



## The Next Gen Leader

### Cutting Edge Strategies to Make You the Leader You Were Born to Be

#### THE SUMMARY IN BRIEF

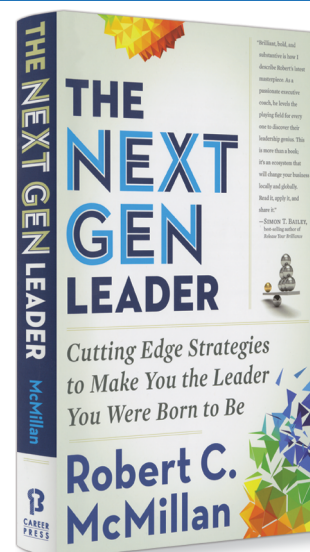
What if we all realized we could reach our personal, career and organizational dreams by maximizing our potential and discovering the Genius Leader inside each of us? How would our lives, organization and teams be different?

While today's global economy is experiencing a significant cycle of outsourcing across industries, leadership cannot be outsourced; it must be organically transformed. The truth of the matter is that you control in your mind, heart and hands the ability to release your genius in leadership by maximizing your potential and releasing it to the world! *The Next Gen Leader* will show you how to discard outworn traditions and become the next-generation leader you were born to be!

Through his groundbreaking 6G Leadership System, leadership expert Robert McMillan provides the solution that integrates organizational and professional goal congruences, maximizing the leadership potential of every professional. Through leadership traits, features and profiles as well as secrets to increase performance, value and productivity, *The Next Gen Leader* offers a system designed to help maximize individual, team and organizational potential.

#### IN THIS SUMMARY, YOU WILL LEARN:

- Why everyone is a leader.
- The Seven Leadership House Rules of Engagement.
- How to use the Circle of Life Apps to foster balance in your life.
- The six networks and six applications of the 6G Leadership System.



by Robert C. McMillan

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# THE COMPLETE SUMMARY: THE NEXT GEN LEADER

by Robert C. McMillan

**The author:** Robert C. McMillan is one of the world's foremost experts on leadership transformational systems. Personally trained by leadership guru John C. Maxwell, McMillan's solutions are rooted in two decades of leadership experience in corporate America. His clients have included Motorola, BlueCross BlueShield and General Electric. McMillan is the founder of the Next Gen Leader Institute and is a speaker, consultant and coach to organizations and professionals around the world. From *The Next Gen Leader: Cutting Edge Strategies to Make You the Leader You Were Born to Be*. Copyright© 2014 by Robert C. McMillan. Summarized by permission of the publisher, Career Press. 298 pages, ISBN-13: 978-1-60163-309-5. To purchase this book, go to [www.amazon.com](http://www.amazon.com) or [www.bn.com](http://www.bn.com).

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## PART I: THE 6G LEADERSHIP SYSTEM

### You Are a Leader!

In today's competitive world of doing more with less and becoming more effective and efficient, followers will not be the competitive force that innovates, breaks ground, or discovers more effective ways of doing business. This will come from leaders. Every person is born with the innate talent and gift of leadership, but we require constant maintenance and application upgrades in order to operate at our maximum leadership potential.

#### What Is the 6G Leadership System?

Leadership is a network of applications embedded in each of us, which I call the 6G Leadership System. In order to effectively lead, leaders must operate in a leadership network infrastructure designed to identify, cultivate and build leadership aptitudes within an existing network of leaders that allow behavioral replication and synchronization of the desired leadership state. For example, to be effective and meet market demands, cell phones have to be adaptable to operate on multiple cellphone carrier networks. Similarly, leaders must be able to operate on various leadership networks based on a specific scenario or situation.

Through time, people have morphed into different types of leaders. With so many different leadership models, styles and approaches — and the significant increase of external leadership recruiting — a clear leadership model is much needed in today's challenging times. The 6G Leadership System has been narrowed down to six networks that provide insight on the features, benefits and limitations of each network. The six networks are

1G-Genetic Leader, 2G-Generic Leader, 3G-Go-To Leader, 4G-Growth Leader, 5G-Gateway Leader and 6G-Genius Leader.

