

2020 COVID-19 Virtual Learning Series Presented By:



Thank You To Our Event Sponsor:



THE SELF- DISRUPTIVE LEADER

Leaders who will drive organizations to adapt, collaborate, and excel in disruptive times.

May 2020



**Introduction and
Welcome**

**Post in the Chat box
where you are joining
this meeting from
today**

Neil Grant

Client Partner



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- Neil is a Client Partner / Consulting Director at Korn Ferry (a global organizational development consultancy)
- Neil's areas of expertise include organizational development strategy, design and facilitation of leadership development programs, succession management, integrated talent management strategies, learning architecture and curricula design, and executive coaching.
- He brings 20 years' consulting and interim leadership experience. He has provided interim leadership as Chief Learning Officer and Director of Leadership Development and consulted for several Fortune 500 companies.
- He has deep expertise in designing and delivering leadership development strategies that align to business imperatives requiring diverse and integrated solutions.
- He is a professionally accredited executive coach who coaches senior leaders up to and including Board Level.
- He has worked across four continents in industries including defense, consumer goods, professional services, finance, energy, and pharmaceuticals.

Academic and Professional background

Mr. Grant has a master's degree in leadership development from Coventry University, UK. He has a post-graduate diploma in coaching and mentoring practice from Oxford Brookes University, UK. He is a graduate chartered member of the Institute of Personnel & Development.



HOUSEKEEPING & TOOLS

Housekeeping:

- Actively participate; please do not multi-task
- Turn off or mute cell phones
- Close all other applications
- Mute telephone/computer when not speaking
- State your name before speaking

Tools:

- Zoom
 - Video Camera On/Off
 - Participant (Yes/No, Raise Hand)
 - View Options – top of screen drop-down (Annotate/Stamp/Text)
 - Chat, Polling, Break-out rooms
- Mentimeter
 - www.menti.com code 23 83 68
- ADAPT Handout



AGENDA

DISRUPTIVE TIMES

THE MARKET'S PERSPECTIVE

A NEW MODEL OF FUTURE-READY LEADERSHIP

INTRODUCING: THE SELF-DISRUPTIVE LEADER

IMPLICATIONS OF THE SELF-DISRUPTIVE LEADER MODEL ON HR PROCESSES

SUPPLY AND DEMAND GLOBALLY

DEVELOPING YOUR ADAPT LEADERSHIP

IDENTIFYING YOUR SELF-DISRUPTIVE LEADERS

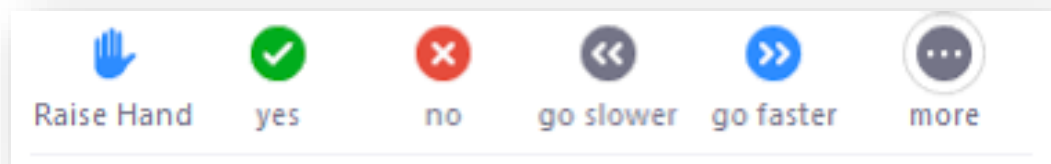
EVOLVING LEADERSHIP DEVELOPMENT PROGRAMS



WHAT WOULD YOU DO IF

**You just found out that
Amazon is entering your
market tomorrow**

- Would your leaders be ready?





DISRUPTIVE TIMES MAKE TRADITIONAL LEADERSHIP MODELS REDUNDANT

New kind of future-ready leader required

“Control, Consistency and Closure” leadership model increasingly outdated

Disruptive forces driving the future of work

***DISRUPTION
IS HERE TO
STAY***

82%

agree companies they
invest in are facing
disruptive challenges

62%

say it's hard to forecast
threats when
competition can come
from anywhere

FUTURE-READY LEADERSHIP URGENTLY NEEDED



Two-thirds value future vision and orientation over past performance

69%

say need for transformation will make leadership more important to company performance in next three years

67%

of investors think the traditional legacy leadership stock is not fit for the future

IMPENDING LEADERSHIP CRISIS

Only **15%** of business leaders globally are future-ready leaders

Leaving **85%** who urgently need to develop future-ready skills

FUTURE-FOCUSED LEADER PULSE CHECK

What proportion of leaders in your organization would you say are future-focused?



FUTURE TRENDS AND COMPETENCIES

What top 3 global megatrends do you see influencing effective leadership?



GLOBAL MEGATRENDS



Globalization 2.0



Individualization



Demographic
change



Health



The environmental
crisis



The digital era



Technological
convergence



Supply Chain
Challenges

FUTURE TRENDS AND COMPETENCIES

Breakout Groups:

What top 5 competencies do you think are essential for future-focused leaders?



THE NEW MODEL OF FUTURE-READY LEADERSHIP



Not a typical literature review
Participate in flow of knowledge

- Innovation in future is very different than the past. It is social.
- Protective and self-reliant to Networked, sharing, co-created

RIGOROUS “FUTURE FORWARD” LITERATURE REVIEW

We anchored our outcome metrics and focus in the future, not just past research. We canvassed futurists and many other forward focused trends to triangulate leadership implications. This led us to the five ADAPT dimensions.

Does ADAPT relate to forward focused business performance?

GLOBAL INNOVATION INDEX

We aggregated the assessment data at country level and related it to the Global Innovation Index (GII) 2018. There is a strong correlation between leaders in the most innovative nations and high performance on the five ADAPT dimensions.

“BEST IN CLASS” LISTS

We compared the ADAPT assessment scores of leaders on “Best in Class” lists: Fortune’s World’s Most Admired Companies, Fortune’s Fastest Growing Companies, Forbes’ Most Innovative Company, etc. Leaders from these companies scored higher across all five ADAPT dimensions.

How many are there?
How would analysts view this?

