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## CHRO Club - 10<sup>th</sup> Edition

### *Leadership*

February 24, 2016



# Agenda

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Welcome	5 min
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Presentation on Leadership	30 min
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Group Discussion	25 min
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Debrief / Q&A	15 min
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Closing	5 min
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Networking	
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Welcome

# The Leadership Landscape

# Leadership: a top global C-suite priority

However, challenges in leadership are compounded by a fragmented “suppliers’ market”, leaving organizations to piece solutions together.

## Environmental Challenges

- Recognition of the **role of leadership in crises**
- Navigation of the challenges and opportunities of an **increasingly digital economy**
- New **board code of conduct regulations** placing greater accountability on the CEO and board
- Competition in today’s **highly complex and volatile world**
- Desire to identify leadership potential of **millennials**

## Industry Challenges



M&A and  
global activity  
in health care



Talent  
availability  
concerns in FSI



Regulatory  
environment in  
banking



Stagnant programs in  
manufacturing



CEO attrition  
in retail



Succession  
gaps in energy



Speed of change and  
innovation in tech



Labor relations and  
accountability in auto

# Regional challenges and leadership implications

Mexico is currently facing important moments of change across its political, business and social environments, requiring new leadership capabilities.

## Business Challenges



Implementation of **structural reforms** to the economy



Uncertain **political environment**, e.g., public unrest, endemic corruption



**Labor market changes**; low-cost labor market and highly educated professionals



Improvements in **technological** infrastructure, yet **high cost of access**

## Leadership Implications

- Are leaders prepared to **drive change** in a shifting landscape?
- How do we define **the future of leadership** for the company?
- Should we **build or buy** future leaders?
- How strong is our **current bench**?
- Do our leadership development investments produce the **leadership return** we are looking for? Why not?

# The context for leadership

Leading organizations that are able to effectively address emerging leadership concerns are creating measurable benefits.

## Strategic Issues



## Leading Practices



Employ a leadership strategy **aligned with the vision and objectives** of the business



Leverage a **data-driven, evidence-based approach** for identifying high potential talent



Invest in the development of their high-potential talent at **all levels of their organization**



## Benefits

Clear articulation of the **experiences, exposures, expertise, and expectations** required of leaders to be successful



**Earlier identification of high-potential** talent for development and selection



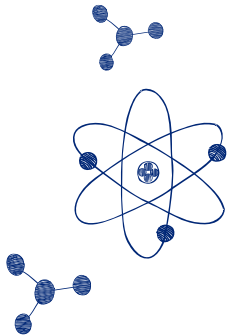
**Measurable returns** on development spend for targeted high-potential populations



# Leadership. Rewired.

The leaders of tomorrow will need to operate in a fundamentally different environment, requiring different leadership skills to thrive.

Navigating increasingly **complex challenges** with **fewer resources** by...



...managing networks of teams in flatter and more diverse organizations

Moving from “Leadership by **Power**” to “Leadership through **Inspiration** by...”



...building loyalty through expertise, vision, and judgment that attracts and retains exceptional talent

Leading an **increasingly diverse and younger** workforce by...



...embracing the global trends impacting the workforce (e.g., knowledge / sharing economies, etc.)

