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FUTURE LEADERS

THIS PIONEERING RESEARCH STUDY IN LINGUISTIC PROCESSING TECHNIQUES AND ARTIFICIAL INTELLIGENCE ANALYZES WHAT THE NEXT GENERATION OF SPANISH- AND PORTUGUESE-SPEAKING SOCIAL LEADERS IS TALKING AND WRITING ABOUT, SHOWING US HOW THEY THINK AND WHAT THEY VALUE

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FUTURE LEADERS

We stand at a turning point for traditional leadership. Following the biggest crisis of the 21st Century, global society is demanding new leaders and new leadership models. To anticipate this burgeoning trend, global communications and public affairs consultancy firm LLYC has come together with Trivu, a global ecosystem that promotes opportunities for young talent, to undertake an innovative study on the next generation of Latino leadership. This research uses natural language processing (NLP) techniques and artificial intelligence (AI) to predict the psychosocial profile of future Spanish- and Portuguese-speaking leaders. This discursive and digital footprint analysis reveals their personality traits, qualities, values and evolution over time, also comparing them to contemporary leaders.

Among other things, this analysis reflects the emotional resilience, enormous sense of duty and deep-seated sense of community that characterize this new generation. The study paints a picture of happier individuals with more self-confidence: a group for whom words like "life," "people," "friends," "love" and "team" take on a whole new level of meaning and are much more important in daily life. The discourse coming from these predominantly digitalized Future Leaders also reveals an incredibly strong tendency toward action, with them more frequently underlining the importance of "doing" rather than "saying" and giving enormous importance to understanding everything around them.

Disciplined, curious, sensitive, grateful, passionate and, above all, more emotional... These are just some of the traits this Future Leaders study has found in the new generation. However, this LLYC project not only anticipates the trends in the next generation of leadership, but has also uncovered the keys to a gradual evolution that will define the future.

In collaboration with **trivu**

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THE POST-COVID ERA
AND THE RISE OF A NEW GENERATION OF LEADERS

Since the impact of the last great economic crisis in 2008 and throughout the last decade, global society has rapidly found itself in an increasingly volatile, uncertain, complex and ambiguous (VUCA) situation. In contexts like these, the role of great leaders has always been essential, whether due to pragmatism or inspiration. However, this VUCA reality has also impacted (and, to some extent, worn down) our traditional leaders, both from the perspective of situation management and from that of reputational and social perception.

The emergence of COVID-19 has further accelerated – if that were possible – this paradigm shift. The crisis caused by the pandemic has clearly shown that global society demands new leaders and new leadership models. In recent months, for example, we have witnessed a broad diversification in the types of leaders we follow, with business leaders, healthcare professionals and citizens on the street all having stood tall among the most highly valued and widely followed figures in society. Beyond this, however, it has been blatantly obvious that our new environments around the world demand innovative leaders with vision, adaptability, a capacity to take action, agile decision-making skills, empathy, resilience and an ability to communicate, generate commitment and inspire others. These are highly valued characteristics that are unfortunately not always clearly seen in our contemporary leaders.

In this disruptive context, LLYC and Trivu have sought to identify and anticipate (in terms of trends) the traits and qualities that characterize our Future Leaders. To look ahead to the needs and reality of an ever-changing world, the two companies carried out an exhaustive analysis to provide an outlook on the next generation of Spanish- and Portuguese-speaking leaders. What values characterize this group? Which personality traits are most common in this community? What kind of language do they use? And above all, how do they differ from current leaders? How are these people evolving?

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A disruptive analysis based on natural language processing (NLP) techniques and artificial intelligence (AI)

There is evidence to support a correlation between the way we talk and what we are like as people, including how we think and feel.[1] Along the same lines, language is one of the essential rallying tools leaders use. And today, with the proliferation of new technologies, the narrative and discursive footprints we all leave in our digital wakes are as extensive as they are revealing.

Using NLP techniques and AI, LLYC and Trivu engaged in an exhaustive analysis of the online content and discourses from a wide selection of young leaders (born after 1990) across 12 countries. Following a similar exercise using a sample of contemporary leaders, this report allows a profile to be generated for each group and a comparison to be made between them, aimed at contrasting the two generations' more personal aspects.
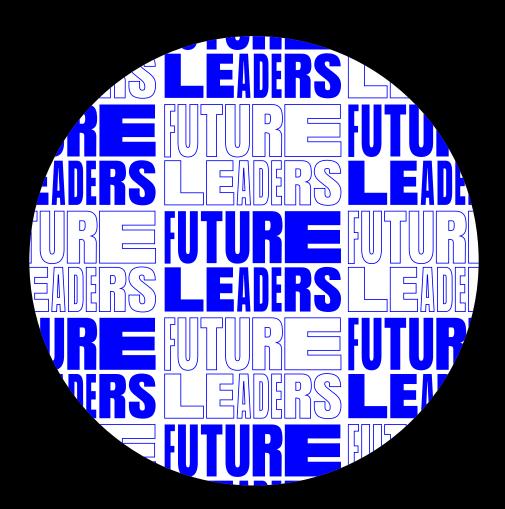
The study by the numbers
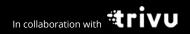
Countries **12**

Tweets analyzed **11,771**

Words analyzed **1,017,391**

Instagram posts analyzed **8,931**

Speechs/ YouTube Videos analyzed **81**

Twitter accounts analyzed **91**

Instagram accounts analyzed **106**

[1] *Linguistic Inquiry and Word Count, James W. Pennebaker*

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RESEARCH METHODOLOGY:

WHAT DO WE UNDERSTAND A LEADER TO BE, AND HOW DO WE ANALYZE THEIR POTENTIAL?

Who might become a leader? Transformational leadership as the basis

American academics Bruce Avolio and Bernard Bass introduced the concept of **transformational** leadership in 1991. This model sees a leader **as someone who incorporates teamwork to identify a necessary change, creates a vision to steer that change through inspiration and implements that change alongside the committed members of a group.**

From that starting point, and in combination with the leadership theories of the Full Range Leadership Model (FRLM), the Future Leaders identified and analyzed in this study were selected according to their potential development as transformational leaders. In other words, the methodology was based on having **three basic criteria: Purpose, rallying potential and capacity to influence.**

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Methodological basis: How to predict leaders' personalities, values and needs

The personality analysis and profiling techniques used for this study are based on sound scientific evidence. Using the Trait Theory, this report focuses on the **Big Five psychometric model**[2]. This model examines personality structure according to various facets of five different dimensions or traits:

Factor [O]
Openness.

This relates to the human capacity to be open to new ideas and experiences.
"Artistic interests," "Imagination" and "Intellect" were the facets analyzed under this factor

Factor [N]
Neuroticism.

This expresses the tendency of a personality to be dominated by certain negative emotions.

'Emotionality', 'Vocation for turning to others' and 'Interest in well-being' were the facets analyzed under this factor.

Factor [C]
Conscientiousness.

This relates to discipline and the ability to fulfill commitments made to oneself and others, as well as the capacity to design effective action methods.
"Dutifulness," "Self-discipline" and "Orderliness" were the facets analyzed under this factor.

Personality

Factor [A]
Agreeableness.

This shows a person's level of tolerance and respect; it positively reflects the consideration, trust and solidarity of the individual.
"Altruism," "Cooperation" and "Trust" were the facets analyzed under this factor.

Factor [E]
Extraversion.

This represents the tendency to lack inhibitions when interacting in the world, both in terms of assertiveness and friendly disposition.
"Friendliness," "Assertiveness" and "Excitement-seeking" were the facets analyzed under this factor.

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[2] *In combination with LiWC techniques [Morphological analysis] & Semantic Models [Semantic analysis], NLP techniques and computational analysis.*

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In addition, the application programming interface (API) used to extract metrics from the *Big Five (IBM Personality Insights)* enabled us to reveal a series of predictions about the needs and values of the individual:

Needs

Stability
They favor what has been proven and common sense.

