Redefining Leadership

To develop the leaders the world now wants to see

Leadership Innovators

Redefining Leadership

There has never been a more important time to develop leaders to be able to cope with the demands of uncertainty, change, and the ambiguity we all now face in the world of work. There is a moral obligation to ensure that leadership **means something** within organisations, and it is commendable to developing **the leaders the world now wants to see.**

Authentic leaders acting with integrity.

Over the course of history, leadership has developed periodically based on leadership styles and leaders being in a position of power. But it has been over the last 50 years where it has changed significantly with new thinking and ideas about how to develop leaders along with theories on leadership.

The world is now changing at an exponential rate, with the volatility of the **pandemic** causing chaos and **what once brought leaders success can no longer be guaranteed in the future.** There will be continued disruption and ongoing change with technological advances, increased employee expectations and ongoing impacts from the pandemic leading to demands on leaders **far greater than what they were before**.

"Ensuring leadership is defined and the right organisational culture is in place has never been more important as we prepare for the future."

Organisations now need to take a step back, to rethink ways of working and what leadership means, and to ensure they have leaders who can create the culture they desire, along with developing their people to meet the demands of now and the future. With the ongoing change and uncertainty, **it has never been more important to analyse the role leaders play and how they impact organisational culture, results and profitability.**

There are **7 important factors** to consider before developing leaders to enhance your employee engagement during times of uncertainty, disruption and change:

What type of leadership is best?

How should leaders lead?

How do you develop a leader's mindset?

How do you build a leadership culture?

The mindset of an organisation

Horizontal and Vertical LD

Understanding current organisational challenges

"People who believe they can succeed see opportunities where others see threats."
— Marshall Goldsmith,

Where we find ourselves right now is most businesses and organisations fear for their survival, whereas in contrast some organisations are thriving during the opportunity the pandemic has created for them, whilst some will remain operational with little or no impact. However the world has changed, and this presents **a plethora of conundrums that leaders have not had to face before**. Moving from a living mindset to a survival mindset during pandemic is a situation not seen for most of us in our life-time, which means moving from a state of auto pilot to one where the brain is doing over time meaning more stress and pressure on the nation's mental health.

Leadership is now being challenged not just to redefine it's why but it's what, how, where, which and for who. Remote leadership and new ways of working in a radical new business landscape yet to be discovered will ensure **leadership itself will evolve to new ways of thinking about leadership.**

"Henry Ford summed it up best. "If I had asked people what they wanted," he said, "they would have said a faster horse."

—Simon Sinek.

How should organisations now develop leaders?

"*Leaders create culture. Culture drives behaviour. Behaviour produces results.*"
- Edgar Schein

Who creates the culture of an organisation?

The challenge of maintaining or enhancing employee engagement during times of change, disruption and uncertainty is one most if not all organisations now face with the impacts of the pandemic and exponential change.

Leaders will create your culture and they will also be the biggest impact on your employee engagement. If leaders are not provided with the guidance and understanding of how to lead, how to be a leader and what leadership means, then they can make simple mistakes and demonstrate dysfunctional behaviours.

This will come from a poor understanding of how to lead or the mental model of experience that has come from observed leadership and management. This mental model could be from a good example but if it is from poor leadership it is mirrored as acceptable behaviour. There is a fundamental gap in their knowledge. This can lead to micro management styles, or the demonstration of undesirable behaviours through coercive miss use of power or conforming to an organsiation's past conditioning.

The impact of leadership therefore in this case will be negative when it comes to the overall employment engagement of the organisation.

Redefining Leadership

In a study in 2019 completed by ADP of 10,000+ professionals 23% said bad management was a drain on productivity and **according to Gallup 1 in 2 leave their job because of their manager.**

This emphasises not only the importance of leadership and management when it comes to creating culture but also the need to ensure the right **leadership architecture is in place** so leaders fully understand what is expected of them. Especially in times of change and disruption when a leader feels they are in new situations they have never faced before.

