

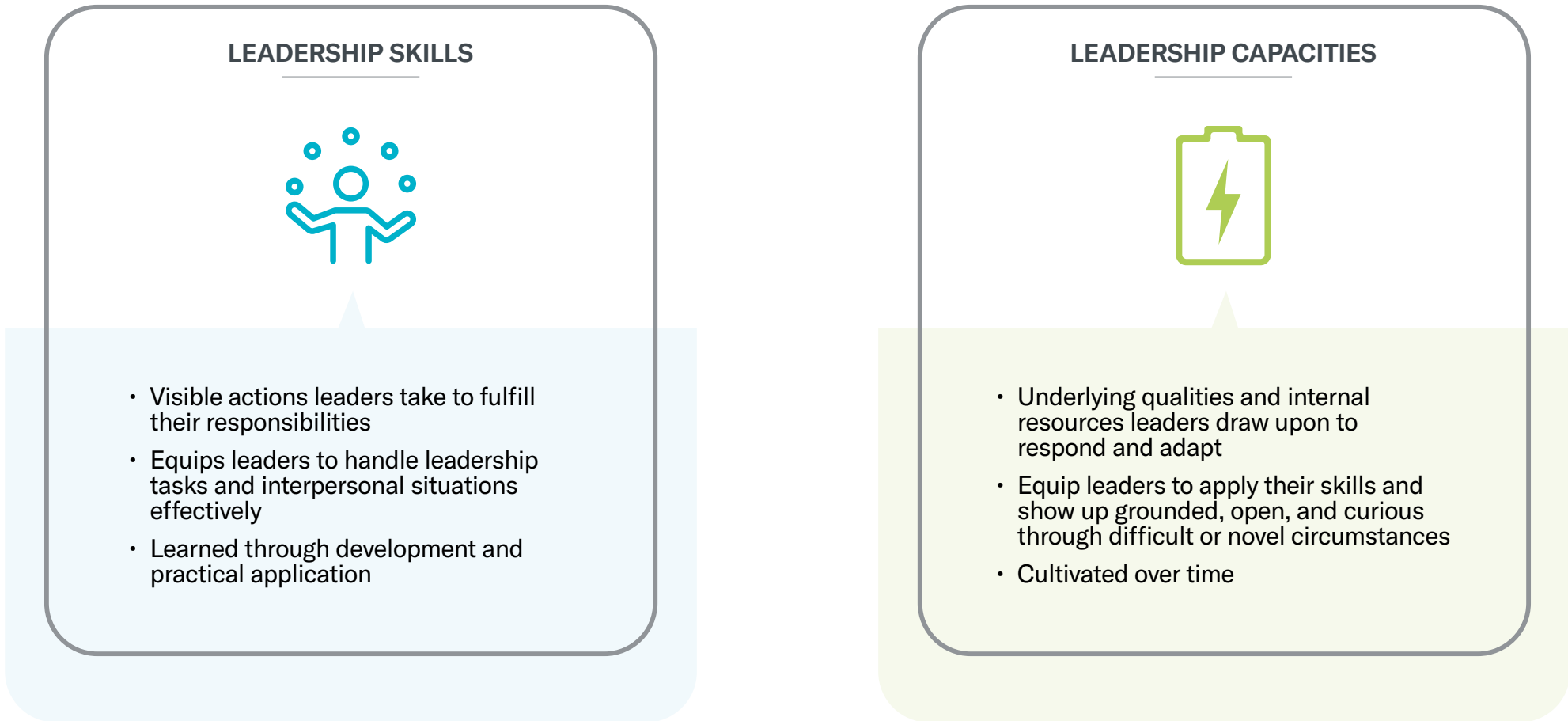
Leadership Fitness: The Capacity to Thrive in Complexity and Change

The speed, intensity, and complexity leaders face have increased dramatically. In our recent study, **four underlying leadership capacities** emerged that were necessary for leaders to thrive in today’s environment. We refer to these four capacities as **Leadership Fitness**.

