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The Global Leadership Psychological Contract Model – Actionable to Shape the Future to 2050

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A map of the world that does not include Utopia is not worth even glancing at, for it leaves out the one country at which Humanity is always landing. And when Humanity lands there, it looks out, and, seeing a better country, sets sail. Progress is the realisation of Utopias.

Oscar Wilde (2015)

The Global Leadership Index published in *Outlook on the Global Agenda 2015* (World Economic Forum, 2014a), which reflects the current thinking of a community of over 1500 of the world's foremost global experts, indicates that 86% of respondents believe that the world is currently experiencing a leadership crisis. Despite the fact that leadership research has produced more models than any other behavioral science (Hunt & Dodge, 2000), and despite 25 years of growth in leadership development programs, the latest research indicates the field is still relatively immature (Day, Fleenor, Atwater, Sturm, & McKee, 2014). Arguably, the failure of most leadership development initiatives can be attributed to four common mistakes: (1) overlooking the context; (2) separating reflection from real work; (3) underestimating the

power of mindsets; and (4) failing to measure results (Gurdjian, Halbeisen, & Lane, 2014).

This failure of leadership explains the increasingly negative public perception of national and global economic and political leadership. In 2013, for example, global leaders met at the World Economic Forum in the Swiss mountain resort of Davos. The official theme of the meeting was "Resilient Dynamism" but, according to The Economist (2013), the group's credentials as global leaders looked anything but resilient. There was a big gap between the community's level of trust in the leaders and that of the institutions they led.

If this is the current state of affairs of leadership today, what will it be in 2050? And why does this matter?

Why Is the Future of Leadership between Now and 2050 so Critical?

The world is currently facing major interconnected economic, environmental, geopolitical, societal and technological risks which, when combined, could have a potentially significant impact on the level of trust and mutual obligation between states and their citizens. In turn, this could lead to state collapse, regional and global instability, internal violence, and war. Managing such risks effectively will require great foresight and collaboration between stakeholders across business, government, and civil society (World Economic Forum, 2014b). Underpinning these risks are megatrends that, over the next decades will turn the world and the context for leadership as we know it upside down.

Megatrends are long-term transformational processes with broad scope, dramatic impact, and global reach (Naisbitt, 1984). They are the sustained macroeconomic forces of development that have a pervasive and enduring impact on individuals, businesses, economies, and societies and will re-define an unprecedented pace of change for the future. Four megatrends are expected to progressively gain momentum and cause critical changes in the global environment (National Intelligence Council, 2012) while others are predicted to dramatically impact on organizations (Vielmetter & Sell, 2014) by the year 2030.

1. An increase in individual empowerment. This megatrend will result from significant reductions in poverty and the growth of a global middle class with much greater acquisition power, including greater ownership of property and access to education; wider use of communication and manufacturing

technologies; and advances in health care (National Intelligence Council, 2012). Organizations will face increasing individualization and value pluralism with freedom of choice eroding loyalty; a blurring of boundaries between work and leisure/personal lives; and technological convergence with the greatest technological shifts ever experienced in history on our doorstep (Vielmetter & Sell, 2014).

2. Diffusion of power globally with a shift toward networks and coalitions. As an example, Asia will surpass the combination of North America and Europe in terms of global power based on GDP, population size, military spending, and technological investment. It is envisaged that China alone will have a larger economy than the United States a few years before 2030 (National Intelligence Council, 2012).

3. Demographic patterns. This megatrend predicts that the global population will grow from an estimated 7.1 billion in 2013 to close to 8.3 billion in 2030. Economic growth is likely to decline in countries with aging populations; there will be a decrease in the number of youthful societies; migration will increase; and 60% of the world's population will live in urbanized areas (National Intelligence Council, 2012). In organizations, aging populations will intensify the war for talent (Vielmetter & Sell, 2014).

