

# Intelligent leadership: a leadership framework for the 21<sup>st</sup> century

**Pentti Sydänmaanlakka**  
**10.1.2003**

## The role of leadership

From the amount of literature and research that is coming out, it is clear that leadership will once again emerge as one of the pivotal areas in the coming years. During the 90's we were mainly focusing on process management, re-engineering, company culture, quality and organizational learning. After having implemented all of those, it has come to our notice that something is still missing, because the organization is still far from functioning properly. Many a time the missing link is **true leadership**. There seems to be a lack of intelligent leaders, who are able to create and sustain an inspiring vision and implement the vision together with their teams. That is the reason why I'm trying here to find answers to the following kind of questions: What is leadership? How has leadership changed during the last twenty years? What are the most crucial elements in leadership? How can we develop leaders for the future? How we ourselves could become better leaders? The purpose of this article is to find new intelligent answers for this kind of questions. Or even more: to find new questions concerning leadership.

I have myself been interested in leadership and studied it in theory and practice for more than twenty years. I have tried to follow the development of the management and leadership theory and have worked in many international organizations as a developer of leaders and managers during these years. This naturally gives me a good background to understand the studied phenomenon both comprehensively and deeply. Many of my basic assumptions have arisen from self-experienced practice. Here are some of those key assumptions:

1. People management as a phenomenon and process has changed during the last twenty years.
2. The present leadership theories do not describe leadership as a phenomenon any more relevantly and comprehensively.
3. Leadership theories and practice could be clarified in describing leadership as a concrete set of competencies. Leadership is more art than science and it consists of very concrete small actions.
4. The basis for all leadership and management is good self-leadership.
5. The management and leadership training programs function usually very inefficiently.
6. The biggest obstacle for learning leadership is the leader herself/himself (the ability to change and develop).

7. The efficiency of the organization could be improved greatly by ensuring that people management is done well and with quality.
8. Becoming a good leader requires certain kind of values and principles.
9. One important feature of an excellent leader is that her/his subordinates are successful.
10. There is a great shortage of good leaders today.

The purpose of this article is to describe a new leadership framework for the 21<sup>st</sup> century. I consider that the present leadership theories (most of them) do not describe the realities of people management enough simply and comprehensively. The working environment of today's leaders and followers has changed and is changing rapidly and dramatically. This means that we also have to understand the leadership process in a new way. We are moving from an industrial paradigm to a postindustrial paradigm and we should realize the consequences for the leadership practice. To lead the 21<sup>st</sup> century **knowledge worker** or **intelligent worker** is probably something different than to lead the 20<sup>th</sup> century **industry worker**. That is at least one of the basic assumptions of this article.

### **The working environment of the 21st century leaders**

The working environment of leaders has changed a lot during the last twenty years. Exaggerating a little, you could say that to be a leader was **a position** in the beginning of the 80's when nowadays it is **a task**; a very difficult and challenging task. Here we should ask two questions: Do we have enough leaders who are competent for this kind of task? Do we have enough competent leaders who are willing to take this kind of task?

The global world of the twenty-first century will require new leaders with a unique combination of competencies. Marguardt (2000,2) has well summarized the major transformations in the world of work. The eight forces that will dominate the business world of the twenty-first century are:

1. globalization and the global economy
2. computer technology
3. radical transformation of world of work
4. increased power and demands of the customer
5. emergence of knowledge and learning as a company's and country's greatest assets
6. new roles and expectations of workers
7. biotechnology
8. speed of change - moving from a Newtonian world to a quantum world of chaos.

We all are living in a turbulent world where nothing else is certain other than change. The recent terrorist actions in New York (11.9.2001) were once again a new step towards this chaotic world. Turbulence is a state in which the speed and complexity of change surpass our ability to understand change analytically. Turbulence management requires a new kind of thinking and understanding from leaders; analytical reasoning is not enough, the need for system thinking is increasing. Rational intelligence is not enough, we need also emotional and spiritual intelligence.

Thomas H. Davenport has talked a lot about knowledge work, the knowledge worker and how to manage in a knowledge company. Davenport (2001) has described the following changes management may undergo in knowledge companies:

- from overseeing work to doing it too
- from organizing hierarchies to organizing communities
- from imposing work designs and methods to understanding them
- from hiring and firing workers to recruiting and retaining them
- from building manual skills to building knowledge skills
- from evaluating visible job performance to assessing invisible knowledge achievements
- from ignoring culture to building knowledge-friendly culture
- from supporting the bureaucracy to fending it off.

To define a knowledge worker is a difficult task. There are differences within the term: there are knowledge creators and knowledge users. And all of them are active thinkers who must be managed differently than traditional industrial workers. Davenport (2001, 43-44) has stated: "Because knowledge is an invisible asset that resides largely in the minds of human beings, management can no longer be about close observation and monitoring. Because knowledge work can and is done by managers as well as workers, strict separations between worker and manager no longer makes sense."

