The Enlightened Leader ©

New research, discussions and examples outlining the most important factors for leaders to succeed in the modern workplace

The latest eBook by

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Performance Works
Powering Growth

UPSKILL FOR THE FUTURE
Change Works

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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.

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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.

The Enlightened Leader© eBook Content

Executive summary - A new leadership manifesto for the 2020s

2020 has proven to be a year of upheaval like no other, in business and in our personal lives. For business, this comes amidst a perfect storm of disruptors that have been bubbling away for some time now – digital transformation, workforce transformation, new ways of working and hyper competition, to name a few. Add to these, the global pandemic, along with political, environmental and financial uncertainty, there is a **clear and urgent need for strong, supportive leadership.**

There is evidence that some organisations are getting it right. However, many leaders are still struggling to get the balance between how they used to do things and what needs to be done to re-orientate their business.

There are no shades of grey in the current leadership transformations we are witnessing – leaders are either continuing to make progress and succeeding or in danger of failing all together.

Emerging leadership issues

In some organisations where a new and inspiring approach is required, we have traditional and tired styles of leadership better suited to yesterday's problems. When employees demand more empathy and purpose in driving solutions, we get a top-down hierarchical response.

There are other issues at play for our organisations. Digital adoption, remote working, the rise of the independent workforce, navigating the VUCA world (Volatile, Uncertain, Complex, Ambiguous) together with broadening diversity and inclusion lenses, are challenging today's leadership in new ways.

Some leaders are embracing the stormy winds of change. The most successful view today's problems with a modern eye and consider innovative, sometimes radical, ways to tackle them. **But they are still in a minority, especially at the very top.**

As organisations head through the 2020s, these enlightened leaders are more in touch with what is happening on the ground, understanding what needs to be done, how they themselves need to evolve and develop and how best to mobilise, engage and support an increasingly uncertain workforce.

Other leaders, however, seem to have their heads permanently in the clouds and aspire to 'get back' to how things were, rather than consider how things could and should work going forward.

There are clearly juxtaposed challenges for many business leaders. In its more extreme sense, this is represented by the focus on business survival through the pandemic, trumping many other considerations. But business survival and progress rely on people to be on the same journey, contributing and joining the fight for the future.

In our research white paper last year, 'Transforming your company into a digital driven business[1]' we found that 40% of leaders across 3 continents were 'not ready or willing' to commit to a more digitally enabled future. Entering 2020, this was still largely the case. At its heart, the issue remains a combination of both 'will' – attitude/mindset; and 'skill' – capability.

[1] https://www.performanceworks.global/insights/ticking-clock-guys/download-research-paper-2019/

It took a world-shaking pandemic to dramatically force the issue, driving rapid digitalisation from March 2020, globally. It is telling that 8 weeks prior to the onset of the pandemic, 44% of companies worldwide did not even allow remote working[2]. It is also telling that many so-called 'traditional' organisations, as well as the new breed of technology-fuelled companies, saw unexpected benefits, with unique opportunities to re-evaluate their whole business structure, along with different ways of working and doing business with their customers.

McKinsey and Co. is reimaging how it can evolve as a company, how consulting is executed and how Mckinsey Consultants can find new ways to engage clients[3]. McKinsey CEO, Kevin Sneader, is also very active throughout the media, urging organisations everywhere to consider and reach for the next normal, rather than retreat back to what they know[4]. A leader practicing what his organisation is preaching.

McKinsey & Company

Gucci, the luxury brand, found bold new ways to engage customers in personalised online events, often with special guest appearances from all over the world. These events would have been very hard to pull off in their boutiques. 'Gucci Live' has become a new normal for the company, allowing employees to communicate with customers globally through their devices, enabled by the most appropriate digital communication and collaboration tools. In essence, they are recreating the boutique experience online from the comfort of their own home[5].

GUCCI

According to the Hudson RPO – the recruitment process outsourcing company – discovery of new, efficient, digitally-driven ways of working will underpin the next normal for many organisations in how they manage their processes and people; particularly around talent attraction, recruitment, onboarding, ways of working, stakeholder management and more.

'What worked online, will stay online…Virtual processes are here to stay' Hudson RPO; White Paper 'Post Pandemic Predications[6]'

If people feel they are not supported, valued or recognised by leaders and managers, they will start to 'vote with their feet' by looking externally for new opportunities. They will do this either with other companies or by becoming part of a rapidly growing independent workforce.

[2] https://www.smallbizgenius.net/by-the-numbers/remote-work-statistics/#gref
[3] https://news.efinancialcareers.com/uk-en/3003478/mckinsey-co-covid-19
[4] https://www.youtube.com/watch?v=ZyFuu0ecl-s
[5] https://www.gartner.com/en/marketing/insights/daily-insights/gucci-goes-virtual
[6] https://ap.hudsonrpo.com/post-pandemic-predictions-report/

In fact, according to our Blended Workforce Revolution research earlier this year, it is GenX'ers who, since 2018, represent the group making the largest shift away from corporate life and into the gig economy; joining a majority Millennial population already embracing it[7].

Many of these GenX'ers were the leaders-in-waiting in their organisations. They had become disillusioned, mainly due to the lack of progress with business transformation (both digital and workforce) and simply did not want to take over an organisation with such challenges still ahead. Instead, they have chosen to consult for the very same businesses, often being more highly paid and with the ability to lock the door on their way out!

Of more pressing importance to current executive boards and the C-suite is how this trend is driving a global talent drain. Within the same research, we have since predicted that the independent workforce will make up 50% or more of our available human capital by the end of 2022.

This talent drain is one of the biggest issues, critical to business survival, that executive leaders everywhere are facing. Many are not fully aware of the implications or appreciate that it is happening at the scale it is. It demands a re-write of leadership fundamentals and challenges the very human capital architecture that many organisations have cultivated over the years, centred mainly on a permanent workforce.

Through one lens, this situation could be seen as beneficial for many businesses – a near oven-ready workforce structure, more appropriate for the times. According to Hudson RPO, in their 2020 White Paper *'Post Pandemic Predictions'*, this could be seen as a need rather than a nice-to-have:

'Contingent workforces will continue to grow, as permanent headcount will be considered a risk factor. Gig-style employment will render organisations more nimble and agile during economic volatility[8]'

The immediate opportunity, perhaps, is to embrace a more blended workforce, made up of permanent, independent, remote and office-based workers. So we need a new human capital manifesto, one we call GigHR©[9], which must be led from the top and owned by HR. This is not happening in enough organisations at present and represents yet another challenge, on a growing list, that executive boards and the senior leadership of many companies will need to address. And rapidly.

Our response

This situation inspired a desire in both of us to find out what traits and skills best fit the modern paradigm of leadership, to help configure a leadership blueprint most suited to the fast-moving times we will continue to experience over the coming decade.

It will be a blueprint built to last, but flexible enough to adapt to continuing uncertain, changing and challenging times; a blueprint considering **business imperatives**, the **human touch** and the need for **greater community building** internally and externally within the markets and customers served. A powerful combination providing a **triple leadership boost for our times**.

[7] https://www.performanceworks.global/the-gig-hr-experts/
[8] https://ap.hudsonrpo.com/post-pandemic-predictions-report/
[9] https://www.performanceworks.global/the-gig-hr-experts/

Connecting perspectives

We asked ourselves, what skills do tomorrow's leaders need to navigate the complexities of 21st century business? What are the key challenges for them now and how might we meet those challenges head on?

