



TOMORROW'S LEADERSHIP AND THE NECESSARY REVOLUTION IN TODAY'S LEADERSHIP DEVELOPMENT

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GREAT PEOPLE INSIDE  **HR MASTERY**
2018 CONFERENCE IN THE DIGITAL ERA

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HOTEL KRONWELL - BRAȘOV, ROMANIA

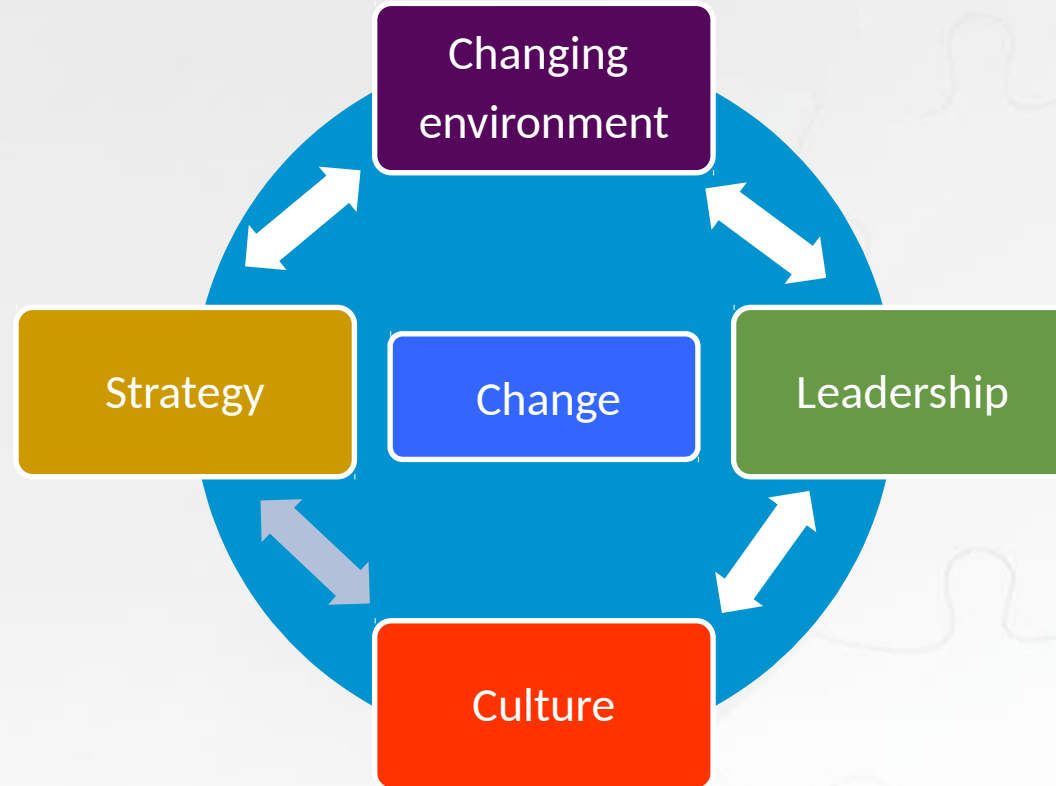




Your Invitation to the HR and Leadership Development Revolution

1. Many of your future people assets will not be on the payroll
2. Over 90% of current leadership development is not fit for purpose
3. Time for HR and L&D to join strategy in “The Future-Fit-function”.

CONNECTING FOUR ASPECTS OF SYSTEMIC CHANGE



**Strategy in one
question**

**“What can you
uniquely do that
the world of
tomorrow
needs?”**





“What were you coaches and leaders doing, while you were creating a VUCA (Volatile, Unpredictable, Complex and Ambiguous) World?”

“What were coaches and leaders doing in your greatly privileged world, when you were leaving us a legacy of a world of greater demand, growing expectations and diminishing resources?”

“Can we prepare the leaders of tomorrow for the change of tomorrow? We have no choice but to try.”

Professor Michael Genovese
Loyola University

“the leadership industry has not in any major, meaningful, measurable way improved the human condition.”

Professor Barbara Kellerman
Harvard University

“The most important task today is perhaps to learn to think in a new way.”

Gregory Bateson
One of the greatest prophetic thinkers of the 20th century



- How will the leadership needed for tomorrow's organisations be different from today's leadership?
- What development is needed for tomorrow's leadership?
- Where is the current best practice in developing tomorrow's leadership?
- What more needs to be done?



