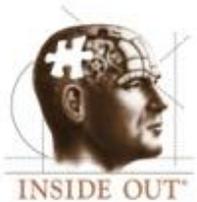


# Leading in the Digital Age

5<sup>th</sup> November 2020

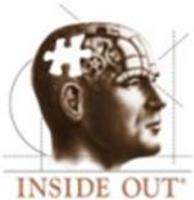
Malcolm Wright

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# Leading In the Digital Age

No matter what age we call it, it comes back to Leadership, Leading in a period of transformation, constant change, more global, technical and flexible than ever before, with complexity and pace.



# Change & Transformation

- **Change** fixes the Past & Present needs - **Transformation** creates the future. When in **change** mode it is the desire to improve the past that directs what we do. In **Transformation** mode it is the future that will direct our actions and only the limitation of our imagination and courage constrains the possibilities.
- Digital Transformation can empower an organisation, but only if the leadership style and business culture supports it too.

# Change & Transformation

- The crisis has forced change and companies to transform , some have achieved far more than they ever thought possible others have crashed.
- Digitalisation has accelerated because of Covid not because of leadership.
- Leaders need to recognise that they need to broaden their skills and knowledge and become more Digitally savvy and deepen their understanding of themselves, their Leadership style and capability.

# Leading in a Digital Age (research)

- Three fundamental reasons leaders aren't as ready to lead in the digital economy as they think:
  - A deficiency in digital savviness coupled with outdated mindsets.
  - A series of blind spots that prevent them from seeing a clear path forward.
  - Multiple embedded tensions that undermine strategic execution.
- Cultural and behavioural leadership norms that worked well in the past are no longer effective. Such as Control & Command
- Too many companies are slow, unresponsive, siloed, too hierarchical, and excessively focused on short-term returns.
- Where do they make their investments — is it purpose or profits, speed or deliberateness, digitalization or personalization?
  - Failure to confront these dilemmas can keep organizations stuck in a debilitating sense of inertia, which can deteriorate into cynicism and a deepening sense of mistrust.
  - Evidence of this growing mismatch between how many organizations are currently led and how they should be led comes through loud and clear
- MITSloan R 2020 Future of leadership (sponsored by Cognizant)

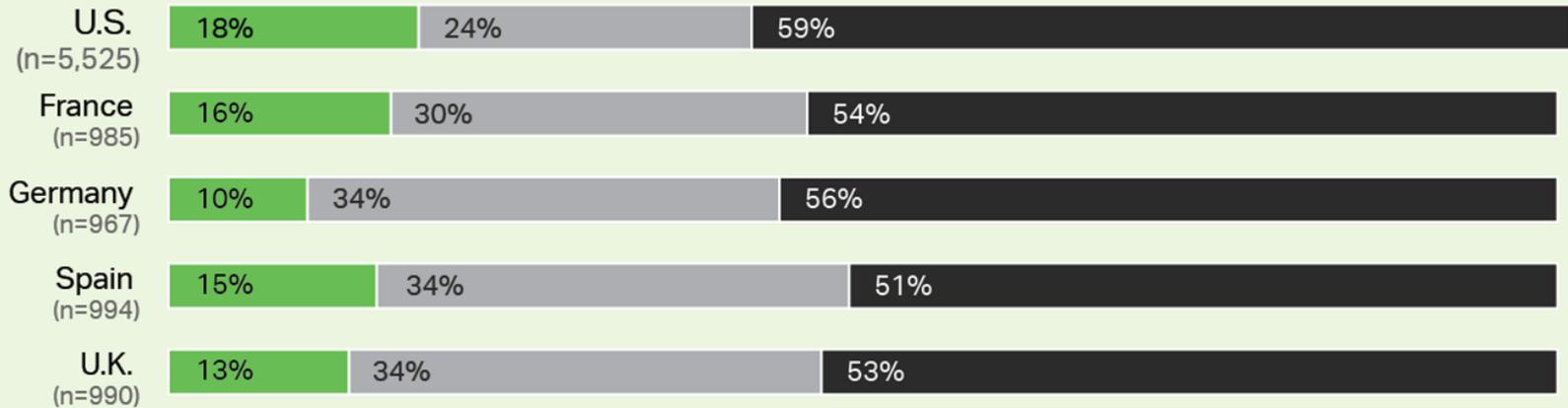
# Brief highlights of 2020 Research

- Just 12% of respondents strongly agree that their leaders have the right mindsets to lead them forward.
- Only 40% agree that their companies are building robust leadership pipelines to tackle the demands of the digital economy.
- Only 48% agree that their organizations are prepared to compete in digitally driven markets and economies.
- While 82% believe that leaders in the new economy will need to be digitally savvy, less than 10% of respondents strongly agree that their organizations have leaders with the right skills to thrive in the digital economy.
  - MITSloane R
- Digital leadership skills are becoming increasingly critical. Companies who have the most digitally-capable leaders, financially outperform the average by 50%. (DDI & The Conference Board EY 2018)
- The value of gender diversity continues to be proven. Organisations with more women in leadership are 1.4 times more likely to sustained profitable growth. (DDI, The Conference Board & EY 2018)