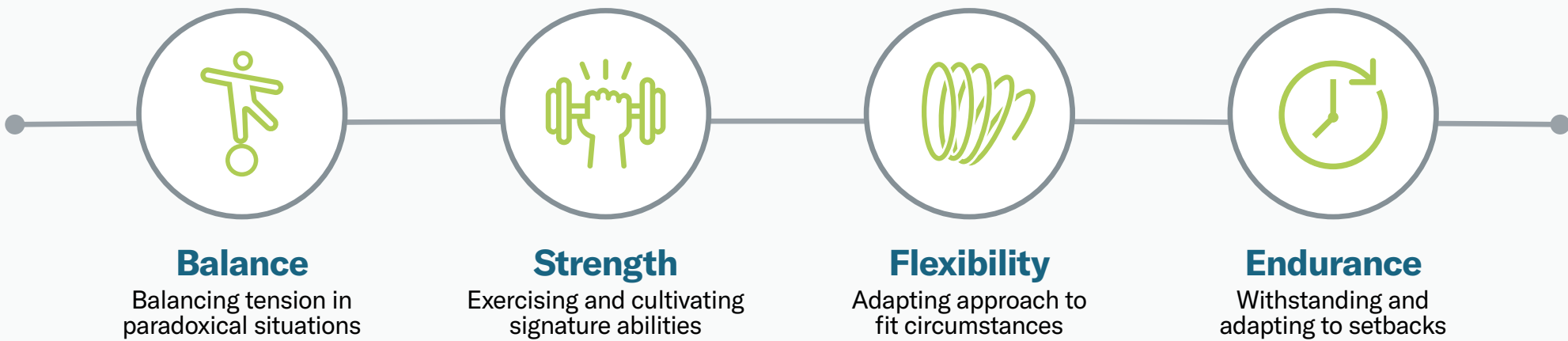


Leadership Skills vs. Leadership Capacities

Unlike skills, leadership capacities are the underlying qualities and resources upon which leaders rely to make sense of situations, adapt to their realities, and bring their best selves to their work. While we sometimes see them as innate abilities that cannot be developed, **research shows that their development is not only possible, but critical to a leader’s success.**



Leadership Fitness: Four Dimensions



Balance

THE DIMENSION DEFINED

Balance is the capacity a leader possesses to apply a **systems mindset** for embracing and **managing tensions between opposing forces** and ideas.



THE DIMENSION IN ACTION

Seeing differently...

- Recognizing polarities and dilemmas in the environment
- Identifying personal assumptions in decision-making
- Embracing tension as normal in the system

Leading differently...

- Moving from traditional problem-solving to Both/And thinking
- Exploring benefits of opposing ideas to gain a more holistic view
- Avoiding quick fixes just to relieve the tension around an issue

Strength

THE DIMENSION DEFINED

Strength is the capacity to recognize, cultivate, and exercise their **innate talents** and qualities and to orient their work toward areas where those strengths will have **the most impact**.



THE DIMENSION IN ACTION

Seeing differently...

- Seeing clearly and specifically their unique abilities
- Seeing work as an opportunity to exercise unique talents
- Recognizing strengths in others

Leading differently...

- Seeking opportunities to apply strengths to drive impact
- Organizing work and teams based on the strengths profile of individuals and groups
- Balancing themselves with others who have complementary strengths to their own

Flexibility

THE DIMENSION DEFINED

Flexibility is the capacity to leverage new strategies and **new behaviors** in response to changing circumstances or **shifts in organizational and team needs**.



THE DIMENSION IN ACTION

Seeing differently...

- Recognizing when reacting with a patterned response
- Acknowledging the need for new approaches or skills
- Seeing novel situations with openness and curiosity

Leading differently...

- Gathering diverse perspectives to assess situations and determine a response
- Experimenting with new skills, behaviors, and approaches
- Seeking and learning from feedback

Endurance

THE DIMENSION DEFINED

Endurance is the capacity to **withstand and adapt** to challenges, setbacks, and pressure, while **maintaining focus and effectiveness** in achieving long-term strategic goals.



THE DIMENSION IN ACTION

Seeing differently...

- Embracing reality, while expecting positive outcomes
- Recognizing personal emotional triggers and stress behaviors
- Grounding situations in the context of a larger purpose

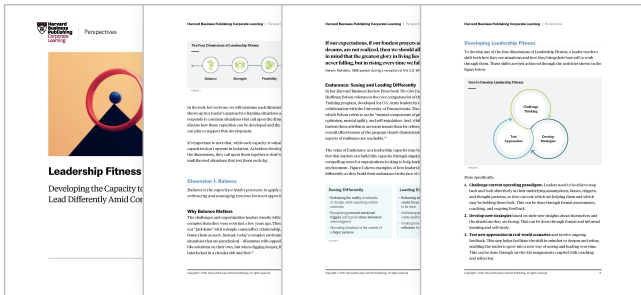
Leading differently...

- Reframing situations with your team to create focus and clarity on what needs to be done
- Addressing what you can control to create positive outcomes
- Creating time for recovery and reflection for yourself and team

READ MORE

Leadership Fitness: Developing the Capacity to See and Lead Differently Amid Complexity

Discover how the four dimensions of Leadership Fitness redefine leaders’ perspectives and enhance their ability to navigate effectively.



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