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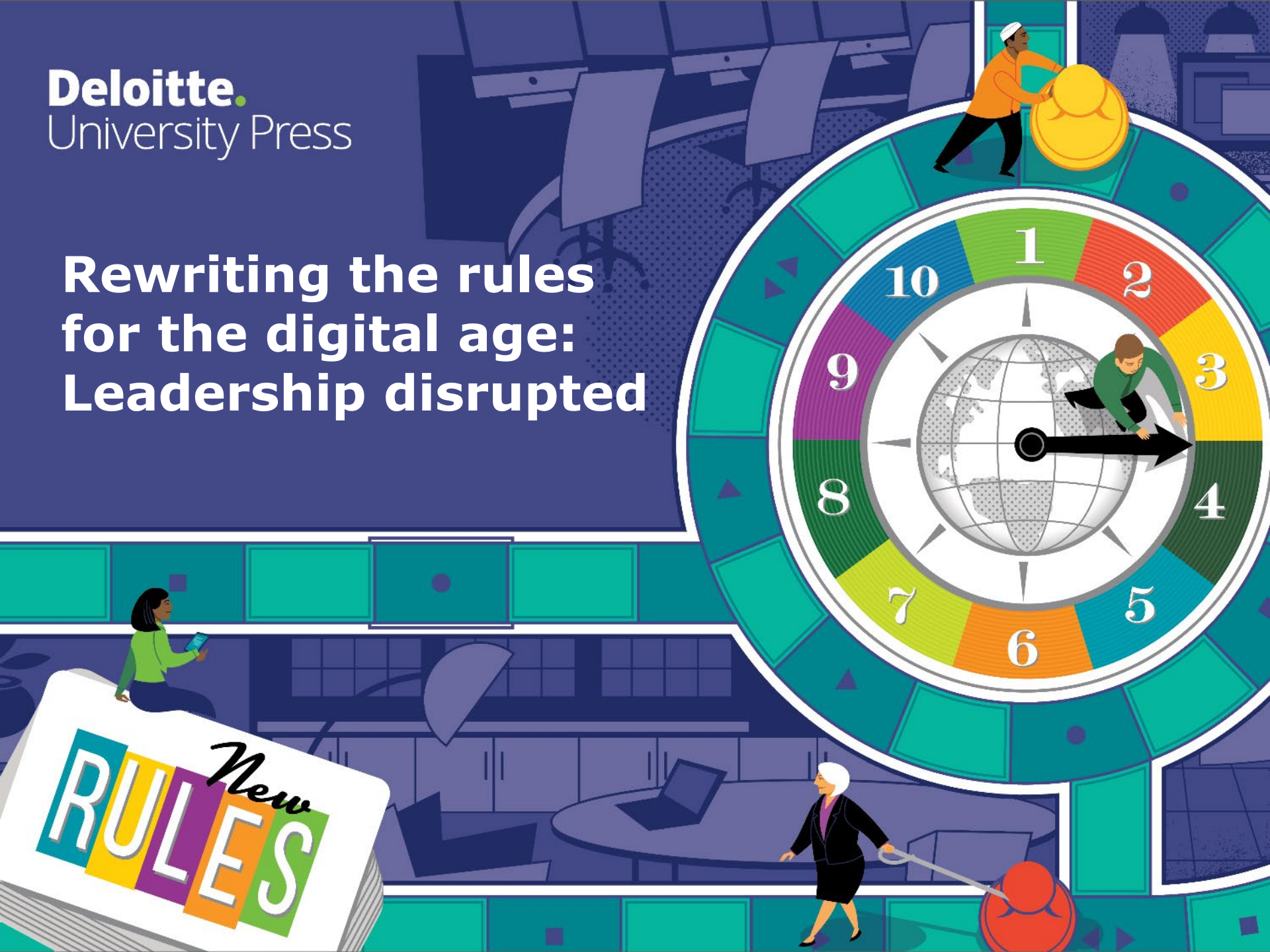
