THE SKILLS REVOLUTION

TRANSFORMING LEADERSHIP: THE DIGITAL LEADER

MONDAY 25TH JUNE 2018

DISCUSSION SUMMARY

ManpowerGroup®

THE SKILLS REVOLUTION SERIES

WELCOME TO MANPOWERGROUP'S EVENT SERIES: THE SKILLS REVOLUTION

For the past four years, ManpowerGroup has hosted The Human Age Series, a calendar of quarterly private lunch events, created for our most forward-thinking clients and associates. Based around our global research that pointed to four mega-trends driving change in workforces around the world and creating a significant impact on organisations today - our events focused on a different world of work trend each quarter.

Shifting demographics, greater individual choice, client sophistication and technological revolution have become increasingly evident since ManpowerGroup identified these trends a decade ago as part of The Human Age era. Together, they have contributed to the emergence of a Skills Revolution, which now provides the key focus for our events.

Throughout the year we invite a variety of guest speakers and industry experts to join us at our interactive events to inspire, share their insights and ensure the discussions are practical in focus. By being part of our event series, you will have the opportunity to join a select community of senior professionals from across the business world and influence our thinking on future events and research papers.

The purpose of our interactive events is to ensure our clients are kept on the pace with the latest developments affecting their talent strategy based on current trends.

MONDAY 25TH JUNE 2018

THEME:
TRANSFORMING LEADERSHIP: THE DIGITAL LEADER

Senior business leaders from the following industries were present:
Advertising & Communications, Automotive, Business Consulting & Services, Engineering, Financial Services, IT Consulting, Oil & Gas, Online Media.

INTRODUCTION: JONAS PRISING, CHAIRMAN & CEO, MANPOWERGROUP

In our ever-changing landscape, transformation has to start at the top and leaders need to lead differently to capture opportunity and stay relevant.

Technological developments and innovation are reshaping the future of work. At the same time, almost nine out of ten HR leaders do not believe they have the leadership talent to drive success in the digital era. In our ever-changing landscape, transformation has to start at the top and leaders need to lead differently to capture opportunity and stay relevant.

ManpowerGroup's Chairman & CEO, Jonas Prising, set the scene for the discussion to follow by sharing some of his perspectives on leadership within the context of the global labour market. He also shared highlights from our recent global research, focused on leading through digital transformation.

Why we need digital leaders

Jonas opened the discussion with a brief overview of some of the significant structural changes impacting the world of work and contributing to the emergence of a Skills Revolution. These include:

- Shifting demographics – *the world population is aging fast and birth rates are declining. ManpowerGroup's latest* Talent Shortage report *identified that 45% of employers globally can't find the talent with the skills they require.*

- Rise of client sophistication – *recruitment and retention have become increasingly sophisticated as organisations apply big data and supply chain thinking to their HR function. This includes being more strategic about their internal pipeline growth.*

- Greater individual choice - *the employer-employee relationship is fundamentally changing and there is growing polarisation between those who have in-demand skills and those who do not. Skilled employees have more power, while unskilled employees are becoming increasingly marginalised.*

- Technological Revolution - *from the rise of automation, AI and robotics, to the emergence of new business models like the sharing economy and on-demand employment, it's likely that technology's impact on work is just getting started.*

The impact of technology brings disruption as well as opportunities. To keep up with the pace of change however, leaders of organisations from every size and sector must be ready to lead rapid digital transformation to capture opportunity and compete. Wherever companies are on their digital journey, they need to be more agile than ever to unleash human potential, develop skilled talent and pair it with the best technology.

Leaders have the opportunity to set the tone by demonstrating an openness to new ideas and perspectives, and by staying informed of the latest trends, challenges and opportunities impacting their organisation.

Developing digital leaders

While relying solely on traditional ideas of leadership effectiveness will not drive sustained business performance in the digital age, Jonas suggested that digital leadership is not a total replacement of these fundamental attributes. Instead, the 80/20 rule applies. Eighty percent of the competencies and enablers that have always made leaders effective remain the same. The other 20 percent is made up of the capabilities that were not so necessary before, but are critical now for modern and future leaders.

The 80% inherent enablers: The powerful combination of brightness, adaptability, endurance and drive are the enablers and solid foundation for effective leaders. These attributes are predictive of future success.

The 20% coachable capabilities: Leaders must develop the capability to unleash talent, nurture learnability, accelerate performance, foster entrepreneurialism and the ability to dare to lead.

Learnability – what you know is less important than what you learn

In a world of rapid and frequent disruption, new skills are emerging as fast as others become obsolete. Jonas put forward that the strongest indicator of employability is a person's ability to up-skill and develop themselves. Learnability is: "the desire and ability to quickly grow and adapt one's skill set to remain employable throughout their working life."

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Although leaders have not always been associated with being learners themselves, if this attitude is adopted at leadership level, learnability is more likely to become part of an organisation's culture. It was noted that while IQ and EQ are important, there is a growing recognition that LQ – a person's desire and ability to acquire knowledge - is becoming equally vital, with some organisations already hiring for an individual's propensity to learn.

Jonas concluded his presentation by emphasising that in the digital age, leaders must recognise and demonstrate:

1) Learnability - their own ability to learn
2) Digital fluency – an in-depth awareness of the way technology will impact business strategies now and in the future
3) The value of human capital – access to skilled talent is becoming an even more important predictor of business success.

