

Trends in Executive Leadership – 2010

The trends highlighted in this summary report originated from my observations and work as a leadership consultant and executive coach and from conversations with internal Human Resource and Learning and Development professionals as well as external consultants. Suggested readings are included for each of the focus areas and trends.

- **Change Leadership:** Guiding people through change and initiating change are key leadership competencies. Leaders need the capacity to understand how their people transition through change both logically and emotionally, so as to inspire and motivate them to maintain top performance. Companies are reorganizing and transforming themselves to match up with today's business environment, and leaders need to anticipate the unexpected and execute necessary changes to drive their businesses forward.
Suggested Reading: *Leading Outside the Lines* by Jon R. Katzenbach & Zia Khan
- **Collaborative Leadership:** The need to work effectively with others and “influence without authority” is on the rise along with the greater need to execute through others. In addition, there is a greater emphasis on high-performing cross-functional teams and work groups often on a global basis. Leaders who are proactive and transparent in sharing best practices and learnings across the organization to drive the business are those being chosen for larger roles.
Suggested Readings: *Collaboration: How Leaders Avoid the Traps, Create Unity, and Reap Big Results* by Morten T. Hansen; *Getting Things Done When You Are Not In Charge* by Geoffrey Bellman
- **It's the Culture Stupid! People Focus and Engagement:** There is a greater focus on building cultures of high performance, where people are encouraged to be creative and take ownership of the business and so feel motivated to give their best every day. Open, honest, and frequent communication helps leaders build confidence and trust with their people. Long in most company's mission statements, executives are more walking the talk and holding their managers accountable to build motivating and engaging environments. Google and Southwest are poster corporations when it comes to effective cultures.
Suggested Reading: *Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT* by Paul L. Marciano
- **Strategic Thinking and Innovation:** Executives are coming to grips with the fact that new and creative thinking and planning—from themselves and their managers—will be needed to compete in today's business environment. “He / She needs to become more creative and more strategic,” is a frequent executive coaching request for senior executives and high-potentials. And the eye is on both short-term and long-term innovation and business planning that is comprehensive, including people and business processes.
Suggested Reading: *Becoming a Strategic Leader* by Richard Hughes & Katherine Beatty; *The Game Changer: How You Can Drive Revenue and Profit Growth With Innovation* by Ram Charan and A.G. Lafley

- **Social Learning and Networking:** Leaders and organizations are embracing and leveraging social media to better position themselves to meet the changing demands of their workforce and clients. In our information and knowledge age, open information sharing gives leaders a built-in advantage when it comes to effective decision-making for their people and businesses.

Suggested Reading: *Open Leadership: How Social Technology Can Transform the Way You Lead* by Charlene Li

- **Leadership Skills—Back to Basics:** There is a renewed focus on developing and reinforcing foundational intrapersonal skills (self-awareness and self-mastery) and interpersonal skills (communication, influence, engagement) and as such, leadership competencies are gaining more visibility and are being taken more seriously for leaders at all levels. Competencies are being integrated into everyday leadership and not just used for performance reviews. There is also a rise in the use of 360° assessments to test the reality of a leader's effectiveness.

Suggested Reading: *FYI – For Your Improvement: A Guide for Development and Coaching* by Michael Lombardo & Robert Eichinger

- **Building Coaching Cultures:** Coaching programs of all stripes are on the rise, from external executive coaching to internal coaching programs as well as a recent focus on peer coaching groups. This is principally because coaching as a leadership skill empowers others to offer their best to the organization on their own terms. Coaching is at the heart of engagement.

Suggested Reading: *The Coaching Organization: A Strategy for Developing Leaders* by J. Hunt

- **Building Bench Strength:** After years of talking about it, there is renewed support for High Potential Programs and Succession Development. The two primary reasons are: (1) Baby Boomers retiring, and (2) the next generations' high value on career growth and learning.