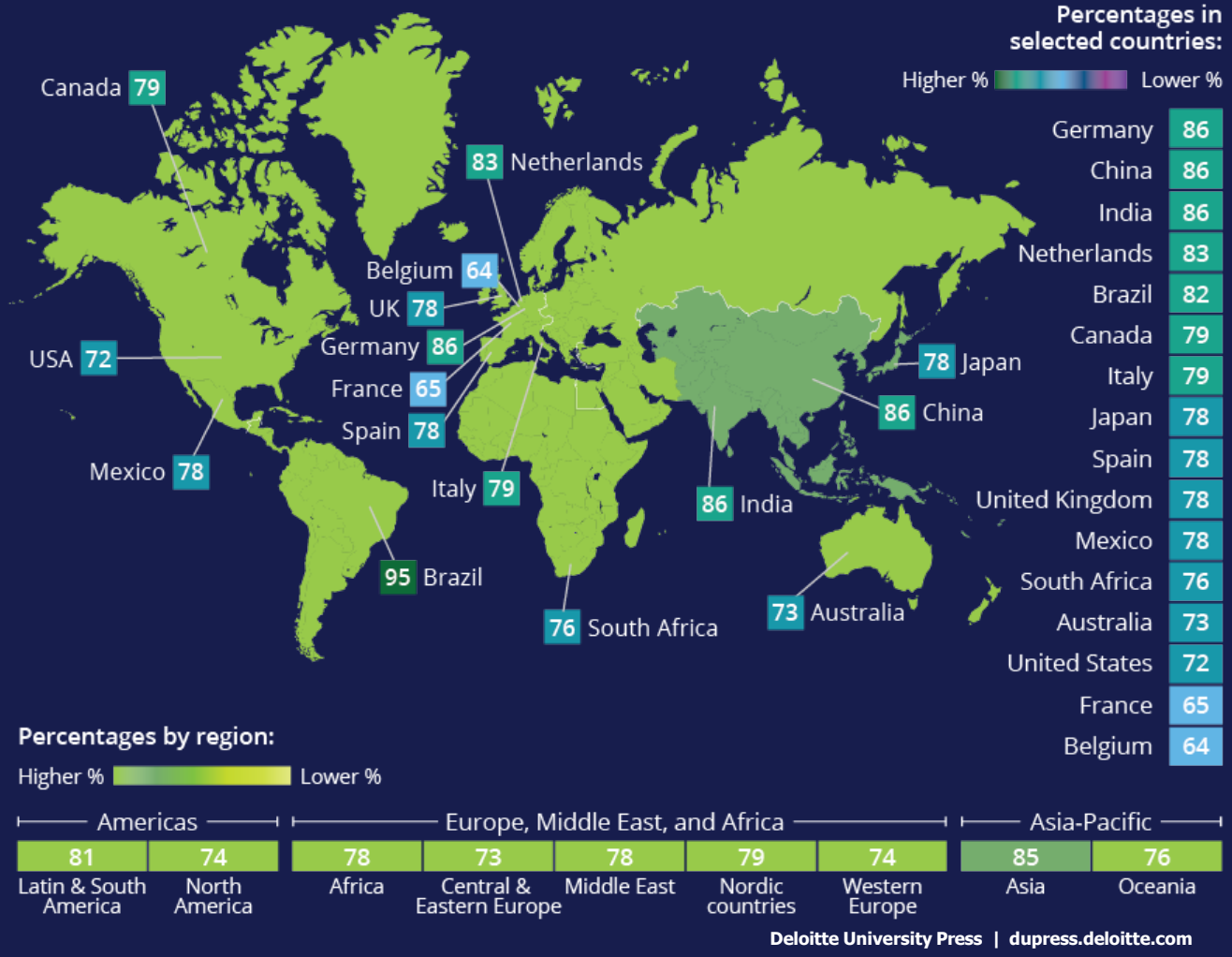
Rewriting the rules for the digital age: Leadership disrupted



