



# Postformal Leadership For Innovative Millennials

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WORLD  
FUTURES STUDIES  
FEDERATION

Long term | Big picture | Radical change

*ue fiscdi*

Executive Agency for  
Higher Education  
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and Innovation Funding

INNOVATION AND CREATIVITY

# World Futures Studies Federation 21<sup>st</sup> World Conference & 40<sup>th</sup> Anniversary

Hosts: UE-FISCDI

Bucharest Academy of Economic Studies

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Bucharest, Romania



# Leadership:

What have we got?

Why doesn't it work?

Where to next?

- \* Leadership is everywhere.
- \* Leadership affects everyone.
- \* Leadership is the most important aspect of all human endeavour.

## ***Search: 'Leadership'***

2004 - 20 million results

2013 - 461 million results

## ***Search: 'Crisis Leadership'***

2004 - 2,830 results

2013 - 170 million results

- Everything has a Beginning, Middle & End

# Current Paradigm

1900 – Tuck Business School – Masters (Book-keeping)

1908 – Harvard MBA (Economics-based)

1990s – Harvard Leadership MBA (Finance-driven)

80+ Leadership MBA Schools worldwide

- Begins to End now

# The Leadership 'Industry'

## A Snapshot - 2012

- 40 Theories of Leadership
- 1,500 Definitions of Leadership
- 80+ million Leadership Books Published

# Harvard - 2012

- Law School
- Medical School
- Divinity School
- Business School
- Education School
- Kennedy School

All Mission Statements: *Producing Leaders*



## Per Annum:

- \* Harvard Leadership MBA: \$140,000 per person
- \* US Business Schools award 150,000 MBAs (2012)
- \* Corporate Training & Development - \$54+ Billion

Increase

- Reward, Retention, Selection, Promotion + Salary

# After 40 Years of Leadership Development

- \* Leaders worldwide ... have never been held in such disrepute
- \* The Leadership Industry ... has not improved the human condition
- \* We still don't have any better ideas ... to grow good leaders

## Why?

- \* Kellerman 2012

## One model - Behaviourist

1. Leadership is a skill
2. Any skill can be learned
3. Leadership can be learned quickly

“Management is **doing** things right.  
Leadership is **doing** the right  
things.”

- Peter Drucker, the guru who invented management

- Before Doing there is Being - old Paradigm Doing / new paradigm Being. Change

*“Mortal danger is  
an effective antidote  
for fixed ideas”*

- Field Marshall Erwin Rommel

# Three Horsemen of the Leadership Apocalypse

## 1. Exhausted Leadership Paradigm

- The End of Baby Boomer Paradigms

## 2. Global Climate Crisis

- The End of Evolved Urban Certainties

## 3. Generation Y – Millennials

- The Rise of Postformal Leaders

# Global Population Displacement

Sea level rise – thermal expansion and ocean surge

2013 – 3 billion people threatened – 42%

2025 – 6 billion people threatened – 75%

\*US coastal cities - 50% population live **below** high water mark

\*Shanghai – parts subsided 3m due to groundwater extraction

\*Mexico City – subsided 10m due to groundwater extraction

\*Ho Chi Min City – floods 10 days a month – up through sewers

**Global Population Displacement = Huge Leadership Issue for Millennials**

- Kirribati to Fiji

# Cultural Decay

Developed World in Accelerating Cultural Decay

\*Self Harm is leading cause of death – people aged 15-49

\*Self Harm Deaths – more than all cancers & heart disease

Suicide Epidemic since 1980s

Key Word = **Developed**

**Cultural Decay= Huge Leadership Issue for Millennials**





LEADERSHIP

FOLLOWERSHIP

CONTEXT

© 2012 Barbara Kellerman – Dynamic Structure

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Leadership is neither born nor taught:  
It is circumstance calling forth a champion.



© 2002 Earl de Blonville – Liberating Philosophy

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# Leadership is neither born nor taught:

- Traditional Boomer Polarity that leads nowhere

# It is circumstance calling forth a champion.

- Democratisation of leadership across all levels of enterprise: government, higher education, healthcare, business

# Postformal Leadership

An aerial photograph of a coastline, showing deep blue water on the left and brown, rocky land on the right. The text is overlaid on the water.