Professionals have different experiences, and many are in different places in their career journey. The 6G Leadership System provides a tracking system to identify exactly where you are, and it provides a pathway forward. The philosophy is that everyone is a leader and the difference between leaders is simply where they fall within the leadership network. ●

### Overview of the 6G Leadership System

The leadership applications help us understand what truly makes us leaders and also provide solutions to help improve our ability to lead through the leadership apps that most often lay dormant in us all. Listed below are the six maximum potential leadership applications accompanied with descriptions of why others allow us to lead:

- 1. Awareness App:** We are leaders because our actions demonstrate awareness of our innate ability to lead others.
- 2. Acceptance App:** We are leaders because we are accepted as leaders by others based on actions.
- 3. Acknowledgement App:** We are leaders because others acknowledge our actions.
- 4. Achievement App:** We are leaders because our actions are recognized as business achievements.
- 5. Acceleration App:** We are leaders because our actions accelerate business performance and results.
- 6. Agility App:** We are leaders because our actions create agility to grow the business or organization and its people simultaneously.



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## Leadership Network Styles

The six Leadership Networks, 1G to 6G, coincide with the applications described above. These Leadership Networks help us understand the various leadership networks, the type of leaders we are and the value of each:

**1G-Genetic Leader Network:** People value you because they see potential.

**2G-Generic Leader Network:** People value you because you accept leadership.

**3G-Go-To Leader Network:** People value you because they recognize your results.

**4G-Growth Leader Network:** People value you because of your consistent achievements in business performance and growth.

**5G-Gateway Leader Network:** People value you because you create opportunities and change for others.

**6G-Genius Leader Network:** People value you because they respect your leadership agility and ability to influence success.

Before discussing in detail how these networks and applications function, let's talk a little about leadership — the good, the bad and the ugly. It is important that you fully recognize and understand that you were born to lead. ●

## PART II: YOU WERE BORN TO LEAD!

### The Truth About Leadership

Leadership is a choice. Offices and cubicles are filled with both people who choose to lead and those who choose not to lead. True leadership does not start with the acquisition of power, position or pay. It starts with the conscious choice to be a leader.

Leaders have to be excited about leadership. No one wants to associate with leaders who are not excited about the journey they are leading. Leaders should see leadership as an opportunity to influence actions and outcomes, a gift of help and inspiration, and a reward to share with others, placing egos aside.

What does true leadership look like in action? Envision everybody in your organization leading and taking turns doing it.

More often than not, the leaders you find in the workplace are appointed. It is the appointed leaders who often have responsibility for the issues, challenges and complexities found in the operation of the business. Those issues, complexities and challenges exist primarily for two rea-

sons: a lack of leaders and too many followers who watch, wait and debate before taking action.

If you have more followers than leaders, you are in an Organization of Followership. If you have more leaders than followers, you are in an Organization of Leadership.

The followership system, mindset and organizational design are outdated and invalid. Organizations and professionals must shift from a followership system to a pure leadership system due to the competitive economy, business complexities and industry challenges. It all starts with believing you are a leader and empowering others to become the same.

Here are the Seven Leadership House Rules of Engagement that you, your team and your organization can apply in your daily actions to build leadership behaviors and a system that maximizes potential.

1. Everybody is a leader!
2. Be a leader, not a follower!
3. Act first, then ask!
4. Choose to lead.
5. Seek growth opportunities.
6. Leadership is always greater than ownership.
7. Leadership is 3D = lead, leader, leaders. ●

### Let's Talk Potential

Now that we have defined leadership, let's talk potential. Potential is something that every human being uses each day to survive and succeed. Some of us use a lot, and some use a little. The amount used determines our aptitude of success.

We all have a well of potential within us. I'm going to share with you a strategy to help you pump and prime your well so that you can reach your maximum potential. First, you must start pumping your mind with positive thoughts about your abilities. Second, you must prime your well of potential. Confidence, skill, information and positive proclamations will multiply potential. Fear, complacency, negative thoughts and non-productive environments will reduce potential. What you put into your well of potential is what you will get out of it. That is called "priming the well."

No one can release your potential but you. No one can grow your potential but you. I love the saying, "Anything worth doing poorly is worth doing until you can learn to do it well." That is how leadership potential works. You work at it until you learn how to do it well.

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Here are several mindset potential affirmations and action strategies to help you realize and maximize your true leadership potential.

