

# Global Leadership Forecast

Digital Era Leadership  
January 2019



## Insights from today's webcast

- Appreciate adaptive and technical skills needed in the digital era
- Learn how you can identify critical leadership capabilities and assess readiness of your talent to lead in this transformative time
- Identify opportunities to develop digital accelerator leadership-immersion programs

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- Stay online for the entire webcast
- Credit available for participation in the live webcast only

## HRCI

- ✓ Type your full name, email address, and specify “HRCI” in the space provided

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## CPE (NASBA)

- ✓ Type your full name, email address, and specify “CPE” in the space provided
- ✓ Click ‘ok’ for 3 popups that occur during the program

# Today's Speakers



**Joe Dettmann, Ph.D.**  
Partner/Principal,  
People Advisory  
Services  
*EY*

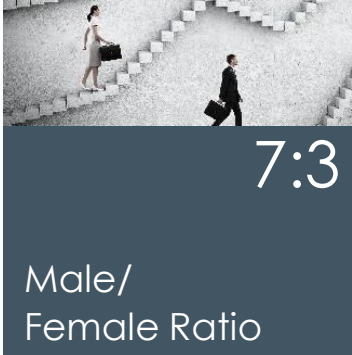
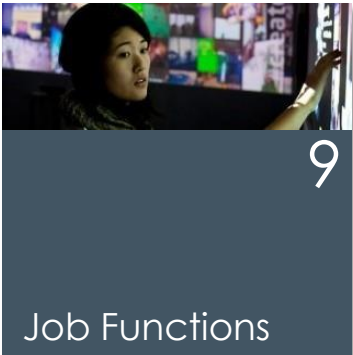


**Molly Endres**  
Manager, People  
Advisory Services  
*EY*



**Amanda Popiela**  
Researcher, Human  
Capital  
*The Conference  
Board*

# 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.

# Research insights to fuel your people strategy



Leadership Strategy: The Forgotten Foundation of Business Planning



Building A Coaching Culture & Mentoring For Impact



Rethinking Leadership Potential: Making the Most of High-Potential Talent



Digital-Era Leadership



Financial Impact of Leadership Quality



How Top Organizations are Growing Strong with Women in Leadership



Next-Generation Diversity: How Can Leaders Make the Most of a Multi-Generational Workplace?



Financial Services: Leadership Challenges and Opportunities



HR's New Role: Are They Up to the Challenge?



Meeting the Needs of the Modern Learner



Collective Leadership: Leading for Value Across Org. Boundaries



# ➤ What we mean by digital era leaders

- Fit to serve in this transformative time with a modern, balanced mindset and skillset. These people are...
  - **technically strong**
  - **adaptive**
  - **curious**
  - **seriously inclusive**
  - **integrators**
  - **empathetic**
  - **clear minded**
  - **resilient**
  - **into tech, and into people**
  - **unafraid / pioneers**

# ➤ This is a transformative time; we need the right people to lead us through it



## Elevated behavioral risk

Increasing risks associated with failing culture due to social landscape (i.e., #metoo, pay gap, ethics)



## More M&A activity

Recognition that corporate deals succeed or don't in large part because of leadership (and culture) fit



## Regulatory changes

Increase in scandals leading to regulatory mandates



## Changing customer demands

More informed and empowered customers demand transparency and high ethical standards



## Need for agile companies and cultures

Nimble, new disruptors enter the market competing for customers and talent



## Inclusivity imperative

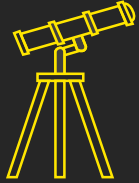
Diversity and inclusiveness are critical to achieve better business results and compete for talent



## The move to Innovation+

Intense pace of new technology and its impact on how business work means every company is looking to put innovation into its DNA

# > Are we ready to lead?



80%

of CEOs are focused on driving the digital transformation of their business

*Source: CEB/Gartner*

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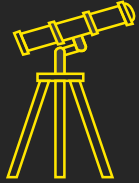
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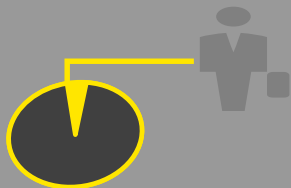
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of leaders feel prepared to operate in a highly digital environment