WE HAVE INTERVIEWED CEOs, HR DIRECTORS AND MILLENNIAL FUTURE LEADERS FROM:

- Anglo American
- AngloGold Ashanti
- Anglian Water
- British Land
- Bunzl
- BUPA
- Ernst & Young
- Hiscox
- HSBC
- IBM
- Interface
- Investec
- Kone

- London Stock Exchange
 - Lego
 - Munich Re
 - Oman government
 - Prezi
 - Turning Point
 - Scott Bader
 - Standard Life
 - Thermo Fisher (China)
 - Thomson Reuters Africa
 - Unilever
 - United Arab Bank
 - Vienna Insurance Group
- And quite a few more....

CEOs

- **IBM**
(818 interviewed)
- **PwC**
(1,409 CEOs interviewed in 83 countries)
- **Company board**

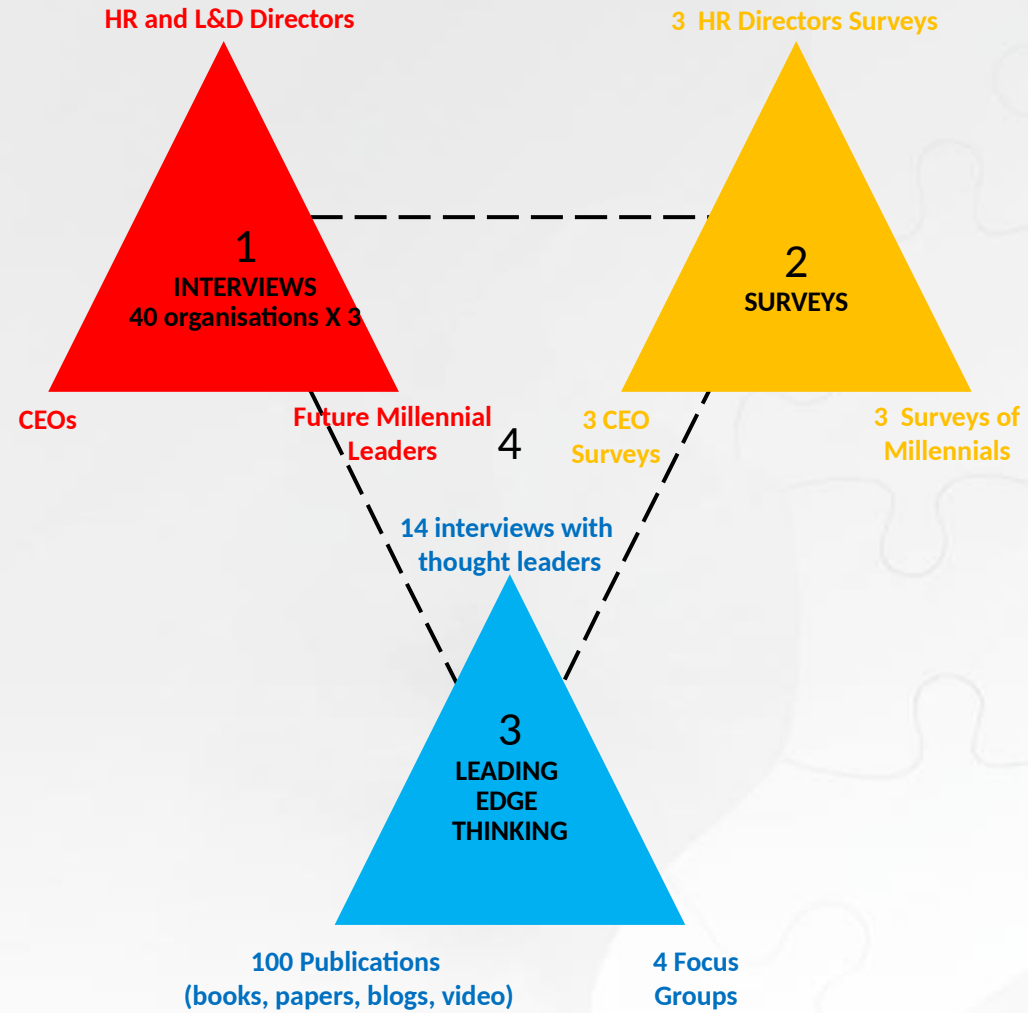
HR Directors

- **Henley Corporate Learning Survey 2016**
(439 responses from 47 countries)
- **Deloitte**
(7,000 responses from 130 countries)
- **HR Insights**
(600 organisations, 102 countries)