‘Beingness’  
Not  
‘Doingness’

An aerial photograph of a mountain range. The mountains are dark and rugged, with some snow or light-colored patches on their peaks. A valley runs through the center, with a road visible. The overall scene is misty or hazy, giving it a dramatic and somewhat somber atmosphere.

Qualities  
Not  
Skills

# Evolution of Postformal Leadership

## 1. Piaget

- Cognitive Development: 4<sup>th</sup> Stage - Formal Operations

## 2. Kohlberg, Sinnott, Commons, Cook-Greuter

- Adult Developmental Psychology – Postformal Reasoning

## 3. Gidley

- Postformal Psychology

## 4. De Blonville

- Postformal Leadership



# Postformal Leadership

## The 9 Qualities

**1. Reflexivity**

**2. Dialogical**

**Reasoning**

**3. Imagination**

4. Creativity

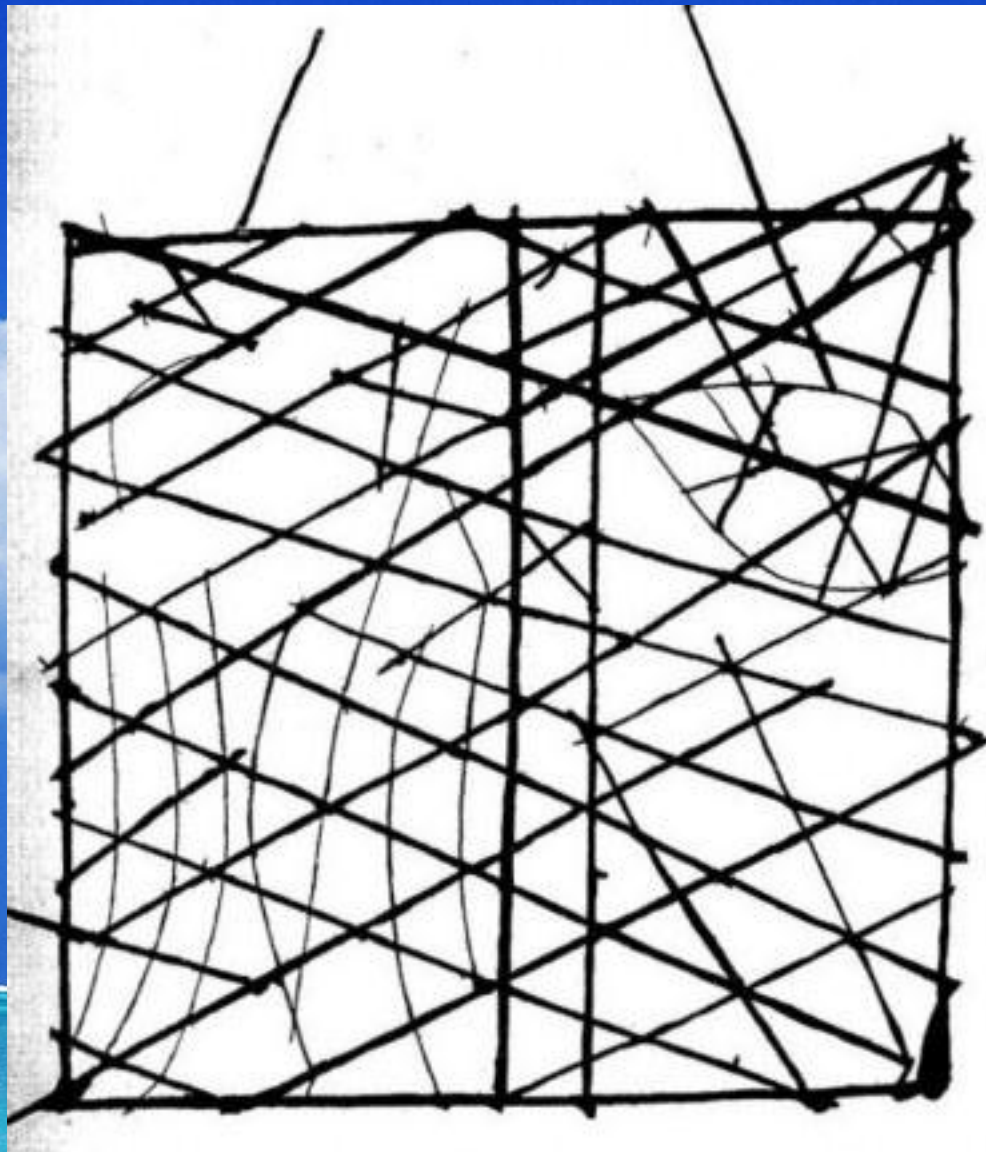
**5. Higher Purpose**

6. Paradox

7. Complexity

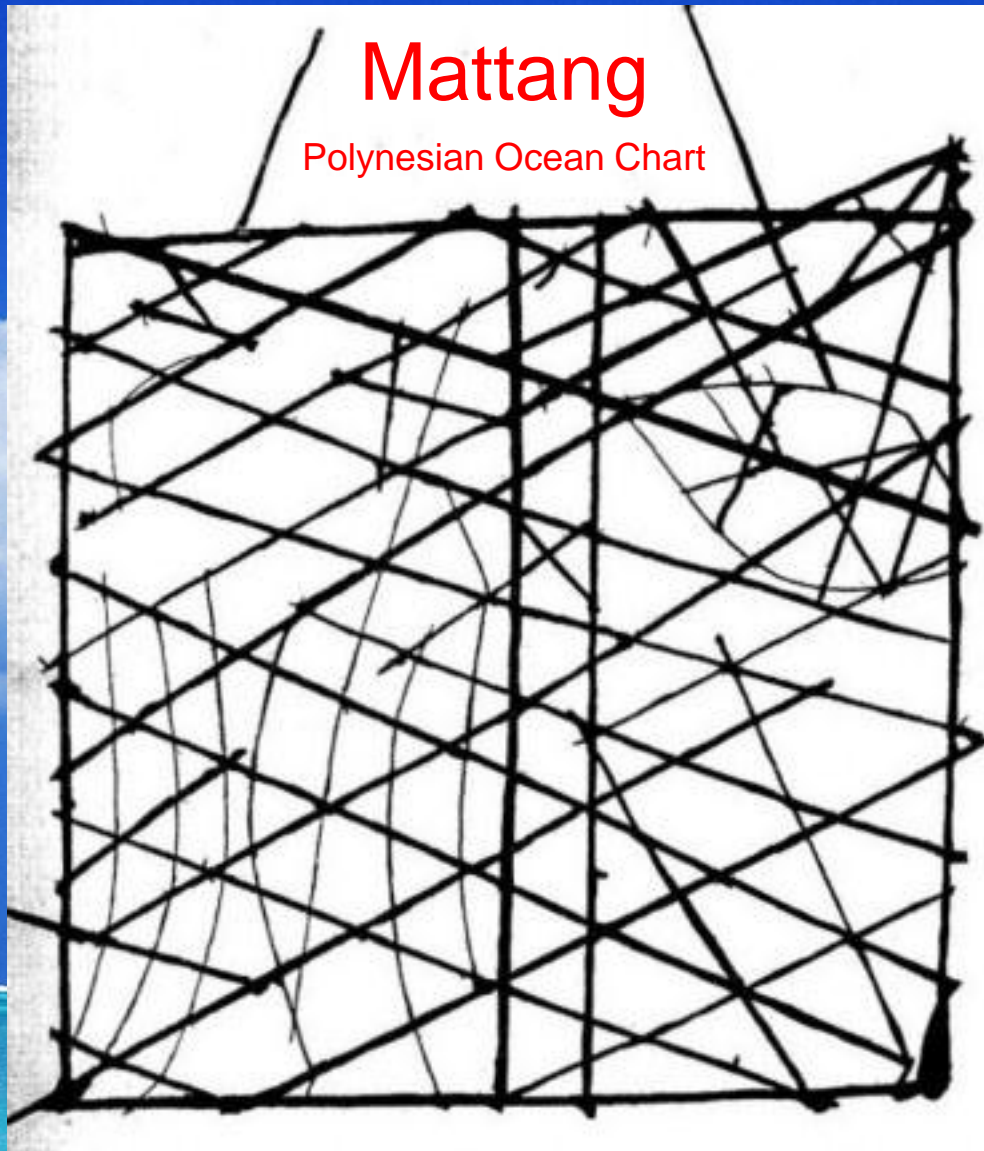
8. Integration

**9. Intuition**



# Mattang

Polynesian Ocean Chart



## GenY - Millennials

### Challenge 1 – Current Perceptions:

“ ... intense individualism, self-reliant, self-centered, far more conscious of its rights than of its duties, and blind to its own shortcomings.”

## GenY - Millennials

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“ ... intense individualism, self-reliant, self-centered, far more conscious of its rights than of its duties, and blind to its own shortcomings.”

President Theodore Roosevelt 1910

La Sorbonne



GenY - Millennials

## Challenge 2 – Emerging Demographics

Between now & 2050:

- The population aged 65 & over will increase by 100%