GLOBAL LEADERS

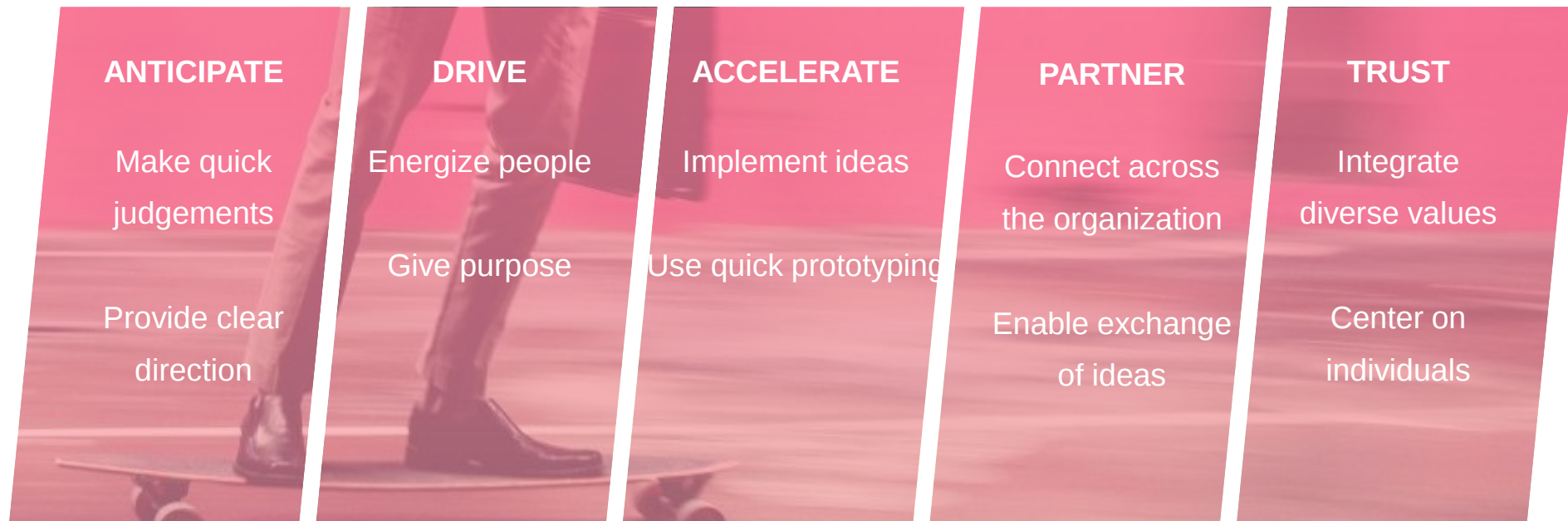
Measuring for the ADAPT Competencies and Traits, Korn Ferry assigned an ADAPT score to all 150,000+ participants in our assessment database across countries and modeled country-specific profiles.

ANALYSTS (67% not fit for future)

We surveyed 800 market analysts about what they looked for in leadership and organizations to recommend investing in one company over another. All were clear: the business landscape will be more disruptive, and they place a high value on transformational capability in leaders and the organization.



INTRODUCING: THE SELF-DISRUPTIVE LEADER



WHAT DOES “SELF-DISRUPTIVE” MEAN?

It does not mean that the leader is “disruptive” and definitely not “destructive”

This new leader — the “self-disruptive leader” — needs to embrace, rather than simply react to, the external disruption they face.

It is about a leader who actively and consistently disrupts one’s own assumptions, thinking, mindset and approach in ways that allows one to be being open and agile to new ways of operating and assuring success

Change comes from the outside in, forcing us to react and manage crises. Transformation, on the other hand, whether it is business or personal, always comes from the inside out, and that gives us far more positive control while allowing us to actively shape the future.

- Daniel Burrus



DIFFERENTIATING BEHAVIORS IN ADAPT LEADERS

ANTICIPATE

- **Providing clarity** when the business environment is **volatile** and **ambiguous**, when you don't know who your competitors are and what could disrupt your business tomorrow.

DRIVE

- **Energizing people** when they are constantly asked to give up their routines and reskill themselves to navigate uncharted territory.
- **Nurturing a positive environment** to keep people hopeful and optimistic in the world of constant disruption.

ACCELERATE

- Managing **flow of knowledge** for desired business outcomes via **nimble processes**.
- Driving prototyping and **iterative approaches** to accelerate idea implementation and commercialization.

PARTNER

- **Pooling resources** when you don't have the sole ownership.
- **Forming and leading** a distributed, nonhierarchical organization when the boundary and structure fade, and where interdependence between partners is voluntary and transitory.

TRUST

- **Securing** people's **commitment** to shared objectives when the organization is increasingly heterogeneous regarding people's values and preferences, and individuals in the post-materialism age look for opportunities for self-expression.
- **Building** employment **relationships** of mutual growth that facilitates individual's **living their purpose**.



THE ADAPT MODEL*

	A	D	A	P	T
COMPETENCIES	▪ Global Perspective ▪ Strategic Mindset ▪ Cultivates Innovation ▪ Decision Quality ▪ Customer Focus	▪ Engages and Inspires ▪ Situational Adaptability ▪ Manages Ambiguity ▪ Nimble Learning	▪ Plans and Aligns ▪ Drives for Results ▪ Ensures Accountability ▪ Courage	▪ Navigates Networks ▪ Resourcefulness ▪ Manages Conflict ▪ Balance Stakeholders	▪ Developing talent ▪ Values Differences ▪ Instill Trust ▪ Persuades
TRAITS	▪ Adaptability ▪ Curiosity ▪ Tolerance of Ambiguity ▪ Risk Taking	▪ Composure ▪ Optimism ▪ Situational Self-Awareness ▪ Empathy	▪ Focus (-) ▪ Need for Achievement	▪ Humility ▪ Trust ▪ Sociability	▪ Influence ▪ Credible ▪ Openness to Differences



*The colored competencies and traits were identified as the most differentiating based on a regression analysis of the Korn Ferry assessment database.

