MAGAZINE

# LEADERSHIP 5.0



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Unlocking potential in a changing workplace

## TRUST UNDER PRESSURE

What employees need from leaders

## *The inner game*

Change begins with the leader

PAUL CORKE ON LEADERSHIP 5.0

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# Welcome to Leadership 5.0



Leadership is facing a defining moment.
We are living through a period of extraordinary change. Artificial intelligence is transforming how we work. Established business models are being disrupted. Organisations are becoming increasingly complex, while the expectations placed upon leaders continue to grow.

Leaders are expected to provide certainty in an uncertain world. They must deliver performance while protecting wellbeing, embrace technology without losing their humanity, and make decisions today whose consequences may not become clear for many years.

Yet many of the leadership models still in use were created for a more predictable age. They were built around hierarchy, control, authority and the assumption that leaders should have the answers. Those qualities may have helped organisations succeed in the past, but they are no longer sufficient for the world we are entering.

Leadership must evolve.
That belief has shaped much of my work as a leadership philosopher, executive coach, author and speaker. It was the inspiration behind my book, Leadership 5.0: The Future of Leadership, and it continues to inform my work with leaders and organisations around the world.

Leadership 5.0 is not simply a response to technological change. Nor is it another management trend or leadership technique. It is a philosophy for leading in a world in which complexity, intelligence, humanity and responsibility are becoming inseparable. It asks us to move from control to clarity, from reaction to reflection, and from performance pressure to purposeful impact.

At its heart is a simple but important belief: the future of leadership will be defined by the quality of the human beings leading through it.

This means that leadership cannot be measured by commercial performance alone. Results matter, but so do the conditions through which those results are achieved. Leadership must also be considered through the trust we create, the potential we unlock, the decisions we make and the impact we leave behind.

The leaders we now need must still be strategic and decisive. But they must also be adaptive, emotionally intelligent, ethically aware and deeply human. They need to think beyond the immediate, remain grounded during uncertainty and create the conditions in which other people can contribute, grow and lead.

This requires more than acquiring new skills. It requires leaders to examine who they are, how they think and what they bring into the environments they lead. Our mindset influences how we interpret uncertainty. Our beliefs affect what we think is possible. Our identity shapes how we respond when our authority, confidence or assumptions are challenged. Our intentions influence the impact we have on others, whether we are conscious of that impact or not. The outer evolution of leadership must therefore be accompanied by inner evolution.

That is why this publication exists.
Leadership 5.0 is intended to be more than a collection of articles. It is a space for ideas, challenge, reflection and meaningful conversation—a place where leaders, thinkers, coaches, entrepreneurs and experts can explore what leadership now requires and what it may require next.

Across these pages, we will examine the future of leadership and work, but we will also look beneath the surface. We will explore mindset, resilience, psychological intelligence, human potential, trust, purpose and the responsibilities leaders carry as their influence grows.

We will not pretend that there are simple answers to the challenges ahead. Instead, we will bring together different voices and perspectives that can help us ask better questions. In this founding edition, we begin by exploring the evolution towards Leadership 5.0: why established approaches are no longer enough, what it means to move from command and control towards more conscious leadership, and why meaningful change in organisations must begin with change within the leader.

You will also find contributions from people with different experiences, expertise and stories because leadership is not one voice. It is a conversation. That is the spirit of this publication.

It is a place for leaders who want to think more deeply. For people who believe that leadership is not simply about what we do, but who we become in the process. And for those who recognise that the future cannot be shaped responsibly using only the assumptions of the past.

My hope is that each edition gives you something useful, something practical and something that stays with you long after you have finished reading. In our next edition, we will take this philosophy forward by introducing the Future Ready Leader Model—a developmental compass exploring the different roles leaders will need as they prepare themselves and their organisations for 2030–2035. For now, we begin with the philosophy that makes that journey necessary.

Welcome to the conversation.
Welcome to Leadership 5.0.
Paul Corke
Founder and Editor

# CONTENTS

## IDEAS FOR A DIFFERENT KIND OF LEADERSHIP


**03** Welcome to Leadership 5.0

**06** From Command and Control to Conscious Leadership

**10** The Future Ready Leader: Why Leadership Must Evolve Now

**14** The Inner Game of Leadership 5.0

**18** The Future of Leadership Happens Between Us

By Ciaran Casey

**22** Reframing HR: Human-Centric, Commercially Driven

Interview with Ian Turner








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# PEOPLE MAKE THE DIFFERENCE.


26

## The AI and Human Relationship

*Unlocking Human Potential*

BY ROB MOORE

Technology is changing work.
The human question remains.





30 Creating Employee Trust in AI Transformations
Interview with Mehmet Baha

TRUST IN A CHANGING WORKPLACE

34 5 Questions for Future-Ready Leadership
Leadership 5.0 in practice

FROM REFLECTION TO ACTION

38 Your Leadership 5.0 Check-In

40 Looking Ahead: The Future-Ready Leader

42 Continue the Conversation

43 Leadership 5.0 with Paul Corke

# From Command and Control to Conscious Leadership



**THE FUTURE OF LEADERSHIP STARTS WITH THE HUMAN BEING**

***Leadership 5.0 represents an evolution from authority concentrated at the top to leadership that is more human, adaptive, distributed and conscious of its wider impact.***

Every generation inherits a view of what leadership should look like.

For centuries, that view was shaped by conquest, military command, monarchy and empire. Leadership belonged to those with power, status and authority. Orders travelled downwards, obedience travelled upwards, and the leader's position gave them the right to decide.

The Industrial Revolution carried much of this thinking into organisational life. Factories required consistency, coordination and control. Work was divided into tasks, employees were treated as units of production, and managers were responsible for ensuring that people followed the process.

This approach brought order and efficiency to rapidly expanding organisations. It enabled businesses to operate at a scale that would previously have been impossible. But it also reinforced an assumption that continues to influence leadership today: the person at the top knows best.

Command-and-control leadership did not emerge because every leader lacked humanity or good intentions. It was a response to the needs and beliefs of its time. In relatively stable environments, where information was concentrated at the top and work could be standardised, central control often appeared logical.

The problem arises when a leadership response designed for one world continues to dominate in another.

**When control becomes the default**

Command and control has not disappeared. It has simply become more sophisticated. In some organisations, it remains highly visible through rigid hierarchies, close supervision and decisions made almost entirely by senior leaders. In others, it hides behind excessive approval processes, constant reporting, unnecessary meetings and the unspoken expectation that people should wait for permission before acting.

It can also appear in the behaviour of otherwise progressive leaders.

When pressure increases, even leaders who believe in empowerment can retreat into control. They become more directive, hold decisions more tightly and involve themselves in work that should belong to others.



# From control to clarity. From reaction to reflection.

Uncertainty activates the instinct to regain certainty, and control can create the temporary feeling that certainty has been restored.

But the feeling is often misleading. The more decisions a leader pulls towards themselves, the more dependent the organisation becomes upon them. The more information is filtered as it moves through a hierarchy, the less accurately the leader can see what is really happening. The more closely people are controlled, the less likely they are to take responsibility, challenge assumptions or contribute ideas of their own.

Command and control can create compliance. It rarely creates commitment. It can direct activity, but it cannot unlock the full intelligence, imagination and potential of an organisation. This is why leadership must continue to evolve.

**The evolution of leadership**
Leadership has never been static. Each stage of its development has expanded what organisations expect from leaders and what people expect from leadership.

***Leadership 1.0 was command-and-control leadership.*** The leader dictated, employees followed and power was concentrated at the top. Its defining question was:
How do I make people do what is required?

***Leadership 2.0 introduced transactional leadership.*** Performance was encouraged through reward, recognition and consequence. The relationship between leader and employee became an exchange: meet the expectation and receive the agreed return. Its defining question was:
How do I motivate people to deliver the required result?

***Leadership 3.0 brought transformational leadership.*** Leaders were expected to inspire, communicate a compelling vision and engage people emotionally in the organisation's direction. Its defining question was:
How do I inspire people to follow me towards a better future?

***Leadership 4.0 moved towards creational leadership***. The leader's role expanded from attracting followers to developing more leaders. Empowerment, coaching, collaboration, agility and innovation became increasingly important. Its defining question was:
How do I create the conditions in which other people can lead?

Each stage represented progress. But the complexity of the world we are entering requires a further evolution.

***Leadership 5.0 is autonomous, conscious and human-centred leadership.*** It connects purposeful, contextual and future-focused leaders across the organisation, allowing intelligence and leadership to emerge wherever they are needed. Its defining question is: How do we elevate and connect human potential to create a better future?

Leadership 5.0 does not eliminate everything that came before it. There will still be moments when a leader must be decisive and directive. Clear accountability remains essential. Performance still matters. Leaders must continue to inspire, coach, challenge and develop others. The evolution lies in having the awareness to understand what the moment requires rather than unconsciously returning to the leadership habits of the past.

Leadership 5.0 is therefore not one fixed leadership style. It is the ability to lead contextually while remaining anchored in humanity, purpose, values and responsibility.

**From control to consciousness**
Conscious leadership begins with awareness. It is awareness of self: recognising our beliefs, motivations, fears, biases and patterns of behaviour. It is awareness of others: understanding that people experience our leadership differently and that our intention does not always equal our impact.

It is awareness of context: recognising that different situations, cultures, people and moments require different leadership responses. And it is awareness of consequence: considering how the decisions we make today will affect employees, customers, communities, society and the future.




A conscious leader does not simply ask, "What result do we need?"
They also ask:
*"How will we achieve it?"*
*"Who will be affected?"*
*"What behaviour will this decision encourage?"*
*"Is it consistent with our values?"*
*"What might the consequences be beyond the next reporting period?"*

This does not make leadership slower or less commercial. It makes leadership more complete.

Conscious leadership brings together performance and purpose, decisiveness and reflection, autonomy and accountability, technology and humanity. It recognises that these are not opposing choices but tensions that effective leaders must learn to hold.
This is a defining quality of Leadership 5.0.

**What Leadership 5.0 means**
When I wrote Leadership 5.0: The Future of Leadership, I wanted to explore the kind of leadership that would be required as organisations moved into an increasingly complex, connected and technologically enabled future. My conclusion was that technological advancement alone would not create better organisations or a better world. Progress would depend upon the mindset, values and humanity of the people leading through it.

I use Leadership 5.0 to describe leadership that is more human, adaptive, ethical and purpose-led.
It is a movement:
*From control to clarity.*
*From reaction to reflection.*
*From performance pressure to purposeful impact.*
*From creating followers to creating leaders.*
*From centralised authority to connected intelligence.*
*From knowing everything to remaining curious.*
*From using people as resources to releasing human potential.*

At the heart of this philosophy is a shift from performance-only leadership to meaningful leadership. Performance remains necessary. Organisations must create value, serve customers, innovate and remain commercially sustainable. But Leadership 5.0 asks us to widen the definition of value.

It considers not only what an organisation achieves, but how it achieves it, who benefits and what impact is left behind. Success cannot be considered sustainable if it exhausts the people responsible for creating it. Innovation cannot be considered progress if it diminishes human dignity. Growth cannot be separated from its social and environmental consequences. Leadership 5.0 is therefore concerned with the balance between the self, performance, people and purpose.

The leader must be able to lead themselves before expecting to lead others. They must deliver performance without reducing leadership to numbers. They must create environments in which people can contribute fully. And they must connect everyday activity to a purpose that extends beyond personal status or short-term success.

**Autonomy does not mean the absence of leadership**
The word autonomy can sometimes be misunderstood.
Autonomous leadership does not mean removing leaders, abandoning structure or allowing everyone to do whatever they choose. It means creating sufficient clarity, trust and capability for people to act responsibly without every decision being referred upwards. Command-and-control organisations depend upon permission. Autonomous organisations depend upon context.