Research completed by the Global Leadership Forecast has shown that only about **14%** of companies feel they have a strong bench, with digital transformation and disruption having a profound effect on leadership at every level.

As part of their research 3 cultural shifts are needed the most in responding to disruption:

1. Inform decisions through data, and analytics

2. Integrate multiple and diverse perspectives to drive change

3. Embrace failure in pursuit of innovation

Too many organisations are taking a "do it yourself" approach to leadership development. Leaders need a personalised experience along with the opportunity to learn from internal and external mentors. **Development needs to be experiential and immersive.**

The bottom line is there is more to developing leaders than providing a range of solutions and then expecting behavioural change. Hence why your leadership development strategy should be thought through, **responsive and aligned** clearly to your business strategy and the changing world.

Redefining Leadership

Leaders need to be developed and **understand what good looks like** with detailed and considered leadership development and architecture. This architecture provides the framework for leaders to be successful, to have a choice in how they develop and also have in time content to engage and inspire them to be effective leaders.

Is your leadership development strategy as effective as it could be?

If your **pain points or burning platform** is to shift behaviours and remove organisational conditioning then the first step should be to redefine what leadership means for your organisation.

It is also critical to focus on key behaviours that will enable leaders to be there for their teams in their time of need. The balance between being human and maintaining performance has never been greater, especially in a remote environment.

The need for calm, clear **communication and optimism in the face of adversity and ongoing change** is essential for success along with the need to demonstrate they are committed, they care and there is trust in the relationship with each individual on their team.

And if, right now, your organisation is moving from a **living mindset to one of survival,** you need strong leadership to see you through the change and disruption. With new ways of working it has never been more important to redefine what leadership means for your organisation.

Now is the time to redefine what good looks like, then spend time embedding it to see a change in behaviour based on what good looks like.

And then provide the appropriate options and solutions, as and when needed, for responsive ongoing development.

Redefine your leadership to redefine your success and shape the future.

Why Leadership Matters

$166 Billion spent on Leadership Development each year in the US alone – Forbes

70% variance in employee engagement caused by managers - Gallup

1 in 2 employees who have left their job to get away from their manager - Gallup

86% of companies do not feel like they have a strong leadership bench - Global Leadership Forecast

Essential Leadership Development

With a $166 Billion quoted by Forbes spent on Leadership Development in the US alone it would be interesting to see what was the value of that return in investment and how it was measured? If $166 Billion was spent what did it equate to?

You would agree that leadership obviously matters based on that investment alone?

And also due to the impact they have on the bottom line of an organisation?

Those focused on developing their top talent and leaders with a reasonable budget should wisely consider how they are spending their budget on leadership development. Why?

• If spent well, then the return on investment will impact profitability, enhance employee engagement and maximise results.

• If spent appropriately it will ensure leaders can be equipped and feel empowered to deal with the 'new normal' we all face now lock down and furlough start to come to an end but ensure leaders feel ready for more uncertainty and change.

• It is important that a leader's mindset is developed and a growth mindset is encouraged within the organisation.

Organisations who develop 'learning cultures' according to research completed by Carol Dweck and Senn Delaney found employees are more likely to feel a sense of ownership and commitment to the future of the company, more likely to take risks and foster innovation, and have greater trust in the company.

Especially in the times we are now living a well thought through leadership development strategy is essential to the success of the organisation that is responsive and aligned to business strategy.

Otherwise a reactive response to developing leaders, due to external influences, will mean a serious amount of time and effort wasted. This is where organisations quickly move to a solution and provider for little return other than ticking the development box.

Instead taking that step back to consider how to align clearly to the business strategy and ensuring leaders fully understand what good looks like is the foundation for leadership development success.

Even more experienced organisations can be reactive to change, making quick decisions on the need to keep up with the pace of change. In an ideal world there should always be a level of scientific data and analysis to support decisions coupled with the intuitive understanding of moving in the right direction. Before quickly identifying new values and leadership behaviours or what is seen as leadership gaps without the right investigation and research.