### **Previous leadership theories and models**

"Whoever does not understand history is doomed to repeat it". This familiar refrain fits well also to the world of leadership. I have tried to analyze the previous leadership theories and learn to know, how they are trying to explain the leadership phenomenon from their own perspective. I have went through 69 different approaches and grouped the different models and theories into the following 14 groups: Ancient approaches, Classical approaches, Trait approach, Style approach, Situation approach, Contingency theory, Path – Goal theory (Motivation theories), Management by objectives, Leader – member exchange theory, Transformational leadership, Team leadership, Psychodynamic approach, Value management and ethical leadership and Self-leadership. If we look at the "Bass & Stogdill's Handbook of Leadership" (1990) we could say that these 69 approaches I have studied is only a small portion of all possible theories. However, I believe that the theories and approaches belonging to these fourteen groups gives us a quite comprehensive picture of the situation.

I have learned that the leadership phenomenon can be approached from many different perspectives. When I studied the different approaches to leadership I did try to categorize them according what were their main focus. Different approaches looked at leadership concept mainly

- as a great man/woman theory
- as power (as doing what the leader wishes)
- as achieving goals
- as management
- as influence
- as transformation process
- as traits
- as service
- as showing the way and vision
- as teaching and training.

There can be many perspectives toward leadership, which only proves the complexity of the phenomenon. One problem with many approaches are that they have a very narrow perspective. In

my approach I try to move from a narrow, fragmented approach, to a **comprehensive process approach to leadership**. We should be able to define the leadership process simply and comprehensively at the same time.

Many of these models and approaches are working well and used widely in practice. Why do we then need new approaches? I try to summarize ten main reasons for that:

1. The models we are using now in practice are old ones and developed mainly during sixties and seventies. Maybe the last true invention was the transformational leadership by Burns (1978).
2. There is a momentum for new approaches, which don't come from Anglo-American tradition and culture.
3. The working environment of leaders have changed dramatically during the last twenty years, but we are still using approaches developed for industrial organizations.
4. We have to move from industrial to post-industrial paradigm and redefine the role of work, worker and organization.
5. Present theories are usually very fragmented; we have to go beyond fragmented theories.
6. The paradigm of science have also changed; the constructivist paradigm is replacing the behavioristic paradigm. Also quantum physics, self-organizing systems and chaos theory brings in interesting perspectives to leadership.
7. We should try to move from "one right approach" to both and –perspectives; try to integrate the best features of old approaches and even use parts of them, which are still valid.
8. We should add to our rational thinking also emotional and spiritual components; go beyond rational management.
9. We should try to integrate leadership and management: in Finnish language we have only one word for that, which is "johtaminen".
10. We should reveal the true simplicity of leadership, which is on the right side of complexity. We should not make leadership any more complex than it really is.

These are some main reasons for the need to define new approaches and frameworks for leadership. Next I try to define a new leadership approach for our future organizations. The work will be based on the best features of the leadership models and approaches presented earlier.

### **The intelligent leadership framework**

I have made an attempt to apply all that knowledge of earlier approaches and develop a new intelligent leadership model, which should better describe the phenomenon we are studying in the present turbulent working environment. There are several foundations and objectives for this new model.

First of all, we should try to find **new ways to see the leadership phenomenon**; creative and intelligent ways. Creative intelligence tries to integrate intellectual, emotional and intuitive elements of intelligence (see Parikh 1999). This is why I have chosen the term intelligent leadership (compare an intelligent organisation, Sydänmaanlakka 2002). In intelligent leadership we try to lead

employees at three levels: rational, emotional and spiritual. Rational leadership is management by objectives, emotional leadership is management with emotions and spiritual leadership is management by meaning.

The model should be also **as simple as possible**. Leadership is a complex phenomenon, but let us not make it more complex as it is. I also believe that leadership can be described in a very concrete way and there is nothing mystical about it after we have understood it's real essence. We should develop both simple and comprehensive models of leadership.

The intelligent leadership model is based on the **postindustrial paradigm**. In postindustrial paradigm we have to redefine work, worker and organization and their relationships and widen our perspective also to the society. We have traditionally perceived an individual mechanistically as a part of big machine (organization). We should see the employee as a whole, in a comprehensive way and put the individual really in the heart of our organizations (Gratton 2000). Behind the intelligent leadership model is a comprehensive concept of man including bodily, rational (intellectual), emotional and spiritual dimensions. Thus, the future worker is not anymore "a pair of hands", nor only a knowledge worker but a whole individual including professional, physical, mental, social and spiritual condition. The work should be changed from meaningless job to meaningful calling. The work should energize us, not burn us out. The organization should be changed from machine to open system and the society should change the priorities from growth and efficiency to sustainability and well-being.

