

“Dynamic” Leadership for a crazy world. Which way forward?



An exploration of “Dynamic” leadership and why it is required for a complex, unpredictable, and incomprehensible world:
Balancing Collaborative and Decisive modes in Complex Systems.



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Dynamic Leadership for a crazy world

TABLE OF CONTENTS

Core Concept of Dynamic Leadership.....	3
Introduction.....	4
The Current Context (VUCA and BANI frameworks)	7
Implications of the current context on Leadership	11
Key Aspects of Dynamic Leadership.....	12
Key Skills & Competencies of Dynamic Leadership.....	13
Dynamic Leadership: how to make it happen (summary overview).....	16
Key Elements of Dynamic Leadership in Practice.....	16
Practical Implementation of Dynamic Leadership	17
Implementation Steps and Challenges	17
Future Outlook.....	18
Specific Recommendations.....	19
Conclusions – The Way Forward is up to you!	21
APPENDICES.....	24
Evolution of Leadership styles and models over the last 100 years.....	25
Recommended reading / References	28
Recommended Viewing.....	28

Dynamic Leadership for a crazy world

CORE CONCEPT OF DYNAMIC LEADERSHIP

Dynamic Leadership represents a sophisticated and balanced approach to leading within complex, ever-changing organizations and systems.

It combines:

- The ability to shift between collaborative, inclusive and decisive modes
- This requires high levels of trust between leaders & followers and within the whole organization / system.
- Recognition of organizational energy flows and dynamics
- System-level awareness and response
- Agile adaptation to changing circumstances
- Continuous learning and evolution
- The ability to manage conflict productively

INTRODUCTION

The Timeless Core of Leadership

Leadership has been a defining force throughout human history, manifesting in countless forms from ancient philosophers like Sun Tzu and Cicero to modern leaders like Churchill and Mandela. While the mountains of leadership literature, theories, and models can be overwhelming, two fundamental principles have remained constant across millennia and continue to be relevant today.

The first principle comes from the ancient Greek maxim inscribed at the Temple of Apollo in Delphi: **"Know Thyself."**

This principle goes beyond simple self-awareness – it demands a deep understanding of one's authentic nature, strengths, and limitations. As Emperor Julian explained in the 4th century AD, understanding one's nature is crucial for knowing how to act effectively. In leadership terms, this means recognizing that your natural leadership style must align with both your authentic self and the context in which you operate.

The second principle manifests as a seeming paradox that resolves into profound truth:

- **"It's NOT about YOU"** - Leadership means serving others, creating conditions for their success, and dedicating oneself to a shared purpose beyond personal gain.
- **"It's ONLY about you"** - Change and improvement must start with oneself; as Gandhi said, "Be the change you want to see in the world."

These principles form the foundation of what we are calling Dynamic Leadership.

Why are these 2 principles important?

They are important because the essence of what we mean by "Dynamic" Leadership is based on the following:

- **A leadership based on trust:** trust in oneself and trust in those who work in the same organisation, and who share the same overall purpose. It means trusting in the power of collective intelligence & energy, not just the individual. It also means trusting in one's own word: what we say and what we do are essentially the same.
- **A leadership based on service:** in service of others (the organisation and its shared purpose), as opposed to one's own personal gain. It's about balancing respect, empathy and humility with a sense of urgency, intensity of focus and assertiveness (at times, even arrogance). It's about facilitating and optimising the power of collective intelligence and energy in identifying and recognising issues, generating the solutions most likely to succeed given the context, and in jointly agreeing the best way to implement, track and measure those solutions. *It's not about you!*

Dynamic Leadership for a crazy world

- **A Leadership based on continuous learning:** understanding that this a journey where we constantly need to adapt to change and learn from our mistakes. This means courage to take risks, learn from the inevitable mistakes and speak up. Furthermore, it means having the resilience to weather the storms.
- **A Leadership based on individual responsibility for the collective good:** in other words, the question each one of us should be asking is not “who is to blame?”, but rather “what can I do about it?”. *It's only about you!*

What does this mean in terms of actions, behaviours, and attitudes?

In the following pages we will briefly explore the current context, primarily through the lens of the VUCA and BANI frameworks and consider what this means in terms of leadership styles and skill sets.

From that consideration we will demonstrate what a Dynamic style of Leadership looks like (in terms of skills, behaviours, and attitudes), and why it will help navigate the “crazy” world we live in.

In the Appendix, we will address in very summary fashion what would be required to put Dynamic Leadership into place within an organization and as an individual.

Before we dive in, it is important to note that this exploration of Dynamic leadership in the current context is focused primarily on the business world and its organisations.

That is not to say that it does not have a bearing on leadership in general.

Any discussion on leadership must address purpose. And the purpose of business organisations, whilst varied, are not necessarily the same as those of non-profits, social institutions, national or trans-national governments, etc.

In other words, as far as business organisations are concerned, what Leadership model and style is fit for purpose?

The purpose being to steer an organisation successfully in the direction of its vision and goals, and to ensure the realisation of those goals, whilst safely navigating a rapidly and ever-changing environment.

That is to say, the purpose is not just about the end, but also the means.

In his talk “The Infinite Game: How to Lead in the 21st Century”, Simon Sinek points out that Business is an “Infinite Game”, and that

- In a finite game, it is the game that ends.
- In the infinite game, it's the players that disappear.
- Finite players are playing to win.

Dynamic Leadership for a crazy world

- Infinite players are playing to stay in the game...the game continues, with or without you.
- Each will make very different strategic choices as a result.
- Like life, marriage, friendship or politics, business is an infinite game.
- Do you know what game you're in?

He argues that 5 things are required for the Infinite Game:

1. Just Cause
2. Trust In Teams
3. Worthy Adversary
4. Existential Flexibility
5. Courage To Lead

What Sinek explores in terms of Leadership is very much aligned with the *Dynamic* style of Leadership we will propose here.

(The video link to his talk is included in the Recommended Viewing section at the end of the Appendix).

But first, let's explore the current context....

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THE CURRENT CONTEXT (VUCA AND BANI FRAMEWORKS)

The world we live and do business in is inherently complex and constantly evolving. One could easily argue that is true now more than ever. Leaders face unprecedented challenges characterized by volatility, uncertainty, complexity, and ambiguity (**VUCA**) and, more recently, fragility, anxiety, nonlinearity, and incomprehensibility (**BANI**).

Understanding these frameworks and their implications for leadership is crucial for navigating the complexities of today's business landscape.