The importance of being inclusive to include key leadership influencers and change champions throughout the organisation will help to define leadership development strategy and embed it within the organisation.

But how many organisations get their values, behaviours and competencies mixed up, which only lead to confusion when it comes to expectations?

So whether you are an organisation who has had some success in developing leaders or you see yourself as a well-developed organisation, it is always important to take a step back to consider if you are moving in the right direction. It is then only the sails you need to adjust rather than the whole leadership journey and direction of the company.

"The single biggest way to impact an organisation is to focus on leadership development. There is almost no limit to the potential of an organisation that recruits good people, raises them up as leaders and continually develops them."
- John Maxwell

If you could define the right leadership architecture for your organisation to shape your future and continue to grow during these changing and challenging times to do good in the world how would you define it?

If you could develop the leaders the world now wants to see, what would you do?

What type of leadership is best?

When we consider the change and disruption in the world right now, the type of leader required is one of humility, compassion and empathy. Leaders who will support their people like leaders in their own right through **human connection**. Leaders who lead with the responsibility of role modelling company values and acting with respect, integrity and transparency.

From an ethical and moral perspective we are all now demanding leadership to be values based and for **leaders to lead like the world now wants to see**. This is easier said than done when we live in a world of mixed agendas and cross purpose objectives, but the most successful leaders operating right now **demonstrate the soft skills to connect, support and lead with compassion.**

They are leaders for good.

Having values that individuals and leaders can see, understanding that there are trademark behaviours that can be lived and breathed are essential for leadership success within organisations. Many organisations have this but the truly successful ones have leaders who **role model and live the values and behaviours**. They are believed and embedded throughout the organisation.

Leaders may have their own style and there will be debates about which leadership style model is best but the **starting point should be leaders understanding the values** of the organisation and what the business stands for, along with the importance of **values based leadership** for the organisation, especially now in the times we live.

But those values now need to translate in the world where a new kind of normal exists, where expectations and working practice are changing. **The 'new normal' is becoming normal** and the mind shift change has already happened in this pandemic age.

There have been some amazing strategic and innovative leadership over the years especially in the big tech companies like Apple, Amazon and Facebook to name a few, but when we look at leadership from an ethical perspective have we gone backwards in time?

Or are we now being **catapulted into the future** where human connection becomes valued and expected in the age and onset of AI? But that future is now.

When big companies avoid paying taxes that normal everyday people pay, is this setting an organisational and leadership example of values-based leadership and ethical ownership? No. This is the **fundamental problem** between ethical values-based leadership and the importance of shareholder value and profit margins.

There are lots of questions for us based on what we can control...do your people know and understand the company values, then live and breathe them?

Do they understand the importance of them in the times we now live? Can you see the opportunity to reframe your organisation to create values-based leadership? **Will empathy and compassion be valued?**

Very similar to the age-old debate of balancing 'What' goals with the importance of 'How' behaviours during the performance management process. Most organisations are **moving away** from the traditional performance management processes, but the point of the 'How' behaviours being as important as the 'What' goals was always **lost in translation.**

If you want to build employee engagement, there are a number of factors that influence engagement levels like the psychological contract an employee has with their employer, but it is of critical importance that your leadership and leaders are seen as **credible, inspiring, caring and understanding.**

All of this is nothing new as Ancient Greek philosophy provided examples for the importance of values based and ethical leadership. And Confucius's moral system was based upon our empathy and the understanding of others, rather than divinely ordained rules. Yet in a modern world that is task and goal focused, will we now see the return of **human beings valuing the importance of being human**?

In effect, that your leaders **care**, can be **trusted** and are **committed** to developing and supporting their people in these times.

A manager or leader who does what they say, is values and principles based, and who acts like a role model has a massive impact on the engagement and culture of the organisation. In a study by leadership consultancy McKinsey & Co **89% of employees** were satisfied when the company delivers great leaders who are inspirational, supportive, empowering and focused on development. (Global survey: War on Talent).

