

Next Generation Leadership



Interview with: Christian van den Bosch, Founder, CvdB consulting Pty Ltd

"As new generations enter the professional market, technology drives change, and change drives technological development. Our professional environment is continuously evolving, which not only means our leaders need to change, but leadership as we know it requires a makeover, version "Next", says Christian van den Bosch, Founder, **CvdB consulting Pty Ltd**.

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Why are leaders often not able to lead their organisation through change?

Being able to lead requires a leader to firstly understand themselves as a leader. In many forms of leadership development, leaders are taught leadership is all about the people they are trying to influence. This is not untrue, but understanding their target audience needs to be preceded by a crucial step: understanding themselves as a leader, and then being able to communicate that with the people they lead. Leaders who do not understand themselves as a leader try to lead without direction.

Leaders who understand who they are as a leader and are able to write a strong leadership philosophy will be able

to share their way of leading with their organisation. Only then can they set clear guidance and mutual expectations, bringing the people they lead on a change journey where decisions are made at the lowest possible level, in line with the leader's ideas and intent.

What roles will leaders need to assume to become a "next generation leader"?

The majority of leaders struggle to describe what role they play as a leader. More often than not, they will tell you they lead, without giving an explanation of what that looks like from day to day. Next generation leaders do not have a "style", they have multiple roles to play, often switching quickly between them. Being a director, guide, captain, coach and instructor are common roles for any leader, but are they aware of it, and if so, can they assume these roles effectively?

Why do so many organisations struggle with leadership succession?

Leadership succession is part of a leadership framework, comprising of identification, selection, training, development and succession. Leadership succession is based on the potential of the leaders in the organisation. This potential is identified by the organisational leaders and should not include technical competence. The pinnacle of technical competence should not rest with the leader; it rests with the people at the front, as they continue to develop on a daily basis. Poor leaders will choose poor leaders at best. Leadership succession starts with leadership development of senior leaders.

Next generation leaders do not just focus on succession a week before going on holiday or a month before retirement. Leadership succession is part of how they lead their organisations. When they go away, switch off their phone and laptop, they feel confident their organisation will be in a good, if not better, state when they return.

Do next generation leaders understand how followers can hold them back? What should they do?

Followers are generally passive; they often wait for things to happen and then follow their leaders. No matter what industry you are in, set a goal to weed out all followers in key positions in the next five years. Your organisation will be more efficient, innovative and productive without followers. What you need is professionals; Professionals are actively involved in the growth and success of the organisation. They are part of the change and do not merely undergo change like followers do.



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About CvdB consulting Pty Ltd

CvdB consulting Pty Ltd is a leadership development and organisational design consultancy, located in Brisbane, Australia. We work with progressive organisations, assisting them to understand their current leadership impact. We develop a journey for you to transition into organisation where continuous improvement is part of everyday business. We are in the business of changing mindsets and behaviours of leaders and directly impacting a positive change in organisational culture.

We will support you to next generation leaders.

We deliver custom-made services, unique to your organisation, helping you identify and overcome your obstacles, creating an environment where both leaders and professionals recognise the 'privilege' of working in a cohesive, mutually supportive atmosphere where trust and innovation can thrive and drive continuous improvement.

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