Enabling and Accelerating Leadership Development with Integrated Digital and High Touch Experiences

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Global + Diverse

Leader Demographics

25,812 Leaders
2,547 HR Professionals
2,488 Organizations

Generation
- 20% Millennial
- 62% Generation X
- 18% Baby Boomer

Leader Level
- First-Level Leader 41%
- Mid-Level Leader 31%
- High-Level Leader 23%
- Senior-Level Leader 5%

Industry
- Automotive & Transport 12%
- Energy & Resources 5%
- Finance & Insurance 10%
- Health Care 6%
- Manufacturing 18%
- Other 28%
- Pharmaceuticals 3%
- Professional Services 6%
- Retail 5%
- Technology 7%

Country/Region
- 25% Southeast Asia
- 7% Japan
- 7% India
- 17% China
- 14% Latin America
- 16% US/Canada/Puerto Rico
- 8% Europe
- 4% Australia/NZ
- 2% Africa/Middle East

Gender
- 31% Female
- 69% Male

High-Potential Leader
- Yes 48%
- No 52%

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Polling Question: Digital era leaders focus their attention across 5 areas. Which area do leaders self-report the LEAST effective?

- **Drive** digital by leveraging technology to modernize their business strategy and operations.

- **Navigate** a complex digital landscape by embracing disruption with clarity of purpose and resilience.

- **Connect** people and possibilities in an increasingly dispersed and ecosystem-driven working world.

- **Relate** to others on a very human level by balancing people and technology, and lead with true empathy and inclusivity.

- **Think** differently, focusing on holistic situational understanding and seeking creative and innovative possibilities.

Digital-Era Leadership
Ready or Not, Digital Competence is Already Differentiating Winners from Losers

Key digital-era leadership capabilities

> **Drive** digital by leveraging technology to modernize their business strategy and operations.

> **Navigate** a complex digital landscape by embracing disruption with clarity of purpose and resilience.

> **Connect** people and possibilities in an increasingly dispersed and ecosystem-driven working world.

> **Relate** to others on a very human level by balancing people and technology, and lead with true empathy and inclusivity.

> **Think** differently, focusing on holistic situational understanding and seeking creative and innovative possibilities.

Legend: ⊛ Impact on digital progress | Leadership readiness — ⓢ Strong, ⓦ Weak

Capability	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

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Digital-Era Leadership

Ready or Not, Digital Competence is Already Differentiating Winners from Losers

The digital leadership performance premium

Those organizations with the strongest digital leadership capabilities (the pioneers) are outperforming those with the weakest capabilities (the laggards)
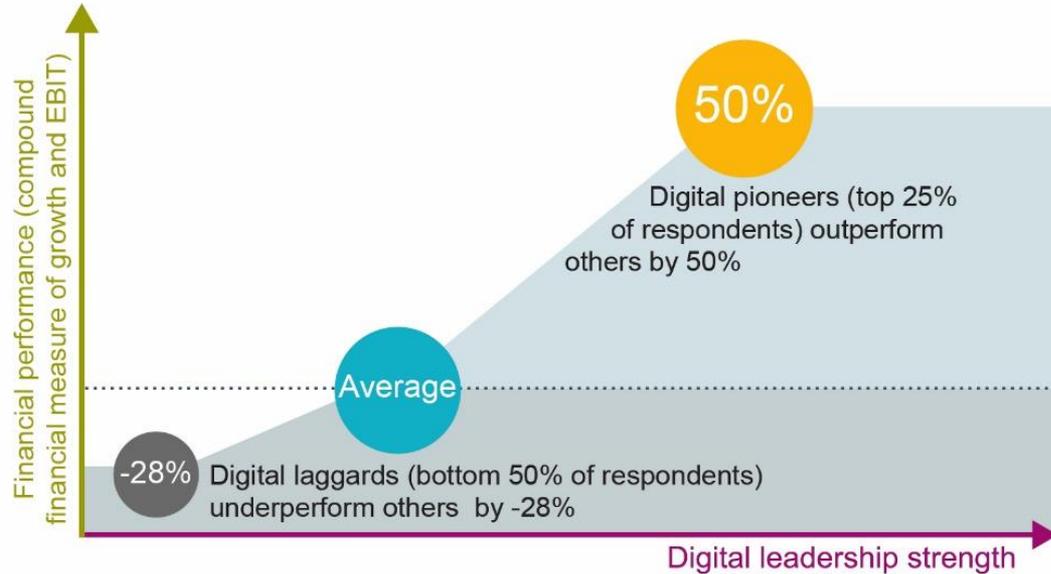
Financial performance (compound financial measure of growth and EBIT)