One objective also is to try to develop a **universal leadership model**, which could be applied in different kind of context. In this case clear definitions are extremely important. Definitions are often problematic in the behavioral and social sciences, because scholars are not paying enough attention to accurate and systematic definitions. This is probably one reason that we have not so far been able to develop better theories and models in this field. Chester Barnard (1948, 80) wrote more than fifty years ago: "Leadership has been the subject of an extraordinary amount of dogmatically stated nonsense". I'm little afraid that the situation is not very much better even today. If leadership is anything anyone wants to say it is, then the concept of leadership is meaningless and nonsense.

The intelligent leadership model is also based on the **system theory** and system thinking (Senge 1990, 68-92). System thinking is a discipline for seeing wholes. The essence of system thinking is based on two issues: seeing interrelationships rather than linear cause-effect chains and seeing processes of change rather than snapshots. Leadership is seen as a wider process, which takes place in an organization. In that process there are many variables, which all affect each other. With system thinking we try to clarify and really see the key interactions in this process and this way disclose the essence of leadership.

Intelligent leadership is a **shared and collaborative process**. It is a process that should be taught not only to leaders but also to followers. The premise of intelligent leadership is that it must be practiced by both, the so-called leaders and the so-called followers. Intelligent leadership means putting people to work together efficiently. It is not manipulation. It is not management. Rather, it should energize our employees and organizations.

Last but not least, we should be able to develop together new common models for leadership, which should **support us finding a way out of the many problems** that the industrial era has produced

in the world. The new leadership model should help us to solve huge problems – economical, political, technological, social, ecological and spiritual – which we are facing today.

The intelligent leadership can be defined as follows:

Intelligent Leadership is a dialogue between leader(s) and followers, where they come together in a certain situation in order to achieve shared vision (purpose) and objectives effectively. This process will take place in a certain team and organization, which is sharing same values and culture. The macro environment - industry and society - also affects this process.

### The intelligent leadership model

In figure 1 is presented the intelligent leadership model. The basis of the model is input-process-output -thinking. The main input for this process is some kind of purpose, which is usually a vision or more concrete objective. In the leadership process leaders and followers are in interactions in different kind of situations; on it's best these interactions will be a true dialogue. The output is the intended result or change. This leadership process happens in a team and in an organization, in an industry and in a society. Certain values and culture are also affecting to this process. All these variables affect someway to the leadership process. There are altogether ten variables in this model. In the following I will explain the main content of these variables.

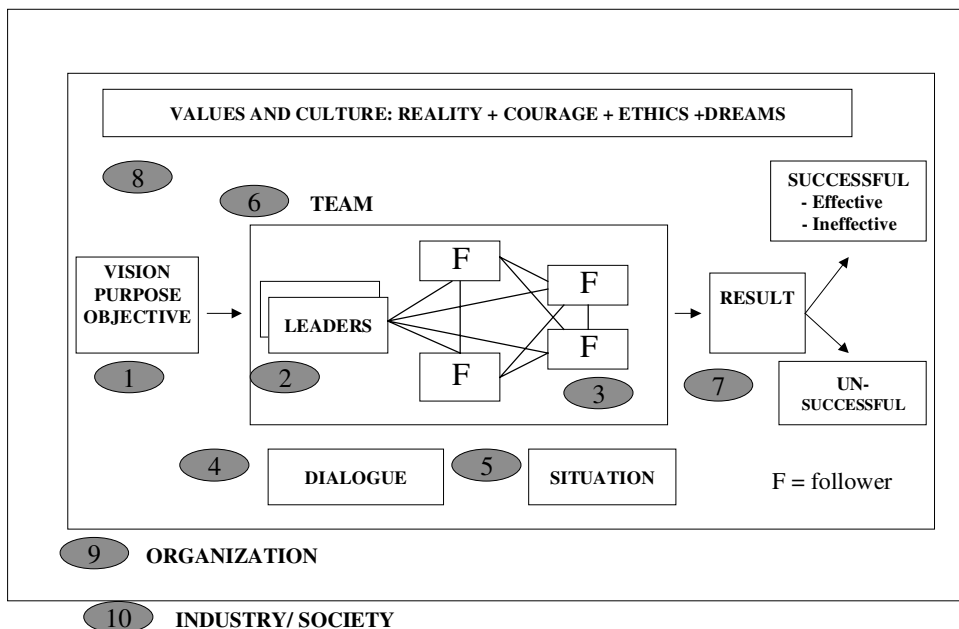


Figure 1. The intelligent leadership model

## 1. Shared vision and objectives

Vision and objectives are the starting point for leadership process: they give justification for the leadership process. Leadership should give a purpose and meaning for action and guide concrete leadership behavior. Sometimes goals and objectives can be seen as being concepts that are too rational, narrow and too short-term based. It is therefore important that emotions are connected to visions. Leadership has more to do with a wider vision and more long-term thinking. Leadership has more to do with who we are than only what we do.