Structure
They need good organization and a sense that everything is under control.

Harmony
They appreciate the perspectives and points of view of others.

Ideals
They seek perfection and value a sense of community.

Restlessness
They need frequent stimulation to prevent boredom.

Personal expression
They enjoy getting to know themselves and reaffirming their identities.

Practical sense
They value efficiency, dexterity and a job well done.

Home
They value family and the home environment.

Challenge
They feel the need to be successful.

Affection or love
They appreciate social contact

Strong emotions
They seek happy emotions and want to have fun.

Freedom
They feel a desire for new things, as well as the need to escape.

Values

Self-transcendence
An interest in the wellbeing and needs of others.

Hedonism
The search for self-gratification and pleasure.

Conservatism
An emphasis on resistance to change, order and self-sacrifice.

Openness to change
Independence of thought and a need for new experiences.

Self-improvement
The search for personal success.

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THE 120 SPANISH

AND PORTUGUESE-SPEAKING FUTURE LEADERS

Bearing in mind our definition of a "transformational leader" as being one with a purpose, a rallying nature and the capacity to influence, LLYC and Trivu compiled a list of 120 Spanish- and Portuguese-speaking young people being called to act as Future Leaders.

SPAIN

- **Alejandra Acosta**
  Social Entrepreneur; co-founder of Break The Silence; fellow of the United Nations Foundation's +SocialGood project.

- **David Rodríguez**
  Spanish medal-winning swimmer; founder of the Pegasus Foundation; participant in the Coca-Cola Generators initiative; winner of the EU Social Entrepreneurs Award.

- **Nerea Luis Mingueza**
  Artificial intelligence engineer; co-founder of T3chfest.

- **Maitane Alonso**
  Researcher; winner of the MIT Awards for Sustainability and Microbiology.

- **Antonio Espinosa de los Monteros Darnaude**
  Entrepreneur; co-founder and CEO of Auara.

- **María Laín**
  Environmental activist; participant in the UN Summit on Climate Change; member of Fridays For Future.

- **Elvira Sastre**
  Writer and literary translator; winner of the Biblioteca Breve Award in 2019, among various other literary awards; more than eight works published.

- **Jan Carbonell**
  Entrepreneur and data scientist; co-founder of Akademy.ai.

- **Mohamed El Amrani**
  Entrepreneur, communicator and Catalan-Moroccan social activist; president of Red de Convivencia de Roses.

- **Alex Sicart**
  Entrepreneur; CEO and co-founder of Shasta.

PORTUGAL

- **Catarina Macedo**
  Engineer specializing in UX; head of programming at Xbox R&D for Microsoft.

- **Joana Paiva**
  Entrepreneur, biomedical scientist and engineer; CTO and co-founder of Intelligent Lab on Fiber (iLoF).

- **Salvador Sobral**
  Musician; winner of the Eurovision Song Contest 2017.

- **Margarida Balseiro Lopes**
  Politician; president of the National Policy Committee of the JSD.

- **Fred Canto e Castro**
  Entrepreneur; founder of Sonder.

- **Joana Leite de Castro**
  Entrepreneur; co-founder of The Human Toolbox.

- **Miguel Oliveira**
  Athlete; first Portuguese professional MotoGP rider.

- **Kikas**
  Surfer; winner of the Best European Surfer of the Year award at Eurosima Surf Summit 2017.

- **Madalena Rugeroni**
  Entrepreneur; country manager at Too Good To Go.

- **Simão Cruz**
  Specialist engineer at Fintech; deputy head of digital strategy and development at Banco de Investimento Global (BIG).

PERU

- **Jimena Ledgard**
  Activist; organizer of the "Ni Una Menos en Perú" march in 2016; creator of the *La Madeja* podcast.

- **Diego Olcese**
  Social entrepreneur; CEO and founder of Crehana.

- **Carolina Silva**
  LGTBIQ+ activist and comedian.

- **Samuel Sotomayor Parián**
  Engineer, entrepreneur and conference speaker; founder of Pachapp.

- **Julio Garay Barrios**
  Agro-industrial engineer; creator of Nutri H.

- **Marysol Naveda**
  Environmental activist; coordinator of Life Out of Plastic (LOOP) and Hazla por tu Playa.

- **Eduardo Rodolfo Mala Segura**
  Agriculture entrepreneur; CEO of Ento Piruw.

- **Edward Espinoza**
  Entrepreneurship in education; CEO of ARCUX and Hábitat 207.

- **Sebastián Nadal**
  Entrepreneur; CEO of Mandü.

- **Sigrid Bazán**
  Journalist; TV host on 90 Mediodia.

U.S.

- **Emma Gonzalez**
  Activist against arms control; winner of the International Children's Peace Prize in 2018, founder of Unquiet.

- **Lina Hidalgo**
  Lawyer and politician; Judge in Harris County, Texas.

- **Alicia Chong Rodriguez**
  Social entrepreneur; CEO of Bloomer Tech.

- **Derrick Reyes**
  Social entrepreneur and LGBTIQ+ activist; CEO of Queerly Health.

- **Daniela V. Fernandez**
  Environmental activist; founder and CEO of Sustainable Ocean Alliance.

- **Rainier Mallol**
  Researcher and entrepreneur; co-founder and president of AIME.

- **Yulkendy Valdez**
  Social entrepreneur; co-founder of Forefront.

- **Jessica Cisneros**
  Lawyer and politician; immigration lawyer in Texas; former candidate for the U.S. House of Representatives.

- **Vanessa Luna**
  Educator; co-founder of ImmSchools.

- **Arturo Elizondo**
  Entrepreneur; CEO of Clara Foods.

ARGENTINA

- **Gino Tubaro**
  Social entrepreneur and engineer; founder of Atomic Lab.

- **Joan Cwaik**
  Author and public speaker; head of marketing at Latam Maytronics.

- **Camila Crescimbeni**
  Politics; national deputy for the province of Buenos Aires; director of Youth Inclusion at the National Youth Institute of the Ministry of Social Development (INJUVE for its Spanish acronym).

- **Jerónimo Batista Bucher**
  Researcher and entrepreneur; founder of Henko.

- **Nicole Becker**
  Environmental activist; co-founder and member of Jóvenes por el Clima.

- **Facundo Noya**
  Researcher; co-founder and CEO of Ebers

- **Bárbara Tomadoni**
  Engineer and researcher; assistant researcher at the National Council of Scientific and Technical Research.

- **Mayra Arena**
  Activist and conference speaker; author of the TEDTalk *"¿Qué tienen los pobres en la cabeza? [What do the poor have on their minds?]"*

-
  Mateo Kawaguchi
  Activist; won fourth place in the World Pizza Championship's "In a mold" category.

- **David Trejo Pizzo**
  Entrepreneur; CEO and co-founder of NYDRO ENERGY.

CHILE

- **Matias Muchnick**
  Environmental entrepreneur; co-founder of The Not Company.

- **Julieta Martínez**
  Environmental activist; founder of the Tremendas social innovation platform.

- **Diego Elorza**
  Entrepreneur; founder of Urbanatika.

- **María Fernanda valdés**
  Athlete; member of the Chilean weight-lifting team; won gold, silver and bronze at the World Championship; gold and silver at the Lima Pan-American Games; won the National Sports Prize in 2017.

- **Cristian Lara**
  Environmental entrepreneur; director and founder of the CETHA community.

- **Inés Benson**
  Entrepreneur; founder of Guará.

- **René Espinoza**
  Engineer; founder of LazarilloApp.

- **Daniel Lanfranco**
  Socio-cultural anthropologist; executive director of Foco Migrante.

