suppliers, and communities. Yet it’s too easy to be hijacked by the tensions and tradeoffs among them. In the future, all leaders must build open, transparent relationships with all their stakeholders and monitor carefully if any one of them becomes disgruntled. This will ultimately expand everyone’s job responsibilities and require a much larger perspective about business.

**LEAD WITH CONSTRUCTIVE IMPATIENCE** - Leaders of the future must promote a culture of excellence and accountability. In the future, linking the mission, strategy, goals, tactics, behaviors and outcomes will be critical to optimize performance. Being constructive AND impatient will drive excellence in others. And it will not be good enough to be an island of self-interest. Leaders must also be champions of the conscience of the business -- promoting socially responsible and green business practices that help to build a healthier society.





# Innovative Agents Drive Digital Transformations

The expanding digital world will continue to transform the nature of work. New digital processes, platforms, and businesses will foster greater speed, agility, and acceleration, forcing humans and machines to work in harmony like never before. This new way of doing business will require new mindsets and behaviors. What we need are Innovative Agents who excel at digital innovation and digital collaboration. These digitally savvy people will think differently, be creative risk takers, willing to experiment with new ideas, take the initiative, make faster decisions, and engage in disruptive behavior.



*Microsoft's CEO Satya Nadella's real job is to rejuvenate the company culture by helping everyone develop the digital skills and environments necessary to grow, take risks, and experiment with new ideas. Satya and his teams know that true value lies in the connection between digital machines and human beings.*



**PROMOTE A DIGITAL STRATEGY FOR THE TEAM** - Innovative leaders must lead in a world that may not yet exist. Learning to look back from the future and imagine future possibilities will be key. Any disruption requires a fresh business approach. But this must start with the leader. Clarity of purpose and strategic intent, mixed with hope and optimism, and accelerated by confidence and courage, will be critical. A willingness to be uncomfortable and standing strong in the face of adversity will also be important. Only then will we create value in our core businesses and lead into new frontiers. Whatever the case, if the leader is in the dark, the organization will be blinded, too.

**ACTIVATE FRESH BUSINESS PLATFORMS AND PROCESSES** - Big data, sensors, and customer analytics are the new cognitive technologies altering the way people and companies do business. All leaders will need to reinvent and redesign new technologies, transform their business processes, and accelerate new ways of thinking and working. Those who promote human-led, technology enabling work will build incubators that foster experimentation and fresh prototyping that will help to accelerate this transformation. The leader's open, curious mind will fuel these innovations.

**DEVELOP DIGITAL BENCH STRENGTH ACROSS THE BUSINESS** - Digital brainpower will be the core capability required across all business. Everyone must be a student of digital business, automated work, and digital collaboration. This digital mindset will foster cross-functional collaboration, flatten hierarchies and generate new ideas. It's the leader's job to prioritize this talent transformation. This will help to solve problems faster, discover new opportunities, and rejuvenate the culture. Leaders of the future will be the Innovative Agents, and nowhere is this more important than in digital transformation.





# Connective Catalysts Build Collaborative Networks



*Over the past couple years, Michael Arena, former Chief Talent Officer of General Motors and current VP of Talent & Development at Amazon Web Services built over 1000 personal ecosystems in GM's Innovation Exchange. This intranet of people and ideas requires new influence skills of their engineers. This takes Collective Catalysts working and disrupting together.*



In a hyperconnected world, information will be available to everyone. Collective intelligence will be the true source of value. As organizations move from hierarchies to networks this will require deep collaboration, intense teamwork, and strong partnerships, inside and outside the company. This will fundamentally change the leader's job. Connective Catalysts will rule – leaders who know how to build self-managing teams and work in virtual networks in healthy ecosystems. They will lead by influence, not authority, and require a much greater level of maturity, civility, generosity, and accountability.

**BECOME AN EXPERT AT RELATIONSHIPS** - Starting with themselves, leaders will be aware and authentic human beings with a strong sense of confident humility. As they look outward, they will develop a deep awareness of others and a keen sense of empathy. They will be civil and generous by nature, credible and dependable by actions, and accountable to others. Their ability to stretch their colleagues, engage in courageous conversations, and model healthy conflict resolution skills will give them a competitive edge. This new kind of collective sensibility will be the catalyst for action and results.

**LEAD DIVERSE, SELF-MANAGING TEAMS** - The new center of gravity is the team. Smaller, diverse creative teams that are self-managing will become the norm. To make these teams work, leaders must push authority and responsibility down as they empower employees to tap into their complementary talents. Leaders will also have to give up their parochial self-interests for the good of the group. Moving from I to We, this more democratized attitude will drive value. Whether in operating units, functional areas, or in a global matrix, these flexible teams will be the wellspring of corporate life.