To find the answers, **we approached business leaders across four continents** and received some fascinating survey responses. These were supplemented by six in-depth C-level interviews, to secure deeper insights, calls to action and to share real, contemporary experiences.

The key questions we asked across these interviews were focused on leadership must-do's today, the skills and attributes to secure business for tomorrow and the pivotal challenges leaders will face over the next few years, which may lead to success or failure. We have quoted some of their statements across this eBook and list the most pertinent responses from all interviews in the Appendix.

We **also surveyed employees**, who offer a different perspective, showing that leaders are not always the best judges of their performance or what is happening at ground level. We found this to be a useful 'control' to help us compare and contrast both leadership beliefs and the feedback from the rest of the organisation. There were some encouraging commonalities alongside worrying gaps. The first of which is centred around leadership readiness - a disconnect between leadership belief and employee perception:

Two-thirds of leaders think they are well prepared to face the future, while only one third of the rest of their organisations agree.

This disconnect raises searching questions as to whether there is a lack of belief in leaders' abilities in some organisations to take the business forward into a continually changing and uncertain future. If the rest of the organisation is not committed to the journey ahead, the risk multiplies. Leadership readiness is at the heart of our findings, both in terms of mindset and capability building.

One of our interviewees, Paul Hargreaves, Chief Executive of Cotswold Fayre in the UK, reinforces the need for a new leadership paradigm:

 "*The old form of capitalism is dead. It doesn't work anymore. A new form of capitalism – one with compassion – is the way forward. Leaders that prioritise people and the planet will be the most profitable as time goes on. Less focus on competition and more focus on empathy and collaboration. Good leadership is about compassion and about putting others first.* "
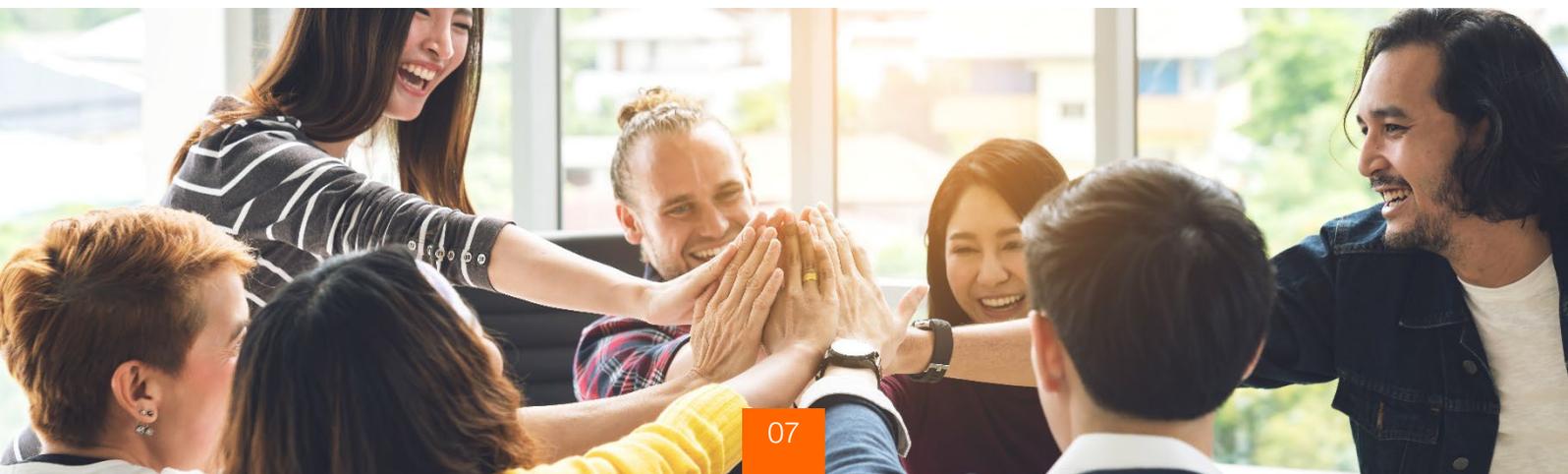
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The aim of this eBook is to inspire your own leadership aspirations, no matter how long you have been in the game. It will help you **unlearn, relearn and upskill for the demands of the rapidly evolving business challenges and opportunities we are all facing.**

Therefore, following the research summary in this eBook, we have also considered how to help you take action. **At the end of each section and as a summary in Appendix 2, we have listed suggested actions to help you get started or build on your current journey**. We have also created a new leadership development model, a leader briefing session, a one-day high-level training event, and supporting executive coaching activity, to immediately help you turn the insights from the research into meaningful action, both personally and within your organisation.

This means embarking on a new leadership development journey for a more enlightened, human-centred age; adopting digital, protecting the business and serving the communities within which we operate.

The pandemic has certainly shone a light on the desperate need for an age of more enlightened leadership. We are certain this research and outputs will play a part in delivering it.

Finally, we would like to thank everyone who part in the survey across all regions and countries. With particular thanks reserved for the 6 business leaders who agreed to be interviewed and quoted as a supplement to the wider research.

Our additional thanks go to Neil Stoneham and Mohamed Khalid Maideen, for helping us bring this eBook to its final, published version.

Jeremy Blain & Paul Marks

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RESEARCH APPROACH

Research methodology

We interviewed almost two thousand participants across four continents via telephone and web-based surveys. We also conducted one-to-one interviews with 6 prominent business leaders representing businesses across three continents, to secure a deeper perspective on what is working and what needs to change over the next decade.

We considered three dimensions in our approach:

1) Human-centred leadership

Attributes that drive engaging leadership, such as empathy, culture and tolerance

2) Business-centred leadership

Strategy and how it is implemented

3) Community-centred leadership

Issues such as how business purpose impacts on the internal community of the organisation and the external community (society, the customer, local communities)

Research data set and supporting interviews

Total surveys completed:

1,877

4 regions

27 countries

Regional Split

Asia Pacific – 39%

Australia	Indonesia	Philippines
China	Japan	Singapore
India	Malaysia	Thailand

North America – 21%

United States of America	Canada

Europe – 22%

Finland	Greece	Sweden
France	Ireland	Poland
Germany	Italy	United Kingdom
Spain		

Middle East and Africa – 18%

Algeria	Ghana	Saudi Arabia
Emirates	Morocco	South Africa

Job Level Split

52%

Executive leadership and senior management
(Leadership questions only)

35%	43%	22%
Executive Board and C-Suite	Senior Leaders	Directors and Senior Management

48%

Employees and middle management
(Employee questions only)

56%	44%
Employee level	Middle management

Company Size

43%
Large enterprise and multinationals
(251 employees or more)

35%
Medium-sized enterprise and multinationals
(101-250 employees)

22%
Small businesses and start-ups
(1-100 employees)

Our 6 executive leader interviewees

Jane Manley,
General Manager – Siegwork, S.E. Asia North

Thanathorn Juangroongruangkit,
A former Executive Vice President, Thai Summit Group;
Politician, Former Leader of the Future Forward Party, Thailand
Current position : A Leader of Progressive Movement.

Paul Hargreaves,
CEO – Cotswold Fayre, UK

Le Nhan Phuong,
Executive Director – Equity Initiative, Thailand / Vietnam

Peter Allen,
Vice President – Agoda, Singapore

Penny Lilja
Head of Customer Delivery – Amadeus, North Americas

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RESEARCH FINDINGS, INSIGHTS AND SUGGESTIONS

Section A – Leadership readiness for the challenges ahead

Leadership vs Employee perspective: a worrying disconnect

Of all the insights we gathered in this research, one big message jumps out. **There is a disconnect between the way leadership see their strengths and progress, and the views of their employees.**

Leader readiness

Take these two findings, where we asked leaders and employees how prepared leadership is to take their organisation forward over the next five years (in terms of knowledge, skills and behaviours):

67% of leaders believe they are **prepared**,

but only **39%** of employees think leadership is ready for the future.

