

Critical moves for Talent Leaders to deliver value in 2023

Priority 1: Making Bold Investments in Core Leadership

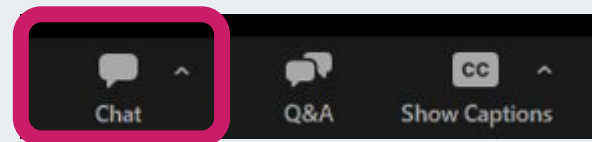


A warm welcome!

Critical moves for Talent Leaders to deliver value in 2023

Share in Chat

**What are some of your
'leadership' related
questions coming into
today's session?**



Your BTS team today...



Barbara Baptista
Director,
Leadership &
Coaching



Lance Wilke
SVP, Head of
Talent, Learning, &
Leadership



Katrin Mulford
SVP, Head of
Leadership & Coach
North America



What you'll walk away with today...



**Invitation to
Deep Dive
Sessions**



Talent *Deep Dive*
June 6 at 2:00pm CT
Learning *Deep Dive*
July 11 at 2:00pm CT



**Resources from
BTS**



White Paper



Case Studies



Podcast



Connections



Global and local uncertainties

Leadership Development is the top priority for HR in 2023

- Leadership Development is a 2023 priority for 60% of HR leaders
- 24% CHROs say their current approach does not prepare leaders for the future of work
- Leadership roles are becoming increasingly complex
- Leaders are expected to be more authentic, empathetic and adaptive
- 36% of CHROs say their sourcing strategy are insufficient for finding the skills they need
- 45% say their employees are fatigued from change



Our research

Talent Leaders Critical Moves **BTS**

The 8 critical moves for Talent Leaders to deliver value in 2023



By Stephanie Peskett, David Bernal, Lisa Sprenkle, Michael Lehman, Lynn Collins, Lianne Yee, Jim Perry, Jerry Connor, Larisa Balleani, Andrew Burns, Brad Chambers

As 2023 kicks off in a flurry of economic uncertainty, political turmoil, and lingering pandemic impacts, Chief Talent and Learning Officers and their peers are doubling down on preparing their leaders and teams to survive, and more importantly thrive, in the new year.

In 2023 it's time to **believe** and **do differently** in your talent, learning and leadership strategy. We are seeing eight high impact critical moves in leadership, talent, and learning emerge as priorities for CLOs and CTOs in 2023. Furthermore, we have also identified the critical

