



## **ANNUAL LEADERSHIP CONVENTION**

**Theme: Navigating 21st Century Leadership: Convergence and Divergence**

Uphold public interest

# Shifting Leadership Landscape: Building the Organization of the Future through Collaborative Leadership.

**Agnes Ruoro**, DBA – Leadership (Ong.), MBA- Strategy, Bcom – Finance,  
Balanced Scorecard certified, Leadership Talent Optimization Coach

Leadership catalyst; Strategy execution Consultant; Productivity & Talent Optimization expert

Leadership & Strategy Faculty, Strathmore University Business School

[aruoro@gmail.com](mailto:aruoro@gmail.com)

# The Organization of the Future is here

---

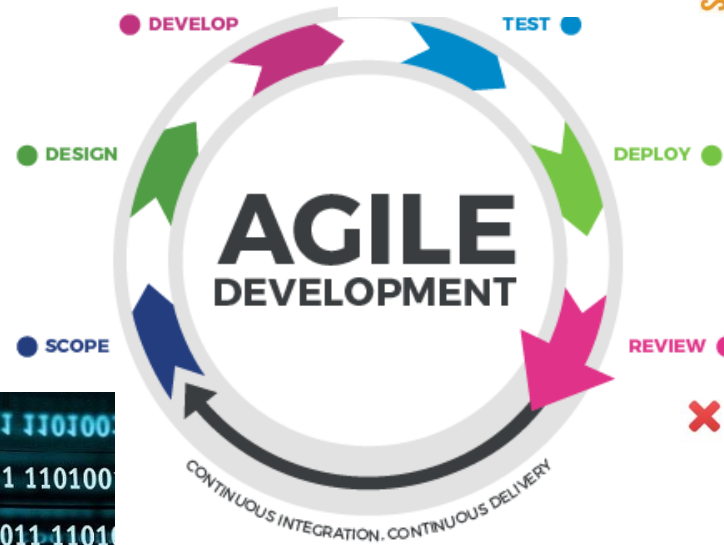
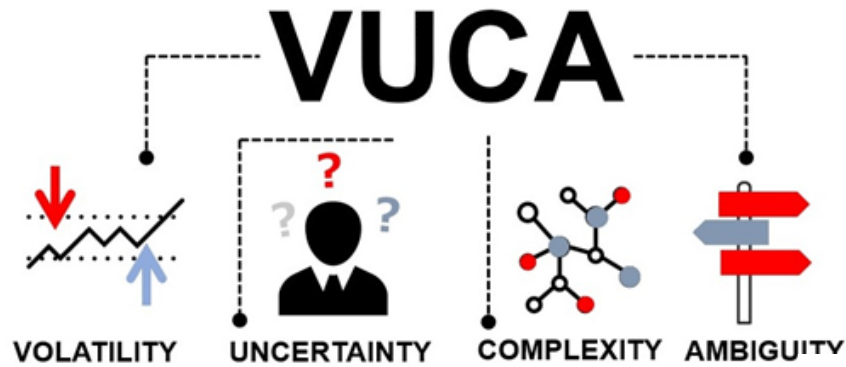


Imagine the organization of the future by considering the following leadership & management practices: Leaderless Organizations; Leaderless because Leadership role is fluid & is rotated among people within the team; A self governing management system that eliminates all job titles & managers & companies abolish their annual performance appraisal system. Managerial power is no longer the primary mechanism for ensuring performance. 24/7 productivity powered by geographically located expertise that requires no relocation, no travels; Virtual communication platforms convert virtual meeting deliberations for your French speaking colleague. Managers supervise both robots & people.

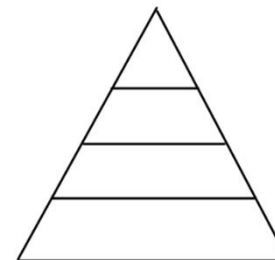
In reality, for progressive organizations, that future is here....

**ARE YOU READY ?**

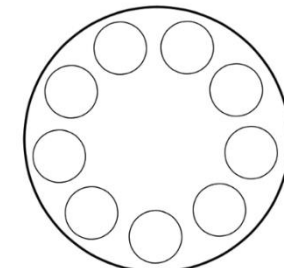
# What does this Organization of the Future look like?



