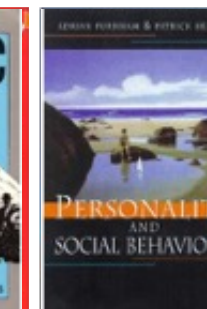
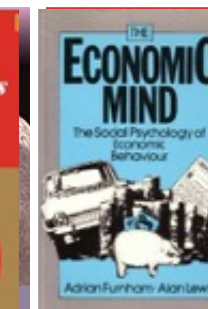
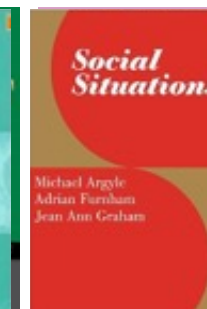
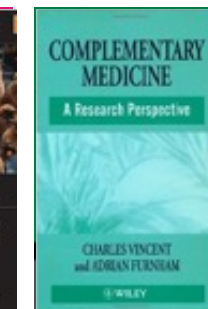
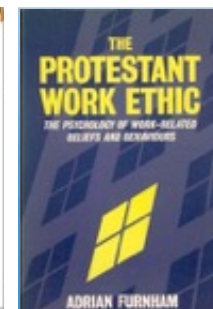
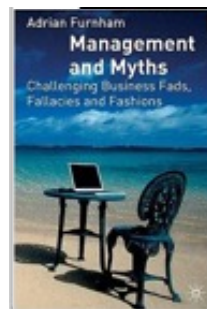
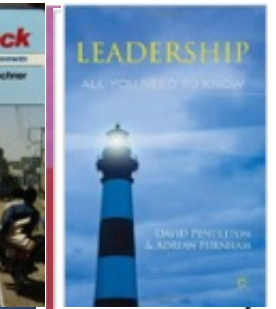
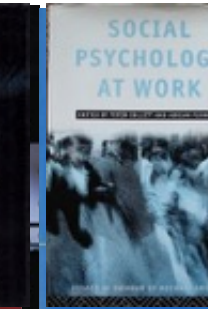
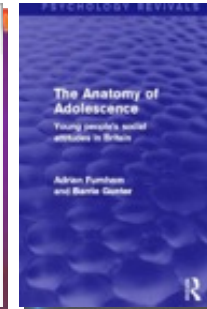
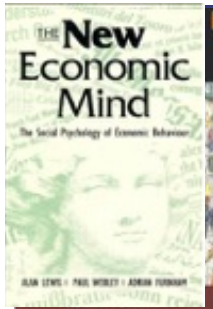
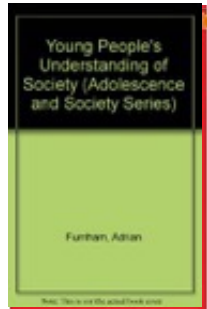
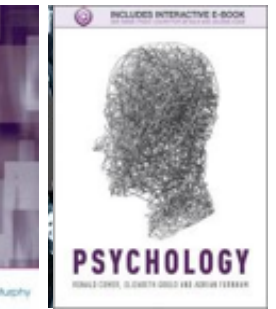
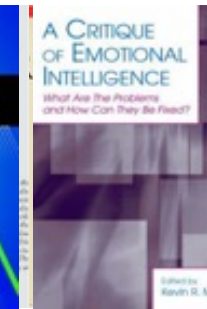
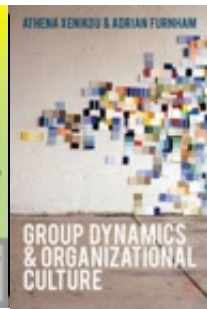
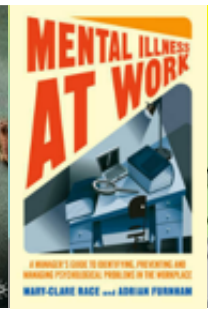
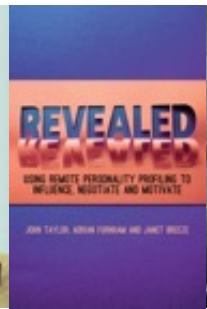
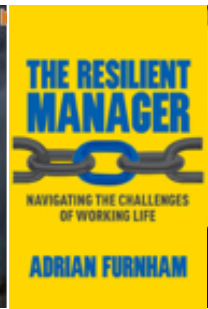
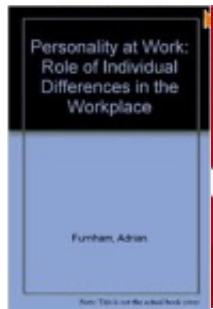


