

# Leading in a New Age

21CL

The Twenty-First Century  
Leadership Program

**BY JOHN GERZEMA**

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Bestselling book, *The Athena Doctrine*

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# A Changing Leadership Environment

Leadership is the critical difference between organizations that grow and those that don't. As technology and information dramatically change how business gets done in virtually every sector of the economy, great companies—and great leaders—must adapt and change in unprecedented ways.

In an open, social, interdependent economy, no company or leader can win alone. Companies co-create with customers and vendors; they enlist their entire supply chains—sometimes even competitors—in risk management; they assume employees, consumers and government agencies will call them out on their practices.

Today, leaders must continuously engage their customers, employees and communities. They must demonstrate their personal involvement and commitment. They must mentor a new generation of workers with very different expectations, personal and organizational goals, and engagement levels.

They must work to learn new skills and continue to develop specific, identifiable, measurable leadership qualities that will drive growth in the 21st Century.

**Today, power is about influence rather than control.**

**77% of all adults agree**

Global Data, Athena Survey, 2012

**“We are in a new world with many old minds, and the task is to adapt yourself. A modern leader is here to serve.”**

Our interview with Shimon Peres,  
President of the State of Israel, Jerusalem, 2012

# What It Takes To Get There Is Not What It Takes To Lead

While climbing the ladder requires aggressiveness and a competitive mentality, leading from the top takes a different set of skills. In addition to being driven and decisive, new research validates that what people describe as traditionally feminine skills and competencies are essential for sustainable success. A new breed of leader—documented in The Athena Doctrine—is emerging; one who achieves high performance results by also being selfless, collaborative and humble. They are thriving in an era of fierce competition by bringing the best of what both men and women offer into their leadership style. And their success heralds rivalry for the old-fashioned, rigid, winner-takes-all way of getting things done.

## The Leadership Gap Can Now Be Quantified

21C Leadership is a data-driven model built on deep human insights and quantifiable measurement of these cutting-edge leadership attributes. 21CL delivers customized solutions to clients using groundbreaking empirical research, rigorous data collection, and analytical evaluation of your company's internal leadership environment. Using tailored tools to assess your company's external reputation, leadership team, institutional design and policies, and employees, 21CL provides a customized analysis of how you measure up and how you can cultivate the skills and competencies that will give you the competitive advantage in the modern era.

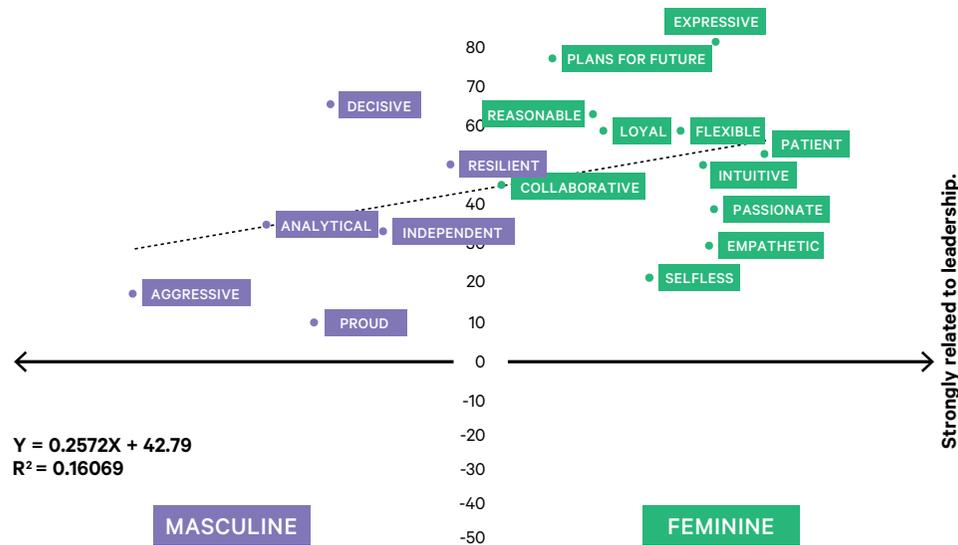
The power in the 21CL model lies in its ability to use a data-driven and analytical approach to generate unique insights and translate them into actionable solutions.

# What Do People Want In An Ideal Modern Leader?

In the first study of its kind, 64,000 people in thirteen countries defined the qualities of modern leadership.