SELF-DISRUPTIVE LEADER IMPLICATIONS

Breakout Groups:

Considering the Self-Disruptive Leader research and the resulting ADAPT model, which of your organization's HR processes might need to be updated and why?





THE IMPLICATIONS FOR YOUR ORGANIZATION

**Cultivating ADAPT
leaders will accelerate
transformation**

ASSESS

Assess for the ADAPT Competencies and Traits and re-evaluate what is important in leaders based on the ADAPT criteria.

When identifying Potential, assess for learning agility, Traits, Drivers, and Derailers earlier in career.

Assess and assemble teams of leaders with complementary leadership styles (including the selection of external candidates).

DEVELOP

Leadership development needs to have meaningful conversations around Traits, Drivers, and Experiences. Self-awareness is key.

Cross functional learning journeys, experiential learnings and immersions (DIVA), formal coaching, etc. help shape mindset.

Create differentiated development plans.

POTENTIAL

Learning agility remains foundational.

Pay attention to young leaders who energize their teams and display the differentiating social behaviors outlined in ADAPT.

High potential development should include diverse learning assignments that address mindset development.



SELF-DISRUPTIVE LEADER PULSE CHECK

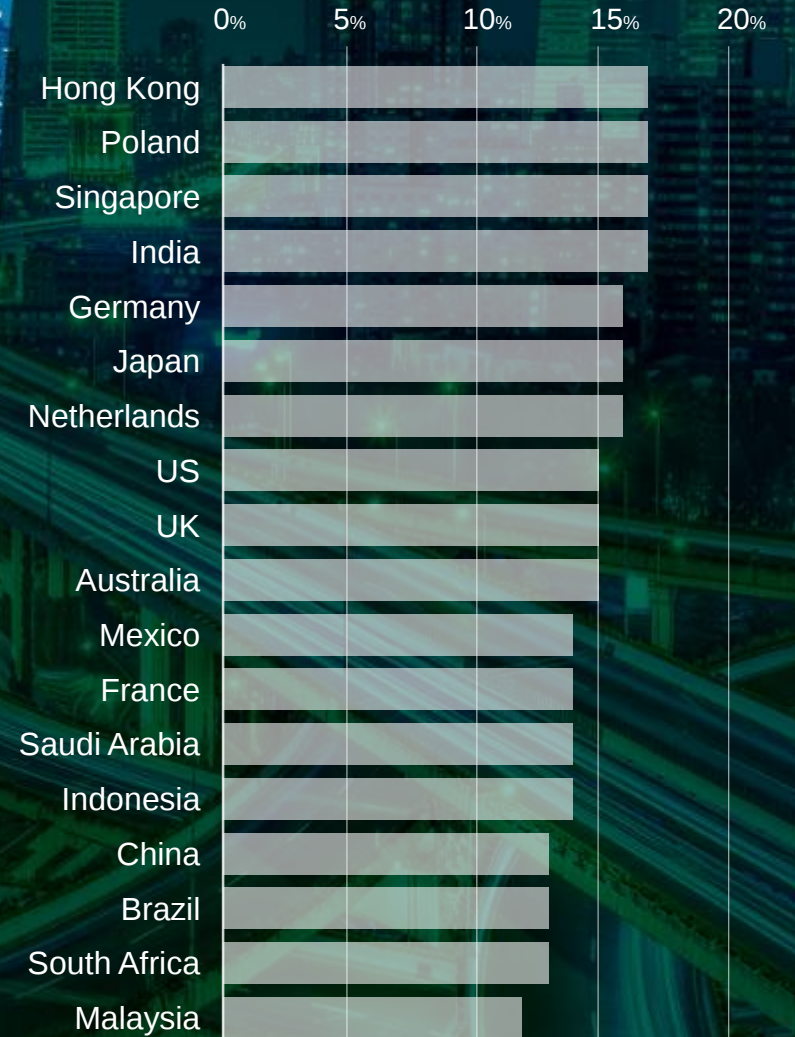
How many models have you developed for future-focused leaders in your organization?



