



mhca's e-Newsletter

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Leadership Shifts

A guest article from John Spence

For nearly 30 years, I've been teaching leadership for organizations around the world and, interestingly, I've seen some significant changes in just the last few years. When I began consulting in 1994, it was all command-and-control. When my boss said "jump," I asked, "How high and how many times, Sir?" Then it shifted to management by numbers where everything was run through spreadsheets, and when the numbers were not agreeable, the solution was to reduce expenses and headcount.

Now the leadership pendulum swings more to a servant leadership model, where the traditional top-down hierarchy is literally flipped, and the leader is seen as the individual who serves the rest of the organization. I am a huge proponent of this leadership style and feel when power is replaced with love and empathy, organizations thrive. However, I see even more changes impacting what it will take to be an effective leader in the future.

There are three key "quotients," that every leader will need to focus on going forward:

IQ: The Intelligence Quotient

I am talking more about competence. It has always been and will always be important for leaders to be highly competent in two areas; their actual job function and their leadership skills. Leaders need to approach their career as a craft, constantly honing their skills, learning more, and pushing themselves to improve consistently. Many people say your IQ is set at birth, but this is not true. Research on brain plasticity shows you can increase your IQ if you continue to stay mentally active, but your IQ can also go down if you don't!

EQ: The Emotional Quotient

The ability to show empathy, compassion and make genuine connections to others. What we are learning is that EQ is as important or more important than IQ. A leader who is extremely competent but can't connect with their people might be respected, but they won't engender loyalty and commitment. Luckily, it is also possible to increase your EQ through becoming more self-aware, gaining humility, and focusing on others. In my book, *Excellence by Design; Leadership*, I boil it down to one key phrase, "I am good at what I do (IQ), and I do it because I care (EQ) about you." If you clearly demonstrate that you are competent, working hard every day to get better, and do it to be sincerely in service to them, you will become a leader people will willingly follow.

AQ: The Adaptability Quotient

This may be the most critical ability moving forward; the ability to discard old ideas, embrace new ideas, adjust your frame of reference, and be agile in dealing with constant change. Having a high AQ is imperative not only for leaders but for the entire organization. New technologies will dramatically disrupt many industries and will wipe some out completely while simultaneously creating new industries that do not currently exist. This will be a rocky road for those unprepared and a point of advantage for those who are.

My keynote for the **2020 Winter Conference** will delve into the issues that will impact you and your organization in the next five years. It will be an eye-opening talk, both exciting and illuminating. Following the keynote, I will conduct a deep dive on the topic of how to successfully lead through times of great change. I am looking forward to spending time with you. I enjoy The Sandpearl Resort in Clearwater Beach, and it will be a fantastic place to celebrate MHCA's 35th anniversary.

Click here to watch a special video message from John with a preview of his upcoming conference sessions.

John Spence is recognized as one of the top 100 business thought leaders and one of the top 500 leadership development experts in the world. He is an international keynote speaker and management consultant and has written five books on business and life success.

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