In a time where individuals, leaders and organisations can do more to help and support others, their colleagues and the people less off in the world, during this pandemic age it is now surely time for **leaders for good** on all levels and seeing the type of **leader the world now wants to see.**

How Should Leaders Lead?

When asked how **leaders should lead** the answer is simple…

Based on how leadership is **defined for the organisation** aligned to the business strategy and the appropriate leadership architecture in place.

As Schein (1990), defines culture as a set of different values and behaviours that may be considered to be **a guide to success.**

How do leaders understand what they should do?

By understanding what good looks like when it comes to leadership for the organisation

The fact is no-one in this pandemic age is a completely natural leader. There may be people who are more natural at leading certain tasks, or more dominant personalities who can take control, but actually understanding leadership and how to lead when people want to **be empowered, given autonomy and be trusted** whilst balancing that with the organisation's agenda and needs is no easy task. **Especially as the landscape of work is changing every day** in this age of uncertainty and change.

New leaders do not naturally know how to lead unless they have learnt good practice from a prior manager, which is learned behaviour, or they understand what is expected of them. This is why the most important step in developing leaders is ensuring they fully understand what good looks like. This is about ensuring there is a leadership framework that leaders understand with **clear values and leadership behaviours** detailed with the right solutions available for their ongoing development.

This is the required **Leadership Architecture** to develop leaders that provides an understanding, and also a level of accountability to self-serve and build their own development plan. This should be supported through on the job assessment and coaching. In the times we live, **remote leadership** is now key and although it is very different to what most have known in the past, **key principles of leadership still apply.**

The mistake some organisations make is to think they have defined leadership, when actually if you ask their leaders what good looks like **not many** can really explain or understand why they are the behaviours in the first place. What can come of this is leaders making it up as they go along, **dysfunctional leadership.** Then numerous vendors providing reactive LD services, which in most cases is not solving the problem other than **ticking the development box** however good the solution.

If we take a step back to understand how leadership has developed through the generations we get insight into how a leader should lead.

When we go back in time to the industrial era we would have seen coercive command and control leadership, which developed slowly over time to develop a boss-worker relationship. This became more progressive with the advent of office working and the emergence of a new way of thinking about leadership, Emotional Intelligence.

EQ brought a new wave of thinking about leadership. The Situational Leadership model described the way a leader should use different styles dependent upon the situation in simple terms along a spectrum from directive, delegating, selling and coaching. Then the advent of the **coaching revolution** to empower people along with the use of psychometrics was the spark to develop a leader's self-awareness aligned to EQ.

More recently in an excellent article by Korn Ferry called the 'Third Wave', the shift is now moving to one of Agency, Authenticity and Agility.

To build on the generational development of leadership the need for **empathetic leadership** during the pandemic age as emotional intelligence has never been more key where a leader demonstrates they care, are committed and can be trusted. Human leadership where **empathy, compassion, humility and respect** are the required behaviours when leading people through the times we now live in. And strong leadership is still required to make the tough decisions and take the actions that matter. Albeit a lot of decisions leaders will have no power over as we see more divestment, redundancies, closures, mergers, and acquisitions.

Before the pandemic we were coming to live in times were people expected to be empowered and given autonomy, albeit with the millennials coming through, a leader will need to be nurturing whilst giving individuals freedom.

Those leaders who can create leaders in their own right, so they can be themselves and lead creatively, will be the future of leadership.

But we never saw the pandemic age coming which is a powerful reminder that leadership is about **helping others dream more and be more**. A leader comforts, supports and takes the blame when things are going wrong and then takes a step back out of the light when things are going right. **Visible leadership is required right now.**

For organisations the leadership model of **what good looks like** needs to take all of the above into consideration.

A Leaders Mindset

A leader's mindset can be defined into three key areas which are important when recruiting and developing leaders.