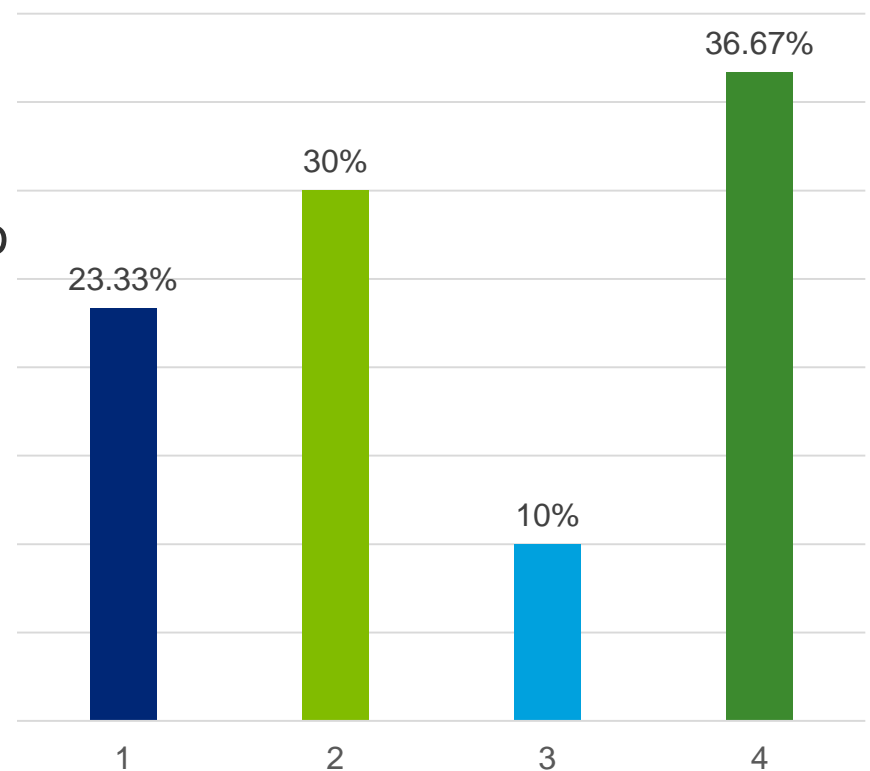


# Polling Question

Please select one option to answer the following question:

## What is your biggest leadership need today?

1. Limited visibility into the ROI for leadership development
2. Weak leadership pipeline
3. Leaders lack critical skills needed to succeed in the changing Business environment
4. All of the above



# How to Rewire your Leadership

# Wired for success

Leadership is like any business critical capability – hardwiring it into the organization’s strategy and infrastructure maximizes value.

## Capabilities

**Inspirational Leadership**



Getting people to follow you

**Execution**



Achieving results through others

**Influence**



Persuading and influencing stakeholders

**Collaboration**



Creating synergies through working in partnership

**Direction**

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Providing vision and direction

**Business Judgement**



Showing commercial acumen

**Competitive Edge**



Driving change and innovation

**Building Talent**



Building capability for competitive advantage

All Capabilities are underpinned by 4 universal **potential dimensions**

**Change Potential**

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Driving and responding to change; seeing opportunity in uncertainty