**THRIVE AS A PARTNER IN THE NETWORK** - The new leader must be hyper-conscious of his/her surroundings. Where are the formal and informal networks? Who makes decisions or has influence power? Who are the energizers and de-energizers? Where are the landmines and politics? Understanding how to survive and thrive in a network will be crucial. Leaders must also learn to lead virtual networks and borderless, cross-cultural projects. They must build strong personal ecosystems that give them a steady stream of ideas, energy, and relationships. And they must create alliances and partnerships with the outside world.





# Resilient Energizers Build Agile Cultures

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*At Amazon, Jeff Bezos and the company's leaders are masters of transformation. Amazon has used its agility skills and energy to transform the business multiple times, from consumer goods and crowd sourcing to web services and studios. Their ability to transform themselves and master change leadership skills at all levels is a key driver to their sustained success.*

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Today's organizations must be built for speed. Businesses will need to thrive in uncertainty and operate as agile cultures that support innovation and change. We need Resilient Energizers who can adapt fast, learn well, and continuously transform. This requires a unique 'change readiness' capability that will enable them to be resilient and energize others as they grapple with change. Unfortunately, many of us lack the capacity to thrive in uncertainty. Fearful of change, we resist or move too slowly. They will need to get comfortable with the unknown and exhibit confidence and courage to excel in a world of impermanence.

**TRANSFORM ONESELF ON A REGULAR BASIS** - Leaders must be transforming all the time – living and leading in the gap between their current reality and desired future. During these micro-transitions, leaders will be adapting to the changing world around them. They will need to learn to be comfortable with the unknown and unexpected and experiment with new ways of thinking, feeling, and acting. They must also learn to be vulnerable, make mistakes, and manage through adversity. Having an inner reserve of energy and emotional equilibrium will help them remain calm and steady during continual upheaval.

**TEACH CHANGE READINESS SKILLS TO OTHERS** - In tomorrow's world, everyone must be a change leader. Tough, nimble, and mentally agile, we must develop an adaptive mindset that learns faster, stays relevant, and prioritizes growth and change. It's the leader's job to be a strong champion of change and teach change readiness skills to others. By helping people survive in complex and uncertain conditions, people will learn skills like agility, both/and thinking, and acting like an entrepreneur. Just enough anxiety will be the fuel for transformation. By energizing and mobilizing others, leaders can drive change with their teams and organizations. The problem is many of today's leaders are reticent to step up and lead change.

**BUILD AN AGILE WORK ENVIRONMENT** - Leading change will be the leader's ultimate responsibility in the future. This will involve creating the right conditions and environment for change. Whether executing bold ideas, transforming organizations, or growing existing ones, leaders will need to take charge in an agile culture. It will start by getting up on the balcony, scanning the environment, and setting bold goals for the business. Tomorrow's leaders must also take charge of the human energy by enlisting, liberating, and mobilizing people. The leader's job will be to unleash positive energy with a bias for action. Resilient Energizers will be experts at building these agile cultures.





# Growth Champions Accelerate Learning

With increasing complexity, pressure for relevance, and competition for talent, organizations must accelerate learning and unlock the full potential of the workforce. Today, too much discretionary effort is left untapped. In the future, everyone must take responsibility for their own development. All leaders must become Growth Champions – living and breathing learning all the time. Investing in learning, teaching others, and creating psychologically safe environments will support risk taking and experimentation. The most successful companies will invest in scalable leadership development for people at all levels of organizational life.



*Few companies do growth and development better than Google.*

*Their commitment to learning agility and building a learning culture is the key to their success.*

*CEO Sundar Pichai says it best: "learning is my highest priority."*



**CULTIVATE A BEGINNER'S MIND** - People and organizations are either growing or decaying. Consequently, we choose, consciously or unconsciously, to remain relevant in the world. Leaders of the future must stay deeply curious with a beginner's mind all the time. They must work hard to overcome their biases and faulty assumptions, stay open to possibilities, and prioritize learning and action over inaction. Comfortable with ambiguity and fueled by a growth mindset, these Growth Champions will refresh their leadership every day.

**UNLEASH THE DORMANT TALENT OF OTHERS** - Lying dormant inside each of us is our next level of performance. Leaders of the future must become experts at identifying this talent and unleashing their performance. Complexity is forcing everyone to move up to their next level of development. As teachers, coaches, and mentors, leaders must be champions of growth—by tapping into people's strengths, teaching them how to excel in complexity, and sharing lessons of setbacks and failures. Ultimately, the leader's job will be to leave people a little bigger and better than they found them.

