Leadership through digital learning

The exponential leadership journey

It’s important for organizations to develop a new breed of leader—one who is armed with perennial leadership skills and equipped to face the challenges of a rapidly evolving business environment.

Building tomorrow’s leaders today

In a world of relentless disruption, organizations are challenging their executives, strategy teams, managers, and task forces to step up and show the way forward. That demands new leadership skills—including navigating through ambiguity and increased complexity, being tech savvy, managing changing customer and talent demographics, and supporting an inclusive workplace.

In fact, 80 percent of the respondents to our 2019 Global Human Capital Trends survey told us they think twenty-first-century leadership has unique and new requirements that are important or very important to their organization’s success.

But despite the need for expanded leadership capabilities, we also found that:

- Only 41 percent think their organizations are ready or very ready to meet their leadership requirements
- Only 30 percent say they are effectively developing leaders to meet evolving challenges
- Only 25 percent say they are effectively building digital leaders

What’s needed now: a better way to develop the individuals who will serve as the next generation of leaders; an approach that moves beyond the traditional models, mind-sets, and modes of learning; and a strategy that’s designed for continuous, lifelong development.

New world, new challenges

Twenty-first-century leaders must expand their traditional competencies to address:

- A constant influx of new technologies
- The rapid pace of change across industries
- Shifting demographics and employee expectations
- Evolving customer expectations and demands

86% of respondents to this year’s Global Human Capital Trends survey believe they must reinvent their ability to learn.
**Upskilling, reskilling, reinventing**

Instead of solely hiring leaders from the outside, many organizations can benefit from developing the potential leaders they already have—and empowering them to constantly reinvent their capabilities. This need can be met with the help of advanced learning experiences.

Traditional learning platforms are focused on business rules, compliance, and catalog management. But there is a new kind of learning technology—designed with a learner-first mind-set—that delivers continuous learning, on demand, in a variety of modalities. This type of higher-order learning experience is particularly suited to develop the capabilities leaders need now: problem-solving, change management, collaboration, and influence skills that can be applied to fluid situations.

Digital learning experiences can merge theory and practice in a scalable, interactive way, allowing leaders to learn their way through transformations, apply the new concepts they learn directly to the leadership challenges they face, and receive direct input and feedback from their learning cohorts. Most important, in today’s fast-paced environment, digital learning experiences enable leaders to learn by doing.

**AdeptPro: Accelerating transformation**

We define exponential leadership as the ability to envision, evolve, grow, and lead an organization in a time of continuous change. Deloitte’s AdeptPro is a suite of digital learning experiences that can help organizations transform their current leaders into exponential leaders by upskilling and reskilling them for today’s business climate.

Our topic-specific boot camps tap into the full scope of Deloitte’s experience, providing digital delivery of our thought leadership at scale. Participants work and learn together, applying what they learn to their personal context. Boot camps leverage a variety of preconfigured development options—from self-paced discovery to immersive in-person workshops—and harness the power of Deloitte’s ecosystem of relationships with luminaries, academics, and top-tier universities.

AdeptPro is designed to foster the skills and capabilities leaders need now, and in the future, by:

- Enabling cohort-based, dialogue-driven learning through interactive modules
- Driving participant engagement through short-form content and applied skills practice
- Providing blended learning that builds week to week, is easily digestible, and integrates a variety of modalities
- Using a leading-edge, scalable, and customizable platform
- Featuring a “digital-first” approach that can be supplemented with in-person workshops

**Three pillars of exponential leadership**

To be able to successfully navigate a rapidly changing business landscape, effective leaders must master these skills:

**Future focus**

Ask open-ended questions to help anticipate even the most unforeseen possibilities. Then proactively imagine, anticipate, and prepare for them.

**Innovative mind-set**

Continually brainstorm and experiment to discover and explore new opportunities. Move beyond traditional ways of doing business to develop solutions that meet emerging market needs.

