

# Global Leadership Forecast

How Can Leaders Make the Most of a Multi-Generational Workplace?  
April 2019



## Insights from today's webcast

- Understand the unique leadership characteristics and strengths that define each generation.
- Learn how to leverage technology and new development methods to engage learners from all generations.
- Create a leadership strategy designed to maximize organizational outcomes by drawing on multi-generational perspectives.

## Earn Credits

- Stay online for the entire webcast
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# How Can Leaders Make the Most of a Multi-Generational Workplace?

Presented by:

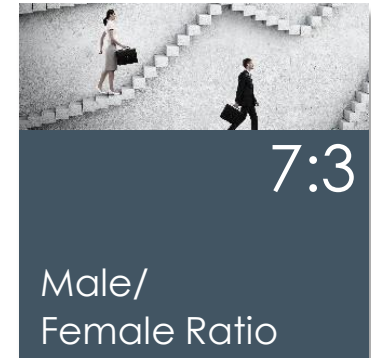
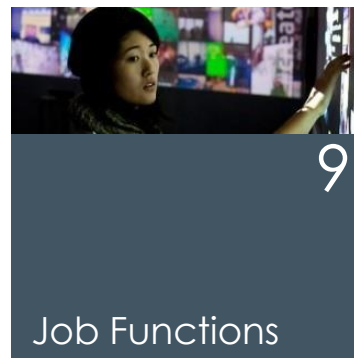
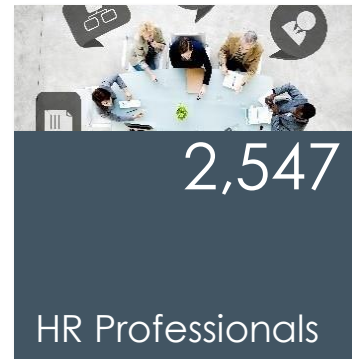
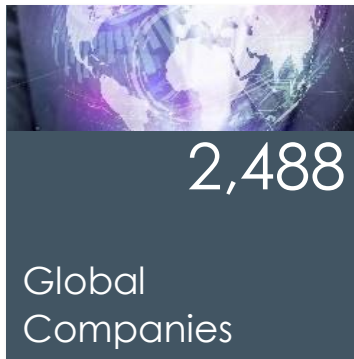


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# Global Leadership Forecast 2018 at a Glance



# Global + Diverse



# Key Themes Spanning the Research



> **Leaders at the Core**  
Foundational issues of leader roles, readiness, and strategy



> **Digital + Data**  
Leadership implications of the digital and data-rich business context.



> **Growth + Potential**  
Proven practices for aggressively growing leader talent and bench.



> **Leader Diversity**  
Understanding and advancing gender and generational diversity in leaders.