4. Scarcity of food, water, and energy. The demand for these resources will increase significantly − by approximately 35%, 40%, and 50%, respectively − as a result of the change in demographic patterns (see above). Nearly half the world's population will experience a severe scarcity of such resources (National Intelligence Council, 2012) and predicted environmental crises will make sustainability within organizations paramount (Vielmetter & Sell, 2014).

It is most important to understand that these megatrends are not discrete independent events. In fact, they interact and combine to form a complex "perfect storm," thereby creating new forces that will compound the challenges and complexities to be faced in the future. In this scenario, business leaders will have to grapple with new dilemmas and challenges (Park, 2014).

Appointed leaders will lose power and there will be a massive proliferation of stakeholders. The power of leaders will be compromised by, for example, local managers, environmental concerns, and legislation. Reconceptualization of the conventional notion of what a stakeholder is will result in stakeholder expansion. This new notion of stakeholders within organizations will be far more inclusive including both internal stakeholders (e.g., employees and different groups of employees in multiple locations and cultures) and

external stakeholders (society). Hence, leaders will have to decide how to relate to each of their stakeholder groups (Vielmetter & Sell, 2014).

A TRANSFORMED WORLD

The extant literature (National Intelligence Council, 2012) offers four "alternative or potential worlds" for the year 2030 which provide a springboard for potential scenarios describing the world in 2050. The alternative or potential worlds in 2030 are based on the combination of megatrends identified previously and game-changers such as the health of the international economy; global governance; the potential for increased conflict; regional instability; the impact of technological breakthroughs; and the role of the United States: (1) Stalled Engines; (2) Fusion; (3) Gini-Out-of-the-Bottle; and (4) Nonstate World.

Stalled Engines is the worst possible scenario. It entails the United States and Europe stalling by turning inward, as power grows in Asia. Western countries would face extreme levels of tension due to a scarcity of resources, economic depression, and increasing social issues (poverty, crime, and warfare). The best possible scenario is Fusion which depends largely on political leadership and envisages collaboration between the United States, Europe, and China. The Gini-Out-of-the-Bottle scenario represents a world of extremes. It is characterized by inequalities that lead to political and social tensions with distinct winners and losers. In this scenario, the United States ceases to be the "global policeman." The Nonstate World scenario is driven by nonstate agencies such as nongovernmental organizations (NGOs), multinationals, academic institutions, and wealthy individuals taking the lead in confronting global challenges.

The worst case scenario of Stalled Engines could, by 2050, unfold in two possible ways: events could escalate which would represent the collapse of the western world or the Stalled Engines scenario could serve as a wake-up call for affected individuals to become creative and resourceful and focused on survival and further adaptation of the human species.

In considering Fusion — the best possible scenario resulting from collaboration between the major economic powers — two contrasting scenarios could be possible: the Fusion state could be sustained or even improved (the social evolution perspective); or there could be a regression to economic and social collapse (the social cycle perspective) due primarily to complacency resulting from the absence of a major and visible threats or crisis. The first scenario would be consistent with both social evolution theory (Hamilton, 1996) supporting the idea that societies evolve, change, and survive,

and sociocultural evolution theory (Lenski, Lenski, & Nolan, 1991), which views technological progress as the most basic factor in the evolution of societies and cultures. The second scenario would be consistent with social cycle theory (Modelski, 1987; Tainter, 1988), which argues that events and stages of society and history generally repeat themselves.

In another scenario in the world of the future, robots are expected to replace or largely eliminate human labor with blurring between industrial and service robots (National Intelligence Council, 2012), and there is speculation about robot technology controlling e-leadership processes and outcomes (Avolio, Sosik, Kahai, & Baker, 2014). As a result, the reliable and safe operation of robots will be paramount. Remote and autonomous vehicles (RAVs) are expected to impact on mining, exploration, and defense, the latter related to interstate conflicts including the enforcement of non-flying zones and national borders. A possible threat will be the use of RAVs by terrorist groups (National Intelligence Council, 2012).