People need to understand the organisation's purpose, priorities, values, expectations and boundaries. When that context is clear, leadership can become more distributed. This creates an organisation that behaves less like a traditional machine and more like an intelligent, connected network. Information can move horizontally rather than only vertically. Decisions can be made closer to the people, customers and situations they affect. Leadership can emerge according to knowledge and context rather than title alone.

The formal leader remains important, but their role changes. They become less of a controller and more of an orchestrator, anchor, multiplier and steward of the wider system. Their authority is not diminished. It is used differently.

Instead of making every decision, they ensure that good decisions can be made throughout the organisation. Instead of protecting their own importance, they increase the capability of others. Instead of creating dependence, they build confidence and collective responsibility.

The success of the leader is no longer demonstrated by how much the organisation needs them, but by how effectively it can think, adapt and act because of the conditions they have created.

**Becoming more fully human**

The growth of artificial intelligence makes this evolution even more important. As technology assumes more analytical, administrative and technical activity, the future contribution of the leader will increasingly be found in those qualities that cannot be reduced to an algorithm: creativity, imagination, intuition, empathy, ethics, humility, kindness, courage and wisdom.

Leadership 5.0 is not anti-technology. It recognises the extraordinary potential of technology to enhance knowledge, productivity and human capability. But it also asks what responsibility comes with that potential.



The central question is not only what technology will enable us to do. It is what kind of human beings we need to become if we want to use that technology to create a better future.

This requires more than horizontal development—the acquisition of additional knowledge, skills and leadership tools. It also requires vertical development: the expansion of a leader's mindset, perspective, values and capacity to work with complexity.

We can give a leader new tools, but if their underlying instinct remains control, those tools may simply become more sophisticated ways of controlling people. We can introduce collaborative processes, but if the leader feels threatened by challenge, genuine collaboration will remain impossible.

Leadership changes sustainably when the leader evolves internally as well as behaviourally.

**The invitation of Leadership 5.0**

Conscious leadership is not a destination that a leader reaches permanently. It is a continual practice of noticing, reflecting, learning and choosing.

There will be moments when pressure narrows our thinking. There will be times when fear makes control feel safer than trust. There will be decisions where the immediate commercial answer appears easier than the responsible long-term one.

Leadership 5.0 does not ask leaders to be perfect. It asks them to become more aware and intentional.

It asks us to notice when we are leading from fear rather than purpose, habit rather than context, ego rather than responsibility.

It asks us to consider whether our leadership is creating dependency or developing capability, closing down intelligence or inviting it forward, protecting the past or preparing people for the future. And it asks us to remember that leadership is never only about the leader.

Leadership shapes culture, culture shapes behaviour, behaviour shapes the experience of work and the impact an organisation has upon the world.

Moving from command and control to conscious leadership is therefore not simply a change in management style. It is an evolution in how we understand power, performance, people and responsibility. Leadership 5.0 is an invitation to lead with greater humanity, clarity and courage. Not simply to become better leaders of the world as it is, but to become the leaders capable of helping create the world as it could be.

That leaves us with an important question: how do we translate the philosophy of Leadership 5.0 into the capabilities and behaviours leaders will need for the years ahead?

That will be the focus of our next edition as we introduce the Future Ready Leader.



# The Future Ready Leader: Why Leadership Must Evolve Now

***The world of work has changed faster than many of the leadership models used to navigate it. The question is no longer whether leadership must evolve, but whether leaders are prepared to evolve with it.***

There are times when leadership needs to be improved, and there are times when its underlying assumptions need to be reconsidered. We are living through the latter.

For much of the past century, leadership was designed for a world that appeared more stable and predictable. Organisations operated through relatively clear hierarchies. Information moved from the top down. Authority was concentrated in the hands of a small number of people, and leaders were expected to provide direction, maintain control and deliver results.

This approach helped to build successful organisations, industries and economies. Many of its fundamentals—discipline, accountability, competence and decisive action—remain valuable. Leadership evolution does not require us to dismiss everything that came before. But it does require us to recognise that the context has changed.

Today's leaders are operating in an environment shaped by artificial intelligence, geopolitical instability, economic uncertainty, environmental pressures, shifting workforce expectations and an unprecedented pace of technological development. Change is no longer a temporary interruption to business as usual. Change has become business as usual.

The World Economic Forum estimates that structural changes in the labour market will affect 22 per cent of today's jobs by 2030, creating approximately 170 million new roles while displacing 92 million. It also suggests that 39 per cent of workers' existing skills will be transformed or become outdated during the same period.

These figures point to something larger than a skills challenge. They reveal a leadership challenge.

Who will help people make sense of this transition? Who will create confidence when familiar roles, structures and career paths are changing? Who will decide how technology should be used, whose interests it should serve and what must remain distinctly human? Technology may be driving much of the disruption, but leadership will determine how that disruption is experienced.

## *The end of predictable leadership*

Traditional leadership models often assumed that expertise from the past could provide the answers needed for the future. Leaders acquired experience, rose through organisational hierarchies and became the people expected to know what to do.

Experience still matters. But when the environment changes faster than our accumulated knowledge, experience alone can become a limitation. What worked yesterday can create a false sense of certainty about what will work tomorrow.
The future-ready leader is not someone who claims to predict the future correctly. Future readiness is not about possessing a flawless plan or having an answer for every situation. It is the capacity to remain clear, adaptive and purposeful while the future is still unfolding.

This changes the fundamental role of leadership.
Instead of always providing answers, leaders must become skilled at asking better questions. Instead of protecting established ways of working, they must recognise when those ways have reached the end of their usefulness. Instead of treating uncertainty as something to eliminate, they must learn how to lead constructively within it.

That requires intellectual humility—the confidence to lead while remaining open to the possibility that our first interpretation may be incomplete.

It also requires courage. Leaders must sometimes make decisions before every fact is available, change direction when the evidence demands it and acknowledge when an approach is no longer working. In a complex environment, indecision can be as consequential as the wrong decision.

Deloitte's 2025 Global Human Capital Trends research found leaders caught between competing pressures: short-term results and long-term value, stability and agility, automation and augmentation, and business outcomes and human outcomes. Its conclusion was not that leaders should simply choose one side. The challenge is to develop the judgement to hold these tensions and find a responsible way forward.

This is one of the defining differences between traditional and future-ready leadership. The future-ready leader must be able to work with complexity without reducing every challenge to a simplistic either-or choice.

## Artificial intelligence changes the leadership question

No discussion about the future of leadership can avoid artificial intelligence. Yet the most important leadership question is not simply, "What can AI do?" It is, "What should we ask AI to do—and what responsibility remains with us?"

AI can analyse information, recognise patterns, automate processes and augment decision-making at a speed that human beings cannot match. Its growing capability will transform jobs, redesign workflows and challenge many assumptions about expertise and productivity.

Microsoft's 2025 Work Trend Index described the emergence of organisations built around teams of human beings and AI agents. In its research, 82 per cent of leaders said that the year represented a pivotal moment for rethinking strategy and operations, while 81 per cent expected agents to become moderately or extensively integrated into their organisation's AI strategy within the following 12 to 18 months.

The technology will continue to move quickly. Human and organisational adaptation may prove more difficult. Leaders will need to decide how work is redesigned, how people are prepared and how the benefits of AI are distributed. They will also need to address understandable concerns about job security, surveillance, bias, privacy, accountability and the erosion of human connection. This is why the age of artificial intelligence requires more human leadership, not less.

As machines become more capable, leadership cannot be reduced to processing information and allocating tasks. The value of the leader will increasingly lie in areas such as judgement, empathy, imagination, ethics, meaning and trust. AI can generate an answer, but it cannot carry moral responsibility for the decision. It can provide options, but it cannot determine what an organisation should stand for. It can imitate empathy, but it cannot replace the experience of being genuinely seen, valued and understood by another human being.

The challenge is not to choose between technology and humanity. It is to ensure that technology enhances human potential this without diminishing human dignity. That requires leaders who are AI-aware but not AI-awed: curious enough to embrace its potential, discerning enough to understand its limitations and responsible enough to consider its wider consequences.

## The human system is under pressure

While organisations race to adopt new technology, the human reality of work tells a more troubling story.

Gallup's 2026 global workplace data found that only 20 per cent of employees worldwide were engaged at work in 2025. Manager engagement had fallen to 22 per cent, continuing a decline among the very people expected to motivate, support and guide others.

This should concern every organisation.
A workforce cannot be considered genuinely future-ready if most of its people feel psychologically disconnected from the work they are doing. Nor can leaders create sustained engagement if they themselves are exhausted, overwhelmed or trapped between the expectations of senior leadership and the needs of their teams.

Many managers are still promoted because of technical achievement and then expected to lead people without sufficient development. Deloitte found that managers were spending nearly 40 per cent of their time solving immediate problems and completing administrative tasks, but only 13 per cent developing their people. Although 73 per cent of organisations recognised the importance of reinventing the managerial role, only 7 per cent believed they were making significant progress.

This exposes one of the great contradictions of modern organisational life. We talk about people as our greatest asset while designing systems that leave leaders with too little time to lead them.

The consequences are visible in disengagement, burnout, mistrust, resistance to change and the loss of talented people who no longer feel that their work has meaning.

The future of leadership therefore cannot be concerned only with technology, strategy and organisational efficiency. It must also address the quality of the human experience within the organisation.

People need clarity, but they also need agency. They need accountability, but also trust. They want to contribute to performance, but increasingly want to understand the purpose their performance serves.



*"They must also be an Orchestrator, bringing together systems, perspectives and resources. A Transformer, challenging what no longer serves the organisation."*



These expectations are sometimes dismissed as evidence that people have become more demanding. A more useful interpretation is that our understanding of work is maturing. People are questioning whether success should be measured only through growth, status and financial reward. They are paying greater attention to wellbeing, values, belonging, flexibility, purpose and the impact their work has on the wider world.

Future-ready organisations will not see these concerns as distractions from performance. They will understand that sustainable performance depends upon them.

## From human resources to human potential

The language organisations use often reveals the assumptions beneath their leadership.

For decades, people have been described as resources: assets to be deployed, measured, optimised and managed. But a resource is something an organisation consumes. Human potential is something leadership helps to release.

That difference matters.
The traditional leader could create performance through instruction and control. The future-ready leader must create the conditions in which other people can think, contribute, experiment and grow.

This does not mean removing expectations or avoiding difficult conversations. Human-centred leadership is not soft leadership. It brings together empathy and accountability, care and challenge, psychological safety and high standards.

People perform at their best when they understand what is expected, believe their contribution matters and feel safe enough to raise concerns, challenge assumptions and admit mistakes before those mistakes become crises.

Leaders must therefore move beyond being the central source of intelligence in the team. Their role is to multiply intelligence across the system.

This means developing others rather than creating dependence. It means distributing decision-making to the level where the best knowledge exists. It means replacing unnecessary control with clarity of purpose, expectations and boundaries.

The strongest future-ready leader will not be the person who appears indispensable. It will be the person who builds an organisation capable of succeeding without every decision having to pass through them.

## Leadership is now a wider responsibility

Leadership also has to evolve because the impact of organisational decisions extends far beyond the boundaries of the organisation.

Decisions about technology affect employment and privacy. Decisions about supply chains affect communities and the environment. Decisions about culture affect the wellbeing of employees and their families. Decisions designed to improve short-term performance can create consequences that endure for generations.

Leadership can no longer be separated from stewardship.
The future-ready leader must balance immediate commercial pressures with long-term value. They need to consider not only whether a decision is profitable, but whether it is responsible, sustainable and aligned with the organisation's stated values.

This is particularly important at a time when trust in institutions and leaders is fragile. People are alert to the distance between organisational statements and organisational behaviour. Values displayed on a wall carry little meaning if they disappear under pressure.

Trust is built when behaviour remains consistent at the moments when inconsistency would be easier.

The ethical test of leadership is therefore not what leaders say when conditions are comfortable. It is what they choose when performance, reputation, people and principles appear to pull in different directions.

