

# Global Leadership Forecast

Collective Leadership: Leading for Value Across Organizational Boundaries  
August 2019



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## Today's presenters



Micah Alpern  
Principal  
**EY**

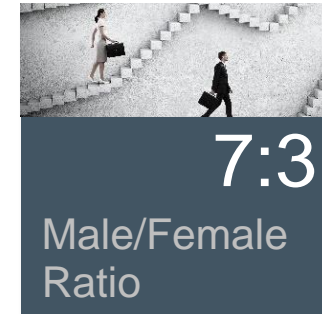
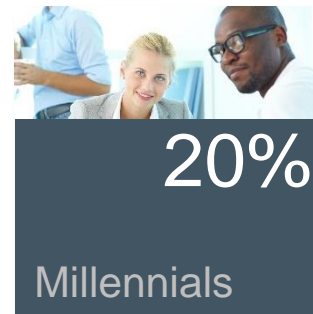
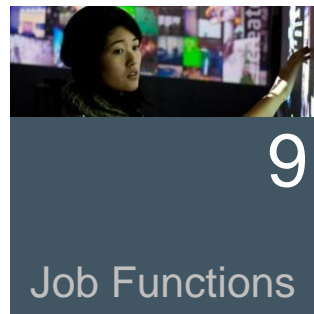
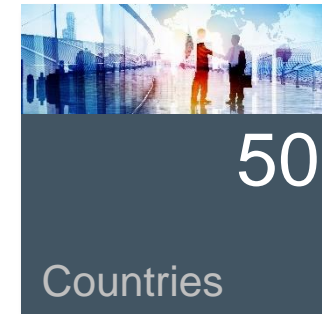
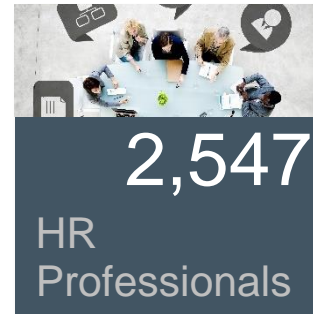
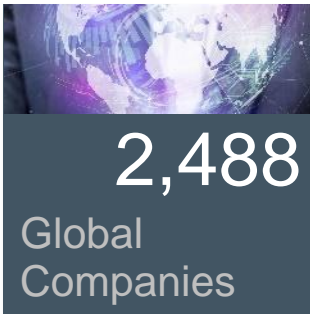


Amy Lui Abel, Ph.D.  
Vice President,  
Human Capital Research  
**The Conference Board**

# Insights from today's webcast

- Value of Collective Leadership
- What organizations with strong collective leadership have in common
- How collective leadership can make an impact within your organization