- The population aged 15 & under will decrease by 25%

GenY - Millennials

## Challenge 2 – Emerging Demographics

Between now & 2050:

- The population aged 65 & over will increase by 100%
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Paradoxically, GenY will have far greater responsibility than

Boomers



GenY - Millennials

## Challenge 3 – GenY Preferred Leadership Styles

- Consensus
- Collaborative
- Feelings

GenY - Millennials

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- Consensus
- Collaborative
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Preferences of employees, not of leaders

GenY - Millennials

## Challenge 4 – Totally New Situation

- Entrenched Immaturity
- Committed Self Focus
- Rejection of Authority (at all levels)

GenY - Millennials

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- Entrenched Immaturity
- Committed Self Focus
- Rejection of Authority (at all levels)

An impossible environment for old paradigm leadership

GenY - Millennials

## Challenge 5 – The Rise of Psychopathy

- Weak Consensus Leadership
- Increased Opportunity for Exploitation
- Likelihood of Destroyed Social Environments

GenY - Millennials

## Challenge 5 – The Rise of Psychopathy

- Weak Consensus Leadership
- Increased Opportunity for Exploitation
- Likelihood of Damaged Social Environments

'It is the bright day that brings forth the adder'





# Fiery Futures: Extraordinary Challenges Await Millennials

# Postformal Leadership

A New Dawn for Innovative Millennials

## Postscript:

“You can have courage without vision.  
But you can’t have vision without courage.”