What are leading enterprises focusing on to thrive in 2023

1

Making Bold Investments in Core Leadership



2

Accelerating the Talent System to Deliver More with Less



3

Scaling the Learning Culture to Help People Adapt



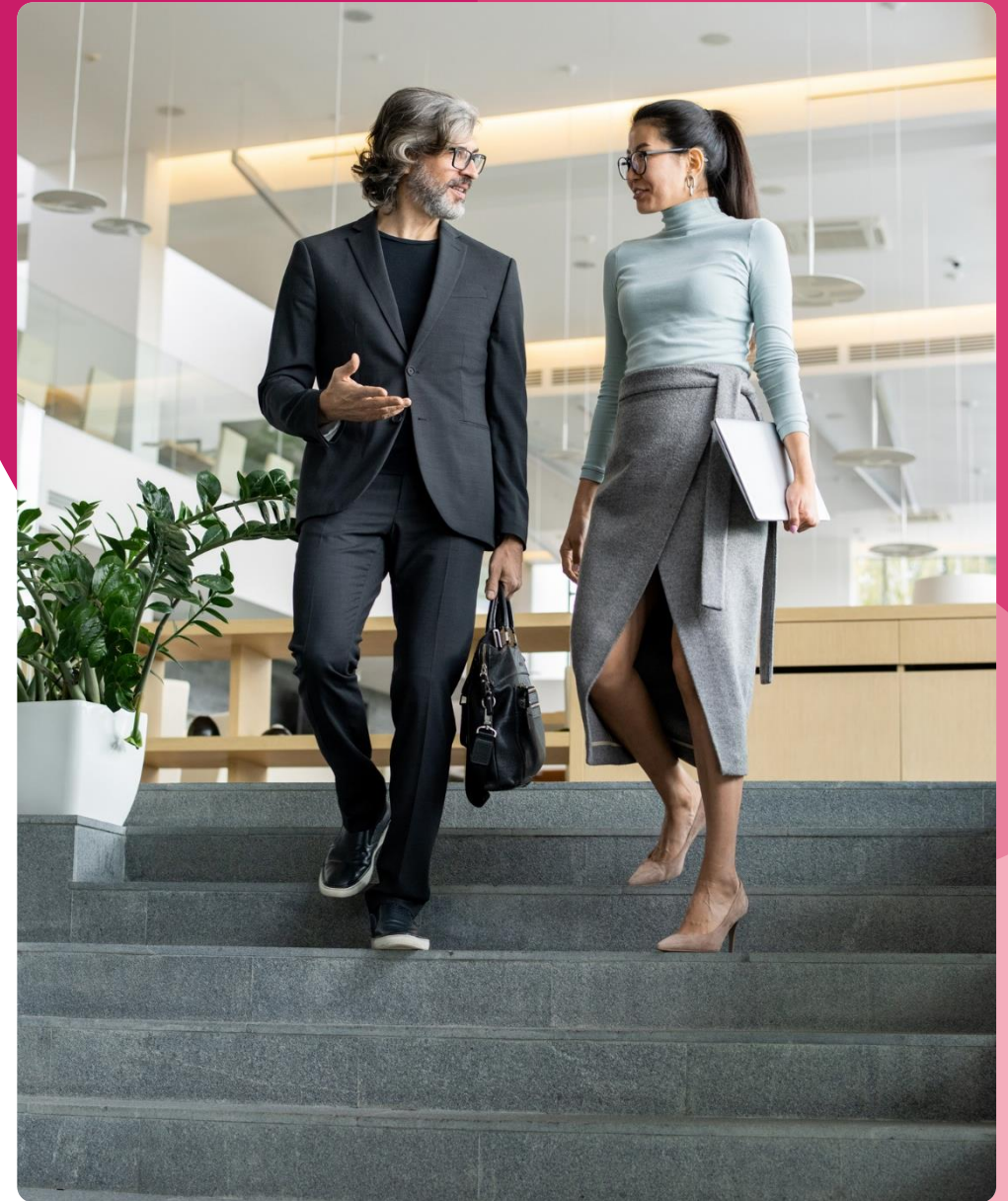
Discover and learn

**What talent leaders in
leading enterprises are
doing to thrive in 2023**

Understand and act

**Making investments in
core leadership skills**

Top Priority Making Bold Investments in Core Leadership





Making Bold Investments in Core Leadership



Key Action Trends

Unlocking front-line leader capabilities

Create change-ready mid-level leaders

Business continuity through proactive and systemic C-level succession planning and onboarding



Making Bold Investments in Core Leadership



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Poll

How confident is your organization in preparing your frontline leaders fast enough to keep up with the changing role that leadership expectations now demand?

Deep Dive

What challenges is your organization facing with front-line leaders' and performance?



Unlock front-line leader capability to close the gaps that Covid left and deliver value at scale

What isn't working:

- **Increased expectations** on front-line leaders
- **Massive deficits** on leaders' capabilities due to Covid; **under-served** when it comes to professional development
- Quick hit 'learning events' during pandemic are leaving **gaping holes** in capability and a near **empty bench**

Expectations of front-line leaders have changed...

How people FEEL



Help *others* do their life's work

3.0

Inspiring connection

In uncertainty and a hybrid world, leaders must focus on the whole person creating meaning and belonging for diverse teams.

- Drive engagement
- Diversity, Equity, Inclusion
- Wellness
- Psychological safety
- Resilience

How people THINK



Engage the intelligence of *others*

2.0

Unlocking modern operating models

As organisations become agile and responsive, a fail-fast learning culture unlocks the intelligence of their people.

- Unlock team's intelligence
- Encourage growth mindset
- Focus on customer
- Innovation, agility
- Fail fast learning culture

What people DO



Get results *through others*

1.0

Driving performance

The core of people leadership has always been about achieving results through others.

- Performance management
- Give feedback
- Delegate/ Coach
- Create line of sight to strategy
- Ownership and accountability

Stage

Skills and Focus

World class learning organisations use two modern approaches to unlock front-line leader capabilities

1 Being a Leader Journey

An intensely powerful leadership journey invites leaders into a rich experience of digital simulations, facilitated workshops, on the job Go-Do's and impactful sessions in small groups with a professional coach.

2 Being a Lifelong Leader

Continuous and dynamic leadership development at scale.

Performance Support

With each approach, leaders will continuously access leadership resources, tools and materials for use personally and with their teams.

Client Story

Scenario

A major tech company has been growing so fast it realized its growth could be endangered by growing great frontline leaders ***too slowly***.