Suggested Reading: *Leaders at All Levels* by Ram Charan

- **Execution—In the End It's All that Matters:** Getting things done, most often through others, is at the top of every list for effective leadership. Technical skill and a winning personality are helpful for leaders; however, application of effective leadership behaviors supported by an agile culture are the critical ingredients for driving the business forward.

Suggested Reading: *Execution: The Discipline of Getting Things Done* by Larry Bossidy & Ram Charan

- **Agility and Mindfulness:** Leaders with the greatest awareness of self, others, and their environment—Mindful Leaders—are most prepared to both manage and initiate change in their organizations. Linked to emotional intelligence and newly emergent brain science, mindfulness and agility practices are proving to be game changers in how leaders effectively manage themselves and others.

Suggested Readings: *Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change* by Bill Joiner & Stephen Josephs; *Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion* by Richard Boyatzis & Annie McKee

- **Global Mindset:** Business leadership on a broader playing field is called for in our current challenging business environment. International companies are looking for leaders that have the business acumen, experience interacting with different cultures, and people skills to take on and be successful in global assignments.

Suggested Reading: *Leadership Without Borders: Successful Strategies from World-Class Leaders* by Ed Cohen

Leadership Consulting ▪ Executive Coaching

Developing People ▪ Driving Performance ▪ Delivering Business Results

Mindful Leadership's mission is straightforward: We develop Mindful Leaders who are self-aware and agile in the moment and focused on building effective relationships, achieving sustainable performance, and driving long-term business results. Mindful Leaders have the ability to confront and shift the self-limiting mindsets and behaviors that undermine personal and organizational effectiveness.

We provide customized leadership consulting, executive coaching, and leadership development programs to mid-sized companies as well as Fortune 500 organizations. We have worked in dozens of organizations, consistently adding value in our work with hundreds of executives, managers and their teams. We build leadership cultures that drive business results through our work in the following areas:

Executive Coaching ▪ Leadership Development Programs ▪ Executive Team Development
Organization Development ▪ Succession Planning ▪ Emotional Intelligence Programs ▪ Communication Strategy

What You Gain from a Partnership with Mindful Leadership

- A strategic approach to leadership development—our programs offer high-quality, cost-effective solutions designed to meet specific organizational objectives.
- A team of professionals with deep experience and expertise in business and learning.
- Leadership development that is linked to business outcomes.
- An agile and responsive strategic partner who will meet your organization's ongoing development needs.
- Relationship-based consultants who will communicate with all key stakeholders to ensure your programs are delivering the highest value and return on investment.

Outcomes Achieved from Mindful Leadership Development Strategies

- Improved individual and team leadership capabilities of leaders at all levels.
- A culture of leadership and learning, where development of self and others is viewed as essential to the success of the business.
- Increased leadership capacity to drive business strategy and yield bottom-line results.
- Improved leadership bench strength for succession planning.
- Enhanced individual and organizational emotional intelligence.
- Improved employee communication, motivation, engagement, and retention.

Ken Giglio and his strategic partners have worked with executives and teams in the following organizations: Bayer Healthcare, BASF, Citigroup, David Yurman, Deutsche Bank, Deloitte & Touche, Firmenich, Innovation Interactive, Johnson & Johnson, Jones Apparel, MetLife, Nestlé, Pfizer, Prudential, Ross Stores, UBS.

Ken Giglio, principal of Mindful Leadership Consulting, is a leadership consultant and executive coach who helps executives and teams be more strategic, influential, and emotionally intelligent. Ken's background is in financial services, where over a twenty-two year career he held leadership positions on Euro-Dollar trading desks and as an executive coach and consultant at Prebon Yamane (USA). Ken uses mindfulness training to help executives develop the personal mastery necessary to meet emergent business opportunities and challenges. Ken has a degree in psychology from Fordham University, with additional Ph.D. training. He obtained his Executive Coaching Certification from The Hudson Institute of Santa Barbara, an International Coach Federation accredited program. In addition, Ken volunteers as a board member for the Workforce Investment Board of Bergen County.



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