

**ASTD 2011 Orlando Florida**  
**Knowledge harvest 3**  
**Leadership competencies for the future**  
**Panel discussion from 5 thought leaders on Leadership**

**Panel**  
**Ken Blanchard**  
**Jim Kouzes**  
**Dianna Booher**  
**Jack Zenger,**  
**Marshall Goldsmith**

These five remarkable individuals have written among themselves more than 70 books on Management and Leadership. They have sold more than 25 Million copies worldwide. They shared some interesting thoughts on the future of leadership and answered questions from the audience of more than 2000 people.

**Some key notes from this session...**

**What do you believe is the greatest challenge for leaders in the future?**

**Blanchard** “Look at and treat people as business partners. People know a lot more these days and leaders should leverage this”

**Kouzes** “Our research of more than 25 years confirmed this and I still believe that the following will be more true than ever...If you don’t lead by example you don’t lead at all”

**Dianna** “We are being challenged every day with new innovations. Leaders will have to creatively apply what they now have been dealt with. The younger generation will need faster more accurate communication...they have this to their disposal. Our infatuation with technology will force leaders to cut through the clutter” e.g. A whole change management campaign followed on twitter

**Zenger** “Leaders cannot hide any longer. The world is more global than ever. Leaders will have to show a willingness to learn and keep growing themselves. Leaders should remember that they are the “lid” and when they raise the lid/bar they allow others to grow as well”

**Goldsmith** “The problem with leaders today is that they do not do what they know is the right thing to do. That’s why we have so much moral and ethical issues effecting leaders all over the world. Leaders should be helped and supported “to do””

**What is the single most important competency that leaders should have as part of their toolkit?**

**Blanchard** “Leaders should create a compelling vision of the future’ Leaders are asked where are you going, where are you taking us? This will be more vital than ever in the global uncertain times we face”

**Kouzes** “Credibility is the foundation of leadership”

Credibility is measured in

Trustworthiness

Expertise

Setting an example that others will want to follow

**Dianna** “People admire your skill but they love your vulnerability. Self awareness of the leader will be key. The millennial generation wants authentic leaders. they want leaders who know who they are”

**Zenger** “Real leaders have the ability to deal with an oil spill, the impact of a tsunami...it is the ability to keep it while others around you are losing theirs”

**Goldsmith** “Leaders will have to exhibit ”it’s not about me, It’s about them”. This will mean that leaders make time for and create opportunities to interact and show what Ken calls servant leadership”

**Final thoughts on leadership that you would like to share with the audience as key take-aways?**

**Blanchard** “Have people around you who are strong on what you battle with. Be comfortable to have strong people around you! Get your ego out of the way!

**Zenger** “Take your leadership pipeline serious. Leaders should be developed (through mentoring and coaching) at all levels throughout the organization”

**Dianna** “We have heard this morning from Buckingham how we should leverage strengths. I think we continuously need to focus on this and leverage strengths better.”

**Kouzes**, responding to Dianne’s comment. “Yes, it is true, but you cannot be an exemplary leader and not focus on your weaknesses. We cannot be world class in everything, but what is desperately important to be successful in your job, operation, industry?”

**Goldsmith** “ Don’t just think of your high potentials. Frontline supervisors are key. Just think who are responsible for the bulk of your people in your business? Don’t your people deserve the best leaders?”

This Knowledge Harvest was prepared by Niel Steinmann for PDD