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Corporate Learning

Covid-19 Heightens the Leadership Gap:
Key Learnings from Our Client Listening Project

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PRESENTED BY

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During Today's Session

- All attendees will be in listen-only mode
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- Session is being recorded
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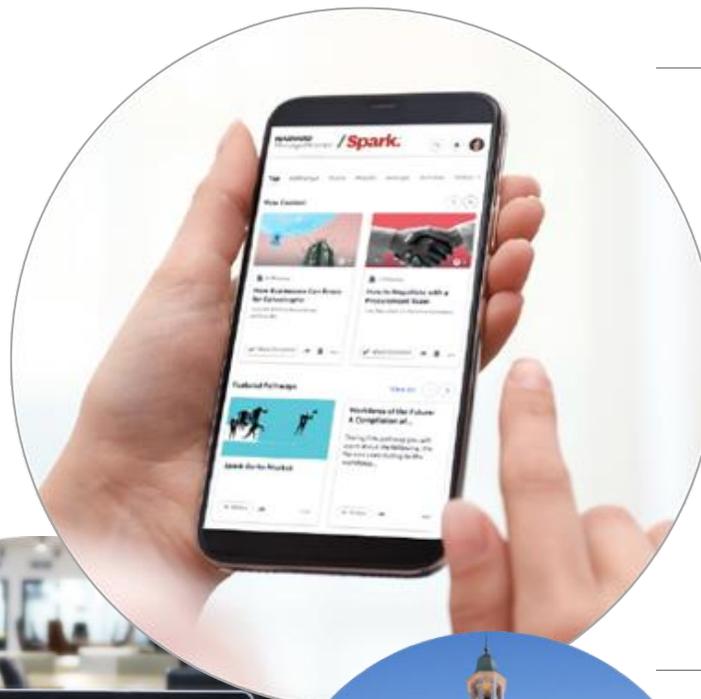
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Introduction

Amy Bernstein
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Larry Clark
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As your organization continues to deal with the Covid-19 pandemic and accelerate your adoption of digital technologies, do **all** your leaders have the capabilities they need to embrace what's coming?
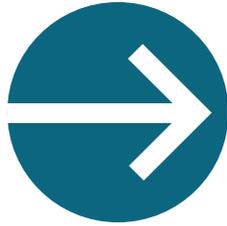
Global listening tour

In June 2020 we interviewed 47 senior talent and learning leaders representing North America, Europe, APAC, India, the Middle East, and Australia and New Zealand.
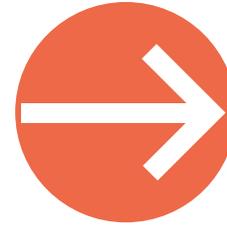
We set out to:

- Understand the business impact the pandemic has had on organizations

- Determine what this means for leaders and which leadership capabilities are becoming most critical
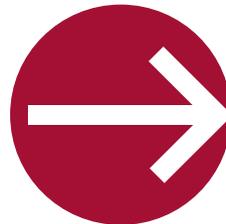
Three key learnings

The pandemic has dramatically accelerated transformation in the way we work and conduct business.

Leading effectively in such a disrupted environment requires a very specific combination of leadership capabilities.

Some leaders have stepped up and performed exceptionally during this crisis. But others have faltered, illustrating a widening gap.

The focus of our conversations
Business insights reveal shifting requirements

What We Heard

Dramatic Shifts in Business Priorities and How We Work	**Implications for Leaders in an Emergent World**	**Pivotal Leadership Capabilities Have Emerged**	**Leadership Development and Learning Imperatives to Close the Gap**

Dramatic Shifts in Business Priorities and How We Work

Strategic pivots for survival

Build in **supply chain** resilience to limit impact from disruptions	Find ways to even out **unpredictable demand**	Offset massive **reductions in revenue** from stalled business lines
Find new work for **furloughed employees**	Increased reliance on **government emergency funding**	Expansion of cross-company, **public-private collaboration**

Accelerated digital adoption in the face of disruption creates opportunity

SPEED

Many companies applied technology to speed up processes and decision making

Products and services expected to take years launched in weeks/months

SHIFTS

As Covid-19 shut down some business lines, companies went after new digital channels

From mobile apps to tele-sales, many organizations are finding new areas of growth

The way we work has changed for the long term

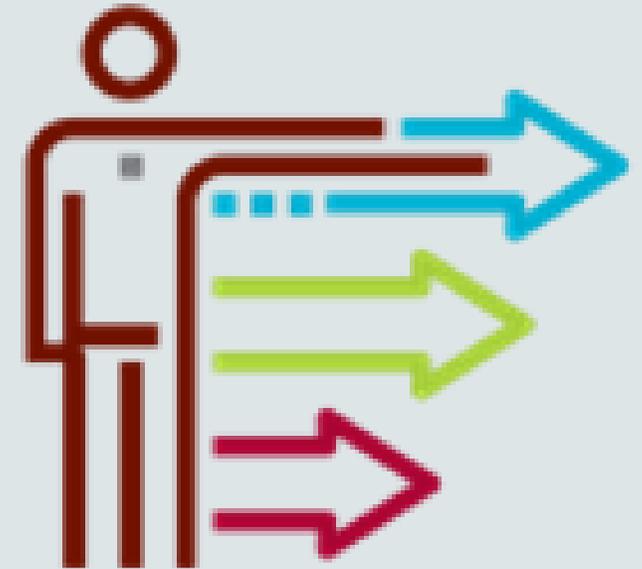|		
Acceptance and support for **working from home**	Rethinking dedicated **office spaces**	**Less in-person interaction**, business travel
Revamped **business processes** and procedures	Need to lead teams and **track performance virtually**	**Employee safety and well-being** is a top priority