The first is, do they have a **passion** for being a leader who wants to make a difference within the organisation, in people's lives and do they demonstrate they care? Are they the type of person who is authentic in their agency to want to help other people and feel passionate about it?

The second is, do they have the **capability** to become the leader you are looking for in your organisation? We may believe that anyone can become a leader, but we need to take into consideration the working landscape, the new normal and impacts of the future to understand if an individual will be able to be a leader in your organisation.

Think how many subject matter experts have been promoted to leader but not been up to the task.

And the third aspect is their **outlook**, so how positive, adaptable and resilient they are as a person.

When you bring together their passion, capability and outlook you can define their mindset and organisational fit.

A leader's mindset is then **aligned** to the **values** and **leadership model or framework** of the organisation.

Defining and developing a leader's **mindset** plus living the values and leadership behaviours **equals great leaders for the organisation**. This is why it is critical for organisations to take a step back completely and appreciate the steps in **defining what good looks like** ensuring the right values and behaviours have been defined. The mindset of it's leaders should be assessed before moving to leadership solutions and through the use of psychometrics an individual's mindset can be assessed and developed. Take the **Mindset Equation Assessment (MQi)** which assesses leader's, team's and organisation's mindset as the latest tool to provide in depth assessment and a framework for **mindset and LD.**

Some organisations will think they have defined their values and leadership model, but in some cases when it is cascaded down, no one buys into the model.

The question is: Have they completed research based on analytical data, qualitative measures, unbiased opinion, leadership experts and involved everyone in the process? Ensuring leaders understand the thinking behind the values, behaviours or changes is essential if you want to change behaviour or create the desired leadership behaviours in the organisation.

Like anything, if you want to decorate your own house you can, but when you bring in a professional you are guaranteeing your results and your house then looks immaculate. The same can be said of buildings, if you take time to create detailed plans and build a solid foundation you will create and build a magnificent building, which is how some of the tallest skyscrapers and exquisite buildings have been built to date. The same principles apply to leadership, in having the **right and required leadership architecture in place**, which in turn impacts **employee engagement, organisational growth and profitability**.

And now more than ever it has never been more important to develop leaders with what is a **'Human-Centred Leadership'** approach during this new age of pandemic, uncertainty and change. The landscape has now changed with **exponential change being the new normal,** and the need for leaders to cope without certainty, riddled with ambiguity and ongoing volatility. When we eventually come out the other side, which we will, we will all realise we just had to do what needs to be done now.

Getting ahead starts by shaping the future now, by making these changes when we are faced with the next burning platform it will be a transitional process instead of an eruption that threatens the very core of organisational and human existence. We need leaders to lead the way and **the mindset of those leaders is where we start.**

How do you build a leadership culture?

The future is changing every day and we can all make predictions as to what the future may hold. Some are more qualified than others to make their predictions. Some having known predictions like self-driving cars to the more visionary and radical, like we will all live in space and the Earth will be a place we visit on holiday which was recently revealed by Jeff Bezos to help save the planet in the future. One thing is sure, no matter where you work now or in the immediate future organisations will continue spending millions on Leadership Development.

Yes you would think by the total money spent to date we might actually be there by now, but what we know about learning, building capability and developing potential is it is an ongoing process. So too is developing culture.

The current trend is that digital technology is the holy grail, employees own their own development, technology provides all the learning so away you go and knock yourself out with all the options. L&LD box ticked as the technology is in place, it looks great and you can't complain there is not enough stuff for you. Plus, it has AI which through machine learning will push out and remind you that what you said you wanted to learn can be found verse and chapter through articles, video, podcasts, books and more at your own fingertips. So, we tell ourselves "*Job done, leadership development and learning truly boxed off for future generations to come...now lets get back to the real business stuff we should be focused on.*"

"And we have the awards to prove we are a learning organisation, what more could our employees or leaders ask for?"