The stereotypical masculine archetype of the 'command and control' leader is largely debunked in our research. Across thirteen cultures, competencies like independence, aggression, and pride are only weakly correlated with the ideal modern leader. Skills like patience, empathy, and flexibility are strongly associated with ideal leadership.

## Leadership



\*Thirteen country survey of 64,000 people in nationally-representative samples November 2012. Survey conducted by John Gerzema, BAV Consulting, WPP Group PLC. Countries represent 65% of global GDP and include Brazil, Canada, China, Chile, France, Germany, India, Indonesia, Japan, Mexico, South Korea, United Kingdom and the United States.

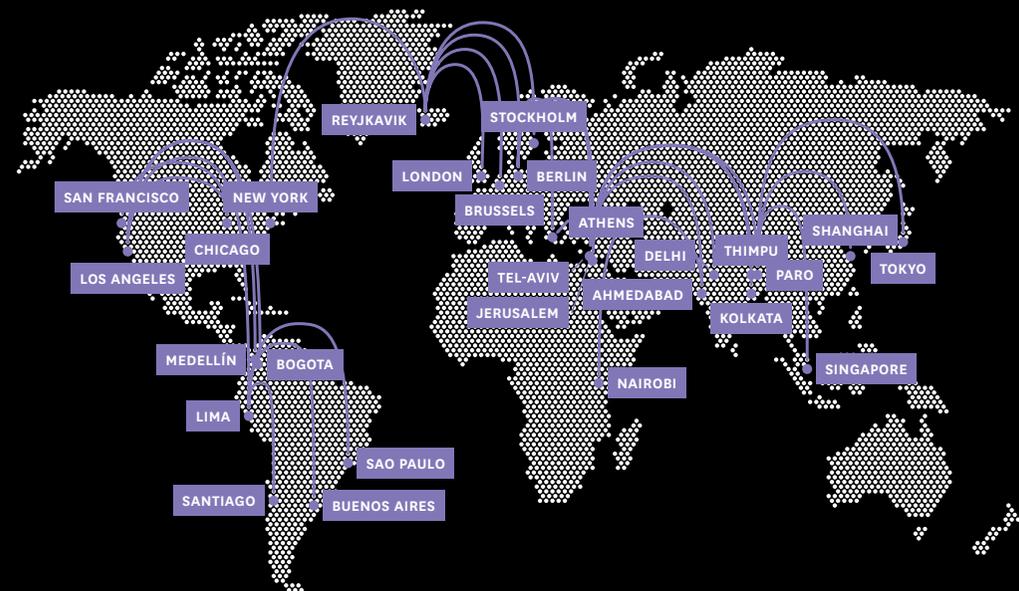
# What Leadership Translates Into Success?

In order to find out, John Gerzema and his team traveled to eighteen countries to interview the leaders of innovative organizations, start-ups, NGO's, and new thinkers in politics, business, technology, science and education. The result, *The New York Times* Bestseller, *The Athena Doctrine*, reveals how men and women alike are recognizing significant value in skills and competencies commonly associated with women.

This extensive data on world opinion and first hand reporting is one component of 21CL: The Twenty-First Century Leadership Program for senior executives and management teams.

This program teaches how the skills and competencies traditionally associated with women create more effective leaders and organizational strategies for today's marketplace.

## 150,000 Miles Traveled to 26 Cities



# How Modern Leadership Translates Into Competitive Advantage

Beyond favorable *perceptions*, incorporating feminine strategies results in tangible *outcomes*:

## Inclusive Leading

Show the way by valuing diverse skills and competencies. Improve calibration by aligning talents and maximizing individual contributions.

## Innovating Through Empathy

Cultivate perspective-taking to uncover new insights, foster creativity, and build pathways to new products and services.

## Sharing Credit & Collaborating

Inspire people to set aside their personal agendas and work toward common team goals, while fostering critical thinking and debate.