Implications for Leaders in an Emergent World

New challenges, focus areas for leaders

More attention on employee well-being

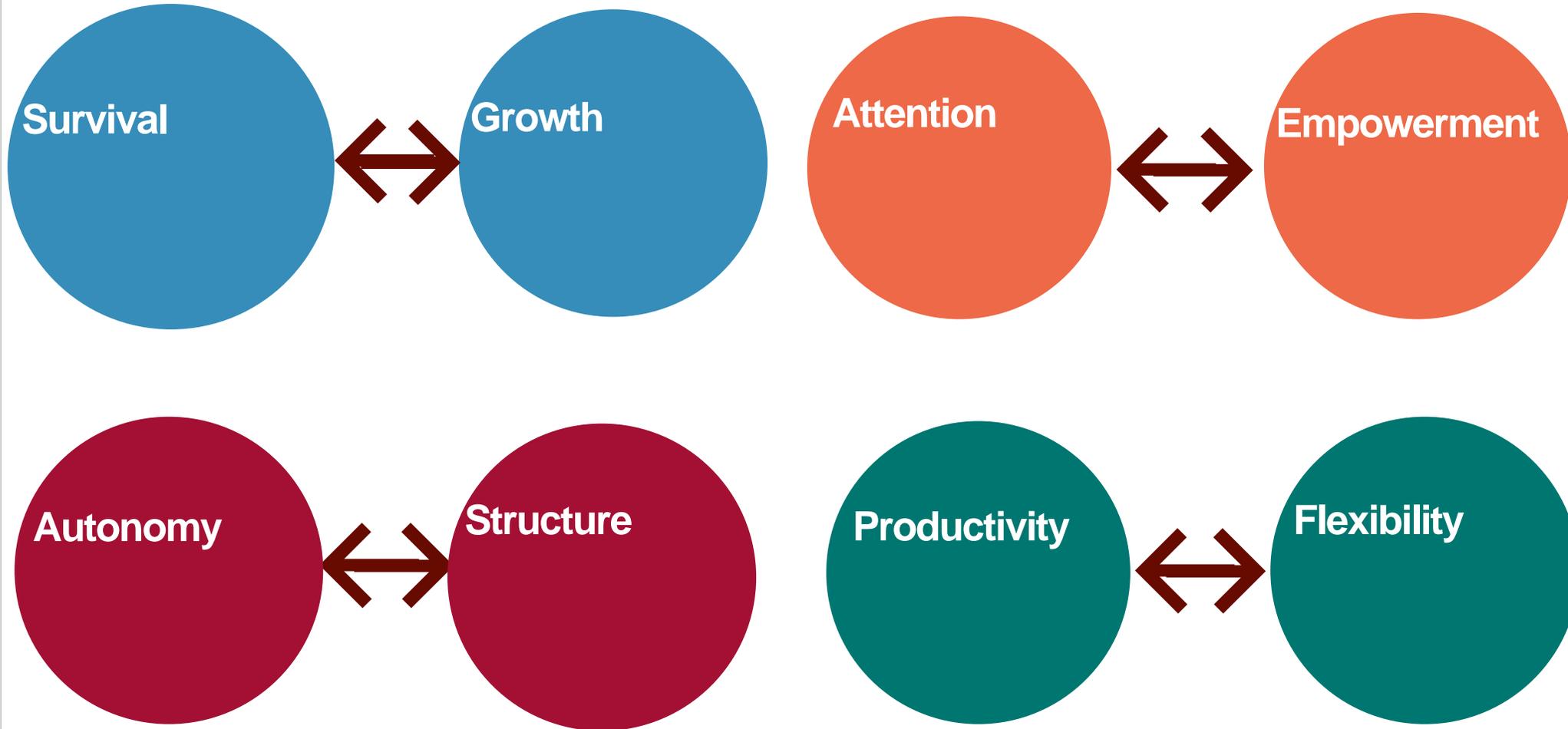**Continuous adaptation brings increased pressures**

Purposeful committed cultures on the rise

Simultaneous opposing forces for leaders

Survival ⟷ Growth

Attention ⟷ Empowerment

Autonomy ⟷ Structure

Productivity ⟷ Flexibility

Implications for leaders
Three ways to approach change

Question the Past
- Micro-management and bureaucracy
- Separation between personas
- Hours at work = productivity

Manage the Present
- Wellness and safety
- Purpose and team bonds
- Transparency and communication

Create the Future
- Values connection and inclusion
- Strategy and structure
- Role of the office, workplace

Pivotal Leadership Capabilities Have Emerged

Leaders face more disruption ahead
Three pivotal leadership clusters have emerged

What This Means

Pivotal Leadership Capabilities Have Emerged

Cultivate trust

Reskill for opportunity

LEAD THROUGH UNCERTAINTY

Lead Through Uncertainty

Making sense of what is emerging

What This Means

Pivotal Leadership Capabilities Have Emerged

Cultivate trust

Reskill for opportunity

LEAD THROUGH UNCERTAINTY

Leaders who can effectively lead through uncertainty are comfortable with ambiguity, able to synthesize new information quickly, and make decisions despite the unknowns.