Importance of leadership by region

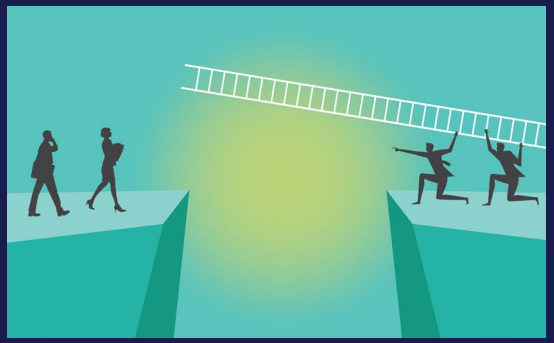


Percentage of respondents rating the trend "important" or "very important"

Three macro themes driving the need for change

The power of the individual is growing

86% of millennials think that business success should be measured in terms of more than just its financial performance.[1]



Businesses are expected to fill a widening gap in society

According to the Edelman Trust index, people worldwide place

52% trust in business "to do what is right," vs. **43%** in government.[2]

Technology change is having unforeseen impacts on society

87% of C-level executives say that digital revolution will lead to more equality and stability with more ability to influence than governments to shape the future.

1: 2017 Deloitte Millennial Survey: Apprehensive millennials: seeking stability and opportunities in an uncertain world, 2017,
2: Edelman, 2018 Edelman Trust Barometer: Global Report, 2018

Leadership disrupted:
Pushing the boundaries

Less about "art" of leadership, more about challenges leaders face today

The leadership gap has become larger; organizational capabilities to address leadership **dropped by 2%**

90%

Companies redesigning their organization

High-performing leaders today need different skills and expertise than in generations past

Leadership and Millennials

Millennial generation employees, who prioritize coaching and development, are projected to make up 75% of the workforce by 2025

75% by 2025

Formal leadership programs are being supplemented with development assignments, external experiences, stretch projects and exposure to internal and external leaders

Leadership capabilities to succeed in a digital world

Leaders need to think, act, and react differently to make their organizations succeed in a digital world		
Cognitive transformation (THINK differently)	**Behavioral transformation (ACT differently)**	**Emotional transformation (REACT differently)**
Conceptualizing possibilities in a virtual world	Adapting to constantly shifting power and influence	Tolerating an environment of risk and ambiguity
Handling ever-increasing cognitive complexity	Collaborating with ease across many different teams	Showing resilience in the face of constant change
Thinking divergently about new ways of doing things	Valuing the contribution of new work partners and different interest groups	Being brave in challenging how things are being done
Making decisions quickly without all of the information	Investing huge amounts of energy into getting things right; try, fail, try again	Having the confidence to take the lead in driving change

Leadership types to succeed in a digital world

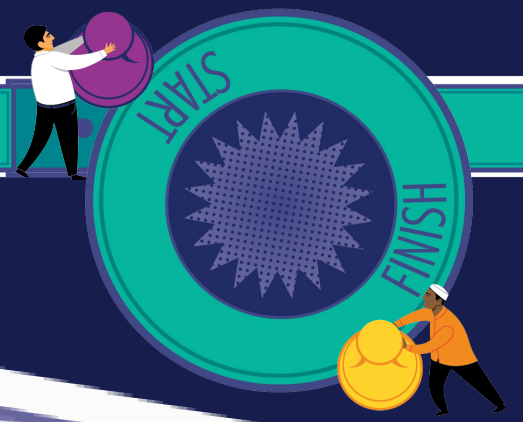
Three types of digital Leaders		
Digital investors	**Digital pioneers**	**Digital transformers**
Senior executives who uncover opportunities, invest in talent and ideas, forge partnerships, build environment for innovation to thrive	Business and functional leaders who can reimagine the future, shape new and different business models, and lead a winning digital strategy	Leaders who can manage people through radical change and transform the business

Leadership disrupted
New rules

Old rules	New rules
Leaders are identified and assessed based on experience, tenure, and business performance	Leaders are assessed early in their careers for agility, creativity, and ability to lead and connect teams
Leaders must "pay their dues" to work their way up the leadership pipeline	Leaders are identified early and given early, outsized responsibility to test and develop their leadership skills
Leaders are expected to know what to do and bring judgment and experience to new business challenges	Leaders are expected to innovate, collaborate, and use client teams, crowdsourcing, and hackathons to find new solutions
Leadership development focuses on assessments, training, coaching, and 360-degree development programs	Leadership development focuses on culture, context, knowledge-sharing, risk-taking, and exposure to others
Leaders are assessed and developed based on behavior and style	Leaders are assessed and developed based on thinking patterns and problem-solving ability
Leaders are developed through training and professional development programs	Leaders are developed through simulation, problem solving, and real-world projects
Diversity of leadership is considered a goal and important benchmark to measure	Leaders are assessed and trained to understand unconscious bias, inclusion, and diversity in their role
Leadership is considered a difficult role and one that is sacrosanct in the organization	Leadership is considered a role that all play; everyone has opportunities to become a leader
Leaders lead organizations and functions	Leaders lead teams, projects, and networks of teams

Leadership disrupted

Start here



- Rethink the organization’s leadership model
- Identify the likely digital leaders in the organization
- Ensure accountability
- Promote younger people into leadership much faster
- Foster risk-taking and experimenting through leadership strategy
- Move beyond traditional leadership training

Rewrite the rules

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