



A Leadership Development Learning System

For the 21st Century Leader

By Richard Barrett

A Leadership Crisis

We are in the midst of a leadership crisis. Wherever you look from the West to the East the world is in turmoil. There is turmoil, there is deceit, and there is conflict. It is not just in politics, it is in business as well. You see it at all levels of society. It is the most ubiquitous characteristic of our expanding global economy.

Bill George and John Kotter, both professors at Harvard Business School, agree with my contention that we are in the midst of a leadership crisis. Kotter states:

After conducting fourteen formal studies and more than a thousand interviews, directly observing dozens of executives in action, and compiling innumerable surveys, I am completely convinced that most organisations today lack the leadership they need. I am not talking about a deficit of 10 percent but of 200 percent, 400 percent, or more in positions up and down the hierarchy. The central issue here is not one of style. It is about core behaviour on the job, not surface detail and tactics, a core that changes little over time, across different cultures, or in different industries.¹

Bill George who was the former chief executive of Medtronic, the world's leading medical technology company states:

¹ John P. Kotter and James L. Heskett, *Corporate Culture and Performance* (New York: The Free Press, 1992).

An enormous vacuum in leadership exists today—in business, politics, government, education, religion, and nonprofit organisations. Yet there is no shortage of people with the capacity for leadership. The problem is we have a wrongheaded notion of what constitutes a leader, driven by an obsession with leaders at the top. That misguided stand often results in the wrong people attaining critical leadership roles. When problems surfaced at Enron, WorldCom, Arthur Andersen, Tyco, and dozens of other companies, the severity of the leadership crisis became painfully apparent, creating a widespread erosion of trust in business leaders. What concerns me are the many powerful business leaders who bowed to stock market pressure in return for personal gain. The result was a severing of trust with employees, customers, and shareholders ... In business trust is everything. Every successful business leader has to make the shift from “I” to “we.”²

If we are going to survive and prosper individually and collectively in the future we need a new leadership paradigm and a new breed of leader.

- We need leaders who recognise that business is a wholly owned subsidiary of society, and that society is a wholly owned subsidiary of the environment. If we lose our environment and our life-support systems, our society will perish. If we lose our society, we will lose our economy, and our businesses will fail.
- We also need leaders who recognize that to get the best business results it, is no longer about being the best in the world, but about being the best *for* the world.
- Finally, we need leaders who are willing to put aside their personal self-interest and work for the common good—a shift from “I” to “we”.

The New Leadership Paradigm

The New Leadership Paradigm text book (530 pages), Web site, and learning system respond to these needs. Together, these materials represent a state-of-the-art resource for the development of 21st century leaders.

² Bill George, *True North: Discover Your Authentic Leadership* (San Francisco: Jossey-Bass, 2007).

There are four modules in the New Leadership Paradigm learning system: each module contains practical exercises, book references, and links to videos and articles:

- Leading Self (42 exercises)
- Leading a Team (28 exercises)
- Leading an Organisation (33 exercises)
- Leading in Society (30 exercises)

The major advantages to organisations of the new leadership development learning system are:

a) **Significant Reduction in Leadership Development Costs:**

The new leadership paradigm learning system can dramatically reduce your leadership development costs by providing training materials (book, web site, and Journals/Workbooks) that can be administered in-house by your own OD practitioners. The cost for these materials is US\$ 36 for the text book (530 pages) and the four downloadable learning modules (Journal and Workbook) are US\$ 30 each, per participant. Everyone participating has a Journal and Workbook on their own computer where they can keep track of their leadership journey.

b) **Significant Increase in Participation in Leadership Training:**

The new leadership paradigm learning system will enable you to significantly increase the number of people that can be included in your leadership development initiatives because most of the Leading Self learning module and a good part of the Leading a Team learning module can be self-facilitated. Participants can meet with each other and a facilitator every four to six weeks to share the results of their exercises and monitor progress.

c) **State of the Art Resources and Materials:**

The new leadership paradigm learning system will always be at the cutting-edge because it is a wiki-type venture whereby the users of the system feedback their ideas and success stories so we can continuously improve the website and the four learning modules. Effectively, the learning system is a shared venture with everyone who is using the system participating in its continuous improvement.

d) **Constantly Keeping You Up to Date:**

The new leadership paradigm Web site, which is a free resource to everyone on the planet, provides links to the most significant leadership blogs and tweets around the world as well as the latest articles and videos on leadership—a one-stop information centre for everything you want to know about values-based leadership development.

e) **Customisable for Your Specific Needs:**

The four learning modules can be customised for your specific needs. Exercises can be added, deleted, or amended to suit your specific organisational culture and situation.

The New Leadership Paradigm learning system is my attempt to grow and develop, in a wiki-like environment, which builds on the collective wisdom of its users, a world-class, leadership training programme that supports the growth and development of new paradigm leaders everywhere on the planet.

If you have any questions about the system, please contact the author at Richard@Valuescentre.com .

For more information: www.newleadershipparadigm.com

Richard Barrett is the **Founder and Chairman of the Barrett Values Centre**. He is an internationally recognized author, consultant and keynote speaker on values-based leadership and culture in business and society.

He is a visiting lecturer at the Consulting and Coaching for Change, leadership course run jointly by **HEC Executive Education** in Paris and the **Saïd Business School**, University of Oxford. He is also an Adjunct Professor at **Royal Roads University**, Institute for Values-based Leadership.