## Flexibility

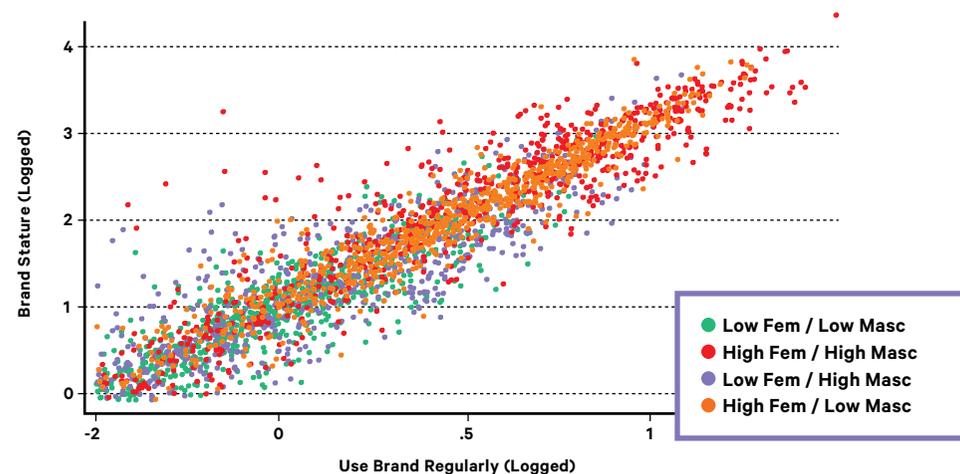
Steer from a constant mode of reinvention, enabling you to adapt to market shifts quickly and resourcefully. Agile decision-making while managing continuous change is key.

## Grow People, Values & Culture

Run, transform or scale a business by building a high-performance culture based on shared character and values.

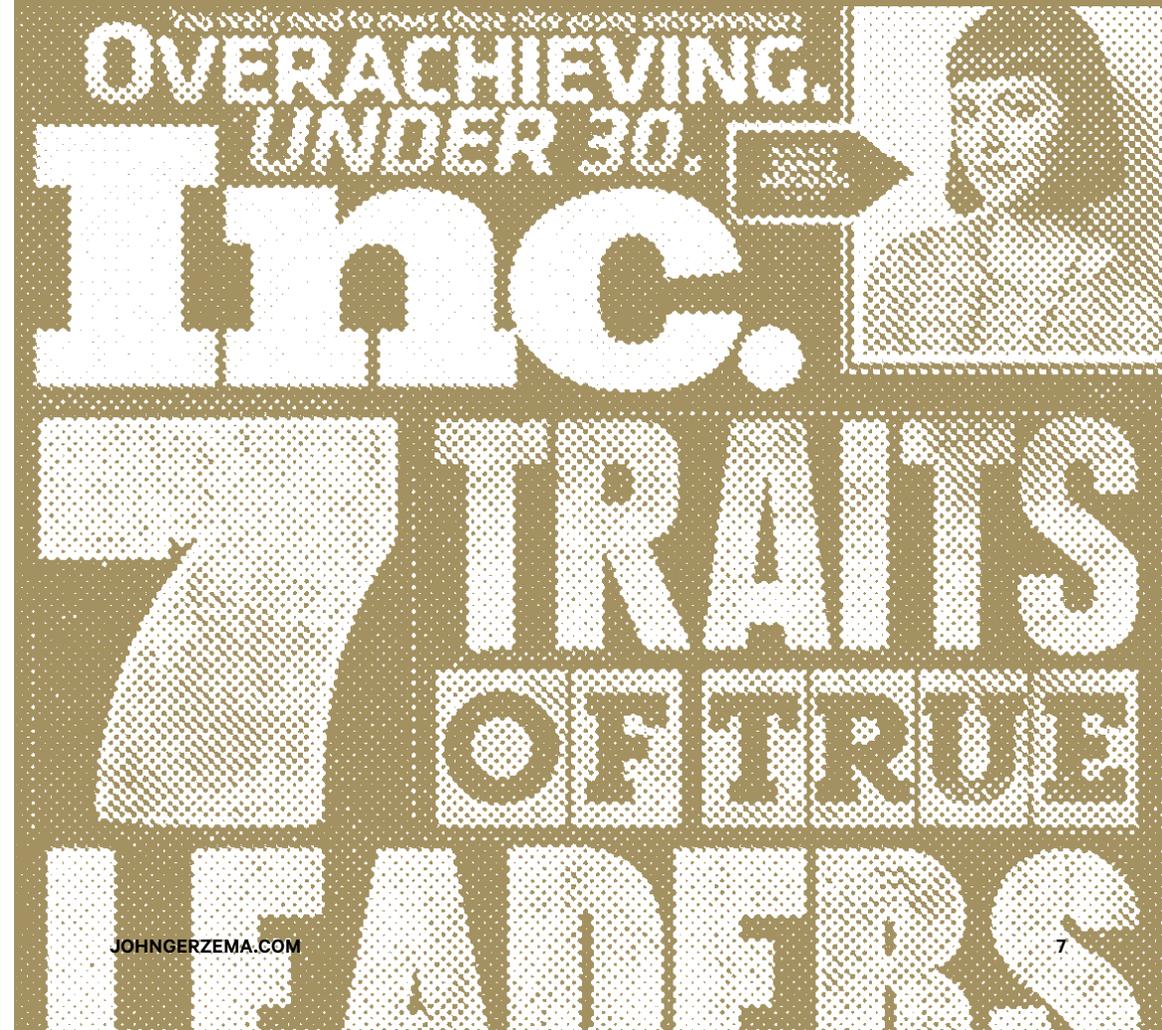
## Consumers Prefer Companies that Incorporate Feminine Attributes