Future readiness is not simply the capacity to survive disruption. An organisation could respond rapidly, deploy technology effectively and outperform competitors while still causing considerable human or environmental harm. True future readiness must include responsibility for the future we are helping to create.

## The evolution of the leader

When the external environment becomes more complex, the internal world of the leader becomes more important. Pressure exposes patterns. It reveals whether a leader becomes controlling when uncertain, defensive when challenged or impulsive when immediate results are threatened. It shows whether they can remain grounded when people around them are anxious and whether their stated values survive contact with commercial reality.

Leadership evolution must therefore involve more than learning new behaviours. It requires greater awareness of the beliefs, assumptions and identity from which those behaviours emerge. A leader may understand the value of empowerment intellectually while still finding it emotionally difficult to relinquish control. They may advocate innovation but respond negatively when an experiment fails. They may encourage challenge while unconsciously rewarding agreement.

The distance between leadership intention and leadership impact is where much leadership development needs to begin.

Future-ready leadership asks leaders to become more conscious of that distance. It requires reflection, feedback, learning and the willingness to examine not only what is happening around them, but what is happening within them.
This inner evolution will be explored more deeply through mindset and Psychological Intelligence. But its importance cannot be overstated: we cannot create adaptive organisations through rigid leadership, psychologically safe cultures through fearful leadership, or human-centred workplaces through leaders who have become disconnected from their own humanity.

The future of leadership begins with the evolution of the leader.

## The Future Ready Leader

The Future Ready Leader Model was created in response to this changing landscape. It does not define leadership as one fixed style or one ideal personality. It recognises that modern leadership requires the capacity to move between different roles according to what the moment demands.

The future-ready leader must be a Humanist, protecting dignity, trust and connection. An Anchor, providing stability and clarity during uncertainty. A Strategist, seeing beyond immediate pressures towards future value. A Steward, balancing performance with ethics and long-term responsibility.

They must also be an Orchestrator, bringing together systems, perspectives and resources. A Transformer, challenging what no longer serves the organisation. A Multiplier, building the capability and confidence of others. And a Collaborator, recognising that complex problems can rarely be solved by one leader acting alone.

These roles are different, but they are not separate. Together, they reflect four essential demands of future-ready leadership: humanity and purpose; future and value; autonomy and collective potential; intelligence and responsibility.

The model is not intended to produce a perfect leader. No leader will express every role equally in every situation. Its purpose is to create greater awareness, range and intentionality.

The question is not, "Do I possess all these qualities?"
It is, "Which role does this moment require from me—and am I able and willing to step into it?"

### *The choice before us*

Leadership has always evolved in response to changes in society. The industrial age needed organisation and scale. The information age required knowledge and connectivity. The age we are entering will require something more integrated.

Leaders must understand technology without becoming governed by it. They must deliver performance without sacrificing people. They must move at speed without losing sight of direction and remain decisive without pretending to possess certainty.

They will need humanity, clarity and courage.

Leadership 5.0 represents this next stage of evolution: leadership that is commercially aware but human-centred, technologically enabled but ethically grounded, future-focused but deeply conscious of its impact in the present.

The greatest risk is not that leaders fail to predict exactly what will happen next. The greatest risk is that they enter a new world carrying assumptions, behaviours and systems designed for an old one.

The future will continue to arrive, whether leadership is ready for it or not.

The real question is whether we will simply react to that future—or help to shape it.

And perhaps the most important question for every leader is this:

***What kind of leader is the future now asking you to become?***





# The Inner Game of Leadership 5.0

**Why the evolution of leadership must begin within the leader.**

Some of the most important moments in leadership happen before anyone else enters the room. They happen in the private conversation a leader has with themselves before delivering difficult news. In the meaning they attach to a setback. In the assumptions they make when someone challenges their authority. In the decision to remain curious—or become defensive—when the answer is unclear.

By the time leadership becomes visible through words, decisions and behaviour, something has already happened internally. The leader has interpreted the situation. They have decided, consciously or unconsciously, what it means. Their beliefs, previous experiences, emotional state and sense of identity have influenced the response they are about to make.

Behaviour is the visible expression of an internal process. This is the inner game of leadership. Leadership 5.0 cannot be developed only through new models, competencies or organisational structures. If leadership is to become more conscious, adaptive and human, the internal world of the leader must evolve alongside their external capability.

As organisations become more complex and change accelerates, leaders will need to navigate disruption, ambiguity, human anxiety and decisions for which there may be no obvious answer. Their ability to do so will depend not only upon what they know, but upon how they think, what they believe and who they become when pressure arrives.

The evolution towards Leadership 5.0 is therefore more than a development of skills. It is a development of psychological capacity.

## The hidden operating system of leadership

Most leadership development focuses on visible behaviour. Leaders learn how to communicate a vision, delegate effectively, coach others, manage stakeholders and influence decisions. These skills are valuable, but they sit above a deeper psychological operating system.

A leader may learn the language of empowerment while still believing that nobody can perform the work as well as they can. They may understand the importance of psychological safety but feel threatened when somebody openly disagrees with them. They may advocate innovation while privately believing that failure will damage their reputation. In each case, the leader knows what good leadership should look like. The challenge lies in consistently living it. This is because knowledge does not automatically override conditioning.

Every leader carries an internal story shaped by experience. It contains beliefs about success, failure, power, trust, control, vulnerability and personal worth. Some of these beliefs strengthen leadership. Others quietly limit it. Under normal conditions, those limitations may remain hidden. Pressure brings them to the surface.

A leader who associates control with competence may begin micromanaging when uncertainty rises. Someone whose identity depends upon always appearing knowledgeable may find it difficult to admit that they do not know. A leader who equates challenge with disloyalty may surround themselves with agreement while claiming to value diverse thinking. The external behaviour may appear to be the problem. But the behaviour is often protecting an internal belief or identity. Lasting leadership development must therefore go beneath the behaviour.

## Mindset is more than positive thinking

Mindset is often reduced to the instruction to "think positively". While optimism has value, Leadership 5.0 requires something more substantial. A positive mindset alone cannot resolve a strategic crisis, repair broken trust or make an ethically complex decision. Nor should leaders use positivity to deny difficulty, suppress emotion or pretend that a genuinely threatening situation is not serious.

Mindset is not about ignoring reality. It is about determining how we meet it. It influences what leaders notice, how they interpret events and what possibilities they can imagine. Two leaders can experience the same setback and construct very different meanings from it. One sees confirmation that change was a mistake. The other sees information that can improve the next attempt. The event matters, but the frame around the event helps to determine the response. A fixed mindset protects what is already known. A growth mindset remains open to learning. A deficit mindset concentrates on what is missing. An abundance mindset recognises the capabilities, opportunities and relationships already available. A fearful mindset looks for threats to identity and status. A purposeful mindset reconnects the leader with what the situation requires of them.

Conscious leaders are not immune to negative thoughts, uncertainty or self-doubt. Their advantage lies in recognising these internal responses without automatically allowing them to determine what happens next. They develop the capacity to pause between stimulus and response, examine the story they are creating and choose a more useful way forward.

## The Mindset Equation for Success

My work on mindset began long before I applied it specifically to leadership. After studying the thinking and behaviour of successful people across business, sport and life, I identified seven interconnected elements within what I call the ***Mindset Equation for Success:***

**Outlook, aspiration, belief, drive, emotional intelligence, learning agility and resilience.**These elements provide an important foundation for the inner game of Leadership 5.0.

**Outlook** affects what a leader sees. It determines whether change is interpreted only as a threat or also as an opportunity to learn, adapt and create something better.

**Aspiration** provides direction. It asks leaders to look beyond immediate demands and consider the future they want to help create.

**Belief** influences possibility. Leaders are unlikely to pursue a future they do not believe can exist, and people quickly detect when a leader communicates a vision they do not genuinely believe themselves.

**Drive** converts intention into movement. Leadership cannot remain a philosophical exercise; it must produce committed and consistent action.

**Emotional intelligence** helps leaders recognise and manage their emotions while understanding their effect on others. This becomes particularly important when pressure threatens to narrow perspective or damage relationships.

**Learning agility** allows leaders to release outdated assumptions, take meaning from experience and apply that learning in unfamiliar situations.

**Resilience** enables them to remain anchored through adversity, recover capacity and continue with greater wisdom.

These elements do not operate independently.

A leader may possess strong aspiration but lack the belief to pursue it. They may have drive without sufficient emotional intelligence and create results at a cost to everyone around them. They may appear resilient but repeatedly return to the same behaviour because they have not learned from the experience.

The power lies in the combination. The Mindset Equation is not a promise that the right mindset will remove every obstacle. Circumstances, systems and inequalities are real. It is a framework for understanding the psychological resources that influence how we meet those circumstances and what we choose to do next.

## From mindset to Psychological Intelligence

Mindset helps us understand the patterns through which we interpret the world. Psychological Intelligence takes us deeper into the conscious direction of that inner world.

I describe Psychological Intelligence, or PsyQ, as the intelligence of intent.

It is the ability to direct our internal world with sufficient clarity and purpose that our external choices begin to align with it.

PsyQ does not replace intellectual intelligence or emotional intelligence.

IQ supports our capacity to reason, analyse and solve problems. EQ helps us understand emotions, relationships and human behaviour. Within my framework, PsyQ helps activate how those intelligences are directed by connecting belief, identity and intent.

Before a leader changes their behaviour sustainably, they must believe that a different way of leading is possible. They must begin to see that behaviour as consistent with the person they are becoming. And they must form a clear intention to act from that identity when the relevant moment arrives.

This distinction is important.
"I can become a more empowering leader" expresses possibility.
"I will create the space for my team to lead" expresses intention.
The first acknowledges potential. The second begins to direct it.
Intent does not guarantee an outcome, but it organises attention and action. It makes us more conscious of the moments in which we either reinforce the old identity or practise the new one.

### Leading from the future self

Leadership 5.0 asks leaders to consider not only who they are today, but who they need to become next. In my coaching work, this is often explored through the movement from You 1.0 to You 2.0.
You 1.0 is not a failed version of the self. It represents the identity, mindset and behaviours that have brought a person to their current point. Many of those qualities will remain valuable.



*"Leadership 5.0 asks leaders to consider not only who they are today, but who they need to become next. In my coaching work, this is often explored through the movement from You 1.0 to You 2.0."*



But the qualities that enabled someone to succeed at one stage can become constraints at the next. A leader may have built their reputation by personally solving difficult problems. Their next level of leadership may require them to stop being the principal problem-solver and begin developing problem-solving capability in others. They may have succeeded through personal drive and control. Their future role may depend upon trust, influence and collective ownership.

They may have been rewarded for certainty. The future may require curiosity and intellectual humility. You 2.0 provides a conscious image of the leader they now intend to become. It asks:

The aim is not to wait until a future promotion or perfect moment to become that person. It is to begin living aspects of that identity in the present.

Identity grows through evidence. Each time a leader acts in alignment with their intended future self, they provide themselves with evidence that this new way of leading is becoming real.

### Resilience without denial

Resilience is central to Leadership 5.0, but it is frequently misunderstood. It is often described as the ability to bounce back. That definition can imply that the objective is to return quickly to exactly who we were before adversity occurred.

But some experiences change us. Some should change us. Resilience is not always a return to a previous state. It can be the capacity to move forward with new understanding, altered priorities and a deeper awareness of what matters. Nor should resilience become an organisational excuse for continuously exposing people to unreasonable pressure. Asking someone to become more resilient cannot compensate for poor leadership, an unhealthy culture or an unsustainable workload.

Leadership 5.0 brings together personal resilience and systemic responsibility. For the individual leader, resilience involves recognising the resources they can draw upon: experience, purpose, relationships, perspective, learning and self-belief. It means



> *"The resilient leader is not the person who feels nothing. It is the person who can experience difficulty without surrendering all choice to it."*

understanding that asking for help is not the opposite of resilience but can be one of its most intelligent expressions. For organisations, it means creating environments where people can recover, speak honestly and learn from difficulty rather than simply endure it.