50%

Digital pioneers (top 25% of respondents) outperform others by 50%

Average

-28% Digital laggards (bottom 50% of respondents) underperform others by -28%

Digital leadership strength

Digital-Era Leadership

Where to Start

> Identify critical leadership roles and readiness to pioneer digital transformation

> Develop digital accelerator leadership-immersion programs

> Move beyond simply "doing digital" to "being digital"

How to Excel + Differentiate

> Lead for the future of the organization via leaders with a vision for how technology can extend the company's competitive position

> Foster a digital ecosystem for leaders – new approaches to learning, rewards, and use of space

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Polling Question: In order to move the bar from simply "doing digital" to truly "being digital" what factor had the highest impact in enabling Digital Pioneers?

- Acting decisively

- Anticipating/Reacting to high-speed change

- Maintaining effectiveness despite lack of predictability

- Navigating through complexity

- Operating in a highly digital environment

- Using data to guide decisions

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Accelerating the Digital Journey

Changing Old Leadership Mindsets and Ways of Working

Digital Pioneers' Impact Compared to Digital Laggards'

4.9x Acting decisively

5.1x Anticipating/Reacting to high-speed change

4.1x Maintaining effectiveness despite lack of predictability

4.8x Navigating through complexity

5.6x Operating in a highly digital environment

4.6x Using data to guide decisions

High digitally ready leaders judge themselves...

...better equipped than digital laggards to cope with new workplace challenges

> **Meeting New Workplace Challenges**

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Accelerating the Digital Journey

Where to Start

> Question each talent system for whether and how it's building capable digital leaders

> Ensure that you're reinforcing a culture of continuous growth and learning in the workplace, not just the classroom

How to Excel + Differentiate

> Measure and work on your organization's learning culture

> Build a future workplace that uses rewards, workforce mobility, and technology experiences to drive collaboration and innovation

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The Rules Have Changed

OLD RULES

Employees are told what to learn by managers and career models

People learn in the classroom and sometimes online

Learning content comes from L&D and experts

NEW RULES

Employees decides what to learn based on their team's and individual needs.

People learn all the time.

Learning content is provided by everyone in the organization.

Source: Rewriting the rules for the digital age. (2017). Deloitte Global Human Capital Trends