Understanding the Frameworks:

VUCA (+DD):

Developed during the Cold War by the U.S. military, it has been widely used in business to describe the world context in the 2000/2010s. During this time the VUCA model saw two "Ds" added to the acronym due to changing framework conditions.

It describes a world characterized by:

- **Volatility:** Rapid and unpredictable changes. Many areas, such as markets, stock prices, business models, and customer requests, are governed by extreme fluctuations. Companies need to react to these volatile circumstances with ever-growing speed.
- **Uncertainty:** Difficulty in predicting future events. Long-term forecasts that enable predictability have become difficult in the VUCA world, leading to instability and uncertainty in both organizations and people.
- **Complexity:** Interconnectedness of factors, making it challenging to understand cause-and-effect relationships. The world is getting more complex because globalization and digitalization create more connections between completely different players in the market. It's no longer about simple cause-and-effect mechanisms; everything is somehow tied together and is becoming increasingly non-transparent.
- **Ambiguity:** Multiple interpretations of situations, leading to confusion. In a complex world, it's never simply black or white, or clearly yes or no. Anything can be viewed and interpreted in myriad ways. It has become impossible to detect causes or estimate effects clearly.
- **Diverse:** Companies employ a wide range of people with different world views and upbringings, shaped by diverse origins, genders, and socialization experiences. Corporations can benefit from these differences, using them as opportunities that generate more creativity and innovation power.
- **Dynamic:** The rapidly changing and dynamic markets create new challenges for companies, requiring them to become faster and more versatile. This has meant

Dynamic Leadership for a crazy world

destroying old hierarchies and silos and replacing them with agile ways of working and organisational structures.

BANI:

This framework emerged more recently in the 2020s in response to the increasing interconnectedness, the ever-accelerating rate of change and the increasing anxiety or “burn-out” this has caused amongst people.

While VUCA captured the early 21st century's challenges, BANI paints a starker picture, and some would argue that it demands a paradigm shift in leadership to navigate this unprecedented complexity.

BANI emphasizes:

- **Brittleness:** Systems are easily disrupted by unforeseen events. Imagine seemingly stable systems like economies or ecosystems collapsing with shocking suddenness, triggering global ripples. Think pandemics, climate disasters, and geopolitical upheavals.
- **Anxiety:** Individuals and organizations experience heightened levels of worry and stress. Amidst constant shocks, a sense of powerlessness and anxiety pervades, fuelled by misinformation and a lack of control. Leaders must address these anxieties to foster trust and stability.
- **Nonlinearity:** Cause-and-effect relationships are unpredictable and not easily traced: they become blurred. Minor events can have unforeseen, disproportionate consequences, making traditional planning methods less reliable. Leaders must embrace adaptability and scenario planning.
- **Incomprehensibility:** The sheer volume, interconnectedness and complexity of information make it difficult to understand the world around us: they overwhelm our cognitive abilities. Leaders must learn to navigate this complexity, prioritize effectively, and rely on diverse perspectives.

Key Differences:

While both frameworks address the challenges of complex environments, they differ in their focus:

- **VUCA:** Primarily emphasizes external factors influencing organizations and individuals.
- **BANI:** Places greater emphasis on the psychological and emotional impact of these complexities.

Relevance and Usefulness:

Both frameworks offer valuable insights for leaders, although their relevance might vary depending on the specific context:

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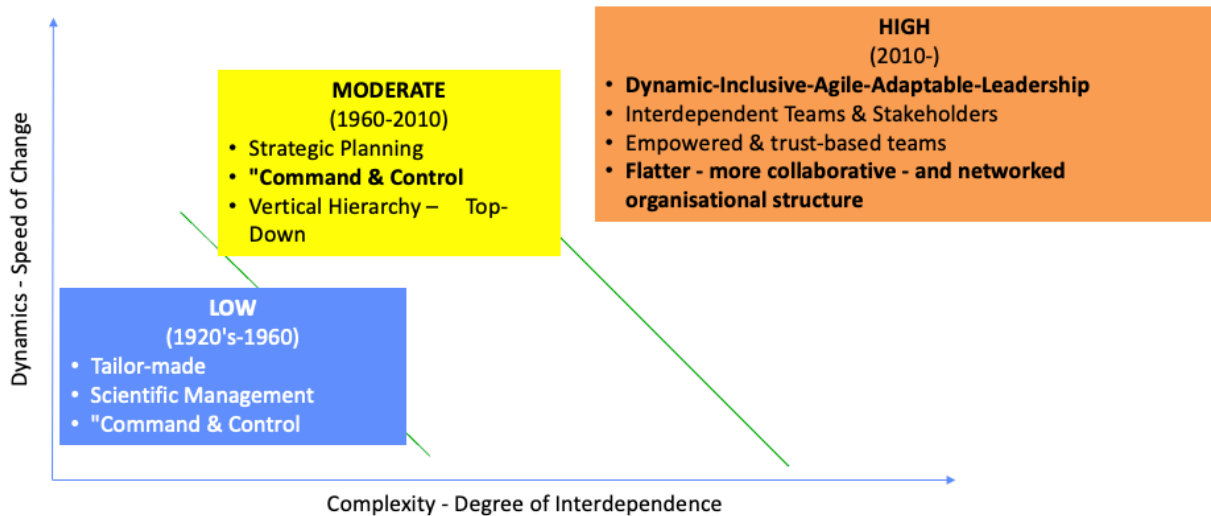
- **VUCA:** Remains highly relevant for understanding the external environment and developing strategic agility.
- **BANI:** Provides additional insights into the human dimension of complexity, highlighting the need for leaders to foster resilience, empathy, and effective communication.

These frameworks reflect two fundamental forces reshaping our world:

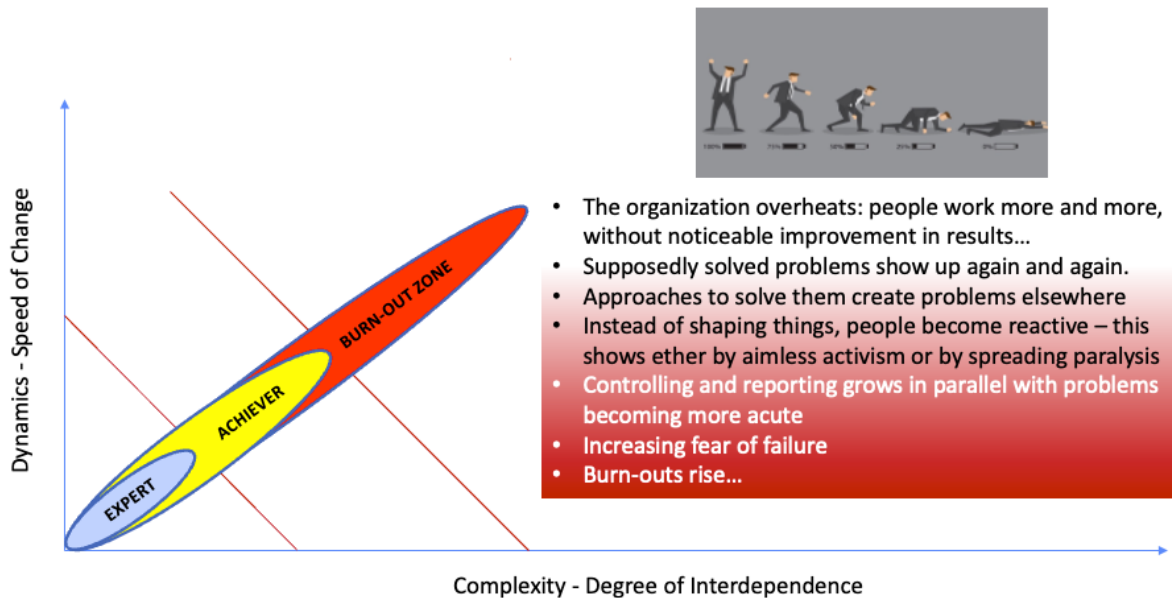
First, the unprecedented speed of change affects not just technology but all pillars of civilization simultaneously – our institutions, values, and environmental foundations are all in rapid flux.

Second, the degree of interdependence between individuals, organizations, and nations has created systems so complex that no single leader or small group can fully comprehend them, let alone control them.

Speed of Change VS Complexity / Degree of interdependence: two key axes for understanding the context.



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1. **The speed of change:** not only technology (the **Tools**), but the other **pillars** of civilization are all profoundly changing at the same time: the **Institutions** (Social-Educational-Political-Economic, etc.), the **Values** (the norms / rules / laws), and the very foundations on which they are built - the **Environment** (including climate, the planet)
2. **The complexity or degree of interdependence** which individuals, teams, organisations, nations, the world, find themselves in. Obvious examples are dealing with climate change and artificial intelligence (AI).

In the Appendix there is a summary of how leadership models & styles have evolved over the last 100 years or so, based on the two axes of speed of change and complexity/interdependence.

It briefly explains the evolution from an “Expert”-based Leadership style in 1920-60s, to an “Achiever” Leadership Style from the 1970s through to 2010 (and in many cases still prevalent today, hence the burn-out syndrome), and to a more Dynamic Style of Leadership required now.

In short, our previous and traditional models and styles of leadership are proving increasingly incapable of resolving the complex and often globally interdependent challenges we face, especially when changes occur so rapidly, profoundly, and unpredictably. Consequently, what we often observe in many teams and organisations is a state of **“burn-out”** (or in BANI terms: pervasive “anxiety”).

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IMPLICATIONS OF THE CURRENT CONTEXT ON LEADERSHIP

Some argue that traditional values, emphasizing individual achievement, control, and rational decision-making, could be at odds with the new context and reality.

Whether or not this is the case, there is no doubt that these 3 key approaches will be critical for successful leadership.

The values in *italics* will also be part of Dynamic Leadership. In other words, Dynamic Leadership is nuanced and seeks to find a balance between what might appear to be opposite styles or approaches, depending on the context and the circumstances.

1. **Individualism vs. *Collective Responsibility*:**

- The VUCA & BANI context demands collaboration and shared responsibility.
- Individualistic pursuits may need to yield to collective efforts for systemic resilience.

2. **Control vs. *Adaptability & Empowerment*:**

- The illusion of control crumbles in the face of non-linearity.
- Empowering teams and those best able to influence events is essential to make decisions more effectively and in a timely manner.
- Embracing adaptability and empowerment (trusting people and teams to take decisions and experiment) imply the courage to take risks and to make mistakes, in order to learn.
- Consequently, resilience also becomes paramount.

3. **Rationality vs. *Intuition and Experimentation*:**

- In a complex world, linear logic proves insufficient.
- Leaders must cultivate intuition, encourage diverse perspectives, and embrace experimentation to navigate the unknown.

KEY ASPECTS OF DYNAMIC LEADERSHIP

Leadership To Serve – Leadership by Example

- It is primarily a leadership that sets an example and is there to serve others: to set the conditions for others to learn, develop and grow,
- Where leaders create leaders, not disciples or dependents.
- In other words, focused on the development of an optimal culture for performance, continuous learning, and transformation.

Leadership with a Clear Purpose

- A Leadership based on a clear purpose and goal: understanding the “why” of the goal and sharing it.
- In other words, a purpose that gives meaning to its followers, whatever their role or function may be.
- A Leader, and leadership teams, capable, therefore, of inspiring people and uniting an organisation around a common purpose and vision.

A Shared Purpose which provides Intrinsic Motivation

- Where motivation is more intrinsic than extrinsic: where mastery, meaning and service to a common purpose, vision and goal are the primary reasons why leaders and employees do what they do...
- In other words, where motivation and getting things done are not based on a fear-based model of “carrot & stick” (reward & punishment),
- And where the emphasis is more on collaboration than competition.

Powered by Collective Intelligence & Energy

- A leadership model which catalyses and facilitates the collective intelligence and energy of a team or organization towards a common purpose and goal,
- Where the leader and the team come together as one to identify problems, and are empowered to generate solutions, test them and implement them.

A Leadership Based on Values (Clearly Defined & Shared)

- Clearly defined values, which in turn are based on concrete and measurable behaviours and attitudes.
- Examples of these (based on Principles of High Performance) might be...
 - **Choice:** as conscious beings we have the inherent choice of choosing one's attitude.
 - **Responsibility:** the ability and willingness to respond to life's challenges.
 - **Integrity:** Doing what you say you will do. Keep your word: to yourself and others.
 - **Excellence:** defined as an attitude of doing your best here and now, as opposed to a result.

Dynamic Leadership for a crazy world

- **Respect:** the ability to empathise with the intention to understand rather than judge.
- **Honesty and Courage:** being transparent and having the courage to speak one's heart, the courage to take risks, make mistakes, recognise, and learn from them. The courage to fall and get up again. The courage to lead also means you're willing to be open-minded, and that you and the conventions may be wrong...
- **Service:** Leads to serve and serves to lead. Leads by example. A leader who sets the conditions for others to succeed.
- Values that are lived and practised as opposed to lip-service or just stated in writing.