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Photos: Chris Hadfield, Commander: International Space Station

# NOTES



# HISTORY OF OLD PARADIGM MBA LEADERSHIP INDUSTRY

- 1900: MBA programs trace their common ancestor to a Masters in Bookkeeping and Accountancy launched by Tuck School of Business in 1900;
- 1907: ESSEC Business School Paris launches Masters in Economics and Commerce;
- 1908: Harvard Graduate School of Business launches the first actual MBA program;
- 1945: Harvard Business School launches its Advanced Management Program;
- 1952: Stanford Graduate School of Business launches its Executive Program;
- 1959: The Carnegie and Ford Foundations condemn US MBA programs for being simplistic, narrowly focused, and more vocational education than graduate degree;
- 1987: Aspen University offers the first accredited online MBA program. Online MBA programs have since expanded explosively;
- 1990s: US companies see leadership as the key element required to facilitate global expansion. In response, Leadership MBAs are adapted from Management MBAs;
- 2005: Research by Bennis & O'Toole finds Business Schools failing to prepare leaders, impart useful skills, instill norms of ethical behavior, or lead graduates to good corporate jobs. This wake-up to Business Schools globally leaves them scrambling for other learning models to improve their old paradigm offerings;
- 2008: The global financial crisis deepens the crisis of confidence in MBAs amid calls for greater attention to business ethics;
- 2012: US awards over 150,000 MBA degrees, 25% of all Masters recipients.