Only **17%** of leaders consider themselves **unprepared**,

whereas **42%** of employees believe this to be the case.

When we split the data geographically, there was a big gap between those making rapid progress and those trailing.

Leaders across Asia Pacific appear to be the best prepared for future challenges – ahead of the US and Europe.

At the other end of the list, leaders in the **United Kingdom** – also navigating the challenges of Brexit – along with leaders in the **Middle East and Africa** show the lowest levels of readiness to deal with the next phase of transformation.

This should represent a wake-up call for more traditionally focused leaders, who appear to be more resistant to change, and simply do not have all the 21st Century skillsets necessary to navigate the decade ahead.

High-touch leadership

For our research, we also asked leaders and employees to prioritise the 'human' attributes of leadership that would be most important over the next decade in bringing everyone together, moving forward with a common vision and a stronger sense of collaborative commitment. The outputs are telling and reinforce the need for leadership to adopt a more human approach.

The Top 3 Common leadership attributes :

- Empowering of others
- Engaging Personality
- Emotional Intelligence

These initial findings are deepened throughout the next three sections, as we consider human, business and community centred leadership. Each theme repeats and reinforces the need for a far greater 'human touch' between leaders and their employees. This must be driven by the leaders themselves and embraced by the rest of the organisation.

Emerging practices – how organisations have dealt with challenges on a human level through the pandemic:

Human-centred leadership in the face of a pandemic

During lockdowns, many leaders faced the difficulty of laying off staff. Three very public approaches to this issue illustrate different styles of leadership, from which you can make your own judgments.

Britannia Hotels

Staff working at a Britannia hotel in Scotland – some of whom were from other countries and resided in the hotel grounds – received this letter as lockdown came into effect across the UK.

Link: https://www.business-live.co.uk/economic-development/britannia-hotels-whos-behind-firm-17157591

Following a number of damning headlines in the British Press, Britannia Hotels claimed the sacking was an administrative error – Perhaps the damage to the brand and the management was already done, by the actions of one hotel

One of the employees was so incensed by the lack of empathy and the overly corporate approach, they published the letter on Twitter. The letter went viral and Britannia Hotels were forced to make a public and embarrassing apology. Their reputation further damaged[10].

A few months later, the group had another high-profile issue, this time centred around their customers at a number of its Pontins holiday parks[11].

[10] https://www.business-live.co.uk/economic-development/britannia-hotels-whos-behind-firm-17157591
[10] https://www.kentlive.news/news/kent-news/mum-blasts-absolutely-disgraceful-holiday-4402316

AirBnB

A significantly more empathetic approach to informing staff of redundancy used a more humane tone, which garnered praise on social media and across the company. Strong evidence that **employer tone of voice** is as important as the core communication itself. This is a skillset very few organisations are actively focused upon. Those that value the quality of communication enjoy immediate success both internally and externally.

Link: https://www.prnewsonline.com/airbnb-ceo-delivers-empathetic-transparent-message-regarding-layoffs/

Agoda

The Southeast Asia-based travel company invested in a portal to showcase the talents of soon-to-be redundant staff to help them engage new employers. We interviewed Vice President, Peter Allen, who reinforced the importance of a more human-centred approach; even if employee lay-offs are on the horizon:

"If you have to let people go, you have to do it in some way that ensures their (employees) self-esteem. Treat them with respect and do what you can to support them…Damaging relationships in the long run doesn't pay off."

The medium-term impact of how these three companies have chosen to navigate the employee and customer-centred challenges thrown up by the pandemic, will be evident in both employer branding measures and the bottom line. We predict those focused on a more balanced mix of the business imperatives, a strong human touch and an evolved community conscience, will win the day.

Section B – Human-centred leadership

It is clear that leader and employee expectations need to be better aligned in order to meet the demands of 21st century business.

Since the financial crash in 2008, we have witnessed a huge transformation in business, from the rise of digital to the acceleration of the gig economy. Add in the recent pandemic, increasing remote working, etc., and we see a whole different world to the one we lived in 12 years ago. For some, it is even different to the world they understood as recently as the beginning of 2020, pre-pandemic!

Two of our previous research papers – *The Blended Workforce Revolution*[12] and *Transforming Your Company into a Digitally-Driven Business*[13] analysed emerging trends in the business world that have since been accelerated and upended by Covid-19.

Even before the advent of the pandemic, the workforce was becoming more fragmented than at any time in history. And today's workers, whether permanent, part-time or independent contractors, are crying out for a new style of leadership; a leadership that recognises these workforce mix shifts and the need to evolve how our businesses operate and where they can operate from.

For example, we are already seeing predictions around a reduction in larger bricks-and-mortar corporate office and locations, in favour of smaller, more localised 'hubs'[14] and better 'corporate space management'[15]. This is paralleled with a 'next normal' embracing wider remote working, lower physical touch customer interaction and increasingly distributed business management; while protecting customer and employee trust.

This represents a huge shift at leadership and line management level that should not be underestimated. In fact, it should be on high-level agendas for boards and senior leader teams everywhere.

Why the disparity?

During the survey, we heard various comments that shed light on **the disconnect between today's leaders and the employee experience.** Key factors emerged that drive employee perception, both negatively and positively:

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.

[12] https://www.performanceworks.global/the-gig-hr-experts/download-white-paper-2020/
[13] https://www.performanceworks.global/insights/ticking-clock-guys/
[14] https://www.dezeen.com/2020/05/11/offices-design-coronavirus-pandemic-sevil-peach/
[15] https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-office-and-work-life-after-covid-19

Common positive factors - The leaders who are getting it right

Some of our employee respondents said their leaders had done a good job and noted emerging, highly valued strengths:

✅ 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

Looking at both lists together we can see there is a real desire for a human-centred approach to leadership. Could this **become the new gold standard of leadership** in the near future? Or even today?

Sudhanshu Palsule and Michael Chavez, in the their 2020 book '*Rehumanizing Leadership: Putting Purpose Back Into Business*' reinforce the point:

"Much work needs to be done to build human-centred leadership that engages with and brings the best out of people. For that, we have to figure out what comes in the way in the form of mindsets, practices and habits and find ways of rehumanizing leadership"[16]

For our research, we went further and asked leaders and employees to prioritise leaders' 'human' attributes that would be most important over the next decade in bringing everyone together, heading forward with a common vision and with a stronger sense of commitment.

Values that drive leadership, in terms of the human experience, are integral to the motivation and morale of the organisation as a whole. This includes leaders' approach to diversity, wellness and mental health, as well as a mindset that promotes and develops skillsets for the new world of work.

