The Enlightened Leader©

Brand new research across **4 regions** and **27 countries** into the emerging leadership traits and skills most in demand for the decade ahead

The rise of purpose powered, human-centred and community-driven leadership

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The Enlightened Leader© - A new leadership manifesto for our times

The rise of purpose powered, human-centred and community-driven leaders

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There is a leadership revolution going on. Employees and other stakeholders are demanding greater things from their leaders that go beyond just the bottom line. They want them to be more human and community centred, developing new traits and skillsets that will emerge as the new leadership power skills for tomorrow; today

New research on the most important leadership development trends emerging for the 2020s

Jeremy Blain and Paul Marks surveyed almost **2,000 senior leaders and employees over Q3 and Q4 2020,** to understand the most important traits and skills emerging in the very best leaders across 4 global regions when considering the leadership challenges for the decade ahead. We also wanted to understand how leaders' perceptions aligned to or differed from their employees to further identify disconnects, strong areas to reinforce and actions that can be taken in creating a blueprint for a new breed of leader, across organisations everywhere.

The top 10 leadership challenges for tomorrow, today:

Top 10 leadership challenges (according to leaders surveyed and interviewed)	
1	Keeping up with the pace of change and continuing uncertainty
2	Attracting and retaining permanent and independent talent
3	Adopting digital while retaining a strong human touch
4	Upskilling myself
5	Balancing the needs of employees, shareholders / stakeholders, customers and partners
6	Empowering our people to create leaders at all levels
7	Becoming a sustainability conscious, societal-impact minded organisation
8	Demonstrating agility and adaptability in defining and executing strategy
9	Upskilling the workforce
10	Leading diverse, equitable and inclusive distributed teams

Two supporting factors that leaders need to resolve in order to unleash progress across the top 10 leadership challenges above are:

1) The challenge of **flattening business structures and removing layers of management,** suggesting a strong incentive to empower their people more.

2) The challenge to **evolve a new business model for the next decade; one that revolves around human, business and community-based leadership.** The principles at the heart of our research

Human-centred leadership is coming of age

- Leaders who demonstrate and **lead with strong empathy** are most valued by employees

- In addition to empathy being the foundation for future-leader excellence the **3 most important leadership traits common to both leaders and employees** are:

  - ✓ Empowering of others

  - ✓ Engaging Personality

  - ✓ Emotional Intelligence

- Nearly **7 out of 10 leaders feel they are prepared** for the future.
  Only 4 of 10 employees feel this is the case in reality

- Leaders who are the **most prepared** and rapidly developing the suited traits and skills for tomorrow **are to be found in Asia Pacific region**. Ahead of their leader-level counterparts in North America and Europe – reinforcing the 'Asia Century' is underway (Financial Times, 10th April, 2019)

  Human Centred leadership – the traits and skills of leaders getting it right and wrong (Both leader and employee responses)

Common positive factors - The leaders who are getting it right

✓ Demonstrating empathy with others in their organisation

✓ Strong, clear and consistent communication

✓ Making good progress in terms of business transformation and 'walking the walk' in terms of remote working, collaboration, communication and wellbeing support

✓ Possessing the right skillsets to navigate through an unprecedented 2020 and beyond

✓ Listening to and welcoming input from others, as a more collective approach to securing the health of the business and its people

Common negative factors - The leaders who are getting it wrong

❌ The handling of the Covid-19 situation exposed capability gaps particularly around remote leadership, management and working

❌ A failure to communicate – some leaders remained too far removed from the rest of the organisation

❌ Too much short-term focus at the expense of long-term planning

❌ Leaders seem overwhelmed with pressure to deal concurrently with the pandemic, the rapid rate of business transformation, 2020 business health and the human-centred needs of their employees through the transition to remote working and beyond.

- The **top 3 BUSINESS leadership skills** common to both leader and employee responses
    - ✓ **Digital Skills** – enabling the organisation with appropriate technology, new ways of working and enabling tools
    - ✓ **Customer centricity** – moving from customer experience to providing longer term customer journeys
    - ✓ **Data driven decision making** – agile working to speed up decision making, innovation and the ability to lead at all levels within the organisation

- The **biggest gap in terms of leaders' BUSINESS skillsets is strategy implementation** according to employees. More leaders need to 'walk the walk' as well as 'talk the talk'
    - ✓ Employees see a clear gap between what is said and defined as strategy, what is executed and how it is implemented.
    - ✓ While leaders view strategy implementation as of high importance there is a clear gap between the saying it and doing it.
    - ✓ Employees perceive the capability gap between themselves and leaders across organisations narrowing, when considering new skillsets like digital, remote working, empowered working, collaboration and communication.

