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the 21st century!



Leadership Evolution: Creating the Hybrid Leader

**The Center for Workforce
Excellence Company
White Paper**

Trudy Bourgeois, President/CEO

The Center for Workforce Excellence

3941 Legacy Drive, Suite 204, #118B

Plano, Texas 75023

214-387-3170 – phone

214-387-3180 – fax

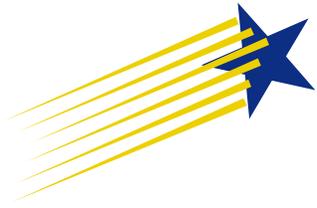
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The Leadership Evolution: Creating the Hybrid Leader

Introduction

Now, more than ever before, organizations are emphasizing the development of effective leaders. Despite all the books and articles written on leadership and the abundance of leadership development programs, there is still no shortage of thirst to understand what a great leader is and how to become one.

This white paper introduces a new leadership concept—leadership today requires a blend of the best of male and female leadership behaviors and values.

This concept began, for me, with my first promotion in 1986 as a District Sales Manager. It grew and developed out of informal conversations with business colleagues and reflection on our shared personal experiences leading large organizations. During these years, it developed from a preliminary idea to a passionate belief as others shared their knowledge and wisdom.

While this concept continues to evolve through research, this white paper presents the initial formulation.

The Evolution Need

Just as with other concepts, philosophies and methodologies, ideas of “leadership” continue to change and develop. Today’s fast paced environment where the most important asset is the knowledge contained in the heads of employees requires a different type of leader. Harnessing this knowledge has become the number one priority for leaders. Some people recognize the need for change and others are no where near it.

There is a need for a leadership evolution. It is time for a new breed of leaders.



The current environment of downsizings and rightsizings are creating employer/employee disconnects. The demographics of the workforce are changing. In addition, the expectations of the workforce have changed. These changes are the catalyst for leaders and managers to transition from purely supervisory functions to more of a coaching and mentoring role.

The unethical behavior of a few prominent organizational leaders—behavior which affected millions of lives—has tainted the world’s perception of leaders and the concept of leadership. Organizations need to rebuild employee trust. They need to find new ways to reconnect the employee/employer relationship. The ability to restore this relationship provides the framework to increase morale and ultimately productivity.

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Male and Female Leadership Styles

Much has been written about successful leaders like Jack Welch and others. These leaders demonstrated a leadership style that worked during their time. However, research shows that today’s workforce is more responsive to a leadership style that is collaborative in nature versus competitive in nature. Here are two examples:

- Judy Rosener pushed the envelope around women, men and leadership styles in her article “Ways Women Lead” in the November/December 1990 issue of *Harvard Business Review*. In this article, Rosener’ described women’s way of leading as interactive, cooperative, inclusive, and personal.



- According to a study published in *Psychological Bulletin* (Volume 129, No.3) the differences between male and female managerial behavior are found in the discretionary aspects of behavior. Lead author of the study and professor of psychology at Northwestern University, Alice Eagly, suggests that today's workforce needs a transformational leadership style. She says this leader operates more like a teacher than a traditional boss. The study goes even further to suggest that women were more likely to be transformation leaders, defined as those who serve as models, mentor and empower workers and encourage innovation even when the organization they lead is generally successful.

It should be noted that most of the studies that have been done on gender and leadership have had limited numbers of participants.¹ Nonetheless, the findings are consistent and extremely thought provoking: the leadership styles of men and women are different, and each has strengths that bring value.

The table below compares some behaviors to illustrate comparative strengths of men and women.

Female Leadership Strengths	Male Leadership Strengths
Collaborative	Strategic Thinking
Open Communications	Decision Making
Supports true empowerment	Self Confident
Emotional intention	Visionary
Connects with the need for work/life balance	Independent Thinker
Openly demonstrates "value" placed on others	Values leadership and drive in others
Attention to detail	Analytical

¹ Similarly, the research conducted for this white paper was limited to a small group.



Female Leadership Strengths

Results Oriented supported by
"how" the results are achieved

Male Leadership Strengths

Visionaries

There are many more behaviors we could review that would reinforce the concept; this is by no means an exhaustive list. These elements have been featured because of their applicability to today's workforce.