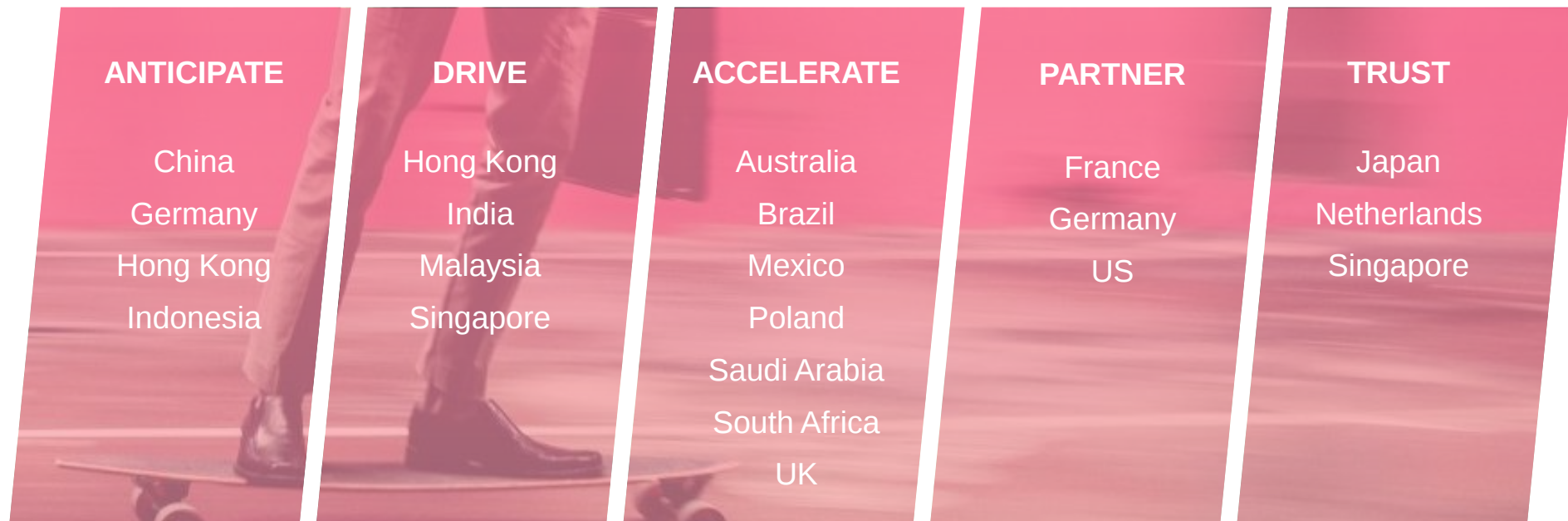


GLOBAL FINDINGS

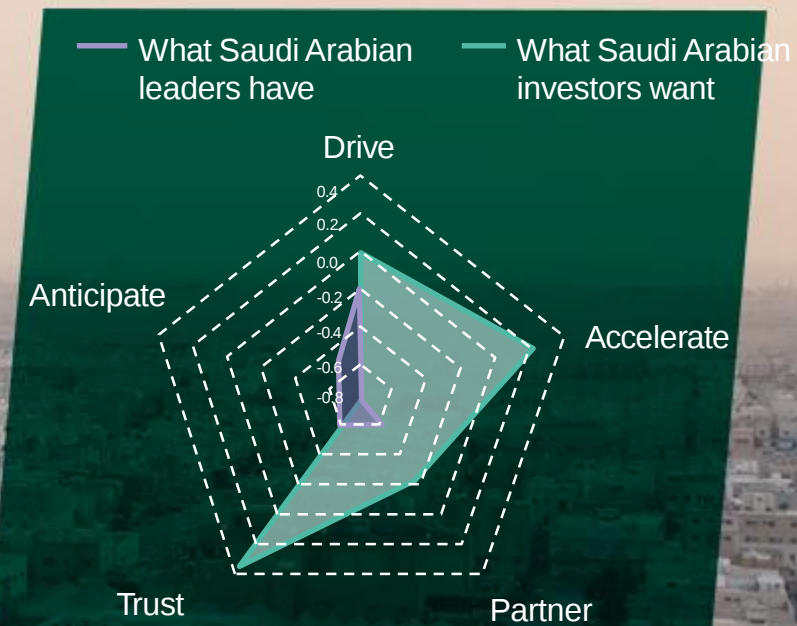
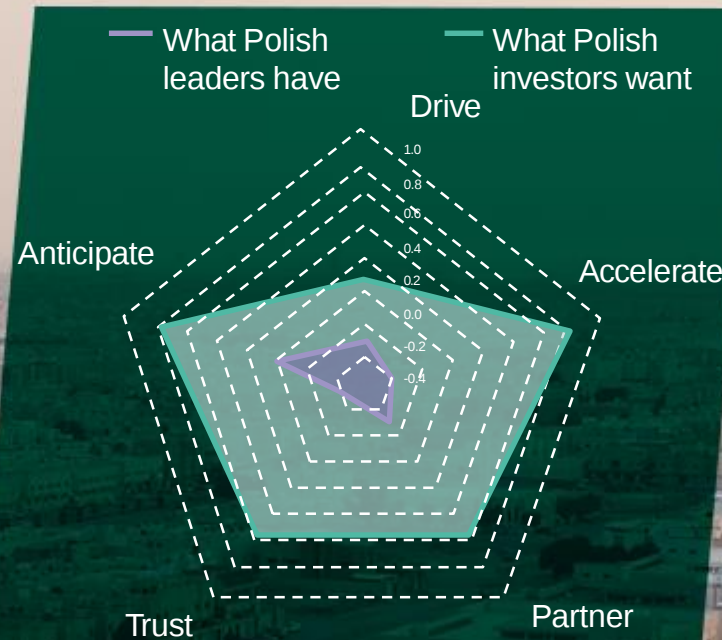
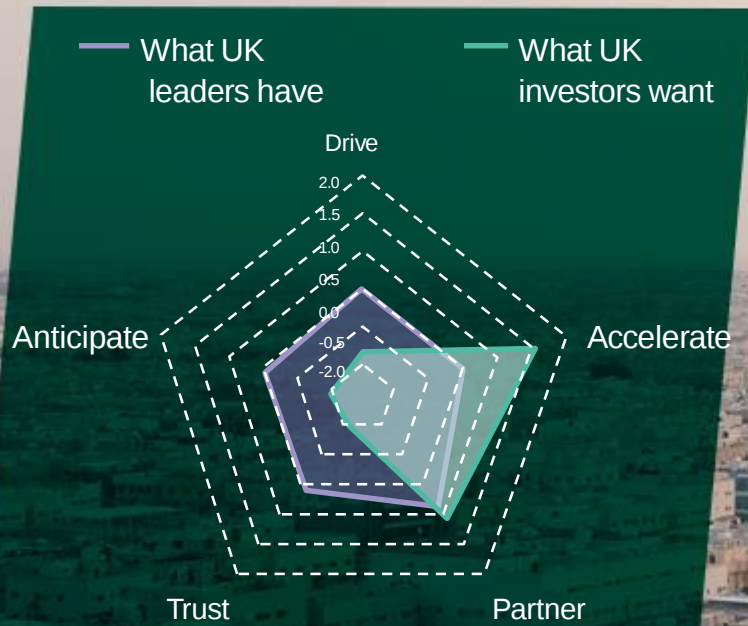
SELF-DISRUPTIVE LEADERS BY MARKET



SELF-DISRUPTIVE LEADER SKILLS SHORTFALL BY MARKET



EXAMPLES OF SKILL SHORTFALLS BY MARKET



An aerial photograph of terraced rice fields in a lush green landscape. The terraces are carved into the hillsides, creating a series of concentric, wavy lines. The fields are filled with water, reflecting the sky and the surrounding greenery. The overall scene is a vibrant display of agricultural engineering and natural beauty.