- **Verónica Benfele**
  Communicator; entrepreneur and audiovisual producer at Plastilinarte.

- **Christiane Endler**
  Professional women's soccer player in Chile and Paris Saint-Germain.

ECUADOR

- **Carla Heredia**
  Athlete and women's rights activist; International Chess Grand Master and Master in Sport Management.

- **Francisco Vélez Arosemena**
  Entrepreneur; founder of Brain Room.

- **Doménica Cobo Flandoli**
  Social entrepreneur; founder of XEllas; sustainability director at Ciclo Rosa.

- **Vanessa Barbery**
  Specialist in digital transformation.

- **Geraldine Meitzner**
  Communicator; Partnerships manager at Girls in Tech, Inc.

- **Begoña Salas**
  Designer; plastic artist.

- **Carlos Obando**
  Technology entrepreneur; co-founder and CEO of Talov.

- **Jorge Ulloa**
  Actor, director and YouTuber; co-creator of Enchufe.tv.

- **Mateo Kingman**
  Singer; benchmark in the Andean pop genre.

- **Nicolás R. Muñóz**
  Corporate lawyer; CEO and founder of Ulpik.

BRAZIL

- **Vinicius Silva**
  Financial consultant; co-creator of the Favelado Investidor channel.

- **Matheus Goyas**
  Entrepreneur; creator of AppProva.

- **Anielle Guedes**
  Entrepreneur; founder of Urban 3D.

- **Nátaly Neri**
  Activist and communicator; creator of the Afros e Afins channel.

- **Anna Luisa Becerra**
  Social entrepreneur; CEO of Safe Drinking Water for All.

- **Philippe Magno**
  Entrepreneur; co-founder and partner of The HandsFree Institute.

- **Lawrence Murata**
  Social entrepreneur; head of artificial intelligence and data science platforms at Nauto.

- **Lincoln Ando**
  Entrepreneur; founder of idwall.

- **Tales Gomes**
  Entrepreneur; co-founder and CEO of Plataforma Saúde.

- **Maisa Silva**
  Singer, presenter and actress; winner of the Favorite YouTube Channel category at the Meus Prêmios Nick 2018.

COLOMBIA

- **Gabriela Morgan**
  Environmental activist; creator of the Revolución en Marcha project.

- **Sara Samaniego "La recicladora"**
  YouTuber; creator of the fictional character Marce the Recycler (Marce la recicladora).

- **María Paulina Bahena**
  Political journalist; creator of the La Pulla YouTube channel.

- **Leidy Cuestas**
  Entrepreneur and designer; creator of the Kit Smile project.

- **Julián Torres Gómez**
  Entrepreneur; CEO and founder of Fitpal.

- **Clemencia Vargas**
  Entrepreneur; dancer; CEO of Vive Bailando.

- **Bella Castiblanco**
  Model; LGBTIQ+ activist; has taken part in Bogota Fashion Week and Medellin Fashion Week.

- **Juan David Aristizabal**
  Social entrepreneur; co-founder of Buena Nota.

- **Daniela Carvajalino**
  Entrepreneur; co-founder and CEO of The Biz Nation; global trainer of the World Economic Forum.

- **Jennifer Rodríguez**
  Social entrepreneur; CEO and founder of VBraille.

DOMINICAN REPUBLIC

- **Paloma Rodriguez**
  Actress; singer; co-founder and spokesperson for the Creo movement on Ti RD.

- **Katherine Motyka**
  Social entrepreneur; founder and CEO of Jompeame.

- **Carolina Santana Sabbagh**
  Lawyer; public affairs communicator; works with governmental bodies, NGOs and national media, mainly the radio and written press.

- **Juan Carlos Núñez**
  Researcher; scientific and environmental communicator; creator of the Yohanature channel.

- **Mabell Damirón**
  Fashion entrepreneur; founder of MD STORE, first Sustainable Fashion House in D.R.

- **Mario Esteban Sosa Torres**
  Politician; founder of La Sombrita del Frutero.

- **Eva Herbert**
  Influencer; author; creator of the Club de Solteras.

- **Lourdes Alejandra Aybar**
  Paralympic athlete; winner of a silver medal at the Parapan-American Games in Lima, 2019.

- **Gian Luis Pereyra**
  Entrepreneur; CEO of Kikaboni.

- **Daniela Harguindeguy Blanco**
  Founder of MedToon.

PANAMA

- **Sandra Watemberg**
  Environmental activist; Marea Verde coordinator.

- **Juan Diego Vásquez**
  Politician; youngest MP in Panama.

- **Alejandro Carbonell**
  Entrepreneur and creative engineer; innovation director at Ciudad del Saber; co-founder of Jóvenes Unidos por la Educación; CEO of the Tutorez platform.

- **Elizabeth Sánchez Ruiz**
  Financial activist; CEO and founder of Mindful Finance.

- **María José Paiz Arias**
  Writer; influencer; blogger; creator of Segun Majo.

- **Camila Aybar**
  Culture manager; filmmaker; director of Buena Vaina.

- **Katherine Boyce**
  Communicator; marketing director at Digital Coffee Group.

- **Francisco Olivella**
  Artist; activist; creator of Mundo Escultura.

- **Diwigdi Valiente**
  Climate warrior; One Young World ambassador; leader at the Sustainable Ocean Alliance and talent at Unleash Lab.

- **José Rodríguez**
  Engineer; member of Ayudinga.

MEXICO

- **Yalitza Aparicio**
  Actress; activist; first indigenous women and second Mexican woman to be nominated for Best Actress at the Oscars.

- **Julian Ríos Cantú**
  Entrepreneur; CEO and co-founder of Higia.

- **Pedro Kumamoto**
  Politician; activist; journalist.

- **Isaac Fernández**
  Professional dancer awarded with the National Youth Prize and three Grand Prix.

- **Sara Landa**
  Entrepreneur; scientist; co-founder of Simbiótica labs.

- **Francisco Valencia**
  Social entrepreneur; CEO of Prothesia.

- **Rorro Echávez**
  Content creator; author; inspirational conference speaker.

- **Alejandra Contreras Casso**
  Social entrepreneur; president of Somos + Decididos A.C.

- **Marimar Treviño**
  Entrepreneur; president of the Young Business Leaders Committee; Board Member at the Citizen's Council for the Oversight of Public Youth Policy (CONSEPP).

- **Lorena Saravia**
  Fashion designer; entrepreneur; CEO, founder and creative director at Lorena Saravia.

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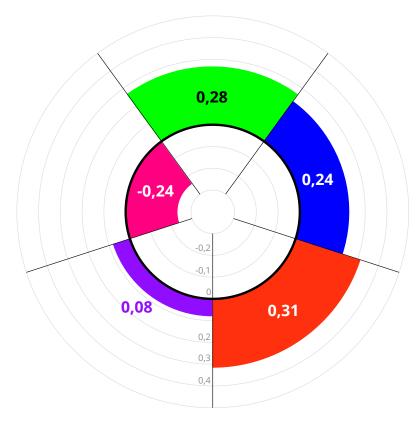
THE TREND TOWARD TRANSFORMATIONAL LEADERSHIP: A PERSONALITY ANALYSIS OF TWO GENERATIONS

Using the aforementioned definition of "leader" as the point of reference, the natural first question is, "What are the characteristics of a transformational leader?" By applying the Big Five model and developing a composite image, we see that they are extroverted, open people who are committed to searching for change in this world; they are responsible individuals with high levels of emotional control who do not fear hardship and are not easily discouraged.

Big Five and transformational leadership model

- ■ **Openness**
- ■ **Conscientiouness**
- ■ **Extraversion**
- ■ **Agreeableness**
- ■ **Neuroticism**

With that in mind, this section analyzes the decisive personality traits that characterize our current and future leaders in order to uncover their differences and similarities.