Millennials

- **Deloitte**
(7,700 millennials representing 29 countries)
- **Gallup**
- **Goldman Sachs**

FOUR LEVELS OF TRIANGULATION IN THE RESEARCH





Tomorrow's Leadership and the necessary revolution in today's leadership development, Research Report, Professor Peter Hawkins, Henley Business School, March 2017

“WE HAVE NOT SEEN ANYTHING YET!”

Unceasing and
accelerating
Transformation



Say GOODBYE to a stable world where...

...opportunities and threats can be known
...change can be planned and managed

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

and HELLO to a VUCA world where...

...opportunities and threats emerge in action
...change is often surprising, unintended, unpredictable

Technological and digital revolution



‘The fourth great Industrial Revolution.... is characterized by a fusion of technologies that is blurring the lines between the physical, digital, and biological spheres.’
(Klaus Schwab, 2016)

Disintermediation



Being 'UBERISED'

"I wake up every morning terrified that we could be disrupted into oblivion.

This is a high probability not just a possibility, but at the same time we cannot chase every new innovation that is spawning out there in the market. If we stick to what we are good at we will be dead in the water, if we chase every innovation we will be dead in the water."

– GLOBAL CEO

Hollowing out of
organisations
& stakeholder
complexity



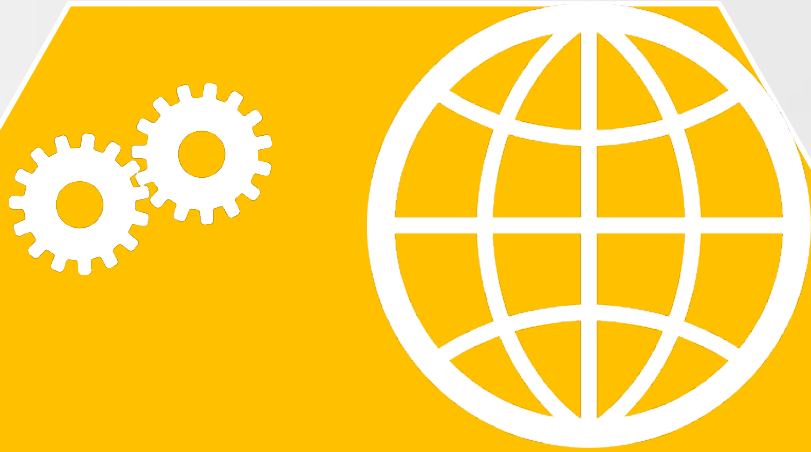
**Leadership is less about my people,
my team, my function and more about
partnering across boundaries**



**Even local
businesses have
global
customers,
competitors,
investors,
suppliers**

Globalisation





Climate change

**Climate change
will increase
turbulence,
inequality,
insecurity and
migration**



**‘Learning must
equal or be
greater than
the rate your
environment is
changing’**

Need to learn and
adapt faster





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Tomorrow's Leadership



**Let's listen to the
voice of today's
leaders giving advice
to the leaders of
tomorrow**



Dear Leaders of Tomorrow

We are aware that you will be taking on a world full of great, complex and interconnected challenges, that are both daunting and exciting. You will need to work collaboratively and effectively in teams and partnerships with others, both inside and outside your organisation, as **none** of the challenges can be handled by individual leader.

Computers and robots will increasingly replace a large number of the jobs that now exist, but there will also be a global skills shortage for people who can take leadership, working across boundaries, creating connections between different ages, genders, personality types, functions, cultures, approaches, as well as stakeholders occupying different parts of the wider business ecosystems.

It is never too early to start developing your leadership, and It is never too late to continue your leadership learning, as leadership development is a life-long journey.

Be always curious about different worlds and different perspectives, love learning and welcome every challenge life throws at you as a new learning opportunity. Go and work in a different part of the world while you are young and freer of tying responsibilities.

Constantly stretch yourself, get out beyond the laptop and find people that will **rattle your cage**, challenge your assumptions and **shake you out of your comfort zone**. Be globally mobile. Read widely, including global politics and economics, latest science, psychology, but also biography and great literature.

