Leadership Trends

(1) Leadership is Changing…

FROM >	TO
Leaders at the top	Leaders throughout
Lead through mandates and ignoring or assimilating difference	Lead by fostering shared vision and values, holding tension and deeply engaging diversity
Hierarchical organizations	Distributed, collegial organizations
Information held by a few decision-makers	Information shared widely internally and with outside partners
Leader as "boss" trying to control behaviors, processes	Leaders as facilitators, sharing power and supporting the development of others
Leaders go it alone	Leaders nurture networks and opportunities for collaboration—co-creating our shared future
Lead to achieve prescribed outcomes	Lead to enable emergence (and the possibility of changing pre-determined outcomes)
Do things "the right way" (only one way, no mistakes)	Encourage experimentation, learning and adaptation (expect some mistakes)

(2) Organizations are Changing…

FROM >	TO
Organizations working alone	Organizations, ad hoc groups, and networks collaborating on complex issues
Focus on diversity	Also committed to equity, inclusion and belonging
Plan based on past experience (and expect more of the same)	Adapt and innovate based on what is emerging; requires risk taking and experimenting
Locus of governance: single organization	Locus of governance: many groups within an interdependent system
Sustainability (seeking equilibrium)	Resilience and transformation (recognizing disruption, able to adapt and innovate)
Organizational impact	Collective impact: partnering for systems change
Organizational leadership	Network leadership (connecting at a movement or ecosystem level while also leading organizations)

Sources:

(1) Adapted from: *Leaders Who Make a Difference* by Nanus & Dobbs; *Forces for Good: The Six Practices of High-Impact Nonprofits* by Crutchfield & Grant; and *Leading from the Emerging Future* by Scharmer & Kaufer

(2) Adapted from: Alliance for Nonprofit Management