

21ST CENTURY LEADERSHIP TRAINING AND DEVELOPMENT: NEW MODELS AND FRAMEWORKS

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ABSTRACT

This paper focuses on emerging new perspectives on developing leadership competencies for the 21st century. Drawing from innovative action research studies across cultures, case studies, and best practices, four new models are presented to help guide those in the leadership and management education field in developing effective leadership development programs within the context of a changing global environment.

INTRODUCTION

At the beginning of the new millennium, with changes accelerating all around us, it is time to stop and carefully look at where we are now....and where we are headed in the leadership and management education and development field. Many are feeling increased pressures and higher levels of stress. With new technologies, changing markets, a very demanding workforce, and increasing global competition even the best are being stretched to their limits.

Why aren't those in leadership and management education and development more successful in facilitating leadership learning processes and programs that are effective in helping executives, managers, and supervisors make the transition from manager to leader?

Research concludes that traditional leadership training and learning methods proposing to help executives and managers make the transition from being a manager to a leader in most cases don't work. Too often in the field of leadership training and popular culture, simplistic solutions are offered as panaceas for a much more complex problem. What is required is a much higher level of thinking and understanding of the underlying issues and barriers that stand in the way of real change.

Effective leadership development programs and learning methods will need to have more of an applied, "real world" focus and be grounded in new "leadership" paradigms which emphasize principles and practices of personal growth, development, break-through thinking, and transformation. This paper focuses on emerging new perspectives on developing leadership competencies for the 21st century. Drawing from innovative action research studies across cultures, case studies, and best practices, four new models are presented to help guide those in the leadership and management education field in developing effective leadership development programs within the context of a changing global environment. These models include:

- (1) a strategic organizational leadership model ,
- (2) a model that includes the eight core roles and competencies required for being an effective 21st century leader,
- (3) a model that emphasizes the focal learning dimensions for an effective leadership development program, and
- (4) a performance management and enhancement process model to integrate training into on-the-job performance improvements.