The resilient leader is not the person who feels nothing. It is the person who can experience difficulty without surrendering all choice to it.

### Self-leadership comes first

A leader's title may give them responsibility for others, but it does not automatically give them mastery of themselves. Self-leadership is the willingness to take responsibility for the energy, beliefs, behaviours and impact we bring into a situation.

It means recognising that a leader's internal state rarely remains private. Anxiety can become urgency. Fear can become control. Insecurity can become defensiveness. Frustration can become blame. But the reverse is also true.

Clarity can create confidence. Curiosity can invite contribution. Calmness can prevent anxiety from spreading. Belief can help other people see possibility in themselves.

This does not mean leaders must conceal every emotion or project relentless certainty. Authentic self-leadership allows leaders to acknowledge difficulty without transferring the full burden of their unprocessed emotions onto others. It enables a leader to say:

*"I do not have every answer, but I am clear about how we will approach this."*

That combination of honesty and grounded intent creates trust.

### The leader no one else sees

The most visible tests of leadership begin in places nobody else can observe. They begin with the thought a leader chooses to question, the belief they decide to release and the intention they form before taking action.

This is why Leadership 5.0 cannot focus only on organisational transformation. Leaders must remain willing to transform themselves.

The inner game asks leaders to examine the distance between what they say and what they believe, between the values they claim and the choices they make, and between the leader they have been and the leader they now need to become.

It asks them to consider:
***What story am I telling myself about this situation?***
***Is that story expanding or limiting my leadership?***
***What am I trying to protect—purpose, people or ego?***
***What would my future self do next?***
***What intention do I want to carry into this moment?***

Conscious leadership does not mean remaining untouched by uncertainty. It means developing the psychological capacity to meet uncertainty without becoming entirely governed by fear, habit or past identity.

Strategy will continue to matter. Skills will continue to matter. Technology will continue to reshape what leadership makes possible. But beneath them all sits the quality of the mind directing them.

Leadership 5.0 begins when leaders become more conscious of the internal world from which they think, decide and act. In our next edition, we will take that philosophy into practice through the Future Ready Leader Model: a compass for understanding the different roles and capabilities leaders will need as they prepare for the years ahead. Before leaders can become future-ready, however, they must first become conscious of who is leading within them.



# The Future of Leadership Happens Between Us

By Ciaran Casey

I recently reread a dissertation I wrote fifteen years ago and discovered something I had completely forgotten.

In 2011, I was completing a Master's in Management of Operations. My dissertation looked at changing cultures in service organisations to improve customer experience. I was very much an operations person, interested in processes, performance, service delivery and how organisations could improve.

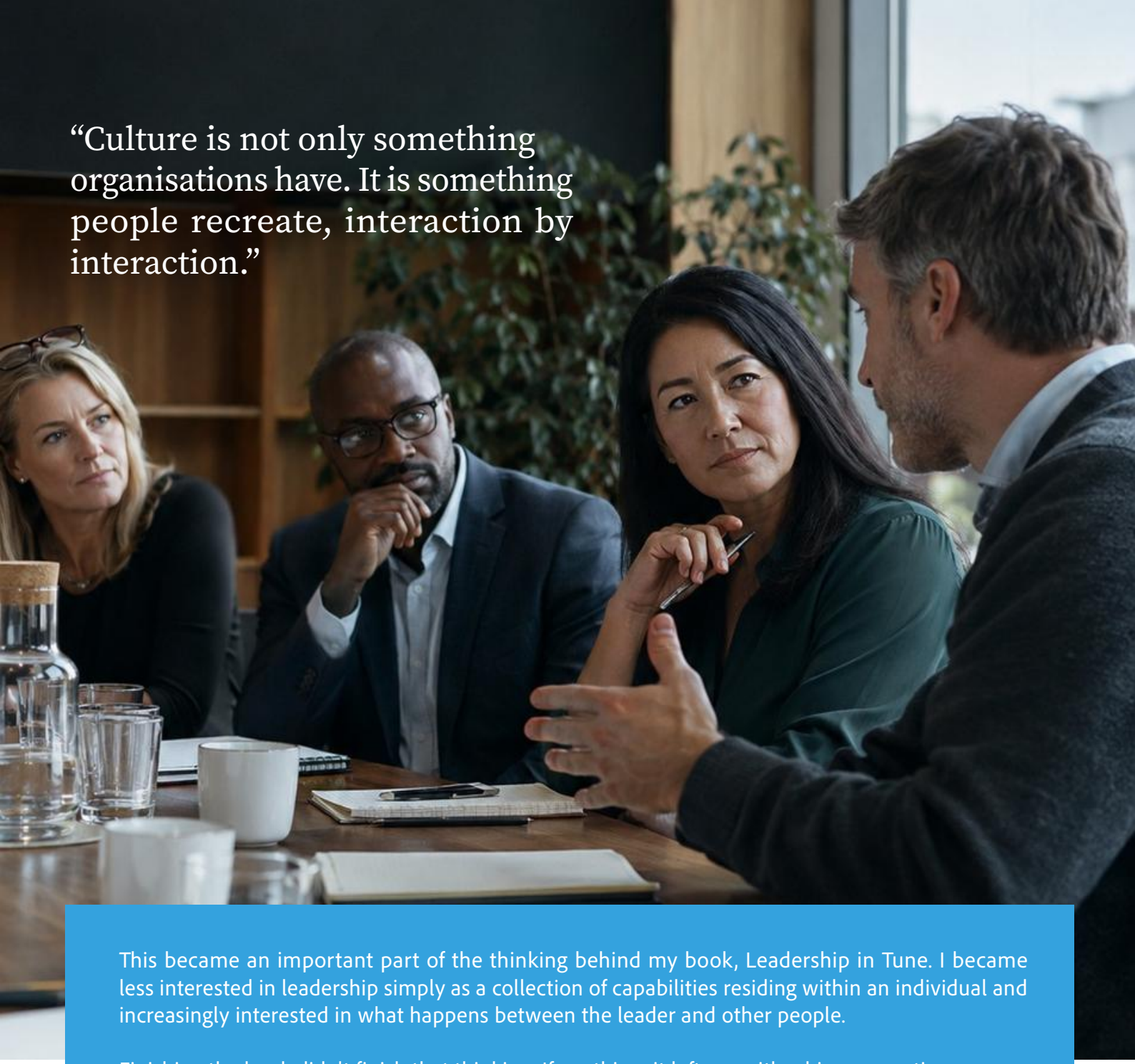
Yet there, on the first page, I found myself questioning some of the things we were measuring. We could measure how quickly a telephone was answered, whether a service level had been achieved or how efficiently a process operated. What was much harder to capture was the person-to-person interaction - the tone of the conversation, the quality of the encounter and how it actually felt to the person on the receiving end.

I had completely forgotten I'd written this.
It made me realise that a question I thought I'd arrived at quite recently has probably been following me for much longer.

My research at the time led me to see employee experience as an important link between organisational culture and customer experience. I thought I was studying culture. Looking back, I think I was already becoming interested in “experience”, and particularly in how one human being experiences another.

Fifteen years later, the context has changed but I'm still circling the same problem.

In my work with leaders, I've often been struck by the gap between what we intend and how we are experienced. A leader believes they are empowering someone, but the other person feels abandoned. We challenge because we believe in someone, but they experience criticism. We give autonomy and inadvertently create isolation.



“Culture is not only something organisations have. It is something people recreate, interaction by interaction.”

This became an important part of the thinking behind my book, Leadership in Tune. I became less interested in leadership simply as a collection of capabilities residing within an individual and increasingly interested in what happens between the leader and other people.

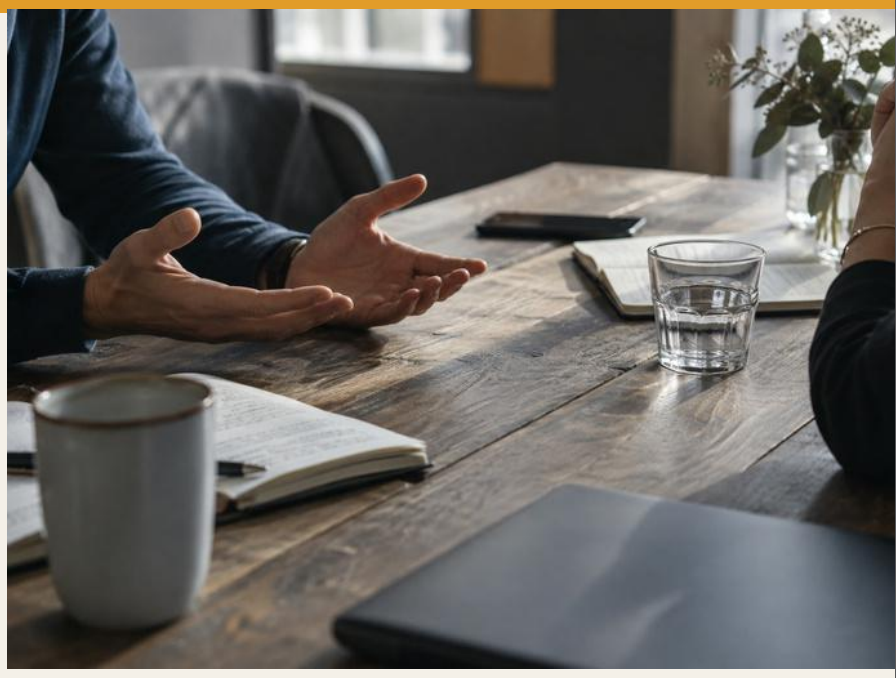
Finishing the book didn't finish that thinking. If anything, it left me with a bigger question. What actually happens between us?

We spend a lot of time trying to understand individuals. We have personality profiles, leadership styles, competency frameworks, emotional intelligence, strengths and development plans. At the other end of the spectrum, we talk about culture, engagement, psychological safety and organisational climate.

All of these are useful. But somewhere between the individual and the culture sit thousands of ordinary human interactions.

A meeting. A conversation in a corridor. A difficult piece of feedback. Somebody admitting they don't know. A manager reacting to bad news. Someone being interrupted. Someone else noticing the person who hasn't spoken and asking what they think.

“The patterns become expectations about how things work around here.”



These interactions are how much of organisational life is actually experienced.

And, of course, we don't consciously think our way through every one of them, how could we? Much of the working day happens on autopilot.

We bring assumptions about people based on previous encounters. We anticipate how someone will respond. We carry our mood from one meeting into the next. We fall into familiar patterns with familiar colleagues. Teams develop habits about who speaks first, how disagreement is handled and which subjects are better left alone.

Most of this is not designed, it simply develops. The challenge isn't that our interactions are entirely unconscious, but that so many of them become habitual and unexamined. We fall into familiar ways of responding to people and situations, often without noticing the patterns we're reinforcing.

And that's where I've started to wonder whether these habitual patterns of interaction play a much bigger role in creating organisational culture than we sometimes recognise.

If our interactions help create culture, and most of those interactions happen largely unconsciously, then it follows that much of culture is being created without anybody consciously deciding to create it. A meeting in which challenge is repeatedly shut down eventually teaches people not to challenge. If mistakes are consistently met with blame, people become careful about admitting them. If the senior person always gives their opinion first, others may learn to wait before offering theirs.

None of these needs to appear in a policy. They become patterns. Over time, the patterns become expectations about "how things work around here". In other words, they become culture.

But here's the part I've only recently begun to think properly about - it works the other way too. Once established, the culture starts influencing the interactions that created it.

People arrive at the next meeting already knowing that challenging the boss is risky. Someone decides not to mention a mistake because experience has taught them what happens next. A new team member quickly picks up which voices matter most.

So perhaps culture is both an outcome of our previous interactions and part of the context for our future ones. We unconsciously build culture through our interactions, and then the culture we've built starts to shape how we interact.