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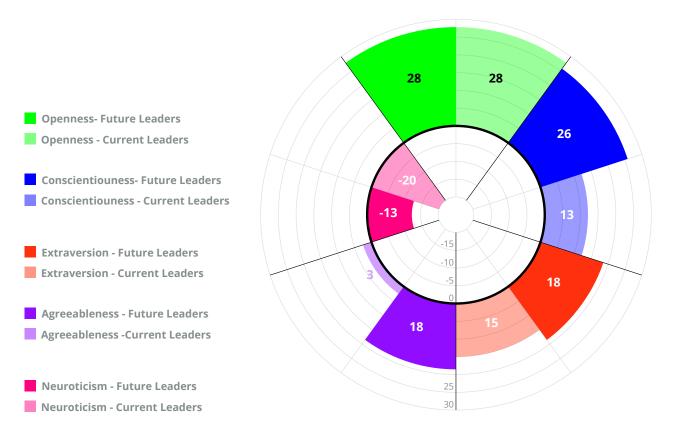
A. SENTIMENTALITY AND ALTRUISM, THE MAIN DIFFERENCES BETWEEN CURRENT AND FUTURE LEADERS

Where do current leaders and Future Leaders stand regarding this transformational model? First of all, the analysis shows that **today's leaders are people with strong emotional resilience, operating perfectly in the realms of ideas and innovation**. This model also shows their **assertiveness** and **pragmatism**, as well as their need to be surrounded by order and structure for efficiency to prevail.

On the other hand, **Future Leaders** can generally be described as **responsible and hardworking** people **with a strong sense of duty.** This group is characterized by their **open-mindedness** and tendency to discuss abstract ideas, also showing high levels of **curiosity**. Alongside this, they are assertive while being **kind, highly cooperative and respectful of the wellbeing of others**, usually standing midway between the individual and the group. Finally, they are mindful of the impact people have on the outside world and the need to transcend themselves to **think more collectively.**

Deviation from the average (percentiles)

- **Openness- Future Leaders**
- **Openness - Current Leaders**

- **Conscientiouness- Future Leaders**
- **Conscientiouness - Current Leaders**

- **Extraversion - Future Leaders**
- **Extraversion - Current Leaders**

- **Agreeableness - Future Leaders**
- **Agreeableness -Current Leaders**

- **Neuroticism - Future Leaders**
- **Neuroticism - Current Leaders**

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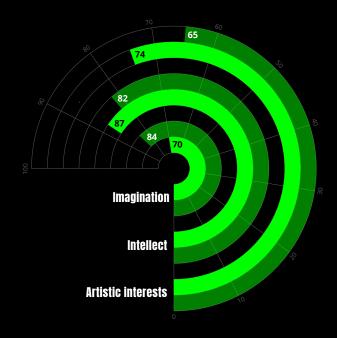
Future Leaders stand out for adopting a more emotional leadership approach and being altruistic and concerned about others.

While they share traits such as considerable open-mindedness in common and value responsibility and individual work, the **main differences** between current and future leaders primarily lie in all things involved with **emotions and sensitivity to the outside world, or "everything that I am not."**

Tomorrow's leaders show a type of leadership that is more conscious of not only how important it is to integrate and manage emotions and feelings, but also of our impact on the world. It should also be noted that **their actions promote a sense of community, cooperation and respect for both individuals and the habitat, all while not losing sight of assertiveness and individual autonomy**. In this regard, it is important to highlight the interest Future Leaders show in the collective over the strictly individual. It should not be forgotten that an interest in the collective also means individual benefits.

With that in mind, and remembering the Big Five factors, we can uncover the following predominant facets in current and future leaders' personalities:
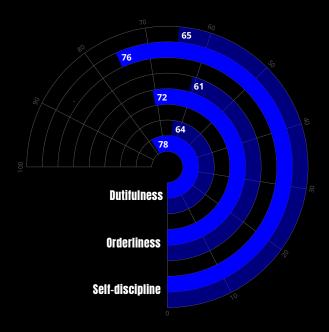
When talking about **Trait O (Openness),** we found that imagination is predominant among current leaders (70 vs. 84). Meanwhile, Future Leaders take the lead in terms of intellect (in other words, a liking for abstract ideas) because they are more curious than current leaders (74 vs. 65).

Future Leaders
Current Leaders

Imagination

Intellect
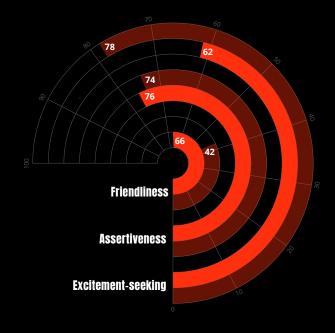
Artistic interests

If we focus on **Trait C (Conscientiousness)**, Future Leaders stand out for their sense of duty (78 vs. 64) and self-discipline (76 vs. 65).
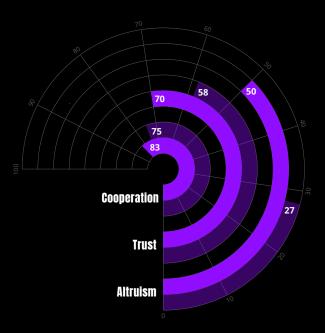
In terms of **Trait E (Extraversion)**, both types of leader were found to be extroverted and highly assertive. However, Future Leaders are much friendlier than current leaders (66 vs. 42).

■ Future Leaders
■ Current Leaders

■ Future Leaders
■ Current Leaders

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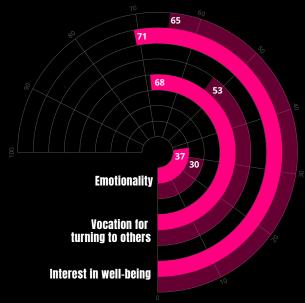
The dominant facet in current and future leaders under **Trait A (Altruism)** is cooperation (83 vs. 75). The big difference in this area lies in the degree of altruism, which is very low for current leaders (27), but in line with that of transformational leaders among the Future Leaders (50).

When looking at **Trait N (Neuroticism)**, we see that Future Leaders display an enormous tendency to go out of their way for others, demonstrating an extremely high level of interest in the wellbeing of those around them.

Future Leaders
Current Leaders

Future Leaders
Current Leaders

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Top 5: Fundamental leadership differences between current and future leade

The Future Leaders:
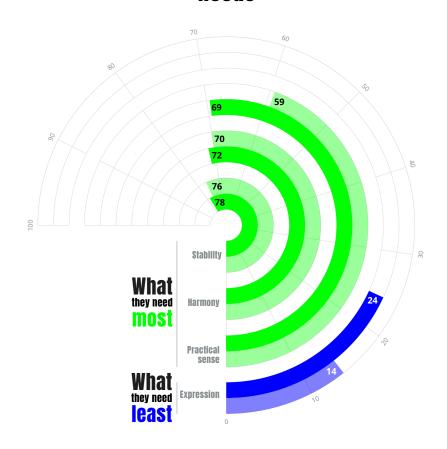
1 Value self-transcendence more highly.

2 Show themselves to be more emotional and concerned about others.

3 Are extroverted and highly assertive, as are current leaders. However, Future Leaders are much friendlier than current leaders.

4 Show themselves to be more responsible, disciplined, and respectful of order and routines, as well as to have a stronger sense of duty.

5 Are more cooperative, more willing to trust in others and, most significantly, are more altruistic.

Future Leaders are characterized by a need for ideals and new horizons
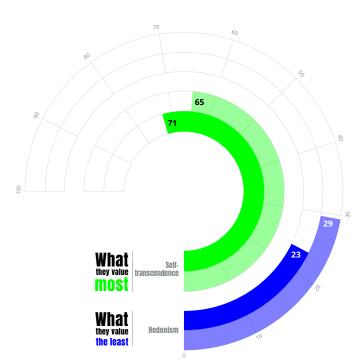
Ad Aside from personality traits, the Big Five model enabled us to reveal the vital needs and values that characterize these generations of leader. In terms of what they need, we can confirm that - by quite a margin (42 vs. 14) - Future Leaders show an almost-30-point jump.