- I am a leader.
- There is greatness within me.
- Each day is an opportunity to become better than I was yesterday.
- Within every failure is a hidden opportunity.
- I have a well of potential that never runs dry.
- Leadership is action.
- I control my destiny. ●

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### Leadership Is All About Connecting

There are positives and negatives in leadership. The positive part of leadership can be found when you work with good people in a good culture producing a good connection. The negative part of leadership is when you are a good person who has to maneuver and navigate around bad people in a bad culture that, in turn, creates a bad connection.

Bad leadership connections are made up of leaders who use and leverage others to attain compensation, bonuses and recognition goals that are tied to their performance plan and the organizational scorecard. Good leadership connections are found in organizations that put people ahead of the achievement of organizational or personal goals. It's not that these goals are not important, but good leaders recognize that attaining goals cannot be achieved at the expense or detriment of others.

Good leaders engage employees to define goals, they promote and recognize their employees once the goal is obtained, they share in positive financial and social recognition, and they invest and retain resources to achieve future goals. Good leadership connecting organizations, teams and leaders takes considerable amounts of time and effort to ensure that employees are operating in the optimal work environment, have clear roles and goals, and are provided a work-life balance to limit attrition, morale erosion and talent depreciation. ●

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### Circle of Life Apps

Before you can truly maximize your leadership potential, you must have universal balance in your life. Life

can be hectic, confusing, tempting, chaotic, painful and sometimes just downright boring. But maximizing your potential can change your life.

Maximizing your potential requires what I call the Life App System, which consists of six applications similar to those on iPhones and tablets. The secret is that we all have applications embedded in us, and we must master and maintain them in order to reach extraordinary success in our lives. Your destiny is contingent upon monitoring, evaluating and upgrading your life applications based on what you aspire to become.

**Universal Faith App:** The core of your potential is based on abundance, not on a limited view of life. Operating in a universal faith takes dedication, utilization and solidity of principles that connect your mind, heart and soul with the universe.

**Moral Purpose App:** It is not only essential to have a purpose-driven life; it is critical to align purpose with morality. Attaching yourself to a moral purpose that is bigger than you are will give you satisfaction and gratification in pursuing a mission, goal and objective.

**Intellect App:** What you feed the mind resembles what you will get out of it. All actions in the past, present and future will be based on data points, observations and information you allow into your mind. This is the most important application, because your thoughts determine your actions, and your actions determine your future.

**Self-Awareness App:** This boils down to your complete understanding of you: how you respond to conflict; how you react to personal challenges; and how others' behaviors, actions and agendas impact you both mentally and physically. It is up to you to become self-aware of your likes, dislikes, strengths and weaknesses. Once determined, strategically place yourself in a position to realize your purpose and maximize your potential.

**Relationships App (Family, Friends and Associates):** The key to setting relationship priority is in understanding how these relationships align with your purpose and potential. Those relationships that align, you continue to develop. Those that do not, you learn to let go.

**Wealth App (Spiritual, Health and Financial):** Wealth is contingent on spiritual, health and financial solvency. Having spiritual wealth is the ability to value others and to recognize their differences and beliefs without devaluing them. Your body is the vessel that stores your talents, gifts and skills — your potential. The fact is that health must be your top priority. Do you have at your fingertips the financial ability to make optional decisions based on circumstances? Or do your decisions become

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actions as a result of your circumstances? What are you doing to increase your wealth? How are you investing in your and others' potential?

When you have all six of these Life Applications installed within you, you reach life optimization. You will be able to respond in stride to any life-challenge virus, system crash or attack. ●

### PART III: THE SIX GENERATIONS OF LEADERSHIP

## 1G-Genetic Leader and the Awareness App

The first network on the 6G Leadership System is 1G-Genetic Leader. Being a 1G-Genetic Leader puts you in the company of those in the beginning stage of leadership who have high aspirations to be leaders of significance. In many ways, you are leading without a "badge." You have heart, desire and raw potential. You have broken the traditional mindset and philosophy that leadership is a position, and you have proven that leadership is awareness.

Every leader has spent time on this network at some point in their professional and personal lives. If you really think about where you are in your leadership journey, you might recognize a few leaders who started out like you did: Martin Luther King, Nelson Mandela, Mother Teresa and Mahatma Gandhi. How could you be compared to them, you may ask?