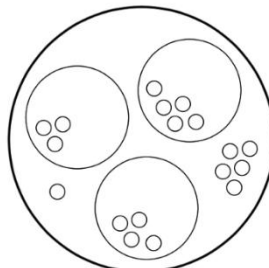
✗ **HIERARCHY**



✗ **FLAT**



✓ **HOLARCHIC**



# Shifting Organization Landscape

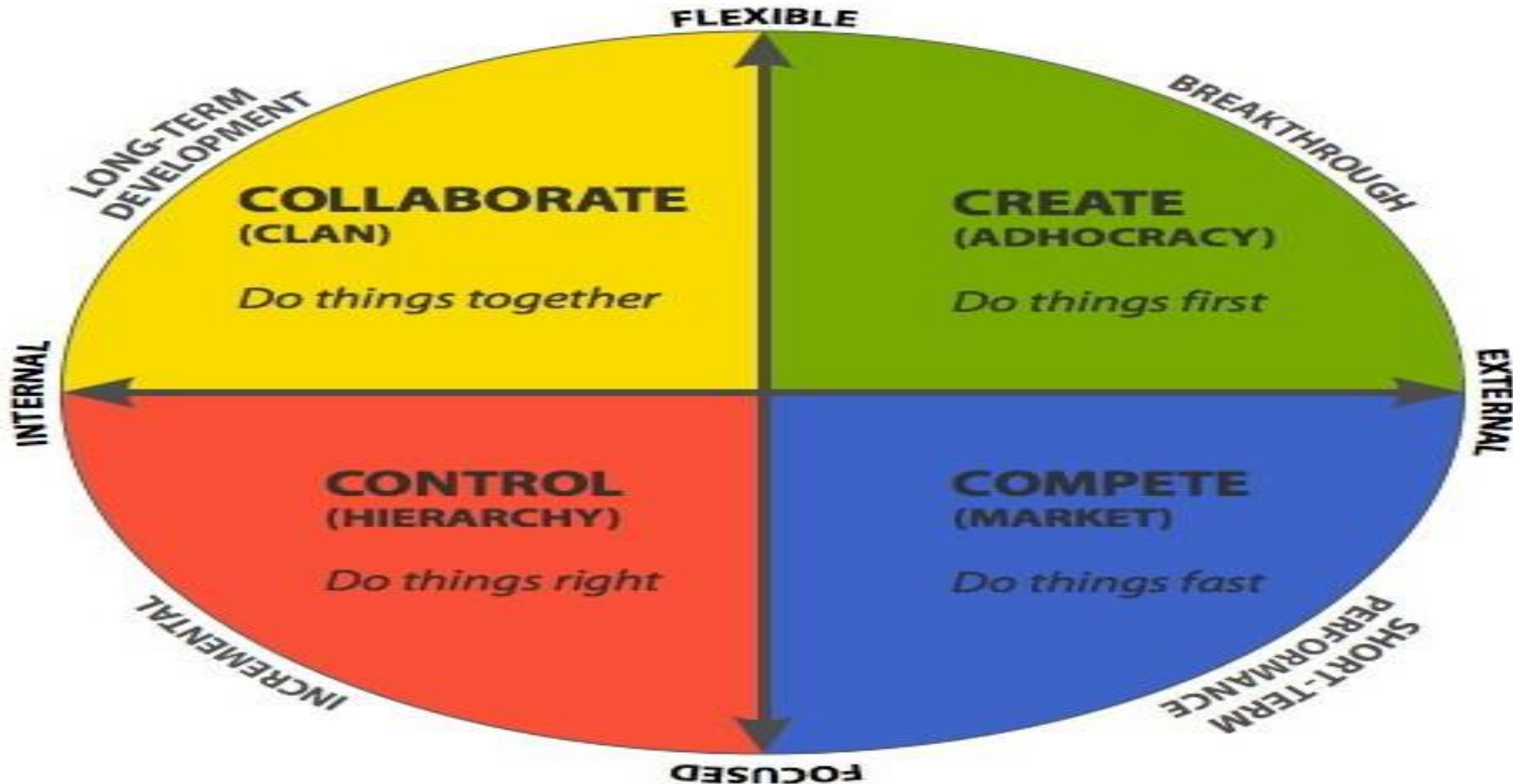
## Today

**Profit driven**  
**Internal focused**  
**Hierarchy structure**  
**Siloed /Bureaucracy**  
**One size fits all**  
**Change resistant**

## Future

**Purpose-driven**  
**Client Focus**  
**Flexi team network**  
**Collaboration, Agile**  
**Individualized**  
**Continuous change**

# A view of Organizational Cultures





# Shifting Leadership Landscape

- Managerial Hierarchy / Authority
- Top –down directives  
Dependence on formal leaders, positions & titles
- Heroic leaders – “Know & show the way”
- Strict adherence to rules  
- Task Masters are rewarded

## Dependent culture

ME

## Independent Culture

- Independent expertise
- Functional silos
- Diplomacy & personal influence
- Individual achievement drives rewards
- Strategic thinkers solve technical problems

US versus THEM

- Distributed leadership  
Cross functional & self governing teams
- Dialogue & divergence encouraged
- Mutual reflection & learning
- Coaching & feedback
- Multi organizational networks

## Interdependent Culture

WE

# “Me” to “We” Culture

---

Interdependencies “Social interactions”

Connectedness “Co-creating leadership”