In addition, just as there are strengths on both sides, there are also weaknesses. While we do not focus on weaknesses in this paper, it is these weaknesses that need to be addressed in order for the 21st century leader to be effective.

Examples of weaknesses include: thinking hierarchically, controlling behavior, creating negative competitive environments, egotistical tendencies, holding onto experiences, taking things to personally and failing to challenge the status quo. to name a few. Today's workforce rejects these types of behaviors.

The 21st Century Leader: A Blend

Leaders will blend the strengths of male leadership behaviors and values with the strengths of female leadership behaviors and values.

The business world needs a renaissance leader. *Webster's* describes "renaissance" as a "rebirth" and a "revival". This is what the Hybrid Leader is all about. This leader is different in so many ways than any leader who has come before. One of the best ways to describe this leadership style is a rebirth of the essence of true leadership.

Today's workforce needs a leader who has skills and abilities not even thought of in the early 80's or even in the 90's. Can you imagine talking to a male leader in 1970 about emotional intelligence? How will the leader of the 21st century need to look, act and think? Leaders who will prove themselves successful in today's environment will blend the strengths of male leadership behaviors and values with the strengths of female leadership behaviors and values. We call this blend of strengths "**Hybrid Leadership.**"



Research

To gain a better understanding of the type of leader who is most effective for today's world, we interviewed 20 mid-level and 10 senior-level leaders. We also interviewed entry-level managers and a dozen administrative assistants and hourly workers.

The interviews included men and women of diverse cultures and, where possible, diverse generations. To increase the geographic distribution of the interview sample, we conducted the interviews by phone, enabling us to reach across the country, casting the net as broadly as possible. The objective was to obtain a complete appreciation for the views of leadership across the organizational spectrum.

These interviews confirmed the need for a better understanding of gender and leadership. It also confirmed to us that both male and female leadership styles have strengths and weaknesses.

This research confirmed and developed the central premise of the Hybrid Leader—the blending of gender leadership strengths results in a much more impactful and effective leader. The research also identified ten “model” leadership behaviors that reflect this blending. The interviewees indicated that these leadership behaviors are required for a leader to be respected, followed and to have a significant impact on the business.

1. Consistently “Walk the Talk”

Today's workforce has zero tolerance for leaders who do not “walk the talk”. People are tired of empty suits that excel at spinning the truth and have mastered smoke-and-mirror games. Employees no longer respond to this type of leader. The notion of people don't care to know until they know how much you care is perhaps more applicable today than ever before.



Leaders who cannot earn credibility by demonstrating business acumen are usually not respected. Respect is a fundamental key in the development of relationships. And relationships are critical for a leader to be able to connect with his or her team. Leaders who consistently walk the talk are truly capable of creating visions that people can buy into and act on.

2. Lead With Vulnerability

Employees connect with leaders who are willing to be transparent and vulnerable.

Employees connect with leaders who are willing to be transparent and vulnerable. No more Mr. /Ms. Know-It-All. The cat is out of the bag—leaders don't know it all *and they don't have to*. In fact, employees respond much better to a leader who is honest enough to admit when he or she does *not* have all the answers.

3. Forget the “John-Wayne, I’m-In-Charge” Leadership Style

Today's workforce is appalled by leaders who act like a drill sergeants. They reject ego-driven leadership.²

What is needed today are leaders who can drive collaboration throughout the team and throughout the organization. Employees perform better when they understand their role and what value their role plays to the execution of the team's and the organization's strategy. Employees give more when they have a sense of connectedness to the outcome—a sense of personal ownership. Leaders who are stuck in the old mind-set of “I'm the star on this team” will not achieve success because people no longer follow or engage this type of leader.

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² This is not to imply that the military model is always inappropriate. Rather, it is to emphasize that the military model is appropriate for the military but that its translation into the day-to-day functioning of the contemporary workplace is not optimal.” James Huggins



Transparency is the key to effective communication for the 21st century workforce.

4. Communicate Openly and Transparently

Employees need open and transparent communication. The speed and rate of change requires leaders to be excellent communicators. It's not just about being able to share the message; it is about being "transparent" with the message. Transparency is the key to effective communication for the 21st century workforce. The essence of the value for transparent communication was recently reinforced during a coaching call.