Find your own passion and purpose – discover what the world of tomorrow needs, that you can make a unique contribution to – and then find others to team with you.

Keep yourself fit physically, emotionally, mentally and spiritually and learn how to pace yourself for leaders will have to be elite athletes in all these spheres.

You become a leader when you see something that needs to be done and you get on and organise a response.

Realise you can take on and achieve far more than you think you can.

Have fun and enjoy the journey of learning and leading.

We wish you well

Today's Leaders.

**Now let's listen to
the voice of
tomorrow's
leaders saying
what they need
from today's
leaders**

Hi. We need help to step up to the challenges you guys are leaving us. We need role models we can learn from working alongside, not lectures or even inspirational talks. People who are ordinary and level with us and yet are extraordinary in the way they listen, empathise, challenge and inspire us, and help us realise we can do more than we thought we could.

Come alongside us and partner us, not manage us. We need mentors and coaches, who help us recognise what we are good at, help us discover what we are passionate to do, challenge our assumptions and blind spots and above all open new opportunities and connections for us.

Don't wait a year and then do a formulaic tick-box performance review. Be interested in the whole of me, not just how I deliver for you. Sit down with us at least every three months, because things change fast, and ask us how we see our future, and then co-design with us a bespoke personalised development journey, which is a mixture of new challenges, roles, secondments, projects, learning opportunities, e-links, videos, people to speak to, coaching, mentoring and anything else that you think will help.

We need people who care about us and our development and show they do, not just when we threaten to leave the organisation. We need people who don't just send us a list of courses we can go on, or tell us you will learn plenty on the job, but who can be skilful navigators and designers with us for our personalised learning journey. Show us your passion and purpose. We want to make a meaningful difference. We want to create the future with you. If you are not up for that, tell us and we will go and find somewhere where we can.

Let's talk soon



CHANGING THE LEADERSHIP PARADIGM

1. From leading my people to orchestrating business ecosystems	2. From 'Heroic' to 'Collective and Collaborative' Leadership	3. Purpose and values driven leadership that creates value for all the stakeholders
4. From serial and fragmented innovation to three simultaneous time frames	5. Embracing multiple Individual Diversity and also Systemic Diversity	6. Leader as developer
7. Motivation, millennials and mobility	8. "No place to hide" – The necessary Ethical Maturity for living in a transparent world	9. Partnering and Networking

**So how is
leadership
development
measuring
up?**



From the research it emerged that leadership development was currently:

- not aligned enough to the strategic agenda of the organisation
- over-focussed on providing individual development for those in the most senior roles and not focussing enough on collective leadership and the leaders of the future
- spending too long on skills and knowledge and not enough time on shifting mindsets
- not evaluating leadership development in terms of the impact it has on creating value for the organisation and its stakeholders