In terms of values, we found that self-transcendence (i.e., an interest in the wellbeing and needs of others) is what both groups find most important, though Future Leaders stand slightly higher in this regard than current leaders (71 vs. 65). When looking from the opposite perspective (what they value least), we found hedonism at the top of both lists.

Needs

70
60
80
50
90
40
100
30

69
59
70
72
76
78

Stability

What they need most

Harmony

24

Practical sense

20

What they need least

Expression

14

10

0

Values

70
60
80
50
90
40
100
30

65
71

29

23

What they value most

Self-transcendence

20

What they value the least

Hedonism

10

0

■ **Future Leaders**
■ **Current Leaders**
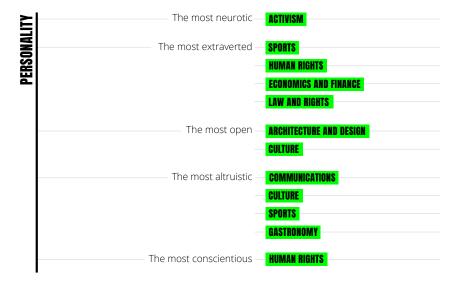
■ **Future Leaders**
■ **Current Leaders**

B. PERSONALITY BASED ON FIELD OF LEADERSHIP: DIFFERENCES IN THEIR VALUES, TRAITS AND NEEDS
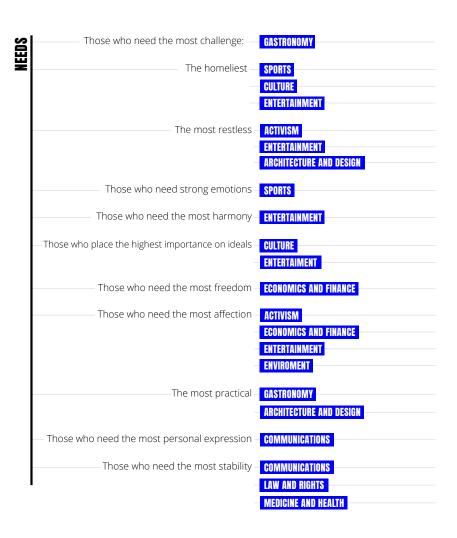
Within the community of leaders, it is worth asking whether personality traits are more likely appear in a given leader based on their field of activity or leadership. Does a leader in the field of culture have different psycho-social profile from one in the field of economics or sports? Which types of leaders show the most similar personality traits? Which ones display similar needs or values?

In order to delve into these questions, we analyzed and quantified trends in personality traits and facets based on each leader's professional and leadership background. This revealed the areas in which the most emotional, extroverted or open-to-change leaders can be found.
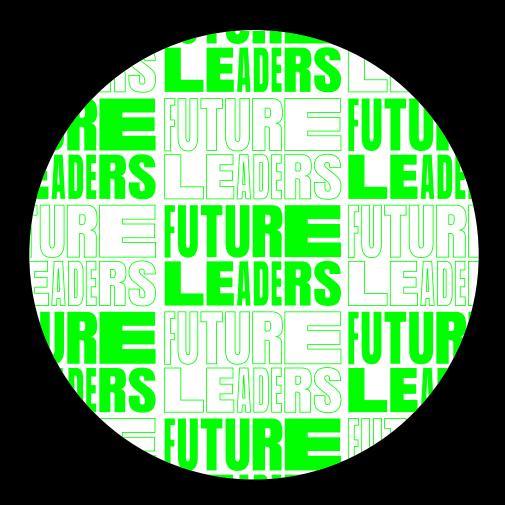
The Future Leaders by field of activity

PERSONALITY		
The most neurotic	ACTIVISM	
The most extraverted	SPORTS	
	HUMAN RIGHTS	
	ECONOMICS AND FINANCE	
	LAW AND RIGHTS	
The most open	ARCHITECTURE AND DESIGN	
	CULTURE	
The most altruistic	COMMUNICATIONS	
	CULTURE	
	SPORTS	
	GASTRONOMY	
The most conscientious	HUMAN RIGHTS	

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NEEDS

Those who need the most challenge: — GASTRONOMY

The homeliest — SPORTS
— CULTURE
— ENTERTAINMENT

The most restless — ACTIVISM
— ENTERTAINMENT
— ARCHITECTURE AND DESIGN

Those who need strong emotions — SPORTS

Those who need the most harmony — ENTERTAINMENT

Those who place the highest importance on ideals — CULTURE
— ENTERTAIMENT

Those who need the most freedom — ECONOMICS AND FINANCE

Those who need the most affection — ACTIVISM
— ECONOMICS AND FINANCE
— ENTERTAINMENT
— ENVIROMENT

The most practical — GASTRONOMY
— ARCHITECTURE AND DESIGN

Those who need the most personal expression — COMMUNICATIONS

Those who need the most stability — COMMUNICATIONS
— LAW AND RIGHTS
— MEDICINE AND HEALTH

VALUES

The most conservative — ENTERTAINMENT

The most self-transcendent — SPORTS
— HUMAN RIGHTS

The most open to change — ARCHITECTURE AND DESIGN
— ECONOMICS AND FINANCE

The most hedonistic — CULTURE
— SPORTS

Those seeking the most self-improvement — SCIECE AND RESEARCH
— ECONOMICS AND FINANCE

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DIVING INTO THE WORDS OF TWO GENERATIONS:
MORPHOLOGICAL AND SEMANTIC ANALYSIS OF DISCOURSE AND COMMUNICATIONS

Besides a tool for expression, the language we use reflects our character and even our social intelligence. According to psychologist and language expert James W. Pennebaker,[3] word choice and the frequency with which certain expressions are used often reveal psychological and personality patterns that are as distinctive as fingerprints.

As such, examining various leaders' discourse and communications from the morphological and semantic perspective gives us some insight into each generation's background and distinctive traits. This leads us to ask, which concepts are repeated by current leaders most often? Is there a difference in the two generations' most strongly supported values? What does their respective adjective use tell us about their view of the world? Which new terms and concepts are entering the conversation, and who is capitalizing on them?

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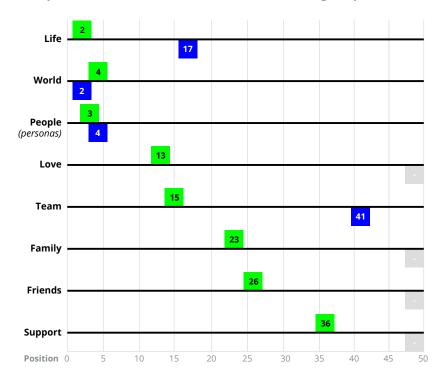
[3] *The Secret Life of Pronouns: What Our Words Say About Us* (2013)

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A. **NOUN ANALYSIS**
THE NEW GENERATION OF LEADERS USES A MORE COMMUNITY-FOCUSED AND INCLUSIVE STYLE OF LANGUAGE

When analyzing the nouns used by the two generations of leaders, we can immediately see that this word group is used much more frequently among Future Leaders. According to Pennebaker, this trend usually indicates that **we are looking at a group of "happier and more self-confident individuals" who likely possess "more extensive academic training."**

If we look at the top 50 most-used nouns in each generation, we can see that our Future Leaders have **a discourse much more centered around community and social values, one anchored in the importance of team-play**. Words such as "life," "people," "world," "family," "friends," "love," "team" and "support" appear in their top 50. On the other hand, current leaders do not refer to many of these concepts ("family" and "friends" do not appear on their list), or, if they do, they discuss them less often.

