

# Global Leadership Forecast

Meeting the Needs of the Modern Learner  
July 2019



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## Today's presenters



**Mary Woolf**  
Senior Manager  
People Advisory  
Services  
**EY**

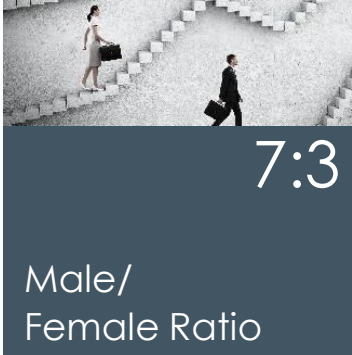
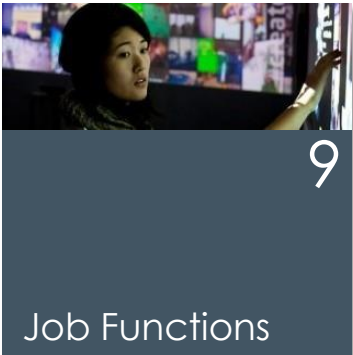


**Rebecca Ray, Ph.D.**  
Executive Vice President,  
Human Capital  
**The Conference Board**

## Insights from today's webcast

- Learn how to balance technology options to match tools to learner needs and wants
- Understand the vital role of “learning experience manager” and how to make the case for creating this position within your organization.
- Plan your pursuit of leadership growth through personalization, on-demand tools, and leveraging external mentors – the three most sought-after learning methods.

# 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





# ➤ Seizing the upside of disruption

*“Nothing in life is to be feared, it is only to be understood. Now is the time to understand more, so that we may fear less.”* Marie Curie

Rapid rate of technology change



Disruption in all industries



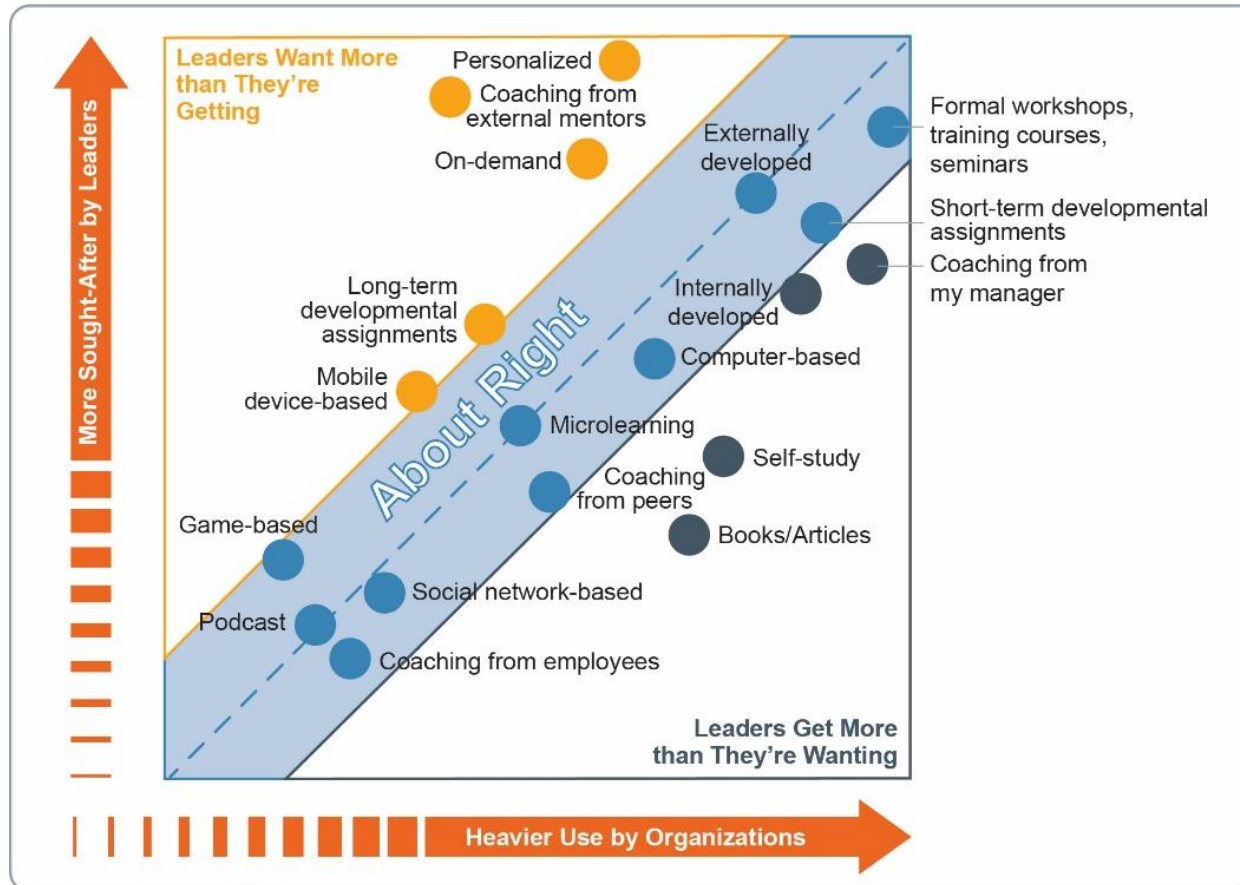
Increased regulatory and political uncertainty