In our analysis of 3,500 global corporations, brands that are perceived as having incorporated more feminine attributes were systematically more preferred and used more regularly by consumers.



“This is not a story about women leaders. It’s a story about good leaders. And our understanding of what good leaders do is being shaped by a number of new studies, the most intriguing of which comes from Gerzema, Young & Rubicam’s Chief Insights Officer and Executive Chairman of Y&R’s BAV Consulting division.”

Inc. Magazine



# The 21CL Approach: Company Audit

The process begins in the weeks leading up to the program. 21CL fields a series of proprietary surveys within your company in order to examine the synergies and disconnects between the company’s external reputation, the company structure and policies, the way employees view the leadership team, and the way you view yourself as a leader.

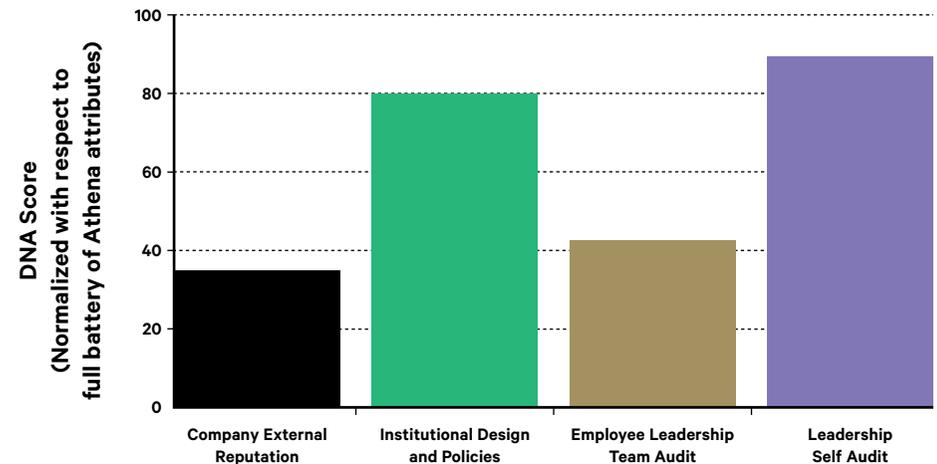
The insights from this data enables 21CL to present you with a multi-faceted analysis of the strengths and shortcomings of your company leadership.



# The 21CL Model: Leadership Gap Analysis

Next, armed with multiple data inputs from the company audit, the 21CL model produces a customized Leadership Gap Analysis—for the individual, the leadership team, and the company—based on the leadership traits outlined in The Athena Doctrine that correlate to successful business outcomes.

## Sample score card readout for Athena Skill: “Flexible”



Employees feel that Company X has an overall structure and culture that promotes and rewards flexibility, however consumers/customers do not currently associate flexibility with Company X's DNA.

While leaders feel that they are doing an excellent job of supporting flexibility, employees feel that their management team could do more.

Leveraging BAV's panel of over 17,000 US consumers, the External Reputation score indicates how strongly consumers associate "flexibility" with a company's DNA.

The Institutional Design and Policies Score indicates how flexible the company's structure and culture are and how flexible they are perceived to be.

The Employee Leadership Team Audit rates how flexible employees perceive leadership team's management style, mission and vision.

The Leadership Self Audit indicates how flexible leaders perceive their own management style, mission and vision.

Leadership Quotient

“Flexibility” is one of 10 Athena Skills evaluated, all of which will result in a customized mapping of challenges and opportunities.

# The 21CL Result: Isolating Touch-Points to Improve Outcomes

By modeling each of the ten Athena Skills and Competencies across each dimension of the audit, we can isolate how they perform across the enterprise touch-points. This also optimizes opportunity to improve the leadership and tangible business outcomes.