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Ecosystem for Modern Learner: Digital AND High-Touch
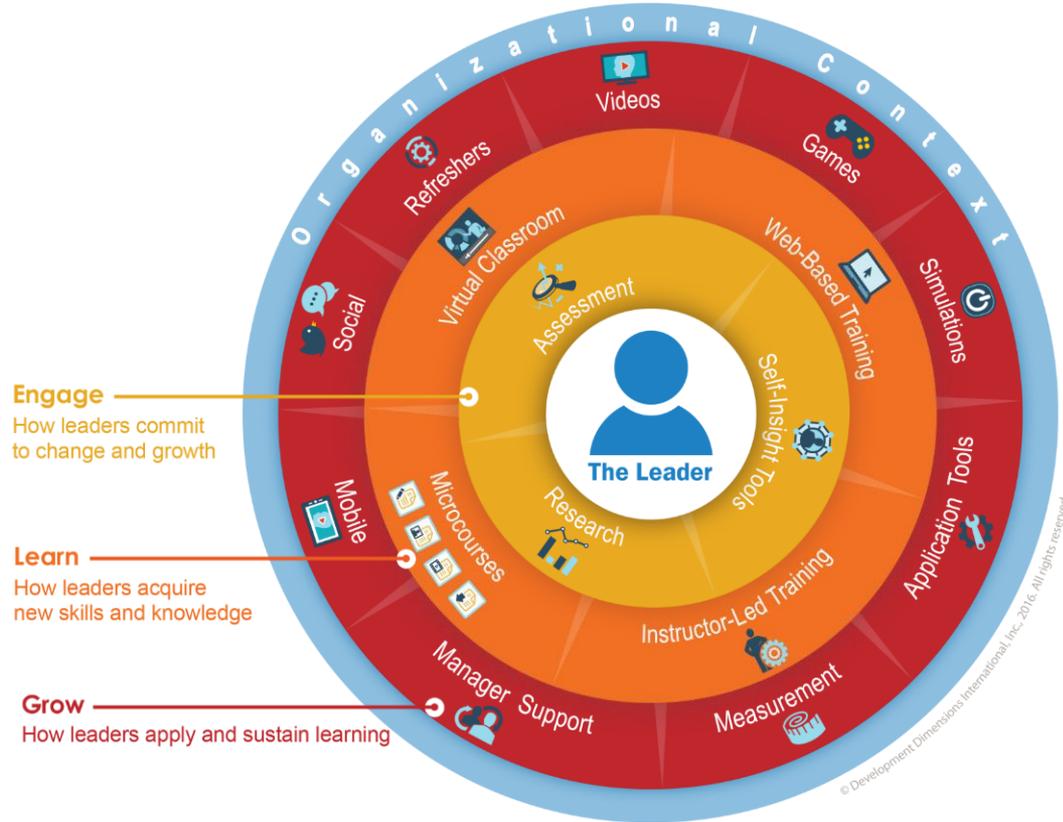
Assessment Data Provides Insights

- Determining what type of data do I have OR need:
  - Organizational data
  - Group/level data
  - Individual data

- Types of assessments
  - Needs Analysis
  - Multirater
  - Personality Inventories
  - Virtual, simulation-based

- Self-assessments and self-insight tools = Personalization

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HR Shopping List

- Flexibility/multiple modalities (ILT, Virtual, Mobile, E-Learning, Videos, Apps, etc.)

- Reduces cost

- Works in time-starved environment

- High value and quality for money

- Helps me do the same or more with less (less staff, less money, etc.)

- Credible and proven

- Something new, modern, impressive, exciting

- Reduce learner time off the job

- Helps me get management and executive support

- Convenient and uncomplicated

- Learners love it, rate it highly

- Scales easily

Polling Question: What types of learning do leaders want more of?

- Internally developed content
- Social network learning
- Coaching from external mentors
- Self-Study
- Formal workshops, training courses, seminars
- Mobile-devised based learning
- Short development assignments
- Coaching from my current manager
- Personalized learning activities
- Coaching from peer leaders

- On-demand learning
- Game-based learning
- Podcast learning
- Externally developed content
- Computer-based learning
- Microlearning
- Coaching leaders receive from their employees
- Long-term development assignments
- Books/articles

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Meeting the Needs of the Modern Learner