LEADER CAPABILITIES

- Develop personal adaptability

- Navigate complexity

Cultivate Trust
Building a climate of purpose and belonging

What This Means

Pivotal Leadership Capabilities Have Emerged

Cultivate trust

Reskill for opportunity

LEAD THROUGH UNCERTAINTY

Leaders who cultivate trust demonstrate empathy and authenticity. They are attentive listeners who value their employees as unique individuals.

LEADER CAPABILITIES

- Inspire engagement

- Value differences

Reskill for Opportunity
Preparing the workforce for what's ahead

What This Means

Pivotal Leadership Capabilities Have Emerged

Cultivate trust

Reskill for opportunity

LEAD THROUGH UNCERTAINTY

Leaders must continuously build on their foundational skills in order to respond to new opportunities and effectively manage business shifts as they arise.

LEADER CAPABILITIES

- Foster innovation

- Build digital fluency

Power reflections: The leadership gap

What This Means

Pivotal Leadership Capabilities Have Emerged

3

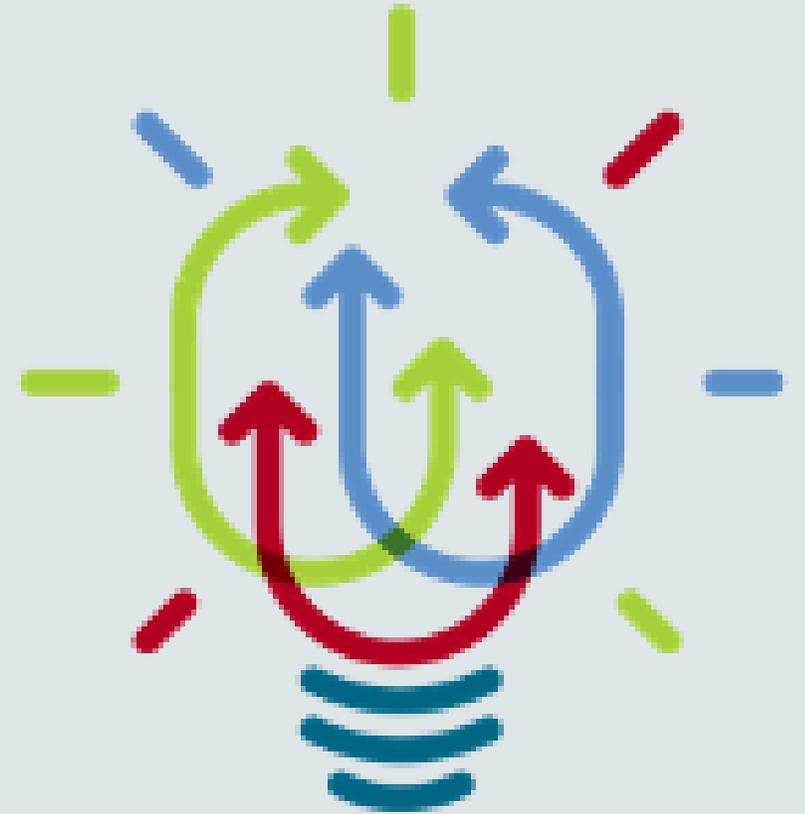Does the "leadership gap" among your leaders exist at your organization?

In which of these pivotal leadership clusters is the gap most apparent?

Are there other pivotal leadership capabilities you feel your leaders need to build up?

Where Do We Go from Here?

Closing the gap through leadership development

What This Means

Leadership Development Imperatives to Close the Gap

Question the Past
- Upskilling focused on IT and tech
- Face-to-face, fixed learning

Manage the Present
- Learning continuity
- Employee well-being and safety

Create the Future
- Align learning strategy to business priorities
- Online learning tools, platforms, integration of technology

Power reflections for L&D

What This Means

Leadership Development Imperatives to Close the Gap

3

What are the most urgent shifts you are making in your learning strategy to ensure your organization is prepared for the challenges ahead?

How are you expanding your learning platforms beyond skill building to encourage connection, collaboration and engagement?

In what ways are you applying technology to reinvent the learning experience?

Questions

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What's Next?

THE LONG-TERM SURVIVORS WILL BE THE ORGANIZATIONS WITH LEADERS WHO

let go of past assumptions and embrace what's emerging

How will L&D help them get there?

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Thank you!

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