Word position in Current vs. Future Leaders' Rankings (top 50)

	Future Leaders	Current Leaders
Life	2	17
World	4	2
People (personas)	3	4
Love	13	-
Team	15	41
Family	23	-
Friends	26	-
Support	36	-

Position: 0 5 10 15 20 25 30 35 40 45 50

Furthermore, important social concepts, such as **"education"** and **"health",** appear much higher on the list for Future Leaders. Specifically, it is significant to note that current leaders do not refer to the concept of "health" at all (based on their top 50 nouns), whereas Future Leaders do.

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Curiously, the word "community" does not appear on the list for Future Leaders but does appear on the list for today's. This may be explained by the fact that the older group uses more abstract language and better understands the value of buzzwords.
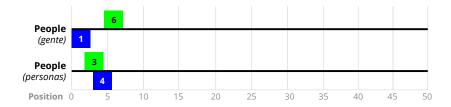
Future Leaders express greater gratitude and refer to women more often

Regarding the differences in how often certain concepts are used, it is worth noting how each generation used the words "thank you." Based on this phrase's position on the two lists, we can see that it is Future Leaders' most-used expression, only appearing in the middle of the list for current leaders (25th). This underscores the idea that **Future Leaders are better positioned on the individual-community scale and demonstrate gratitude to a greater degree.**

In turn, the term "woman/women" stands 12 places higher in the ranking for Future Leaders than it does for current leaders (22nd vs. 34th). **This shows that women are more present in the minds of younger leaders and they discuss them more often.**

Finally, it should be noted that the word "gente" ("people" in the sense of a group as a whole) is at the top of the list for current leaders. It is interesting to compare this with their use of the word "personas" ("people" in the sense of a group of individuals), which stands fourth on the list. Again, this reflects a cooler tone and more detachment from the community, as it is easier to empathize and feel identified with the noun "personas" than with the collective noun "gente." For Future Leaders, the order of these two words on the list is reversed.

Word position in Current vs. Future Leaders' Rankings (top 50)

	Position									
People *(gente)* — 6 / 1	0	5	10	15	20	25	30	35	40	45	50
People *(personas)* — 3 / 4										

■ Future Leaders
■ Current Leaders

30

"

Curiously, only Future Leaders discuss young people in their discourse (the word "youths" does not appear in the top 50 for current leaders).

Words about digitalization are only used by Future Leaders; current leaders are the only ones who discuss money
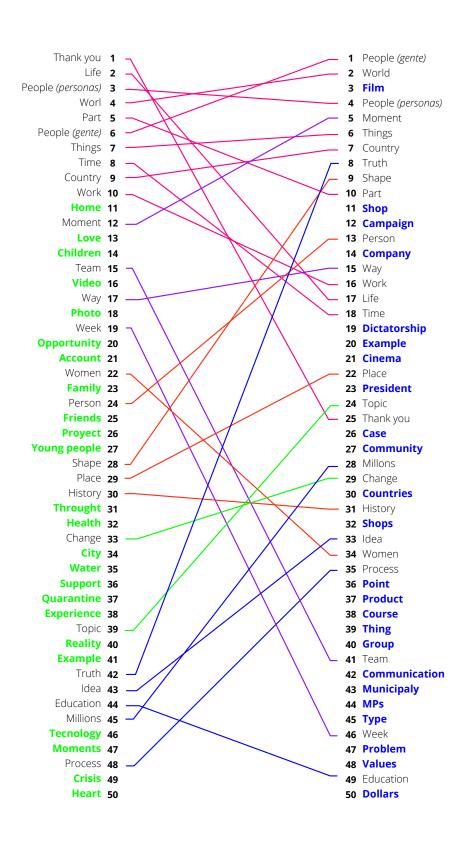
Examining which words are exclusively used by one group of leaders also reveals information about each generation's character. For example:

The words "video" (16th) and "photo" (18th) appear only on the Future Leaders' list. **This reflects an omnichannel approach in discourse, a preference for the audiovisual and even the democratization of content for the new society.** The word "technology" (46th) also only appears on this group's list.

In contrast, **allusions to money** ("dollars," 50th), corporations ("companies," 14th) and **traditional political structures** ("campaign," 12th; "president," 23rd; "municipality," 43rd; and "MP," 44th) only appear among the most used nouns for **current leaders**.

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Top 50
Nouns

Left	#		#	Right
Thank you	1		1	People *(gente)*
Life	2		2	World
People *(personas)*	3		3	**Film**
Worl	4		4	People *(personas)*
Part	5		5	Moment
People *(gente)*	6		6	Things
Things	7		7	Country
Time	8		8	Truth
Country	9		9	Shape
Work	10		10	Part
Home	11		11	**Shop**
Moment	12		12	**Campaign**
Love	13		13	Person
Children	14		14	**Company**
Team	15		15	Way
Video	16		16	Work
Way	17		17	Life
Photo	18		18	Time
Week	19		19	**Dictatorship**
Opportunity	20		20	**Example**
Account	21		21	**Cinema**
Women	22		22	Place
Family	23		23	**President**
Person	24		24	Topic
Friends	25		25	Thank you
Proyect	26		26	**Case**
Young people	27		27	**Community**
Shape	28		28	Millons
Place	29		29	Change
History	30		30	**Countries**
Throught	31		31	History
Health	32		32	**Shops**
Change	33		33	Idea
City	34		34	Women
Water	35		35	Process
Support	36		36	**Point**
Quarantine	37		37	**Product**
Experience	38		38	**Course**
Topic	39		39	**Thing**
Reality	40		40	**Group**
Example	41		41	Team
Truth	42		42	**Communication**
Idea	43		43	**Municipaly**
Education	44		44	**MPs**
Millions	45		45	**Type**
Tecnology	46		46	Week
Moments	47		47	**Problem**
Process	48		48	**Values**
Crisis	49		49	Education
Heart	50		50	**Dollars**

■ **Future Leaders**
■ **Current Leaders**

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B. ADJECTIVE ANALYSIS
FUTURE LEADERS DESCRIBE THEIR REALITY MORE POSITIVELY AND EMOTIONALLY

The analysis of adjective patterns allows us to get a sense of how leaders understand the world around them and how they define the future they seek. This word group provides us with information about the tone they use and the emotiveness they use to punctuate their discourse.

The **highly emotional nature of Future Leaders is also demonstrated by semantic analysis**. Adjectives such as "lovely," "incredible," "marvelous," "favorite," "pretty," "positive," "nice" and "beautiful" not only form part of the new generation's top 50 most commonly used adjectives, but also contrast with the language used by current leaders, where only "pretty" appears on the list (37th). In fact, while the adjective "happy" appears in Future Leaders' top 10 most common words (coming in at 6th), this term does not appear among current leaders' top 50.

When looking at the overall analysis of all their discourse, we see that **emotional words are much more common in Future Leaders' discourse (45% more frequent)**. Furthermore, **78% of the time, they use words and expressions of a positive nature.**

Word position in Current vs. Future Leaders' Rankings (top 50)

Legend:
- ■ Future Leaders (green)
- ■ Current Leaders (blue)

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Curiously, in contrast, the adjective "human" only appears in today's leaders' top 50 list of most common adjectives, coming in at 43rd.

Along the same lines, the **discourse from today's leaders can be described as cooler and much more professionalized and technical**. The terms "legislative," "commercial," "logistical" and "economic" only appear in the lexicon used by contemporary leaders.