Technology Gains Its Footing, but It's a Slippery Slope
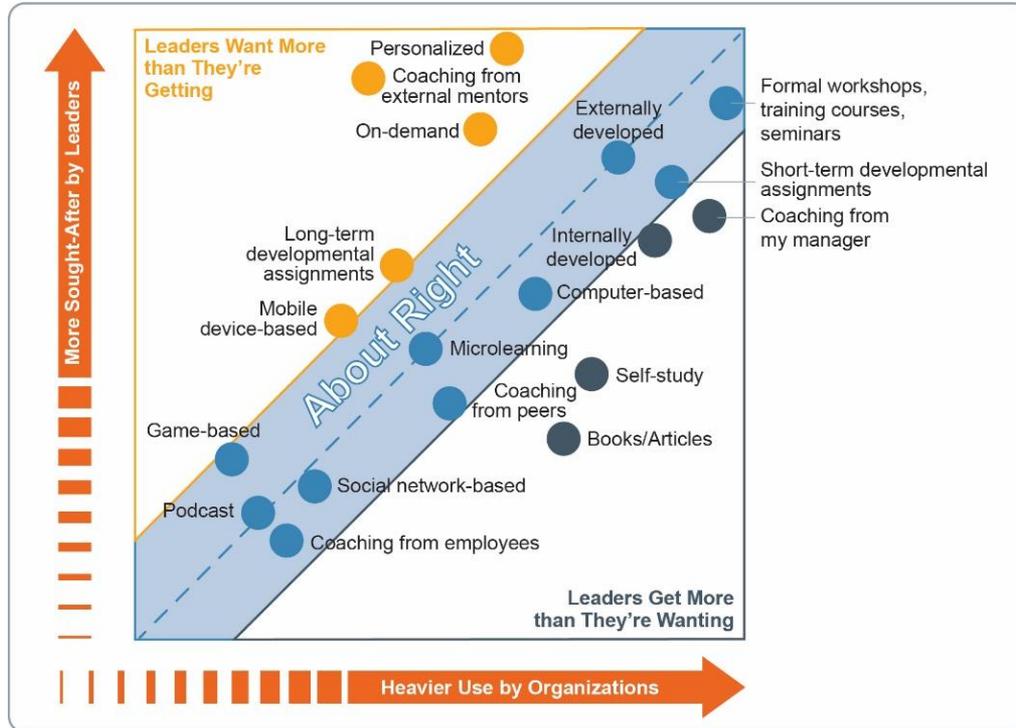
> How Much Leaders Want—
> and Are Getting—19 Learning
> Methods for Developing Leaders

Three Methods Leaders Prefer Most

1. Personalized learning experiences
2. Coaching from external mentors
3. Formal workshops, training courses, and seminars

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Methods at the Bottom of the List

- Social networking (e.g., using social medial, wikis, and blogs
- Podcast learning (e.g., online audio formats)
- Coaching leaders receive from their employees

What's an Organization To Do?

Use technology is an 'accelerator' of learning's impact

- It improves the link between learning programs and leader quality and application back to the job
- Give 'always on' learners the tools they need to grow themselves and others
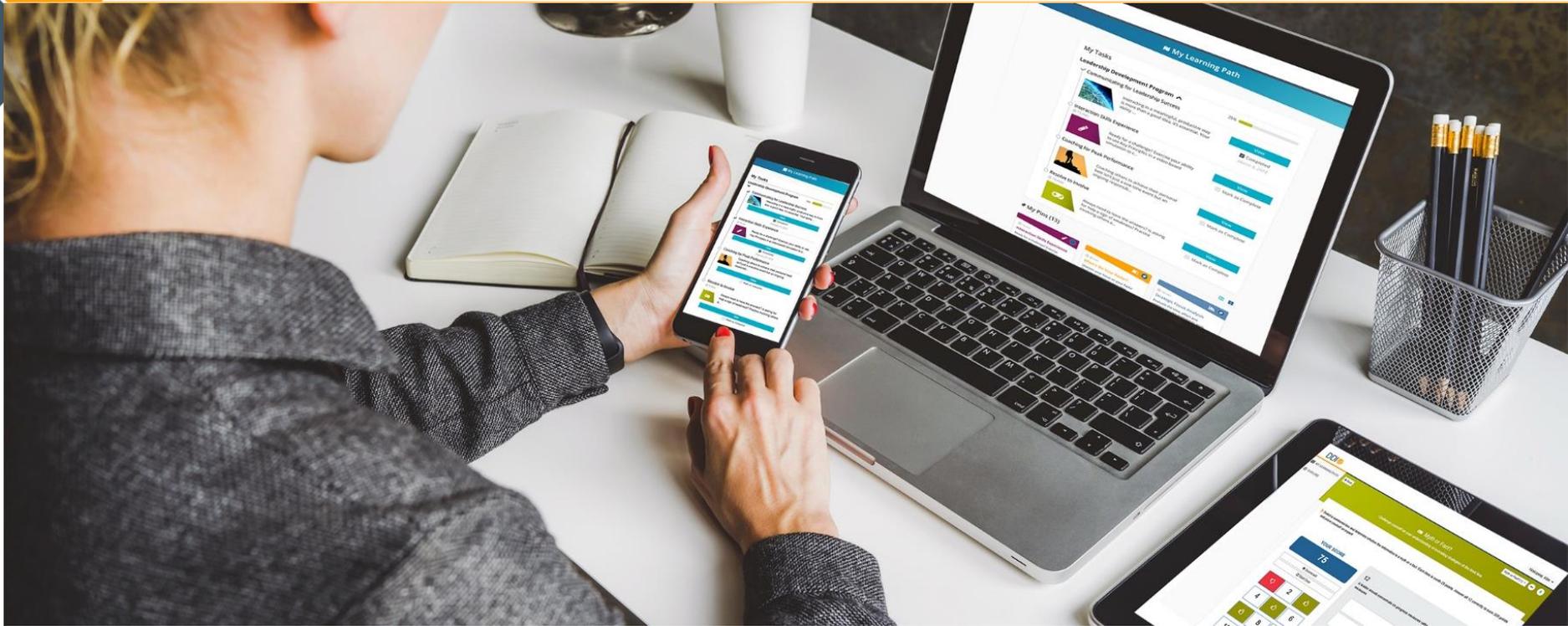
Personalization Through A Platform