## 2. Leader(s)

Leaders are certainly the key players in leadership process. In the leadership process we can have more than one leader: leader's leader and leader's colleagues. They have the responsibility to create a process that works well, because usually they have more authority and power and they exert more influence than do followers. However, it is important to remember that everyone can have both leader and follower roles in different context and situations; you are leader in some relationships and follower in others. Everyone is a leader at least in the case of self-leadership.

## 3. Followers

Usually there is more than one follower. Dyadic relationships are not leadership in real sense. They can be better categorized as parental, educational, love, friendship, therapeutic and counselling relationships. Followers are active. They share the responsibility of leadership process. Followers can become leaders and leaders can become followers in any leadership relationship. Followers do not do followership, they do leadership. They are in the leadership relationship together. This is shared and collaborative leadership. Followers and leaders develop a relationship where in they influence one another as well as the organization and society.

## 4. Dialogue (Interaction)

Leaders and followers are the people in this leadership interaction, which on it's best can be described as a dialogue. Dialogue means that the team members (leaders and followers) are capable to suspend and enter into a genuine thinking and learning together. Both parties are active and know their roles. The interaction is based on **influence relationship**. Influence is a process of using **persuasion** to have an impact on other people in relationship. Influence as persuasion depends for example, on purpose, status, authority, personality, charisma, interpersonal skills, perception, motivation, reputation and prestige. These things can be called **leadership resources**. Influence comes from people using these kind of leadership resources to persuade.

The interaction is **multidirectional**. The leadership relationship involves interactions that are vertical, horizontal, diagonal and circular. This means that everyone can be a leader and /or a follower and followers persuade leaders and other followers as do leaders. There are many different kind of relationships which form the overall relationship that is called leadership. These relationships can be team-based (small or large), departmental, organizational, societal or global.

The interaction is **non-coercive**. If the interaction is coercive then the relationship is based only on authority, power or dictatorial influence. Freedom is essential in this interaction, if it is a leadership relationship. If the interaction is based on coercion then the result can be successful but ineffective. The interaction is inherently **unequal** because the influence patters are unequal. Leaders have more influence, because they have more or are willing to commit more of their leadership resources to the relationship.

The interaction aims at achieving the objectives effectively. **Result orientation** is typical feature for leadership, which differentiate leadership relationship with other kind of relationships. This interaction to be successful requires a lot of interpersonal competencies. More and more of that interaction will be virtual in the future - not face-to-face but based on modern information technology – and requires also new competencies from both sides.

## 5. Situation

There are many situational factors, which affect to the interaction process. These are task / job demands, time, readiness of followers and readiness of leaders. The readiness of leaders means, how able, willing and flexible they are using different kind of leadership styles. The readiness of followers means, how able and willing they are in sharing the leadership responsibilities and tasks.

## 6. Team

Leadership also always happens in a team setting. Leadership is the sum of all the interactions among all the leaders and followers in that relationship, not only the individual interactions between one leader and one follower in that relationship. Leadership is a team (communal) relationship. In fact, according to Frost (1989, 49) it occurs within a community of believers. Many times the most important learning and performing unit of an organization is a team. We should be able to lead teams and lead within teams efficiently. Team as a social system is very important element of intelligent leadership.

## 7. Results

Leaders and followers intend to achieve real results or change. This kind of result orientation is typical feature of leadership. Feedback is the basic requirement of all learning, growth and development. Feedback should be given to every unit/variable of this process. The quality of leadership can be assessed at the interaction level and at the results level. At result level we can be successful or unsuccessful. The successful results can be effective or ineffective. The case where intended results are achieved in the expense of followers' motivation is an example of this.

## 8. Values and culture

Values and culture have a very crucial role in intelligent leadership. Leadership has a moral dimension. It should always be based on some universal principles like **respect, service, justice, honesty and community**. The leader should follow these principles and also help followers to assess their own values and needs in order to raise them to a higher level.

The moral dimension of leadership can also be clarified by applying Koestenbaum's (1991) leadership diamond -model. In intelligent leadership culture the following features are true:

- a leader always responds to the facts, for realism means to have no illusions
- a leader always initiates, acts and takes risks, for courage means to act with sustained initiative
- a leader is always sensitive to values, for ethics means to be of service
- a leader always sees the larger perspective, for dreaming means to think big and new.

Dreams are important for us. They can energize us. Shakespeare tells us in "The Tempest" (act 4, scene 1): "We are such stuff as dreams are made on, and our little life is rounded with sleep".



## 9. Organization

It should be possible to apply this model in different kind of organizations such as companies, public organizations, military organizations, churches, hospitals, universities etc. It should also be able to apply it to teams, networks and virtual organizations. However, the model is probably most fitting to future intelligent organisations. Every organization has its own values, culture and structure. A leader should be flexible enough to apply his/her leadership behavior to the features of the organization or clever enough to understand that certain organization is not suitable for her/him. There must be certain fit between the manager and organizational environment (Boyatzis 1982).

