

# Leadership

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Think about your  
**worst** leader.

What did he  
or she do?

How did you react?

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Now, think  
about your  
**best** leader.

What did he  
or she do?

How did you  
react?



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## Defining Leadership

Which of the following statements do you agree with?

If its lonely at the top, you're doing something right.

The toughest person to lead is yourself.

The best leaders are listeners.

To see how the leader is doing, look at the people.

Employees quit managers, not companies

Be a connector, not a climber.

When you get kicked in the rear, you know you're out in front.

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# WORLD ECONOMIC FORUM

The logo for the World Economic Forum, featuring the words "WORLD ECONOMIC FORUM" in a bold, sans-serif font. A blue arc curves around the text, starting from the top left and ending at the bottom right.

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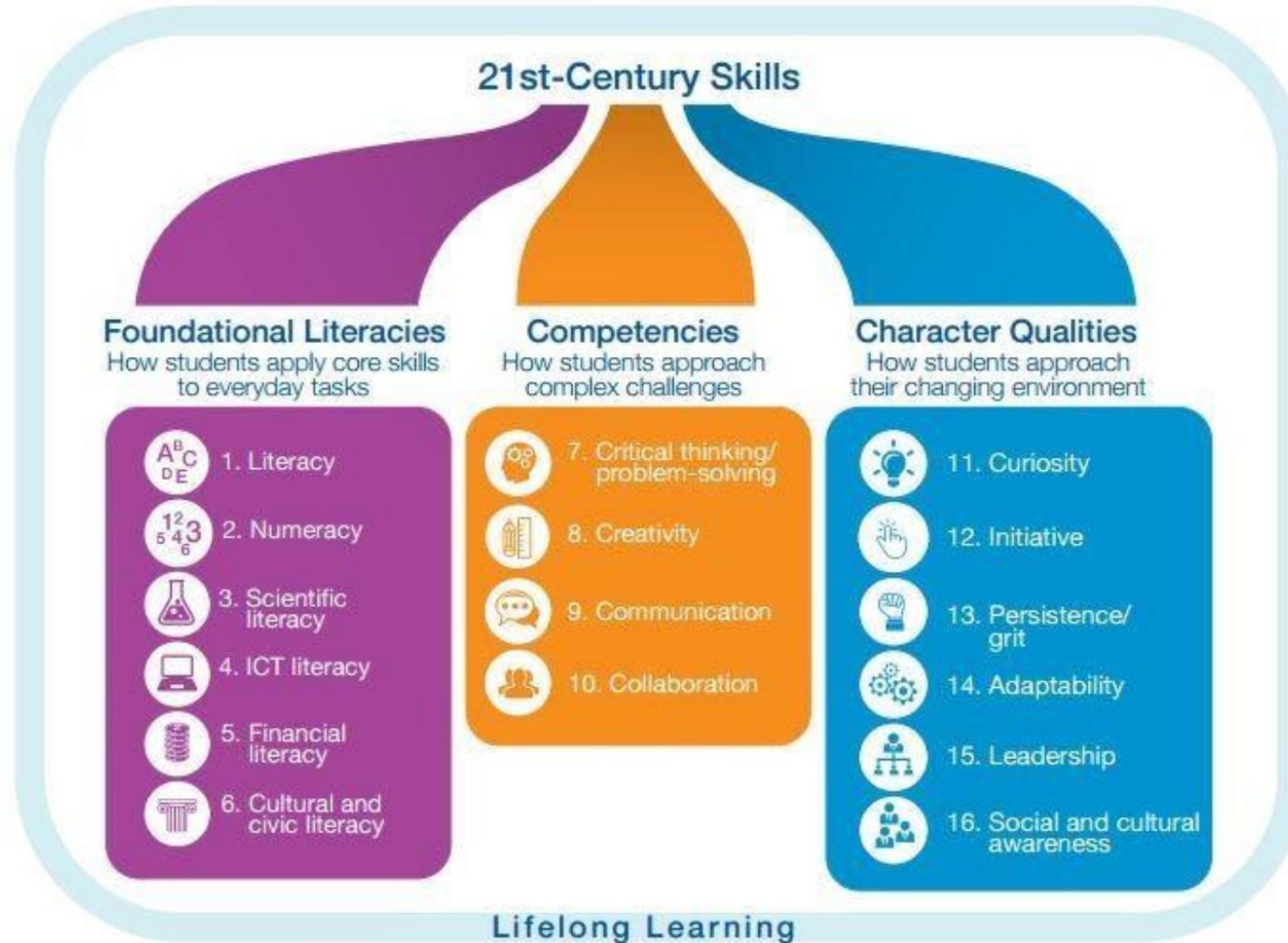
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Exhibit 1: Students require 16 skills for the 21st century



Note: ICT stands for information and communications technology.