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DDI's Pinpoint^{SM} Platform

One Stop Shop for Leaders

- Course Prep
- Variety of assets and exercises to reinforce learning and support on-the-job-application of new skills
  - Discussion Planners
  - Self-assessments
  - Games and Simulations
  - Challenging Situations
  - Knowledge Checks
- Available where and when they are needed
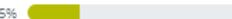- Accessible from any device, including smartphones

For Training Managers

- Eliminates multiple emails and attachments (Course Prep, Planners, etc.)
- Unlocks reinforcement tools and empowers leaders to get more practice on their own

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My Learning Path

My Personalized Toolbox

📌 **My Pins** (11)

Courses

Delegating with Purpose	Making High-Quality Decisions	Your Leadership Journey
In today's "do more with less" business reality, leaders feel the pressure. How...	Analysis and judgment. If you want to make choices that will have the most prof...	Experienced leaders know the score: They'll go only as far as their people will...

Tools

🎮 ⏱ 10 min **Are You a Fit Coach?**	📊 ⏱ 10 min **Assess Yourself**	✏ ⏱ 15 min **Discussion Planner**
Quiz yourself to see if you have the know-how to coach others effectively.	Rate your use of critical communication skills, the Key Principles.	Prepare for an upcoming workplace conversation.
✔ 9 months ago	✔ 20 days ago	

See all Pins

💾 **Recently Saved** (50)

Name	Tool	Last Modified
Building and Sustaining Trust Course Prep(1)	Building and Sustaining Trust Course Prep	03/15/2018
Sustaining Change(1)	Sustaining Change	03/15/2018
Team Success Factors in Jeopardy(1)	Team Success Factors in Jeopardy	03/15/2018
Build Trust Within Your Team(1)	Build Trust Within Your Team	03/15/2018
What Would You Say?(1)	What Would You Say?	03/15/2018
Personal Tendencies and Trust(1)	Personal Tendencies and Trust	03/15/2018

See all Saved Tools

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Self-Insights for Personalization

Assess Yourself
Rate your use of critical communication skills, the Key Principles.

▶ Respond to each statement, then select Submit.

✔ Statements 1-10   ✔ Statements 11-20   ✔ **Statements 21-25**   ✔ Results and Next Steps

I am good at developing an accurate understanding of others' feelings.

| Strongly Disagree | Disagree | Undecided / Uncertain | **Agree** | Strongly Agree |

I am good at complimenting others when they do something well.

| Strongly Disagree | Disagree | Undecided / Uncertain | **Agree** | Strongly Agree |

I am good at listening to others and responding with empathy.

| Strongly Disagree | Disagree | Undecided / Uncertain | **Agree** | Strongly Agree |

I work with others to set up tracking procedures for monitoring the success or achievement of a project.

| Strongly Disagree | Disagree | Undecided / Uncertain | Agree | **Strongly Agree** |

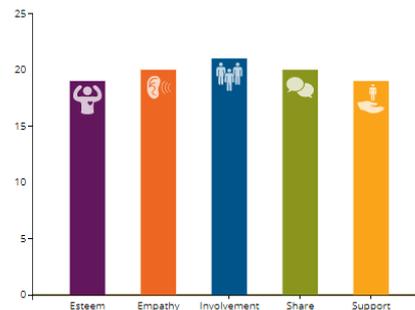**I am good at letting others know of any issues or concerns I have regarding a situation or issue.**

| Strongly Disagree | Disagree | Undecided / Uncertain | Agree | **Strongly Agree** |

← Back   🖫 Save   Su...