The client had just heard through the organizational grapevine that the company was planning a price increase on their premium product line.

"I am so upset," she said.

"Why?" I asked.

"I just discussed the possibility of a price increase with my manager who is a vice president. He insisted that there were no plans for a price increase. He obviously knew this increase was coming but didn't trust me enough to share the information. Now I have to redo all my financial forecasts to reflect the new prices. What a waste of time. If he had been willing to communicate openly, even if he would have asked me to keep it confidential, I would have, and it would have saved me and the company time and money. And a lot of frustration."

This is an unfortunate example of the importance of a leader being transparent with communication. Employees have a right and a need to know information that can impact their job function and the organization.

5. Demonstrate Respect for Work/Life Balance

Work is a part of life, not life itself. Today's workforce views their professional choices as a piece of their overall life strategy, and, in many cases, not the dominant piece.



In the 70s and 80s when many of us were climbing the corporate ladder, if the company asked you to move in order to advance your career, there was no hesitation. You said “Yes. Tell me where I need to be.” Today’s employees do not share that same mentality. They want to go back to the basics. They want a sense of professional success, but not at the cost of everything else in their lives.

Employees will work harder if they know that the leader understands the need for and demonstrates a true commitment to work/life balance.

Employees will work harder if they know that the leader understands the need for work/life balance. And they will stretch even farther if the leader demonstrates a true commitment to work/life balance. Little acts of demonstration go a long way.

What are acts of a leader’s commitment to work/life balance?

- Not starting a team meeting until 8:30 a.m. so that those who need to drop off kids at school or day care can do so without compromising their involvement in the meeting
- Not scheduling out-of-town meetings on holidays of personal importance to the employee (e.g., Valentine’s Day)
- Ending out-of-town meetings by mid-day on Friday instead of 6:00 so parents can return home for their children’s extracurricular activities (e.g., football games, volleyball games, special dates, etc.)
- Not passing judgment when you see one of your direct reports arriving at the office at 8:30 instead of 8:00

6. Celebrate Differences

Diversity has been redefined in a much broader perspective. Even two people who are of the same gender, background and race have diversity between them. Why? Diversity covers the gambit, including things like different thinking patterns and personality traits. It also includes differences in desired performance benefits, approaches to the business, communication styles; the list goes on and on. A 2001 Towers Perrin Talent Report entitled, “New Realities in Today’s Workforce” reveals the importance of the diversity revolution. The article points out that “treating everyone the same, or all member of one group the same is a recipe for organizational disaster. Organization’s have to achieve flexibility.”



Today's workplace includes five generations, more than ever before in history.

Today's workplace includes five generations, more than ever before in history. With each individual and each generation there is something unique and valuable to be celebrated and leveraged. Leaders who expect their team to conform to their way of doing things are wrong. To achieve the highest level of success in today's environment, leaders must demonstrate the value of differences. In fact, leaders should celebrate diversity because it is the key to innovation and creativity.

7. Show Some Emotion

In 1998, Daniel Goldman, author of Emotional Intelligence, introduced the powerful concept to the business community. More recently in 2003, John Kotter, the author of The Heart of Change, relates the importance of leaders building emotional connections in order to drive change.

Wow! And thank you!

How did we ever think that we could check our emotions at the door when we arrived at the office?

Men and women now have permission to express their emotions in the workplace. How did we ever think that we could check our emotions at the door when we arrived at the office? It's simply not possible.

The good news is that showing emotions no longer translates into "You've got your hair on fire." Someone finally got it. We are humans and wired emotionally. Emotions are the source of passion. Passion in business and in life is a great thing.

8. Create Mini-Culture Transformations

As many leaders as there are in any company, that's how many cultures exist within that organization. The culture of the team is driven by the leader. Today's leader must establish guiding principles that everyone must be willing to live by.

Principles like:

- We will respect each other;
- We will commit to "real time" learning;
- We are focused on winning;



- Every team member brings value to the table;
- No hidden agendas are permitted;
- We all embrace and accept responsibility for our performance;
- Integrity is at the root of everything we do;
- We strive to find fun in everything we do
(FUN–Yes, Fun!)

