

# leadership approach during turbulent times



We are living in times of unprecedented turbulence. So how do we react and what sort of skills do we seek? *Khoo Oon Theam*, President, OTi Group, outlines his leadership framework for the new economy

Events in the financial sector continue to reverberate across every continent, creating one of the biggest global leadership challenges in history. Businesses are looking for leadership that has the capacity to deal with the change processes needed. That change – the financial tsunami erupting globally – is situational and external to us. But the ways that we respond, as individuals and organisations, are internal, emanating from within.

In these times, leaders go through three phases: transactional, transitional and transformational leadership.

### What does it take?

Turbulences are seen as intense changes. So what are the leadership qualities and

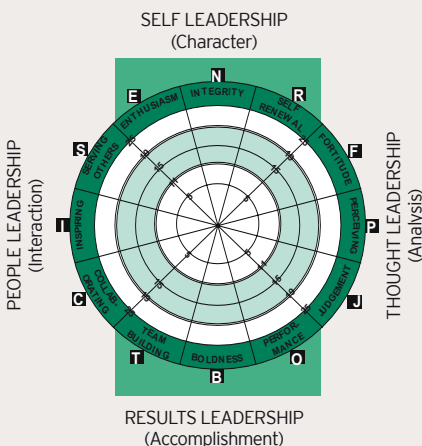


attributes required to drive these transformational leadership? The chart below outlines some of the most important characteristics needed to get to that all-important transformational stage.

Tough times call for tough leadership. Tough leaders, need to demonstrate clear optimism, agility and resourcefulness in the face of difficult realities.

So how are you and your organisations navigating these turbulent times for survivability and sustainable growth?

## dimensions of leadership



- + **Self Leadership**  
*Attributes: Enthusiasm, Integrity*  
They are passionate and proactive; value-based and are continually in self-renewal mode.
- + **Thought Leadership**  
*Attributes: Fortitude, Perception, Judgment.*  
They act with courage and confidence; see the big picture and anticipate consequences.
- + **People Leadership**  
*Attributes: Collaboration, Inspiration, Service to others.*  
They are alliance builder with the ability to energize, motivate and encourage others.
- + **Results Leadership**  
*Attributes: Performance, Boldness, Ability to build teams.*  
They get results by overcoming barriers and face problems head on and surrounds themselves with the right people.