When we asked leaders to rank the human-centred attributes they felt were important over the next decade, the top ten (in ranking order) were as follows:

[16] https://rehumanizingleadership.com

Survey responses – Top 10 most important leadership traits for the next decade

Leaders responses:

- empowering
- engaging personality
- communicator
- emotional intelligence
- collaborator
- coaching orientation
- empathic (empathy-centred leadership)
- relationship building
- community minded
- supportive

Employees, on the other hand, had some different views. They ranked the following attributes they wanted to see reflected in modern leadership:

Employee responses:

- empathic (empathy-centred leadership)
- empowering
- relationship building
- engaging personality
- emotional intelligence
- coaching orientation
- communicator
- community minded
- collaborator
- supportive

Notably, as highlighted in the previous section, both leaders and employees see **empowerment, engaging personality** – in terms of their human approach and authenticity – **and emotional intelligence** (their EQ) as the top three leadership traits of most importance for the next decade. This is encouraging, as it shows leaders are aware that their leadership style needs to be more grounded and human-centred, while being less top-down than before. One of our interviewees reinforces this point:

> *"Hierarchical organizations will be less effective in the future, I think flatter organizational structures will be emphasized more. We are already seeing this happening."*
>
> - **Le Nhan Phuong**,
> Executive Director – Equity Initiative, Thailand / Vietnam

However, the most important trait valued by employees – **empathy** – is way down at number seven in leaders' responses. Similarly, **relationship building** is third on the employees' list, and comes towards the bottom of the leaders' list. Of course, both are components within emotional intelligence.

When asked explicitly, it was clear that empathy and relationship management (seen as skillsets that help mobilise and engage the rest of the organisation) were not on enough leader-level radars.

This is something we see as 'low hanging fruit' in terms of creating quick, human-centred wins.

In the timely White Paper, *A View From The Boardroom*, Sept. 2020[17], by Lloyd Wigglesworth, of the Alexander Partnership in London, the importance of empathetic leadership is strengthened:

"People want to know their leaders. A feature of the pandemic lockdown has been the increased visibility of the CEO appearing in a less formal setting via web conference calls from home. This has helped them appear more approachable and human…

…Many (CEOs) have needed to show empathy to those worried about the future and even show their own concerns, admit to uncertainties and not knowing all the answers. **In the past this may have been seen as a weakness, but this realism and authenticity is now seen as a strength**, *enabling leaders to share their vision and purpose for their organisation more effectively"*

Surely empowerment and empathy – which trump communication and collaboration in the minds of employees – are related? **It is impossible to truly empower people without any real sense of empathy from leaders,** who are ultimately responsible for creating the right climate based on the needs of their people. Taking all this into account, it is worrying that many senior executives seem to be missing the current trend for empathetic leadership. This **could prove disastrous for them further down the line**. Those who embrace it are best placed to succeed *with* their employees. Those who do not, risk a clash of aspirations and an increasing gap between those at the top and the rest of the organisation.

Some organisations and their leaders are more enlightened and understand the importance of more empathetic, human-centred leadership. Spotify is one of them:

During the early days of the pandemic, most employees were forced to work from home . Music-streaming company *Spotify* created a clear framework for employees, including coaching-orientated management, meeting time limits, peer alignment, co-working structures and focus on mental and physical wellness (which took the challenges of working from home into account).

Leaders also articulated a clear empathy-driven management mindset, supported by actions, that chimed with the emotional and work-related struggles their people were facing. They went further to avoid uncertainty and mental health issues, as well as to reinforce a strong commitment to their people. They shared a simple credo that everyone could get behind, regardless of role or level, and in the spirit of the strong internal community at Spotify.

Spotify – Credo for New Working Practices during the pandemic[18]

Prudence, not panic
Science, not stigma
Facts, not fear
We, not me

Spotify continued to sponsor activities that support and help their employees. These include a series of podcasts aimed at sharing experiences, learnings and encouragement, including the specific episode: 'Working at home during a pandemic'[19]

[17] https://www.thealexanderpartnership.com/a-view-from-the-boardroom/
[18] https://www.spotify.com
[19] https://open.spotify.com/episode/0Y2d7V1FutUyMJjPAzhceW

These podcasts paralleled a series of regular blogs created by HR @Spotify[20], and we quote a perfect example here that demonstrates a real sense of human-centred leadership and corporate level responsibility:

'Hard Times define who you are as a company' (blog extract, Michael Kim, March 31st 2020)[21]

We believe that by empowering our people to manage their own work/family balance, we can alleviate a lot of the stress and anxiety due to remote working. But to help everybody reading this find that balance, here are a few tips that we recommended for our people:

- *Flexible working: Reassess your typical "9-5" schedule and create more flexibility by re-balancing your time so that you can take advantage of earlier34 mornings or later evenings to get work done. And take more time during the day instead to focus on childcare and family needs.*

- *Communicate with your managers and teams and let them know of your situation and set boundaries and expectations on when you need to be online and off. During this time, all managers should be supportive, empathetic and mindful of this when dealing with their teams. Also, it's just good leadership!*

- *If you need a break, take the time off that you need to recharge your batteries. Feel free to leverage PTO (aka Vacation Days) if you need to fully disconnect and spend time with your family.*

- *Everyone needs to accept the fact that kids, pets, other partners/roommates, etc will be in the background during virtual meetings. It is the world we live in today, so everyone should just be comfortable and accept it. Plus, it can make meetings much more entertaining, so let's embrace this and have some fun!*

- *Leverage your social network and unite with other parents or carers at your company to share great stories and tips as we continue to work remotely for the unforeseen future.*

- *Be mindful of effective time management in a WFH (Work From Home) environment. Your daily work routine has been disrupted, but take into consideration time saved in commuting, or fika breaks, or daily distractions that took you away from your desk during a normal workday. With effective time management, you can leverage that time not utilized to spend time with kids or any other personal family obligations. In other words, take control of your calendar during this hectic time and do what it takes to make it work for you and your family.*

- *See the glass as half full. The silver lining here is that you get to spend more quality time with the most important people in your lives. Cherish this time to spend a few more hours with your children, parents, grandparents, etc. while we all WFH and are not required to work from our offices.*

The Spotify podcasts and blogs are externally available and have brought the company closer together with their external stakeholders – listeners, customers, partners and industry observers. Spotify recognised the dual needs of their own teams and those externally, who equally appreciated the support, advice and access to helpful collateral. These initiatives impact positively on employer branding, the perception of the company's leadership and the human connections both within and outside of the company. It is both human and community-centred leadership for the times.

Conversely, organisations who left employees to work everything out for themselves saw mixed results and even irreparable damage to their employer brand and position in the marketplace. ethicalconsumer.org (UK) recently published a sobering reminder of how important this can be[22].

People demand authentic leadership today, not the distant corporate-suited mentality of the past. We see this in the rising trend for valuing wellbeing and mental health over traditional needs like salary and training, although all of these remain important. This is also **reshaping corporate culture for the new era** and that will most certainly underpin the required changes at all levels. Without it, organisations are just 'going back' to the old normal, rather than going forward to the next.

A great related leadership question to ask now: *What values and behaviours are emerging, at all levels in your organisation, informing how your company culture could or should evolve?*

[20] https://hrblog.spotify.com/
[21] https://hrblog.spotify.com/2020/03/31/hard-times-defines-who-you-are-as-a-company/
[22] https://www.ethicalconsumer.org/covid-19-ethical-consumption/ten-companies-avoid-over-their-response-covid-19

Our interviewees reinforce the need for a human centred leadership approach

"With the arrival of young people in organisations today, the culture has to be more adaptive, more open, with less use of power and more focus on the process and participation of people. We have to create a culture that allows people to make mistakes and fail. The world is moving fast, so every initiative is trial and error, and there is no definite or final answer to business questions. If we don't let people fail, it's hard to come up with creative ideas to solve problems. Leadership is about helping people to maximize their full capabilities and potential."