## 10. Industry, society, world

The leadership process happens in an organization, which is part of an industry or a branch. Organizations are part of societies, countries, continents and so on (see figure 2). All this happens in our "global village", which in a way has come smaller and smaller and is the bigger system within which we work. In intelligent leadership it is important to see the big picture. We should lead in a comprehensively simplified way. We should develop a global balanced scorecard, which should include financial, political, technological, social, ecological and spiritual factors. Usually this kind of macro perspective is on backwards of our thinking, but it is important to remember that all our subsystems belong to this one global system. We should see wholes and understand that ultimately we all are workers of Globe Ltd.

### Leadership in intelligent organizations

Here I try to summarize what is new in this intelligent leadership model. First of all, it will be focused for our future intelligent organizations. An intelligent organization is capable of continuous renewal, able to foresee changes and learn fast. An intelligent organization is capable to balance efficiency, learning and well-being. An intelligent organization is not a mechanistic machine, but instead resembles a living organism that can steer its own operations and development. (Sydänmaanlakka 2002).

Intelligent leadership has ten important cornerstones which are:

1. It is both simple and comprehensive approach to leadership process.
2. It is based on postindustrial paradigm.
3. It is based on comprehensive concept of man including professional, physical, mental, social and spiritual condition.
4. It puts individuals in the heart of the organization.
5. It is universal leadership model as nature but developed especially for intelligent organizations.
6. It is based on system theory.
7. Leadership is seen as shared and collaborative process.
8. Leadership training should be given to both leaders and followers.
9. Leadership has a strong moral dimension.
10. It should help us to solve huge problems we are facing at present at individual, organizational and society level.

I have defined that intelligence means the capability to use different kind of competencies in various domains of body, mind, emotion and spirituality in order to solve problems or create products in a particular cultural setting. Then Intelligent Leadership was defined as a dialogue between leader(s) and followers, where they come together in a certain situation in order to achieve shared vision (purpose) and objectives effectively. This is leadership on it's best. But it doesn't actualize easily. It will require very mature leaders and followers, certain kind of organization and culture. I have tried to summarize some of the new features of intelligent leadership in figure 2.

Figure 2. Some of the new features of intelligent leadership

TYPE OF ORGANIZATION	Machine	Mechanic	Organic	Dynamic	Intelligent organization
VALUES and CULTURE	Living in the past	Living in the reality	Courage	Ethics	Dreams
PRIMARY NEEDS	Physiological	Safety	Social	Esteem	Self-actualization
INTELLIGENCE USED	Rational	Rational	+ Emotional	+ Emotional	+ Spiritual
COMMUNICATION TYPE	Command	Command	Debate	Discussion	Dialogue
ROLE OF FOLLOWER	Passive follower	Follower	Active follower	Independent Follower	Self-manager
READINESS OF FOLLOWER	Know-how	Motivation	Commitment	Responsibility	Independency
TEAMWORK METHOD	Working individuals	Working group	Team led by supervisor	Partly self-directed team	Self-directed team
TOTAL WELLNESS	Professional condition	Physical condition	Mental condition	Social condition	Spiritual condition
LEADERSHIP STYLE	COMMAND (command, control and correct)	COACH (command, guide and support)	PARTICIPATE (participate, do together and teach)	DELEGATE (delegate, follow and be available)	EMPOWER (empower, give freedom and stay away)

The way from a machine to an intelligent organization is a long one. Organization – or part of it - can be described as mechanistic, organic or dynamic (Ståhle and Grönroos 1999, 65-69). In a mechanistic organization the objective is the total control of operations and the ability to foresee changes early in advance. In an organic organization the objective is well managed and controlled change by finding the balance between organization and environment. A dynamic organization is able to continuous innovation and rapid renewal from inside. Dynamic organizations are able to survive in turbulence and chaos and even to use it, chaos, as a source of innovation and renewal. These three different kind of organization types are based on different paradigms. The mechanistic framework has it's roots in **Newtonian stable and mechanistic world**. The organic framework is based on general **system theory by Ludwig von Bertalanffy** and is seeing organizations as living organism in rapidly changing environment. The dynamic framework sees the organization as a chaotic network in a turbulent world based on the **chaos theory by Edward Lorenz**. The perspective to an efficient organization has changed during the last century. Each of these perspectives are in a way right one. We should see that an intelligent organization needs and is able to use all these perspectives in order to be efficient. It has to balance them in a proper way.

