



## Tool 22-1. Trends Shaping Future Leadership Attributes

*Karie Willyerd and Jeanne Meister*

Based on Chapter 22, “Trends Shaping Future Leadership Attributes” in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

**Purpose:** This tool is a diagnostic tool to help you align future business conditions with leadership skills and competencies.

These Future Business Conditions:	Require This Leadership Capability:	Demonstrated By These Behaviors:
<ul style="list-style-type: none"> <li>Working with competitors on projects</li> <li>Complex markets</li> <li>Working across geographies and cultures</li> </ul>	Collaborative mindset	<ul style="list-style-type: none"> <li>Demonstrates respect for the opinions of others, no matter what job level</li> <li>Identifies and pushes for solutions that benefit as many as possible</li> <li>Takes into account the organization as a whole when making decisions</li> <li>Openly shares goals with others to increase alignment, cooperation, and opportunities to collaborate</li> </ul>
<ul style="list-style-type: none"> <li>Millennials become the majority of the workforce</li> <li>Knowledge drain from Baby Boomers leaving the workforce</li> <li>Lack of right skill sets graduating from universities</li> </ul>	Developer of people	<ul style="list-style-type: none"> <li>Shares information and own expertise with others to enable them to accomplish goals</li> <li>Creates a learning environment on the job</li> <li>Provides resources to facilitate learning and development opportunities</li> <li>Acts as an advocate, coach, mentor, constructive critic, and door opener to advance the career development needs of the people in the organization</li> </ul>
<ul style="list-style-type: none"> <li>The ubiquity of social technologies</li> <li>Increasing pace requirements for getting products to</li> </ul>		<ul style="list-style-type: none"> <li>Identifies the communication methods used by all ages in the workplace</li> <li>Uses tools such as wikis, blogs, virtual spaces, and</li> </ul>

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These Future Business Conditions:	Require This Leadership Capability:	Demonstrated By These Behaviors:
<ul style="list-style-type: none"> <li>market</li> <li>The influx of a generation of workers comfortable with the use of social technologies as a main form of communication</li> </ul>	Digitally confident	<ul style="list-style-type: none"> <li>social networking tools to communicate both synchronously and asynchronously with employees</li> <li>Seeks to use communication technologies to collaborate, innovate, and motivate</li> </ul>
<ul style="list-style-type: none"> <li>The increasing role of government in regulating financial and corporate markets</li> <li>Millennials need to work at a place that values goals beyond profits</li> <li>Increasing global awareness of the need to preserve the environment</li> <li>Shareholder activism regarding social responsibility</li> <li>Increasing diversity mix of customers</li> </ul>	Global citizen	<ul style="list-style-type: none"> <li>Seeks ways to collaborate with local governments and non-governmental agencies on business agendas</li> <li>Ensures positive community impact through active participation in community events</li> <li>Minimizes impact to the environment</li> <li>Strong advocate of workforce diversity mix</li> <li>Sensitive to doing business across cultures, geographies, and time zones</li> </ul>
<ul style="list-style-type: none"> <li>Pace of change in the marketplace</li> <li>Technological advances</li> <li>BRIC countries emerging as global business powerhouses</li> <li>Generational shifts in the marketplace and workplace</li> </ul>	Anticipates and builds for the future	<ul style="list-style-type: none"> <li>Scans the environment and interacts directly with customers to anticipate shifts</li> <li>Prepares long-range plans incorporating mega-shifts</li> <li>Preserves some investment in annual budgets that will pay out over the long term</li> <li>Builds a 10-year talent development pipeline</li> </ul>