- **Thanathorn Juangroongruangkit**
A former Executive Vice President, Thai Summit Group;
Politician, Former Leader of the Future Forward Party, Thailand,
Current position : A Leader of Progressive Movement.

"Leaders need to self-reflect and consider what values are dear to them. They need to have high levels of emotional intelligence, to be able to understand their own emotions so that they are able to work more effectively with others. Much of going forward is going to be about the relational aspect of leadership…

…Leaders need to be able to bring people together as a collective to be effective. We need to empathise and listen to others and have the willingness to change ourselves. Leaders have to have the humility to listen and learn from others because we can't always have the answers."

- **Le Nhan Phuong**
Executive Director – Equity Initiative, Thailand / Vietnam

"Leaders have to acknowledge what people are going through, respect that, encourage and help them to feel that there is a future that everyone has to work towards."

- **Peter Allen**
Vice President – Agoda, Singapore

Actions for human-centred leadership

1. **Magnify your human touch across the organisation, at all levels**

2. **Reconsider the values and behaviours that will reinforce an evolved company culture, more appropriate for the decade ahead**

3. **Embrace a more empathetic leadership style to underpin human-centred leadership**

4. **Create a climate of trust and openness to unleash greater engagement, empowerment and belief across the organisation**

Section C – Business-centred Leadership

Leaders with a clear sense of direction and a strategic mindset are best suited to deal with complexities of the modern age. In this area, we consider approaches to policy implementation, business and digital transformation, customer centricity and mobilising action supported by agile and adaptable co-working.

When we asked leaders to rank the hard skills they needed to improve and excel at over the next decade, the top ten were:

Top 10 leader responses – ranked in order of importance

- digital skills
- business model transformation
- data driven decision making
- agile working
- customer centricity
- strategy implementation
- innovation
- contingency planning
- cyber security knowhow (and data protection)
- flexible work practices and policies

For employees, their top ten hierarchy of leaders' skills for the decade ahead were somewhat different:

Top 10 employee responses – ranked in order of importance

- strategy implementation
- customer centricity
- digital skills
- flexible work practices and policies
- data-driven decision making
- business model transformation
- innovation
- cyber security knowhow (and data protection)
- agile working
- contingency planning

The Big 3 common to both leaders and employees.

- Digital Skills
- Customer centricity
- Data driven decision making

Agreement on the need for digital skills and data-driven decision making is very much in line with the ongoing need for digital transformation, so is no surprise. Similarly, the need to focus on the customer is naturally a priority in these uncertain times.

Overall, customer centricity and the technology that enables a positive customer experience must be at the centre of success. This can be fuelled by highly skilled people adapting to a fast-changing business environment. They must also be given the capability to operate new tools as and when they come along. This issue is clearly top of mind for both leaders and employees, so the opportunity to grasp the initiative, enabled by the most appropriate connecting technologies, is within reach. Leaders must drive it and employees must demand it.

That said, we would concur that agile working, as highlighted in the top 5 most important skills according to leaders, is of high importance. This will make the whole organisation more productive, adaptable and fast when it comes to action. It is lower on the employee list, which indicates a need for greater transparency of what agile working actually means, in one company or another.

This includes clear communication from the leadership around why adopting agile working is important, the benefits to the company and to individuals, what tools underpin it, what processes will need to evolve and what up-skilling will be required and provided

Strategy implementation – a growing gap between leader and employee realities

There is some disparity when it comes to the implementation of strategy. This is a priority for employees who feel that **the productive execution of strategy (rather than simply its formulation) is essential for making progress**. This was not a priority for many leaders in our survey. In some cases, this was because leaders are getting it right, However, we know from our 2019 survey that 84% of digital strategy **implementations** fail (63% of 'standard' strategy **implementations** also fail) and 40% of leaders are not ready in capability and adaptability terms to make it happen[23].

Leaders see business model transformation as hugely important, which is understandable given the huge shifts we are experiencing.

As this tends to be within the purview of leaders first, it is not difficult to see why such transformation is not acknowledged as top of mind by the rest of the organisation. This is a truth emerging from our research, as the **rest of the organisation perceives a gap between transformation strategy and the transformation implementation**.

The implementation piece is what most pre-occupies the rest of the organisation.

The focus for leaders must clearly shift to the execution of strategy, including the speedy mobilisation and engagement of the rest of the organisation in the journey. This is now urgent and important.

The key question must shift from 'what we need to do' to 'how we implement our plans successfully'

There is a perfect case in COVID 19. The move towards remote working has forced organisations to either change or fail. This has been the red line some leaders have been reticent to cross until the pandemic struck. It forced the issue and many organisations have since realised benefits they had not imagined before (for example, see the earlier reference to Gucci). In fact, COVID 19 has been the biggest single catalyst of digital transformation since the iPhone was introduced in 2007!

There remain challenges, but mindsets have largely shifted from resistance and road blocks to possibility and new opportunity. Those organisations and leaders still struggling have very little time left. They should engage the rest of the organisation in the struggle and create the environment for greater empowerment, unleashing leaders at all levels throughout the business. A more collective and collaborative approach to leadership underpinned by far greater and clearer communication. Perhaps we need the kind of enlightened leadership for our times that some of our interviewees refer to:

[23] https://www.performanceworks.global/insights/ticking-clock-guys/download-research-paper-2019/

Business leader must-dos according to our interviewees

"

"In times of crisis, we need to make sure that we keep communication alive and open."

- Penny Lilja
Head of Customer Delivery – Amadeus, North Americas

"

"Leading into the future is more about agility, being able to think on your feet and make decisions as things happen…you have to embrace uncertainty… The most important thing right now is connection – The challenge of staying connected with the different formats and platforms."

- Jane Manley
General Manager – Siegwork, S.E. Asia North

"

"Knowing what to do when you don't know what to do"

Quote from a CEO interviewed for the Sept 2020
White Paper: 'A view from the boardroom.'
- by Lloyd Wigglesworth of the Alexander Partnership, London[24]**.**

Actions for business-centred leadership

1. Move from defining strategy to a focus on strategy implementation

2. Accelerate and rapidly adopt digitalisation and embrace data-driven decision making

3. Mobilise and engage your organisation to be even more focused on delivering winning customer journeys and consistently high satisfaction.

4. Investigate and adopt technology-enabled agile working, underpinned by investment in the associated skillsets required, at all levels

[24] https://www.thealexanderpartnership.com/a-view-from-the-boardroom/

Section D – Community-centred Leadership

Many **employees** are motivated by an **increasing sense of societal impact**, sense of community and **the need to protect the planet; beyond measures traditionally central to capitalism**. They want to see leaders embrace meaningful purpose, promote sustainability, as well as take responsibility for their impact on climate change and wider society as a whole.

Community in this sense has two parts – the **internal community** and **community external to the company**. The external can include our customers, the people who live around our facilities and offices, and society as whole. The opportunity to give back and contribute more positively to society is what is starting to shape today's purpose-led leadership.

As Paul Hargreaves, CEO of Cotswold Fayre in the UK puts it in his 2019 book 'Forces for Good'[25]

> *"…I believe it's time for these businesses to step up a gear and become cheerleaders for their local community…start programmes that engage your team with the local environment and community."*

In terms of a company's internal community, today's employees want more than simply a clear job description and salary to take home at the end of the month. Our previous research – *The Blended Workforce Revolution* – showed that **Millennials in particularly, value purpose and the ability to contribute to business growth in significant ways,** over traditional rewards such as salary and promotion[26] (although these are still on the list, of course!).

