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# Developing leaders pme answers



This article was originally published in Forbes. The shifted landscape of work is leading us to unknown territory, leading us to question what the next chapter is and how to evolve. As leaders, it is time to re-examine how we take ourselves and others through an uncertain future. Recently, I had the chance to sit with one of our clients, the visionary chief learning director (Clo) of Unilever, Tim Munden. Tim and I discussed what he thinks the world will need leaders and the Clo-Emporer forum he launched in early 2020 to face these monumental changes with his peers. Interconnected leadership in a post-pandemic world when I asked Tim how he sees the change of leadership When we emerged from the global pandemic, he pointed to the idea of interconnectivity. "What we see around us is connected to €" says Tim. "It's not enough for leaders to lead from their own defined context. We have to run our organizations, but what is apparent is that the context in which we do this is an interconnected reality. The pandemic brought that house. Today's leaders need to grasp the complete realities of the world in which they work and run a company that honors the obligations of all stakeholders, including social obligations. This kind of interconnected leadership requires a greater awareness of the world and a deeper awareness of a relationship with it. ". As leaders, we are all more exposed now, and the current environment can feel relentless. Today, there is less place for leaders to hide. The habits, attitudes and experiences that shape us become much more obvious. This is where the "inner game" becomes even more necessary in this increasingly complex world. The inner game and the external games Tim describes, the inner game is about being (who we are), and the outer game is about doing (what we do). With today's flat structures and fast changing environment, theOf the leaders are more transparent. Teams see their leaders leaders Who are more clearly now than ever. And, people want to be conducted by propository humans, to know that the person who guides and shapes their organization is there for something greater than themselves. This means that the leaders need a healthy amount of self-consciousness and self-reflection - an ability to be in contact with their emotions, attitudes and motivations on a daily basis. à € œThe christic is appearing as a leader, really assuming responsibility for being present, by listening to people, for managing his mood and for feeling what is happening around him." Tim said. In the internal game also means being open to learning and growth to avoid any rigidity and inflexibility that can come with years of work experience and work dominance. As last, Tim says: à € œThe subtle, but perhaps the most important part of the internal game, it is cultivating the conscience that we are greater than our experiences, greater than our current thinking, greater than our learning, and larger than the emotions we are feeling. We are, as human beings, deeper than that, and that is why we can see them, feel them and manage them. à € The external game is about doing things you need to perform an organization - helping teams to be the best they can be, taking advantage of human energy to create exceptional results, establishing a vision and then empowering others to achieve notable things. à € œWe work as Liker is to set direction, set parameters and then let people run with ità €, says Tim. à € œBut there are many things that can get on the way of this. Fear, insecurity, uncertainty. Things that bring us back to the internal game. And that way, you learn that each one can never be without the other. To dominate the outdoor game, you have to be constantly working in the internal game.à € Collaborating across organizations in March of with the support of the potential project and other partners, munden launched the clo forum to join learning directors and leadership development leaders worldwide. world.In their shared work to build the lAderes, the world needs it now, especially during a time when there is a lot of desire to rewrite the rules. The um has become a unique collaboration between peers to shape the next generation of lAderes. As Ginny Checker, global director of development for teams and teams, people and communities at Cisco, described it, "we are an interconnected community, building relationships and common propã©sito besides our organizations. We are sitting with the ambiguity of an emerging building and exploring ways to adapt, learn, grow and disturb together. Because the © is not a commercial environment, it© has also become a very safe space, a powerful community in which everyone can share what is © and what is not working, ask open and honest questions, and give open and honest answers. Nick Hudson, HR Director for Organizational and Leadership Development in Europe, Middle © and Africa at Intel, describes it this way: "The Clo form provides the platform for a diverse set of companies to share their experiences and thoughts with each other in an inclusive, open and trusting space. As the © rbio says "If you want to go quick, go alone. If you want to go far, go together à€. What is © the future of leadership development? Reflecting on how leadership development needs to change, Tim emphasizes the importance of focusing on leadership, not just on people historically labeled as leaders. Deep development programs are always available to a few at the top, but these initiatives do not build the basis for lasting change. "We had to give everyone a chance to reflect deeply on what's going on inside them," says Tim. À € à- "Everyone should be reflecting on their purpose and how it suits what they do at work. À € à-" At Unilever, almost 60,000 people the opportunity to reflect and give voice to your purpose. It's one of the things i'm very proud of and believe we are we Right. now, we need to find solutions that work both in depth and in scale to build leadership, and I think that is the challenge and the opportunity. we need deep emotional techniques, deep awareness and deep presence, and we need to be able to create those for users in a safe space with great professional rigor. that's a big change. I think the industry is not yet there, but we are on our way. ]

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