NO.	PRINCIPLE	EXPLANATION
1	Shows leadership	In section 6.1, we looked at the difference between *the manager* and *the leader*. The manager is the leader because he or she has the job and position on the business card, while the leader is the leader because employees follow the person who inspires them and has their respect. The first principle, then, is that all managers must be leaders: *Being a manager is something you earn, not something you are assigned to do.*
2	Paves the way	The leader must pave the way and enable employees to become successful.
3	Understands the technology	Artificial intelligence (AI) is everywhere and helps us to do the work. The leader must be able to use and not least assess the new tools. There is a lot of money to save on efficiency gains, but also important ethical issues to address.
4	Leads by example	The leader must lead the way, be the first to exhibit a new behaviour, support new technology, adopt a new concept. To drive change through, the leader must take the lead. It is no longer sufficient to write and say what you want as a leader – you must act, both when it comes to condemning unacceptable behaviour, as addressed by #Me2, and to the creation of a new culture, change management, etc.
5	Shows vulnerability	Leaders must show their vulnerability, admit errors, receive criticism constructively. A leader is not infallible, but a human being – not a robot.
6	Believes in knowledge-sharing and continuous learning	A leader no longer knows everything, but a leader must be good at asking questions, share information and admit her/his lack of knowledge. Instead, the manager must draw on and support the collective memory. The leader must support the development of employees, which will increasingly consist of continuous, minor training and, to a lesser extent, large-scale formal training programmes.
7	Ignites new ideas etc.	Instead of extinguishing fires, the leader must ignite fires: get new ideas, challenge habitual thinking and old conventions, experiment.
8	Provides ongoing recognition and feedback	Instead of pooling together for long half- or full-yearly evaluations, the leader works with short-term feedback and recognition so that employees know what is good or bad.
9	Understands and respects the employee's personal boundaries	A leader must respect that employees have their own space, both physically and digitally. The leader must work to establish and respect these boundaries, for example, whether it's okay to be friends on Facebook, whether you're replying to emails in the evenings and weekends, etc. The leader must understand the employees' need for work-life balance.
10	Adapts to the new employees	The leader must adapt to how employees work and think. Leaders must accept that employees do not necessarily agree with them.

FIGURE 6.34
10 Principles for the leader of the future. © Praxis – Nyt Teknisk Forlag 2020