This is reflected in our 'Enlightened Leader' research, where we asked employees to list the **factors that motivate them to commit to their organisations in the longer term**. Purpose, direction and belief in the company leadership were among the top responses.

Employee responses:

The top results received from employees:

Top results - employees	
1	Being empowered so I can contribute more as a 'leader at my level'
2	Being encouraged to experiment and innovate at my level / with others
3	A belief in business purpose, direction and company leadership
4	Being equipped with appropriate technologies and tools that strongly support my ability to perform and work productively
5=	Being valued, recognised and rewarded for excellence
5=	an organisation that understands the importance of the mental health and wellness of its workforce
5=	Feeling part of a collaborative community internally and with our customers
8	A sustainable, society-conscious organisation, supporting the communities which we serve
9	Feeling a sense of continued development and growth
10	Supporting knowledge, skills and behaviour development (i.e. coaching, training, etc.)
11	Line managers who act as strong coaches to support my efforts
12=	Flexible working arrangements (remote, collaborative spaces, office)
12=	Work/life balance

[25] https://ww.paulhargreaves.co.uk
[26] https://www.performanceworks.global/the-gig-hr-experts/download-white-paper-2020/

It is clear that employees want to be part of a collective response to today's business challenges, **willing to go beyond their job roles to achieve company-wide goals.** This also chimes with the spirit behind the new blended workforce, as permanent, part-time and independent contractors work together on specific projects rather than day-to-day tasks. Often remotely and self-managed.

> A more collective and collaborative focus on business imperatives, fuelled by people power and supported by leaders and managers. A strong community-based approach.

The employee responses also suggest that **many question the capability of leadership to address the business challenges of today.** Perhaps this explains the strong desire to be empowered and supported to experiment, beyond job role.

At all levels within the workforce, there is greater belief in their ability to contribute to the wider business. **In our more uncertain and constantly changing time, perhaps the gap between executive leaders and emerging Talent in the organisation is narrowing in belief and capability terms.**

> To some employees responding to our survey, there is a perceived narrowing of the gap between leaders and the rest of the organisation, in capability terms.

This is driven by the challenges today and the state of readiness of some leaders to navigate the future. New skillsets are required to understand the digital landscape, evolving customer demands, remote working, a more blended workforce, diversity imperatives and more. Some employees simply feel they are more than, or as capable as their leaders. If this does not shift over time, then those same employees will become disillusioned and disengaged. A significant risk in today's increasingly remote workplaces.

Employees who are more confident in and supportive of their leaders, feel part of the journey and part of an aligned internal community. They are more willing to commit their future and contribute to the wider business. This is very clear from the employee responses to our survey.

Leader responses:

Leaders, on the other hand, see a number of other priorities when asked explicitly what they think their workforce wants. The top results were as follows:

Top results - leaders	
1	A belief in business purpose, direction and company leadership
2	Feeling part of a collaborative community internally and with our customers
3	Being equipped with appropriate technologies and tools that strongly support my ability to perform and work productively
4=	A sustainable, society-conscious organisation, supporting the communities which we serve
4=	Supporting knowledge, skills and behaviour development (i.e. coaching, training, etc.)
6	Being empowered so I can contribute more as a 'leader at my level'
7	Encouraging people at all levels to experiment and innovate
8	Being valued, recognised and rewarded for excellence
9	Line managers who act as strong coaches to support my efforts
10	Flexible working arrangements (remote, collaborative spaces, office)
11	Work/life balance
12=	Feeling a sense of continued development and growth
12=	An organisation that understands the importance of the mental health and wellness of its workforce

It is clear that leaders feel they are under the microscope. **They understand the need to have clear purpose, direction and demonstrate that they are up to the job.** An alignment with one of the most important factors for employees, indicating more questions around these areas are being asked, than answers being given.

The other area of alignment is around the **digital thread to enable and fuel productive and effective work**. Something clearly lagging for some organisations and, encouragingly, much higher on the leaders' responses ranking. Perhaps this has been crystalised for them through COVID-19.

While these two areas above match up, there is a disconnect between other employee needs and leader responses at the top of each list.

The leaders' perceptions indicate a more traditional consideration of employee wants and needs (feeling part of something, personal development) coupled with greater focus on the external community.

But employees want more. They **do not want to merely 'feel'** part of something, **they want to 'be'** part of something. A living, breathing community where they can stand up and be counted. Empowered and supported to think bigger than their job description; encouraged to generate ideas and experiment; equipped with the appropriate technologies and tools they need; and being recognised for their broader efforts.

There is far greater willingness and readiness from employees to step up beyond their job role, contribute to wider business health and be part of a more community-based, leadership-at-any-level response.

A new age of empowerment that would benefit the current leaders of business and their employees.

In analysing the data, however, **we were largely encouraged by the leaders' responses.** Increasingly, they understand the importance of underpinning modern-day organisations with stronger human and community-centred pillars, both internally and externally. This links strongly to how corporate culture will evolve and provide a more suitable foundation for modern businesses.

In fact, in order to inform a more community-centred future, we should consider the past. There are good examples of how some 19th and 20th Century organisations, founded on these pillars, have succeeded to this day. Pillars that remain central to how they still operate; benefitting the company, their employees and the communities they serve. A win-win-win and positive indicator for today's organisations committing to do the same.

For example:

- The Lever Brothers Company (now Unilever) and their 'soap king' funded Port
- Sunlight community[27] founded around 1887;
- Cadbury with their Bournville community[28] founded in 1900

Village life in Bournville in the early 1900s
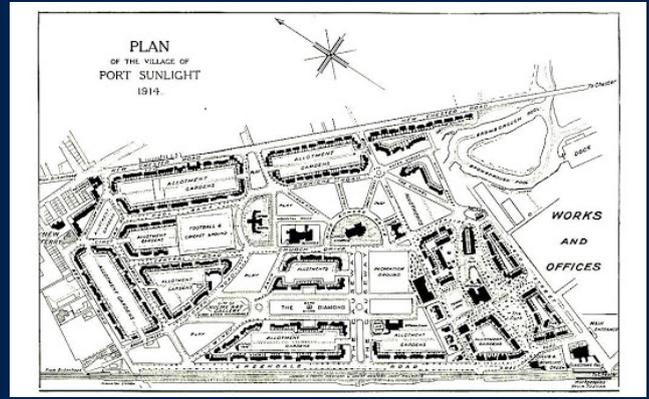
Plan of Port Sunlight Village, 1914

Lever Brothers, Cadbury and others simply understood the importance of community. Gluing together a strong sense of internal belonging with an equally strong commitment outside of the factory gates.

It is perhaps not surprising that purpose, community, societal conscious are once again at the core of a modern leader's focus. Times of crisis and human-centred challenges tend to sharpen the focus and inform the way forward.

Those leaders fast-tracking this approach *with* their employees and other stakeholders, will be the winners. They will embody more enlightened leadership, as practiced by the 'soap king', William Hesketh Lever, as far back as the late 1887[29].

"Leaders need to be prepared to review their whole scope of work. In times of crisis, we need to make sure that we keep communication alive and open. As leaders, we need to encourage our teams to challenge the process – how can we make things more effective and more efficient? There needs to be a community approach to get things done, bringing talented people together to make good decisions."