There is something recursive about that which I find fascinating. It also makes me wonder whether we've sometimes made culture change too abstract. "How do we create a culture of psychological safety?" is

“What a leader does when someone disagrees may teach people more about culture than anything written on the wall.”



an enormous question. "What happens here when somebody disagrees with the most senior person in the room?" is something we can actually observe. Maybe changing culture begins, at least partly, by noticing the interactions that keep recreating it. This brings me back to leadership.

Leaders clearly don't create culture by themselves. Everyone contributes to it. But organisational position means that influence isn't evenly distributed. A leader's reaction gets noticed. Their attention signals what matters. Their mood can affect a room. What they do when someone disagrees with them may teach people far more about the real culture than anything written on the wall.

I've been using the term “amplified influence” to describe this. And I'm also wondering whether future-ready leadership requires something we might call “relational intelligence”.

Emotional intelligence has helped us pay much greater attention to what is happening within ourselves and recognise what may be happening for others. Relational intelligence asks another question: What is happening between us?

For me, that involves at least two things. One is intentionality: being more conscious of what I bring into an interaction and the impact I hope to have.

The other is receptivity: paying attention to what is actually happening, rather than assuming that because my intention was good, my impact must have been good too.

As we think about the future-ready leader, it's natural to focus on the enormous changes coming towards us - artificial intelligence, uncertainty, technological disruption and changing expectations of work. We need to.

But I wonder whether some of the most important leadership work will continue to happen somewhere much more ordinary.

In the next conversation. The next meeting. The next disagreement. The next moment when someone says something we weren't expecting.

Perhaps being future-ready isn't only about preparing ourselves for what's coming next. It may also mean becoming a little more conscious of what happens the next time we encounter another human being.



# Reframing HR: Human-Centric, Commercially Driven

## Interview with Ian Turner

In conversation with Paul Corke, experienced HR leader Ian Turner explains why the future of HR depends upon combining empathy with accountability, aligning people strategy with commercial performance and helping leaders embrace rather than fear the changing world of work.

Ian Turner believes HR needs to reclaim its position as a strategic enabler of organisational performance.His philosophy is captured in a simple but powerful mantra: human-centric, commercially driven. For Ian, these ideas are not in conflict. Understanding what motivates people, creating trust and enabling individuals to perform at their best are not alternatives to commercial performance—they are among its most important drivers. In this edited conversation from the Reframe Your Mindset for Success podcast, Ian explores artificial intelligence, hybrid working, talent retention, coaching leadership and why organisations need to rediscover the art of human conversation.

***When you consider artificial intelligence and everything changing around us, how do you see the future of work?***

It is difficult to predict because there are so many reports, statistics and stories about jobs of the future that do not even exist today. What I can say for certain is that work is going to be different, and we have to embrace that difference.

I recently spent time with young technologists who were working and thinking in completely different ways. When you sit back and listen to them, it is genuinely inspiring.

They ask different questions and challenge assumptions that people from previous generations may have accepted simply because something has always been done that way. Technology and AI will make a huge impact, but I do not subscribe to the doom-laden prediction that the world will be taken over by robots.

The World Economic Forum has suggested that around 90 million jobs may be displaced by 2030, but approximately 170 million new roles could emerge. There is a significant positive within that. They will simply be different jobs. We should not ignore the disruption, but neither should we be paralysed by it. There are opportunities being created that we have not imagined yet.

***Your philosophy is "human-centric, commercially driven". What does human-centric leadership mean to you?***

> ***"AI doesn't worry me. Leadership in the world of AI worries me."***

Some people hear "human-centric" and roll their eyes because they assume it means HR becoming soft and fluffy. That is exactly why I always connect it with being commercially driven.

For me, human-centric leadership is about genuinely tapping into the people doing the work. What motivates them? What will help them develop? How can they perform at their very best? How do we treat them as individuals rather than as numbers on a dashboard?

That can include difficult conversations. I have had conversations that were difficult but ultimately right for both the individual and the organisation. If those conversations are approached from a human-centred perspective, you can maintain engagement and trust while still addressing what needs to change. I call it empathy with accountability. Leaders must have empathy for people, but they must also create and maintain accountability because the organisation still has to deliver results.



> *"We have lost the art of conversation."*

Every individual is motivated by different things. Some people value public recognition, while others prefer private praise. These might sound like basic leadership lessons, but organisations sometimes move away from them in favour of metrics, dashboards and standardised processes.

We need to return to understanding the individual because people will ultimately provide the organisation's competitive advantage. If we get the human element right, the commercial results follow.

***Have organisations lost sight of that human element?***

I think there is a danger that we are losing some of it. During the darkest days of COVID, organisations became more human almost overnight. They recognised that people were anxious, had relatives who were ill, might have lost somebody or were frightened about travelling and coming into work. Partly, organisations had no choice but to respond. But I also believe that many leaders genuinely became more interested in what their people were experiencing.

Since then, we have started to lose some of that. We are seeing organisations demanding that people return to offices, sometimes for five days a week, alongside an increasing emphasis on metrics, KPIs and dashboards. We made huge strides during COVID, but we are in danger of taking two steps forward and one step back.

Everyone has something happening outside work. The old idea that people can leave all their troubles at the door has gone. If organisations recognised this during COVID, why would they stop recognising it now?

The answer often comes back to conversation. We have created labels such as "giving feedback" or "having a difficult conversation", but outside work we would simply call it having a conversation. If a friend was excited about something, you would ask them more about it. If they were behaving badly, you might tell them. Somewhere in organisational life, we have lost the art of conversation. Rediscovering it can create real loyalty, engagement and performance.

***AI is transforming work at an extraordinary rate. What worries you most?***

AI itself does not worry me. I heard someone describe it as "just software", and that really landed with me. We have called it artificial intelligence, which makes people imagine the robots they have seen in Hollywood films. But fundamentally, it is an enabler.

AI does not worry me. Leadership in the world of AI worries me. Unless we have leaders who can embrace it and adapt, it can become a threat. If leaders communicate only that AI will remove people's jobs, that anxiety will spread through the workforce and create instability.

We cannot expect leaders to keep up with every development. The technology is moving too quickly. Somebody can write an article about AI and find that Microsoft or Google has introduced another major development within the next 48 hours. We should not expect leaders to know everything. We should expect them to embrace it, become vulnerable enough to experiment and remain willing to learn.

If AI makes work faster but not better, we have missed the opportunity. Good leaders should be asking how AI can remove the repetitive work people do not enjoy and enable them to focus on creativity, problem-solving and critical thinking—the things human beings are brilliant at. There is pressure on leadership teams and HR functions to reduce costs, and this can become a conversation about removing payroll. That fuels the fear that AI will take everyone's job.

With the right leadership, the conversation changes. We remove the drudgery and enable people to do different work that creates more value. Do not simply take the people out. Help them to contribute differently. That creates engagement and retention while producing a more sustainable commercial benefit than short-term payroll reduction.

***What is the most important leadership capability organisations will need over the next five years?***

The qualities I always return to are curiosity and adaptability. Nobody can remain on top of everything all the time. But curious leaders will explore, experiment and ask how emerging technology can help their organisations and their people. That experimentation must be ethical, but we need leaders who are prepared to play with different possibilities rather than simply defend how work has always been done. Otherwise, we end up with managers who only manage.

If we combine curiosity with the human element, we can unlock an enormous amount of potential in people and create genuine value. If millions of jobs are going to disappear while even more new roles emerge, how can we not be curious about what those roles might look like and what capabilities they will require? Things are happening today that did not exist five or ten years ago. Within the next decade, people will be doing work we have not considered yet. That should excite us.

***Is hybrid working still the future, or are organisations returning to old ways of working?***

Ian: I find this debate frustrating because I think we should have moved beyond arguing about where people work. The conversation should be about how people work and how we achieve the outputs and outcomes the organisation needs. It should not be about presenteeism. During COVID, organisations had no alternative but to enable remote work. Now we are seeing more businesses calling people back into the office.

> ***"Do not simply take the people out. Help them to contribute differently."***

There can be good reasons for bringing people together. Graduate recruits may learn through observing experienced colleagues. Informal conversations can support relationships and development. If an organisation has evidence that performance is suffering, there may be a valid reason to change the working model. But leaders need to have a reason.

I have seen too many organisations make an arbitrary decision that everyone must return five days a week without producing clear evidence for why it is necessary. That can cause them to lose very talented people because other organisations are prepared to say, "I do not mind when or where you work. I want the agreed output."

I met young technologists who structure their day around when they perform at their best. They might go to the gym in the morning, arrive later and work into the evening. They are high-performing people because they have been enabled to work in a way that suits them. Ultimately, this comes back to trust.

Do you trust someone to deliver what you need within the agreed period? If you do, give them the freedom to do it. If you do not trust them, forcing them to sit in an office will not solve the underlying leadership problem. If people do not feel trusted, they will move to an organisation that does trust them.

***What is the biggest mistake organisations make when trying to retain talent?***

The biggest mistake is allowing retention to become a reactive process. A high-performing employee's engagement falls, they start taking more time away from work or there are indications that they may be looking elsewhere. The organisation suddenly responds by reviewing their salary or offering them a promotion.

From the employee's perspective, it can feel as though the organisation is acting only because losing them could affect performance. People want to be trusted, valued, developed and given opportunities to grow. If those things are built into the DNA of the organisation, leaders are less likely to need a reactive retention strategy.

I work on the basis that leaders are custodians of talent for as long as the relationship works for both parties. Great leaders will sometimes develop people who eventually leave to pursue another opportunity. That is not necessarily failure. But organisations should be having proactive conversations about what motivates people and where they want their careers to go.

Does someone want to become the best software developer they can be? Do they want to move into management? Are they interested in an entirely different part of the business? Have those conversations early and build meaningful development plans. If people feel happy, valued and able to grow, they may never begin looking elsewhere. By the time an organisation is making a counteroffer, the emotional decision to leave may already have been made.

***If you could change one thing about leadership today, what would it be?***

I would make all managers coaches. Coaching creates the conversations that unlock potential and drive performance. It moves leadership away from looking at a spreadsheet and telling someone what task to complete. Too often, leaders provide people with a task list instead of defining the outcome and trusting their capability. That is old-school management. The most important thing a coach can give someone is not advice or an answer. It is self-belief.

You see the moment when somebody recognises what they are capable of. The light comes on, the butterfly emerges and they begin to fly. It is incredibly rewarding. Imagine creating that across an entire organisation. The impact would be exponentially greater than standing over people with spreadsheets and attempting to manage every detail of their work.



I would stop recruiting people into management simply because they are good technically. I would look for people who can become great coaches.

***How should HR position itself as a genuine strategic partner?***

It comes back to being human-centric and commercially driven. That is my mantra. I still hear some HR teams complain that they are not valued or that the organisation sees them only as administrators. My response is: do something about it.
Are you connected to the corporate strategy? Can you demonstrate how the people plan is driving the performance of the organisation?

If you can make that connection visible, HR becomes much more than a cost centre. It becomes a strategic enabler. There is an old sporting question: "Does it make the boat go faster?" HR leaders should be asking whether their people plan makes the organisational boat go faster—and, if it does, explaining how. HR should challenge the business and show how performance can be enabled through people, just as other functions enable it through technology, products, finance or marketing. The human contribution is at least as important as any of those areas.

This also gives the HR team purpose. If HR exists only to respond when something goes wrong, people will not feel empowered by their work. If they understand how they are helping the organisation achieve something meaningful, their own engagement increases.

It is the responsibility of HR leaders to create that alignment.
Be commercially driven—but retain the human-centricity that makes sustainable performance possible.

**Leadership 5.0 Perspective**
Ian's philosophy captures one of the central tensions of Leadership 5.0: leaders do not have to choose between humanity and performance.

Empathy can coexist with accountability. Flexibility can coexist with clear outcomes. Technology can accelerate work while creating space for more human contribution. HR can protect the experience of people while directly enabling commercial performance.