Right kind of values and culture are very important. Leadership culture should focus on greatness and go toward it working with four dimensions which are reality, courage, ethics and dreams (applied from Koestembaum 1991 ). Intelligent leadership should also support individuals to satisfy their self-actualization needs. We should be able to use our creative intelligence, which consists of rational, emotional and spiritual intelligence. Dialogue is the typical communication method, which enables collective learning and also speed up the learning processes enormously. Followers role will be active and self-management competencies are expected from everyone. Followers are not doing followership, they are doing leadership and working as temporary leaders every now and then. A mature follower has high competence, motivation, commitment, responsibility and independency. Team work is the main method of working and there are a lot of self-directed teams. Nevertheless, every team has also its official leader who is ready to take the responsibility, if the team is having a regression period. Spirituality at work means that meaning is search for at individual, team and organisational level. Spirit means living in depth, living with meaning, purpose, joy and a sense of contributing to the greater community (Fox 1994, 2). If all of these above mentioned features are in place, it is easy to use the empowerment as a leadership style. But in intelligent leadership you are able to use also other styles if needed. You are flexible with these styles and select always the most suitable.

In a nutshell, intelligent leadership will take place in an intelligent organization, which is mechanistic, organic and dynamic all at the same time. It's main elements are dreams, ethics, self-actualization, community, spirituality (1), dialogue, self-management, responsibility and independency, self-directed teams and empowerment. Intelligent leadership tries to find new approaches to leadership, but at the same time, tries to integrate all valuable and usable findings of earlier approaches. Leadership will take place at individual, team, organisation and society level.

### **Implications for leadership training and development**

Leadership is so important when we try to build intelligent organisations – organisations which are efficient, learning and well-being all at the same time – that it cannot be left only to leaders. We have to make it together; starting to lead ourselves, learning to be active followers and if necessary taking the responsibility to lead others. This way we can go towards intelligent leadership and intelligent organizations and hopefully to be better citizens in general. As Abraham Maslow has put it: “The man or woman who truly is influenced by enlightened management should become a better husband or wife and better father or mother, as well as a better citizen in general”.

(1) Spirituality is a topic, which is quite difficult to approach with a traditional scientific mind, because we connect that automatically with religion, mysticism or the transcendent. Gardner (1999, 54) suggests that we should first of all separate spiritual concerns (a) that are approached through a traditional or organized means (such as participation in a formal religion) and (b) that are approached in more personal, idiosyncratic or creative manner. Then he proposes three distinct senses of spiritual: 1. spiritual as a concern with cosmic or existential issues, 2. spiritual as a achievement of a state of being and 3. spiritual as effect on others. This is certainly an area where we should focus some serious research, because e.g. the issue spirituality at work would need a lot of clarification.

In intelligent leadership we try to widen the area of influence from individuals to teams, to organizations and to societies. Intelligent leadership should help us to solve the huge problems we are facing at individual, team, organization and society level. We cannot solve our problems using the old industrial paradigm, which has dominated during the last two centuries. We have to move to postindustrial paradigm where we have to redefine work, worker and organization and their interrelationships. We have to use creative intelligence that consists of intellectual, emotional and spiritual intelligence.

Intelligent leadership should help individuals to develop themselves comprehensively as human beings – not only as human beings - in their work place. It should support working individuals to become self-directed teams. It should support organizations to become intelligent, and it should support us to build intelligent societies, where we can integrate economy, ethics and ecology. Intelligent leadership tries to combine reality and dreams, and it is doing that by courage and ethics. We should know where we are at the moment, have dreams where to go, have enough courage to start the journey and follow our heart during the journey. This should show us the way to the 21<sup>st</sup> century. This should be the ultimate goal of all leadership training.

## Summary and conclusions

The purpose of this article has been presenting the new **framework for leadership**. This is done based on my doctoral dissertation where I have tried to go through all the relevant leadership theories and approaches, altogether 69 approaches. I have grouped them into 14 clusters and tried to analyze, what they could give to the leadership of 21st century. I believe that we need a quite radical paradigm shift in our thinking in leadership. We should move from an industrial to a postindustrial paradigm. I believe that the new framework, **intelligent leadership**, can better describe the leadership phenomenon in our present and future intelligent organizations.

Intelligent leadership means eg. moving

- from “pair of hands” (1) to whole person, intelligent worker, including professional, physical, mental, social and spiritual intelligence
- from meaningless job to meaningful calling
- from machine to open system organization, an intelligent organization
- from growth and efficiency to sustainability and well-being at society level.

We have to find a new approach to leadership. This is the role of intelligent leadership. We have to challenge our basic assumptions about work, worker, organization and the role of society. We need intelligent workers, whole persons, who are doing meaningful work, which could even be a calling for many of them. We need intelligent organizations where efficiency, renewal and well-being are in balance. We need societies where growth and efficiency are in balance with sustainability and well-being. In figure 3 I have visualized this paradigm shift and the role of intelligent leadership.