DEVELOPING YOUR ADAPT LEADERSHIP

DISRUPT YOUR MINDSET AND ASSUMPTIONS

Our brains default to ingrained mindsets and thinking

We experience an event, interpret it, and respond – often on auto-pilot

- How can neuroplasticity help us build our self-disruptive leadership?



Neuroplasticity

IDENTIFY YOUR SELF-DISRUPTIVE LEADERS



SUCCESS PROFILES

SUCCESS PROFILE | SELF DISRUPTIVE LEADER FOR THE FUTURE I

January 27, 2020

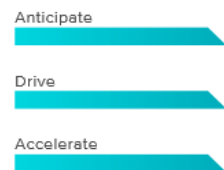
SUMMARY

ROLE SUMMARY

The self-disruptive leader is a future-ready leader who will drive organizations to adapt, collaborate, and excel in disruptive times. This new model of high-performing leader incorporates and builds on existing concepts of agile, digital, and inclusive leadership, but also highlights the importance of leaders who are experts in the creation of opportunity and the capitalization of the flow of knowledge.

ACCOUNTABILITY

TOP 3 RESPONSIBILITIES



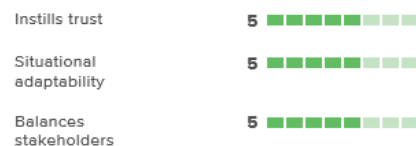
CAPABILITY

TOP 3 TECHNICAL COMPETENCIES



CAPABILITY

TOP BEHAVIORAL COMPETENCIES



MARKET INSIGHT HIGHLIGHTS

Difficulty to develop



IDENTITY

TOP TRAITS



IDENTITY

TOP DRIVERS



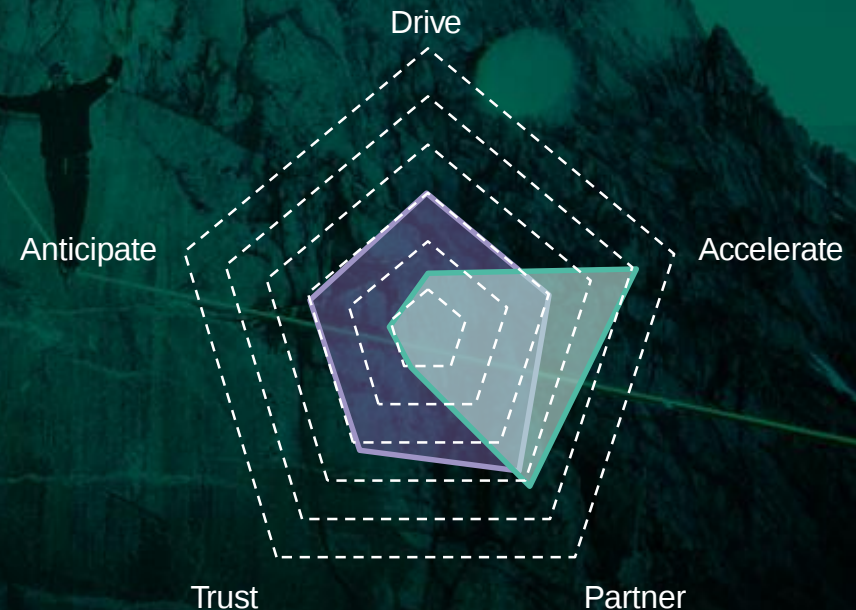
- Success Profiles using ADAPT:
 - responsibilities
 - competencies (technical / behavioral)
 - education
 - experience
 - traits
 - drivers
- 3 levels



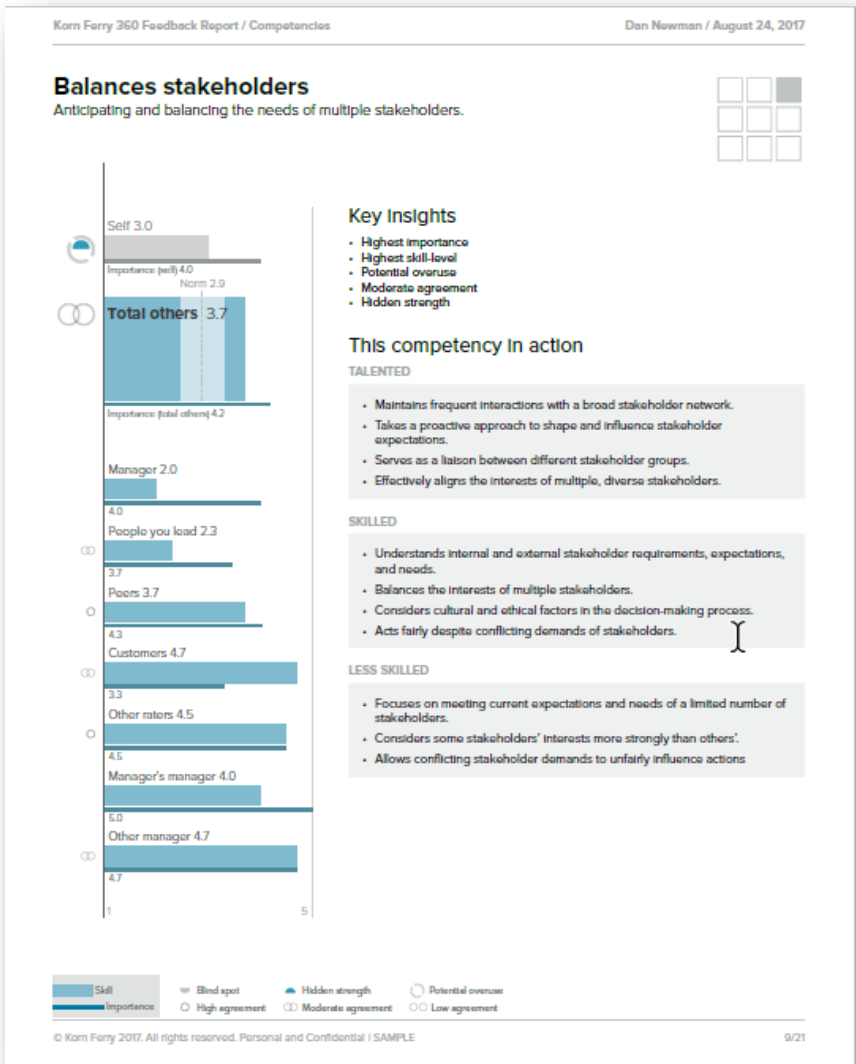
KF4D ASSESSMENT AGAINST ADAPT SUCCESS PROFILE