Each of these leaders started by simply being aware that they had the potential to lead. Each of them relied on their Genetic Leadership gifts to get started on their leadership journey. You have discovered the same potential in yourself. The only difference between you and those exceptional leaders are your unique results and outcomes.

### Features of the Genetic Leader

**Genetic Leaders believe they can lead others without titles.** They do not allow the lack of formal title, position or appointment to limit their abilities to influence outcomes or demonstrate leadership behaviors. This is contrary to how most people view leadership. Most of the time, people display leadership behaviors only if appointed, authorized or given permission.

**Genetic Leaders are individual contributors.** Professionals who fall within this category are not in formal leadership positions. They are not in the spotlight, but they are on others' radar because they are valuable. They

help achieve goals, objectives and initiatives that otherwise would be failures rather than successes.

**Genetic Leaders are growth engines.** They aspire to be the best leaders they can be. They have an extraordinary capacity to grow given the complexity and challenges of tasks and assignments. They have a growth engine that has to be fed with stretch goals and assignments. The more challenging the assignment, the more energy and excitement unleashed. Genetic leaders are self-empowered and self-motivated. They are the type of professionals who solve the problem first and report the solution later.

### Limitations

Genetic Leaders have the natural gift of leadership, but many lack the awareness of their full potential. Genetic Leaders who are aware of their potential often become frustrated because of their inability to change the course of direction. For a Genetic Leader, a non-competitive environment introduces boredom and complacency. These leaders are innately competitive and are often misdiagnosed as being overly confident and aggressive.

### The Awareness App

The Awareness App within the 1G-Genetic Leader is an upgradeable application that runs unconsciously in your mind, constantly fighting off internal and external negative beliefs that stunt your potential. Actions or words expressed by family, friends or coworkers can defuse your energy, confidence or belief in your potential. This App stores both positive and negative information — past, present and future — that can be overwritten based on what you code into your App. If you code negative thoughts into your App, you will have negative thoughts. If you code positive thoughts about your potential, then you will have positive thoughts. The bottom line is that you can control your awareness, or you can let others control it and pilot your course. ●

## 2G-Generic Leader and the Acceptance App

Acceptance is the key to accessing the 2G-Generic Leader Network. Leadership acceptance is different than leadership awareness. Leadership awareness is a result of recognizing one's ability to lead others. Leadership acceptance is embracing one's leadership potential and releasing it into action.

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## Features of the Generic Leader

### **Generic Leaders are accepted by others to lead.**

The 6G Leadership System is structured so that nobody is placed in a leadership position or role until several things occur: they demonstrate acceptance of their potential to lead others through action, they fully accept leadership responsibility, and they consistently demonstrate leadership behaviors. Generic Leaders have been observed by peers, supervisors and management as professionals with the ability to lead a task, assignment, function, process or project well before they are considered for a formal leadership position.

**Generic Leaders lead while doing.** They are consistent in delivering results by establishing predefined goals and using teams. When professionals are placed in leadership positions, whether in a formal management position or a position informally created for them, they are usually selected because they make sure things get done.

**Generic Leaders are generalists and good communicators.** They are generalists in the sense that they have broad general knowledge and skills in several areas, which is often why they are placed in leadership positions with responsibilities over tasks, functions, processes or projects. They have the ability to communicate in both visual and auditory mediums.

## Limitations

Within organizations and, for that matter, in the 2G-Generic Leader Network, there exist leaders who have not necessarily accepted their leadership potential, have not taken the oath of responsibility, or have not been accepted by professionals as a leader. Generally, these events place the leader and the organization at a huge disadvantage because professionals are clueless about the leader's abilities, potential and capabilities, and often are resistant to that leader.

## The Acceptance App

As a 2G-Generic Leader, you require a mindware application that will operate as virus protection software to protect your self-esteem and confidence, and, at the same time, help you process and accept the reality of your leadership situation in your professional and personal life. To maximize your potential as a 2G-Generic Leader, you must have an application that accepts the following leadership realities: Your leadership role will have its difficulties; you are a minority among many; and there are professional haters who will envy you. Accepting the environment you are operating in is critical to assessing your situation, defining your role and determining your approach. Generic

Leaders accept what they can't change and accept what they can, and know the difference between them. ●

## 3G-Go-To Leader and the Acknowledgement App

One of the most gratifying feelings for a professional is when they are acknowledged for their actions. But what is even more gratifying is when a team acknowledges their leader for their results.