THE MAJORITY OF LEADERSHIP DEVELOPMENT IS NOT FIT FOR PURPOSE

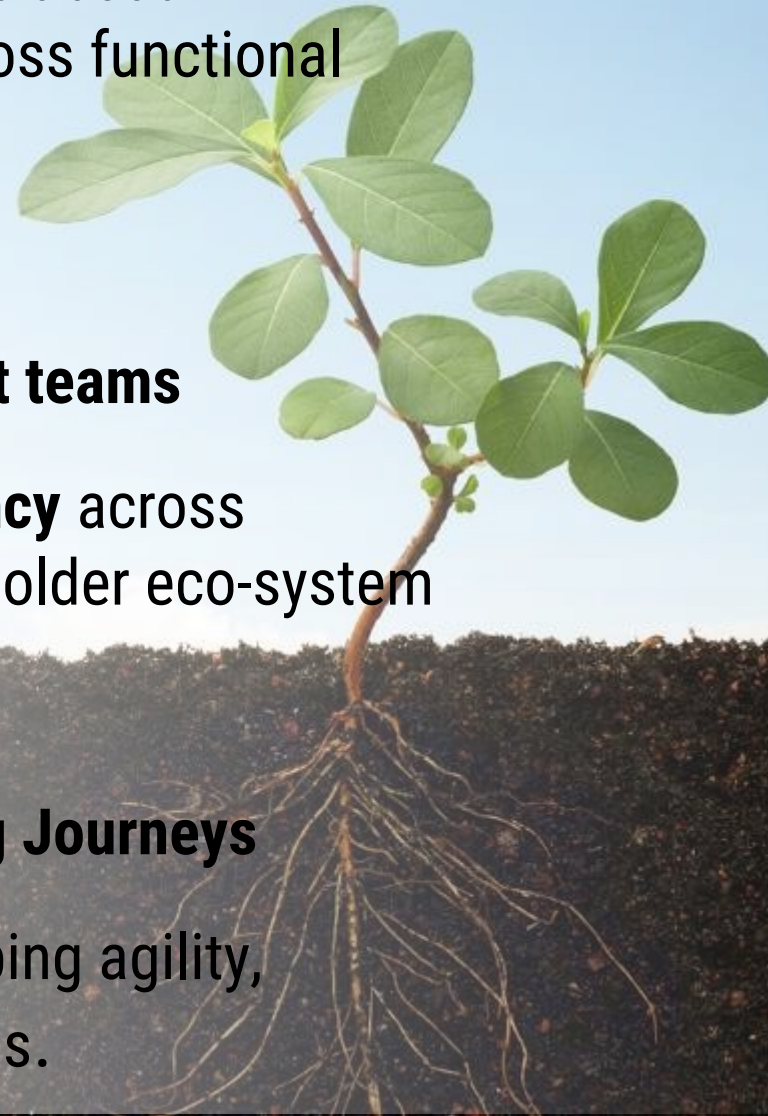
“We are still operating an Industrial age Leader development approach - not developing 21st century leadership.” CEO

“Leadership development is too backward looking - bring in more futuristic viewpoints and trends.” Millennial

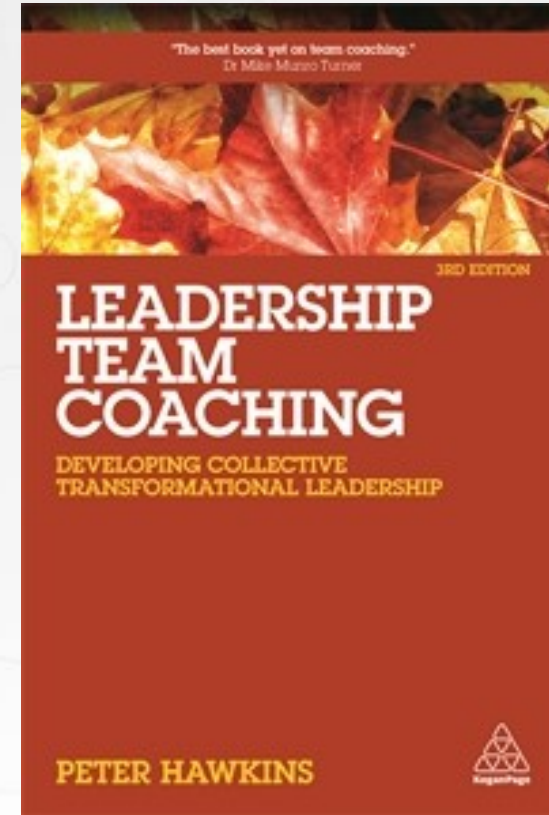
“The old promotional ladders are evaporating.” CEO

“We need to shut down all the leadership development programmes going on all around the world - because they are achieving nothing.” Global HR Director

