

managing worldwide

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Editorial

New leadership paradigms are slowly emerging to deal with the profound modifications to organizational structures as well as the increasing complexity and unpredictability of global markets.

Even more so than today, tomorrow's leaders will have to learn to continuously innovate and adapt to rapid, ongoing change at multiple levels. They will need to devise and constantly revise strategies to respond to the evolving needs of customers in developed, ascendant and emerging markets while ensuring sustainable growth through eco-friendly products and solutions.

Today, a large number of leaders are heading up teams that are scattered around the globe, calling for the ability to inspire, influence and motivate people with different worldviews and values. Tomorrow, in addition, they will have to guide their team members over the waves of change as they in turn learn to adapt to their rapidly changing environment.

Success for today's organizations is contingent on their ability to identify individuals with the potential to lead the way forward and on helping those individuals to grow a broad range of new skills.

Coaching one such person is the subject of Andra Morosi's article in this month's newsletter.



Róisín Saunier
Associate Partner

Unlocking the Future of Leadership Coaching the Leaders of the Future

by Andra Morosi, Executive Coach & Senior Consultant

I recently came across a great piece of research that reinforced my beliefs about the compelling need to shift to a new form of leadership, a sustainable one. The only one that can match the evolution of organizations, society and the new balance of powers we are witnessing with the rise of "globalization 2.0" as some analysts call it.

It also made me think of one of my coaching clients, a new leader and a pioneer whom I shall call John.

According to Hay Group's Leadership 2030 study published late last year, a new combination of skills and qualities are shaping up a "post-heroic" leadership style, one that needs rethinking old concepts such as loyalty or retention. The leader of the next decades needs to be equipped for the new business world order, ready for the new challenges at the cognitive, emotional and behavioral levels.

I started working with John three years ago when he was heading the Marketing and Sales team of the French subsidiary of a multinational organization. Strong convictions, solid values and positive beliefs about the power of collaboration balanced his doubts about the new European matrix organization structure, where new dotted lines alongside reporting lines seemed fuzzy to everyone. Moreover, some serious cultural stretching seemed necessary in order to liaise with the European leadership team and other peers in what he called "a true Babel environment" of more than 20 nationalities based in Switzerland. John's team members no longer reported to him only, but also to their category managers at the European level. All told, this amounted to a new positioning that followed initial confusion and doubt, leading to some deep reflection and serious work on how proactive to change he was and where he stood in the "us" and "them" dichotomy.

Year 1 – Change Management & Personal Development

1. Building emotional strength,
2. Accepting and dealing with ambiguity,
3. Sending positive messages to team members while preserving his integrity,

were 3 areas explored during and in between the coaching sessions.

Much to his surprise, at the end of the year John was offered the position of country manager, heading the French market unit and P&L within the new European organization. A nice acknowledgement of his accomplishments but also a new challenge as he now had to fulfill 2 roles, head of Marketing and Sales as well as MD for France. This new dimension led to a new coaching contract and of course new and ambitious objectives for our second year.

Year 2 – From Best Practices to New Practices

1. Strategic positioning,
2. Dealing with complexity,
3. Developing influencing skills,
4. Enhancing his impact by defining and asserting his own leadership branding

became the key priorities in our work together over the following 12 months.

Unlocking the Future of Leadership (contd.)

John's capacity to shift perspectives from global wide angle view to specific operational detail, while observing situations and assessing the impact of his decisions on the whole organization evolved considerably.

The coaching sessions led him to replace the notion of "best practices" by "new practices", consolidate his vision, experiment with and validate new behaviours, develop consistency as well as clarity as to his next steps. His flexibility in terms of approach and behaviour was visibly enhanced, a rewarding process.

Year 3 – Leading Organizational Change

The announcement of the group's takeover by a multinational giant in the industry early last year brought our coaching relationship to a higher level as we focused our work together on:

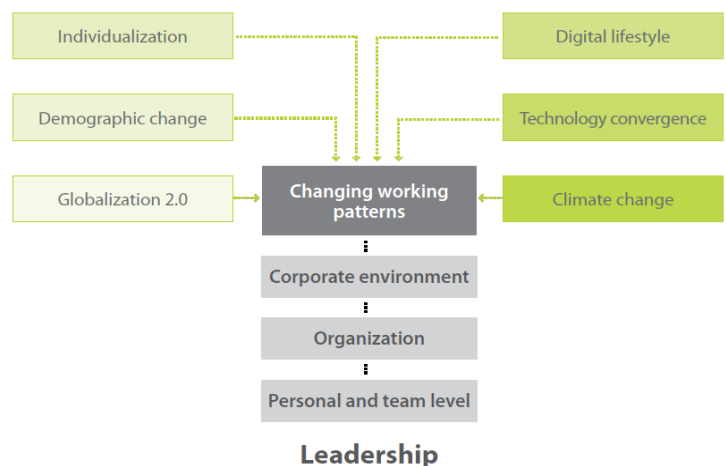
1. Succeeding in the transition period
2. Keeping the French teams motivated despite the instability of the context
3. Modelling and using coaching skills to grow his people
4. Developing cross-cultural teamwork
5. Exploring perspectives of his future career path

John became a true change leader within the broader organization. He invested high energy in balancing, negotiating and shaping up the future, while highlighting and preserving what worked. He reached higher levels of cultural sensitivity through his integration efforts of leveraging the two corporate cultures, as well as integrating and adapting to the national cultures of his new colleagues at the European level. His decisions were informed by consideration of more strategic priorities rather than operational or local challenges. A highly positive approach, authenticity and courage guided his actions as he initiated change forums that we prepared together during the sessions.

How does this example illustrate the portrait of the new leader as depicted in the 2030 Leadership Research? It does so by simply highlighting the key conclusions that

"Leaders of the future will need to be adept conceptual and strategic thinkers, have deep integrity and intellectual openness, find new ways to create loyalty, lead increasingly diverse and independent teams over which they may not always have direct authority, and relinquish their own power in favor of collaborative approaches inside and outside the organization."

These are the conclusions that Hay Group reached after identifying the 6 key megatrends that they believe will affect organizations and their leaders over the coming decades. "Collaboration – cross-generational, cross-functional and cross-company will be their watchword. They will also have to lead increasingly diverse teams."



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Mini bio: Andra Morosi

International coach and consultant, Andra has lived and worked on several continents before settling down in France 20 years ago. She is multilingual, holds several passports and has sound experience of international organizations where she has developed soft skills, leadership and influence programs. For over 15 years she has accompanied leaders, managers and teams through complex change processes involving the convergence between intercultural, interfunctional and interpersonal dimensions. She is passionate about enhancing potential in people through empowerment, inspiration and commitment, while helping leverage organizational, cultural and behavioral evolutions.



Tips for developing sustainable leadership

- 1 – Demonstrate integrity, openness, authenticity, courage.
- 2 – Develop intellectual, emotional and behavioral congruence.
- 3 – Influence and stimulate collaborative approaches.