Values translated into Behaviours & Attitudes:

- Where the basic paradigm is trust, transparency, and mutual support.
- Where active listening, empathy and humility is a common currency.
- And where listening and asking questions is the rule of thumb, giving orders or instructions the exception rather than the rule.
- Where leaders need to adapt their style to the individual, the team, the culture, and the situation, and continue to be assertive, decisive and visionary.
- Where leaders are not only anticipators of change, but, when required, disruptors.

KEY SKILLS & COMPETENCIES OF DYNAMIC LEADERSHIP

The Visionary Leader

- Has a clear vision and understanding of the organization's...
 - purpose
 - strategy
 - culture and values
- Works with his/her team to anticipate and initiate change,
- Envision the future.

The Leader Communicator:

- Knows how to articulate and effectively communicate Vision, Purpose, and strategy.
- He or she is a Storyteller.
- Active Listener with excellent public and inter-personal communication and inter-cultural skills.

The Agile Leader:

- In the context of a VUCA and BANI world, inclusive leadership is also about being agile, flexible, and collaborative.
- In other words, knows how to use and implement Agile ways of working.

Dynamic Leadership for a crazy world

- It requires adapting one's leadership style to needs and interests of different people, cultures, and situations.

The Transformational Leader:

- Both in the sense of individual transformation (he or she is the first to change), as well as a Leader of Organisational Change and Cultural transformation.
- Develops skills in managing resistance to change, starting with empathy.
- To lead requires courage: the courage to be honest and to admit that you don't know it all and that you are fallible, the courage to be open-minded and recognise that you and the conventions may be wrong.

The Leader Facilitator of Collective Intelligence and Energy

- It is about harnessing and facilitating the Collective Intelligence and Energy of the team or organisation.
- This means developing facilitation and coaching skills,
- Including the use of such tools as Design-thinking and Visual Mapping.

The Trusting Leader

- Dynamic Leadership is more about **empowerment, influence, and delegation** than command and control.
- It's about allowing and trusting individuals and teams to take more and more responsibility and scope for decision-making.
- It's not about trusting people to follow the rules but trusting them to know when to break them.
- It's about empathy, listening and asking good questions...and making decisions when needed.

The Culturally Aware Leader

- He/she is culturally aware and sensitive.
- Effective at managing the challenges as well as opportunities posed by working in multi-cultural teams and organisations.

The Balanced Leader

The Dynamic Leader seeks to manage the balance between seeking inclusive, collaborative and consensual decisions with assertive command and control.

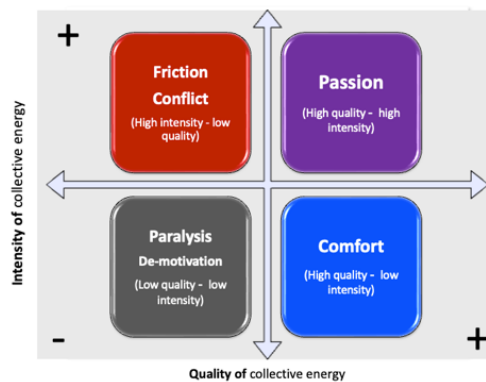
He or she also needs to balance the following axes or forces:

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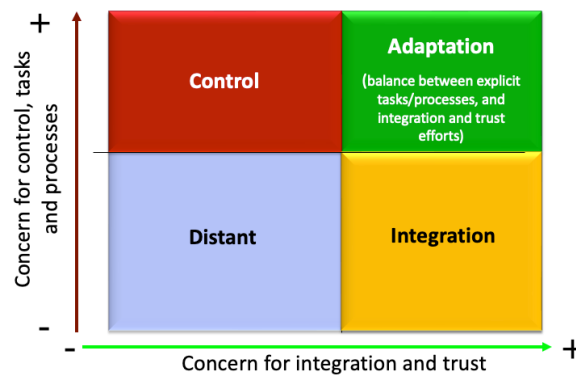
1. The level or height of the challenge posed by the context vs the level of talent and trust in the individual, team or organisation's abilities to address it.



2. The intensity of collective energy vs the quality of that collective energy (the degree to which it is aligned in the same direction, as opposed to being dispersed).



3. The degree to which Leadership is focused on task, process and control, vs focus on people, relationship, trust, and integration.



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DYNAMIC LEADERSHIP: HOW TO MAKE IT HAPPEN (SUMMARY OVERVIEW)

KEY ELEMENTS OF DYNAMIC LEADERSHIP IN PRACTICE

Building Trust Through Transparency

Dynamic leaders recognize that trust requires more than good intentions.

They build it through:

- Clear communication of goals and constraints
- Consistent alignment between words and actions
- Open acknowledgment of uncertainties and challenges
- Regular sharing of information and context
- Extending trust as a default, and understanding which behaviours are required to promote and generate trust within the team or organization.

Fostering Individual Responsibility

Rather than centralizing control, Dynamic leaders create frameworks for distributed responsibility:

- Clear delegation of authority matched to expertise and/or readiness
- Support for autonomous decision-making
- Accountability for outcomes rather than methods
- Learning opportunities from both successes and failures

Managing Productive Conflict

Dynamic Leadership recognizes that different perspectives naturally create conflict. The key is making this conflict productive:

- Establishing ground rules for constructive disagreement
- Focusing debates on ideas rather than personalities
- Using conflict as a source of innovation and learning
- Building skills in conflict resolution throughout the organization
- This includes the critical skills of giving, receiving and asking for feedback.

Balancing Structure and Flexibility

While promoting inclusion, effective leaders maintain clear frameworks for action:

- Decision rights and processes clearly defined
- Regular rhythms for communication and coordination
- Flexible structures that can adapt to changing needs
- Clear escalation paths for critical issues

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PRACTICAL IMPLEMENTATION OF DYNAMIC LEADERSHIP

Essential Leadership Capabilities

- **Strategic Vision**

Dynamic leaders must maintain and communicate clear direction while engaging others in refining and implementing it.

This requires:

- Ability to see and articulate long-term possibilities
- Skill in connecting daily work to larger purpose
- Capacity to adjust course based on emerging information
- Talent for building shared understanding across diverse groups

- **Emotional Intelligence**

Leading in an inclusive and collaborative way demands high emotional intelligence:

- Self-awareness of one's own biases and triggers
- Empathy for different perspectives and experiences
- Ability to read and respond to group dynamics
- Skill in managing both individual and collective emotions

- **Cultural Competence**

In an interconnected world, leaders must navigate multiple cultural contexts:

- Understanding of different cultural frameworks
- Ability to adapt communication styles
- Skill in building bridges across cultural differences
- Awareness of how cultural factors influence behavior

IMPLEMENTATION STEPS AND CHALLENGES

Strategic Implementation Framework:

The successful implementation of Dynamic leadership requires a systematic approach that acknowledges both organizational readiness and potential resistance.