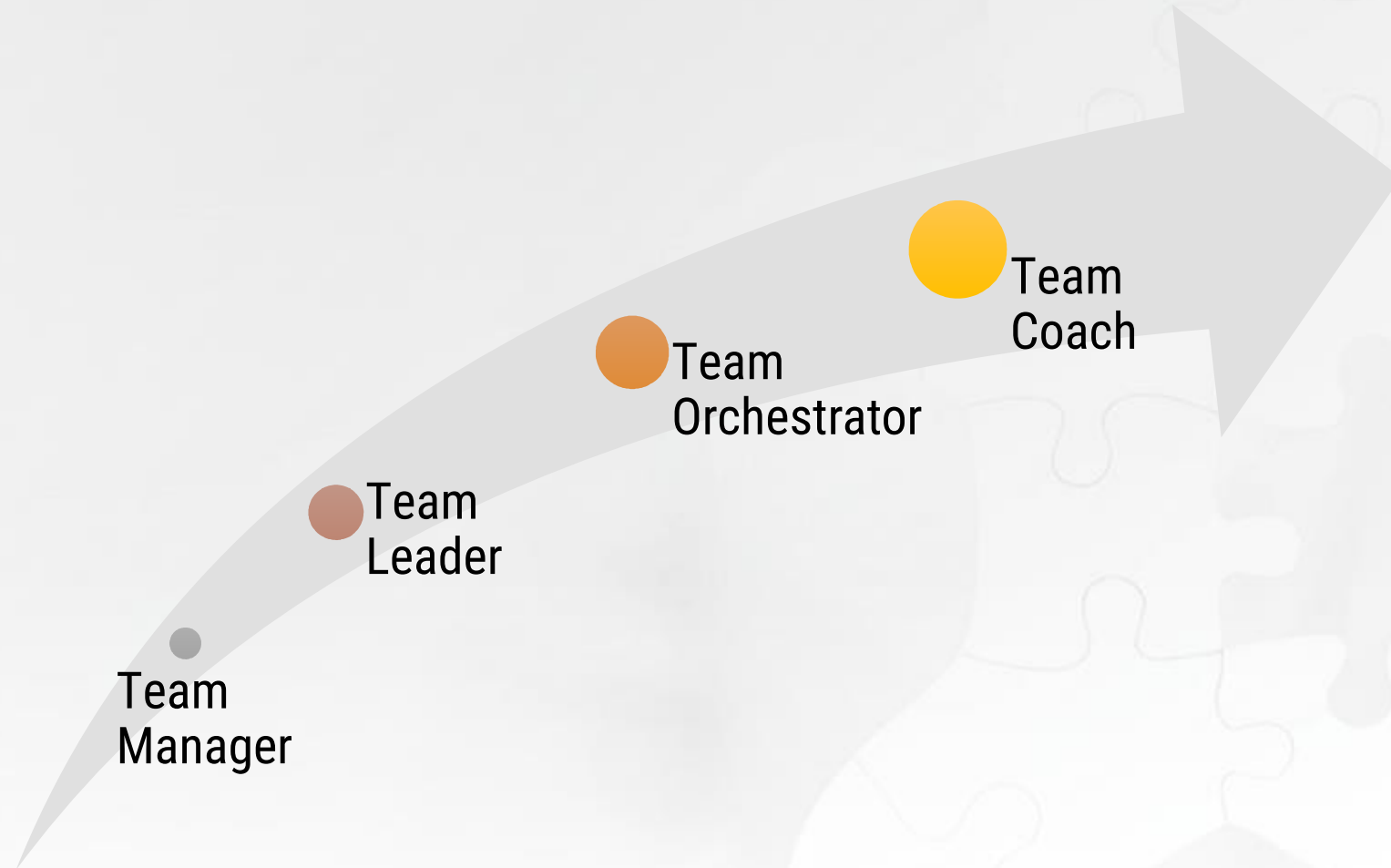
- 1 “Challenge based learning”** that is about future paced real challenges in cross functional teams and involves stakeholders
- 2 Deep Immersion Experiences**
- 3 Systemic Team Coaching of intact teams**
- 4 Secondments and peer-consultancy** across the organisation and in the stakeholder eco-system
- 5 Shadowing**
- 6 Co-created Personalised Learning Journeys**
- 7 Self-system awareness** – developing agility, resilience, capacity, consciousness.