Unlock front-line leader capability to close the gaps that Covid left and deliver value at scale

What great looks like:

- **Modernizing** your organizations POV on the **expectations and needs** of front-line leader development
- Thinking about **successive layering** of front-line leader capability and seeing it as a **perennial development** requirement – never one and done
- **Engaging leaders** by simply **acknowledging the load** the front-line carry for the organization of today
- **Development solutions** that attend to all **three stages** of front-line leader capability in a way complements the **flow of their existing work** – not an addition to hit



Making Bold Investments in Core Leadership



Key Action Trends

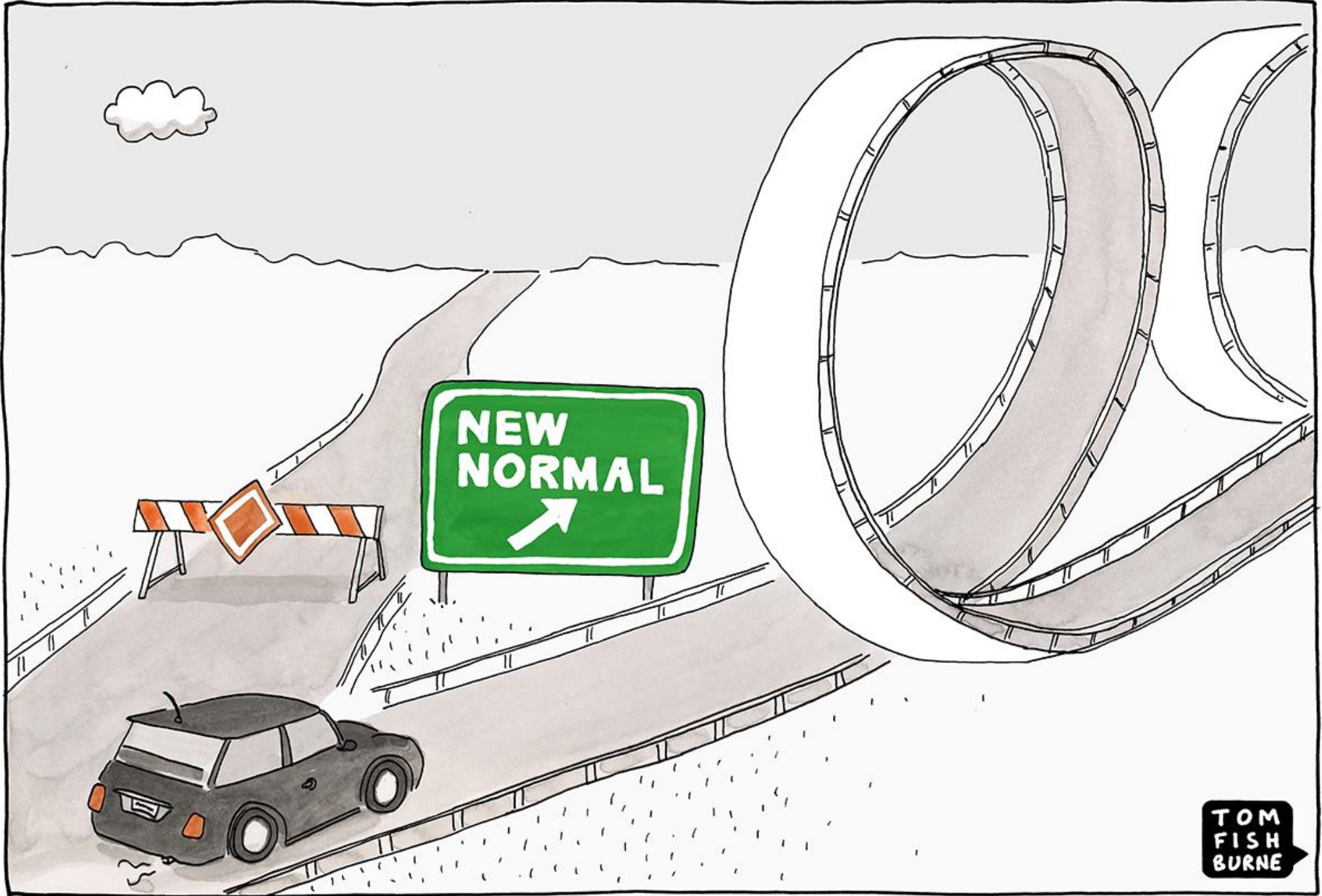
Unlocking front-line leader capabilities

Create change-ready mid-level leaders

Business continuity through proactive and systemic C-level succession planning and onboarding

Poll

To what degree do your mid-level leaders help you accelerate the change your organization is experiencing?