Your Scores ℹ

What's Next?
Using the Key Principles is crucial to your successful interactions as a leader. This is just the beginning of communicating for leadership success! Save or print your results to refer to during your session.

Note below any questions you might have about this self-assessment.

Esteem: 19 / 25

Statements and Ratings	Score
I make it a point to maintain and enhance others' self-esteem. Agree	4
I take opportunities to let others know the value they bring to the organization/team. Undecided / Uncertain	3
I make it a point to express confidence in others' abilities. Agree	4
I usually make it a point to let people know that their accomplishments or ideas and suggestions are appreciated. Agree	4
I am good at complimenting others when they do something well. Agree	4
Total	**19**

# Imagine a More Compelling...and Personalized... Classroom Experience.

Personalize and Energize the Classroom Experience

- Incorporate Learning Stations
  - Learners choose their station or activity rotations based on their development needs or business challenges
  - Record insights and immediate next steps for application before session ends

- Use real-time polling to personalization session for group

- Bring technology into the classroom…especially if you want learners to use it after the session

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Games to refresh knowledge…inside or outside of the classroom
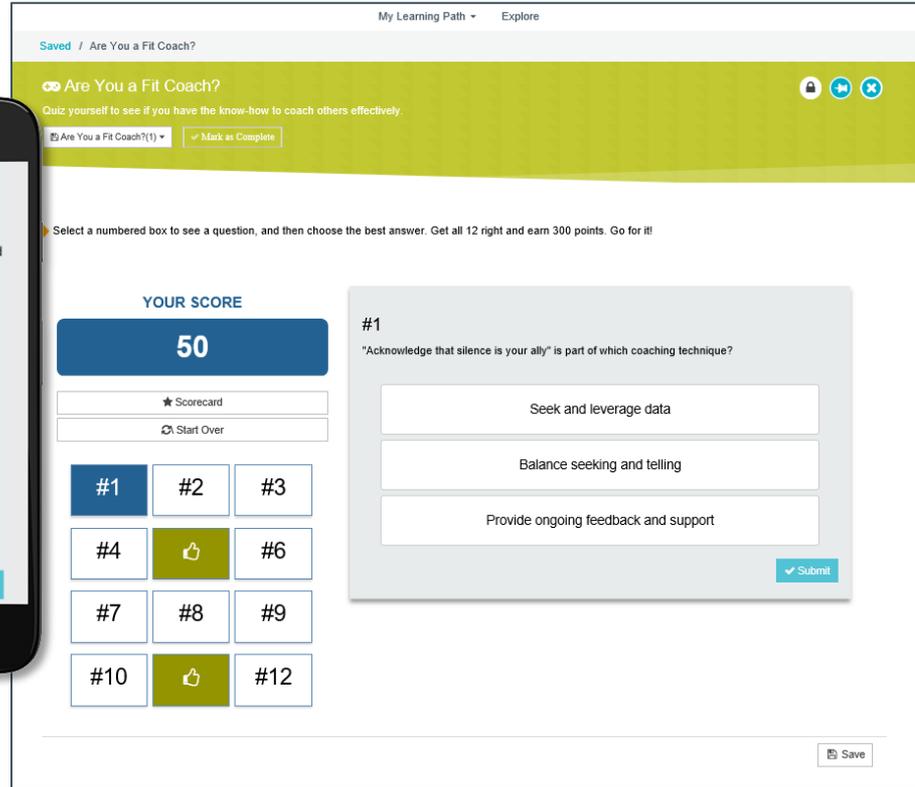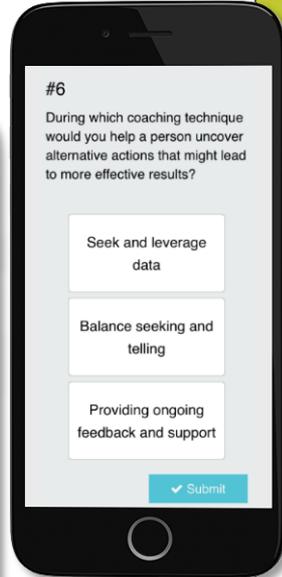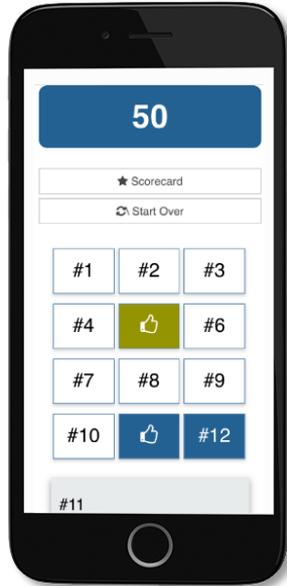
Benefits to Learners