Demographics and changing expectations around the future



# ➤ How Much Leaders Want – and Are Getting



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# > Strategic Role of Learning

Learning's effectiveness in enabling strategic objectives (over next three years)



How effective is the learning function at enabling achievement of strategic objectives?



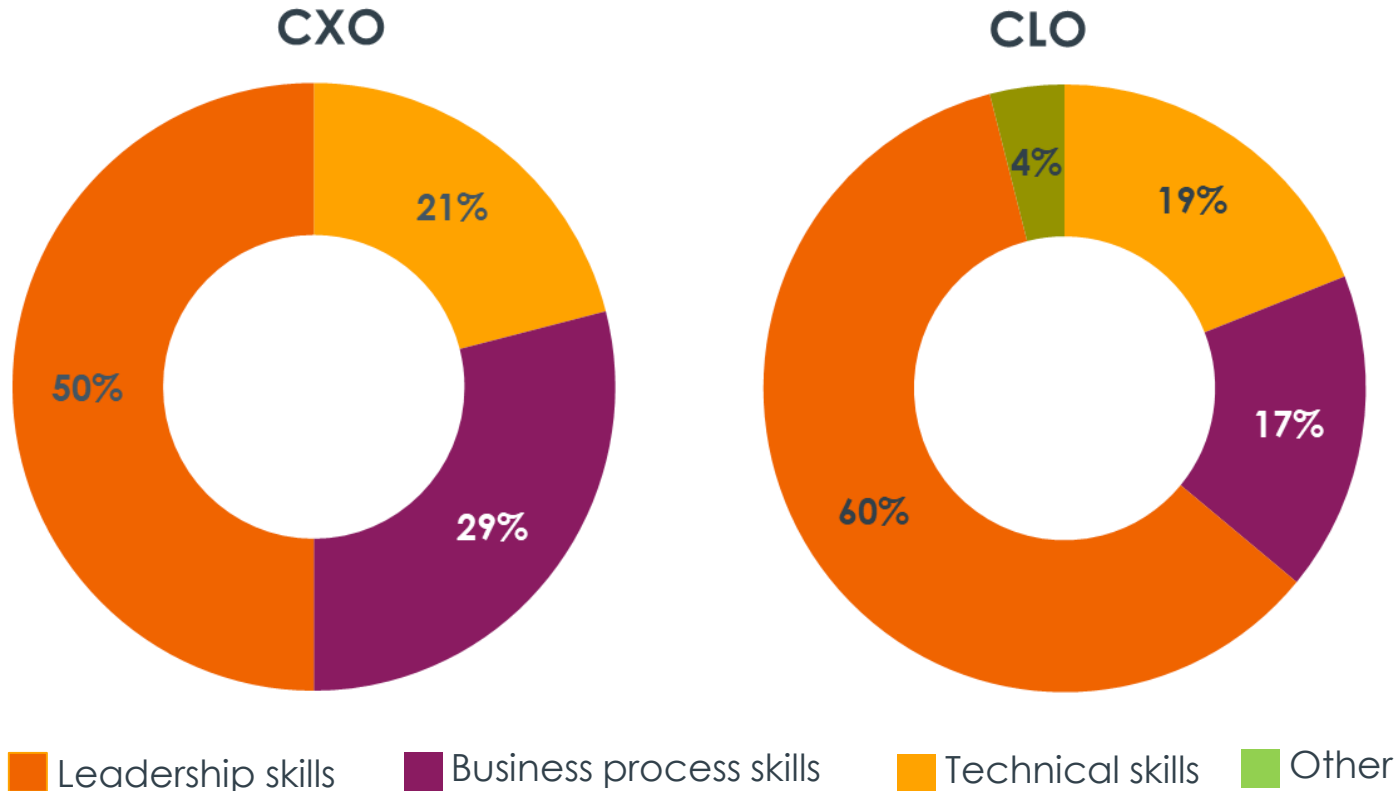
Both CXOs and CLOs see learning as most effective in supporting **customer centricity** and least effective for supporting **industry/market disruption**.