- **Penny Lilja**
Head of Customer Delivery – Amadeus, North Americas

[27] https://www.liverpoolecho.co.uk/news/liverpool-news/story-port-sunlights-soap-king-17067676
[28] https://www.cadbury.co.uk/about-bournville
[29] https://en.wikipedia.org/wiki/William_Lever,_1st_Viscount_Leverhulme

"Leaders that prioritise people and the planet will be the most profitable as time goes on."

- Paul Hargreaves
CEO – Cotswold Fayre, UK

"Leaders have to work on driving cultural change. Products can be copied, processes can be copied, but what cannot be copied from one organisation to another is culture. Culture is the key to how a team works effectively. Leaders have to be facilitators. Leaders have to harness the power of the people together."

- Thanathorn Juangroongruangkit
A former Executive Vice President, Thai Summit Group;
Politician, Former Leader of the Future Forward Party, Thailand
Current position : A Leader of Progressive Movement.

"Leaders in the new era have to pay more and more attention to the quality of life of their staff, the people that they serve and the community. It's not just about making profit."

- Le Nhan Phuong
Executive Director – Equity Initiative, Thailand / Vietnam

Actions for community-centred leadership

1. Bring together the external community focus with internal community building commitment

2. Underpin this sense of community with new values and behaviours that evolve company culture in line with core purpose and business direction

3. Create the climate for greater levels of empowerment, capability building and recognition.

4. Focus on your employer and personal branding indicators to measure both internal and external community impact

Section E – Key Challenges Ahead

In the final part of our research, we asked leaders to rank the **most significant challenges they expect to face over the next five years**.

Out of around thirty five different comments, the ten most significant challenges, common across the leaders we surveyed, were as follows:

Top 10 leadership challenges	
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

All of these require a combination of human, business and community centred leadership, so it is unsurprising that leaders are most concerned about keeping up with the current pace of change and continuing uncertainty.

To excel as a leader over the next decade, leadership skills will need an upgrade, particularly around the top 10 challenges according to leaders themselves.

Those leaders who acknowledge and commit to that personal journey will naturally focus on doing the same for their managers and teams. After all, new challenges require new skills at all levels. New situations require us to unlearn what 'used to be' and relearn 'what could be' – a more collective and collaborative approach is a more enlightened, empowering leadership approach.

Two significant challenges, gathered through comments made during the survey and with our interviewees, were highlighted by some leaders as also being imperative.

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

"Hierarchical organisations will be less effective in the future, and I think flatter organisational structures will be emphasised more. We are already seeing this happening."

- **Le Nhan Phuong**
The Equity Initiative, a program of the CMB Foundation, SE Asia

"The most important thing right now is connection, and the challenge of staying connected with different formats and platforms. Leaders need to be ready to listen more. Leading into the future is more about agility; being able to think on your feet and make decisions as things happen. The rule books on leadership have changed. You have to be brave and challenge the status quo. You have to embrace uncertainty."

- **Jane Manley**
General Manager – Siegwork, S.E. Asia North

Diversity, equity and inclusion (DE&I), at number ten on the most significant challenges list, aligns with a general perception that many leaders need greater focus on this area. They need to get better at understanding what DE&I actually means and how to underpin words with meaningful actions. This is about challenging current interpretations of leadership and reinterpreting it with a broader diversity lens.

If organisations are to flatten structures, embrace the age of empowerment, develop a more collective response to strategic challenges, get better at community building both internally and externally, then DE&I comes into sharp focus. **Not as a soundbite, but as a manifesto for action**.

For example[30], at the time of writing, only 37 of the Fortune 500 are led by a female CEO: an all-time 'high'[31]. In July 2020, the Colour of Power survey[32] found that only 51 of the top 1,100 most powerful jobs in the UK were occupied by non-white individuals. In other words, 4.7%, at a point when BAME people represented 13% of the population. Alongside the moral case, reinforced strongly by the Black Lives Matter movement, the business case for diversity and inclusion is also now being understood[33].

There is also an imperative to recognise diverse identities, for example, across gender, LGBTQI+, race, generations, culture, sexuality, politics, religion, neurodiversity, physical ability and more; but also the many new ways in which people now identify themselves in the world of work. There are digital natives and non-natives, remote workers, transnational digital nomads, virtual assistants, and contingent workers. **A blended workforce of the likes never been seen before**, which is challenging the very human capital structures at the heart of business, globally.

To succeed, leaders must better recognise the enormous challenges ahead of them because they've not been faced with the need for a depth of diversity 'must haves' such as this, until now.

DE&I will be at the very heart of human, business and community centred leadership. It impacts how employees, whether permanent or independent workers, are engaged, mobilised, measured and managed; how they are re-skilled; how collaboration and communication becomes more effective and efficient; how digital enables a more agile, collective effort; and how leaders must be the glue that binds this brave new world together. Strongly supported by a new generation of human capital leaders, HR professionals and line managers.

[30] Extract from upcoming Book '*The Inner CEO*' by Jeremy Blain
[31] https://fortune.com/2020/05/18/women-ceos-fortune-500-2020/
[32] https://www.theguardian.com/business/2020/jul/28/bame-representation-uk-top-jobs-colour-of-power-survey
[33] https://issuu.com/revistabibliodiversidad/docs/dialogue_q2_2020_full_book

3 // GETTING TO ACTION
- THE ENLIGHTENED LEADER©

The leadership nucleus* for the decade ahead

*Definition:

The nucleus is the central and most important part of an object, movement, or group, forming the basis for its activity and growth[34].

[34] https://bit.ly/36pT4WR

Our suggested first actions

When considering the research and interview outputs, it became clear to both of us that we needed to go one step further in creating a new framework for leadership practices. This does not throw away all what we have learned as leaders up to this point. Instead, the framework builds on it and brings in the new knowledge, skills and behaviours essential to leadership success for the next decade and beyond. It incorporates the key aspects and traits as reinforced by the leaders contributing to this survey.

Before we head into the finer details, we would recommend the following immediate actions within executive leadership teams or for leaders wanting to start their own journey.

1) **Download the research eBook and review findings and understand the enlightened leader model (below).** This could include the leadership briefing with both Paul and Jeremy per the summarised briefing session following

2) **Secure feedback from the rest of your organisation based on the questions in our research**. This will give you your own insights to review, specific to your business and your people.

   ▪ We have set up an assessment through Google Forms which you are welcome to access. You may share the link or recreate the assessment on your own assessment tool. Should you elect to use ours, we will ensure **your data is protected within a dedicated organisational folder**.

   ▪ Following your internal assessment, we are offering a 45-minute consultation (With either Paul Marks or Jeremy Blain) to help you interpret the results, identify the key messages and create immediate communication / action steps.

     Please contact either of us to get started:
     Jeremy: info@performanceworks.global
     Paul: info@changeworksltd.com

3) **Consider our human, business and community centred 'top 4 actions'** at the end of sections B,C and D (summarised in Appendix 2).

   Apply them to your unique business and personal situation to fast track progress.

A new leadership model to support your actions

Our Enlightened Leader© 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 – 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.

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.

