

VL Summit – Breakout session: Future Talents

Leadership trends in a changing world and the importance for leaders to cope and adapt

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“What if we don’t change at all ...
and something magical just happens?”

The VUCA world

Volatile

Uncertain

VUCA world

Complex

Ambiguous

**Jobs change!
Organisations
blur!**

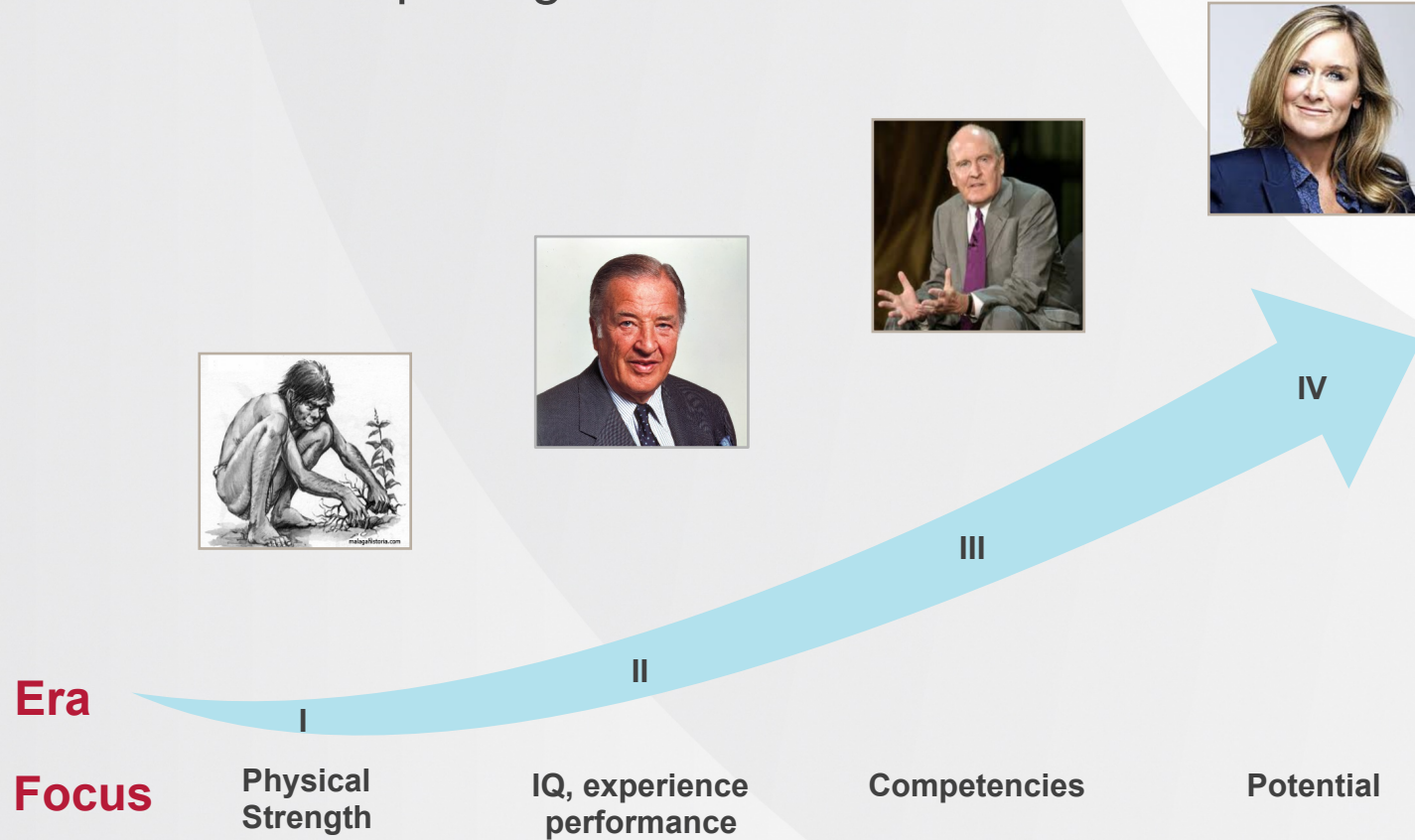
The *other* GDP

Globalisation

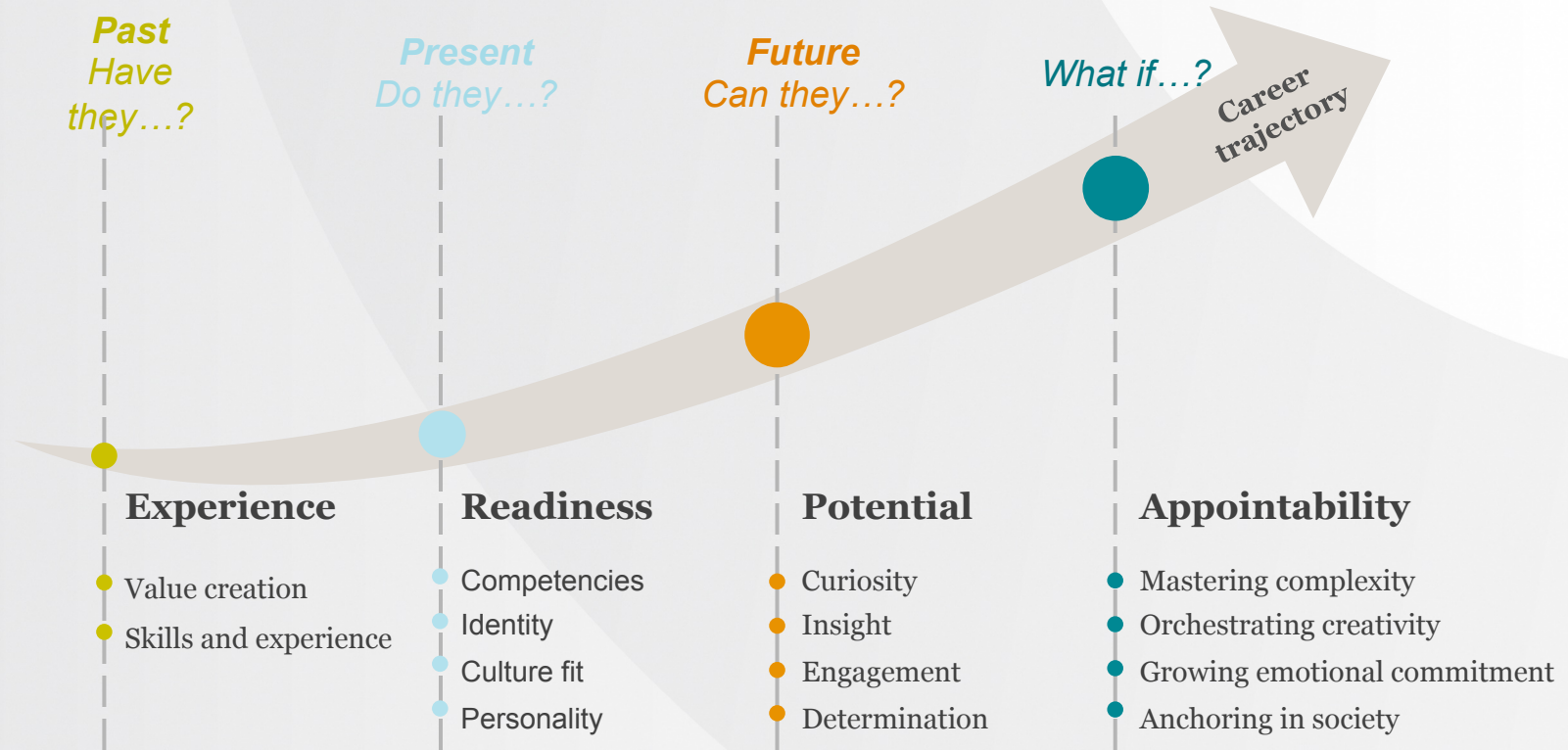
Demographics

Pipelines

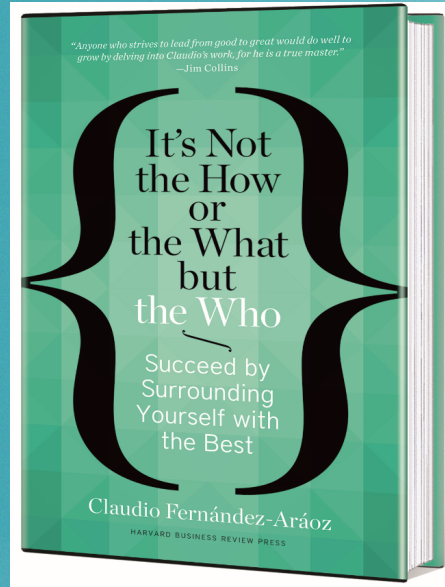
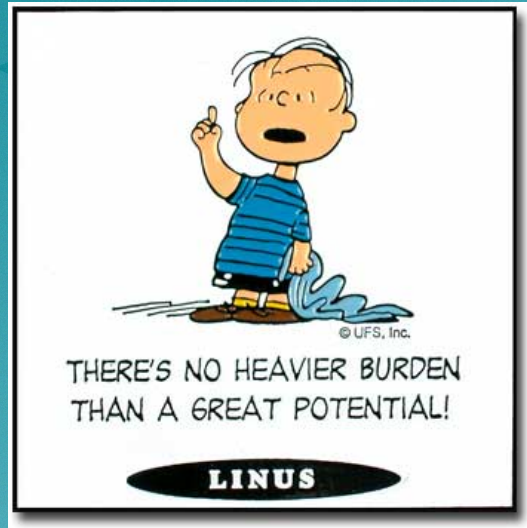
A new era of talent spotting



Performance, readiness and potential determine career trajectory



Potential



Elements of executive potential

Curiosity