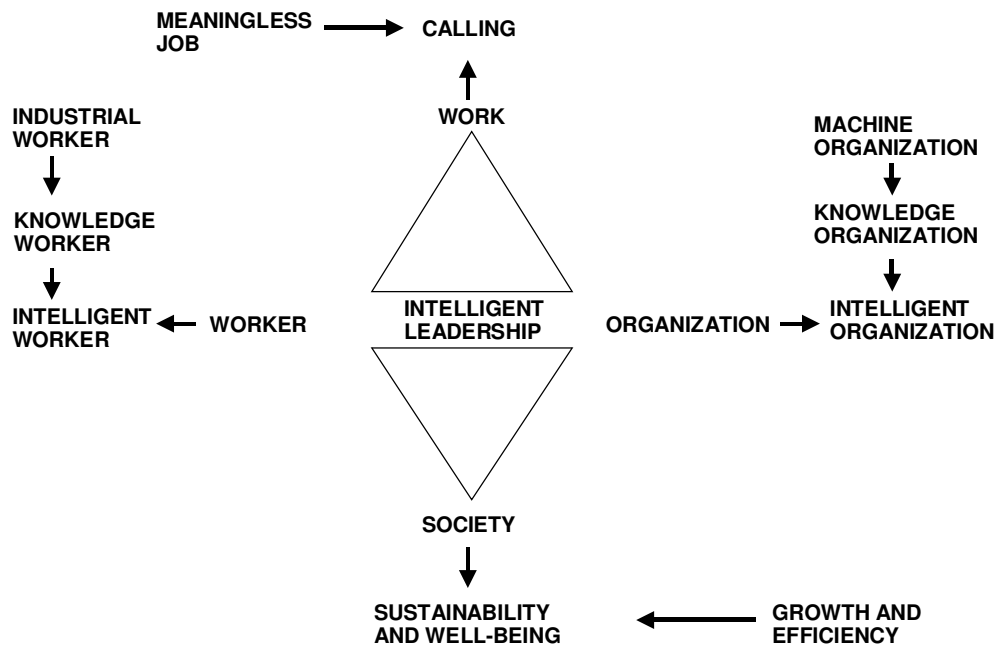


Figure 3. Intelligent leadership redefining the roles of worker, work, organization and society

I have described the ideal future organization and called it an intelligent organization in my book (Sydänmaanlakka 2002). An intelligent organization is capable of continuous renewal, able to foresee changes and learn fast. An intelligent organization is not a mechanistic machine, but instead resembles a living organism that can steer its own operations and development. I also use a wide definition of intelligence including rational, emotional and spiritual intelligence. Intelligence means the capability to use different kind of competencies in various domains of body, mind, emotion and spirituality in order to solve problems or create products in a particular cultural setting.

My new framework for leadership, the intelligent leadership, is an attempt to create a holistic framework. It is based on the post-industrial paradigm. We should be able to develop a new school of leadership that integrates our understanding of leadership into a holistic framework. This was the purpose of James MacGregor Burns (1978) already 25 years ago. It was not possible at that time, but maybe the time is now ready for that kind of attempt. During the last 25 years there have been published so many studies and books about leadership both by academics and practitioners. But many professionals claim that nothing really new after Burns' transformational leadership is published. One could consider that now there is a momentum and we have enough leadership knowledge, which enables us to achieve the intellectual breakthrough. This research tries to support that progress in a tiny way.

(1) "I need a pair of hands but have to recruit the whole person" is the well-known saying by Henry Ford. Maybe the "Knowledge Manager" would say that "I need only the brains but have to recruit the whole person". The "Intelligent Leader" will say in the future: "I need the whole person with all of her/his intelligences".

Humanistic psychology has been one basis of my thinking. The idea of self-actualizing person comes from Maslow. There is also a lot of critics towards this kind of thinking saying that it is too individualistic. It is important to remember that the new approaches to leadership should not only focus to individuals but more to teams, organizations and societies. Intelligent leadership tries to widen the area of influence (figure 4). At individual level it tries to develop self-mastery, at team level social synergy, at organizational level speed up organizational renewal and at society level increase social responsibility and sustainable development. Bennis, Parikh and Lessem (1994, 3-4) has expressed similar ideas. Lessem and Palsule (1999) are stating that we should go from management education to civic reconstruction.

