



Emerging Leaders Insights

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Ten qualities every leader of the future needs to have

The reigning theory in business has long been that “alpha” leaders make the best entrepreneurs. These are aggressive, results-driven achievers who assert control and insist on a hierarchical organizational model. Yet I am seeing increasing success from “beta” startup cultures where the emphasis is on collaboration, curation and communication.

Some argue that this new horizontal culture is being driven by Gen-Y, whose focus has always been more communitarian. Other business culture experts, like Dr. Dana Ardi, in her new book *The Fall of the Alphas*, argue that the rise of the betas is really part of a broader culture change driven by the Internet -- emphasizing communities, instant communication and collaboration.

Can you imagine the overwhelming growth of Facebook, Wikipedia and Twitter in a culture dominated by alphas? This would never happen. I agree with Ardi who says most successful workplaces of the future need to adopt the following beta characteristics and better align themselves with the beta leadership model:

1. Do away with archaic command-and-control models. Winning startups today are horizontal, not hierarchical. Everyone who works at an organization feels they're part of something, and moreover, that it's the next big thing. They want to be on the cutting-edge of technology.

2. Practice ego management. Be aware of your own biases and focus on the present as on the future. You need to manage the egos of team members by rewarding collaborative behavior. There will always be the need for decisive leadership, particularly in times of crisis. I'm not suggesting total democracy.

3. Stress innovation. Betas believe that team members need to be given an opportunity to make a difference – to give input into key decisions and communicate their findings and learnings to one another. Encourage team-members to play to their own strengths so that the entire team and organization leads the competition.

4. Put a premium on collaboration and teamwork. Instead of knives-out competition, these companies thrive by building a successful community with shared values. Team members are empowered and encouraged to express themselves. The best teams are hired with collaboration in mind. The whole is thus more than the sum of its parts.

5. Create a shared culture. Leadership is fluid and flexible. Integrity and character matter a lot. Everyone knows about the culture. Everyone subscribes to the culture. Everyone recognizes both its passion and its nuance. The result looks more like a symphony orchestra than an advancing army.

6. Be ready for roles and responsibilities to change weekly, daily and even hourly. One of the big mistakes entrepreneurs make is they don't act quickly enough. Markets and needs change fast. Now there is a focus on social, global and environmental responsibility. Hierarchies make it hard to adjust positions or redefine roles. The beta culture gets it done.

7. Temper confidence with compassion. Mindfulness, of self and others, by boards, executives and employees, may very well be the single most important trait of a successful company. If someone is not a good cultural fit or is not getting their job done, make the change quickly, but with sensitivity.

8. Invite employees to contribute. The closer everyone in the organization comes to achieving his or her singular potential, the more successful the business will be. Successful cultures encourage their employees to keep refreshing their toolkits, keep flexible, keep their stakes in the stream.

9. Stay diverse. Entrepreneurs build teams. They don't fill positions. Cherry-picking candidates from name-brand universities will do nothing to further an organization and may even work against it. Don't wait for the perfect person – he or she may not exist. Hire for track record and potential.

10. Not everyone needs to be a superstar. Superstars don't pass the ball, they just shoot it. Not everyone wants to move up in an organization. It's perfectly fine to move across. Become your employees' sponsor – on-boarding with training and tools is essential. Spend time listening. Give them what they need to succeed.

Savvy entrepreneurs and managers around the world are finding it more effective to lead through influence and collaboration, rather than relying on fear, authority and competition. This is rapidly becoming the new paradigm for success in today's challenging market. Where does your startup fit in with this new model?

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Emerging Leaders Socials

Dec. 9 — Happy Hour, Andolini's Pizzeria (1552 E 15th Street) in Tulsa from 5 p.m. to 7 p.m. Keep an eye on the Emerging Leaders' Facebook page for information regarding that evening's specials.

Emerging Leaders notes

- Preparation is underway for the first Emerging Leaders luncheons of the new year. Dates the last week of February are being looked at. Official dates will be announced by the end of the year; and
- Help us end the year with a bang by encouraging a coworker to join Emerging Leaders.

Industry updates

The banking industry is always changing, here are some brief updates for you:

- The Consumer Financial Protection Bureau updated its rulemaking agenda for the remainder of 2014 and into 2015. The Home Mortgage Disclosure Act expansion is expected to be finalized by July 2015. View the new agenda at <http://tinyurl.com/CFPBAgenda>;
- Due to a recent Tax Court decision, the Internal Revenue Service has changed its policy on the number of individual retirement account rollovers a taxpayer may make in any one-year period. Under the new rule, a taxpayer may only roll over one IRA per year no matter how many IRAs the taxpayer owns; and
- The FDIC board approved in November a final rule which would incorporate the Basel III capital rules into the assessments system. The final rule aligns capital evaluations for deposit insurance assessments with the prompt corrective action capital thresholds in the interagency Basel III rules. Read the final rule at https://www.fdic.gov/news/board/2014/2014-11-18_notice_dis_a_fr.pdf;
- The FDIC recently released its third quarter reports. FDIC-insured banks and savings institutions earned a \$38.7 billion in the third quarter, a 7.3 percent increase from the third quarter in 2013. See the report at <https://www2.fdic.gov/qbp/qbpSelect.asp?menuItem=OBP>; and
- In Oklahoma, net income for the third quarter rose to \$953 million from \$628 million at the end of the 2014 second quarter and from \$923 million at the end of the 2013 third quarter.

MEMBER SPOTLIGHT

Kip Herburger III

A common characteristic of current and future leaders is their community involvement. Kip Herburger III, credit analyst at Central National Bank in Tulsa, is no different.

When asked to share his interests, he quickly responded with philanthropy and community service in addition to Thunder basketball and music.

He serves as a board member for three non-profit organizations in

the Tulsa community, one of which is the Tulsa Glass Blowing School.

When you have the opportunity to network with Kip, you could ask a plethora of questions about community involvement or what may be more interesting, ask if he has created any glass artwork and what that experience is like.

Each month in this section we'll highlight a member of Emerging Leaders. Would you like to be spotlighted? Do you know someone that should be spotlighted? Let us know at kristin@oba.com.



Where do you sit in the leadership lunchroom?

You may have never been voted “best hair” or “most likely to succeed,” but every leader has their own style and strength. Take a look at some famous leaders and their greatest strengths.

The advisor: You are a practical, concrete thinker who is at your most powerful when reacting to and solving other people’s problems. *Famous advisor — Condoleezza Rice.*

The influencer: You engage people directly and convince them to act. Your power is your persuasion. *Famous influencer — Steve Jobs.*

The stimulator: You are the host of other people’s emotions. You feel responsible for them, for turning them around, for elevating them. *Famous stimulator — Martin Luther King Jr.*

The creator: You make sense of the world, pulling it apart, seeing a better configuration and creating it. *Famous creator — Albert Einstein.*

The connector: You are a catalyst. Your power lies in your craving to put two things together to make something bigger than it is now. *Famous connector — Mark Zuckerberg.*

The provider: You sense other people’s feelings, and you feel compelled to recognize these feelings, give them a voice and act on them. *Famous provider — Conrad Hilton.*

The teacher: You are thrilled by the potential you see in each person. Your power comes from learning how to unleash it. *Famous teacher — Oprah Winfrey.*

The pioneer: You see the world as a friendly place where, around every corner, good things will happen. Your distinctive power starts with your optimism in the face of uncertainty. *Famous pioneer — Thomas Edison.*

The equalizer: You are a level-headed person whose power comes from keeping the world in balance, ethically and practically. *Famous equalizer — Ronald Reagan.*

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