**Intellectual Potential**



Thinking quickly and flexibly

**People Potential**



Adapting to complex and changing interpersonal demands

**Motivational Potential**



Adapting personal drive and focus to achieve in new and changing contexts

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**Client Specific**

**Values**

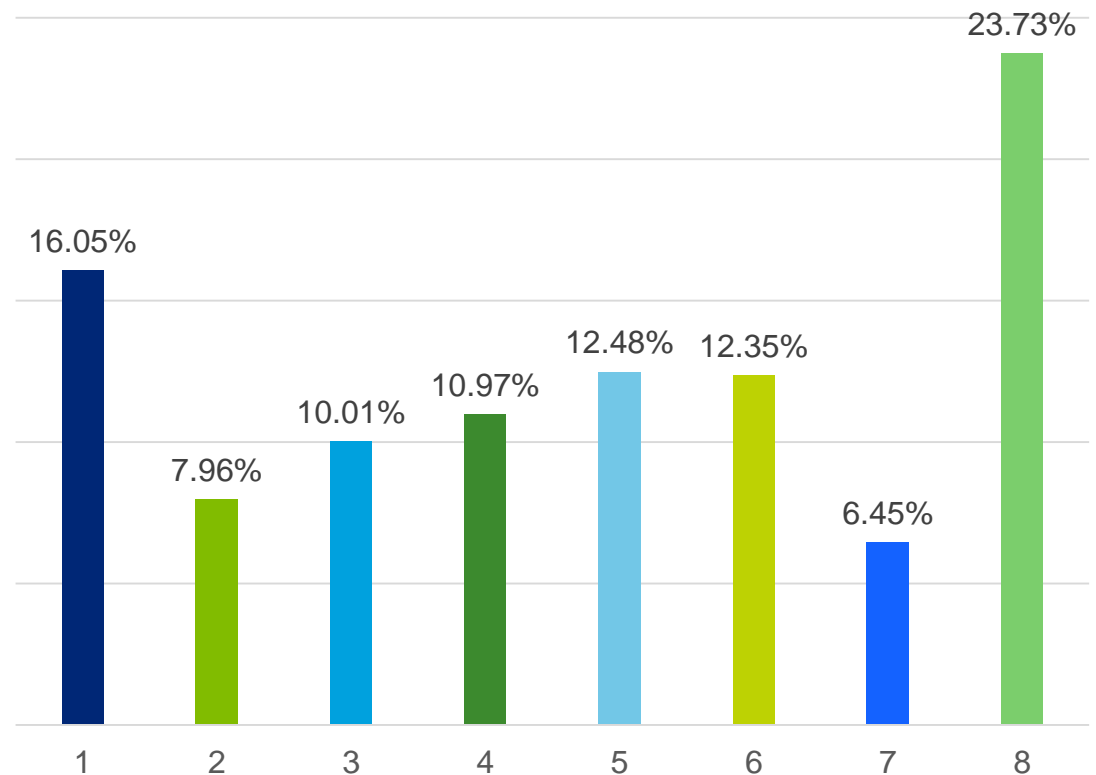
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# Polling Question

Please select **up to three** options to answer the following question in order of importance:

## Which leadership capabilities are most critical yet lacking in your organization?

1. Inspirational leadership
2. Execution
3. Influence
4. Collaboration
5. Direction
6. Business Judgment
7. Competitive Edge
8. Building Talent



# The science of potential

Basing talent decisions on objective data and research allows companies to build a better pipeline and remove risk from decision making.

## Why does measuring potential matter?

Accurately measuring potential puts high-potentials in the pipeline earlier, **focusing spend** and **accelerating readiness**.

Builds benchmarks through systematic measurement to **better predict future success** in specific contexts.

Captures high-potential leaders who would have slipped through the cracks, creating a **stronger talent pool**.

**Attract Millennials**, who prefer companies that use data to make promotion and selection decisions.

## Why aren't today's measures of potential working?



Today's measures conflate current performance for potential



Most measures of potential are almost entirely subjective



The role of potential in developing leaders is misunderstood



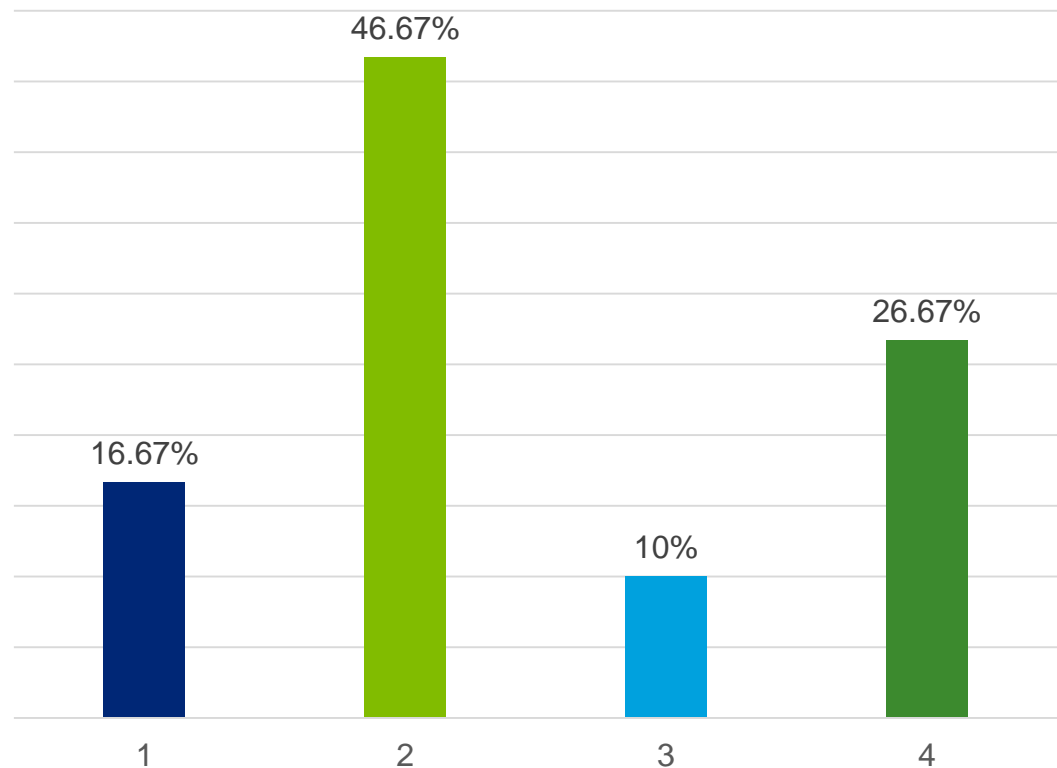
Metrics and benchmarks aren't included in succession planning