Here's a structured framework:

1. **Assessment and Preparation Phase**

- Conduct organizational culture assessment
- Evaluate current leadership practices and their effectiveness
- Identify key stakeholders and potential champions
- Map existing power structures and decision-making processes

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- Assess technological and communication infrastructure
- 2. **Design and Planning Phase**
 - Develop clear implementation objectives and metrics
 - Create a detailed timeline with specific milestones
 - Design training and development programs
 - Establish feedback mechanisms
 - Plan communication strategy
- 3. **Implementation Phase**
 - Begin with pilot programs in receptive departments
 - Implement training programs for leaders at all levels
 - Establish mentoring and coaching relationships
 - Create safe spaces for experimentation and learning
 - Regular review and adjustment of approaches

Common Implementation Challenges:

1. **Resistance to Change**
 - Entrenched hierarchical mindsets
 - Fear of losing control or authority
 - Comfort with existing power structures
 - Solution: Demonstrate early wins and benefits; provide support and coaching
2. **Cultural Misalignment**
 - Existing culture may oppose inclusive practices
 - Regional/national cultural differences
 - Solution: Adapt implementation to local context while maintaining core principles
3. **Resource Constraints**
 - Limited time for training and development
 - Budget restrictions
 - Solution: Start small, demonstrate ROI, leverage internal resources
4. **Measurement Difficulties**
 - Challenges in quantifying inclusive leadership impact
 - Long-term nature of cultural change
 - Solution: Develop both quantitative and qualitative metrics; focus on leading indicators

FUTURE OUTLOOK

Emerging Trends and Their Impact

1. **Technology and Leadership**
 - AI augmentation of leadership decisions
 - Virtual and hybrid team leadership becoming norm
 - Enhanced data-driven decision making
 - Need for balance between human touch and technological efficiency
2. **Evolving Workplace Dynamics**
 - Increased focus on well-being and mental health
 - Greater emphasis on purpose and meaning

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- Rising importance of environmental and social governance
- Continued evolution of remote and hybrid work models
- 3. **Leadership Development**
 - Shift towards continuous learning models
 - Integration of AI in leadership development
 - Greater emphasis on emotional intelligence and cultural competence
 - Focus on adaptability and resilience
- 4. **Organizational Structures**
 - Movement towards flatter, more networked organizations
 - Increased importance of cross-functional teams
 - Growing emphasis on ecosystem thinking
 - Balance between stability and agility

SPECIFIC RECOMMENDATIONS

For Organizations:

1. **Leadership Development Programs**
 - Implement comprehensive inclusive leadership training
 - Focus on practical application and real-world scenarios
 - Include mentoring and coaching components
 - Regular assessment and feedback mechanisms
2. **Structural Changes**
 - Review and revise decision-making processes
 - Create forums for diverse voices
 - Establish clear accountability measures
 - Implement transparent communication channels
3. **Culture and Values**
 - Define and communicate inclusive behaviors
 - Recognize and reward inclusive practices
 - Address toxic behaviors promptly
 - Create psychological safety

For Individual Leaders:

1. **Personal Development**
 - Develop self-awareness through feedback and reflection
 - Build cultural competence
 - Enhance emotional intelligence
 - Practice active listening and empathy
2. **Team Building**
 - Create psychological safety
 - Foster open dialogue
 - Encourage experimentation
 - Build trust through consistency
3. **Decision Making**
 - Include diverse perspectives
 - Balance speed with inclusion
 - Document and share rationale

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- Learn from outcomes

Measuring Success:

1. **Quantitative Metrics**
 - Employee engagement scores
 - Retention rates
 - Innovation metrics
 - Decision-making speed and quality
2. **Qualitative Indicators**
 - Team psychological safety
 - Quality of collaboration
 - Leadership effectiveness feedback
 - Cultural alignment
3. **Long-term Impact Measures**
 - Organizational adaptability
 - Talent attraction and retention
 - Market performance
 - Stakeholder satisfaction

Critical Success Factors:

1. **Leadership Commitment**
 - Visible executive support
 - Resource allocation
 - Personal role modeling
 - Consistent messaging
2. **Clear Communication**
 - Regular updates
 - Transparent decision-making
 - Open feedback channels
 - Celebration of success
3. **Systematic Approach**
 - Clear implementation plan
 - Regular review and adjustment
 - Integration with existing systems
 - Continuous improvement focus

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CONCLUSIONS – THE WAY FORWARD IS UP TO YOU!

Dynamic Leadership is therefore a tall order!

It requires a multifaceted skill set and adaptable mindset.

The exploration of these skills will be detailed in subsequent documents and courses.

Central to Dynamic leadership is the capacity to adjust one's style to diverse individuals, their skills, maturity levels, cultures, situations, and contexts in the VUCA (DD), BANI, interconnected, and polarized environment.

Within this complex landscape, two (possibly three) broad types of leadership models compete:

1. Autocratic & Authoritarian Leadership and governance

- Motivated by extrinsic factors such as fear (carrot & stick).
- Decisions are not collectively made; consensus is absent.
- The relationship between Leaders and the rest of the Employees is all too often very hierarchical, rigid, antagonistic and lacks any basis of trust.
- Organizational purpose and vision are confined to leadership circles.
- Competition takes precedence over collaboration.

2. Dynamic Leadership and governance

- Rooted in trust and transparency
- Seeks to motivate through intrinsic means (shared purpose and meaning) rather than through extrinsic motivation (reward and punishment: “carrot and stick”).
- Requires empathy and emotional intelligence, as well as assertiveness, intensity and clarity of purpose.
- Finding the right balance between consensual decision-making and assertive command & control.
- Values intuition alongside logic.
- Emphasizes collaboration over competition.
- Problem identification, recognition, and resolution rely primarily on Collective Intelligence and Energy.
- Solutions are crafted through the facilitation and optimization of Collective Intelligence & Energy.

A third, emerging choice involves relinquishing strategic, economic, political, legal, HR and all sorts of other leadership decisions and responsibilities, consciously or not, to artificial intelligence (AI).

Particularly in situations of high complexity and time constraints.

This raises questions about the extent to which humans are willing to cede decision-making to AI.

Dynamic Leadership for a crazy world

While an autocratic or authoritarian approach may offer efficiency in certain crisis situations, its effectiveness diminishes in complex challenges requiring regional and global collaboration.