Dialogue Collaborative “Relational leader”

“Collective intelligence” “Generative ideas” We

“Collective learning” “Cross functional teams”

“Decentralized decision making”

Inclusive collaborative



# Building a Collaborative organizational culture

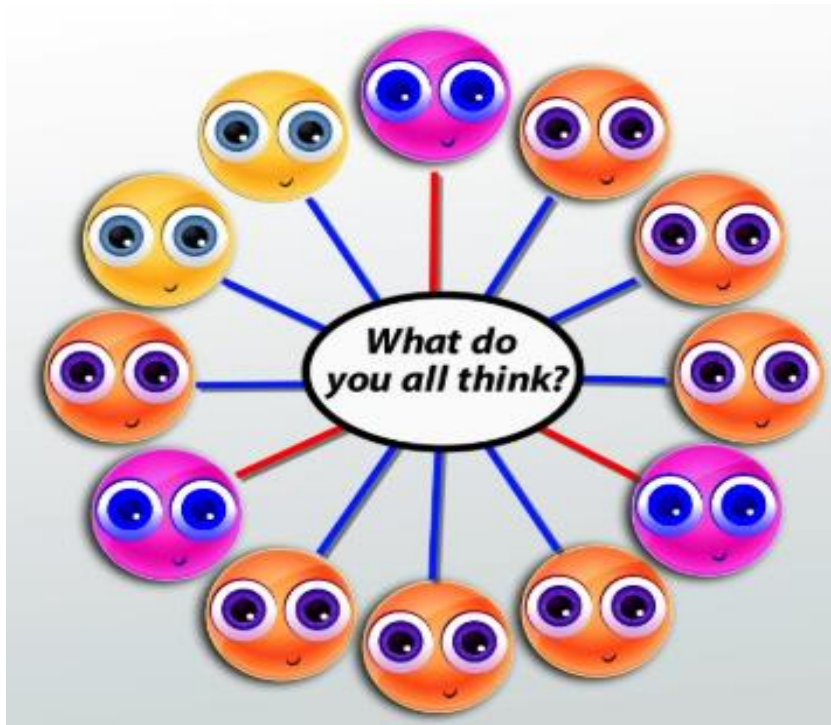


<https://www.youtube.com/watch?v=f60dheI4ARg>

# Playing to Win: Within Team

**Embrace teams as a way to structure work.**

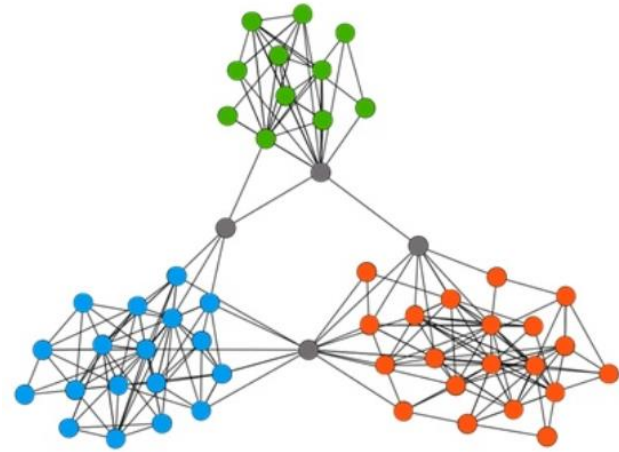
- Common vision, culture & shared identity**
- Autonomy, Discretion in making decisions.**
- Trust, Commitment & Accountability**
- Team leadership capability...**



**Role Shifts: Team sponsor, Team Coach, Challenger, Champions.**

# Playing to win: Cross functionally

## Enabling environment for interdependent work.



- Inclusive culture.
- De-emphasize social differences - faultlines
- Co-creation
- Leverage communities of practice,
- Outbound / cross organizational networks.

**Leaders focus: Networker, Persuader, Negotiator, Mediator, Dialogue Master**

# Playing to win: Agile teams

**Agile teams work on rapid innovation projects organized in short sprints.**

- **Project by project planning**
- **Collective intelligence & value creation**
- **Appraisal to feedback - developmental conversations.**