# Polling Question

Please select one option to answer the following question:

## At which level is your organization facing the biggest leadership gap?

1. Senior Leaders
2. Middle Managers
3. Frontline Leaders
4. All of the above



# Accelerate your leader development

Leadership programs should be based on evidence, data, and analytics that target the capabilities required to achieve business objectives, while addressing the needs of millennial and diverse leaders.



## Accelerated

Designed to maximize impact on learners with limited touch



## Cognitive

Focused on *first* helping leaders develop thinking patterns about how exceptional leaders operate



## Measureable

Program results should be evaluated based on how they impact performance, not how they make participants feel



## Memorable

Sticky lessons that stay with participants long after the session



## Transferable

Applicable to different business contexts and situations



## Targeted

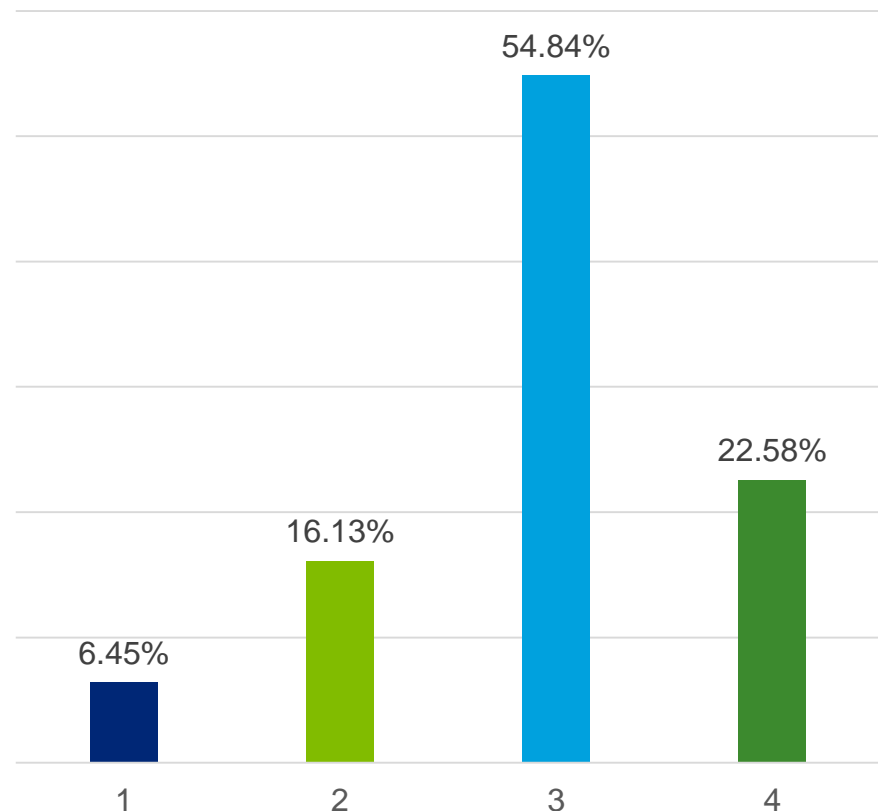
Designed to address specific capabilities tied to business objectives