# Agility is needed for Transformation

## Agility Index

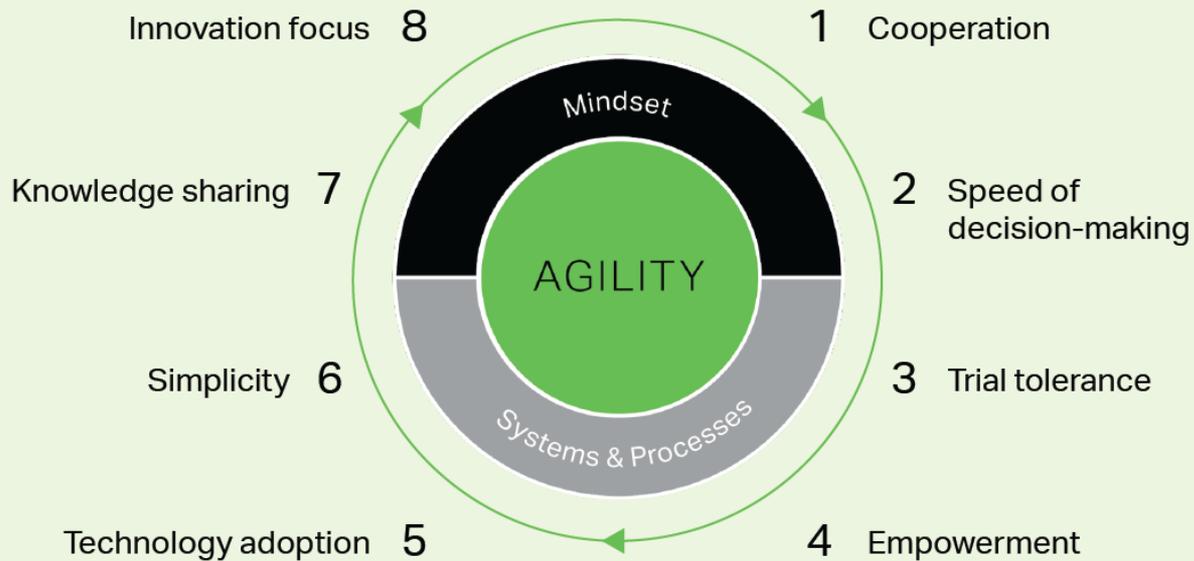
■ % Agile   ■ % Partly agile   ■ % Not agile



GALLUP

# Agility Criteria

## Factors That Drive Agility



# Leading in a Digital Age

- 50% of the workforce in 2020 are from the Y generation (millennials). Millennials need to have a valued relationship with their leader to trust them
- When asked: What do you believe leaders in the workplace should do more of to help their organisations succeed?
  - 1<sup>st</sup>) 53% Recognise their own weaknesses: 2<sup>nd</sup>) 50% Be more authentic: 3<sup>rd</sup>) 48% Be more transparent (Deloitte)
- Transformation is reliant on high trust developed through a relationship approach, sharing, collaboration and a supportive culture.
- So simply put if we do not take the time to develop the right leadership style and culture then transformation and change is unlikely to occur.

# Transformational Leadership (LDA)



# Transformational Leadership (Bass)

## Individualized Consideration

People Driven  
Genuine Concern for others  
Nurtures strategic Relationships

## Inspirational Motivational

Inspiring  
Inspire Others  
Leverages High Emotional Intelligence

## Idealised Influence

Purpose Driven  
Full Fledge Role Model “walks the talk”  
Lead through change

## Intellectual Stimulation

Innovation  
Challenges others to be creative  
Develops Organisational Capabilities

# Transformational Leadership



How do I transform and lead to get from here to there? What's stops me? What are the Smart Q's?

# Transformational Leadership



How Do We Transform as a Team and as an Organisation?

How do we measure our performance improvement?

What stops us as a collective? Why – What – How – Whom – When?

# The Real World?

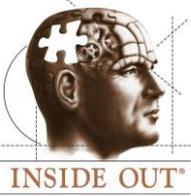


Everyone lives in their own world, but understanding that world is something different. How Self Aware Are We?  
How Confident or Insecure Are We?