**BUILD A CULTURE OF LEADERS EVERYWHERE** - The most successful companies will develop cultures of leaders. It's this collective power of leadership at all levels that will drive engagement, innovation, and profitable growth. These leadership cultures will have some common ingredients: Growth will be a top priority; holistic models will link personal and business transformation; peer learning will accelerate real life development; just-in-time learning will keep people relevant; scalable leadership development will bring skills to the masses; and adaptive spaces will foster innovation and cross-company collaboration. Having a great leadership pipeline will be the company's true competitive advantage.





# Service Ambassadors Drive Customer Intimacy

The smart, empowered customer will demand better products, distinctive customer experiences, and more customized solutions. With unlimited devices and channels, everyone will need to understand these rising expectations for quality, speed, and convenience. As customer relationships become more digital, people will find themselves wanting to regain the human touch. To embrace these new challenges and opportunities leaders must become Service Ambassadors – people with a keen sense of customer centricity, greater appreciation of the markets, and a service capability built on empathy and generosity.



*The people at the Four Seasons understand deeply the connection between employee and customer engagement. So, they attract the best people, teach them about individuality, authenticity, and responsibility, make them a guest in training, and allow them to be customer ambassadors. This is how Service Ambassadors create distinctive customer experiences.*



**DEVELOP DEEP EMPATHY SKILLS** - Customers want to know that you “get” them. This requires deep listening skills, perspective taking and sensing their diverse and changing needs and desires. By providing solutions that connect to the whole person, leaders can sense customers’ struggles and create memorable experiences. Rich data analytics will provide deep contextual knowledge of the customer. Human beings are biologically programmed not only to form social bonds but to connect in these deeper ways. This will be the real driver of customer engagement, loyalty and retention.

**BE GENEROUS IN YOUR BUSINESS DEALINGS** - Generosity will be the new competitive differentiator. In a world of scarcity and competition, people want to do business with kind people – those who are authentic and trustworthy, civil in their relationships, and appreciative of others. Leaders who master this customer intimacy will be the new Service Ambassadors. They will master the balance of self-interest and selflessness. They will use generosity and gratitude as their guide. They will stay relevant, personalize their customer relationships, and engage people’s hearts and minds around simple moments of truth.

**CREATE A CULTURE OF SERVICE EXCELLENCE** - Leaders of the future will make service excellence their top priority. By building customer-centric cultures of service, they will build strong partnerships with internal and external customers, co-creating solutions that ensure real time feedback and powerful engagement. With a deep appreciation of markets and trends, they will learn to cross boundaries and tap into ideas and resources from around the world. It’s the Service Ambassadors who will pride themselves in being one step ahead of the customer.





# Trusting Architects Build Workforce Flexibility



*Along with meaningful work and a delightful working environment, at Patagonia you can set your own hours, bring your kids to the child development centers, engage in yoga, scooters, and hiking trails, and everyone can have a coach. They know that flexible workforces and workplaces are the future. But it's their people leaders who make that happen.*



The continuing war for talent, the growth of the gig economy, and the changing attitudes toward jobs will fundamentally alter the nature of future work. Coupled with rapid advances in technology, both workplaces and workforces will be transformed. To ensure that these changes add value, we need Trusting Architects who know how to build trust and flexibility into their teams. These leaders will need to be true champions of diversity and inclusion, creators of diverse work options, and catalysts for rehumanizing work. None of this will happen without mutual trust and shared responsibility.

**CHAMPION THE POWER OF ONE** - Leaders will need a deep appreciation for what makes people unique. We are all created equal and different and each person has a special contribution to make. We have the right to be accepted for who we are. Great leaders will need to understand this. They must understand their own biases and microaggressions, know how to tap into diverse talents, and build cultures of mutual respect. By championing diversity and inclusion, these leaders will tap into diverse marketplaces and utilize diversity for rapid innovation and market growth.

**FOSTER FLEXIBLE WORK ARRANGEMENTS** - Faster, flexible projects in self-organizing teams. The right talent for the right work at the right time. Alternative work arrangements (e.g., flextime, 10-hour days, telecommuting, and virtual workplaces). Diverse working spaces with smart technology. Different styles of working. All these demands will require a different kind of leadership—trusting and trustworthy, with clear courageous communication, adult maturity and accountability.

**BUILD A CULTURE OF REAL TIME COMMITMENT** - Tomorrow's engagement will become 'real-time commitment.' People will be moving in and out of organizations on a regular basis and leaders will have more difficulty motivating them. Without committed people in real time, the company will atrophy. Leaders of the future must know how to manage in this fast, flexible environment. They must know what truly motivates people immediately: to grow and advance; trust their bosses and colleagues; and make a difference in the world. By creating the right conditions for real-time success, these leaders will unleash the energy lying dormant inside the business and help people to perform at their personal best.