- Individuals can take control of their learning by exploring, practicing, and measuring progress at their own pace, in any place.

- More engaged during synchronous sessions by interactive activities requiring critical thinking and greater collaboration.

- Tackle more challenging, business-relevant application tasks during synchronous sessions, with peers.

- Get more practice and feedback in a safe learning environment.

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New Frontline Leaders

ENGAGE

Virtual Kick-Off:
(Learners and Managers)

Assessment

Self-Directed Learning
• *Your Leadership Journey* **(WBT)**
• *Interaction Essentials for Leaders/EQ* **(WBT)**
• *Feedback* **Microcourses**

Pre-work (via DDI's Pinpoint Platform)

Meeting with Manager – Review Assessment, Discuss Learning Focus and Application Project

Managers: *Reinforcing Leadership Development* Virtual Classroom session and Manager's Guides

LEARN
Day 1

Senior Leader Kick-Off

Interactive Review: Self-Directed Learning from Engage

Table Team Talk: Application Projects

Learning Stations
• Key Principles Challenge/EQ
• New Relationships/Managing Former Peers
• Coaching
• Delegating

Energizer: Myth or Fact Game/Transition (DDI"s Pinpoint)

Reflections & Connections to Application Project

Networking Event: Lessons Learned from Experienced Frontline Managers

Evening: Coaching Simulation and Coaching Self-Assessment

LEARN
Day 2

Digging Deeper: Coaching

• Energizer: Are You a Fit Coach? (Pinpoint)
• What Would You Say? Coaching Situations
• Practice Makes Perfect

Digging Deeper: Delegating
• Delegating Challenges
• Practice Makes Perfect

Leadership Brand Exercise & Video

Partners with Purpose: Share and refine Application Project

Set Expectations: GROW

Meeting with Manager: What I learned; How I'll apply it to my Application Project

GROW

Personalized Learning

• **Application, Practice, and Reinforcement Tools** (via DDI's Pinpoint Platform)
• **Pick and Mix:** Microcourses

Keeping Connected: Virtual Check-In

Application Project: Solution Implementation

Meeting with Manager: Lessons Learned, Keep it Going

Post-Program Reactions/Feedback | **MEASURE** | **Impact Evaluation**

Manager Involvement: Kick-off, Coaching Conversations, Manager's Guides, Check-ins, Feedback

Brandon Hall Research:

Organizations need to listen to their learners. It is critical that organiztions meet learners where they are, rather than force them into learning environments and experiences designed to meet the needs of the learning function. For instance, while everyone may generally agree on the effectiveness of ILT, companies may want to re-examine how effective their traditional eLearning offering may be.

When it comes to the technology itself, it is imperative to focus on learners and the experience they will have using the platform. All of the features, functionality, and administrative capabilities in the world will not save a platform that users find out of date, hard to navigate, and simply difficult to use. Similarly, an inexpensive solution is no bargain if learners never want to use it. `

Mobile is not some fad that the learning function can simply ignore. To an increasing degree, people rely on their mobile devices for information that they need. As part of a strategy to deliver information, an organization must include some sort of mobile strategy. Any barriers to information access should be seen as detrimental to the success of the business.

