

Consider this: Leadership in the new age

New studies of the brain show that leaders can improve group performance by understanding the biology of empathy.

People throughout and beyond the business community are talking about the vital role that empathy and self-knowledge play in effective leadership.

The concept of emotional intelligence continues to occupy a prominent space in the leadership literature and in everyday coaching practices.

So what does this mean... research in the emerging field of social neuroscience the study of what happens in the brain while people interact is beginning to reveal subtle new truths about what makes a good leader.

Great leaders are those whose behavior powerfully leverages the system of brain interconnectedness. It follows that a potent way of becoming a better leader is to find authentic contexts in which to learn the kinds of social behavior that reinforce the brains social circuitry.

Leading effectively is less about mastering situations □ or even mastering social skill sets than about developing a genuine interest in and talent for fostering positive feelings in the people whose cooperation and support you need.

The personal qualities of tomorrows global business leader

Clear vision - sufficiently in touch with the outside world to sense the most important trends and use these to visualize what success will mean for their company.

Strong values - leaders not only set direction but also the pattern for behavior and ethics. Vision is often based on values because it represents the destination that a leader believes the company should reach if it lives out its values

Courage - Leaders need the courage to take risks, break with the pack and deal resiliently with the inevitable adversity.

Empathy - it is vital for leaders to be culturally aware, have empathy and stand in others shoes.

Accessibility - they must take every opportunity to interact with those at the frontline and use a range of communication media to keep in touch with and listen to the views of people at all levels.

High-level negotiating and interpersonal skills - particularly necessary in taking a more proactive role in helping to fill the global governance vacuum and developing relationships.

A passion for teamwork - tomorrow's great leader will not be a superhero who runs the company single handedly, but someone who will build a team from people of all backgrounds and give them space to take decisions - a very different skill

Humility - the leader of tomorrow will accept his or her limitations. It's important to balance confidence with a willingness to admit one's mistakes and keep learning. Respect is earned through action and integrity, not through the trappings of position and power.

Commitment to future leaders - commitment to developing the team for the future and knowing when to stand aside for a successor.

The way to develop your social circuitry is to undertake the hard work of changing your behavior.

(HBR -Harvard Business Review and Craig Donaldson)