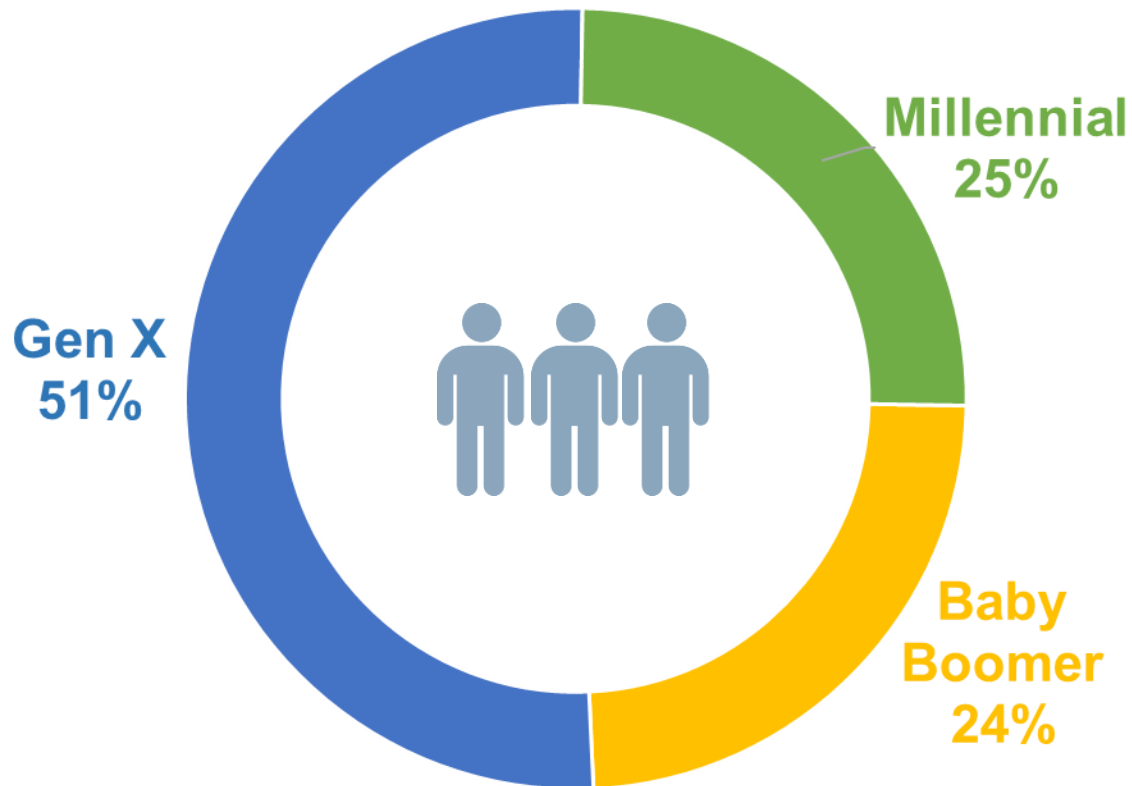


> **Cultural Drivers**  
The powerful forces that can propel—or cripple—rapid, disruptive change.



> **The HR Opportunity**  
How HR can elevate and extend its influence on business outcomes.

# Generations Leading in the Workplace





# With Critical Positions Unfillable, The Risk is Real



> Only **43%** of Critical Positions Can be Immediately Filled by Internal Candidates

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# How Prepared Is Each Generation to Lead?

Ranking of how prepared leaders are to meet nine challenges

CHALLENGE	MILLENNIALS	GENERATION X	BABY BOOMERS
Understanding and acting on changing customer needs and perspectives	1	2	3
Anticipating and reacting to the nature and speed of change	2	1	1
Using data to guide business decisions	3	5	6
Maintaining effectiveness despite constant surprises and a lack of predictability	4	3	2
Navigating through complexity, chaos, and confusion	5	4	5
Responding to competitive environment faced by the organization	6	6	7
Operating within a highly digital business environment	7	9	9
Acting decisively without always having clear direction and certainty	8	7	4
Capturing organizational knowledge before it's lost	9	8	8

> As a Leader, How Prepared Are You to Meet the Following Business Challenges for Your Organization?

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# The Rise of the Digital Natives

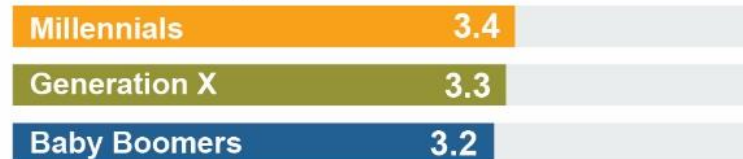
## Leader Assessment of Effectiveness at Three Digital-Leadership Skills

Ratings on a five-point scale, where "1" is not at all effective and "5" is very highly effective

### Digital Literacy



### Leading With Digitization



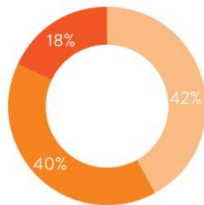
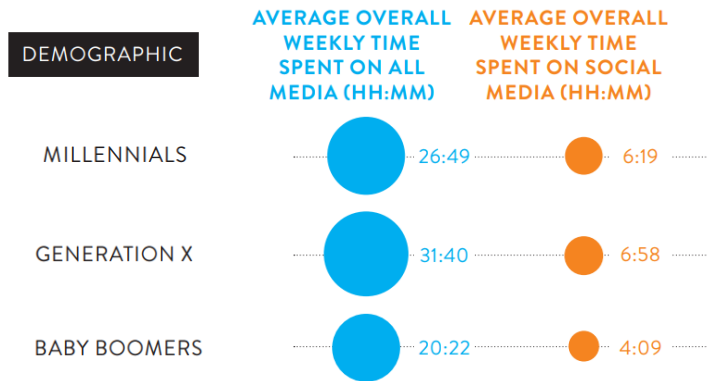
### Leading Virtual Teams



