



Deloitte Leadership
Building Future Ready Leaders

Deloitte.



Leaders need to think, react and interact differently to lead in our complex world. Do your leaders have what it takes?



Leadership matters

Almost all organisations are recognising that their leaders of the future will need to meet different expectations and operate in different contexts to leaders of the present and past. Yet few have really formulated an understanding of what has changed or how to use this understanding to deliver a meaningful return on their leadership development efforts and spend.

Organisations with strong leaders are 2.3x more likely to financially outperform peers. Conversely, organisations who are perceived to have ineffective leadership experience a 19.8% equity discount. Organisations see tangible business benefits from investing in leaders, and investors notice.



+15.7%
Equity **premium** on organisations with perceived **effective leadership**²

Research proves that leadership investment delivers **superior performance** results

Leadership issues are **critical** for organisations



80%
Rate leadership as an **urgent or extremely urgent** issue¹

The trends reports have repeatedly shown leadership as one of the top issues facing organisations today, particularly 'Leadership for the 21st century: The intersection of the traditional and the new'. It is estimated that there is an annual global spend of up to \$3.4 billion, yet research shows that 50% to 60% of executives fail to achieve the strategy they were hired to execute within 18 months of taking the job.

Despite leadership being identified as critical issue, the 'current' state is not producing results. The majority of respondents to the Human Capital trends report have little confidence in their organisation's ability to maintain consistent succession programmes. Less than 10% thought that their company's current leadership programmes were effective or very effective in preparing leaders to move rapidly into the digital economy.



13%
Say they do an excellent job developing leaders at all levels - a huge **readiness gap**³

Few organisations are getting it right

1. Source: Deloitte Human Capital Trends 2019
2. Source: Deloitte Business Confidence Report 2014
3. Source: Gallup research 2019



We help organisations *define, assess and develop* strong leaders who will deliver **superior performance** for your business

Helping organisations build future-ready leaders who will make an impact

Our leadership offering addresses the complexity and change facing organisations and leaders as they navigate transformation, with an approach grounded in evidence and business insight

Organisations around the world are facing major structural changes in the way that they do business. Increasing media scrutiny, evolving regulatory requirements, demographic changes and demands for greater sustainability are some of the elements that are creating a tough new set of challenges for businesses as they move through the 21st century.

Added to these challenges is the digital revolution, which has fundamentally altered the way that most companies interact with their suppliers, customers and wider stakeholders.

The task for today's leaders is managing the turmoil of the present while creating a sustainable future and protecting – or in some cases re-establishing – the identity of their organisations.

Most businesses would recognise that leadership is important to their performance, yet leadership strength can be difficult to measure and quantify in relation to the skills and capabilities needed to lead transformation.

At the heart of our approach to leadership is a research based framework, which is founded on more than 24,000 leader psychological assessments (cross-industry and global) and identifies clear patterns of what capabilities leaders need.

Our approach is designed to enable you to build leadership capacity and capability for your organisation, grounded in a research and evidence based methodology and business insight.

Ultimately, we help organisations define, assess and develop strong leaders who will be able to navigate the challenges they face to deliver their strategic agenda and make an impact. Our comprehensive, tailored leadership services translate leadership insights into tangible outcomes for individuals, teams and the organisation.



Define leadership

Define the leadership strategy and capabilities that an organisation needs



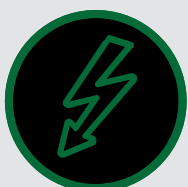
Assess leadership

Assess current and future leaders' capabilities and potential against peers



Develop leadership

Develop leaders to build capability and agility in organisations



Business transformation

Defining, assessing and developing future-ready leadership

Leadership frameworks applicable across all levels of leader

Critical leadership capabilities identified to deliver the business strategy

Succession planning & Executive role profiles

Identification of critical talent pools

Identification of capabilities & strategy required to lead transformation

Predictive individual leadership capability & potential assessments

Assessments to capture team and board effectiveness

Robust assessments for leader selection and executive placement

Organisational assessments to audit talent and assess pipeline

Selection of leaders for new businesses and acquisitions

Cutting-edge, high impact development programmes for all levels of leader

Executive coaching and targeted individual development services

Leadership transition labs targeting key capabilities for new executives

High potential and executive cohort programmes

Development programmes for Change leadership and Digital leaders

Why Deloitte Leadership?