The Enlightened Leader© Model

THE BUSINESS CENTRED LEADER

Strategic thinker
Agile innovator
Data driven
Change engineer
Clarity of direction

Crisis / Contingency leadership
Structured for collective success

THE HUMAN CENTRED LEADER

Digital adoption
Relationship builder and communicator
Resilient / courageous
Empowers others
From strategy to execution

Future readiness
Empathetic
Engaging
Compassionate
Values driven
Stakeholder value

Data and cyber security focused
Creates Climate of trust and openness
Mindful and present
Authentic
Customer centricity

Growth mindset
Role Model
Coaching mindset
Giving back

Recognition and reward
Models new values / behaviours
High EQ and SQ
Ethical

Diverse Inclusive
Evolves culture
Climate impact
Societal impact

Stewardship
Collective and Collaborative
Sustainability focused
shareholders to stakeholders

Purpose driven

Internal community

External community

THE COMMUNITY CENTRED LEADER

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Briefings, training and coaching support to fast-track progress

In order to take this forward, we have developed a series of activities to support your business, your executive board and leaders. Our objective is to help you extract the most meaningful data from this research, relevant to the business, in order to construct a roadmap for personal growth and business shift. These include:

1

Keynote or Leadership team briefings (1.5 hrs) – virtual or face to face

Purpose:
To provide the key insights from our research, the Enlightened Leader© model and latest industry thinking around the best leadership traits, skills and focus for the decade ahead.

Method:
A 45-minute high level, interactive briefing, leading to an additional 45-minute facilitated discussion, to establish 3 key actions as a starting point for the journey.

2

1 Day face -to-face training session or 3 x 2.5-hour virtual classes (with inter-session activity to apply and facilitate experience share)

Purpose:
a) To provide deep insights and rationale for leadership transformation through review of the research and latest industry thinking.

b) To work through the 3 building blocks of the Enlightened Leader© model, complete with industry case studies, application workbook and group discussion / workshopping to establish action.

Method:
Short learning inputs driving group discussion, interactive workshopping, complete with special guest expert (virtual class) from another industry / company. Can also be arranged for the face-to-face session at an additional cost.
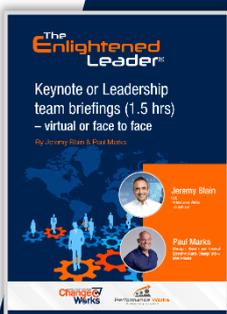
Laser-Guided Executive Coaching

Paul Marks is a Professional Certified Coach (PCC) through the International Coaching Federation (ICF). He is also a certified Brain Based Coach through The Neuroleadership Institute and a certified Holistic Coach through the Goal Imagery® Institute, International School of Coaching Mastery™

Through Paul and our network of coaching partners in all major markets globally, we are able to offer group and individual coaching packages to support executive and senior leaders through their Enlightened Leader© journey.

The coaching is best executed once individuals have attended the 1-day course above, or been through the 1.5-hour leadership briefing.

The purpose of our coaching service is to enable and support the journey for leadership teams and individuals, in order to measure results at both qualitative and quantifiable levels. Naturally, the coaching sessions will all start with identifying goals and results to achieve, in order to start with the end in mind.

You can see more through our dedicated webpages. Visit now to see our learning roadmaps, videos and more here:

www.performanceworks.global/the-enlightened-leader

www.changeworksltd.co.th/the-enlightened-leader

Or simply contact either Paul or Jeremy for an initial consultation:

info@changeworksltd.com

info@performanceworks.global

Appendix 1 – Quotes from our interviewees, representing businesses across 3 continents

Thanathorn Juangroongruangkit

A former Executive Vice President, Thai Summit Group;
Politician, Former Leader of the Future Forward Party, Thailand
Current position : A Leader of Progressive Movement.

"Leaders have to work on driving cultural change! Products can be copied, processes can be copied, but what cannot be copied from one organization to another organization is culture. Culture is the key to how a team works effectively."

"Leaders have to be facilitators."

"Leaders have to harness the power of the people together."

"With the arrival of young people in organization's today, the culture has to be more adaptive, more open, with less use of power and more focus on the process and participation of people."

"We have to create a culture that allows people to make mistakes and fail."

"The world is moving fast. Every initiative is trial and error. There is no definite or final answer to business questions. If we don't let people fail, it's hard to come up with creative ideas to solve problems."

"Leadership is about helping people to maximize their full capabilities and potential."

Penny Lilja

Head of Customer Delivery – Amadeus, North Americas

"Leaders need to be prepared to review their whole scope of work,"

"In times of crisis, we need to make sure that we keep communication alive and open."

"As leaders, we need to encourage our teams to challenge the process - how can we make things more effective and more efficient?"

"There needs to be a community approach to get things done - bringing talented people together to make good decisions".

Paul Hargreaves
CEO – Cotswold Fayre, UK

"The old form of capitalism is dead, it doesn't work anymore - a new form of capitalism, one with compassion, is the way forward"

"Leaders that prioritise people and the planet will be the most profitable as time goes on."

"Less focus on competition and more focus on empathy and collaboration."

"Good leadership is about compassion and about putting other first."

Peter Allen
Vice President – Agoda, Singapore

Question: What do leaders have to do right now?

Having to let people go:
"If you have to let people go, you have to do it in some way that ensures their self-esteem, treat them with respect and do what we can to support them."

"Damaging relationships in the long run doesn't pay off!"

With the people that stay
"Leaders have to acknowledge what people are going through, respect that and also encourage them and help them to feel that there is a future that everyone has to work towards."

Le Nhan Phuong
Executive Director – Equity Initiative, Thailand / Vietnam

"We need to be able to develop a new type of leadership that will be more effective in the future."

"Leaders need to self-reflect and consider what values are dear to them"

"Leaders need to have high levels of emotional intelligence, to be able to understand their own emotions so that they are able to work more effectively with others. Much of going forward is going to be about the relational aspect of leadership!"

"Leaders need to be able to bring people together as a collective to be effective!"

"You (us a leaders) need to be able to empathize and listen to others and have the willingness to change yourself."

"Leaders have to have the humility to listen and learn from others because we can't always have the answers."

"Hierarchical organizations will be less effective in the future. I think flatter organizational structures will be emphasized more. We are already seeing this happening."

"Leaders in the new era have to pay more and more attention to the quality of life of their staff, the people that they serve and the community, it's not just about making profit!"

Jane Manley

General Manager – Siegwork, S.E. Asia North

What should leaders be doing right now?

- The most important thing right now is connection – The challenge of staying connected with the different formats and platforms
- Leaders need to be ready to listen more

Moving forward – past COVID

"Leading into the future is more about agility, being able to think on your feet and make decisions as things happen."

"The rule books on leadership have changed."

"You have to be brave and challenge the status quo!"

"You have to embrace uncertainty."

12 specific actions for leaders:

Actions for Human-centred Leadership

1) Magnify your human touch across the organisation, at all levels

2) Reconsider the values and behaviours that will reinforce an evolved company culture, more appropriate for the decade ahead

3) Embrace a more empathetic leadership style to underpin human-centred leadership

4) Create a climate of trust and openness to unleash greater engagement, empowerment and belief across the organisation

Actions for business-centred leadership

1) Move from defining strategy to a focus on strategy implementation

2) Accelerate and rapidly adopt digitalisation and embrace data-driven decision making

3) Mobilise and engage your organisation to be even more focused on delivering winning customer journeys and consistently high satisfaction

4) Investigate and adopt technology-enabled agile working, underpinned by investment in the associated skill-sets required, at all levels

Actions for Community-centred Leadership

1) Bring together the external community focus with internal community building commitment

2) Underpin this sense of community with new values and behaviours that evolve company culture in line with core purpose and business direction

3) Create the climate for greater levels of empowerment, capability building and recognition.

4) Focus on your employer and personal branding indicators to measure both internal and external community impact

Fast start: Select and list the most appropriate actions for you

Your own action plan	
Overall actions	
Human-centred actions	
Business-centred actions	
Community-centred actions	

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