Leaders Make the Future
Ten New Leadership Skills for an Uncertain World

Bob Johansen
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1. **Maker Instinct.** Ability to exploit your inner drive to build and grow things, as well as connect with others in the making. Leaders need this basic skill to make and remake organizations.

2. **Clarity.** Ability to see through messes and contradictions to a future that others cannot yet see. Leaders must be clear about what they are making but flexible about how it gets made.

3. **Dilemma Flipping.** Ability to turn dilemmas – which, unlike problems, cannot be solved into advantages and opportunities.

4. **Bio-Empathy.** Ability to see things from nature's point of view, to understand, respect, and learn from its patterns. Nature has it's own clarity, if only we humans can understand and engage with it.

5. **Constructive De-Polarizing.** Ability to calm tense situations where differences dominate and communication has broken down – and bring people from divergent cultures toward positive engagement.

6. **Quiet Transparency.** Ability to be open and authentic about what matters – without being overly self-promoting. If you advertise yourself, you will become a big target.

7. **Immersive Learning Ability.** Ability to immerse yourself in unfamiliar environment, to learn from them in a first-person way.

8. Rapid Prototyping. Ability to create quick early versions of innovations with the expectation that later success will require early failures. Leaders will need to learn from early setbacks and learn to fail in interesting ways.

9. Smart-Mob Organizing. Ability to create, engage with, and nurture purposeful business or social change networks through intelligent use of electronic media and in-person communication.

10. **Commons Creating.** Ability to seed, nurture, and grow shared assets that can benefit all players – and allow competition at a higher level. This is the most important future leadership skill and it grows from all the others.

The ability to **flip from the frightening VUCA (volatility, uncertainty, complexity and ambiguity) to a hopeful VUCA (vision, understanding, clarity and agility) <u>will be the ultimate dilemma for leaders in the future.</u>**