



TALENT:

Creating an effective and lasting leadership culture

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INVEST IN YOUR PEOPLE

MANAGE THE MILLENNIALS

LOOK OUT FOR POTENTIAL

DEVELOP GLOBAL LEADERS



KALLIDUS

TALENT: Creating an effective and lasting leadership culture

In a progressively complex and challenging global marketplace, factors such as increased competition, shifting customer expectations, economic and regulatory pressures, and the emergence of new technologies have transformed the way organisations operate, requiring strong leaders now and for the future.

Increasingly, leaders are recognising the importance of adopting a new approach to identifying and developing talent in order to effectively navigate today's dynamic business landscape. However this change needs to come from within, and must be instigated from the top down.

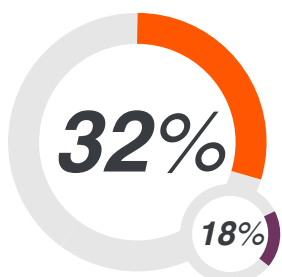
Developing an effective organisation-wide leadership culture can help you to create an inclusive and diverse workplace, which is not only a catalyst for change and innovation, but is also crucial for future business success.

With this in mind, here are four key areas which will help forward-thinking organisations instil a lasting leadership culture and develop a stronger succession strategy today and tomorrow.

01 Invest in your people

Skills gaps are a significant challenge for many organisations, particularly when it comes to leadership roles. According to Deloitte, just 32% of organisations have a steady supply of leaders at the top levels, while only 18% expect leaders to identify and develop their own successors.¹ So how can organisations combat these skills gaps? A recent CIPD study (2015) reported that two-thirds of organisations look externally for key talent to meet changing skills needs in-house.² Recruiting external talent can help combat immediate skills gaps, but what does this mean in the long-term? Is 'buying' new talent 'off the shelf' in this way really sustainable?

Whilst an increase in headcount is vital to meet growing demand, it is important that the focus remains firmly on developing leaders in-house. Investing in learning and development opportunities will not only uncover hidden talent within your organisation, but can help build a skilled and flexible, change-ready talent pipeline from within. And by building a reputation as an employer who invests in the development of their workforce, you'll see key talent come to you. In their Global Human Capital Trends Report 2015, Deloitte recommends using data-driven leadership analytics to optimise talent management and succession planning, enabling organisations to clearly analyse the potential, experience and leadership qualities necessary to produce outstanding leaders.³ With this vital insight, resources can then be channelled to where they can best support accelerated leadership development.



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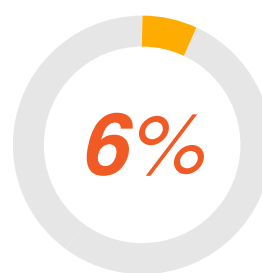
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02 Manage the Millennials

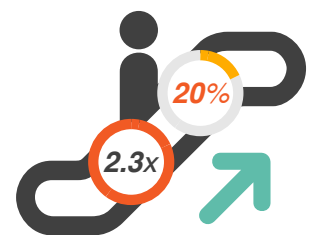
Workforce demographics are changing rapidly, and today's workforce consists of a wider cross-generational mix than ever before. However, according to Deloitte's 2015 Millennial Survey, Millennials overwhelmingly believe that businesses need a reset in terms of paying as much attention to people and purpose as they do to products and profit.⁴

Research⁴ has shown that aggressive-growth organisations have a higher proportion of Millennials in leadership positions, yet Millennial leaders are reportedly less engaged and more likely to move on to another organisation within a year. With younger generations looking for more development opportunities and a 'sense of purpose' in their roles, it has become more important than ever to develop a robust leadership pipeline at all levels, as investing in employee development is now not only essential for business success, but for employee engagement and retention.

The demographics of today's workforce are more varied than ever before, but just 6% of organisations claim to have 'excellent' programmes in place to develop Millennials.⁴ The Millennial generation seeks out opportunities to connect and learn from others, and so upskilling capable and engaging managers as effective development coaches is key to driving widespread employee performance and retention. Building a high-performing, motivated workforce starts from within, so ensuring the right culture and effective development processes are in place for managers to filter down essential skills is vital for upskilling new recruits and retaining future talent.



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03 Look out for potential

According to a recent survey by Development Dimensions International, organisations with a strong leadership strategy report 20% higher leadership quality and bench strength and are 2.3 times more likely to outperform other companies on financial metrics.⁵ High performing organisations identify employees who show clear potential and develop them effectively into future leaders. Whilst an employee may be a star performer, they may not necessarily be right for a leadership role. Yet leadership potential is not always overtly visible, and it's vital to have a strategy for uncovering this hidden talent.

Employee performance defines ability and expertise. However it's important for business leaders to look beyond this and identify aptitude, desire to grow and overall leadership potential throughout the workforce. An authentic leader will be engaged in their company's goals, capable of managing complexities and won't shy away from responsibility or be unwilling to admit failure.

Leadership development is a strategic and long-term business imperative, and so taking this approach and identifying and equipping inexperienced but capable HiPos with the skills required to succeed can help build a stronger leadership pipeline.

04 Develop global leaders

A recent concern for many organisations is how capable their leaders are at working on a global level. Regardless of size, many businesses operate across other countries or do business with people and organisations from other cultures. Development Dimensions International also reports that only 34% of leaders consider themselves to be highly effective at leading across different countries and cultures.⁵ Developing a global leadership strategy is essential, and businesses must ensure their high potentials are capable of integrating themselves into intercultural or foreign environments, can work effectively in a variety of situations and are able to confidently make decisions in unfamiliar circumstances.

Having better prepared leaders who are available at the hour of need is critical. Therefore allowing staff the opportunity to relocate geographically across your organisation can help arm your current and future leaders with the skills and experience to interact and work alongside people from other cultures more effectively, to optimise both personal and business performance.

Talent mobility can also be a powerful weapon for attracting, engaging, developing and retaining high performers, whilst helping to build a more adaptable, agile and enduring organisation. Furthermore, employees themselves are driving this growth in talent mobility, with many wanting (and even expecting) an overseas assignment during their career. By identifying candidates from a global talent pool who are willing and able to relocate in the short- or long-term, organisations can ensure business continuity of critical positions regardless of geographic boundaries and can strategically develop global leaders flexibility and effectively.

Conclusion

With global competition showing no signs of slowing, it has never been more important for organisations to attract, retain and develop talented people. The key to strong business results starts with the right people in the right roles at the right time. Creating and maintaining a strong development culture across your organisation will help nurture capable, change-ready leaders. At the same time, you'll also build a solid foundation for identifying, attracting and developing high potential leaders of tomorrow, supporting your goals through strategically-driven learning, performance and agile talent management to drive long-term success.

References

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4. Deloitte (2015). Mind the Gaps: The 2015 Deloitte Millennial Survey
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About Kallidus

Kallidus is an award-winning provider of integrated learning, performance, 360° and talent management technologies, bespoke e-learning content and consultancy services. Dedicated to customer excellence, we support some of the world's largest brands including Boots, the NHS, Transport for London and Eurostar. We work in partnership with our clients to provide innovative, trusted learning and talent solutions that empower employees to develop continually, learn effectively and improve performance.

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