Development of Emotional Intelligence

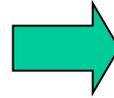
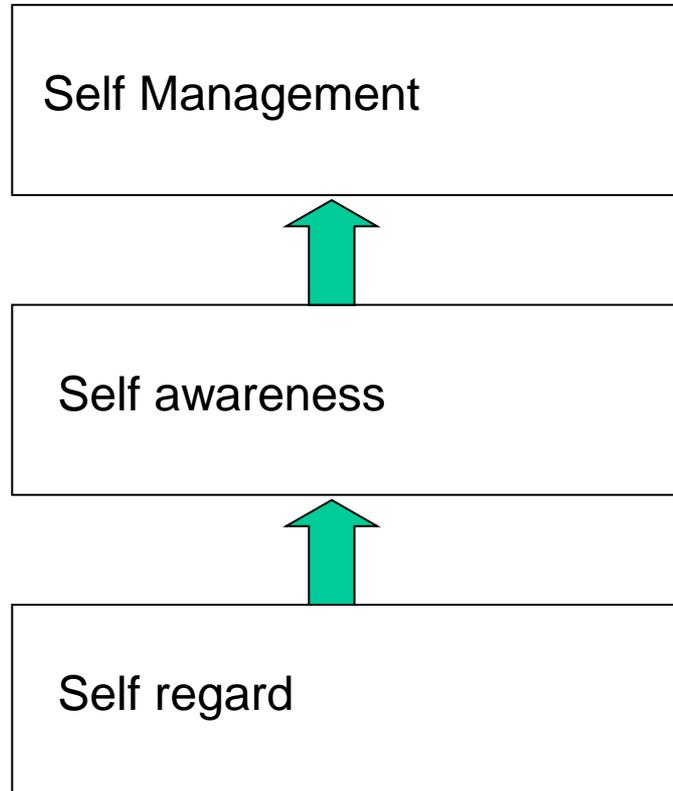
# Emotional Intelligence is a must

- Interestingly, most of the characteristics of highly successful transformation leaders outlined refer more to the soft qualities associated with Emotional Intelligence than with traditional hard performance predictors such as experience and IQ.
    - In Daniel Goleman's "Working with Emotional Intelligence". He specifically, argues that for top leaders in our modern and ever-changing business world, emotional intelligence is four times as important as intellect and expertise.
    - Claudio Fernandez-Araoz, head of the Professional Development Group at Egon Zehnder International, concurs: "Our own analyses of the relevance of soft and hard competencies to the success of top managers are along the same lines. Emotional Intelligence counts for more than IQ and a lack of it is highly correlated with failure in top positions.
- Without Emotional Intelligence, the traditional combination of relevant experience and IQ is far more likely to generate a failure than a winner in the digital age.

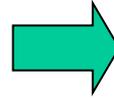
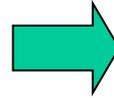
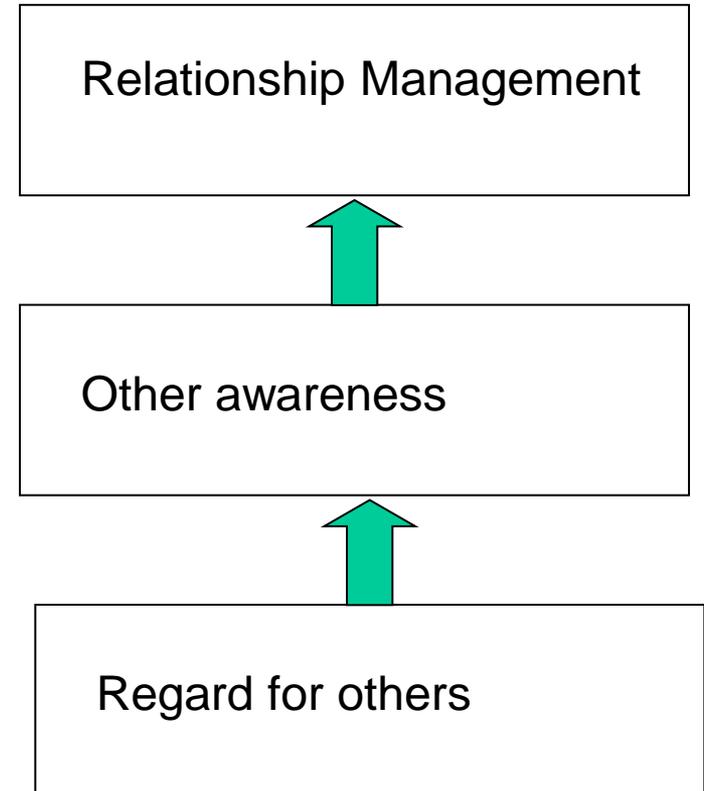