14%

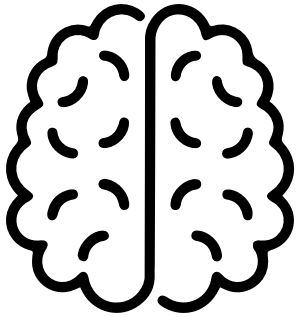
say they have a healthy pipeline of leaders ready to lead the future of the business



# > To navigate this transformative time, a new set of capabilities has emerged as critical for success

The leadership basics matter, but they are not enough for today:

## The foundational capabilities



### The basics:

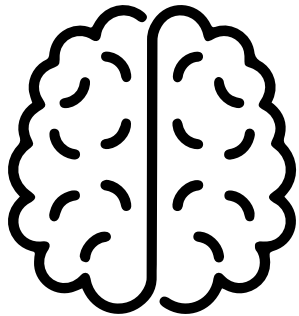
- Business acumen
- Authenticity
- Customer focus
- Results orientation

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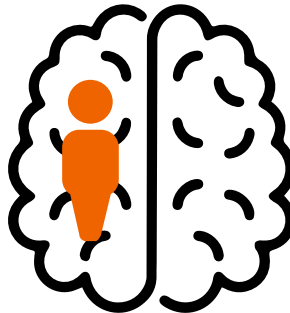
The leadership basics matter, but they are not enough for today:

Some of the basics matter more than ever, but need to be reconsidered for today's work environments:

## The foundational capabilities



## Evolution of the foundation



### The basics:

- Business acumen
- Authenticity
- Customer focus
- Results orientation

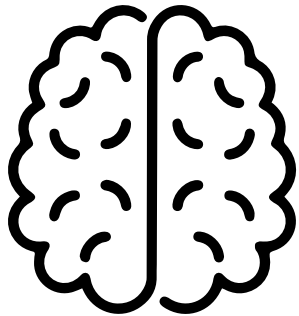
### Basics to be redrawn:

- I build relationships → I act agilely across a network
- I communicate → I communicate with purpose
- I team with others → I collaborate virtually
- I learn → I am constantly curious and ideating
- I manage change → I navigate and pioneer disruption

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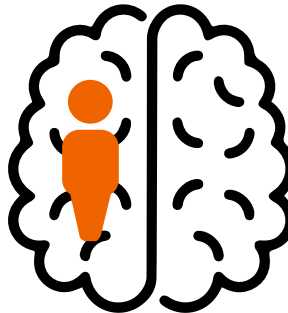


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## Evolution of the foundation

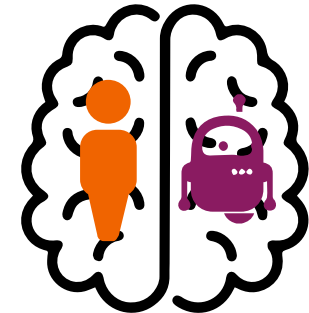


### Basics to be redrawn:

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And we've got to bring some new behaviors online to stay smart and human while we augment with technology:

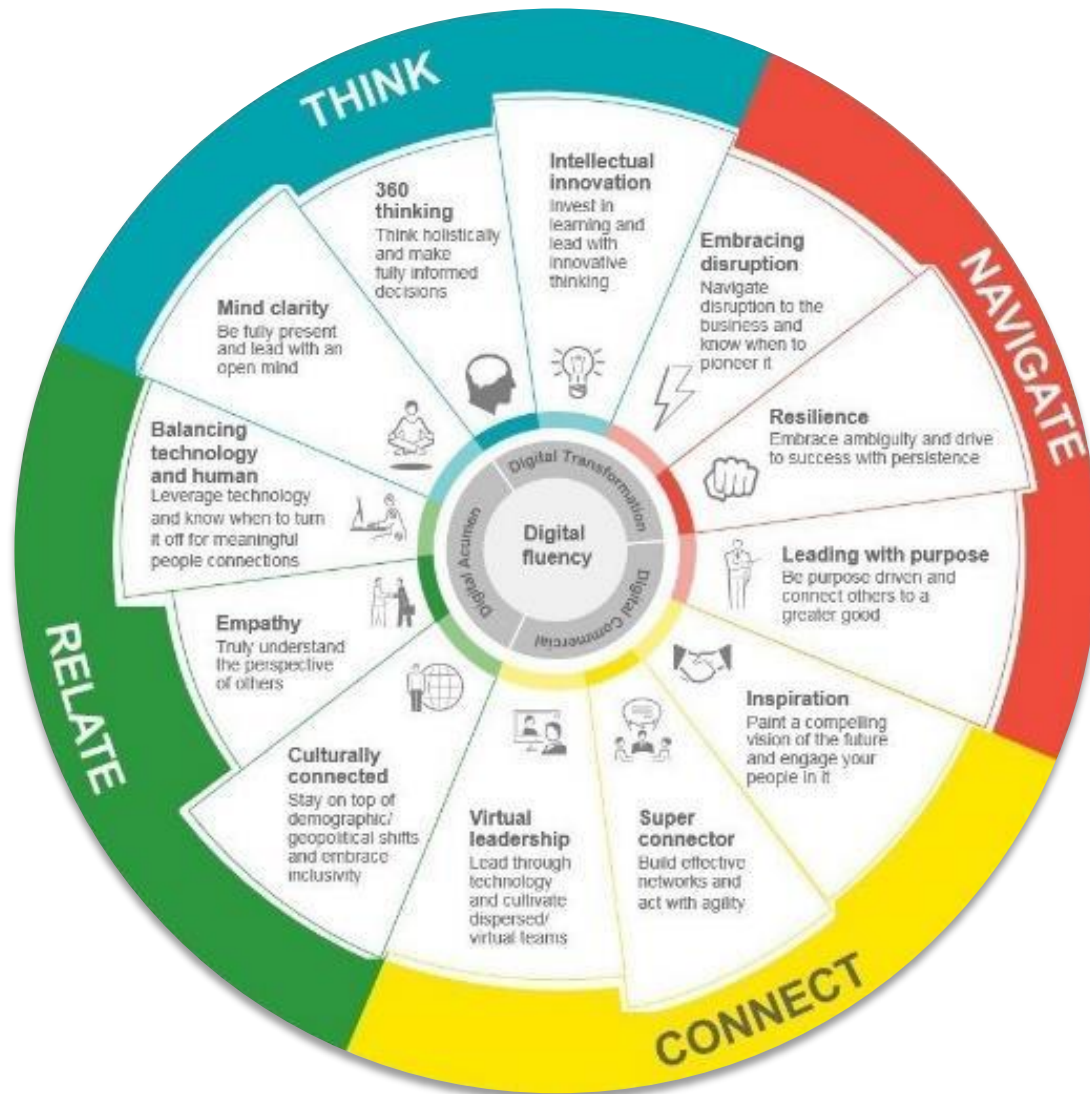
## Emergence of the new



### New capabilities emerge:

- I have a clear mind
- I balance technology and people needs
- I am truly empathetic
- I am resilient
- I am technology fluent
- I am inclusive

# ➤ The new profile of leadership success



# ➤ So what matters most and what are we good at?

Digital literacy
Leading with digitization
Adaptability
Determination
Driving execution
Alignment
Connectivity
Hyper-collaboration
Inspiration
Integration
Leading virtual teams
Cultural curiosity
Empathy
Identifying and developing future talent
360 thinking
Intellectual curiosity