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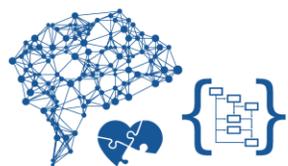
# Top 10 skills

## in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

## in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

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# SITUATIONAL LEADERSHIP® II

Learn the SLII® Model

Ken Blanchard

Patricia Zigarmi

Drea Zigarmi

Ken<sup>THE</sup>Blanchard  
COMPANIES

# Why Situational Leadership® II?

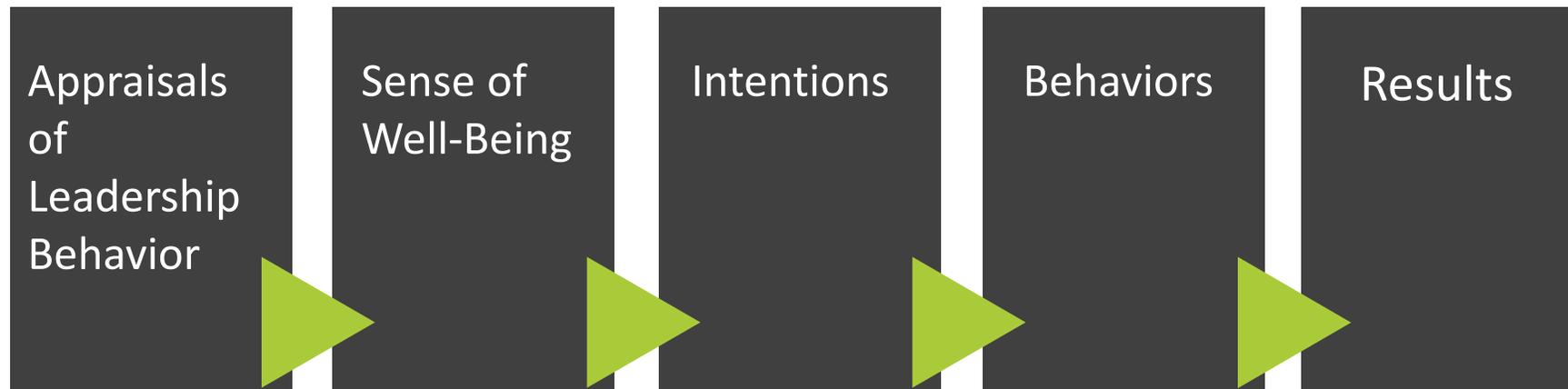
Learn  
a new language  
of leadership

Increase  
the quality and  
quantity  
of conversations

Develop others'  
self-reliance



# Best Leaders create Optimally Motivating environments



**TO** do above-average work, give discretionary effort, be a good citizen, stay, endorse



# Leadership and Innovation

What does it take to be a leader of innovation?

Linda Hill & Wallace Brett Donham, Harvard Business School

A study of exceptional leaders of innovation.

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# Leadership and Innovation

All were visionaries, capable of creating a vision and inspiring others to pursue it

BUT

None considered this their primary role.

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# Leadership and Innovation

They were ‘social architects’

Creating communities in which others were willing and able to innovate.

“Innovation is a journey, a collaborative problem-solving process, where discoveries happen through a process of trial-and-error, false starts, and even mistakes”

“Creating astounding solutions via collective genius”

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# Leadership and Innovation

Three key organizational capabilities:

Creative abrasion

Creative agility

Creative resolution

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# Leadership and Innovation

Three key qualities:

Common purpose

Shared values

Mutual rules of engagement

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# Leadership and Innovation

## Conclusion

Leaders of innovation are stage setters not performers.

“Do we have the patience required to **amplify differences**, even when the discussions become heated and when ambiguity and complexity loom?”

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<https://www.weforum.org/agenda/2016/01/is-this-what-it-takes-to-be-an-innovative-leader/>

<https://www.weforum.org/agenda/2017/01/four-principles-for-leadership-in-an-uncertain-world/>

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<https://www.weforum.org/agenda/2016/03/21st-century-skills-future-jobs-students/>

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