FURTHER INFORMATION ON DIGITAL LEADERSHIP AND LEARNABILITY

We invite you to download:

From C-Suite to Digital Suite: How to Lead Through Digital Transformation

We invite you to visit: www.learnabilityquotient.com   www.digiquotient.io

Leaders require courage to admit they don't know everything that will happen in the future, and must be able to articulate and demonstrate the importance of lifelong learning.

LIFELONG LEARNING – A SKILLS PASSPORT FOR LIFE IS ESSENTIAL

It was put forward that in the digital age 'a skills passport for life' is essential. Leaders require courage to admit they don't know everything that will happen in the future, and must be able to articulate and demonstrate the importance of lifelong learning.

Attendees noted that each industrial revolution has always been accompanied by an educational revolution. In relation to schooling, it was acknowledged that training must now be carried out in different ways. For example, training in digital skills must go hand in hand with training in human, soft skills, such as resilience. With ongoing learning becoming increasingly crucial, the question was raised: How can employers and education come together to co-create education?

For individuals and organisations to embrace learning, it needs to be made as exciting and positive as possible, 'focused on a people-centric future.'

Many business environments however can put constraints on the way people learn – rules and processes can often make learning too prescriptive. Learning environments are also heavily influenced by the quality of leadership and the way leaders navigate the changing environment. For some organisations, significant change may be required. It was suggested that a new 'business style' is needed (not just a new leadership style). It was also noted that people need to learn to lead at earlier stages of their careers.

LEARNING – THE CURRENCY FOR PROGRESSION

It was put forward that organisations will eventually need to hire based on people's ability to learn rather than what they already know. Employers have a responsibility to help people 'future-proof' their careers.

Rather than waiting to up-skill people only when it becomes a business necessity to do so, organisations must recognise the need to pro-actively create learning platforms that will prepare people *before* it becomes 'mission-critical.'

With so many options already available to acquire information and learn, training can be tailored to an individual's learning style to ensure they gain the most benefit. Additionally, simply moving people around an organisation can accelerate their learning.

To create engagement and buy-in, personalised learning is vital. AI can help facilitate this including tailoring platforms and content to the needs of individuals. It is also possible to curate external content to ensure this is relevant to someone's role and link learning to performance reviews.

For life-long learning to become embedded into an organisation's culture, leaders (rather than HR) must drive this mindset and become the primary role-models.

While technology is important to develop useful learning platforms, it is also essential to create the right culture to support ongoing learning. For lifelong learning to become embedded into an organisation's culture, leaders (rather than HR) must drive this mindset and become the primary role-models. It was noted that it is often seen as a vulnerability to admit when we don't know something. Again, leaders have an important role to play in creating a culture where it is 'ok to fail.' Leaders and Managers must also recognise once people have acquired new skills, rather than overly focusing on their previous experience and background.

To help employees future-proof their careers, it was suggested employers must be willing to:
- Build learning pathways
- Provide training that provides people with confidence in being digitally savvy
- Create a culture of openness and reassurance where it's ok to sometimes fail

It was noted that 'learning is the currency for progression.'

BUSINESS LEADERS – THE ARCHITECTS OF CHANGE

While the universal right to learn is a basic human right, it was acknowledged that many individuals around the world simply don't have access to learning or to the technology to learn. Business leaders must therefore have a deep knowledge of and respect for this context and focus on their responsibilities.

It was put forward that leaders need to have a broad sense of what sort of society we are currently creating and take ownership of creating a society of inclusion. The need for corporates to actively back the universal right to learn and unite in the need to support people in their learning is not only the right thing to do, but will help ensure that required future skills are being actively developed. This calls on leaders to become architects of change in a way they have not done so previously.

CONCLUSION

Business leaders must be aware of their responsibilities towards creating an inclusive society, where the universal right to learn can become a reality for all.

Leaders must be ready to lead in the digital age

As technology continues to influence and reshape the context and content of work, rapid digital transformation is needed to capture opportunity and compete. Transforming workforces for the digital age has immense potential to create value for business, change consumers' lives and unlock broader societal benefits — as long as leaders are ready. Transformation has to start at the top and leaders need to lead differently today than they may have done in the past.

While 80% of leadership capabilities remain the same – adaptability, drive, endurance and brightness – a new style of leadership is required for the digital age. Leaders today must be able to dare to lead and be prepared to fail fast. They need to nurture learnability, accelerate performance and foster entrepreneurialism. And of course, they must unleash potential in others.

Digital transformation is ongoing and change is dynamic, so agility and continuous adaption is essential. Leaders in the digital age must encourage a culture of measured innovation and experimentation within clear parameters, and they must learn fast. They should be prepared to quickly course correct and optimise opportunities.

Perhaps most noteworthy is the vital role leaders play in building an environment where lifelong learning is the accepted norm and an integral part of the mindset and culture of an organisation. Where talent are encouraged to continuously develop themselves, and are provided with the required support to become digitally savvy and remain highly employable.

In a broader context, business leaders must be aware of their significant responsibilities towards creating an inclusive society, where the universal right to learn can become a reality, ensuring everybody has the opportunity to develop skills throughout their lives. In this matter, digital leaders have the opportunity to create lasting, transformative, positive impact – not just for their organisations, but for the societies they serve.