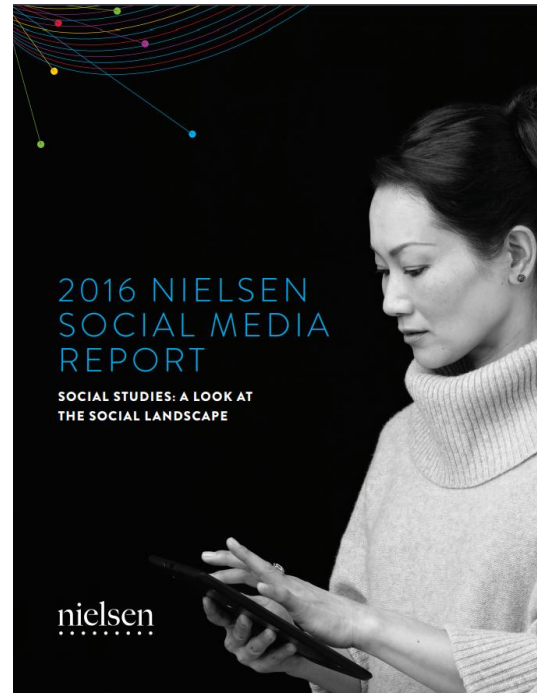
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# Leading On Pace with Consumer Trends

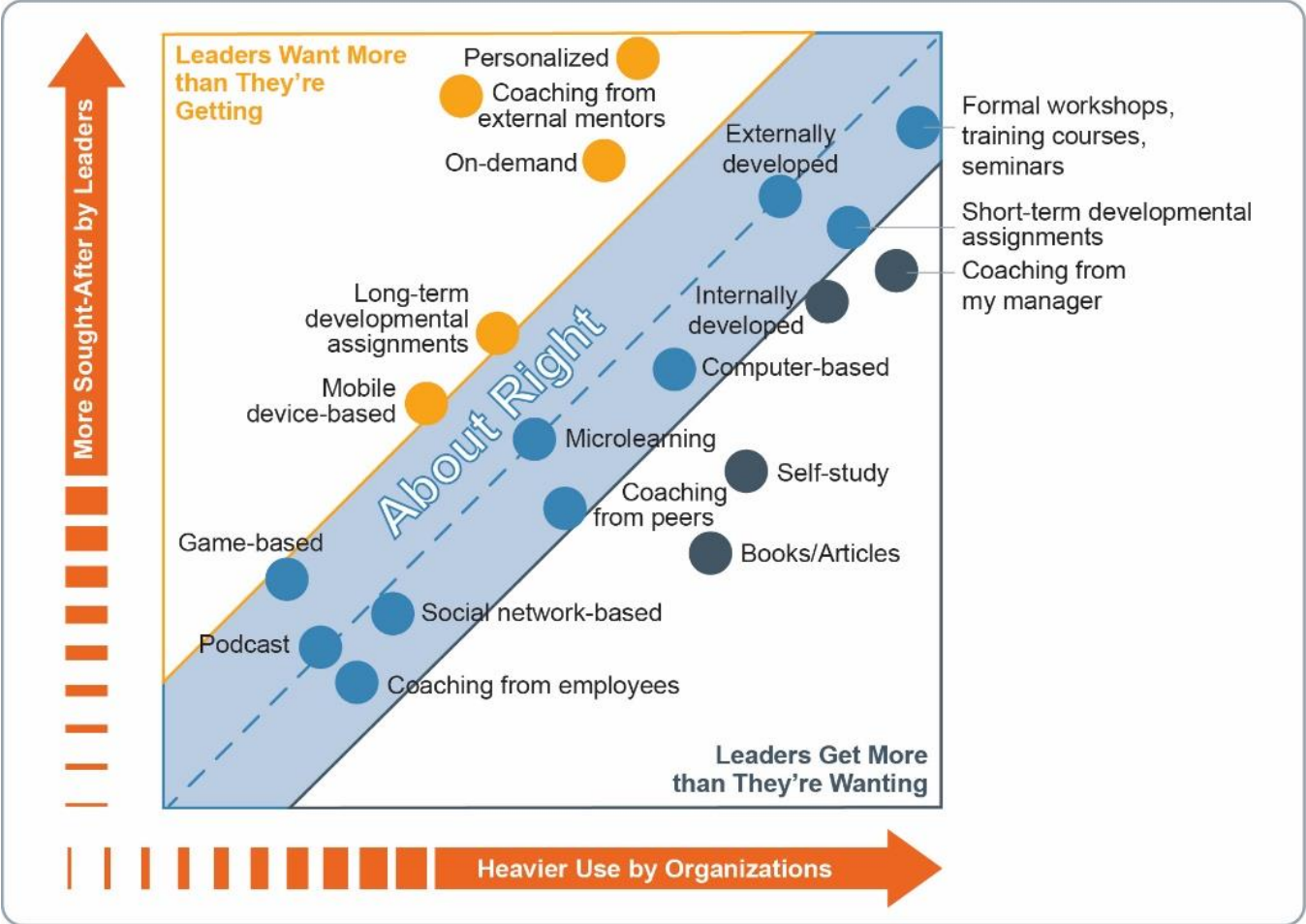
## Most Frequent Social Media Users



ON AN AVERAGE DAY, **42%** OF THOSE INTERACTING WITH TV ON FACEBOOK ARE GENERATION X, **40%** ARE MILLENNIALS AND THE REMAINING **18%** ARE BABY BOOMERS