**The common thread is leadership.**

Organisations will need leaders who are curious enough to explore the future, humble enough to admit they do not possess every answer and human enough to remember that transformation is always experienced by people.

Ian Turner is a commercially driven CPO with 20+ years experience operating at Board level across FTSE 250.

Listen to the full Interview on Reframe Your Mindset for Success Podcast Show.



> *"I would make all managers coaches."*



# The AI and Human Relationship - Unlocking Human Potential

By Rob Moore

There is no fate, but what we make."

For those who are fans of "Terminator 2: Judgment Day", you will immediately recognise that quote. It jumped to the front of my mind when I thought about all the change happening in my world — and probably everyone else's — at the moment.

The term Volatility, Uncertainty, Complexity and Ambiguity (VUCA) first proposed by Bennis & Nanus in the 1980's, seems to have taken on daily relevance since I first heard it. It's a great example of the Baader-Meinhoff phenomenon or frequency illusion, where since first hearing the phrase you suddenly see, hear  or experience it everywhere!

Since entering the world of work, change has been a constant and the pace, relentless. Recently, Artificial Intelligence is the new catalyst which is fuelling the VUCA world.

There is already a significant amount of conversation about AI, and depending on who you speak to, it can be viewed as either hugely positive or something to be feared. I engage with people who are already using it in a personal capacity — planning holidays, editing photos, creating videos, drafting emails — and others who are genuinely concerned about what it might mean for their income, their roles and, ultimately, whether the traditional jobs they entered the world of work to pursue will still exist.

Having spent more than 25 years working with organisations and individuals to understand potential, performance and the relationship between people and work, I find this particularly interesting.

Why is my interest being piqued? Well, I think it's because we may be asking the wrong question.



Currently the most frequently asked questions seem to be: “What jobs will AI replace?” Or “When is AI going to replace me?”

I am going to propose, that we should be asking: “How could we redesign work so that humans and AI each do more of what they are uniquely good at?”

That is a significantly different question.

AI is exceptionally good at dealing with “volume”. It can process information at incredible speed, identify patterns, summarise large amounts of material, automate repetitive activities and produce first drafts in seconds.

The current application of AI seems to be focused on exactly this.

- Write the email
- Summarise the meeting
- Create the presentation
- Analyse the spreadsheet
- Draft the report
- Find the information

There is real value in this. However, I wonder whether we risk missing the bigger opportunity if we simply use AI to help us do more of the same work, only faster.

The opportunity is not just about productivity. It should be about job design.

Throughout my career, I have been interested in the question of how we create work that brings value to both the organisation and the individual. The best jobs are rarely those where someone simply completes a series of tasks. They are jobs where people can apply their strengths, exercise judgement, solve problems, develop their capability and feel that what they do matters.

This is where I think the human–AI relationship becomes really interesting.

- Can AI take away some of the volume?
- What do we do with the capacity that creates?
- Do we simply fill it with more work?
- Or do we use it to create better work?

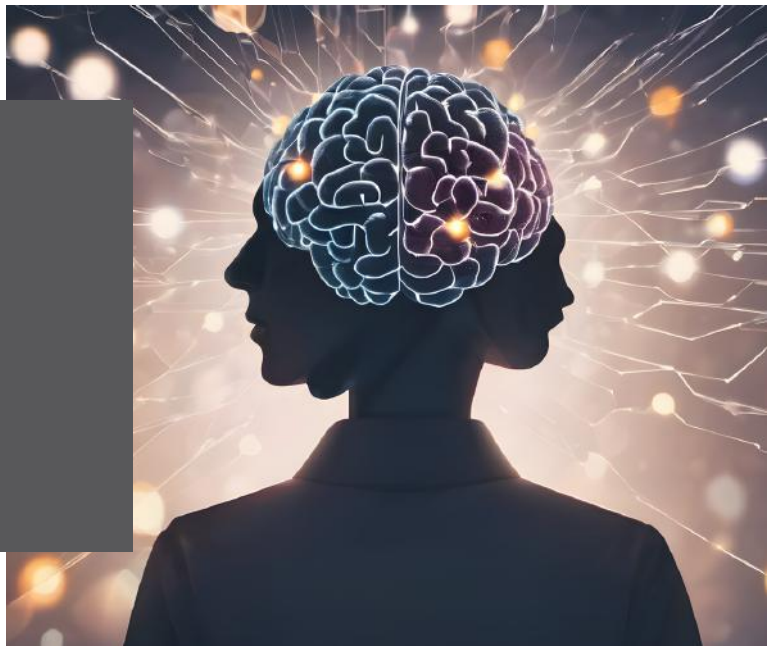
That distinction matters.

If AI saves someone two hours a day, there is an obvious temptation to ask what else they can now fit into those two hours. But perhaps a better question is what they could do with those two hours that they couldn't previously do.

- Could they spend more time with customers?
- Develop their team?
- Think about a difficult problem?
- Build stronger relationships?
- Explore new opportunities?
- Or simply have enough thinking space to make a better decision?

These activities are often where human beings create their greatest value.

*"People don't simply want to be productive. We want to feel useful; know that our contribution matters."*



Humans bring qualities that are difficult to reduce to a process or algorithm: judgement, empathy, curiosity, creativity, emotional intelligence, experience and an ability to understand context and nuance.

We also bring something else that is fundamental to work: purpose

People don't simply want to be productive. We want to feel useful; know that our contribution matters; we want opportunities to learn, grow, use our strengths and unlock our potential.

This is why I don't see AI simply as a technology story. It's a human and organisational design challenge.

We have an opportunity to rethink what work looks like.

Rather than starting with the existing job and asking, "Which parts can AI do?", perhaps we should start with the outcome we are trying to achieve and ask, "What is the best combination of human and artificial capability to achieve this?"

That may lead us to redesign jobs rather than eliminate them.

It may allow us to spend less time on activities that drain our energy and more time on activities where we deliver to our optimal potential.

It may also help organisations get closer to something I have always believed is important: creating situations where the needs of the business and the needs of the individual are not in competition with each other, but are in synergy.

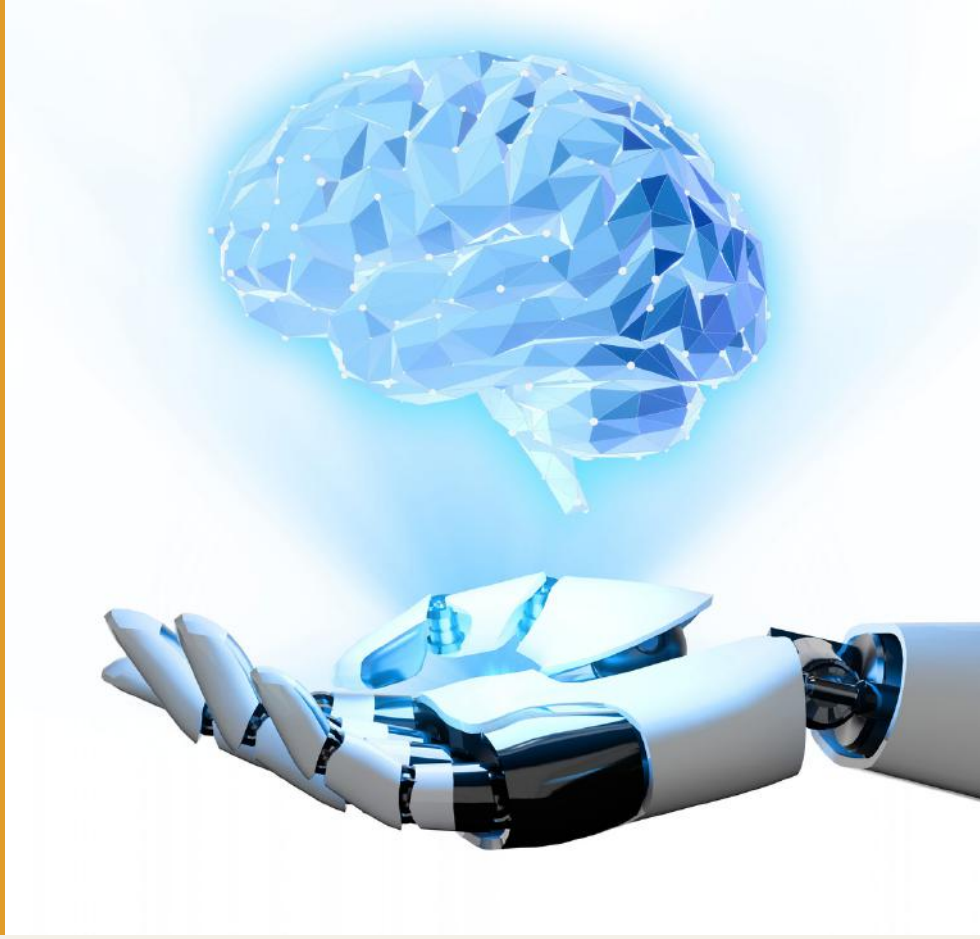
This doesn't mean that AI won't disrupt jobs. It absolutely will. Some roles will disappear, others will change significantly and entirely new roles will emerge.

But perhaps we should be careful about assuming that the value of a job is simply the number of the tasks it contains. A job is also a collection of relationships, decisions, experiences, responsibilities and opportunities to contribute.

The challenge for organisations is therefore not simply to implement AI. It is to think carefully about how employee should be spending their time once AI is doing more of the volume.

There is an important responsibility for individuals too. We need to learn how to work with AI, understand its strengths and limitations, challenge its outputs and develop the judgement to know when it should — and shouldn't — be used.

*"This doesn't mean that AI won't disrupt jobs. It absolutely will. Some roles will disappear, others will change significantly and entirely new roles will emerge."*



The most successful people may not necessarily be those who use AI to do everything faster.

They may be those who use AI deliberately to create more space for the things they are uniquely good at. This is where the real opportunity lies.

AI = manages the volume

Humans = focus on the value.

If we get this balance right, perhaps the future of work won't be about replacing human potential with artificial intelligence.

Instead it can be about using artificial intelligence to "unlock more of our human potential".

There is no fate, but what we make.

Perhaps the future of work is something we can choose to design.



# Creating Employee Trust in AI Transformations

## Interview with Mehmet Baha

Imagine that businesses in a country deploy 700,000 AI agents. 205,000 of them function without any human oversight. 75% of the businesses which deployed the AI agents experience data breaches related to the AI agents. These are AI agents acting without any human oversight and accountability. File deletions and data leaks are just some of the possible risks. This is the information revealed by the research of Gravitee in the UK. It clearly highlights the importance of creating trust in AI transformations.

To achieve AI adoption, it is crucial to foster trust, transparency, and contribute to meaningful work. AI should augment humans' work and not replace it. This article shares examples from the business world and includes practical approaches you can apply at work to build trust in AI initiatives.

***1. Writing performance reviews:*** It is a painful process especially for managers. If you manage a team of 9 employees, it takes many hours to draft and refine such performance reviews. Now with AI, many managers create AI-generated performance reviews in a fast and easy manner. One of my LinkedIn connections shared this real story: A manager uses AI to create a performance review.

The manager then presents this AI-generated performance review to an employee in a one-to-one meeting. "What do you mean by this word in the review?" asks the employee and the manager has no idea. He cannot explain it. This of course significantly damages the trust of the employee towards the manager.

***Work is not just a transaction of tasks. The work provides us with a sense of meaning, connection to others and dignity.***

Work is not just a transaction of tasks. The work provides us with a sense of meaning, connection to others and dignity. Relying totally on AI-generated performance reviews removes the human element in this important conversation.

As managers, we need to be able to write performance reviews ourselves and of course get support from AI to check its grammar, make it clear, actionable and also provide supporting evidence such as data on areas of improvement of an employee.