- **Both leaders and employees understand the need to create strong internal and external COMMUNITY bonds**. The common factors highlighted in our survey for healthy, society-minded business and leadership over the next decade are:
    - ✓ Empowering culture internally to create a community of leaders at all levels as a more collective approach to business challenges and business health
    - ✓ Strong ties with the external communities where organisations operate
    - ✓ Companies and leaders being more purpose driven 'forces for good' when considering macro factor such as climate change and preserving the planet for future generations

- These community factors above, for employees, have now become **MORE IMPORTANT than a focus on remuneration, reward and personal growth** support.

- As we concluded our research *Diversity, Equity and Inclusion (DE&I)* **emerged as an additional skills gap at leadership level,** impacting the ability to bring in speedy, bold new approaches for business, as 21st Century, modern leaders.

  ✓ This is **slowing the development** of more meaningful human-centred and community minded leadership traits and skills

  ✓ Leaders need to get better at understanding what DE&I actually means and **how to underpin words with meaningful actions**.

  ✓ Traditional leaders, executive boards and on executive directors need to be more open in **challenging current interpretations of leadership** and re-interpreting it with a broader diversity lens to unleash a more empowered, human-centred, community minded business.

The research authors' response in helping leaders fast-track developmental action.

A new leadership model to support actions

The Enlightened Leader Model© by Jeremy Blain and Paul Marks

The Enlightened Leader© Model by Jeremy Blain and Paul Marks, has been developed as a response to this research and its conclusions.

The model brings together outputs from this survey, new thinking from other leadership research and some ideas from the latest publications and articles.

The model represents not one element alone, but a combination of three distinctive focus building blocks, as a blueprint for modern, 21st Century leaders – **the human, the business and the community (both internal and external).** These building blocks are split into a number of core components, making up the new or refreshed knowledge, skills and behaviours essential to the best leaders for the next decade and beyond.

THE BUSINESS CENTRED LEADER / THE HUMAN CENTRED LEADER / THE COMMUNITY CENTRED LEADER

This model brings together the latest thinking into a **future-leader nucleus,** with the objective of distilling and summarising the advice, insights and emerging leadership practices that are setting apart the very best from the average or simply 'not ready'.

Each component part contains a number of distinct elements. We believe a human-centred approach is at the core, enhanced by business and community-centred attributes.

This will require some 'unlearning' of traditional practices, and some 're-learning' of how to do things slightly differently. New learning relevant for the times we live in today that will continue to be a challenge.

Jeremy Blain and Paul Marks will support leaders and organisations embracing this new research and suggestions, through a series of high level briefings, training sessions and executive coaching interventions.

See more:
performanceworks.global/the-enlightened-leader I changeworksltd.co.th/the-enlightened-leader

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Jeremy Blain

Jeremy is the Chief Executive of PerformanceWorks International (PWI), a company that helps organisations, executive boards, leaders and teams succeed in the digital climate amidst disruption, opportunity and uncertainty. In parallel, Jeremy is a Non-Executive Director and advises executive boards globally.

He has extensive experience as a transformation leader in most major international markets, having launched successful global businesses and turned underperformance into excellence. This includes a 7-year stint as CEO of an international consultancy company based in Singapore, operating from India to the Pacific.

Jeremy helps leaders and managers define strategies to implement digital and human transformations, utilising a unique and award-winning Ticking Clock© model and a new framework for human capital management, GigHR©.

On the back of this, he and his team help leadership and management develop plans that drive culture change at operational level, as well as embed the required skills for successful modernisation.

He has been recognised by both industry peers and customers, and was recently named International GameChanger© of the year for 2020 in the ACQ5 Global Awards for his work on digital and workforce transformation.

Paul Marks

Paul is the Managing Director and lead facilitator of ChangeWorks – a company that helps leaders and teams upskill for the future. A keen entrepreneur and ultra-runner, with over 25 years in international business and leadership, Paul has facilitated leadership and team development programs for thousands of professionals, across 55 countries.

Making the connection between neuroscience, leadership and team performance, he endeavours to equip professionals with the knowledge and skills to thrive in age of exponential change and disruption.

Paul is known for delivering engaging and highly interactive programmes with a positive energy. He is also a PCC-accredited Executive Coach with experience coaching high-level business leaders in several countries, and is involved in training up new coaches.

He has many professional qualifications to his name, including one from the Executive Leadership Program with Oxford University. Paul is currently studying for a Master's degree in Applied Neuroscience from Kings College London.

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