"Climate" as an adjective is more commonly found in current leaders discourse
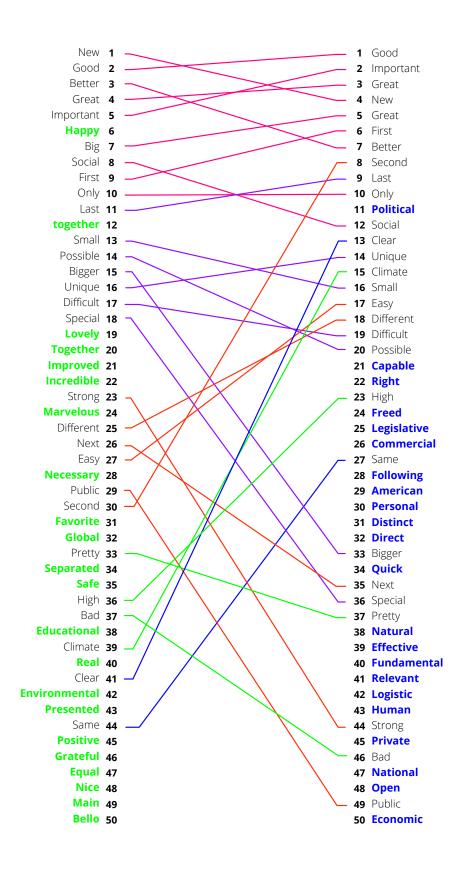
This comparison of adjective use between the two generations also suggests that **Future Leaders make many more references to the collective**, alluding to issues related to what they have in common with the recipients of their messages. For example, the adjectives "public," "climate," "educational," "global" and "social" are among those most often used by younger leaders.

Curiously, however, **the adjective "climate" (often preceding the word "change" and referring to the environmental phenomenon) is used more often by contemporary than Future Leaders**. In 15th position, the current generation refers to the climate change phenomenon more often than Future Leaders do, something that contrasts with the cooler and less social nature of their usual discourse. Today's leaders are also the only ones who use the concept of "natural."

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Top 50
Adjectives

	Left		Right	
	New	**1**	**1**	Good
	Good	**2**	**2**	Important
	Better	**3**	**3**	Great
	Great	**4**	**4**	New
	Important	**5**	**5**	Great
	Happy	**6**	**6**	First
	Big	**7**	**7**	Better
	Social	**8**	**8**	Second
	First	**9**	**9**	Last
	Only	**10**	**10**	Only
	Last	**11**	**11**	**Political**
	together	**12**	**12**	Social
	Small	**13**	**13**	Clear
	Possible	**14**	**14**	Unique
	Bigger	**15**	**15**	Climate
	Unique	**16**	**16**	Small
	Difficult	**17**	**17**	Easy
	Special	**18**	**18**	Different
	Lovely	**19**	**19**	Difficult
	Together	**20**	**20**	Possible
	Improved	**21**	**21**	**Capable**
	Incredible	**22**	**22**	**Right**
	Strong	**23**	**23**	High
	Marvelous	**24**	**24**	**Freed**
	Different	**25**	**25**	**Legislative**
	Next	**26**	**26**	**Commercial**
	Easy	**27**	**27**	Same
	Necessary	**28**	**28**	**Following**
	Public	**29**	**29**	**American**
	Second	**30**	**30**	**Personal**
	Favorite	**31**	**31**	**Distinct**
	Global	**32**	**32**	**Direct**
	Pretty	**33**	**33**	Bigger
	Separated	**34**	**34**	**Quick**
	Safe	**35**	**35**	Next
	High	**36**	**36**	Special
	Bad	**37**	**37**	Pretty
	Educational	**38**	**38**	**Natural**
	Climate	**39**	**39**	**Effective**
	Real	**40**	**40**	**Fundamental**
	Clear	**41**	**41**	**Relevant**
	Environmental	**42**	**42**	**Logistic**
	Presented	**43**	**43**	**Human**
	Same	**44**	**44**	Strong
	Positive	**45**	**45**	**Private**
	Grateful	**46**	**46**	Bad
	Equal	**47**	**47**	**National**
	Nice	**48**	**48**	**Open**
	Main	**49**	**49**	Public
	Bello	**50**	**50**	**Economic**

Legend:
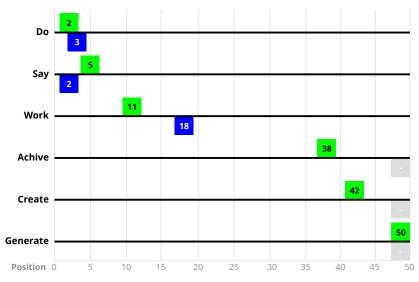- 🟩 **Future Leaders**
- 🟦 **Current Leaders**

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C. VERB ANALYSIS
A FOCUS ON ACTION AND EMPATHY ARE MORE CHARACTERISTIC OF FUTURE LEADERS

The new generation talks more about the future and has a much more constructive.

The analysis of verbs used in the discourse from both generations **shows a greater tendency toward action from Future Leaders**. Younger leaders more often use the verb "do" (2nd) than the verb "say" (5th), while this trend is reversed among more traditional ("say" is in 2nd place and "do" is in 3rd). The next generation also refers to the action of "work" (11th vs. 18th) more often. Similarly, words such as "achieve" (38th), "create" (42nd) and "generate" (50th) only appear on Future Leaders' top 50 list.

Word position in Current vs. Future Leaders' Rankings (top 50)

In fact, **the verb tenses used by this generation also shows their "constructive" nature**. Future Leaders more often use verbs in the future tense: "we will have," "we will do," "we will give," "we will share," etc., which contrasts with the more common use of the present and past tenses among current leaders. Paradoxically, **the future tense is used more frequently by mature people.**
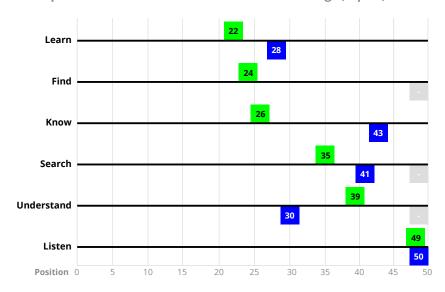
■ Future Leaders
■ Current Leaders

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" "

Curiously, the verb "win" (32nd) only appears on the ranking for current leaders, whereas "lose" (41st) is only in the top 50 verbs for Future Leaders.

The new generation of leaders uses a more passionate and community-focused discourse

Although the ten verbs most used by the two groups are similar, the overall calculation reveals a **strong tendency towards the community from Future Leaders**, with such verbs as "help" (25th), "share" (8th), "feel" (13th) and "participate" (46th) appearing in much higher positions. Not surprisingly, once again, we see that their discourse is aligned with their more altruistic personality. This more passionate approach in their discourse also reveals that verbs such as "love," "lose" and "achieve" only appear among the top 50 from Future Leaders.
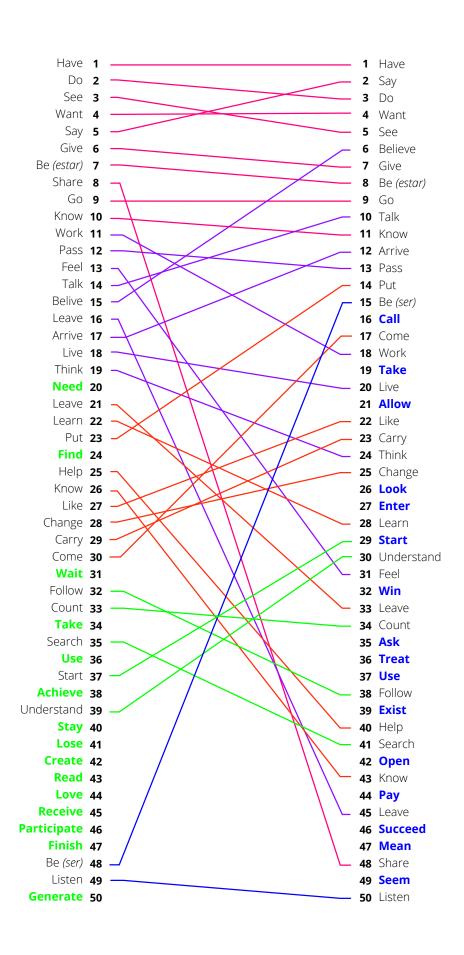
It is also worth noting **the younger generation's greater predisposition to empathetically understand their surroundings and the increased importance they assign to learning**. Verbs such as "learn," "find," "know," "search," "understand" and "listen" are generally far more common in their public communications.