Deep Dive

What challenges are mid-level leaders facing when dealing with organizational changes?



Create change-ready mid-level leaders to steer the business through economic conditions, manage profitability and prepare for the next stage of growth

What isn't working:

- **Organizational models** that don't look **hierarchical** but are...
- **Slow decision making** at the top
- Holding the responsibility of a 'yes' from **decision makers to customer demands**, and a 'no' from **internal peers and team members**
- Contradictory **communications** and **accountability** around change
- The constant battle to do **more with less**
- **Little support and role modelling** on how to be successful in their complex role
- Often wearing **multiple hats outside the scope of the core role**
- **Quiet** quitting or **retreating**

The needs of mid-level leaders have changed rapidly...



From focus on...

Driving results to sustainable ecosystem impact

Influencing to deep connection and inclusiveness

Resilience to equipping people to live in a constantly changing world

Strategic execution to seeing multiple futures and running fast cycle experiments

Self-awareness to deep humility and purpose

Client Story

Scenario

A biotech pharma company has been growing so fast it realized its growth could be endangered **by mid-level leaders that are new, find ambiguity hard to navigate, and feel overwhelmed by the demand the organization has of them.**



Create change-ready mid-level leaders to steer the business through economic conditions, manage profitability and prepare for the next stage of growth

What great looks like:

- Being **realistic and straight** about **expectations**
- Equipping middle managers to be **facilitators of change, not just executors** of other's decisions and process
- Experimental learning and simulation approaches that allows them to **operate a general manager mindset for the business**
- Exposure that provides experience to **enable networks, connections and practice agility in collaboration and decision making**
- **Create networks** that are **collaborative and cohesive, not competitive**



Making Bold Investments in Core Leadership



Key Action Trends

Unlocking front-line leader capabilities

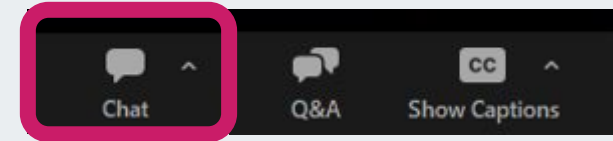
Create change-ready mid-level leaders

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Poll

**How comfortable are you with
your current approach to
equitable succession
planning?**

Case Challenge



Scenario: Imagine your organisation has taken over a big competitor with a recent history of declining financial results, low employee engagement and market agility. A fast turn-around is required and you are expected to recommend C-level/C-level -1 internal candidates to place in new roles.

Give 1-2 reasons for your answer in Chat...

For example:

- We haven't agreed on a process for assessing talent across the whole organization yet
- We have a lot of ready-now C-suite successors already
- Only one division in our business is in that position today



Secure business continuity through the economic storm with proactive, systematic CEO and C-Level succession planning and onboarding

What isn't working:

- Boards and leaders have **poorly designed** processes for succession
- Governance is unclear
- **Too often** the answer is 'give it do a global search firm/ recruiter'
- **Talent pools** are **drying up** or **stagnant**. **Retiring employees** are creating huge gaps... and are being ignored too long
- The assessment approaches don't really **see the person in action**
- The hiring is done **looking back** rather than looking for the **future requirements** of the **role and strategy**
- Compound the problem with **insufficient onboarding**

BTS Client Story – North America (Central)

Global oil and gas company transforms their executive succession program



What we believe

...and will ensure business continuity

Gain insight into **enterprise strategy** and future needs



Develop **Success Profiles** for ease of assessment and sourcing



Comprehensive cohort reporting to identify **best fit** potentials



Invest in **development** of each individual C-level leader



Structured onboarding and **transitioning** process



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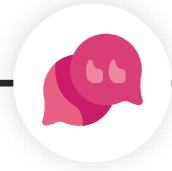
Accelerating the Talent System to Deliver More with Less



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Scaling the Learning Culture to Help People Adapt





Thoughts we want to leave you with...

- **First-line leaders' expectations have evolved**, how has your organisation been considering those in their development?
- **Mid-level leaders** must lead in a **MESSY world** and develop their **enterprise mindset** for the **new reality**.
- **C-level succession** needs to be **reinvited** so its **future focused**, sees **future executives in action** and gives **better validation** with data around the **business and people acumen**. How ready is your C-level bench?

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