# It All Starts with Grounded and Conscious Leadership

As you can see from these seven capabilities, leaders of the future will need to be more evolved human beings. The world will require it. What will set these leaders apart will be their acute awareness of themselves, others, and their environments, as well as an intensely personal leadership practice. We call this Grounded & Conscious Leadership.

**Grounded Leadership will be the foundation** that will help leaders stay centered and resilient in the face of disruptive change. To be grounded, leaders will need to pay more attention to their physical

health, emotional health, intellectual health, social health, vocational health, and spiritual health. By planting seeds that ground them, leaders will strengthen their deep-seated roots allowing them to withstand these winds of change.



**Conscious Leadership will be the accelerator** that fuels their development and transformation on the job. The most successful leaders will follow powerful practices of being conscious: Going Deep will help them discover their inner self; Thinking Big will enable them to see a world of possibilities. By Getting Real leaders will learn to face reality with honesty and intention; and By Stepping Up leaders will act boldly and responsibly.

Being both Grounded & Conscious will be crucial for developing these new capabilities and building the organizations of the future.





# Leaders of the Future Build Organizations of the Future

Tomorrow's leaders will need to build the new organizations of the future. Our research provides an in-depth view of how individuals, teams, and organizations must transform themselves to practice these new leadership capabilities.

Everyone must develop these seven key leadership capabilities – from CEOs and executives to managers and supervisors to individual contributors. By mastering these key roles and behaviors, leaders will build liberating environments for people and their organizations will flourish.

In real life, these leadership roles and organizational practices are not separate; they must work together as an integrated, holistic system for developing leaders and organizations of the future.

At Healthy Companies, we have found an enterprise-wide approach can be a powerful source for developing the leaders of the future. Without a broad cross section of the organization involved in learning these leadership skills, any effort is unlikely to survive. By infusing the Leader of the Future principles and practices throughout the organization, you create a common language and capability.

Ultimately, organizations that want to thrive in tomorrow's world face a clear choice: develop people schooled in the critical attributes of the Leader of the Future – or fall further behind. We believe this is the next human capability required inside organizations of the future.

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*“There is a growing gap between the people we have and the people we need inside organizations. Grounded and Conscious leaders can close this gap and unleash the potential lying dormant inside the hearts and minds of people.”*

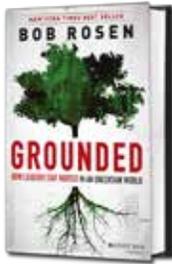
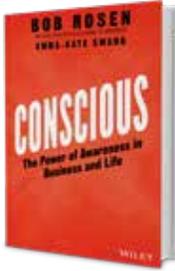
*– Bob Rosen, PhD. CEO, Healthy Companies International*

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# About Healthy Companies International



Healthy Companies helps CEOs, executive teams, and managers build and transform high-performance enterprises. Through personalized consulting services, executive coaching and learning solutions, we unlock the full potential of organizations to create sustainable value, accelerate transformation, foster growth and innovation, and align and execute the human side of business.

**THOUGHT LEADERSHIP** - Over 30 years advising and studying executives in Global 1000 companies, governments and non-profits in over 50 countries around the world.

**EXECUTIVE CONSULTING** - Results-driven solutions that help executives address business and leadership challenges.

**LEARNING SOLUTIONS** - Enterprise-wide initiatives that develop Grounded & Conscious leaders across all levels of the organization.

**EXECUTIVE COACHING** - High-impact personalized coaching that helps leaders develop themselves and deal with real-world problems.

Founded by Dr. Bob Rosen in 1988, Healthy Companies has spent more than 30 years culminating personalized, evidence-based solutions that succeed in transforming executives into leaders, staff into teams, and companies into healthy and sustainable ecosystems. With the generous support of a multiyear grant from the John D. and Catherine T. MacArthur Foundation awarded in 1990, Bob and his colleagues began an ongoing and in-depth study of leadership, including personal interviews with hundreds of executives and government leaders in dozens of countries.

As a result of the close relationships forged during our research, the company has subsequently worked with organizations as diverse as Ford, Motorola, Johnson & Johnson, IBM, Singapore Airlines, Brinks, Northrop Grumman, Toyota, Citigroup, PepsiCo, ING, and PricewaterhouseCoopers.

In addition, we have published our findings in a number of acclaimed and bestselling books: *The Healthy Company* (1991), *Leading People* (1996), *Global Literacies* (2000), *Just Enough Anxiety* (2008), *The Catalyst*, researched and written in collaboration with the Darden School of Business (2009), *Grounded®: How Leaders Stay Rooted in an Uncertain World* (2014) and *Conscious: The Power of Awareness in Business and Life* (2018).



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