Learning how to Lead Change in the Age of Disruption

Adrian Furnham
Professor of Psychology



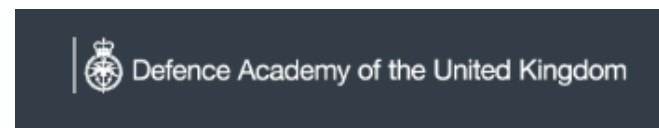


Associated
British Foods
plc



Llywodraeth Cynulliad Cymru
Welsh Assembly Government





New Skills and new Roles

- Digital, AI, **techo-savvy**: Innovators and early adopters.
- **Team smarts**: co-operative, supportive, collaborative.
- **Adaptive**, flexible and fluid.
- **Curious**, open, hungry.
- **Coaching** colleagues and being coached.



New and Old Skills

- Persuasion and negotiation
- Office politics and savvy
- Remote management & learning
- Cultural awareness and sensitivity
- Life-long learning



Being AGILE: Adaptive & Flexible

Mental agility is a broad curiosity about the complex issues, challenges, and novel situations that leaders face daily, and sets the stage for effective problem solving. This curiosity about issues and problems helps spot patterns, trends, and relationships.

People agility is understanding the value of getting work done with and through people, being attuned to individuals' needs and motivations, and typically skilled at reading people with an effective influencing style.

Change agility is embracing change and taking well-reasoned risks even in the face of that change. It includes openness and acceptance of change and willingness to balance the risks and trade-offs vs. waiting.

Results agility is being energized by new, tough assignments and overcoming obstacles to achieve stretch work objectives. It includes the enjoyment of being judged against external standards of achievement

Worries

- Many tasks, and whole jobs, will disappear thanks to machine learning
- Young people are “different” and less motivated to work
- Most jobs will be threatened by cheaper “third world” employees working from home
- Politics and regulation will destroy whole industries.

Opportunity vs. Threat

- Bad and fast changing times can be Darwinian: survival of the fittest, quickest, boldest
- They can show what really motivates people
- They test managers and leaders to ensure organisations are skilled and fit for the new world
- They demand creativity and new-thinking
- They accelerate the need for personal and corporate L&D.



Nine Trends at Work

- Dissolution of the unit of work in time and space
- A faster rate of innovation
- The increased complexity of work
- Global competition
- Development of larger and smaller units
- Changing job and career concepts
- More team work
- Reduced supervision
- Increased cultural diversity



Change on various levels

- To what extent, through specific interventions (training, therapy, coaching) can and do individuals change
- To what extent one can change group functioning
- What are the best methods to introduce and maintain adaptive & desired personal and organisational change



Talent Management

What are the management issues?

- *Attracting and Select talent*
 - Definition and identification
 - Assessment and selection
- *Retaining talent*
 - Retention strategies
 - Understanding job design and reward packages
- *Developing talent*
 - Career development/management
 - New Job Integration/assimilation
 - Leadership development
 - Succession planning
- *Transitioning Talent*
 - Outplacement
 - Senior executive programmes
 - Partner/spouse relocation
 - Retirement planning



You plan it: Personalised L & D

Your organisation offers you

£10,000

One month off work

To develop your skills, to make you more effective and happy

How would you spend the time and money? How would you demonstrate value for money?

THE PATH TO LEADERSHIP

1. **Technical:**

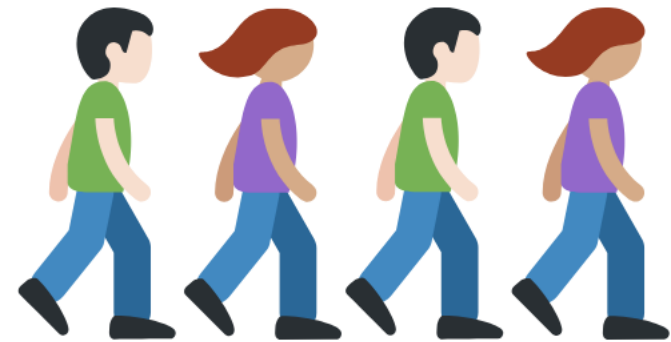
Recruited and selected for *ability, knowledge and skill*.