# Individual Ei framework

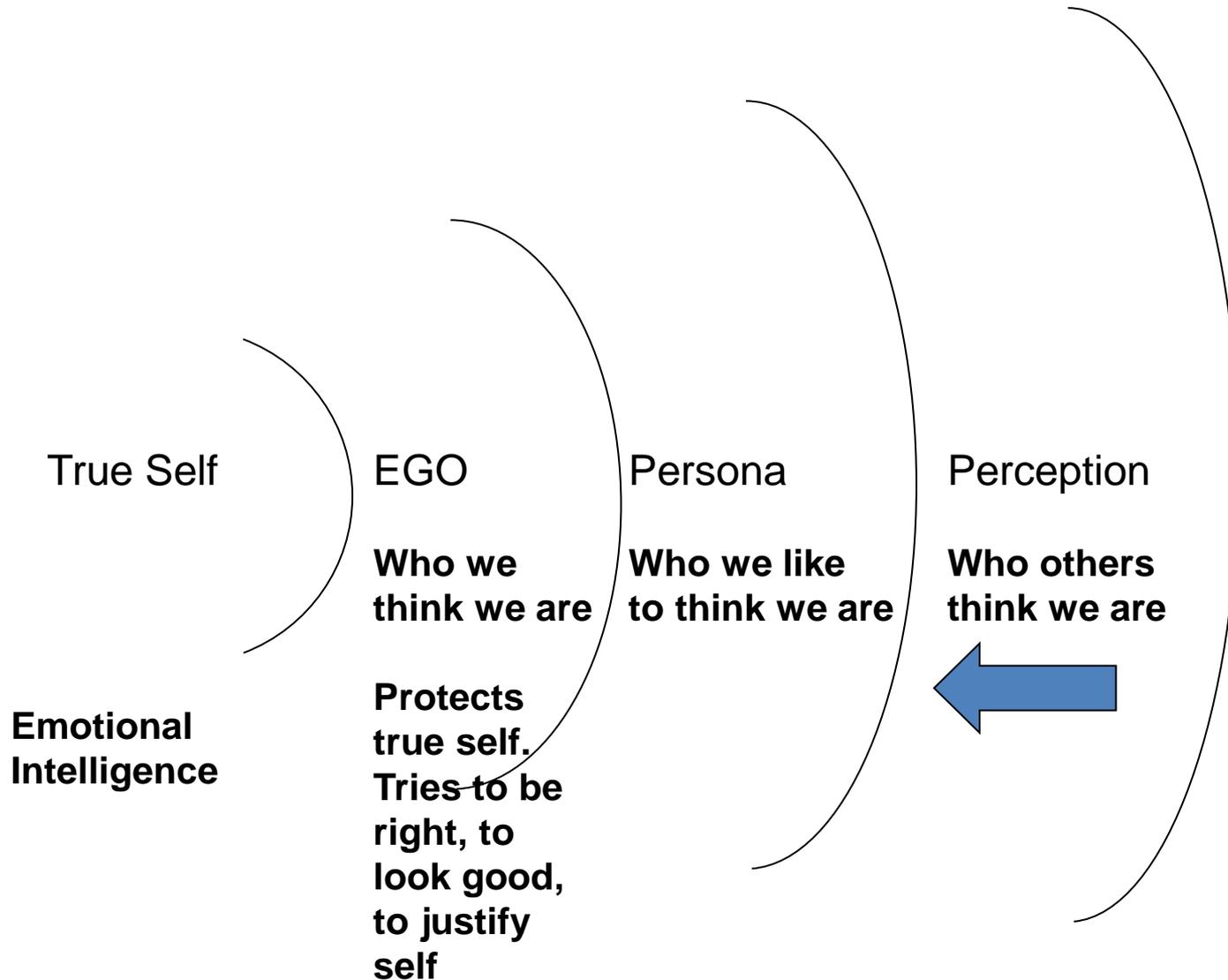
Intrapersonal Intelligence



Interpersonal Intelligence



# Level Of True Self (LOTS) Model





**ENVIRONMENT  
BEHAVIOURS  
CAPABILITIES**

**VALUES AND BELIEFS  
IDENTITY  
PURPOSE**

# LDA: Transformational Envisioning



HOW DO I SEE THE FUTURE?  
HOW DO WE SEE THE FUTURE?  
HOW DOES THE BUSINESS SEE THE FUTURE?  
HOW DO ALL THE KEY STAKEHOLDERS SEE THE FUTURE?  
**Leadership, Cultural & Digital Transformation !**

