



Future Directions In Leadership - Implications For The Selection And Development Of Senior Leaders

Anthony G. Wallace

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This thesis examines contemporary ideas on leadership with special emphasis on how these concepts affect the development and selection of senior leaders. Leadership is a complex discipline and is described and analyzed through different leadership theories and models. Ongoing leadership research is promoting more integrative leadership constructs. Common features of effective leadership are present in the different models, as well as common characteristics of effective leaders. Organizations must have a single, clearly defined leadership model, closely coordinated with its selection and development strategies. The leadership model must be relevant and meaningful for the people in the organization and be consistent with the organizational culture. The leadership model should underpin selection and development activities, and this applies in the Australian Defence Force (ADF) and other organizations. Developing leaders within the organization is more effective than recruiting leaders externally. The concept of a leadership pipeline is examined. To select the best people for future leadership roles, succession management and talent management systems should be established. Leadership development strategies include education, training, job experiences, action-learning projects, and mentoring and coaching. The ADF and other organizations should use an integrated leadership development framework incorporating the different learning strategies to develop future leaders.

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