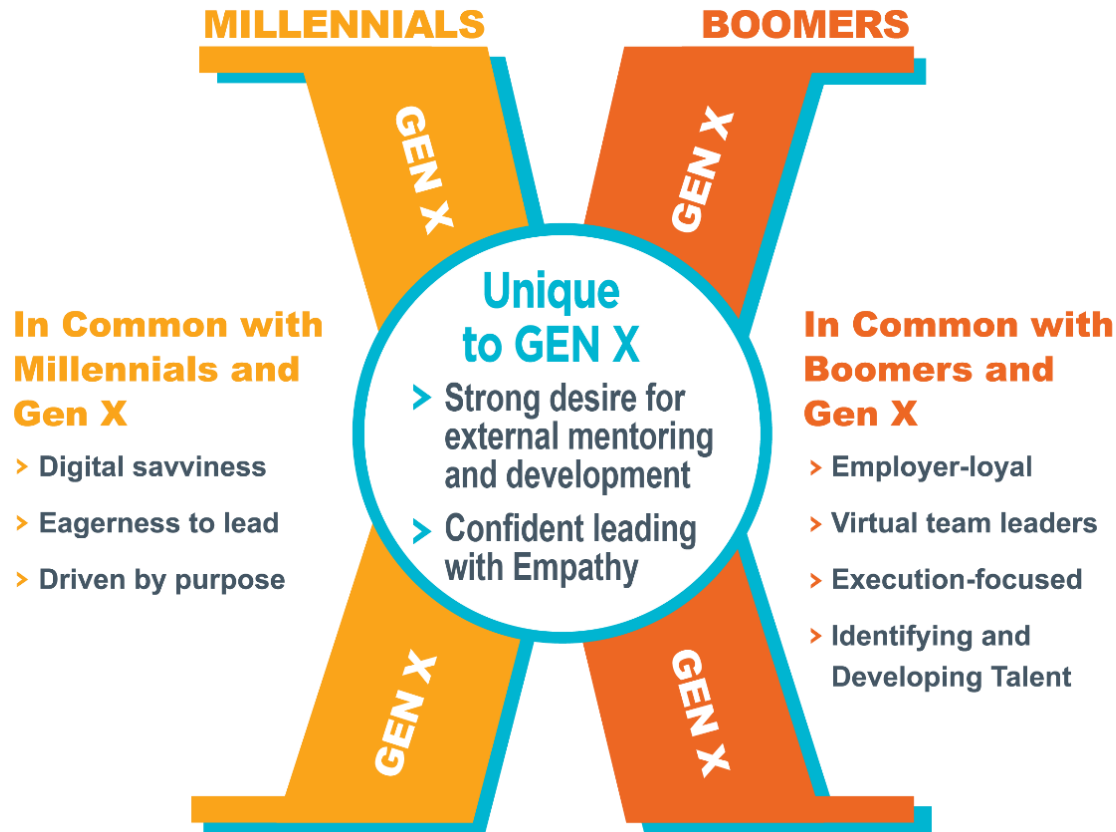
# Meeting the Needs of the Modern Learner



> How Much Leaders Want—and Are Getting—19 Learning Methods for Developing Leaders

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# Bridging the Generational Divide



# Generations in the Workplace

## > Gen X Leadership Contributions: Under-recognized?

51%



7 Direct reports on average  
(2 more than Millennials)

# Leveraging Cross-Generational Strengths



## Where to Start

- Draw on Millennial and Gen X leader perspectives on how to leverage new technology
- Guide leaders to look outside the organization for coaching on new business challenges for which internal mentors are few
- Don't promote generational stereotypes - catering to any single group can alienate others





# Leveraging Cross-Generational Strengths



## How to Excel + Differentiate

- Encourage challenging the status quo – provide leaders freedom to try out new approaches and challenge old ones
- Use technology to accelerate growth – most leaders regardless of generation seek traditional learning, for which technology can be a powerful enabler
- Use tech-based development to give Gen X and Millennial leaders the learning access and control they seek

# Our Next Global Leadership Forecast webcast: Financial Services: Leadership Challenges and Opportunities

May 14, 2019, 10AM EST

Click [here](#) to register for this webcast or [here](#) to register for the entire series.

Speaker



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Senior Manager,  
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Hosted By:



**Amy Lui Abel, Ph.D.**  
Managing Director,  
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