Irrespective of moral or ethical concerns, the sustainability of autocratic or authoritarian leadership models in the current context remains highly questionable.

The resolution of complex, interdependent issues demand collaborative, human-driven decision-making, emphasizing trust, empowerment, and delegation.

"Dynamic" Leadership, as outlined, is not a rigid model but a flexible, evolving approach. The current VUCA & BANI context, coupled with AI challenges, mandates a continuous learning approach to leadership.

The proposition for Dynamic Leadership draws on decades of experience, incorporating insights from working with teams and organizations, behavioural psychology, and a shared belief in fostering sustainable development, peace, and prosperity.

This proposition does not claim to be the definitive 21st-century leadership model but serves as an exploratory guide.

It invites participants to reflect on their leadership styles, encouraging change and improvement based on their context.

Post-script

Not all individuals or business organizations have the purpose, objectives, culture or means to be a major disruptor in their respective fields.

However, in today's world, in order to survive, the ability to be innovative is more pressing than ever.

It is worth remembering therefore, that disruptive leaders tend not to follow traditional methods, nor easily bend to the status quo.

Whatever your purpose and whatever the organization you work for, if you take your leadership development seriously, you will need to consider what type of leadership style fits you, your personality, your purpose, your context and circumstances best.

And as your context and circumstances will inevitably change over time, you will need to consider what sort of leader you need to be and become, and this includes to what extent you wish and need to be a disruptor.

Remember: *"Know thyself"*.

Many of the greatest leaders in history, including leaders very much alive in today's world, are disruptors. They are people who change(d) the world.

As in the words of Steve Jobs:

"Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They're not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or

Dynamic Leadership for a crazy world

vilify them. About the only thing you can't do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world, are the ones who do."

Elon Musk is a current leader who very much embodies what Steve Jobs was referring to. If you are interested in exploring this in more detail, you could start by reading Walter Isaacson's biographies of Steve Jobs, Einstein, Leonardo da Vinci, Benjamin Franklin, Jennifer Doudna and Elon Musk.

Or simply start by watching and listening to Steven Barlett's (The Diary of a CEO) interview of Walter Isaacson (1h30m):

[The Man Who Followed Elon Musk Everywhere: 7 Elon Secrets! Walter Isaacson](#)

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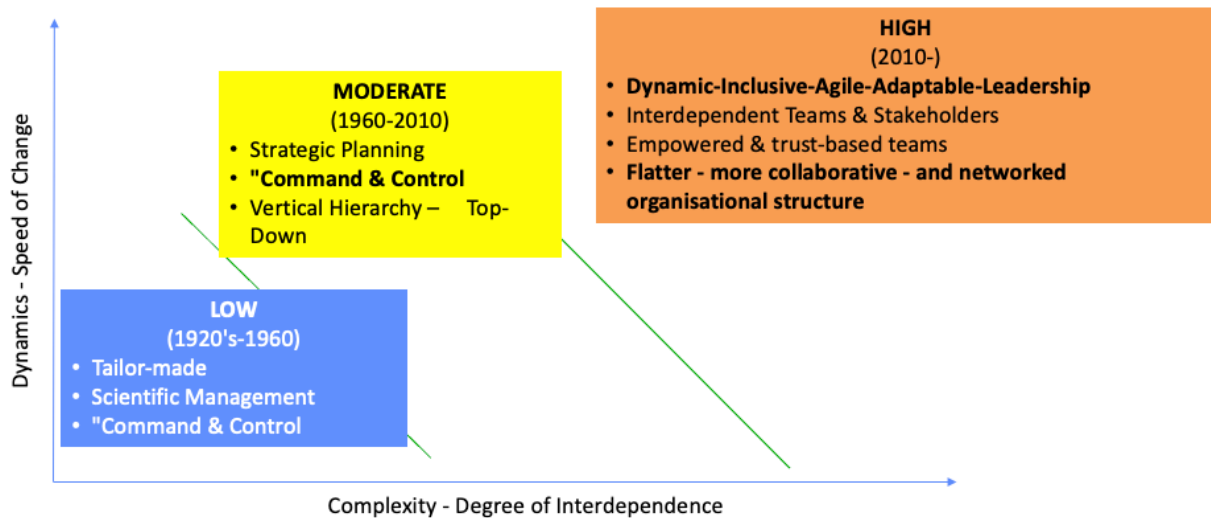
APPENDICES

	page
• Evolution of Leadership Styles and Models over the last 100 years	25
• Recommended reading / References	28
• Recommended Viewing	28

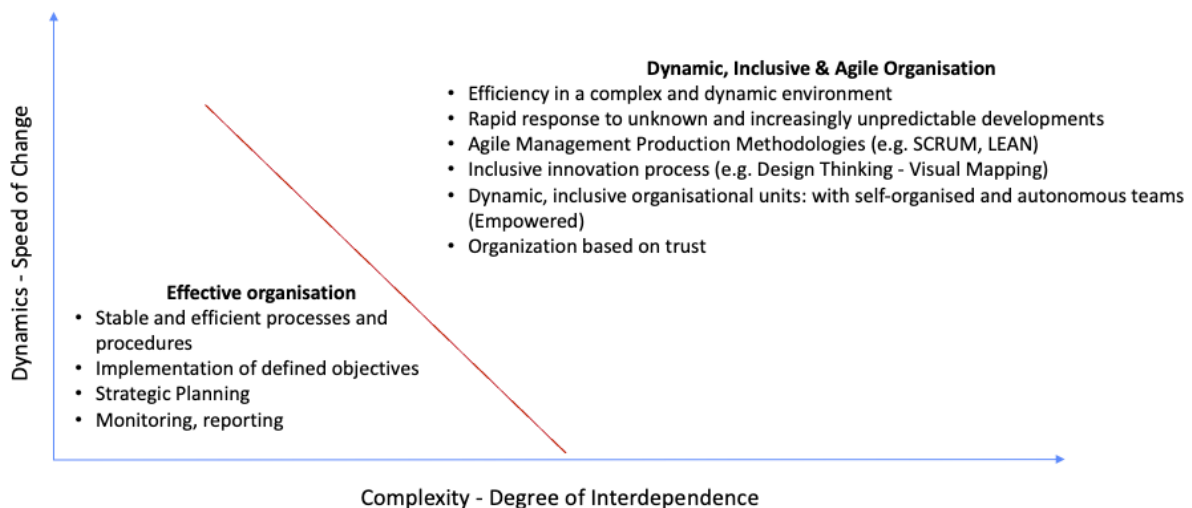
Dynamic Leadership for a crazy world

EVOLUTION OF LEADERSHIP STYLES AND MODELS OVER THE LAST 100 YEARS

Speed of change vs complexity (degree of interdependence)

