

A Short Supplement to
A Future of Leadership Development

Leaders support ongoing processes of visioning. A good metaphor is the sky as the vision with the stars as milestones, and the Hubble telescope as the mission that zooms in and out focusing on those parts of the vision that you claim as your own.

For emerging leaders, it is usually smart to place an emphasis on stretch assignments and self-generated projects. A bit of start up money or creativity fund could be a strategic form of support that increases satisfaction and bonding with the company.

Culture is the ecological context for leadership development. A good leader creates a culture conducive to performance and contribution and does so with intentionality.

The leader as healer – see the inspiring work of the Humanity Healing Network. Here leaders help to draw active wisdom out of deep wounds.

In addition to the graphics at the end of the essay (appendix A), consider a fourth box for reflective practice: purpose, comfort, legacy, and integrity.

For the leadership development of the future, we are now in a position to use a plethora of documentaries that can support rich reflective conversation.

We need to steer away from lengthy text in leadership development, and focus more on multi-media pieces and one page representations of frameworks, data, and logic models.

Leaders should be armed with data. Much of this can be found on the web in the form of maps – “find your city” “find your state” and tables. Leadership development programs can provide information about data sources such as the National Center for Education Statistics, Bureau of Labor Statistics, National Center for Education Statistics, U.S. Census Bureau, and others.

Perhaps the virtues or “traits” needed in leaders today are openness, curiosity, and empathy. For public officials, perhaps also accountability, transparency, and inclusion.

When considering leadership development opportunities for low income communities, the role of exposure through popular education opportunities and physical and virtual travel is pivotal.

I recommend teaching participants about David McClelland's theory of motivation that focuses on the role of a sense of achievement, influence, and affiliation (or belonging) in the motivation of followers.

Good and bad associations (the branding and tagging of people), reputation and credibility, play a major role in effective leadership.

The leadership that is needed today is not always collective. It is often important for people to individuate and differentiate, resist and challenge the groups they belong to. The shift toward collective leadership is in part a swing of the pendulum that consists of a legitimate reaction to leadership as dominance.

Leadership is largely about facilitating contribution. Ideally, reconciliation as well.

The use of the word "validity" on page 13 (last paragraph) of the essay may be misconstrued. It does not refer to the meaningfulness of viewpoints and perspectives or the worth of people's experiences. It may have been better to use a word such as "correctness," "accuracy," or "adequacy."

Today the importance of inspiration and leading people into both unique and shared definitions of powerful beauty should be major considerations in leadership development. "Who or what inspires you and why?" And where can we find inspiration in the .com .org. gov and .net domains?

Often leaders, especially organizers, do not give sufficient attention to enjoyment and defend their own rights to a semblance of the quality of life they defend and advocate for others.

Effective contact and relationship management through technology (CRM) is a trend that will merit attention and investment in today's age of increasing connectivity. Leadership development programs should include technology in their curricula.

The wheel on page 4 of the essay does not reflect any weighting of the various components and factors in a comprehensive model of leadership development. But the wheel can be viewed as a flexible tool, sort of like a soft contact lens or frisbee that allows for weighting of factors or ingredients based on context and desired outcomes.