

In a world in flux, what is
required to pave the way
forward...

Leadership re-imagined for
the next normal

Conference Board of Canada

Leadership Re-imagined

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In this session you will learn:



- Critical leadership competencies that will be amplified in importance in the ‘next normal’
- How to activate them through your talent strategy
- What other successful organizations are doing to support building ‘next normal’ leadership capabilities

The Changing Landscape of Leadership

The State of Leadership (Pre-pandemic)

 40%

Of new leaders fail within the first 18 months in role

Source: Center for Creative Leadership 2017



 50%

Of 2,800 business leaders surveyed believe they are “well-equipped to lead their organization into the future.”

Source: Gartner 2019



 80%

Of leaders reported as ineffective at managing people

Source: Gartner 2019



In 2020, the situation is even more glaring



12%

Of managers exceeded employee expectations during COVID-19



74%

Of employees say its crucial for managers to have a more empathic, supportive style

Source: Adecco 2020



65%

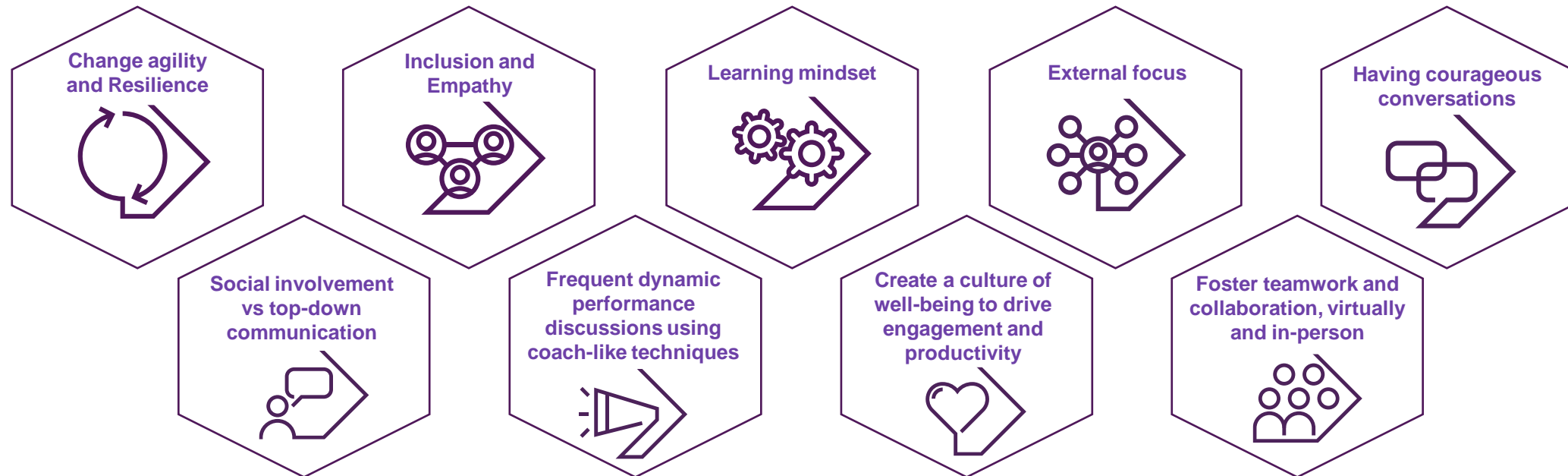
Of leaders report feeling uncertain about how to lead through a crisis

Source: McKinsey 2020



Good Leadership Redefined

Digital Transformation, the global COVID-19 crisis, Black Lives Matter and other societal factors have rapidly cast a new light on what “good leadership” is, emphasizing mindsets and capabilities that are, and will continue to be important at the individual, team, and organizational levels:



These foundational mindsets and capabilities need to be at the forefront in building people strategies.

Expectations have changed

- ▶ Professional, arms' length relationships
- ▶ Boundaries between work and outside work
- ▶ Keep the personal out of it
- ▶ Pressure to “fit in” – sharing the recipe for success



- ▶ Professional, but deeper, more empathetic relationships
- ▶ Bringing authentic, full self to work
- ▶ Understanding the personal, others' realities
- ▶ Valuing and leveraging diversity for greater success

New competencies are emerging, or are amplified in importance

Emphasis On

1. Connecting with empathy
2. Embracing collaboration and belonging, and creating a psychologically safe space for others
3. Reimagining, engaging and inspiring (remotely)
4. Servant/collective leadership
5. Inclusion and intercultural competence, driving it in others
6. Agility, failing fast, reframing, pivoting; creating an agile workplace
7. Resilience, perseverance, optimistic mindset
8. The ability to thrive in, and lead others through ambiguity
9. An appreciation for the broader ecosystem
10. Courage and truth telling

Leadership is exhausting...

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Activating Competencies for the Next Normal

For most organizations, this is a
substantial transformation

Talent strategy needs to be aligned with the Business strategy.