# Polling Question

Please select one option to answer the following question:

## Which of the following will help you accelerate the development of leader capabilities?

1. Immersive Programs
2. Executive Coaching
3. Transition / Assimilation of New Leaders into Roles
4. High-Potential Programs





# Group Discussion

# Group Discussion

Form a group to discuss the following questions.

## Discussion Questions:

- What are the key trends in your business and what are the leadership implications?
- Where are the biggest leadership gaps?
- What do you think you can start doing to address these gaps?

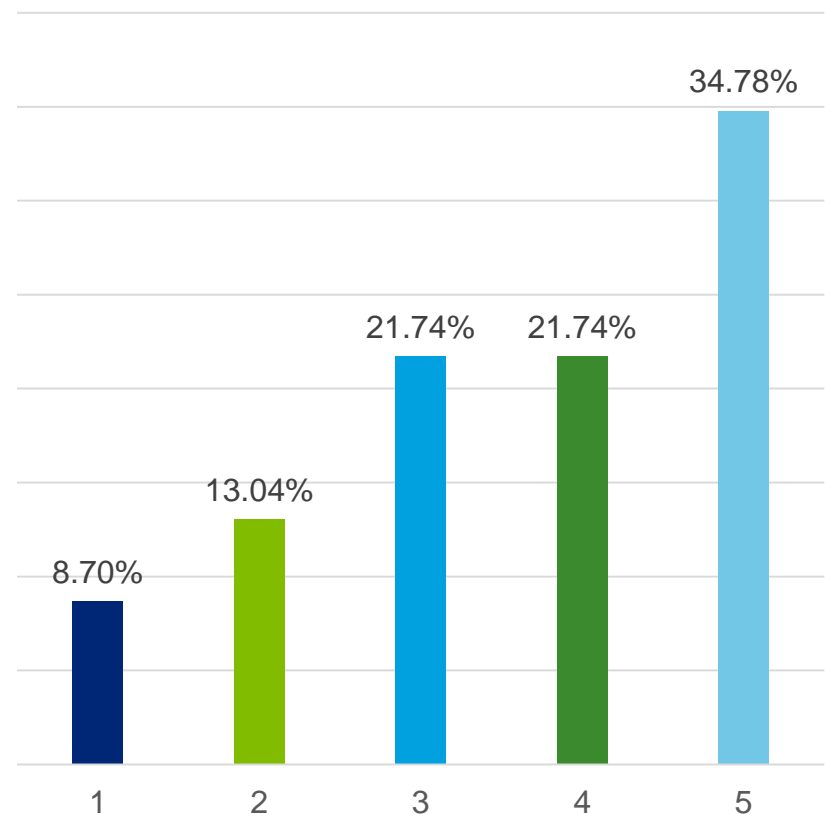
Debrief / Q&A

# Polling Question

Please select one option to answer the following question:

## Which Human Capital trend would you like to explore in the next edition of the CHRO Club?

1. Workforce Management: integrating activities of a blended workforce
2. Design Thinking: Applying design concepts to problem solving
3. Learning: Expanding opportunities beyond traditional approaches
4. Digital HR: Using new technologies in HR to engage the workforce
5. HR analytics: Using HR analytics to better understand and manage the workforce



Closing

# Key Contacts



**Anthony Abbatiello**  
Principal  
[aabbatiello@deloitte.com](mailto:aabbatiello@deloitte.com)



**Tomás Fernández**  
Mexico Human Capital Partner  
[tofernandez@deloittemx.com](mailto:tofernandez@deloittemx.com)



**Neil Alger**  
Senior Manager  
[nalger@deloitte.com](mailto:nalger@deloitte.com)



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