In summary, macro-socio-economic megatrends predict that societies and their leaders will be faced with increasingly adaptive challenges in the future and resolving these challenges will require people to change their ways of doing and being through transformational learning (Heifetz, Linsky, & Grashow, 2009).

Latest Leadership Thinking and Research

In response to these challenges, and as a result of their megatrend analysis, Vielmetter and Sell (2014) predict the emergence of altrocentric leadership which focuses on others rather than on the leaders themselves (egocentric leadership). Altrocentric leadership is based on the assumption that the traditional cliché of the super-hero, or alpha male leader who leads the pack, is no longer relevant in addressing the identified megatrends and consequent challenges and dilemmas of the future. Altrocentric leaders are characterized by the awareness that they cannot achieve success alone; a much higher degree of empathy, maturity, integrity, and openness; skilled strategic and conceptual thinking; the ability to create and empower high-performing teams; and a greater reliance on collaboration and teamwork. Above all, altrocentric leaders know how to create meaning in organizations by generating a collective narrative with all organizational stakeholders. Critical to this is the concept of bounded autonomy — that is, delegating as much power as is effectively possible for others to allow them to thrive within this new context.

This notion of collectivity and inclusiveness is consistent with the latest developments in global leadership in that global leaders are those who build communities through the development of trust in a context involving multiple stakeholders, multiple sources of external authority, and multiple cultures under conditions of temporal, geographical, and cultural complexity (Mendenhall, Reiche, Bird, & Osland, 2012). Global leaders operate in a context of multicultural, paradoxical complexity to achieve results in a diverse world, which is not intrinsically hierarchical (Holt & Seki, 2012). Hence, future leaders will require high levels of cultural intelligence (CQ) to function effectively in an increasingly global and multicultural world (Ng, Dyne, & Ang, 2012). CQ reflects an individual's capability to deal effectively with people from different cultural backgrounds and includes concepts such as global mindset or cross-cultural competence (Earley & Ang, 2003). The latest research in leadership development also identifies an increased focus on collective rather than individual leadership (Petrie, 2014).

Researchers have been advocating for a collective or a shared approach to leadership which views leadership as a social process — the accomplishment of collectives rather than the actions of individuals — for some time (Contractor, DeChurch, Carson, Carter, & Keegan, 2012; Cullen, Palus, Chrobot-Mason, & Appaneal, 2012; Sergi, Denis, & Langley, 2012; Yammarino, Salas, Serban, Shirreffs, & Shuffler, 2012). The notion is not dissimilar from followership theory which views leadership as a relational process that is co-created between people working together (Uhl-Bien, Riggio, Lowe, & Carsten, 2014). Followership shifts the focus from the leader as the main protagonist (the "heroic" or "lone ranger" leader) to post-heroic leadership introducing the possibility that followers have an active influence over leaders in allowing themselves to be influenced (Oc & Bashshur, 2013).

Collective leadership, also referred to as "shared," "distributive," "collaborative," or "emergent" leadership (Bolden, 2011), is a social process that focuses beyond competency-only approaches. In fact, by focusing on the collective environment and strategic collective objectives, collective leadership approaches produce collective outcomes (Cullen et al., 2012). This is line with the concept of shared leadership which views leadership in terms of collaboration between two or more persons (Crevani, Lindgren, & Packendorff, 2007). Interestingly, collective leadership also promotes innovation (Hoch, 2013; Hunter, Cushenbery, Fairchild, & Boatman, 2012). Furthermore, collectivistic approaches to leadership have a greater focus on the social context in which leadership occurs; the creation of social networks; the empowerment of followers; and relationships — including an ongoing and open exchange between

leaders and all stakeholders (Mumford, Friedrich, Vessey, & Ruark, 2012). Clearly, the inherent relational nature and shared social influence of collective leadership, as pointed out by Karp and Helgø (2008), reflects the psychologically based process that emerges from the relationships between people and, consequently, the psychological contracts that govern such relationships.

