

# Leadership in Consequential Situations: Where Leading Does Matter

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Similar to any process used within teams or organizations, one of the first questions typically asked when defining a challenge is which processes are needed to optimize performance. Since leadership is a social influence process through which one individual (or group) influences another individual (or group) to do something they might not otherwise try doing, it seems fair to ask whether and when leadership is consequential to addressing a particular challenge.

In my presentation, I will focus on where leadership is most consequential based on research and best practices, and will discuss how it can be leveraged and developed. For example, if the people being led know how to engage in and optimize their own performance, we should ask whether these individuals should lead themselves? At the other extreme, if individuals do not know how to address a specific challenge, or how to optimize their performance, we would then consider the best approaches to use that are supported by leadership research and best practices.

In addition to examining situations where leadership is most needed, I will also discuss the importance of developing leadership to address consequential challenges that all organizations will face to sustain themselves over time. I will build on what we have learned about leadership and its development over the last 50 years, translate those lessons into strategies attendees can use to contribute to their own leadership development and the development of those they lead in their respective organizations.