



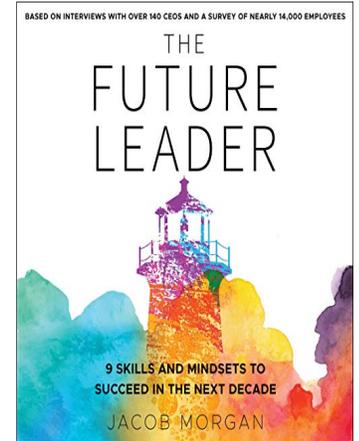
DOD Reads Executive Summary

The Future Leader

How future leaders can prepare and adapt to effectively lead over the next decade

Thesis: Without adaptability to the future of leadership, leaders risk losing their influence on managing a productive organization

- **Jacob Morgan:** A 4x best-selling author, speaker, “futurist” and founder of FutureofWorkUniversity.com. Jacob teaches leaders around the world how to create workspaces where people genuinely enjoy showing up for work. Jacob has presented and advised organizations around the world including Disney, IBM, Microsoft, SAP, Mastercard, Lowe's Home Improvement, St. Jude Children's Research Hospital, and many others.
 - [Twitter](#)
 - [Personal Website](#)
 - [Ted Talk](#)
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TheFutureOrganization.com

Why this book is important for the Military Professional:

Leadership is paramount to the operational success of any organization in the world. Leadership is often defined as guidance, delivered through various means and styles, for others to accomplish a task. The military professional should ask themselves; how will future leaders define their leadership styles when everything around them changes? We have learned about and studied great leaders who have left a legacy in our military history, but how often do we think about the future of leadership? *Leadership today will be different from leadership tomorrow.* The future leader will require sensitivity to change as people's worldviews continue to be impacted by technological advancements and social trends.

Leadership / ('lidə,ʃɪp) trans. noun. the action of leading a group of people or an organization

In a Nutshell

Jacob Morgan provides a deep-dive analysis about the current state of leadership and delivers powerful insight into the fate of the future leader by interviewing over 140 CEOs from companies like Unilever, Mastercard, Best Buy, Oracle, Verizon, Dominos, and many others. He then collaborated with professional social media platform LinkedIn, to conduct surveys for thousands of their members around the globe to see how CEO perspectives aligned with those of their employees.

Important note: Many of the world's top business leaders Jacob interviewed for this book believe that while some core aspects of leadership will remain the same, such as creating a vision and executing on a strategy, leaders of the future will need a new arsenal of skills and mindsets to succeed.

What this book has to offer you

- Analysis of trends impacting the future of leadership and their implications
- Valuable mindsets that leaders of the future will need to possess
- Challenge your perception of who a leader is and what leadership means to you
- Understand the greatest challenges that leaders of the future will face
- Acknowledge and analyze the gap that exists between what CEOs/Commanding officers identify versus what their subordinates experience

Questions Asked to Leaders

1. How do you define leadership?
2. What trends will impact the future of leadership?
3. What mindset(s) do you think the leader of the future will need to possess and why?
4. What skills do you think the leader of the future will need to possess and why?
5. When you think of leaders today and in the next decade, what will be the main differences?
6. Imagine a day in the life of a leader in the next decade. What does that look like?

Trends and Challenges Shaping Future Leaders

- As digitalization continues to transform practically every aspect of our lives, leadership will also continue to evolve.
- Organizations are using artificial intelligence to automate redundant tasks and streamline operations
- Artificial intelligence applications will impact future leaders as they will need to possess knowledge about how innovative technologies impact their subordinates.
 - The author makes it clear of the importance to mesh humanity with technology as there must be a symbiotic relationship between the two. Jacob Morgan touches on the importance to humanize those around us and put people first as well as understand the challenges humans face. Leaders cannot lead from an ivory tower; they must understand their people.
- Another trend impacting the future of leadership is the overall change in pace.
 - Tips for dealing with change:**
 - Experiment and test ideas frequently.
 - Be comfortable challenging and not hanging on to the status quo.
 - Embrace uncertainty and do not let fear guide decision-making.
 - Surround yourself with people who are smarter and more capable than you.
 - Give subordinates at all levels and roles a voice to share ideas, solve problems, and identify opportunities.
 - Build alliances with people and organizations.
 - Revisit your likely outdated workplace policies, procedures, and rules.

- o Focus on improving communication and collaboration across teams and geographies.
- o Pay attention to trends impacting your industry, your company, and your career.
- Leaders will have to quickly adapt and overcome changes to guide their employees in the right direction **ethically, morally and with transparency**.
 - o Former CEO of Best Buy Hubert Joly said, “if you believe your role as a leader is to be the smartest in the room and to make sure that everybody knows how smart you are, you're wrong. If you believe that your role as a leader is to create an environment in which others can be successful, then you're on the right track. You need to be a values-driven leader. Integrity in this world of **transparency** is more important than ever. It's not just about complying with the rules. It's about doing the right thing.”

Essential characteristics: technological, emotional, and cultural intelligence

- The skills that all future leaders need to possess include technological intelligence, emotional intelligence, cultural intelligence, active agility, and cognitive flexibility
- Future leaders must possess in-depth knowledge of technology to understand how it can be used to help an organization accomplish their objectives.
- Emotional intelligence allows leaders to use interpersonal communication techniques with their team to gather information that is used to make decisions.

Impact of globalization

- As globalization in organizations increase, leaders must possess cultural intelligence. Cultural intelligence allows leaders to work effectively with people of different cultures and languages.

Impact of Active agility

- Active agility can be defined as a skill that leaders use to accept changes quickly instead of seeing them as a burden.

Cognitive flexibility

- This allows leaders to shift between various tasks while also making the best decision that allows them to meet the organization's objectives.

Notable Mindsets of Future Leaders

- Curiosity
- Openness to people's ideas
- Perpetual learning
- Adaptability
- Purpose-driven
- Embracing of technology

Resources and Additional Reading

1. [Forbes: This is what leadership will be in 2030](#)
2. [7 Skills Every Future-Ready Leader Needs](#)