Go-To Leaders stand out among the crowd, and people are drawn to them because they do amazing things and achieve great results, all the while working with a team. They do things that Genetic and Generic Leaders just aren't at a level to achieve in terms of talent and skill. Go-To Leaders in Corporate America are game changers. When an organization or team is down or under the gun, they are the ones you go to.

## Features of the Go-To Leader

**Go-To Leaders lead from the middle.** Not from a hierarchy standpoint but from a relational standpoint — relating to professionals and other leaders. Go-to Leaders have relationships with stakeholders, peers, teammates and colleagues who give them a keen sense of ability to get right in the middle of things and lead others to achieving extraordinary results.

**Go-To Leaders cut through politics.** They leave politics aside and go after business goals and objectives without affiliations, relationships or aiming for personal gratification. They forget about themselves and take care of the customer first. Everything else is secondary.

**Go-To Leaders are franchise players who have developed a brand.** They are acknowledged by others because they have developed a uniquely defined positive image, perception and brand of their ability to achieve extraordinary results. Professionals and leaders acknowledge them as those who are willing to take the last shot with one second left on the clock. They are risk-takers who worry about their careers last and place the company first.

## Limitations

Go-To Leaders do what they love, not love what they do. They are consistently at their best when they choose to do what they love. When you do what you love, dedication, motivation, interest, energy and joy are omnipresent. A Go-To Leader's ability to deliver time and time again can sometimes be considered a dumping ground or solution center for all organizational issues. This can cause disinterest, demotivation and disengagement.

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## The Acknowledgement App

When leaders become Go-To Leaders, they come into complete acknowledgement of their potential relating to their strengths and weaknesses. Because Go-To Leadership is a choice, leaders must be able to fine-tune areas of development. It is that acknowledgement that allows them to take calculated risks to pursue the opportunities that others avoid. To maximize your potential as a 3G-Go-To Leader, you must have an application that routinely provides the following upgrades to your mindware: acknowledges your strength zone as a leader; acknowledges your weak zone as a leader; acknowledges your opportunity zone as a leader. ●

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## 4G-Growth Leader and the Achievement App

Growth Leaders are highly influential leaders because they can grow the business by growing leaders. Growth leaders understand that leadership development is not transactional. It is transformational. They understand that development does not consist only of investment dollars but also in time committed to training, independent coaching, development of career opportunities and on-the-job experiences.

### Features of the Growth Leader

**Growth Leaders operate using the Leadership Law of Attraction.** If you follow a growth leader back to their home network of leaders, you will find others who want to grow and develop. That is the Leadership Law of Attraction — “like leaders attract like leaders.”

**Growth Leaders go beyond business relationships; they truly know their leaders.** Knowing a person is what makes Growth Leaders go above and beyond the call of duty for their team. It attributes to the business results — growth and outcomes that high-performing organizations realize — and it starts with knowing the person behind the leader.

**Growth Leaders replace themselves rather than secure a position.** They trust, hire and develop leaders, giving them full power and authority and the proper training and information to achieve desired results. They replace rather than secure themselves. Growth Leaders understand that in order to increase business results, lead teams and develop leaders, you need leaders who are smarter, brighter, faster and broader than one individual could ever be.

## Limitations

Growth Leaders have pet peeves and quirks requiring leadership emotional intelligence. They are unique in that they do three things very well: they lead teams, develop leaders, and achieve extraordinary business results. However, they are human and are not perfect. The key is to recognize each person’s uniqueness and effectively utilize emotional intelligence as much as possible to ward off competitiveness that negatively impacts emotions, actions and behaviors.

## The Achievement App

Having a mindset to achieve your personal best is a significant distinction for leaders on this network. The Achievement App helps drive Growth Leaders to achieve extraordinary results by optimizing effective catalysts of change, attitudinal intelligence fluency, and goals and success sharing. If you as a leader can maintain attitudinal intelligence, establish goals, share success and operate as a change catalyst, you will achieve extraordinary results through leading teams and developing leaders. ●

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## 5G-Gateway Leader and the Acceleration App

The 5G Gateway Network serves as an igniter of change, transformation and opportunities benefitting both business and its people. Gateway Leaders create accelerated growth opportunities for the business and their leaders — they, in essence, create jobs. Gateway Leaders break through barriers to create opportunities and, within their success, change the landscape. They are visionaries and accelerate outcomes that benefit the industry, organization and teams.