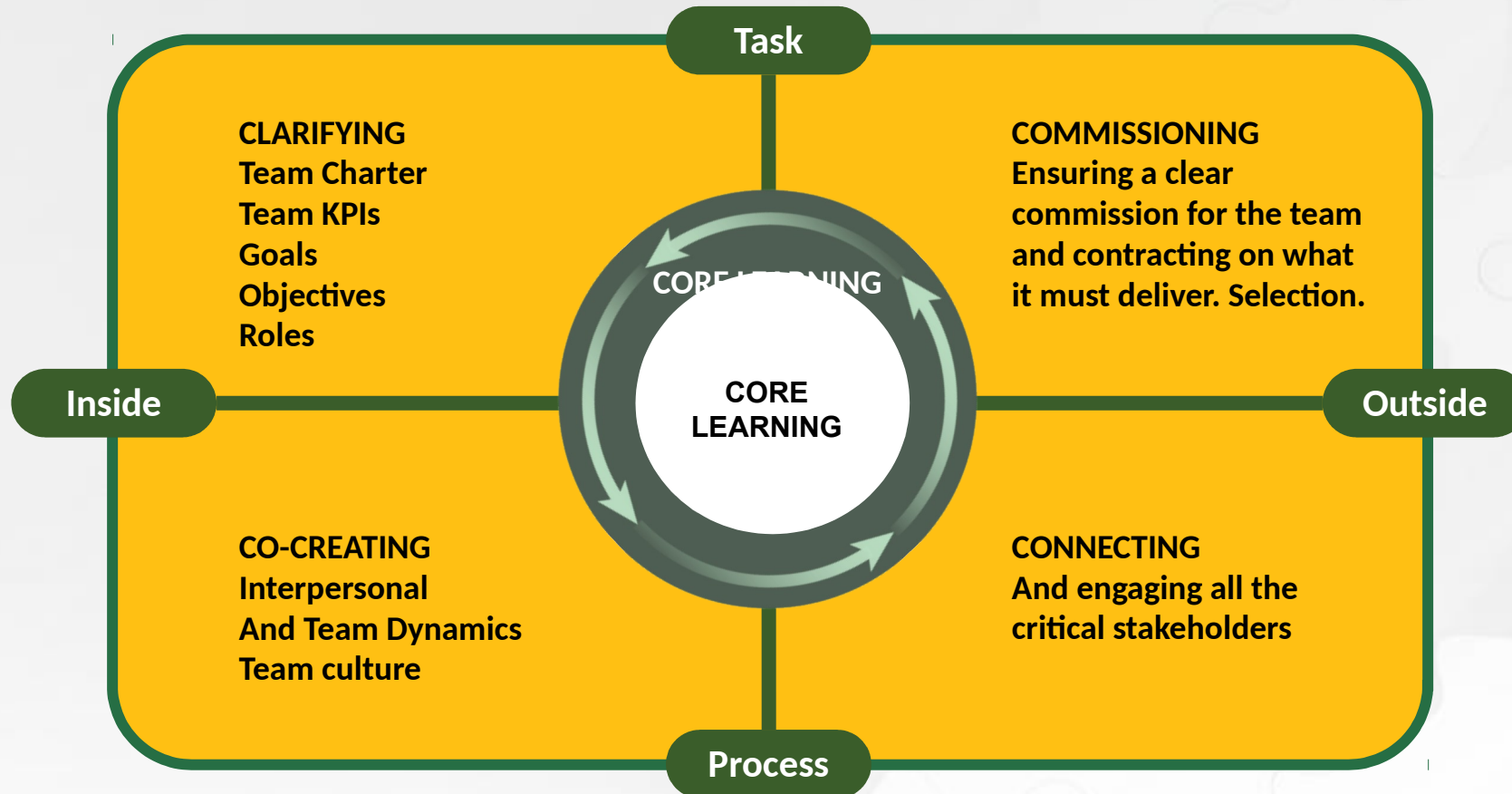
- **Managing expectations of different stakeholders**
- **Both running the business and transforming it**
- **Being members of multiple teams**
- **Working with systemic conflict**
- **The world becoming more complex and interconnected**
- **Working virtually**
- **The major challenges lie not in the parts but in the interconnections**



THE JOURNEY FROM TEAM MANAGER TO TEAM COACH



THE FIVE DISCIPLINES OF HIGH PERFORMING TEAMS AND BOARDS



Find the best creative future leaders in your division and create a shadow leadership group, that address the same challenges your leadership team is battling with.

Create generative dialogue sessions between your team and the shadow team, where each are challenged to shift the thinking of the other group and to generate new thinking beyond what both have presented.

Or you can create an “Edge team” a disruptive business start-up inside your own business.



In all your meetings, have at least three empty chairs:

- One for the investors
- One for the customers (internal and external)
- One for the employees
- One for our collective grandchildren

When you are in the middle of an important strategic exploration, have team members occupy these chairs and speak from that position

Also invite real stakeholders to attend your meetings and challenge you



Within five years, we need to bring together the separate functions of:



All part of one integrated
“Future-Fit Function”

Ensuring all parts of the organisation and its eco-system are learning faster than the environment is changing

If you would like to follow up further, then please contact by:-

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THANK YOU !