Seeks out new experiences, ideas, knowledge and self improvement. Constantly refreshing oneself on an intellectual, experiential and personal level. Proactively seeks feedback and changes behaviour in response.



Determination

Remains resilient in the face of challenges and setbacks. Enacts self-discipline and channels emotions to persevere. Looks for disconfirming evidence of conviction.



Insight

Makes sense of a vast range of information, often discovering new insights that, when applied, often transform past views or set new directions (creates vision).



Engagement

Resonates with others' emotions and motivations, sharing a sense of purpose and caring. Self-aware and genuinely connects with the hearts and minds of others.

Linking this to transformation...



The Untold Story

In our survey of 402 CEOs, we learnt:

- That they understand that what is required as a leader today has changed dramatically.
- That many of them have not received sufficient training and support to succeed—particularly when it comes to the human side of leadership.

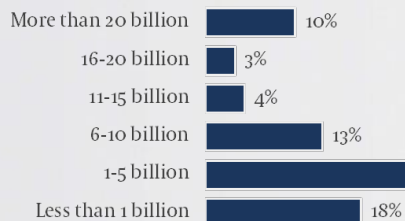
“ When you become the final decision maker, everything changes.

About the CEO study?



402
respondents

Revenues (USD)



Location of HQ

USA	29.9%
Germany	13.7%
India	11.0%
UK	9.0%
France	8.2%
Brazil	5.5%
Japan	4.7%
Australia	4.0%
Sweden	3.5%
Switzerland	3.2%
Singapore	2.2%
Not stated	2.7%
Other	2.4%

Last role



The importance of a “dual journey”

As CEO, there is a tension between “being,” which means that the organisation feels your presence, and “doing” the job, which is executing the operational requirements.

“ Being brutally honest and truthful to myself to the point it hurts. There are times I have not been able to do it and admitting the same publicly has helped.”