## Let's talk about two of the Athena skills:

The company whose readout is shown below is inflexible on its external company reputation and internal leadership components, but reasonably flexible across its design and policies as well as employees' view of its leadership. However, on candor, the relationship is flipped. This analysis helps target actions that will improve a company's use of all ten Athena Skills and Competencies.

	Flexible	Candor
<b>Ideal Company External Reputation score is black</b>		
Customer Service		
Brand & Marketing		
Community Relations		
Product & Services Innovation		
<b>Ideal Design and Policies score is green</b>		
Employee Engagement		
Talent Retention Policies		
Talent Development		
Talent Recruitment		
<b>Ideal Employee Leadership score is gold</b>		
Company Culture		
Leadership & Vision		
Collaborative Structures		
Alignment & Engagement		
<b>Ideal Leadership Self-Audit score is purple</b>		
Shareholder Relations		
Intra-management Communication		

# Insight Into Critical Leadership Issues

This analysis forms a customized workshop designed to provide a holistic evaluation of the executive team from multiple perspectives as well as a framework for how to cultivate and implement the counter-intuitive values that drive successful leadership.

## During the program, we'll address the following questions:

### Why do these skills and competencies matter?

21CL provides hard evidence that the 10 Athena Skills and Competencies are strongly correlated to business outcomes.

### What is your Leadership Quotient?

21CL presents you with an in-depth analysis of your personal, team, and company Leadership Quotient based on our proprietary company data and in-house multi-pronged surveys of your leadership team and employees.

### How do you close the Leadership Gap?

21CL provides specific recommendations on areas of concentration for individuals, leadership teams, systems, and policies. This includes experiential exercises, case studies, and implementation strategies, conducted by expert facilitators. It will provide insight into the weak points of your leadership—as well as how to strengthen them.

### How do you think bigger?

21CL works with you to create a context for change within the company, relative to an individually selected set of aspirational brands and organizations. The result is a rebalancing of skills and competencies that create more effective, sustainable leaders and enhancing competitive advantage and bottom line performance.

In partnership with The Athena Center for Leadership at Barnard College and the UN Foundation Girl Up Program





## John Gerzema

New York Times Best-selling author,  
social strategist and leadership consultant

John Gerzema is a pioneer in the use of data to identify social change and help companies anticipate and adapt to new trends and demands. An author, speaker and consultant, his books have appeared on the best seller lists of *The New York Times*, *Wall Street Journal*, *Fast Company* among many others. A Fellow with the Athena Center for Leadership Studies at Barnard College, John is an expert on emergent leadership, innovation, social responsibility and their impact on consumerism. John's TED talks have been viewed by hundreds of thousands people. As an advocate for the rights of Women and Girls for The United Nations Foundation, his New York Times Best-Selling book, *The Athena Doctrine: How Women (And The Men Who Think Like Them) Will Rule the Future*—explores the rise of feminine competencies and values and their impact on leadership, policy and progress.

All proceeds of The Athena Doctrine book support The United Nations Foundation's Girl Up Campaign

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## Press Listing

### **Between Venus and Mars: 7 Traits of True Leaders**

**INC. Magazine** • By Leigh Buchanan • June 17, 2013  
<http://goo.gl/7O0oMI>

### **Feminine Values Ascending**

**Strategy+Business** • By Sally Helgesen  
<http://goo.gl/qfmxsb>

### **Make Room at the Top**

**Financial Times** • By Lynda Gratton  
<http://goo.gl/Ujuhf>

### **Tomorrow's Leaders Will Be Flexible, Selfless, and Ready to Collaborate**

**Fast Company** • By John Gerzema  
<http://goo.gl/2zJZZ>

### **John Gerzema: How Women Will Rule the Future of Work**

**Forbes.com** • By Dan Schawbel  
<http://goo.gl/dRf6b>

### **TEDWomen Talk**

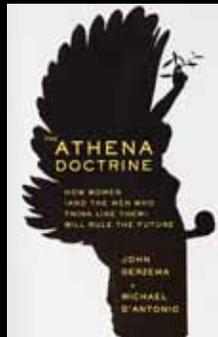
**TEDWomen** • By John Gerzema  
<http://goo.gl/zigM0>

### **Feminine Values Can Give Tomorrow's Leaders an Edge**

**Harvard Business Review Blog** • By John Gerzema  
<http://goo.gl/RmUa5u>

### **"Tablet U": Tablets and the Future of Education**

**The Economist** • By John Gerzema  
<http://goo.gl/GHHc2k>



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