Psychological contract (PC) theory (Guest, 1998; Rousseau, 1989, 1995) has a direct link to collective leadership because it is fundamentally rooted in social exchange relationships and governed by the norm of reciprocity (Conway & Briner, 2005). According to Chang, Hsu, Liou, and Tsai (2013), PCs also contribute to innovative behavior. Recent developments in PC research link PCs to leadership and performance outcomes (McDermott, Conway, Rousseau, & Flood, 2013). Leadership psychological contracts (LPCs) emphasize the need for more relational outcomes measures of leadership, as opposed to leader attributes or competencies, and link a leader's integrity with followers' emotional constructs, extrarole behaviors, and innovation (Salicru & Chelliah, 2014).

The next section examines the leadership imperatives for moving confidently and successfully into the future.

Imperatives for Moving Forward

In moving forward, five key imperatives must be taken into account. First, the strong reliance on leadership approaches that were built to succeed in the past should be discontinued. The premise here is that trying to solve tomorrow's problems with today's methods will not work. Similarly, doing more of the same, or with more intensity, is also unlikely to yield different outcomes. A case in point is the competency movement in leadership development which has been referred to as "a repeating refrain that continues to offer an illusory promise to rationalize and simplify the processes of selecting, measuring and developing leaders, yet only reflects a fragment of the complexity that is leadership" (Bolden & Gosling, 2006, p. 148). In fact, the limitations of the competency movement in leadership development were highlighted some time ago (Zenger & Folkman, 2009) yet, to date, most leadership development frameworks still remain competency-based. Naturally, this does not mean that competencies are irrelevant and should be ignored completely. Competencies will still matter (Hernez-Broome & Hughes, 2004) but will be only part of the way forward. A new way of thinking, combined with an understanding of how we have reached the current situation, is required (Harman & Horman, 1993). This includes paying greater attention to the leader's character and integrity (Hernez-Broome & Hughes, 2004).

The second imperative, which builds on the first, relates to the increasingly extreme contexts in which leaders and their stakeholders will have to operate as a result of the explosive nonlinear growth of future challenges (including globalization, hyper-complexity, and wickedness of problems faced by leaders, aging population, migration, increased access to knowledge and education, urbanization, and new technologies). As a result, as predicted by Heifetz et al. (2009), leaders across sectors and industries around the globe face increasing adaptive challenges. Adaptive challenges are distinct from technical challenges. While technical challenges can be solved by the knowledge of experts, tackling adaptive challenges effectively requires the altering of human dimensions such as pace of adjustment, tolerance for conflict, uncertainty and risks, as well as the resilience of the culture and networks of authority and lateral relationships. All these factors are requirements to successfully negotiate the pain and fear of change (Heifetz & Linsky, 2002). Dealing effectively with such adaptive challenges will require a greater focus on "vertical" development, as opposed "horizontal" development (Petrie, 2014). Horizontal development is related to technical learning and is competency-based, which is useful when problems are clearly defined and techniques for solving them are known. Vertical development, in contrast, refers to the mental and emotional staged process individuals progress through to make sense of the world. Hence, vertical development promotes the transformational learning required to deal with adaptive challenges (Heifetz et al., 2009; Kegan & Lahey, 2009).

The third imperative relates to the fact that the leaders of the future will be increasingly global, as opposed to domestic, leaders. Global leaders will be required to influence individuals and groups (who represent diverse cultural/political/institutional systems) to help achieve their corporation's global ambitions, while managing multiplicities, tackling huge challenges, grappling with instability, and navigating ambiguity (Osland, Bird, & Oddou, 2012). To deal effectively with such complex global challenges, global leaders must develop the capacity to innovate and inspire others (House, Dorfman, Javidan, Hanges, & Sully de Luque, 2014).