We partner with organisations to help their leaders manage the demands of an ever-changing world. We develop innovative, high-impact, contextualised leadership solutions, delivered to the highest standard



Informed insights, **forward** thinking

We know what's happening in the market and use the latest research to design bold, cutting-edge leadership solutions



Scientific, yet **elegantly simple**

Our approach translates over 25 years of research into easy-to-understand models of leadership capability and potential



Perfectly tailored **business** and **psychology**

We balance psychological theory with a well-honed appreciation of your business and sector context



Leadership expertise, breadth of **experience**

Our consultants are highly qualified business psychologists and leadership SMEs with deep expertise in leadership and behaviour change



Global consistency, premium **delivery**

With unparalleled scale, we deliver leadership services consistently across the globe to ensure all leaders have the same first-class experience



We address critical leadership issues through our differentiated solutions

Our solutions are grounded in science and research and underpinned by business strategy

A global bank

The challenge: The bank was struggling to meet both its short and long-term talent goals. In particular they were battling a weak internal succession pool for key positions while recognising the expense in attracting and onboarding externally from the General Manager talent pool.

The impact: Using our leadership methodology we arrived at executive alignment across the entire organisation for leadership strategy. This resulted in a selection of high potential candidates from within the organisation giving estimated savings of \$390k per GM position filled.

Telecommunications organisation

The challenge: The organisation needed to radically transform in a short time frame. Therefore there was a requirement for bold leaders who could break constraints, take risks and inspire diverse teams. However, the organisation had historically underinvested in development.

The impact: Using our data-validated leadership framework to identify, assess and develop leaders, we increased the visibility of high potential employees and determined mechanisms to accelerate the pipeline. This resulted in accelerated development for 4,500 front-line leaders with a consistent approach to development across all levels.

Large not-for-profit organisation

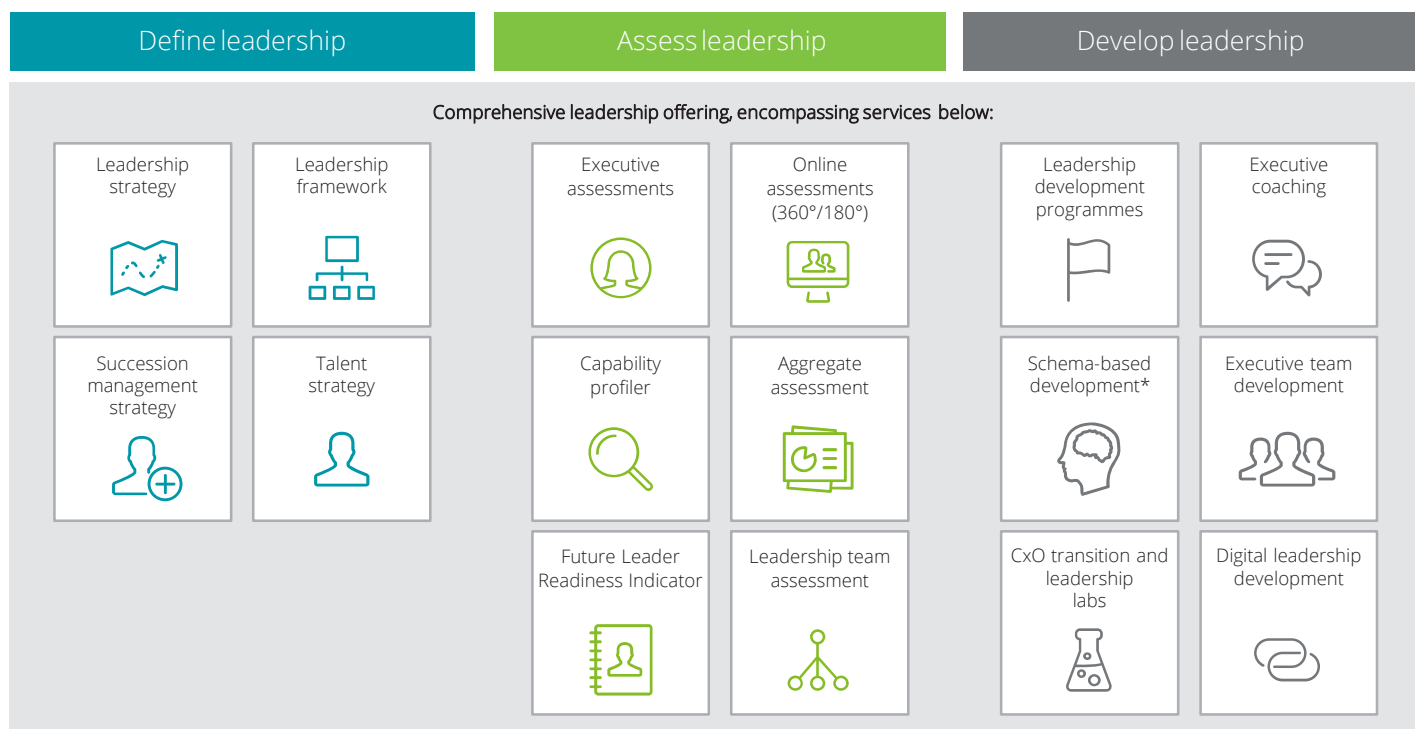
The challenge: Due to an increasing incidence of major crises, globally, the organisation needed to increase the effectiveness of humanitarian coordination by improving the leadership capabilities of senior humanitarian leaders.