2. **Supervisory:**

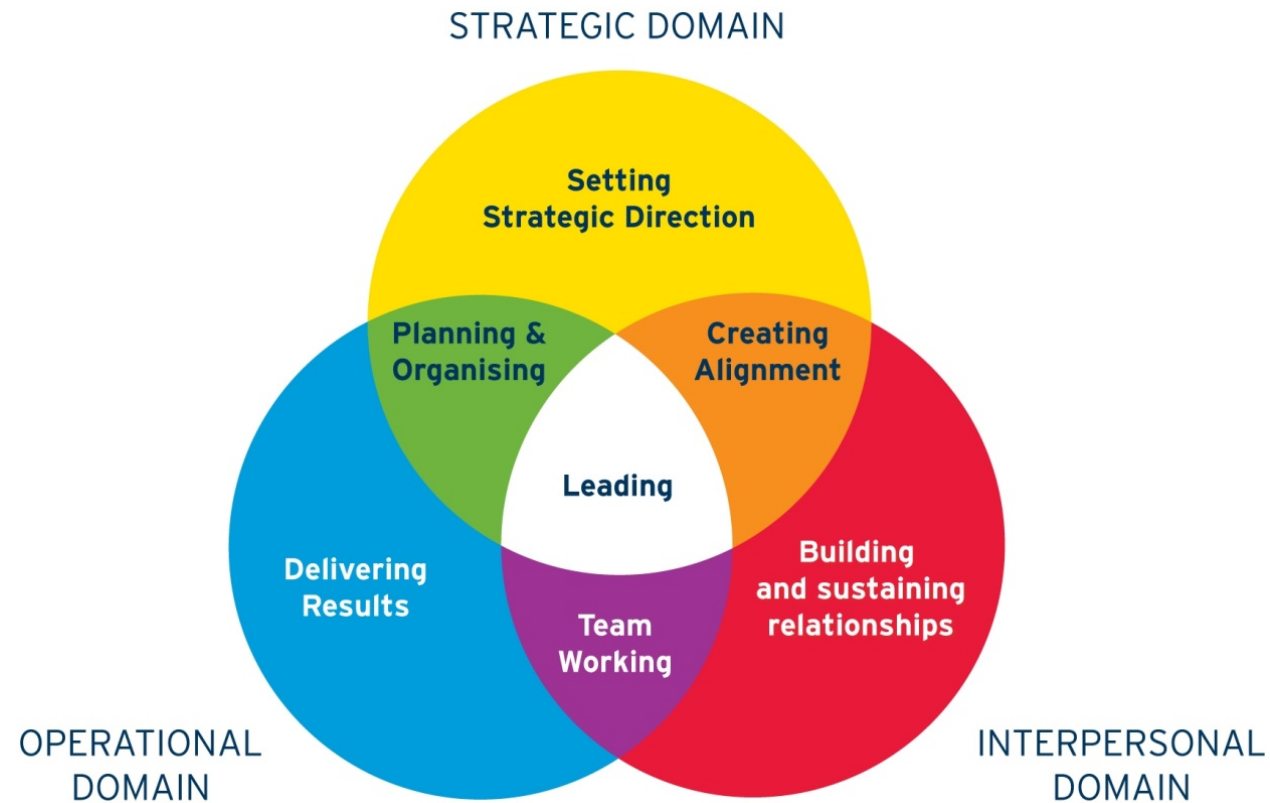
Promoted to managerial positions as a function of effort, progress (and politics).

3. **Strategic:**

Elected/Selected to board level jobs as a function of reputation, ambition and history



THE PRIMARY COLOURS MODEL



Selection vs Training

Should you put all your resources

Recruitment and selection

or

Development and training



Can Leadership be trained/changed/developed?

- ***Experiential***
“Stretch assignments”, shadowing, outplacement, job rotation
- ***Educational***
MBA, Short course, Case Studies, Simulations
- ***Personal***
Coaching and Mentoring



What works best?

Depends on:

- ***What is to be trained:***
Knowledge, skills, attitudes
- ***The individual:***
Ability, personality, motivation
- ***The time frame:***
Long/short, massed distributed



The Active Ingredients in Coaching

- Client readiness for coaching (40%)
- Coach-Client relationship (30%)
- Client expectations of improvement (15%)
- Application of a model/theory/process (15%)



So.....

- The past is another country
- The more we prepare for future the better
- This can be a great opportunity 😊😊😊