The fourth imperative, which builds on the previous one, relates to a greater need for creative thinking and innovation. Innovative behavior has been recognized as paramount in today's uncertain global economy (Janssen, 2001). Leaders facing global challenges must develop the capacity to innovate and perform in such a way that fluency and flexibility will be maintained (House et al., 2014). Leadership has been identified as a chief predictor of creativity − the precursor of all innovation (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Krause, 2004; Volmer, Spurk, & Niessen, 2012; Zhang & Bartol, 2010).

The fifth imperative, which is a strong recurring theme in the literature, is that leadership − as alluded to in the previous section − is, above all, a relational phenomenon. Hence, its effectiveness depends on the quality of relationships (Story, Youssef, Luthans, Barbuto, & Bovaird, 2013) and includes the importance of leaders' ethical behavior (Mayer, Aquino, Greenbaum, & Kuenzi, 2012; Schaubroeck et al., 2012), ability to build trust (Schaubroeck, Peng, & Hannah, 2013), and integrity (Bauman, 2013; Kannan-Narasimhan & Lawrence, 2012).

An Actionable Leadership Model to Shape the Future to 2050

In response to the foregoing discussion of future leadership-related concerns, and drawing on research and practical experience of developing leaders globally, it makes perfect sense to frame the needs of future leadership requirements within a psychological contract framework. Building on Salicru and Chelliah's (2014) LPC model, the Global Leadership Psychological Contract (GLPC) offers a holistic, relational, and global model of future leadership. This model is intended to move beyond competency-only approaches to promote leader accountability, integrity, ethics/fairness, and to inspire trust through building stronger stakeholder engagement. This model also takes into account: the greater need for leaders to promote innovative behavior in an increasingly competitive, complex, and uncertain world (De Jong & Den Hartog, 2007, 2010; Vaccaro, Jansen, Van Den Bosch, & Volberda, 2012); predictions of growth and the need to build global leadership (Bersin & Deloitte, 2013); and findings related to leader expectations across cultures which derive from the GLOBE project − a leadership research project involving 62 cultures across all regions of the world that was first conceived in 1991 and formally began in 1993 (House et al., 2014). In doing so, the GLPC addresses the risks outlined at the beginning of this chapter and assists in dealing with the resulting potential world scenarios also outlined earlier.

The GLPC model comprises the following four components: (1) the leader's promise or nature of the deal; (2) the delivery of the deal or health of the contract; (3) the leader's impact or consequences of the contract; and (4) final outcomes and results. The model is graphically represented in Figure 1.

The first component, the leader's promise to the stakeholders, followers, or constituents, is central to the PC leaders have with their constituents. Consciously or not, leaders convey a promise (expectations of future action) via their espoused principles/values
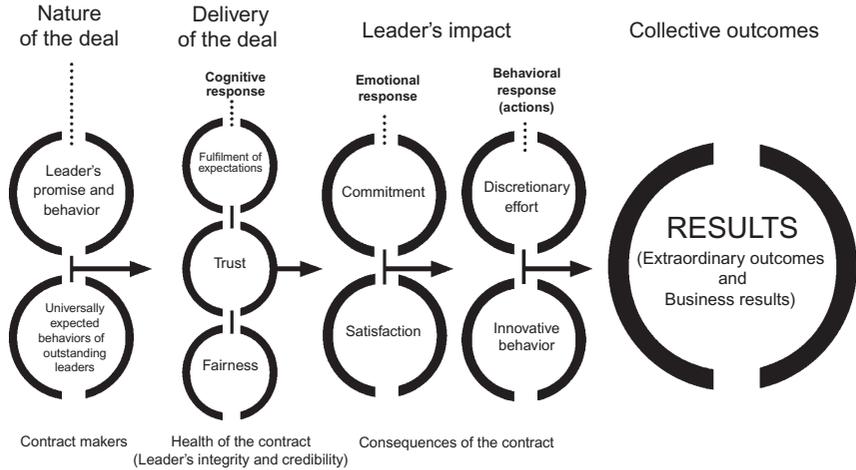
Figure 1. Global Leadership Psychological Contact (GLPC).

or written statements (the nature of the deal). While most often implicit and unwritten, such expectations, which include universally expected behaviors of outstanding leaders (House et al., 2014), have a strong promissory nature, are pervasive and govern the quality of relationship between leaders and their stakeholders.