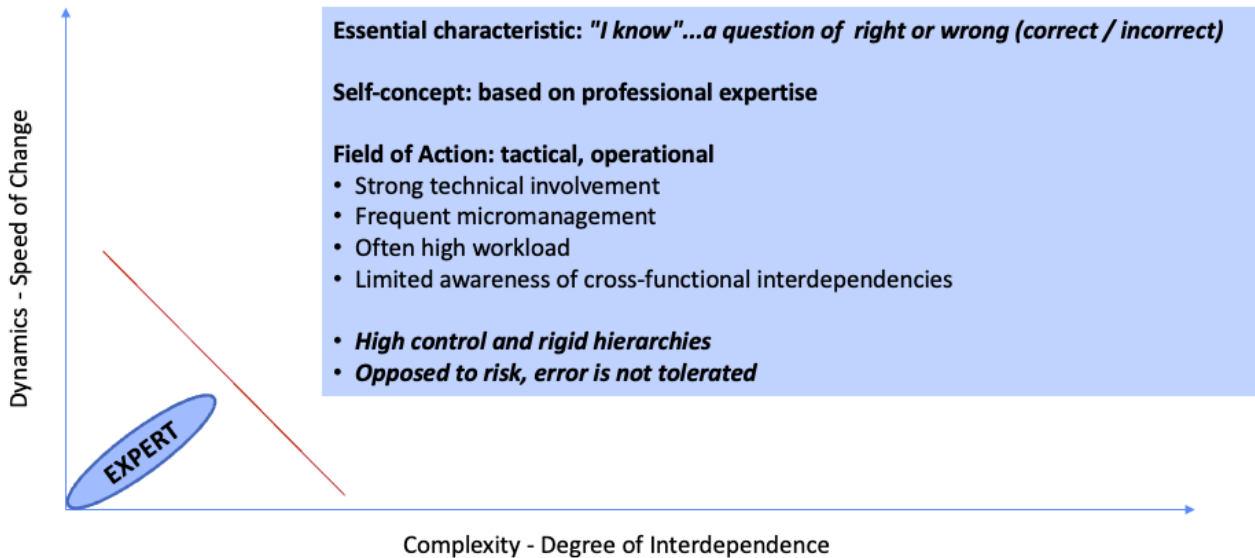


Digitalisation and the VUCA and BANI context require a more dynamic, inclusive & collaborative organisation.