Management by Sticky Notes

**Leadership role: Disruptor, Optimizer, Sprint Master, Agile Coach**

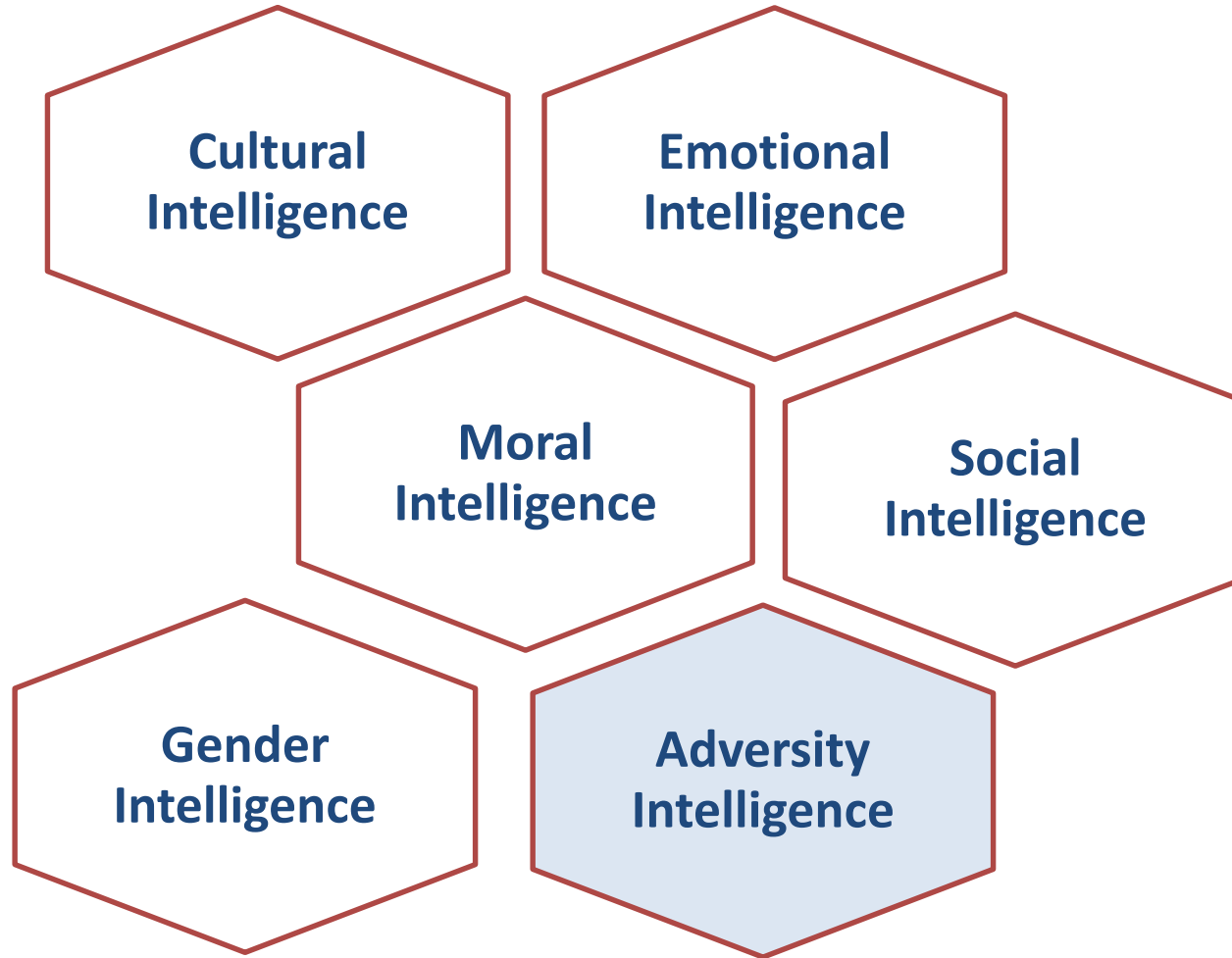


# Playing to Win: Authentic Leadership

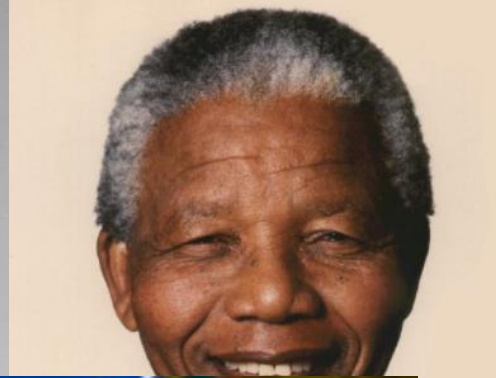
---



# Why Authenticity Matters







Why  
should  
anyone  
be led  
by you?



# Becoming an Authentic Leader

---



Know your Authentic (True) Self: A deep self awareness

Discover your Evolving self through introspection

Practice your values & principles

Discover your Purpose (What motivates you) - Balance  
your internal & external pressures

Build your support system



# Authenticity Paradox...

---



Criticism & negative feedback

Learn from your Crucibles

Adapt different leadership identities & take charge in unfamiliar roles.

Network & Sell your ideas

# How do you know you are winning?

---



- Shared beliefs & practices
- Leadership role is fluid
- Rapid response mechanisms
- Leveraging network connections
- Unconventional thinking & Dialogue is encouraged.
- People challenge each other.
- Best ideas win.
- People Learn together

**Coming together is a beginning; keeping together is progress; working together is success.**



**Henry Ford**

**AZ QUOTES**