- Mapping against 4D
- Potential mapping



KF360 ASSESSMENT AGAINST ADAPT COMPETENCIES



- 360 assessment against competencies that map to the ADAPT model





REVOLUTIONIZE LEADERSHIP DEVELOPMENT PROGRAMS



LEADERSHIP ACCELERATORS

- ADAPT MODEL INCORPORATED

KEY

 = Virtual Classroom Experience (VCE) available now

 = VCE available from mid-May 2020

* = Assessment included

Leadership Development

- Coaching Accelerator
- Leading Change*
- Leadership Development Series
- Leadership Principles*
- Leading for Impact*
- The Self-Disruptive Leader
- Leading Virtually in Disruptive Times

Leadership & Individual Contributor Development

- Activating Personal Agility
- Effective Communicating
- Emotional Intelligence for Leadership Success*
- Inspiring Innovation Suite
 - Front & Mid-Level
 - Intact Teams
 - Executive Briefing
- TalentDevelopment*
- TalentSelection®

Diversity and Inclusion

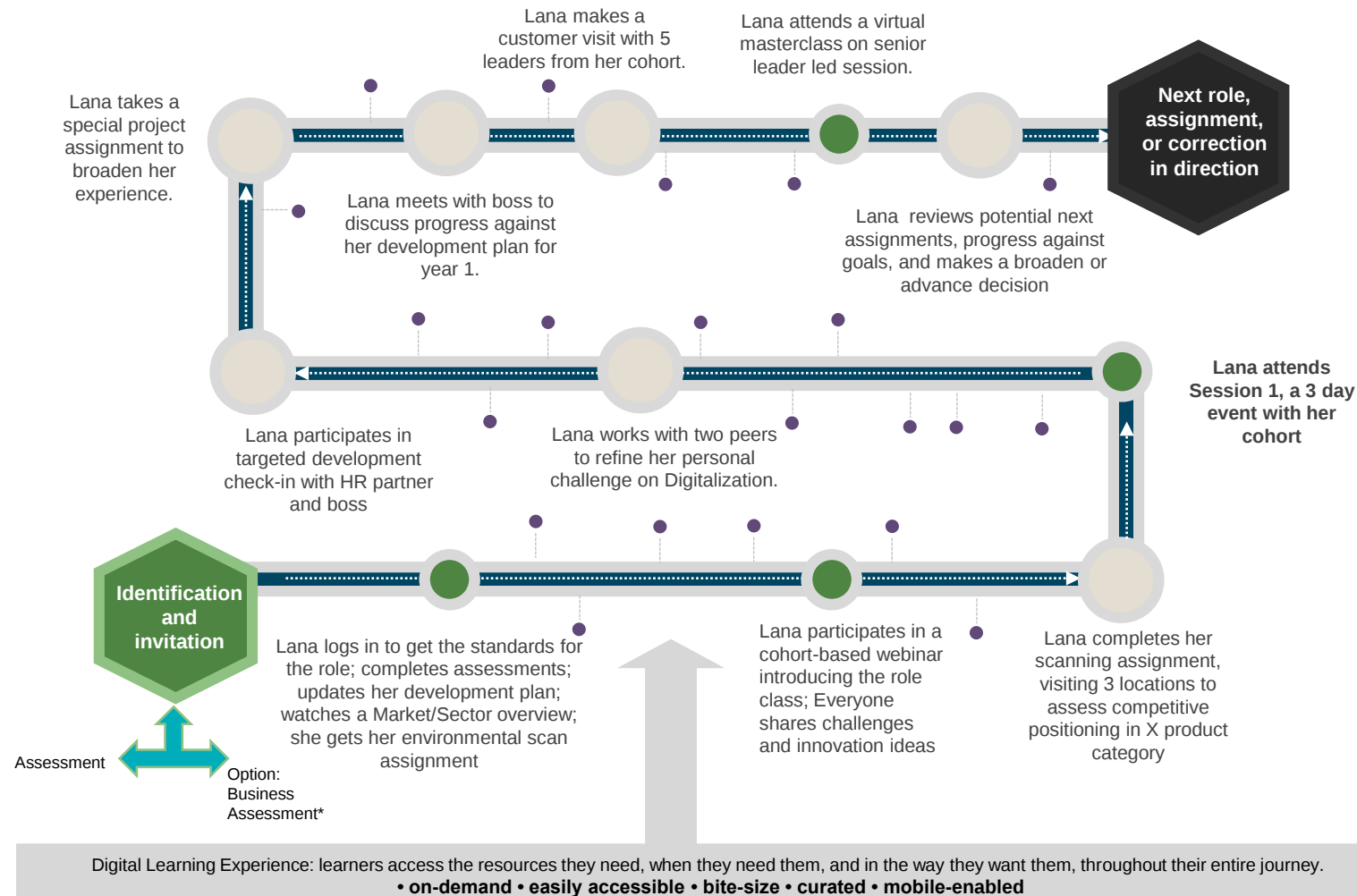
- Conscious Inclusion
- FastStart Pairs
- Leading Inclusion - Executive Briefing
- Managing Inclusion™
- The Power of Choice Suite for Differentiated Talent Development*
 - Everyone
 - Ethnically Diverse Talent
 - Women
 - Asian
 - Black
 - Latinx
 - LGBTQ+ (coming soon)
 - Men (coming soon)