### Features of the Gateway Leader

**Gateway Leaders have 5G Vision (Hindsight, Nearsight and Farsight).** They have the ability to see and reference those things in the past, present and future. Gateway Leaders have the ability to predict, envision and create vision for the organization on an accelerated timetable, creating opportunities for the organization and its leaders to capitalize on by using 5G Vision to work in the present.

**Gateway Leaders set C.H.A.N.G.E. goals.** Gateway Leaders transform vision into goals, and they develop C.H.A.N.G.E goals — goals that are Congruent, Healthy, Action-Based, Necessary, Growth-Oriented and Excel-

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lence-Driven. They continuously strive for excellence and have specific goals for market position, cost position, service position and brand position.

**Gateway Leaders don't typecast; they recast.** They do not typecast themselves or other leaders by limiting them to a job description — doing things as they've always been done. They allow role creation and flexibility in assignments, initiatives and projects.

### Limitations

Gateway Leaders act quickly but must remember to accelerate together. They have the ability to anticipate windows of opportunity. But because of their accelerated pace, their actions, decisions and influence can be out of step with the rest of the organization, leaders and teams.

### The Acceleration App

The 5G Acceleration App is the mindware that motivates teams, leaders and organizations to accelerate change and business results by maximizing the potential of the organization through creativity and innovation. To maintain their motivation, Gateway Leaders require mindware that runs on their operating system and that helps them achieve extraordinary results by programming their mind with an attitude to overcome insurmountable odds, an unconscious ability to think of the team first, and the courage to turn personal failures into lessons for others. ●

## 6G-Genius Leader and the Agility App

Navigating on the 6G Leadership System and connecting to every leader regardless of pay, position or power is challenging. It requires a constant twisting and turning motion — like perfecting a golf swing. Size, age or strength doesn't matter in golf — just acceleration, precision and consistency. Size, age and strength don't matter in leadership either; but acceleration, precision and consistency are critical in leading others — that's called having "leadership agility."

### Features of the Genius Leader

**Genius Leaders lead from the back (Ubuntu).** When Nelson Mandela was a young boy, he spent long hours herding cattle. He explained that if you want to move cattle in a certain direction, you stand in the back and send several of your smartest cattle to the front. You then move the back in the direction you want the cattle

to go. The leading cattle will adjust, and the others will follow them. If you are leading from the front, that means many people are watching your every move. Genius Leaders understand that this can limit progress and, in some instances, become a distraction.

**Genius Leaders are continuously coaching and learning leaders.** They create a culture of knowledge-mining, transferring and sharing information throughout the organization for all leaders to learn and develop. Genius Leaders view every employee as a valuable asset and in a leadership position.

### Limitations

Genius Leaders can become info-intoxicated. They have capacity constraints to transmit, receive and process information, just like every other human, but their success is limited to their ability to zero in on key points and make the right call to action. Also, because of their vision, approach and ability to connect things that perhaps others cannot understand, Genius Leaders are often criticized and questioned by peers. Unfortunately this is a major challenge in leadership and is one of the reasons why many leaders do not take bold, decisive action.

### The Agility App

To be a Genius Leader requires an Agility App, mindware that unconsciously helps them navigate through all the different nuisances of leadership, creating relationships and engaging with people of different backgrounds, ideas, philosophies and cultures, in pursuit of redefining business and personal success.

Organizations and leaders of High Significance understand that "leadership is everything!" What transformational leader is lying silent in you, encompassing all of the talents and gifts that can enable you to become the "next generation" you? Search deep within your well of potential, and release that Genius Leader in you to the world! ●

### RECOMMENDED READING LIST

If you liked *The Next Gen Leader* you'll also like:

1. **Leadership 2030** by Georg Vielmetter, Yvonne Sell. The authors use research and analyses to explain the transformative effects of six megatrends and what leaders will have to know.
2. **Hacking Leadership** by Mike Myatt. Myatt provides actionable leadership and management "hacks" to bridge gaps in order to create a culture of leadership and help leaders drive exceptional results.
3. **Choosing Change** by Susan Goldsworthy, Walter McFarland. The authors provide a framework called the Five Ds to compare key elements to be aware of during both individual and organizational change.