Culture



Talent Requirements/Competencies

Strategic Business Imperatives

Rethinking the Success Profile for the Next Normal

WHAT PEOPLE **NEED TO KNOW**

Technical and/or professional information needed to perform job activities successfully

KNOWLEDGE



COMPETENCIES



WHAT PEOPLE **CAN DO**

Behaviours that will make a difference

WHAT PEOPLE **HAVE DONE**

Educational and work achievements that will be key to being successful in the role



EXPERIENCE

PERSONAL
ATTRIBUTES



WHO PEOPLE **ARE**

Traits, drivers, personality attributes and motives associated with success

SUCCESS
PROFILE

CULTURE

What are others doing?

Talent Acquisition for the Next Normal

- Scarcity of talent AND untapped pools of talent
- Ensure Success Profiles include only Bonafide requirement; use blind reviews of resumes
- Use objective assessments to avoid hiring based on familiarity, but also to assess specifically against new competencies
- Provide onboarding support
- Fight against hiring for diversity/disruption and onboarding for conformity
- Leverage data and AI search technology



Succession Planning for the Next Normal

- Start early
- Ensure emergency plans in place for key roles
- Deliberate inclusion of BIPOC in pipeline
- Pools of talent developed that can step into multiple roles
- Focus on competencies, not just hard skills
- Accelerated and focused development based on objective assessments
- Enterprise ownership of talent, to ensure breadth of exposure to enterprise and to challenges



High Potential Identification for the Next Normal

- Review success profiles closely, ensure only bona fide requirements included.
- Assess talent earlier and deeper in the organization, to ensure BIPOC representation
- Implement broader and enterprise-wide management of career journeys
- Create sponsorship program and reverse mentoring
- Ensure an accommodating culture

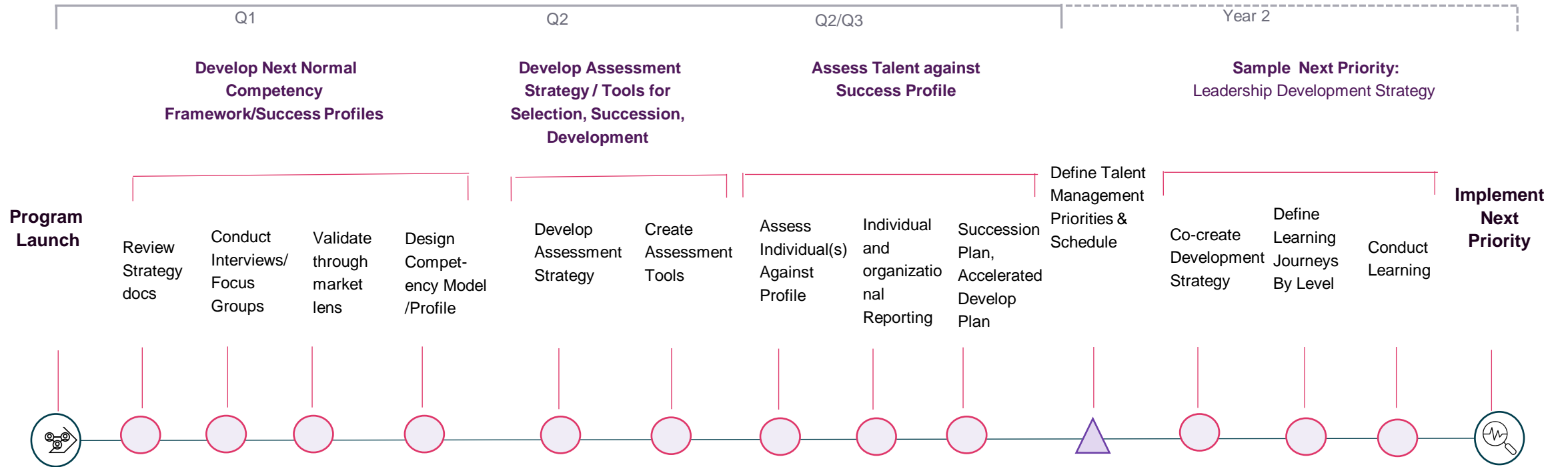


Leadership Development for the Next Normal



- Designing for a non-linear career populated by multiple transitions and reinventions
- Flexible, modular, ‘talent-Netflix’ content distributed over time
- Truly personalized blended learning experiences focusing on reflection and habit change
- Development anchored around the key career moments every leader faces
- Appropriate balance between developing strengths and managing derailers
- Activation and transfer of learning is recognized

A Sample Roadmap



Final thoughts...

- Think about the Success Profile, as that is the red thread across everything
- Be informed by trends, but aligned with your organization strategy
- Identify low-hanging fruit (easy to do, low cost, quick win)
- Don't try to do everything all at once: pick where you will most likely have success
- Be aware that bringing in disruptors and not supporting them will likely result in frustration for the disruptor, lack of success and turnover

Questions?

About LHH

Lee Hecht Harrison helps companies simplify the complexity associated with transforming their leadership and workforce so they can accelerate results, with less risk. We do this by helping their employees navigate change, become better leaders, develop better careers, and transition into new jobs.

As the world's leading integrated Talent Development and Transition company, we have the local expertise, global infrastructure, and industry leading technology required to simplify the complexity associated with executing critical talent and workforce initiatives, reducing brand and operational risk. Teams in more than 60 countries around the world leverage our proven programs and global experience to deliver tailored solutions to clients that align talent with the needs of their business.