**Adaptability**

Be able to anticipate and quickly adjust to new conditions, steer and respond to change, and help others be agile in a constant state of flux.
**ExpoLead Boot Camp**

Exponential leaders must be nimble enough to drive near-constant innovation. They must find new ways to identify unforeseen opportunities, be willing to challenge the status quo, and most importantly, approach the challenges they face in new and agile ways.

The AdeptPro ExpoLead Boot Camp is specifically designed to cultivate the next generation of exponential leaders by equipping them with the skills that matter most in a digital world. ExpoLead encourages the behavioral and mind-set shifts required of future-facing leaders, all within the context of a relevant work challenge.

Here’s how it works:

- **Bring your own problem.** Participants choose a specific business problem they face and break it down through a unique iterative and blended learning experience, allowing them to learn while solving a pressing business issue.

- **Leverage real-life scenarios.** Using relevant, real-life case studies, participants can gain inspiration from how others (Deloitte clients as well as other external organizations) have tackled similar problems.

- **Track progress.** Learning with ExpoLead is gamified, so participants can track their progress, and their cohorts’, on a leaderboard—which drives engagement throughout the program.

**After completing the ExpoLead Boot Camp, participants will be able to:**

- Identify organizational problems, apply digital tools or methods, and develop breakthrough solutions that can generate real business value

- Deepen their working knowledge of key concepts, trends, and innovations related to digital capabilities and the future of work

- Develop the core capabilities required to become an exponential leader

The ExpoLead Boot Camp cultivates exponential leaders by equipping them with the skills that matter most in a digital world.
Business HR Academy

Chief HR officers and their teams face a unique set of leadership challenges—including exponential expectations of HR beyond its traditional role of supporting functional, administrative, and compliance tasks.

Exponential HR leaders must be able to drive innovation and agility through workforce development and to foster team collaboration, drive engagement and productivity, and lead the enterprise’s readiness for constant disruption. They will also need to infuse advanced, digital solutions that automate and simplify the workforce experience and—most importantly—elevate the role people play across the enterprise and within HR.

Our AdeptPro Business HR Academy arms HR leaders with the skills needed to thrive in an exponential role. The Academy features a blended learning approach with curated content, cohort-based social and in-person experiences, and self-paced modules where participants learn new skills and solve real issues.

Here’s how it works:

• **Deep expertise.** The Academy combines Deloitte’s Human Capital thought leadership with Bersin™ research.

• **Flexible, scalable approach.** Dynamic digital content enables learning across time zones and geographies.

• **Blended learning.** Participants can benefit from the combined power of in-person workshops and an engaging digital platform.

• **Real-world solutions.** Our “bring your own problem” concept allows learners to apply skills to real-life opportunities and see real results.

• **Social collaboration.** The platform enables participants to create a learning community for feedback and support.

After completing the Business HR Academy, participants will be able to:

• Define what’s needed to deliver a comprehensive curriculum and training program

• Align HR solutions to business imperatives

• Enable the transition from supporting administrative and compliance activities to delivering business advisory services

• Leverage innovative workforce and talent practices to adapt to future dynamics

• Develop the core capabilities required to become an exponential HR leader

The Business HR Academy arms HR leaders with the skills needed to thrive in an exponential role.
No more business as usual

Today’s leaders face uncharted terrain that’s changing at an unprecedented pace. But to lead differently, they need to think differently, and learn differently.

Organizations that implement an “always be learning” mind-set—backed by digital learning experiences—can develop leaders who are resilient to change, able to anticipate and adjust to new conditions, and skilled at navigating through ongoing disruption and business transformation.

More importantly, organizations can move beyond developing single “hero leaders” and build a full cadre of exponential leaders who consistently create groundbreaking solutions that drive the enterprise forward. The future starts now.

The future is changing fast. Are your leaders prepared?

Start the conversation

How can digital learning experiences help your organization build a strong bench of future-ready leaders? Learn more about AdeptPro at www2.deloitte.com/us/adeptpro or contact us directly.

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