eLearning and Activators

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> ▪ A Taste of D&I (Learning Journey) ▪ Building Trusting Relationships ▪ Conscious Inclusion ▪ Creating an Inclusive Experience (A Program for the Restaurant Industry) | <ul style="list-style-type: none"> ▪ Differing Abilities at Work ▪ D&I Activators (micro-learning reinforcement) ▪ Inclusive Recruiting ▪ Making Inclusive Hiring Decisions | <ul style="list-style-type: none"> ▪ Managing Inclusion ▪ TalentSelection® ▪ TalentDevelopment ▪ Your Leadership Aspiration |
|---|---|---|



DESIGN OF LEARNING EXPERIENCES TO DEVELOP “ADAPT”



Leadership development components:

Core curriculum centrally orchestrated and supported.

Self-directed development interventions

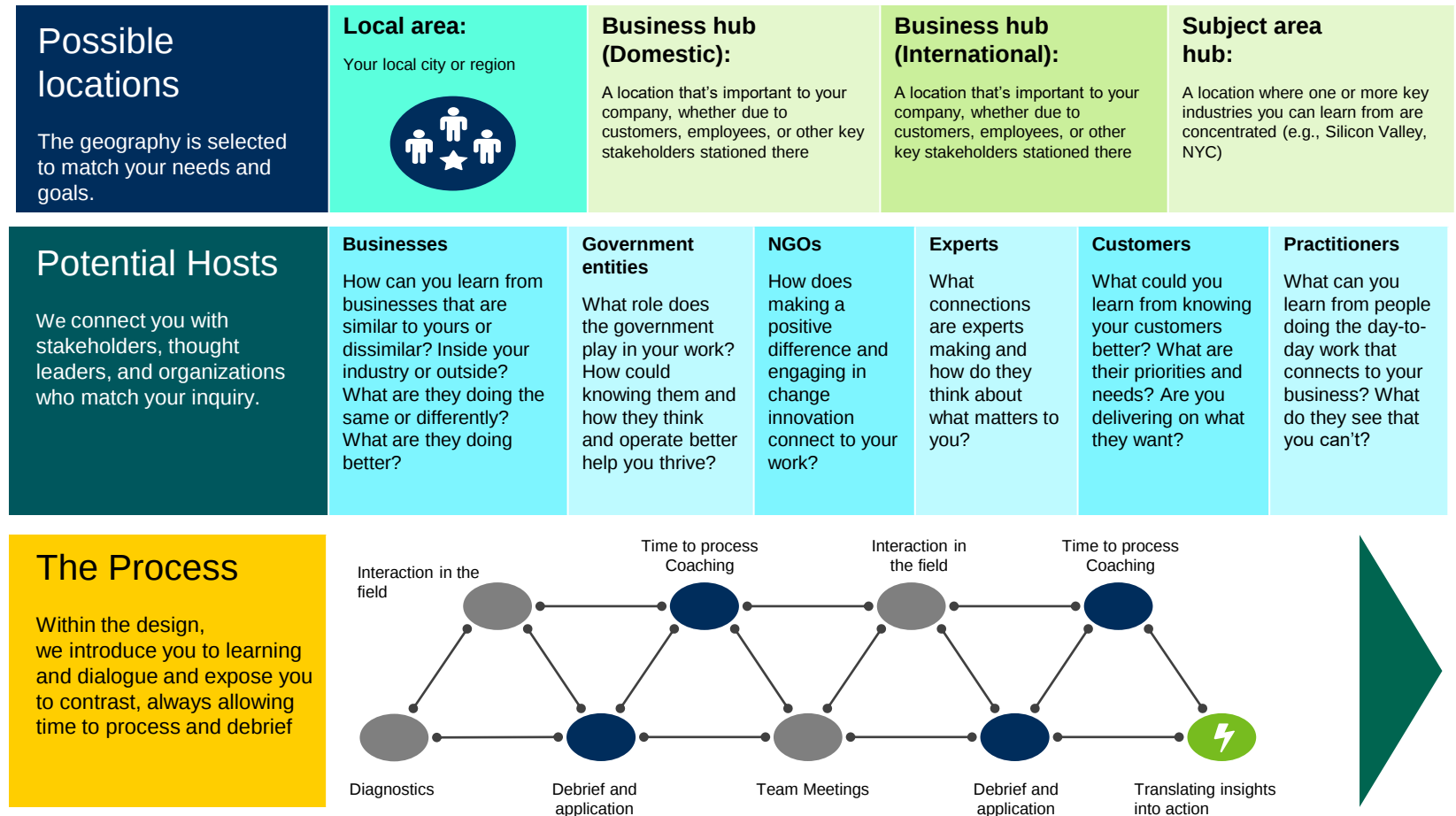
Access digital learning assets, 3-min videos, peer connections, best practice sharing, articles, posts



IMMERSION: “IN-MARKET” EXTERNAL PERSPECTIVE

- Immersions provide understanding of current customer and market environment and it's connection to the strategy