# Global Leadership Forecast 2018 at a Glance



# 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.



# Better leaders lead to better performance

## Comparing financial performance

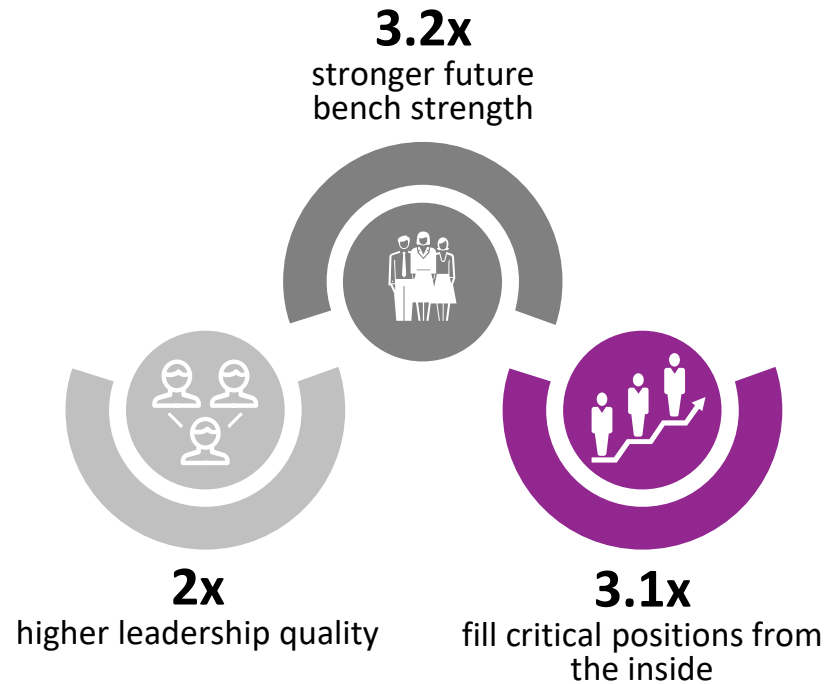
Top 1/3



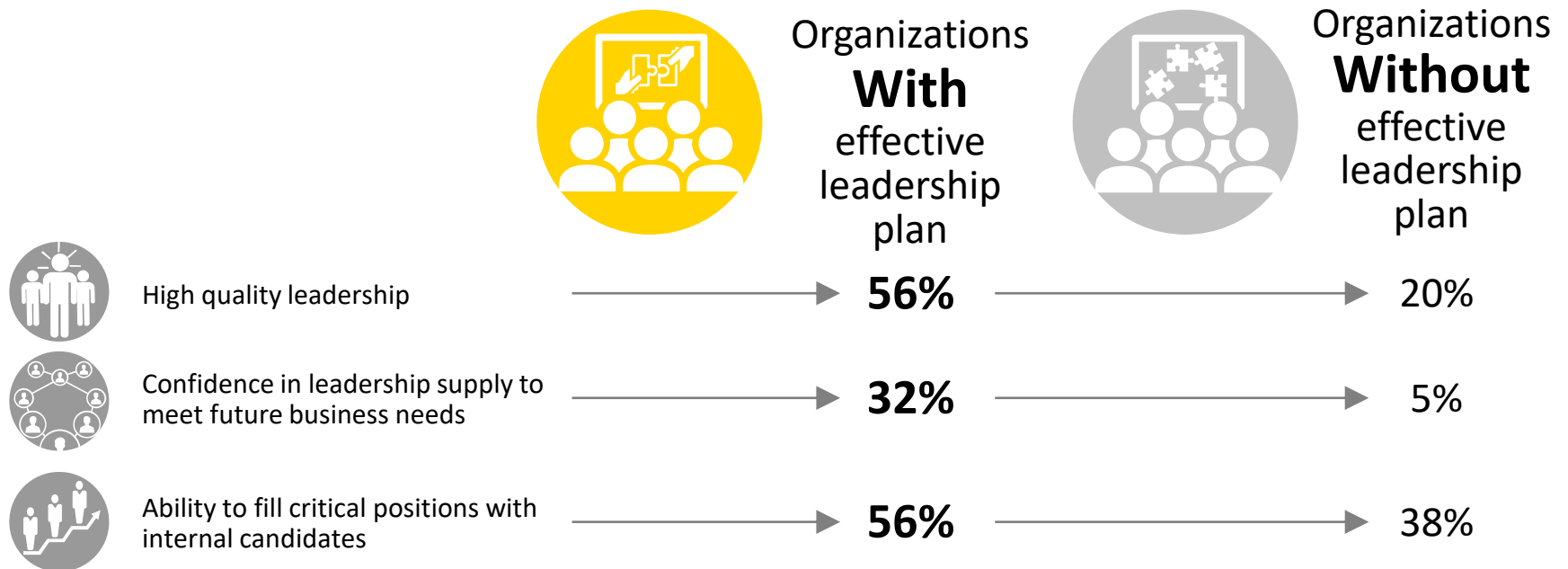
Bottom 1/3



Top 1/3 Leadership  
Outcomes



# The difference between organizations with an effective leadership plan and without





# Collective Leadership: Navigating complexity requires leaders to work together



Create value horizontally across the organization

Work in multidisciplinary teams



Constantly bring diverse perspectives on difficult issues

Use data to guide decision making



Leaders give more feedback to each other, and they seek it out

# Collective Leadership: Leading for value across organizational boundaries

## How Is Culture Different: High vs. Low Collective Leadership Progress



➤ **Leader Capability to Meet Business Challenges in High Versus Low Collective Leadership Organizations**