Finally, companies need to keep mixing it up. Blended learning is no longer just classroom and eLearning. It is an ever-shifting mix of technologies, modalities and experiences. Organizations should seek out platforms and solutions that help them deliver learning in ways that are more natural and seamless for learners, rather than continually stuffing them into classrooms and pushing them through PowerPoints.

Brandon Hall 2017: "2 Perspectives on Corporate Learning: Organizations and Learners"

Keys to meeting the needs of the modern learner

Where to Start

> Pursue personalization, by far the most dominant feature learners want most

> Restore the value 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
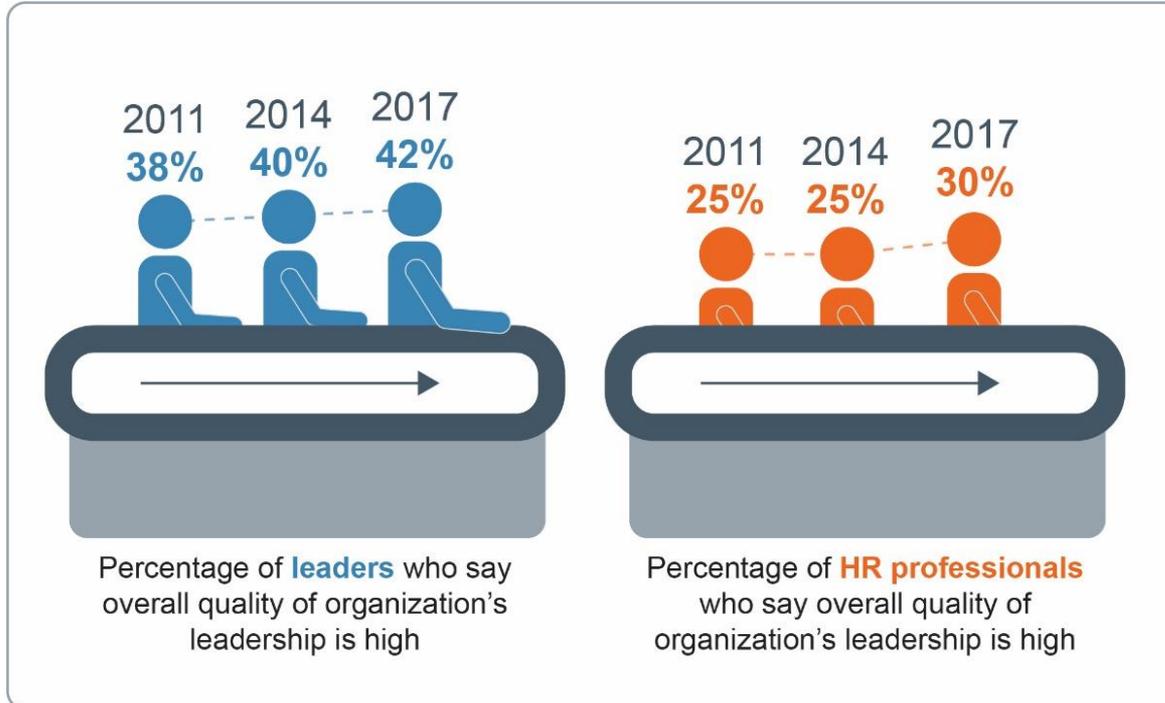
How to Excel + Differentiate

> Shift away from self-service—make learning more about on-demand and tailored and less about self-study and generic

> Experiment with game-based learning—it's sought-after by Millennial leaders

> Extend learning beyond the classroom—prompts and practice make learning "stickier" on the job

> Appoint a Learning Experience Manager to improve program success

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Leader Capability Stalled Again

How will you close the gaps?

2011 **38%** 2014 **40%** 2017 **42%**

Percentage of **leaders** who say overall quality of organization's leadership is high

2011 **25%** 2014 **25%** 2017 **30%**

Percentage of **HR professionals** who say overall quality of organization's leadership is high

> **Leadership Quality: Little Progress Six Years Running**

Thank you!

Questions?

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