- Develops ADAPT:
Anticipate,
Accelerate & **P**artner



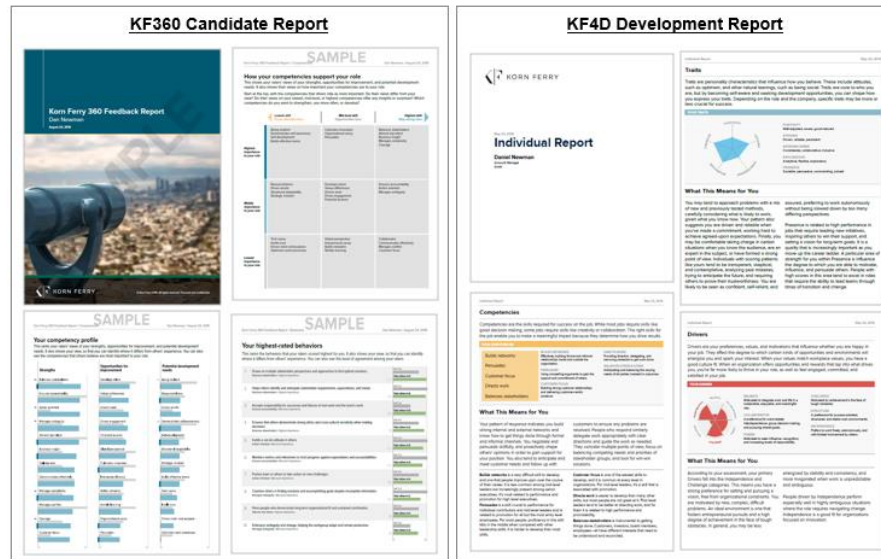
DIVERSITY AND INCLUSION

- Self-Disruptive Leaders are connectors.
- Diversity and Inclusion support the development of ADAPT characteristics:
Drive, **P**artner, **T**rust

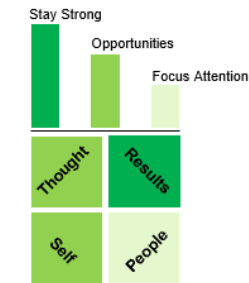
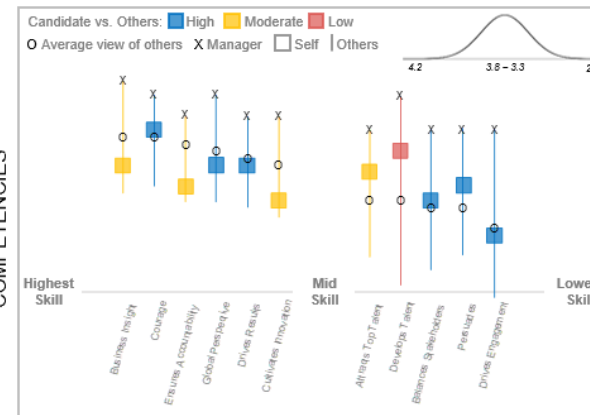
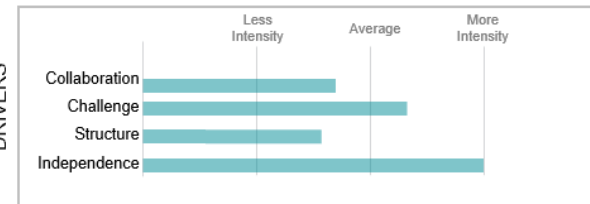
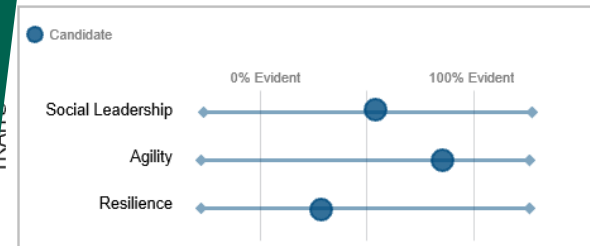


EXECUTIVE COACHING

- KF360 + KF4D profile reports provide insight for executive coaching and personal development planning
- Mapping against the ADAPT framework



Automotive Client – Executive Coaching



- STRENGTHS**
- Courage
 - Breakthrough turn-arounds
 - Hands-on results-drive
- GROWTH OPPORTUNITIES**
- Collaboration
 - Strategic leadership
 - Impact awareness

TYPE OF LEADER...

You appear to be a very capable leader who steps up to the challenges of the organization. You are undeterred by uncertainty and complexity, and others see you as a strategic leader who will get things done. You appear motivated to develop your strategic mindset and to advancing opportunities for the business to grow. Your comfort with change, coupled with your knowledge of the business and market awareness makes you a valuable champion of the organization.

You have strengths as an insightful and innovative leader who focuses on results. Your focus appears to lack attention to developing talent and connecting with a broad network. This means that you might have additional challenges in winning other's engagement and influencing them.

Having the courage of your convictions appears to be more important to you than building relationships. This possibly creates a persona that others both admire for business savvy but someone they might not find engaging to work with.

WHAT IS THE GAP?

You appear to face significant challenges in developing a positive work environment where trust and motivation of others is present. You are strongly independent and are less motivated by the need to work closely with others.

Creating an enjoyable work climate and connecting with others are not areas of strength. This means that you could be seen as aloof and uncollaborative. You need to consider how you are perceived by others and to develop your advocacy network. You may have awareness of your own tendencies, which sometimes may be a little volatile, and you appear to be unmotivated in endearing yourself to others.

Your manager consistently rates competencies higher than you do. This is not matched by your peers who consistently rate you significantly lower. You should explore this discrepancy in perception. This appears to indicate a challenge you have in gaining support and admiration from colleagues.

AVAILABLE RESOURCES



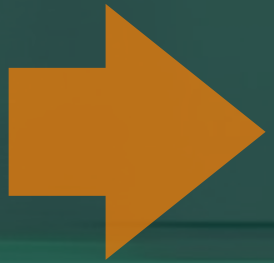
- Executive summary/Short Report
- Full Report
- Infographic
- Country Reports

External link for clients:

<https://www.kornferry.com/self-disrupt>



**THE
WAY
FORWARD**



ACTION PLANNING

What is one thing you
can do to build your
self-disruptive
leadership starting
today?

Go to www.menti.com and use the code 23 83 68



THANK YOU

For further enquiries please contact Neil Grant

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