The second component, the delivery of the deal, indicates two things: the quality of the delivery of the leader's promise and the health of the contract. This component is determined by the followers' perceptions of congruence between the leaders' promise, espoused principles/values (the nature of the deal), and the leaders' actual behavior or values in action (the delivery of the deal). Followers assess the nature of this gap by asking themselves questions such as: Are our leaders walking their talk? Are they delivering what they promised? Are they transparent, ethical and trustworthy? This component is operationalized using three indicators: fulfillment of expectations; trust − that is, the level of trust followers have in their leader; and fairness − that is, how equitable or impartial followers believe their leader to be. This triple assessment made by followers determines the degree of integrity and credibility they attribute to their leaders.

The third component identifies the impact that leaders have on their followers and determines the consequences of the contract. The impact on followers includes two different types of responses to the previous component (the health of the contract): followers' emotional and behavioral responses. The emotional response is operationalized by measuring the followers' levels of commitment to, and satisfaction with, their leader. The behavioral response is operationalized by measuring the followers' levels of discretionary

effort and innovation. Discretionary effort relates to individuals' behaviors that go beyond the call of duty, exceeding standard demands, requirements, or expectations. Innovation refers to creative thinking and innovative behavior which depends on individuals' orientation toward change and likelihood to generate and/or adopt new ideas and/or practices as well as their perseverance in engaging in higher levels of thinking and the promotion and implementation of new and promising ideas.

The fourth component refers to the final collective outcomes which include the specific results achieved by a group, organization, or community. Such results take the form of extraordinary performance, as opposed to mediocre or expected performance, as they relate to accomplishments that are unprecedented. They are attributable to the focused and relentless commitment and creative thinking and innovative actions unleashed by the intense identification with, and emotional bonding between, leaders and followers – the essence of the GLPC. Truly extraordinary outcomes are about "moving mountains." A prerequisite in achieving these spectacular results is that the GLPC is intact – that is, when followers perceive their leaders have upheld or exceeded their promises or obligations. Incidentally, this also creates high levels of follower engagement and low turnover. Conversely, unmet followers' expectations translate into a breach or violation of the GLPC. Perceived violations generate low levels of trust, commitment, satisfaction, effort, and lack of innovation. In turn, this produces low levels of follower engagement, poor performance, unsatisfactory results and, depending on the context, could represent loss of employees, follower support, stakeholder membership, or constituent votes.

In summary, the GLPC aims at balancing the power and diverse interests between leaders and their constituents, followers, or stakeholders within the context of the impending techno-socio-economic revolution. In doing so, this model promotes greater leader accountability, transparency, and integrity; leader-follower emotional connection and satisfaction; collective relentless effort, creative thinking, and innovation.

Conclusion

This chapter has explored the leadership that will be required in 2050 by pondering on past leadership failures, current leadership challenges, future trends, and the new context for leading (and following) in the decades to come, including a myriad of anticipated adaptive challenges. By distilling the latest thinking on leadership from scholars, experts, and practitioners, and by looking to the needs of the future, a relational and outcome driven model of global

leadership has been presented. This model will enable leaders to meet these current and emerging challenges and to gain the respect and credibility required to lead with high-level purpose and unprecedented levels of integrity. Such leadership will unleash constituents' highest levels of connectedness, creativity, innovation, grit, decisiveness, and bold collective action. Finally, it is important to highlight that the GLPC model is offered as a way to prevent potentially devastating world events in 2050. The GLPC model provides the mental software and a set of practices needed to equip individuals to lead and follow in ways that will unite, enrich, and allow a collective shaping of the world, to better the human condition and to create a worthwhile legacy for future generations.

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