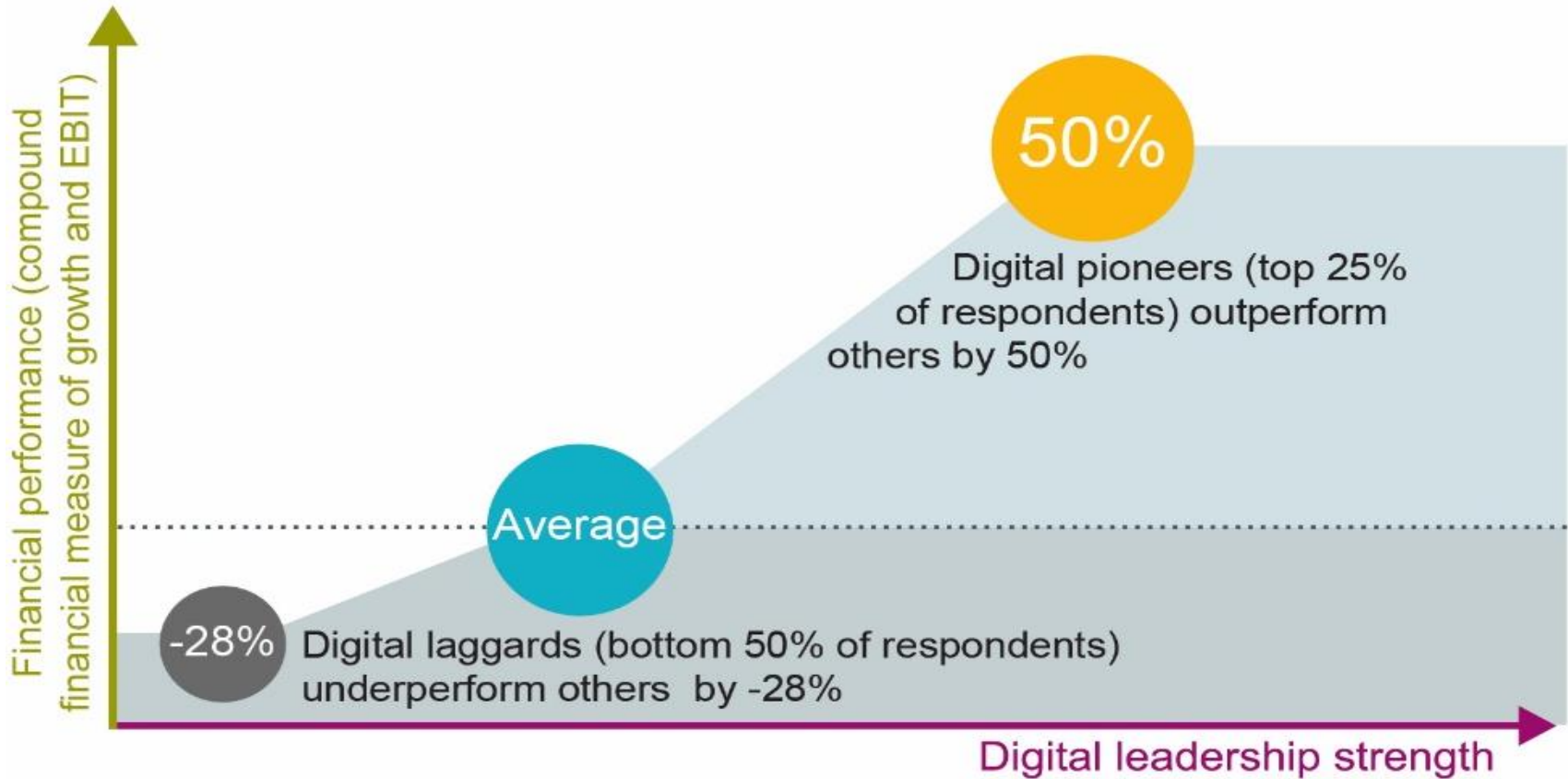
# ➤ So what matters most and what are we good at?

	Digital Progress
Digital literacy	
Leading with digitization	★
Adaptability	★
Determination	
Driving execution	★
Alignment	
Connectivity	
Hyper-collaboration	★
Inspiration	
Integration	
Leading virtual teams	
Cultural curiosity	
Empathy	
Identifying and developing future talent	★
360 thinking	★
Intellectual curiosity	