The impact: The organisation had improved ability to prepare for and respond to crises as senior leaders were trained to 'think and act like expert leaders' in critical situations. This improved direction setting and communication of vision and increased ability to influence key stakeholders.

Government

The challenge: The Government's Major Project Portfolio consists of over 200 projects with a lifetime value in excess of £400 billion. Many of the projects failed to deliver either benefit or on time and to budget. Underlying this was insufficient project leadership experience of project leaders and sponsors.

The impact: We worked with the Cabinet office and Oxford Saïd Business School to establish the Major Projects Leadership Academy to improve the leadership, commercial and technical capabilities of leaders. More than 300 project leaders have completed the academy, which has changed the approach to project delivery and contributed to the successful delivery of government policy.



* A schema is the knowledge leaders need in order to be able to understand and respond to various situations. Different knowledge is needed for different situations, and SBD teaches leaders multiple schemas to encourage versatile and effective responses



One of the most important strategic differentiators for an organisation is the way they **lead their people**

Contacts

Deloitte Leadership UK



Tim Clayton-Ball
Partner
Leadership
tclaytonball@deloitte.co.uk



Peter Sloan
Director
Financial Services
pesloan@deloitte.co.uk



Dunstan Arthur
Director
Leadership Assessment and
Digital Products
dunstanarthur@deloitte.co.uk



Adam King
Director
Public Sector
ajking@deloitte.co.uk



Hima Vaghani
Senior Manager
Private Sector
hvaghani@deloitte.co.uk

Deloitte.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.co.uk/about for a detailed description of the legal structure of DTTL and its member firms.

Deloitte MCS Limited is a subsidiary of Deloitte LLP, the United Kingdom member firm of DTTL.

This publication has been written in general terms and therefore cannot be relied on to cover specific situations; application of the principles set out will depend upon the particular circumstances involved and we recommend that you obtain professional advice before acting or refraining from acting on any of the contents of this publication. Deloitte MCS Limited would be pleased to advise readers on how to apply the principles set out in this publication to their specific circumstances. Deloitte MCS Limited accepts no duty of care or liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

© 2020 Deloitte MCS Limited. All rights reserved.

Registered office: Hill House, 1 Little New Street, London EC4A 3TR, United Kingdom. Registered in England No 3311052.

V200121