I'm not talking about plaques on the wall that conveys the ten tenets of an effective organization. I'm talking about principles and guidelines that the team believes in and acts upon each day as an integral part of their culture. Savvy leaders know that if you want to see productivity improve, you must create an environment where everyone has ownership for the results.

Fostering a culture where inclusivity, innovation and performance are critical success factors. Leaders know the value of “getting people involved”.

According to the *Motivation Manager Magazine* (an excerpt adapted from Compensation & Benefits Review) American Management Association, January 2001) a survey conducted by William Mercer found that 25% of workers felt they were capable of doing 50% percent more. When asked why they didn't perform at a higher level, they responded:

- Not being involved in the decision making process;
- A lack of reward for good performance;
- No opportunity for advancement

Leaders who want to improve the bottom line and achieve breakthrough results must be willing to change the culture.



Many employees in today's workplace are a part of the "Sandwich Generation".

9. Honor Nontraditional Necessities

Many employees in today's workplace are a part of the "Sandwich Generation". They have children of their own but are now faced with the responsibility of caring for elderly parents. According to HR.com approximately 33% of the workforce cares for children and about 18% cares for elderly family members (and this number will continue to grow through decade). This is just one example of a nontraditional necessity that companies must honor in order to maximize the performance of their teams.

SAS, a leading software organization in the Carolinas, is a "best practices" example an organization that not only recognizes the issues faced by today's workforce but provides the needed support to honor these necessities. They offer such services as:

- on-site physician care,
- on-site childcare and elder care,
- counselors to help parents plan for college or deal with family issues,
- on-site dry cleaners,
- And the list goes on.

SAS has shown that these provisions are not just "nice ideas". They have substantial, positive bottom line impact. Employee time away from the office for life's necessary duties is reduced. Turnover at SAS is the lowest in their industry. Recruiting costs have been slashed.

Leaders need to redefine the concept of "benefit packages" to meet the nontraditional challenges faced by the 21st century employee.

10. Demonstrate Flexibility

Flexibility is a key ingredient. Peter Drucker says, "The one thing we know about the future is that it will be different from today."

Effective leaders must be capable of adapting to the needs of the time. That means that the evolution will continue. Leaders must continue to push the envelope, engage in continuous learning and seek to find new ways to inspire and motivate.



The lack of courage to pursue learning stunts the growth for many companies. This is not to suggest that organizations should not continuously draw on experience of the past. Quite the contrary, if an organization focuses on close examination of the lessons gained from past experiences and is willing to adopt a real time learning mentality, breakthrough performance will be result.

The need for flexibility will touch every facet of the business including the strategy. Today's consumer is savvier and more demanding than ever. To maintain the current franchisee base and to position the company to be able to acquire new consumers demands leaders will are able to convince their organizations of the need to eliminate the "one size fits all" strategy.

Conclusion

The 21st Century requires leaders who are in tune and focused on the company's greatest asset—its people. These leaders will embody a brilliant combination of the strengths of female and male leadership styles. They will bring the traits, components and behaviors of leadership style needed to optimize the 21st century workforce! They represent the essence of the leadership evolution called The Hybrid Leader.



About Trudy Bourgeois and The Center for Workforce Excellence

A former senior corporate executive who broke the glass ceiling while working for a Fortune 100 Company, Trudy Bourgeois has the credibility and knowledge needed to address key issues and opportunities in today's business environment. The depth of her expertise comes from twenty years of front line cross functional experience.

She is a leadership strategist who works with executives and leaders who wants to elicit the greatest contribution from every employee. She teaches these leaders how to blend the best of the male and female leadership styles to create environments where innovation becomes a thread of the culture, best practices that improve efficiency become common place and individual excellence consistently supports breakthrough results.

She is the author of *Her Corner Office: A Guide to Help Women Find a Place and a Voice in Corporate America*. Her second book is scheduled to be released in the spring of 2004 entitled, "*The Hybrid Leader: Blending the best of the Male and Female Leadership Styles*"

Contact her at Trudy@WorkforceExcellence.com.

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