If this was the case it would be article over, but we all know there is so much more to developing leaders and employees. **The essence of having a growth mindset is about continual learning and that is what the new AI machine learning powered technology is helping to support, and providing some amazing platforms that help leaders grow.**

One of the challenges in the future will be to know which platform to use as they are now popping up more and more with providers now looking to capitalise on the market.

In the 2018 State of Leadership Development Report from Harvard Business Publishing **explains that millennials are more critical of L&D programmes citing that they lack innovation, are not relevant and should be using well sourced content to address the strategic needs of the business.**

They are looking for a more responsive, innovative and credible development approach compared to a one size fits all. By exploring these different types of leadership development you can assess your organisations leadership strategy. Which one is most like your Leadership Development Strategy below?

Reactive LD

This type of organisation has developed leaders historically by building what the business wants. There is no set LD strategy because by HR supporting the business, LD has grown reactively but because it has taken time it is viewed more organically. The business requests a meeting and drives the agenda, HR goes away with a 'to do' list and looks to provide solutions in-house firstly, or then looks for the best external provider to plug the skill gap. Occasionally there will be a flagship leadership programme driven out by one of the Executive team possibly based on an event or speaker they have seen, but delivered then by the Learning or LD team within HR. There will be pocket industries found across the company doing different things so it can get frustrating that what is being provided is not always connected to the bigger picture and is for short term results.

Static LD

This type of organisation has taken the time to build a leadership framework or model. There will be clear competencies or leadership behaviours. There will be various ways to learn as a leader and it will be linked back to the leadership model. You will, through your performance conversations based on how you rated, have development actions or a plan of competencies you will need to develop. Therefore, based on your performance conversation you can now easily help yourself by going through the LMS or Intranet to be able to self-serve and attend or take the development options the company provides. The options are blended, and the company provides a wide range of learning opportunities. This is the static model of leadership development and once in place there may be Executive or Senior Leader development but everyone else self serves and owns their own development.

Redefining Leadership

Digital LD

This type of organisation has run to digital or is already a digital organisation. The belief here is that technology can provide all learning and leadership needs for individuals no matter their learning preference. Digital is the future and it is all encompassing plus it will measure and track your learning. This organisation provides digital self service solutions and then little else in the form of meaningful development unless there is an urgent need that the digital solutions are unable to provide, but they will still be directed to some self-directed learning as part of process. The 'Netflix' approach to leadership development is seen as the way forwards.

Responsive LD

This type of organisation will ensure that they have aligned their business strategy and desired culture to their leadership development. They will have considered what good looks like for leadership and defined it for their leaders, ensuring all leaders understand the organisation's leadership success factors. There will be a clear leadership development strategy, built year on year, that is responsive to the needs of leaders to build capability based on these leadership success factors. There will be a blended range of solutions and self-directed digital solutions are only one option provided to leaders. What is then provided is collaborative and in time leadership development through communication, events, external thinking, internal social media content and experiential learning. The responsive approach ensures leadership development is a vehicle to embed the desired culture and to future proof leaders.

Horizontal and Vertical LD

The future of leadership is mindsets not competencies.

The growth of the gig economy is having a big impact on leaders and organisations due to short term contracts, part-time or freelance work as opposed to permanent jobs. This is driving talent acquisition to look for new types of leadership behaviours when recruiting especially as a more **humanistic approach** to leadership is required during the pandemic age. The challenge here is to bring in leaders who have the **learning agility** to quickly learn and make a difference.

As we progress into the future, **gig leadership** will become more of a norm than the anomaly, so providing fast paced development options for speed to competency and building cultural mindset will be key. This is made easier when leadership architecture is integrated into all people practices, which means **talent acquisition identifies external talent that fits the leadership mindset for the organisation**.

Right people, right mindset, right time.

And identifying that talent, both externally and internally, is critical to an organisation's success with the complex challenges of unceasing transformation, lock down, change, technological and digital advances, and the need to learn and adapt faster. N. Petrie in his white paper for CCA explains to develop leaders in a complex world of volatility, ambiguity and change, **'Vertical' leadership development is about transformation of the leader.**

'Horizontal' development being about capability, skills and knowledge.