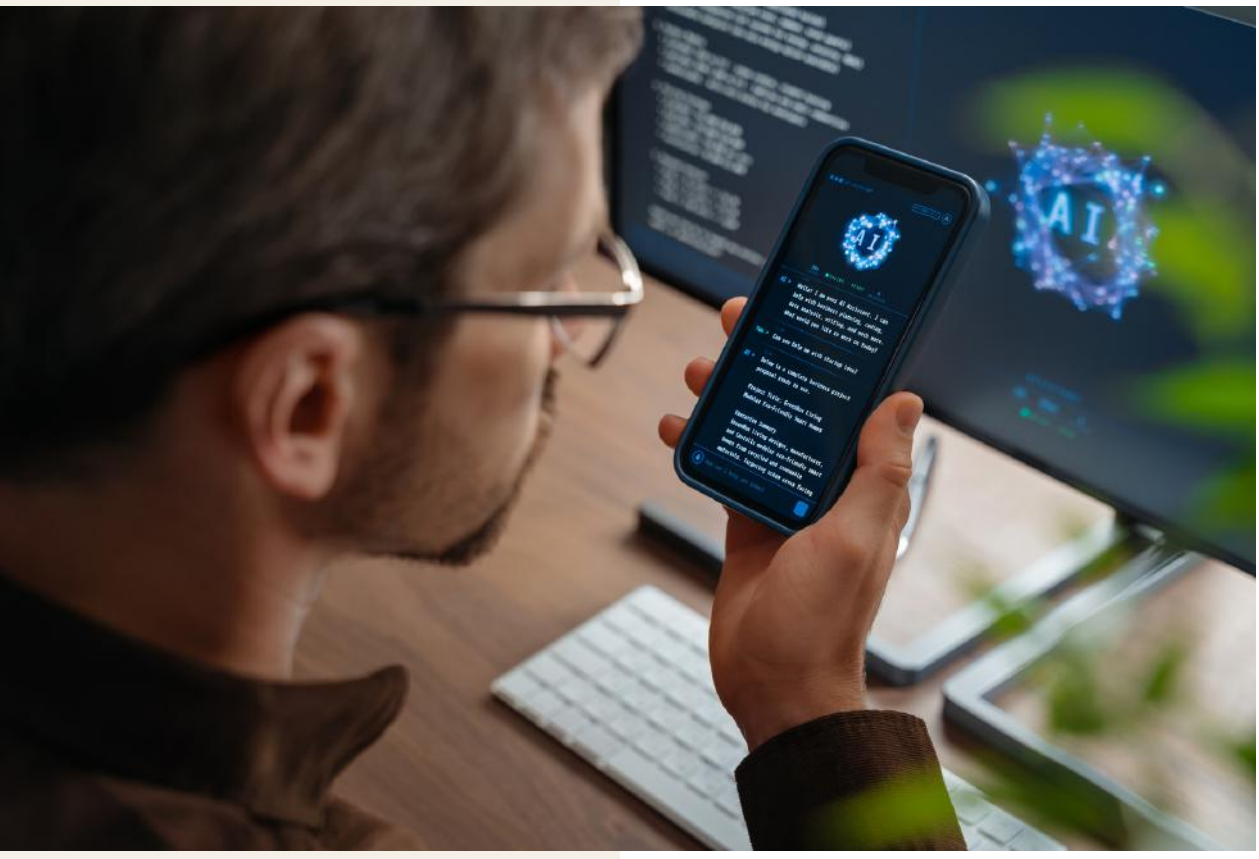
**Practical insight - TEA approach:** TEA stands for transparency, explainability and accountability. Here is what this approach looks like in the case of writing performance reviews:

Transparency: Mention clearly to employees how AI is used in the creation of the performance reviews. For instance, "I wrote the performance review and used the AI tool Claude to check its grammar. Claud also provided me with data on your productivity metrics. I double checked all this information."

Explainability: As managers and leaders, we need to be able to explain everything written in performance reviews. This includes the data, words, facts and comments shared. Especially, when our team members have questions about the performance review, we need to explain to them in a clear and empathetic manner.

Accountability: This means we as managers/leaders are responsible for oversight and correction of performance reviews. In the case of any wrong information, we should accept accountability and correct it.

***2. Creating presentations or reports:*** Recently, I came across this story on LinkedIn. One Microsoft executive requests a team member to create a report. The team member uses AI and sends the AI-generated report to the executive fast. The executive uses AI to summarize the report. AI enables this super fast transaction. It is



a wonderful example of cognitive offloading, that is reducing mental effort due to AI. If we totally rely on AI and we cannot understand the report in a detailed manner and explain it, what is the value we bring to the business?

AI slop is a low-quality AI created content without genuine human effort and it can negatively affect employees', customers' and societies' trust in AI. To prevent this, we need to put genuine human care in creating presentations or reports. We can bring ideas of the presentation, its chapters, main points and of course use AI to improve them. AI should not replace us but augment our efforts in creating presentations or reports.

**Practical insight - Validate and label**: AI can have hallucinations, bias or inaccurate information. Make sure to validate AI's output by double checking it. Validating takes time and at the same time improves the quality of work.

We need to use AI responsibly to be able to win the support and trust of our employees. Labeling AI content plays an important role here. For example, in a presentation, we can highlight, "The following texts and images were created by the AI tool Copilot."

***3. Employee productivity:*** This year, Facebook aimed to monitor the computer key strokes of its employees in an effort to measure their productivity and train its AI models. It backfired due to the employee's resistance to the idea. Such a practice of employee surveillance undermines the trust and autonomy of employees.

Having weekly one-on-ones with our employees is an effective alternative to employee surveillance. In those one-on-ones we can ask our employees the following questions: "What are your successes at work this week?", "What are the barriers you face at work?", "How can I help you overcome those barriers?". This way, we can have an idea of employees' performance.






*"We need to use AI responsibly to be able to win the support and trust of our employees. Labeling AI content plays an important role here."*

Especially, in times of AI, we need to do it in a humane manner by showing empathy, asking good questions and supporting employees. The more digital we become, the more humane we need to be.

**Practical insight - FNB approach:** It is an abbreviation for feasibility, necessity and balance. To gain employees' trust in AI transformations, we need to consider a specific AI use in the light of FNB.

Feasibility: Is the stated goal feasible? For instance, is the goal of measuring employees' performance with AI valid? The answer can be yes; AI tools and dashboards can provide data on employees' performance (e.g. number of calls made, offers sent)

Necessity: What are other less intrusive alternatives to computer key stroke monitoring?

Balance: What are the benefits and risks of computer key stroke monitoring to train AI models? Do the benefits outweigh risks? If the risks are greater than benefits, we need to consider other options.

AI transformations have two aspects, the technological and human ones. The first is essential and not enough without the human part. To successfully adopt AI, we need to foster employees' trust, create meaningful work and contribute to a sense of belonging at work. The three approaches mentioned in the article are just some of the ways to achieve it. Now, two questions to you: Which of the practical insights resonated most with you? And how will you apply them at work?

# 5 Questions for future-ready leadership

Future-ready leadership is not demonstrated by how accurately we predict what will happen next. It is revealed in how consciously, courageously and humanely we respond to what is happening now.

Leadership 5.0 asks leaders to think differently about their role. It moves leadership away from the assumption that one person should possess all the answers and towards a more adaptive understanding of leadership—one grounded in awareness, judgement, humanity and responsibility.

This does not make leadership easier. Leaders still need to make decisions, deliver results, navigate competing priorities and address poor performance. But how they do those things matters.

Leadership is experienced through everyday moments: the conversation we avoid, the question we ask, the reaction we have when challenged and the decisions we make when the right way forward is not immediately clear.
The following five questions offer a practical opportunity to pause, reflect and lead more intentionally.

### 1. What is this moment asking of me as a leader?

Leadership is not one fixed way of behaving.
There are moments when people need direction and others when they need space. Some situations require decisive action; others require patience, curiosity and deeper listening. A team facing uncertainty may need an Anchor who provides clarity and stability.

A strategy that has reached the end of its usefulness may require a Transformer prepared to challenge the status quo.

The danger is that leaders often respond from habit rather than from the needs of the situation.

A leader who built their success through decisiveness may continue to provide answers when the team needs to think for itself. Someone known for empathy may hesitate to challenge behaviour that is damaging performance. Under pressure, we can retreat towards the leadership style that feels most familiar—even when it is no longer the most useful.

Future-ready leadership requires range. It asks us to notice what the moment needs before deciding how we will respond.
Consider:
- What does this situation genuinely require?
- What do the people involved need from me?
- Which leadership role do I need to step into?
- Am I responding to the present—or repeating a pattern from the past?

The most effective response may not be the one that feels most natural. It may be the one that requires us to grow.

### 2. Am I creating clarity—or simply exerting control?

Uncertainty can create a powerful desire for control.
When outcomes feel unpredictable, leaders may become more involved in decisions, request more frequent updates or narrow the space in which people can act. This can feel responsible. It can also unintentionally weaken trust, ownership and initiative.

People do need clarity. They need to understand the purpose, priorities, expectations and boundaries within which they are working. But clarity and control are not the same.



*"Future-ready leadership therefore requires relational awareness: the capacity to notice not only what is happening within ourselves or for another person, but what is happening between us."*

Control concentrates decisions around the leader. Clarity enables other people to make good decisions without constantly referring back to them.

A future-ready leader creates enough structure for people to move confidently while leaving enough freedom for them to think, contribute and adapt. The aim is not to remove accountability, but to make accountability possible without creating unnecessary dependence.

Ask yourself:
- Have I explained the outcome clearly?
- Do people understand what good performance looks like?
- Are the boundaries and decision rights clear?
- Am I staying involved because I add value—or because letting go feels uncomfortable?
- What could I safely entrust to someone else?

The strongest leader is not the person through whom every decision must pass. It is the person who creates the conditions in which good decisions can be made throughout the organisation.

### 3. What happens between me and the people I lead?

Leadership does not exist only within the leader. It is created and experienced between people.

We may intend to empower someone, but they experience abandonment. We may believe we are offering constructive challenge, but the other person experiences criticism. We may think we are listening while our behaviour signals that the decision has already been made.

Good intentions matter, but they do not guarantee positive impact.

Culture is shaped through repeated interactions. It develops through what happens when someone disagrees, admits a mistake, raises a concern or shares an unfinished idea. People notice who receives attention, whose contribution is interrupted and how the leader responds when challenged.

Over time, these moments teach people what is genuinely safe, valued and expected.

Future-ready leadership therefore requires relational awareness: the capacity to notice not only what is happening within ourselves or for another person, but what is happening between us.

Reflect on:
- How do people experience me when they disagree with me?
- What happens when someone brings me bad news?
- Whose voice is heard most—and whose might be missing?
- Is there a difference between my intention and my impact?
- What might people be reluctant to tell me?

Sometimes the most powerful act of leadership is not speaking more clearly. It is creating the conditions in which other people can speak honestly.



*"A leader's emotional state does not remain private. It enters meetings, shapes conversations and influences how safe other people feel to think, question and contribute."*

**4. How could technology release greater human potential?**

The leadership question surrounding artificial intelligence is not simply, "What can AI do?"

It is, "What should AI enable people to do better?"

AI can process information, recognise patterns, automate repetitive activities and produce content at extraordinary speed. Used thoughtfully, it can release time and capacity. But greater efficiency does not automatically create better work.

If technology saves someone two hours a day, the immediate temptation may be to fill those hours with more tasks. The greater opportunity is to ask what that person can now do that previously received too little attention.

Could they spend more time thinking, developing others, understanding customers, solving difficult problems or creating stronger relationships?

Leaders have a responsibility to ensure that technology augments human capability rather than simply accelerating activity or removing people from the process.

Consider:

- Are we using technology to create better work—or merely more work?
- Which activities require distinctly human judgement, empathy or imagination?
- How will people participate in decisions about the technology affecting their roles?
- Are we protecting dignity, privacy and accountability?
- What will we do with the capacity that technology creates?

Technology should not diminish the human contribution. At its best, it should create greater space for it.