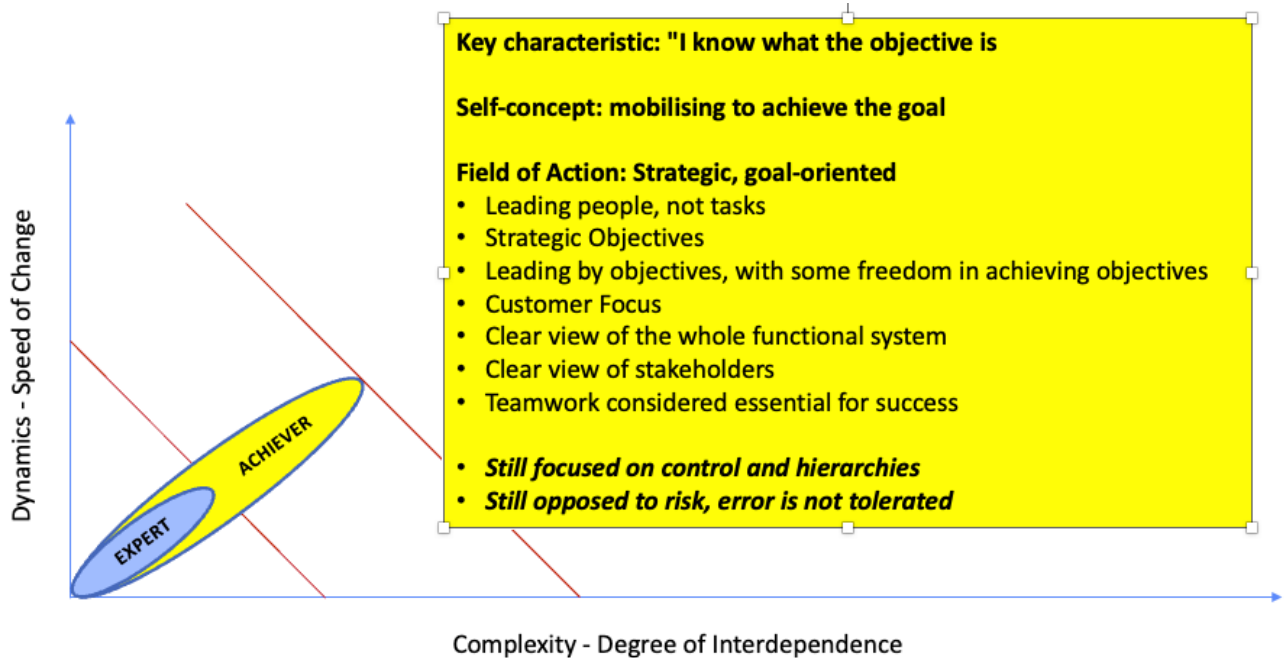


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“Expert” Leadership Style

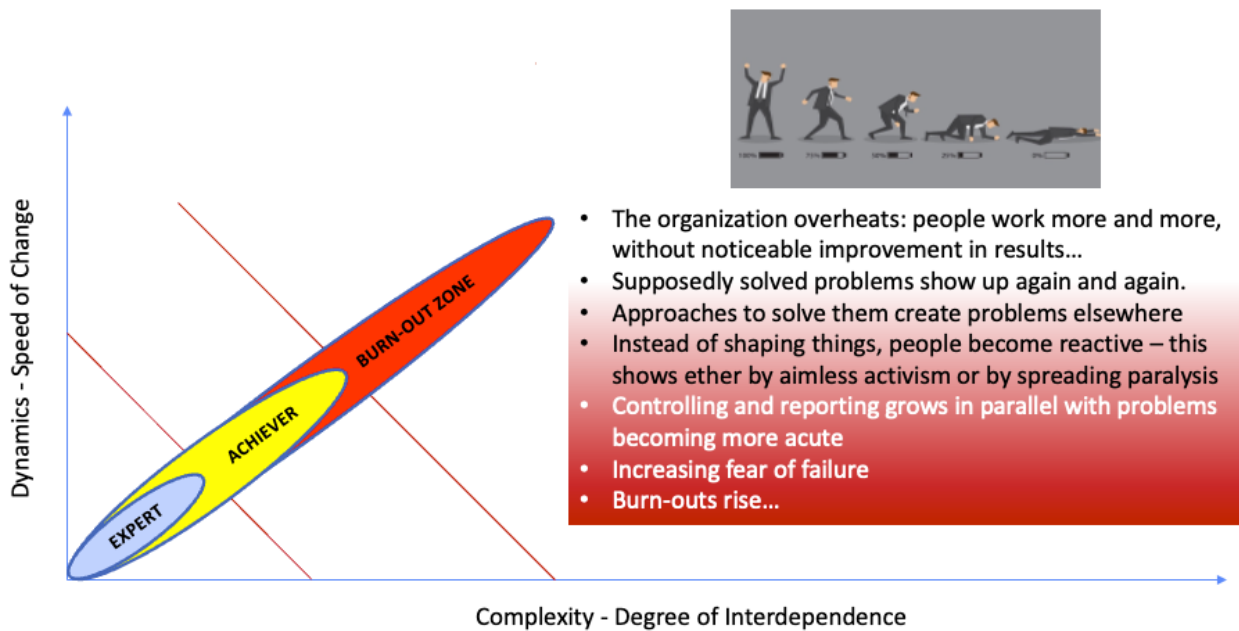


“Achiever” Leadership Style

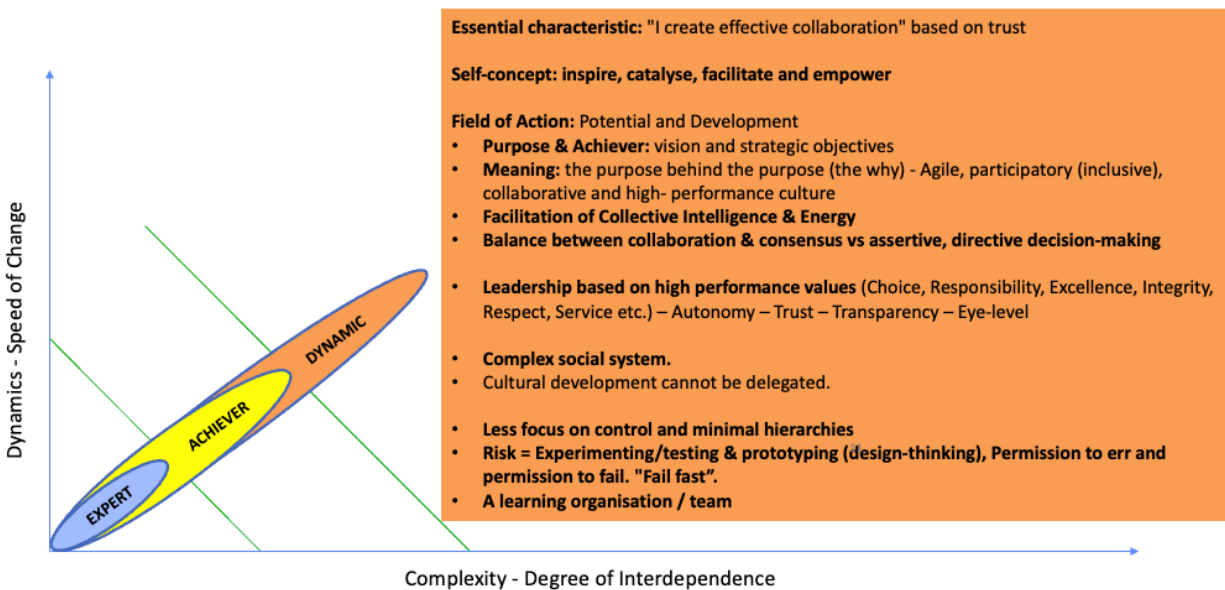


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Expert & Achiever Leadership Styles – the burn-out zone



Dynamic Leadership Style - based on trust.



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RECOMMENDED READING / REFERENCES

- Stephen Covey: The 7 Habits of Highly Effective People
- Stephen MR Covey: The Speed of Trust: The One Thing That Changes Everything
- Daniel Goleman: Emotional Intelligence
- Roman Krznaric: Empathy: Why it Matters, and How to Get It
- Judith Glaser: Conversational Intelligence
- Sadhguru: Inner Engineering
- Yuval Noah Harari: 21 Lessons for the 21st Century
- John P Kotter: XLR8 (Accelerate)
- James Kerr: LEGACY – 15 Lessons in Leadership (What the All Blacks can teach us about the business of life)
- Patrick Lencioni: The Five Dysfunctions of a Team
- Nassim Nicholas Taleb: Antifragile: Things That Gain from Disorder
- World Health Organization, Mental Health During COVID-19:
<https://www.who.int/teams/mental-health-and-substance-use/mental-health-and-covid-19>
- Eryn O'Connor, Managing Information Overload
- Richard Sennett, The Corrosion of Character: The Personal Consequences of Public Bad Faith
- Amy C Edmondson, The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth
- Daniel Kahneman, Thinking, Fast and Slow
- Carol Dweck, Mindset: The New Psychology of Success
- Scott E. Page, The Diversity Bonus: How Heterogeneous Ideas Produce Superior Outcomes
- David Livermore, Decision Making with Diverse Teams: A Practical Guide to Leveraging Difference for Better Results
- James Surowiecki, The Wisdom of Crowds

RECOMMENDED VIEWING

- The Infinite Game: How to lead in the 21st Century – Simon Sinek (40mins plus Q&A)
<https://www.youtube.com/watch?v=3vX2iVJMFQ> Or <https://www.youtube.com/user/SimonSinek>
- Halla Tómasdóttir and Bryn Freedman – The Crisis of Leadership – and a new way forward
https://www.ted.com/talks/halla_tomasdottir_and_bryn_freedman_the_crisis_of_leadership_and_a_new_way_forward
https://www.youtube.com/watch?v=qmG5ADvPN98&ab_channel=TED
- Simon Sinek – How great leaders inspire action.
https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action
- Dan Pink – The puzzle of motivation • TEDGlobal 2009
https://www.ted.com/talks/dan_pink_on_motivation
- Simon Sinek - Trusting Teams | THE 5 PRACTICES
https://www.youtube.com/watch?v=W5qQJhe7sLE&ab_channel=SimonSinek
- What we don't understand about trust | Onora O'Neill
https://www.ted.com/talks/onora_o_neill_what_we_don_t_understand_about_trust