**CXOs** remain more confident than **CLOs** in learning's value as an overall strategic enabler.

# > Skill Deficiencies Posing Greatest Barriers

Skill deficiencies that pose the greatest barrier to achieving strategic objectives over the next three years



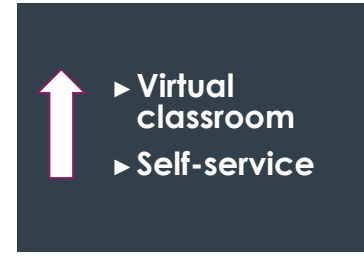
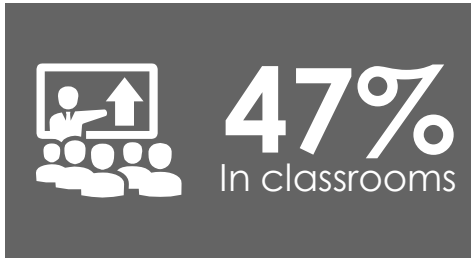
Deficiencies in **leadership skills** pose the greatest barrier to achieving strategic objectives.

# > Learning Operations

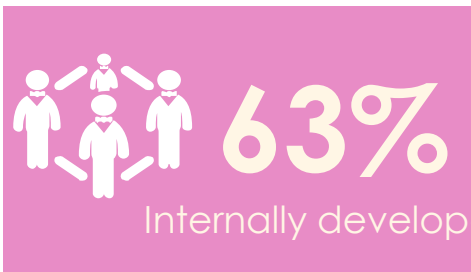
Current state

Future state

Delivery



Content



Capability



Current trends in delivery and content continue with increased focus on **infrastructure and skilled learning professionals.**



# > Upskilling learners with digital capabilities

Accelerating individual digital capabilities for the jobs of tomorrow through a mapped learner path and defined learning journey

## The Challenge

Create a scalable and learner-centric way to upskill learners on future digital skills

## The Work



Define the curriculum for the digital skills of the future



Identify why learners would be motivated to develop these skills

## The Results

- A more agile and digital resilient workforce
- Ability to drive digital improvement in current roles and functions
- Increased speed to deploy new services to the business
- Increased realization of synergies during transformations and/or integrations
- Creation of opportunities for different roles/careers across the organization

# > What to do from here



## Where to Start

- Pursue personalization, by far the most dominant feature learners want most
- Restore the brand of manager coaching—currently neutral but doesn't need to be
- Understand the learning problems technology will—and won't—solve for learners and for the business



## How to Excel + Differentiate

- Shift away from DIY—make learning more about on-demand and tailored and less about self-study and generic
- Experiment with gamified learning—it's sought-after by Millennial leaders
- Extend learning beyond the classroom—tech-driven prompts and practice make learning “stickier” on the job
- Appoint a Learning Experience Manager to improve program success

> Q/A



**Mary Woolf**  
Senior Manager  
People Advisory Services  
**EY**

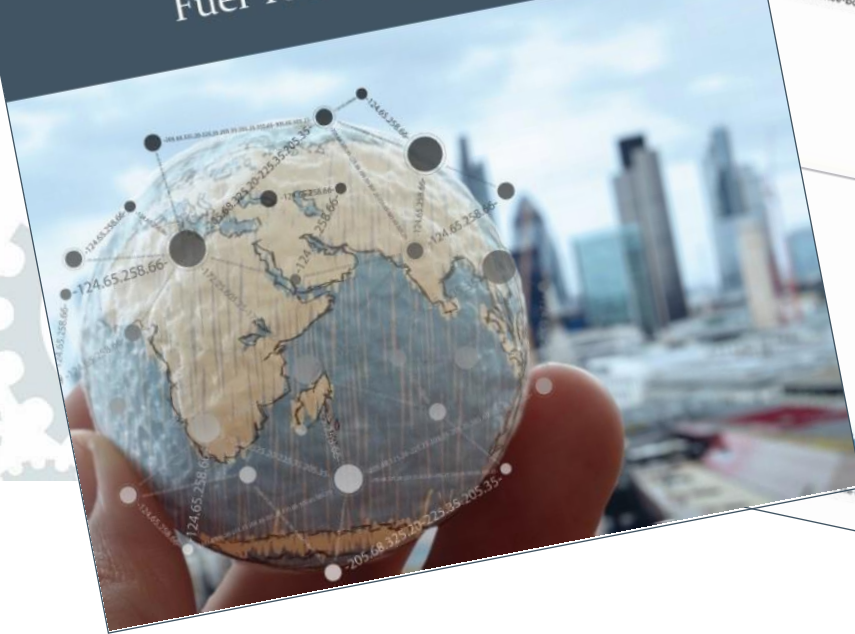


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# Global Leadership Forecast 2018

## 25 Research Insights to Fuel Your People Strategy



### About

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# Our Next Global Leadership Forecast webcast: *Collective Leadership: Leading for Value Across Organizational Boundaries*

August 13, 2019, 10AM EST  
Click [here](#) to register for this webcast

Speaker



Micah Alpern  
Principal  
**EY**

Hosted By:



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

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**October 02 – 03, 2019**

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New York, NY

For more information and to register:  
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# 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)

And remember to [sign up](#) for 2019 email reminders