**5. What do people experience when I am under pressure?**

Leadership is often tested most clearly when circumstances become difficult. It is relatively easy to speak about trust, inclusion, empowerment and wellbeing when performance is strong and conditions are stable. The real test comes when results are threatened, mistakes are made or a decision must be taken without complete information.

Pressure exposes patterns.

Some leaders become controlling. Others withdraw, become defensive or focus so narrowly on the immediate result that they lose sight of the human consequences. The leader may believe they are simply responding to urgency, but their behaviour can create anxiety throughout the system. A leader's emotional state does not remain private. It enters meetings, shapes conversations and influences how safe other people feel to think, question and contribute.

This does not mean leaders must hide uncertainty or perform constant calmness. It means becoming more conscious of what we transmit when under strain.

Ask yourself:
- What changes in my behaviour when I feel threatened or uncertain?
- Do I become more controlling, impatient, defensive or distant?
- What emotional atmosphere am I creating around me?
- Do my stated values survive when following them becomes difficult?
- What would a grounded and courageous response look like?

Future-ready leaders are not unaffected by pressure. They develop the awareness to recognise their response, regulate it and choose how they want to show up.

**From reflection to practice**
These questions are not intended to produce perfect answers. Their purpose is to interrupt autopilot. Leadership development often begins in the space between an initial reaction and a more intentional response. Even a brief pause can change the quality of a conversation, a decision or a relationship.

A simple practice is to:
**Pause** — create space before reacting.
**Notice** — observe what is happening within you, around you and between you and others.
**Choose** — decide what this moment requires from your leadership.
**Act** — respond with clarity, humanity and courage.
**Review** — consider the impact and what you might do differently next time.

The future-ready leader is not someone who has completed their development. They are someone who remains willing to examine how they lead, expand their range and learn from the impact they have on others.

The future of leadership will be shaped through large decisions about technology, organisations and society. But it will also be shaped through thousands of small human moments.
The next question we ask.
The next conversation we have.
The next decision we make under pressure.
And the next opportunity we take to become the leader the future is asking us to be.





# Your Leadership 5.0 Check-In

Pause, reflect and choose how you want to lead the situation in front of you.

Future-ready leadership begins with awareness. You do not need perfect answers. Use this check-in to notice where you are, recognise what the moment requires and choose one intentional action.

## 1. What is this moment asking of me as a leader? What is the most important leadership situation currently in front of me?

What is most needed from my leadership in this moment? Select one or two.

- Greater care, listening and human connection
- Stability, reassurance and clarity
- A longer-term perspective and clearer direction
- A responsible decision balancing performance and wider consequences
- Better coordination of people, perspectives and resources
- The courage to challenge what is no longer working
- Greater confidence, ownership and capability in others
- More collaboration and shared responsibility

What will I do differently as a result?

## 2. Am I creating clarity—or simply exerting control?

Where might I be holding on too tightly, becoming too involved or creating unnecessary dependence?

What could I clarify, delegate or entrust to someone else?

## 3. What happens between me and the people I lead?

Think about a recent conversation, meeting or decision. Was there a difference between what I intended and how I may have been experienced?

What conversation do I need to begin, revisit or approach differently?



## 4. How could technology release greater human potential?

What repetitive, administrative or information-heavy activity could technology help to reduce?

How could the capacity created be used for something more valuable and distinctly human?
Select all that apply.

- Deeper thinking
- Developing people
- Customer relationships
- Creativity and innovation
- Problem-solving
- Collaboration
- Better decision-making
- Something else:

## 5. What do people experience when I am under pressure?

When I feel uncertain, challenged or under pressure, what pattern tends to appear in my leadership?

Select all that apply.

- I become more controlling
- I become impatient
- I become defensive
- I withdraw
- I avoid difficult conversations
- I focus on results at the expense of people
- Another pattern: .....

What would a more grounded, courageous and intentional response look like?

## One conscious choice

Based on my reflections, the one change I will make is:

My first practical step will be:
I will take this step by:
The person or people who should notice a difference are:

***Leadership evolution happens through the small, conscious choices we make in the moments that matter.***



# Looking Ahead

## The Future-Ready Leader



***The next evolution of leadership will not be defined by one ideal style. It will be defined by the capacity to recognise what the moment requires—and to respond with awareness, range and intention.***

Throughout this first edition of Leadership 5.0 Review, we have explored why leadership must evolve.

We have considered the changing relationship between people and technology, the inner development of the leader, the importance of trust and the thousands of everyday interactions through which leadership is experienced.

The next question is:
What does future-ready leadership look like in practice?

In the next edition, we will move from why leadership must change to how leaders can develop the range required to meet a more complex and uncertain future.

At the heart of the edition will be the Future Ready Leader Model.

The model does not attempt to define one perfect leader or prescribe one universal way of leading. Leadership today is too contextual, human and complex for that.

Instead, it identifies eight roles that leaders may need to step into according to the needs of their people, organisation and wider environment.

**The eight roles of the Future Ready Leader**
The Humanist protects dignity, trust and human connection, ensuring that progress does not come at the expense of people.

**The Anchor** provides stability, presence and clarity when others are experiencing disruption or uncertainty.

**The Strategist** looks beyond immediate pressures, anticipates what may be coming and focuses attention on sustainable future value.

**The Steward** balances commercial performance with ethics, responsibility and the long-term consequences of organisational decisions.

**The Orchestrator** connects people, systems, perspectives and resources so that the whole organisation can operate more intelligently.

**The Transformer** challenges assumptions, confronts what is no longer working and creates the conditions for meaningful change.

**The Multiplier** develops the capability, confidence and ownership of others rather than making people dependent upon the leader.

**The Collaborator** draws upon collective intelligence, builds partnerships and recognises that complex problems are rarely solved by one person acting alone.

These are not eight separate leadership personalities. Nor are they boxes into which leaders should be placed.

They represent a range of responses.

A leader may need to provide clarity as an Anchor in one moment and create space for others as a Multiplier in the next. They may need the courage of a Transformer while retaining the humanity of a Humanist, or the future focus of a Strategist while exercising the responsibility of a Steward.

The real capability lies in recognising which role is needed—and being willing and able to step into it.

**Beginning with humanity**

The next edition will begin with the Humanist because every discussion about the future of leadership must remain connected to the people who will experience that future.

As artificial intelligence becomes more capable, work becomes more fluid and organisations pursue greater speed and efficiency, leadership must continue to protect what is distinctly human: dignity, meaning, trust, empathy, imagination and connection.

Human-centred leadership is not an alternative to performance. It is increasingly one of the conditions upon which sustainable performance depends.

The Future Ready Leader Model will help us explore this relationship between people and performance, autonomy and accountability, intelligence and responsibility, and the needs of today and those of tomorrow.

No leader will express every role equally, and no organisation will require the same response in every situation.
The purpose is not perfection.
It is awareness, range and intentionality.
As we look towards the next edition, the question is not whether you already possess every quality of a future-ready leader.
It is:

***Which role is the future now asking you to strengthen?***





# Continue the Conversation

***Leadership does not evolve in isolation. It evolves through reflection, challenge, conversation and the willingness to put new ideas into practice.***

Thank you for reading the first edition of Leadership 5.0 Review.

The purpose of this magazine is not simply to present answers. It is to create a space in which leaders, thinkers and practitioners can explore better questions about leadership, work and the future we are helping to shape.

If something in this edition has challenged your thinking, continue the conversation.

Share the idea with someone else. Discuss it with your team. Test it in your leadership. Notice what changes.

**Listen**
**Reframe Your Mindset for Success**
Join Paul Corke in conversation with leaders, thinkers, authors and innovators exploring mindset, leadership, personal development and the changing world of work.

Each episode offers different perspectives, practical insight and questions designed to help us reframe how we think, lead and live. Listen to the podcast and discover the latest conversations.

**Read**
**Leadership 5.0**
Explore the philosophy behind a more conscious, human-centred and future-focused approach to leadership.

Leadership 5.0 considers how leadership must evolve beyond traditional models of hierarchy and control to meet the human, technological and organisational challenges of a changing world. Continue exploring the ideas behind Leadership 5.0.

**Explore**
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**Connect**
**Join the Leadership 5.0 Community**
Connect with Paul on LinkedIn to share your reflections, join the wider leadership conversation and receive new articles, podcast episodes and updates about future editions of Leadership 5.0 Review.

When connecting, let Paul know which idea from this edition resonated most strongly with you.

**Keep the conversation moving**
Leadership 5.0 is not a finished answer. It is an invitation to think more deeply about the kind of leadership our organisations, our people and our future now require.

The conversation continues through every question we ask, every assumption we challenge and every choice we make about how we lead.

What will you bring to the conversation?

# LEADERSHIP 5.0

## with Paul Corke



***Ideas create possibility. Development begins when those ideas change how leaders think, behave and are experienced by others.***

Paul Corke is a leadership philosopher, executive coach, author, speaker and facilitator with more than 30 years of experience in leadership and people development. Having worked with leaders across approximately 40 countries, Paul brings together psychological insight, commercial understanding and practical leadership development to help individuals and organisations navigate complexity, unlock human potential and prepare for the future of work.

His work is grounded in a simple philosophy:
Leadership evolution begins with greater clarity, a more conscious mindset and the courage to act. Leadership 5.0 can be experienced through several levels of engagement, shaped around the needs of the leader, team or organisation.

***Leadership 5.0 Keynote***
A thought-provoking keynote exploring why traditional leadership assumptions are becoming less effective and what the future now requires from leaders. The keynote challenges leaders to consider the changing relationship between people, technology and performance—and what must remain distinctly human as artificial intelligence becomes more capable.

It is designed for conferences, leadership events and organisations seeking a compelling introduction to Leadership 5.0.

***Keynote and Leadership Lab***
The keynote creates the conversation. The Leadership Lab helps people apply it.
Through facilitated discussion, reflection and practical exercises, leaders explore how Leadership 5.0 relates to their own organisational context, behaviours and challenges.
Participants move from listening to actively considering:
- what must change in their leadership;
- which established assumptions may no longer serve them;
- how they can balance performance with humanity;
- and what action they are prepared to take.

***Future Ready Leader Insight and Diagnostic***
The Future Ready Leader Model explores eight roles required for leadership in an increasingly complex world: Humanist, Anchor, Strategist, Steward, Orchestrator, Transformer, Multiplier and Collaborator.

Through structured reflection and diagnostic insight, leaders can develop greater awareness of their current strengths, potential gaps and capacity to move between roles according to what the situation requires.

The process can support individual development, leadership teams, talent programmes and wider organisational transformation.

***Executive Coaching***
Executive coaching provides leaders with a confidential space to step away from immediate demands and think more deeply about how they lead.
Paul works with senior and emerging leaders to strengthen areas including:
- leadership identity and purpose;
- executive presence and influence;
- strategic thinking;
- confidence and mindset;
- stakeholder relationships;
- transition into more senior roles;
- resilience and leading through uncertainty;
- and developing the capability of others.

The purpose is not to create dependence upon the coach. It is to develop greater awareness, confidence and ownership within the leader.

***Future Ready Leader Retreat***
The Future Ready Leader Retreat creates the space that everyday organisational life rarely provides.

Away from immediate pressures, leaders can reflect on their current reality, explore the Future Ready Leader roles and consider the leadership, culture and organisational capabilities needed for the future.

The retreat combines strategic thinking, facilitated dialogue, personal reflection and practical action planning. It can be designed for executive teams, leadership groups or organisations preparing for significant change.

***Begin the conversation***
Every organisation is facing a different future, but the leadership questions are becoming increasingly shared.

How do we remain human while embracing technology?
How do we deliver performance without diminishing people?
How do we create clarity without returning to unnecessary control?
And how do we develop leaders capable of responding to a future that is still unfolding?

To explore how Leadership 5.0 could support you or your organisation, visit:

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***The future of leadership begins with the evolution of the leader.***




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