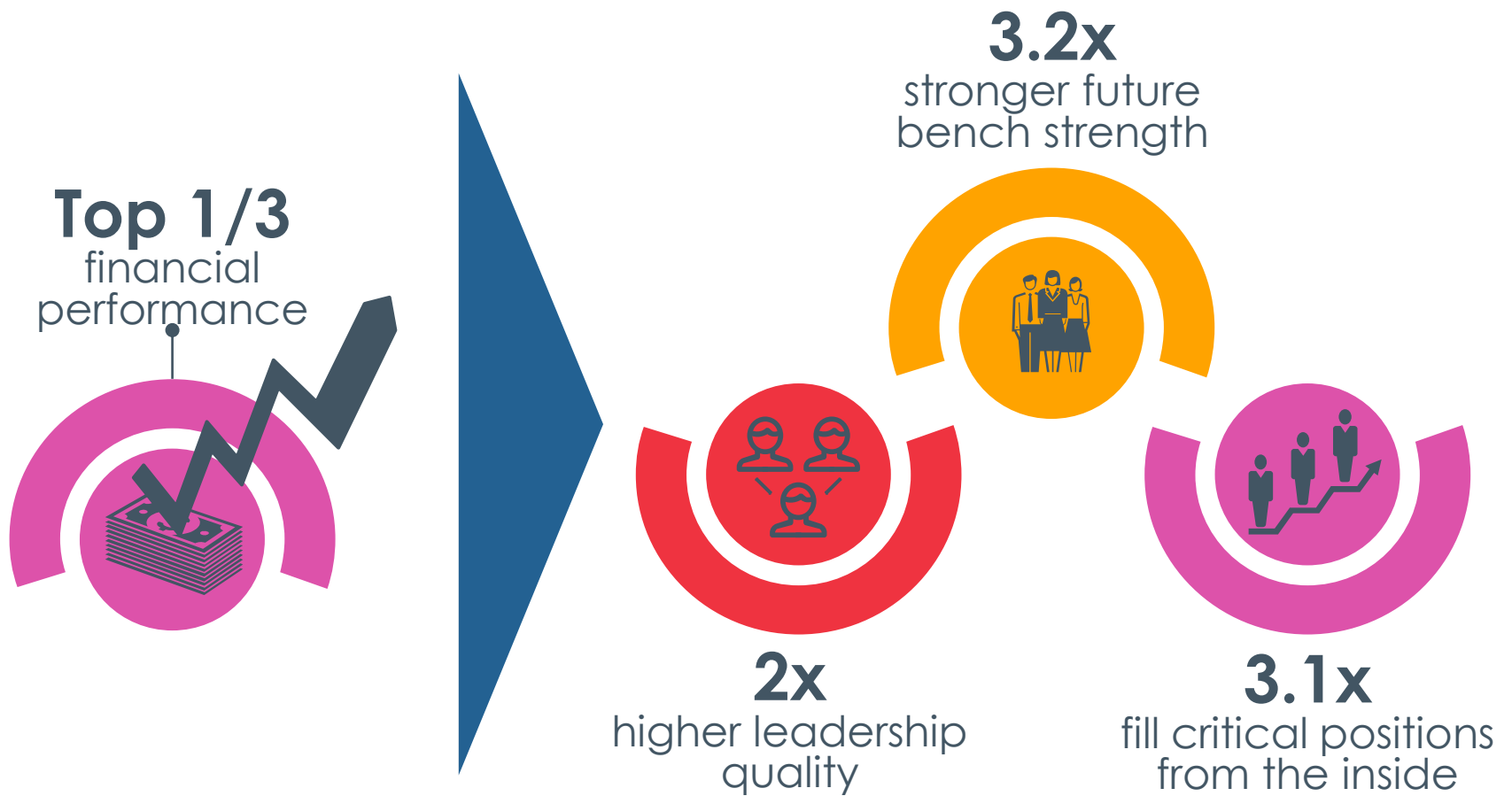
# ➤ So what matters most and what are we good at?

	Digital Progress	Leader Readiness
Digital literacy		W
Leading with digitization	★	W
Adaptability	★	S
Determination		S
Driving execution	★	S
Alignment		S
Connectivity		S
Hyper-collaboration	★	S
Inspiration		S
Integration		S
Leading virtual teams		W
Cultural curiosity		W
Empathy		S
Identifying and developing future talent	★	S
360 thinking	★	W
Intellectual curiosity		W

# ➤ And what if we get it right?



# ➤ Getting it right means better prepared leaders and better performance



# > How one company is building digital era leaders

Programs designed around digital era leadership to (a) foundationally **educate**, (b) **inspire** people to something better, and (c) promote new practical ways of working which leads to **higher performing teams**.

## The Challenge

Prepare the next generation of leaders

## The Work



## The Results

- Measured changes in target behaviors
- Quantitative results surrounding C-suite identified business KPIs



## > What to do from here



- > **Refocus learning:** Rethink what you are driving learning around, and how you are delivering it
- > **Find them:** Identify your pioneers, potentials and gaps. Then go get some more
- > **Accelerate development where you need it most:** Drive targeted adaptive and technical learning
- > **Culture is everything:** Shift the mindset and ways of working to move beyond simply “doing digital” to “being digital”



# Global Leadership Forecast 2018

## 25 Research Insights to Fuel Your People Strategy



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# Our Next Global Leadership Forecast webcast: Financial Impact of Leadership Quality

February 12, 2019, 10AM EST

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Speaker



**Evan Sinar, Ph.D.**  
Chief Scientist &  
Vice President  
**DDI**

Hosted By:



**Rebecca Ray, Ph.D.**  
Executive Vice President,  
Human Capital; Executive  
Director, The Engagement  
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