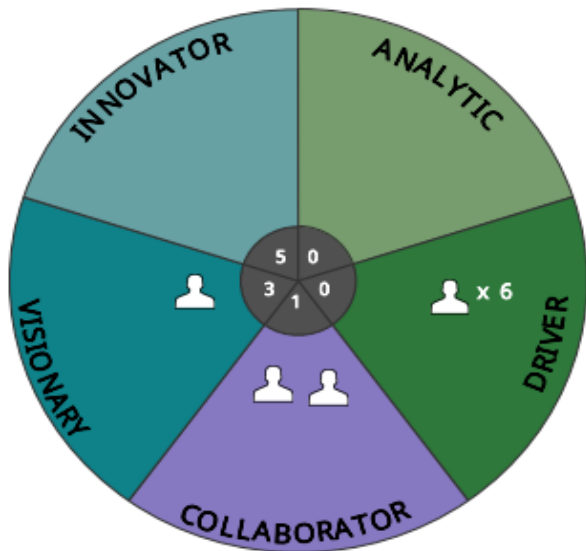
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# Five distinct leadership roles exists across a leadership team

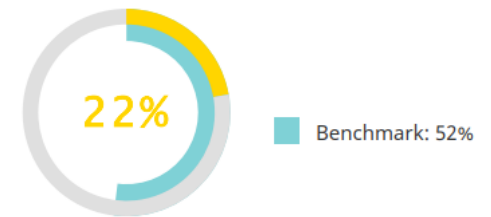
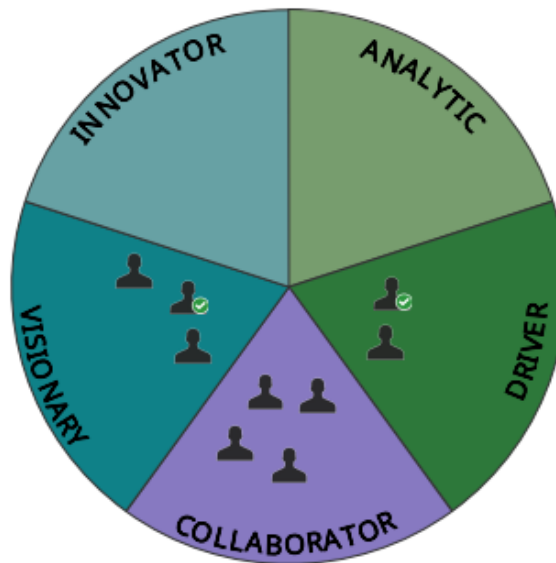
Roles	Description
Analytic	Possesses a strong analytical mind and thinks through all potential possibilities
Innovator	Enjoys being innovative and pushing the team's thinking
Collaborator	Communicates with all members of the team to ensure everyone's voice is heard
Driver	Takes ownership and drives the team to achieve tangible outcomes
Visionary	Sets the vision and maintains resiliency when faced with challenges

# Getting the right mix across these roles is essential to creating collective leadership

Role played today



Role desired



Percentage of people on the team playing their desired role

- How many people feel we are light at this role
- My team member plays
- My team member wants to play
- Team member plays and wants to play

# There are 5 winning team behaviors

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Based on The Five Dysfunctions of a Team by Patrick Lencioni. © The Table Group.

# Collective Leadership



## Where to Start

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- Create leadership teams that cut across boundaries and work through real challenges
- Build skills that enable leaders to work collectively, collaboratively, and virtually
- Accelerate leadership team performance by helping members understand styles and differences



## How to Excel + Differentiate

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- Build teaming capability at scale - support design and development of teams across the organization
- Deepen enterprise empathy - can leaders “stand in the shoes” of peers and act beyond their own function?
- Give leaders skill in the collective game by rewarding collective behaviors
- Create a purposeful organization where teams pursue common goals



# Global Leadership Forecast 2018

## 25 Research Insights to Fuel Your People Strategy



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Click [here](#) to access all eleven episodes of this series to hear from experts at The Conference Board, EY and DDI about all the detailed findings from our 2018/2019 **Global Leadership Forecast report**.



# Feedback? Suggestions? How Can We Help You?

Thanks for being with us; be sure to tell your colleagues about next month's webcast

Do you have suggestions for future topics? Please feel free to contact Rebecca Ray at: [Rebecca.Ray@conference-board.org](mailto:Rebecca.Ray@conference-board.org)

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