

Employment Week 2009

Brussels June 24th June



High performance. Delivered.

**Adapting to Change and Developing
Leaders for the future**

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Performance practice

The economy is impacting organizations and their workforces forcing some new (and not so new) thinking



This downturn is more complex than any in history and requires organizations to be agile, get back to basics and manage the business in a different way.



The need for leadership multiplies in times of uncertainty



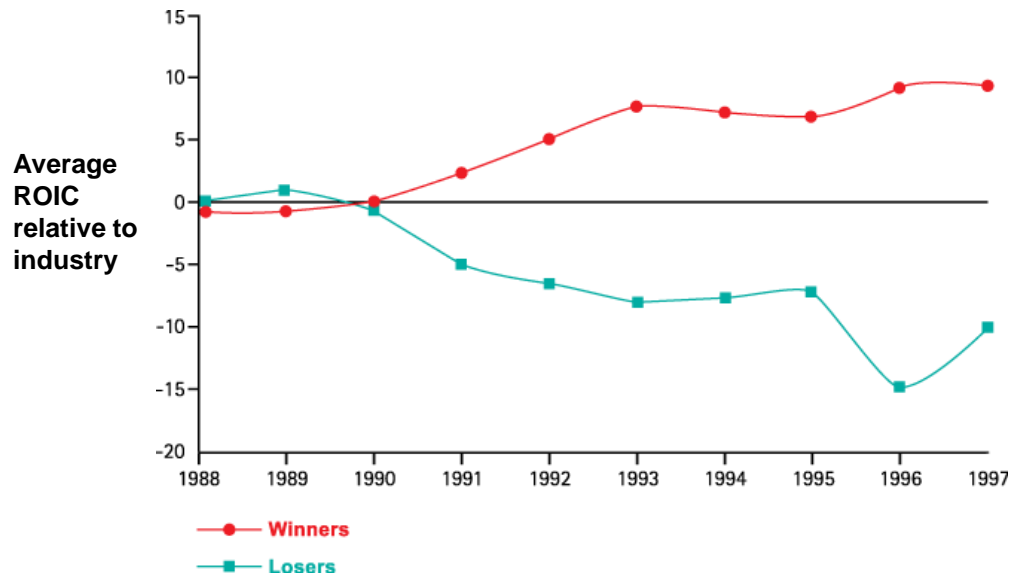
- People thirst for direction, connection and reassurance – *authentic* leadership
- Clients and customers want their needs taken into account – *decentralized* leadership
- “Hunkering down” can inhibit collaboration – *integrative* leadership
- Diversity requires glue, not just rules and processes – *symbolic* leadership
- Times of crisis are times when culture is strengthened or destroyed – *value* leadership

More leader-like behavior

In tough times, even the strong are challenged



Winning companies have proven the ability to outperform their peers in a recession - if they make innovative decisions about how to approach the downturn and position themselves to capitalize on the coming recovery.



Performance Comparison
Following the 1990-1991 recession

The divergence in post recession performance between “winners” and “losers” is dramatic

Winners coming out of the recession tend to maintain their lead and have lasting advantages, not just a fragile edge.

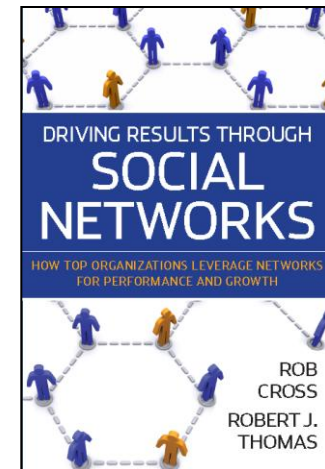
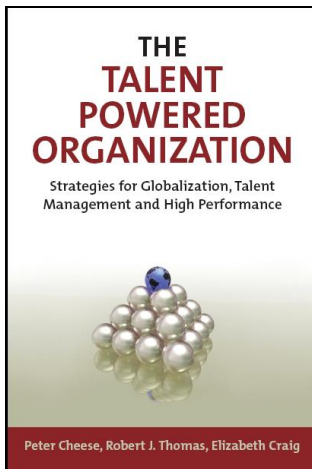
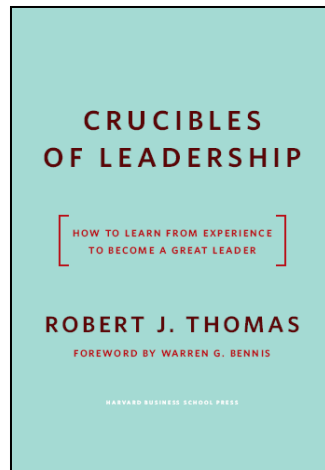
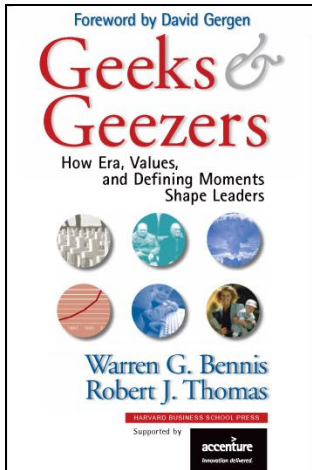
When Good Management Shows: Creating Value in an Uncertain Economy, J Linder and B McCarthy, Accenture

How do we respond?

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Accenture's research on leader development has unearthed a number of valuable insights...



- Times of adversity and challenge shape leaders in powerful ways
- Experience is the best teacher, but work is not the only experience that matters
- Leadership *is* a performing art ... it takes deliberate *practice* to improve your performance
- Talent management is a vital leadership responsibility
- Networked organizations require “network savvy” leaders

Leverage difficult times to grow leaders



Experience matters – but what matters is what you make of it



[coal]



[diamond]

Type of crucible	What the crucible is	What the crucible can teach
New territory	An encounter with the new or unknown	<ul style="list-style-type: none">• Alertness to new information• Sense-making under uncertainty
Reversal	Loss, defeat, impairment or failure	<ul style="list-style-type: none">• Endurance• Imagination
Suspension	Extended period of contemplation or deliberation	<ul style="list-style-type: none">• Clarity in values• Purpose in life

Some lessons for leading in uncertain times



- This is a critical time to develop leadership capability, but people need support and the right opportunities to learn
- Recognise new challenges for leadership – leading in change, leading virtual and diverse teams, cross-cultural leadership..
- People learn in many different ways and have their own learning styles, they also develop at different ways in different stages
- Leadership today is also about empowering others, listening, and getting the most out of the team, but also requires clarity and focus
- Essential for openness and integrity, confidence and honesty