Word position in Current vs. Future Leaders' Rankings (top 50)

Verb	Future Leaders	Current Leaders
Learn	22	28
Find	24	-
Know	26	43
Search	35	41 / -
Understand	39	30 / -
Listen	49	50

Position: 0 5 10 15 20 25 30 35 40 45 50

■ Future Leaders
■ Current Leaders

37

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Top 50
Verbs

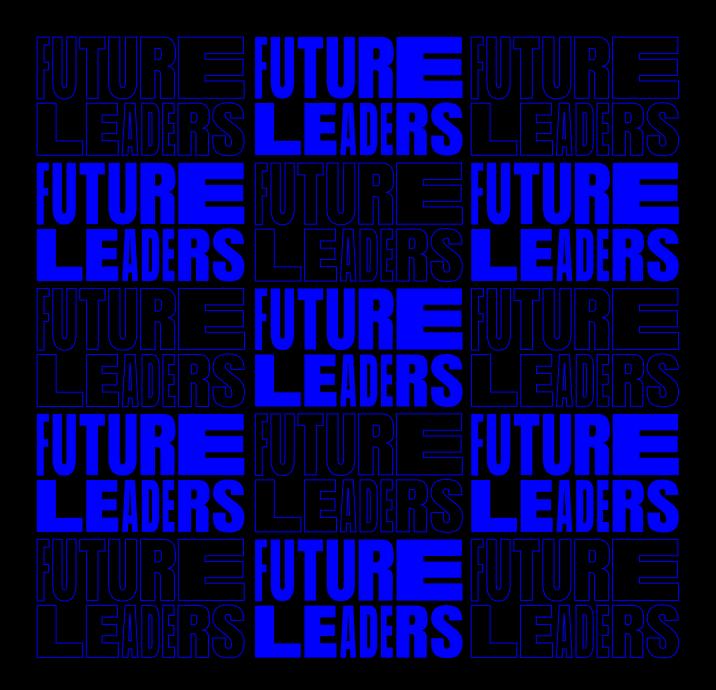|	Left (rank)		Right (rank)	
	Have	1	1	Have
	Do	2	2	Say
	See	3	3	Do
	Want	4	4	Want
	Say	5	5	See
	Give	6	6	Believe
	Be *(estar)*	7	7	Give
	Share	8	8	Be *(estar)*
	Go	9	9	Go
	Know	10	10	Talk
	Work	11	11	Know
	Pass	12	12	Arrive
	Feel	13	13	Pass
	Talk	14	14	Put
	Belive	15	15	Be *(ser)*
	Leave	16	16	**Call**
	Arrive	17	17	Come
	Live	18	18	Work
	Think	19	19	**Take**
	Need	20	20	Live
	Leave	21	21	**Allow**
	Learn	22	22	Like
	Put	23	23	Carry
	Find	24	24	Think
	Help	25	25	Change
	Know	26	26	**Look**
	Like	27	27	**Enter**
	Change	28	28	Learn
	Carry	29	29	**Start**
	Come	30	30	Understand
	Wait	31	31	Feel
	Follow	32	32	**Win**
	Count	33	33	Leave
	Take	34	34	Count
	Search	35	35	**Ask**
	Use	36	36	**Treat**
	Start	37	37	**Use**
	Achieve	38	38	Follow
	Understand	39	39	**Exist**
	Stay	40	40	Help
	Lose	41	41	Search
	Create	42	42	**Open**
	Read	43	43	Know
	Love	44	44	**Pay**
	Receive	45	45	Leave
	Participate	46	46	**Succeed**
	Finish	47	47	**Mean**
	Be *(ser)*	48	48	Share
	Listen	49	49	**Seem**
	Generate	50	50	Listen

Future Leaders (green)

Current Leaders (blue)

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KEY FINDINGS ABOUT FUTURE LEADERS

This study found that the **main difference** between current and future leaders, in terms of personality, lies in the younger generation's **incorporation of emotion into leadership**, as well as their greater **awareness of their environments and acute interest in transcending the individual self**. The following highlights are among the most important findings regarding our Future Leaders:

\#
The next generation's discourse includes more references to the collective and to common good (although references to climate change are not exclusive to the younger leaders).

The adjectives "public," "climate," "educational," "global" and "social" are among those most used by Future Leaders. Curiously, the adjective "climate" (preceding the word "change") is used more often by contemporary leaders.

\#
Health is only present in Future Leaders' communications.

Mentions of fundamental social structures such as "education" and "health" are far more common among Future Leaders. It is striking that the "health" universe does not appear in the top 50 nouns used by current leaders.

\#
The discourse from Future Leaders paints a picture of a more disciplined generation with a greater tendency toward action.

Younger leaders use the verb "do" more often than the verb "say" (a tendency that is reversed among current leaders). They also refer more often to the idea of "work." The accompanying personality analysis highlights Future Leaders for their sense of duty and strong discipline when compared to the previous generation.

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Future Leaders mostly refer to the values of team-play.

Words such as "family," "friends," "love," "team," "support" and "people" (in the "collection of individuals" sense encompassed by *personas*) form part of the top 50 most commonly referenced concepts in their communications.

Semantic analysis confirms a strong orientation toward cooperation in the younger group.

Verbs like "help," "share" and "participate" appear in much higher positions for Future Leaders than for current ones.

Future Leaders are more emotional and very positive.

The use of emotional words is 45% more common in the next generation's discourse. Furthermore, 78% of the emotional words they use are positive in nature.

The term "thank you," the new generation's "brand."

Better positioned on the individual-community scale, new leaders show gratitude more often.

Expressions about digitalization are only present in Future Leaders' the top-50 lists.

On the other hand, references to money and traditional political structures are exclusively found among current leaders.

The new generation gives great importance to learning and understanding the world around them.

Verbs such as "learn," "find," "know," "search," "understand" and "listen" are far more common in their public communications.

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FUTURE
LEADERS

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LLYC

ABOUT LLYC AND TRIVU

LLYC is a global communications and public affairs consulting firm that helps its clients make strategic decisions proactively, always offering the appropriate creativity and experience. At the same time, it minimizes risks and takes advantage of any opportunities offered, while always considering reputational impact. In a disruptive and uncertain environment, LLYC helps its clients achieve their short-term business targets while setting a path with a long-term vision to defend their social licenses to operate and improve their reputations.

Currently, LLYC has 16 offices across Argentina, Brazil (Sao Paulo and Rio de Janeiro), Colombia, Chile, the Dominican Republic, Ecuador, Mexico, Panama, Peru, Portugal, Spain (Madrid and Barcelona) and the United States (Miami, New York and Washington, DC). It also offers its services through affiliates in the rest of the Latin American markets.

The two leading publications in the sector rank LLYC among the most important communication firms in the world: PRWeek's Global Agency Business Report 2020 ranks it 44th (by revenue) and PRovoke's 2020 Global PR Agency Ranking ranks it 48th.

In turn, Trivu is a global ecosystem that promotes opportunities to connect, activate and empower young talent with the end goal of generating real impact. It does all this by working with public and private organizations to solve all the challenges posed by their digital and cultural transformation. This is an organization that, after working with more than 100 entities around the world, has a clear purpose: To turn talent into an engine for change.

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