'Vertical' is about mindset, attitudes, values and beliefs.

Essential when recruiting and developing top talent, is ensuring **a framework of 'what good looks like' for leadership** is effectively in place. Bringing in leaders with a **purpose driven mindset that aligns to the organisational culture** ensures ongoing transition of results and performance. **Having leaders with the same mindset aligned to the mindset of the organisation is what will create a congruent culture and therefore support growth and profitability.**

Horizontal Leadership Development

Adding Knowledge and Skills

Transmitted from experts

It's about 'what' you think

Competencies

Expert Knowledge

Technique

Vertical Leadership Development

Growing abilities to think and act in complex, systematic, and interdependent ways

Earned though life experience

It's about 'how' you think

Mindsets

Growing up, maturing

Greater perspective

Transformation of consciousness

Building leadership capability is essential but it is when the **Mindset is aligned** you then see the difference to the effectiveness and culture of your organisation.

What is the starting point?

Identifying the mindset of the organisation

Mindset of the Organisation

So with the company values, leadership behaviours and a responsive leadership development strategy in place the leadership architecture provides the foundation for building leadership capability, to creating the culture and ensuring employee engagement is enhanced.

There is a very important additional strategic factor to take into consideration which is the mindset of the organisation. If you were to ask any leader: What is the mindset of the organisation?

It would be interesting if it matches that of the CEO and the Executive team. The beliefs your employees will have will mean there is an organisational mindset that creates the overall culture. When this is congruent you see growth, engagement, increased performance and satisfaction, acknowledged by its people as an organisation which is a great place to work.

When the mindset of the organisation differs at different hierarchical levels, that is when you see barriers to the strategic plan. There are naturally other internal and external factors at play. So internally the past and present organisational conditioning will impact, along with structures, policies, procedures, systems or processes that are not keeping up with the pace of change or that create barriers to growth. From an external perspective the market, regulatory and pace of technological change will all influence. But barriers can always be overcome if the people have the right mindset to deal with change and the obstacles in their path.

So assessing to identify the mindset of the organisation is key to success, and in some respects is completed with employee satisfaction surveys because it will reveal the barriers and enablers to growth in the mindset of your people. However, the true measurement needs to assess the type of mindset employees and leaders have, to see if it is congruent at all levels.

According to Schein (1995), subculture is the segments of culture which show different norms, values, beliefs and behaviour of people due to difference in geographical areas or departmental goal and job requirements (within organisations).

And it is these subcultures that can lead to cottage industries and completely different mindsets within organisations, so it is important to assess, understand and then provide the right development and communication to align leaders to move in the same direction. If you want to change behaviour, you have to change the thinking behind the behaviour.

"Customers will never love a company until the employees love it first."

– Simon Sinek

Understanding the challenges organisations face

Based on research into organisational challenges along with the changing technological and economic landscape we find that most are concerned about the following in different proportions dependent upon the organisation:

- Uncertainty about the future
- Relentless ongoing Transformation
- Technological and Digital Change
- Globalisation
- Recruiting, developing, retaining talent
- Climate change
- Regulation and Compliance
- The competition inside and outside own industry
- Customer service, employee and human experience
- The call to see organisations as both the implements of societies and the institutions which shape the societies that use them.
- Organisational Conditioning

No matter what level of challenge, issue or problem an organisation is facing the immediate stance should always be what can be controlled. Strategic plans for 'hypothetical' futures are then based on multiple scenarios for what is not controllable and then 'definite' futures defined for the controllables to make the strategic vision and plan happen.

Naturally there are so many variables in play, where one organisation's burning platform is survival, another's is grow at pace, and in either scenario the mindset and capability of its leaders will be critical to its success. Horizontal and vertical development are key, but it will be the mindset of its leaders who will be able to either cope with the pressures and stress of uncertainty, and/or demonstrate the resilience to deal with relentless transformation and change.

