LEADING TRANSFORMATION #68:

CONTINUATION—DEFINITION AND UNDERSTANDING

There are 5 Steps in the Transforming Leadership Process.

1. Building a growing community of change leaders

2. Setting direction

3. Building capacity

4. Leading change

5. Empowering a next generation of leaders

The 5th Step involves the Transforming Leadership Principle of CONTINUATION.

A. CONTINUATION: Ensuring Ongoing Leadership Succession and In-built Pursuit of Excellence

DEFINITION: In CONTINUATION, leaders intentionally make themselves dispensable to the Transformation Process by investing in the building of “next generation” leaders with the goal of ensuring a lasting legacy.

CONTINUATION ensures that current leaders are motivated to give their best to the realization of a vision; and more importantly, new leaders are developed, positioned and empowered to steward the vision into the next generation. To ensure the continuation of any noble mission, current leaders need to intentionally make themselves increasingly dispensable in order to broaden ownership and responsibility; both for the present and future generations.

B. EFFECTIVE CONTINUATION

1. DEVELOPING A CULTURE OF EMPOWERING LEADERSHIP

The culture of Empowering Leadership shifts the focus from current leaders to others who can take institutions to higher orbits of operation.

2. COACHING CURRENT LEADERS FOR HIGHEST POSSIBLE EFFECTIVENESS

Current leaders need to be coached and empowered so that they can be as well as give their best.

3. COACHING FUTURE “NEXT GENERATION” LEADERS

ALL current leaders are equipped, charged and held accountable to prioritizing the development of future leaders who can take what they are doing into the future and to higher levels.

4. POSITIONING AND EMPOWERING A NEW GENERATION OF LEADERS

Continuity requires equipping and engaging experienced and future leaders in co-leadership. This allows for the sharing of skills and history; and the transferring of ownership and responsibility.

5. STEPPING ASIDE FROM THE FRONTLINES

Celebrated leaders can remain in the frontlines for too long. This is because their successes link them with the identity of institutions. They can respectfully become untouchable “sacred cows.” When this happens, institutions are left with “accidental transitions” as the only option for continuity. Accidental transitions do not serve institutions well. What works best is for celebrated incumbent leaders to embrace their humanity and step aside from the frontlines when they are still able to come alongside new generations of leaders to help them become better and higher performing leaders than themselves.

REFLECTION QUESTIONS

1. What steps need to be taken to ensure continuity of an important enterprise that you are involved with?

2. What can you personally contribute to the continuity?