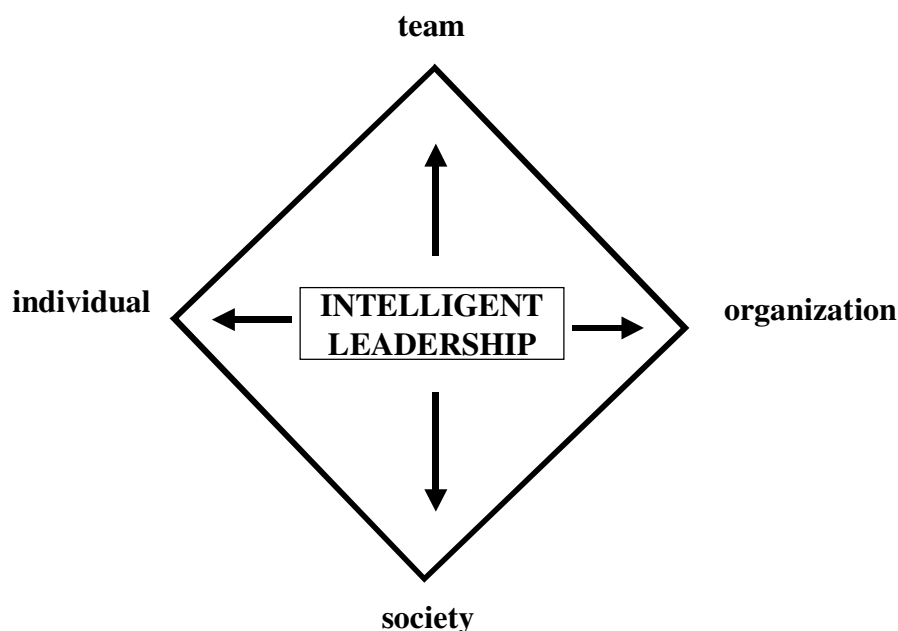


Figure 4. Intelligent leadership and the area of influence

Frederick Winslow Taylor published in 1911 “The Principles of Scientific Management”. The paradigm in science has changed a lot from that time. We should define a new scientific approach to leadership and management (Wheatley 1994, 139-147). This new approach should include eg. the results from quantum physics, self-organizing systems and chaos theory. Even the new science of fuzzy logic could widen our understanding about leadership (Kosko 2001). This could be the New Scientific Leadership for the 21<sup>st</sup> century.

## References

- Barnard, C. 1968. *The Functions of Executive*. First published 1938. Harvard University Press. Cambridge.
- Bass, B.M. 1990. *Bass and Stogdill's Handbook of Leadership. Theory, Research and Managerial Applications*. Third Edition. The Free Press. New York.
- Bennis, W. & Parikh, J. and Lessem, R. 1994. *Beyond Leadership. Balancing Economics, Ethics and Ecology*. Revised Edition. Blackwell. Oxford.
- Retrospective. *Journal of Leadership Studies*,1, 22-36.
- Boyatzis, R. E. 1982. *The Competent Manager. A Model for Effective Performance*. John Wiley & Sons. New York.
- Burns, J.M. 1978. *Leadership*. Harper&Row. New York.
- Coleman, D. & Boyatzis, R. and McKee, A. 2002. *Primal Leadership. Realizing the Power of Emotional Intelligence*. Harvard Business School Press. Boston.
- Davenport, T. H. 2001. *Knowledge Work and the Future of Management*. In: Bennis, W. & Spreitzer, G.M. and Cummings, T. G. *The Future of Leadership. Today's Top Leadership Thinkers Speak to Tomorrow's Leaders*. Jossey-Bass. San Francisco.
- Fox, M. 1994. *The Reinvention of Work. A New Vision of Livelihood for Our Time*. Harper. San Francisco.
- Gardner, H. 1993. *Multiple Intelligences*. HarperCollins (Basic Books). New York.
- Gardner, H. 1999. *Intelligence Reframed. Multiple Intelligence for the 21<sup>st</sup> Century*. Basic Books. New York.
- Lessem, R. with Palsule, S. 1999. *From Management Education to Civic Reconstruction. The Emerging Ecology of Organizations*. Routledge. London.
- Marguardt, M. J. & Berger, N. O. 2000. *Global Leaders for the Twenty-first Century*. State University of New York Press. Albany.
- Maslow, A. H. 1987. *Motivation and Personality*. 3<sup>rd</sup> ed. (1<sup>st</sup> ed. in 1954), Addison Wesley Longman. New York.
- Maslow, A. H. 1998. *Maslow on Management*. John Wiley & Sons, Inc. New York.
- Parikh, J. 1999. *Managing Relationships. Making a Life While Making a Living*. Capstone. Oxford.
- Senge, P. M. 1990. *The Fifth Discipline. The Art and Practice of The Learning Organization*. Century Business. London.
- Stähle, P. & Grönroos, M. 1999. *Knowledge Management – tietopääoma yrityksen kilpailutekijänä*. WSOY. Helsinki.
- Sydänmaanlakka, P. 2001. *Henkilökohtainen taitokartta: henkilökohtaisten avaintaitojen kartoitusmenetelmän kehittäminen ja analysointi*. Lisensiaatintyö. Teknillinen korkeakoulu, Helsinki.
- Sydänmaanlakka, P. 2002. *An Intelligent Organization. Integrating Performance, Competence and Knowledge Management*. Capstone. London.
- Sydänmaanlakka, P. 2003. *Intelligent Leadership and Leadership Competencies. Developing a Leadership Framework for Intelligent Organizations*. Doctoral Dissertation. Helsinki University of Technology. Department of Industrial Management. Laboratory of Work Psychology and Leadership. Monikko. Espoo.
- Zohar, D. & Marshall, I. 2000. *Spiritual Intelligence; The Ultimate Intelligence*. Bloomsbury. London.