For any organisation looking to grow, move forwards or survive, then it is important to understand it's **organisational conditioning to identify internal barriers.** Once identified **collaborative leadership can work to resolve and shape the future of the organisation.** To drive employee engagement, individuals and leaders developing an understanding of the organisational landscape, being part of the solution and mission will make a massive difference.

In driving towards your desired culture, a recommendation is to have cultural architects and leadership influencers who are advocates at every level willing to make things happen. This is about a group of leaders who influence the thinking, and a group who make things happen in the organisation. Part of their purpose can be to define leadership for the organisation, while role modelling behaviours and providing inspiring content or messages through company social media and communication. Whilst also acting within the business as the deliverers of change, communication and to embed leadership messages

across the organisation. They form an important part of the overall leadership architecture for making things happen and develop the thinking across the organisation.

Their peers see the right level of energy from people they work with daily, which all helps to embed the desired culture and enhance employee engagement.

Leadership can be made very simple, however, being a leader within organisations with the complexity of the challenges scales up the responsibility and pressures faced. Ensuring your leaders are supported, developed and empowered means challenges can be met positively, overcome and with their innovation, the future will be shaped.

Are your leader's future proofed for the challenges to come?

Your leaders will shape the future of your organisation so develop your leaders of the future today.

Building LD Strategy

If you have reviewed the different types of leadership development and you now understand what you currently deliver, you may think everything you currently do is enough to develop your leaders. You may be able to see gaps in your strategy or you may be at the start of the journey or seriously considering how you build a leadership culture.

The aim of this paper is to help you analyse and think through not only the importance of leadership development but the leadership architecture you have in place for your company.

Based on everything going on in the world right now, there are critical questions organisations need to ask along with research both internally and externally to assess where they are right now. If you have not already defined leadership and the critical behaviours in detail, then fully immersing your leaders in what good looks like is your first step.

Then, assessing the mindset of your leaders and organisation to identify vertical and horizontal leadership development needs. Using all relevant people data to support analysis and development of your Talent & LD strategy. Understanding how congruent the mindset of the organisation is at each level, along with identifying and assessing a leader's capability to identify both top talent and leader's needs.

Once you have aligned to your business strategy and have developed a plan to build the culture over a number of years, your responsive and aligned leadership development strategy, along with your support systems i.e. Cultural Architects and Leadership Influencers ensure embedding understanding to successful implementation of your strategy to achieve outstanding performance, employee engagement, business results and profitability.

Summary

We are currently moving into a new age of technology along with changing employee expectations where ongoing change and disruption will continue to challenge leaders. Therefore, it is mindful when developing leaders to:

Take a step back to define leadership for your organisation aligned to your business strategy.

Ensure you have the appropriate leadership architecture in place to support your leaders.

Build a responsive in-time leadership development strategy.

Assess your leaders and the mindset of the organisation.

Ensure you are getting a tangible return on investment by measuring each step or phase of your strategy

Commit to developing leaders the world now wants to see through values-based leadership and develop leaders as humans who develop humans not as a task or a to-do list.

Ensure you are committed to future proofing your leaders by providing the most up to date thinking, developing their skills and providing exposure to external thinking.

Become a career and learning focused organisation as well as a performance one.

And seek the best advice possible to grow your business, enhance employee engagement, maximise results and profitability.

For advice on your organisation's challenges or how to build an effective leadership development strategy then please contact us now on 07717725447

We work with you to understand your needs, develop your leadership architecture, provide responsive LD Strategy and evaluate every phase to ensure return on investment.

Call now to discuss and positively shape your organisations future today.

At **Leadership Innovators** we define leadership for your organisation and develop leaders who impact your business results to create your desired culture, enhance your organisational performance and maximise profitability.

Leadership by Design is the process of ensuring your business strategy is aligned to your leadership architecture, ensuring as a learning organisation you create a culture of diversity, innovation and high performance.

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