79%

of Chief Executives agreed or strongly agreed that they need the capacity to transform themselves as well as their organisation

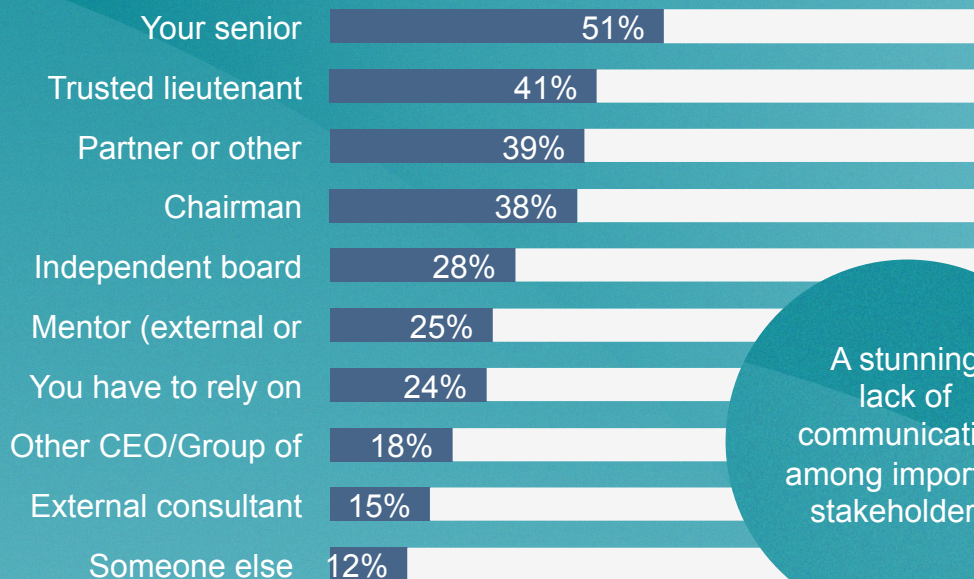
OUR VIEW

To be successful, CEOs must embark on what we call a “dual journey” of simultaneous personal and organisational growth.

Honest feedback and the role of the Board

For truly honest feedback, who do you turn to?

Please select all that apply.



A stunning lack of communication among important stakeholders.

OUR VIEW

We believe that Boards must support the CEO's personal growth through the leader's entire tenure. Boards must improve their connections with CEOs; they have a fiduciary duty to provide honest and constructive feedback.

For more information on the report, read our full report and explore the data on our website:

EgonZehnder

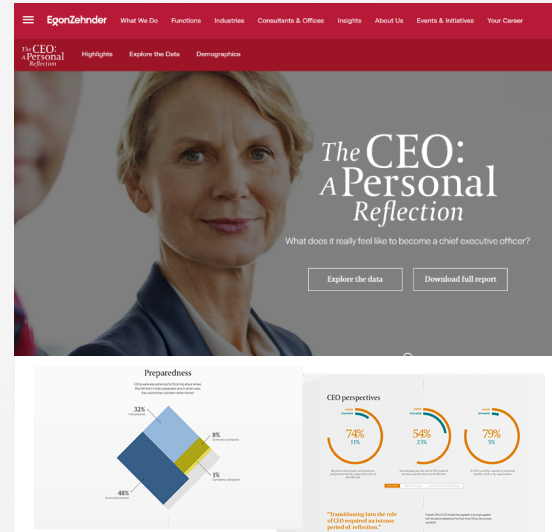
Read the full Global Report

https://www.egonzehnder.com/TheCEO_GlobalReport2018.pdf



Explore the Data on our Website

<https://www.egonzehnder.com/ceo-study-2018>



Backup

What has helped you or is most helpful now?

44%

of the CEOs surveyed said that their appointment was not part of a planned and formal succession process

47%

of our respondents said developing their senior leadership team was more or much more difficult than anticipated

79%

of Chief Executives agreed or strongly agreed that they need the capacity to transform themselves as well as their organisation

Only
28%

of internally selected CEOs said they felt fully prepared for the job, vs. 38%

“ *Having an outside coach helping to identify when you are ‘being’ and ‘doing’ the job has been extremely helpful.*

“ *More time explaining/ showing what a CEO role is like. It is not an operational role.*

“ *This job demands more patience than what I expected ... I think one has to go through a maturity cycle. And I suppose you can’t teach this.*

“ *Professional onboarding.*