LEADERSHIP FOR THE FUTURE OF WORK
TRANSFORMATIONAL | INTEGRATED | CUSTOMIZABLE
for Experienced Managers & High-Potentials

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Global Leadership Forecast 2023

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TRANSFORMATIONAL | INTEGRATED | CUSTOMIZABLE

PART 3: **7 EXAMPLES from 7 Industries**
*Press on the link to go to a detailed presentation

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Aligned Leadership Programs across leadership pipeline bring financial benefits

54% of companies that offer leadership programs at all management levels make it to the **top 10% financially performing organization** in their industry

*Only 20% of the organizations that don't offer leadership programs are in top 10% financially performant organization

Global Leadership Forecast 2023

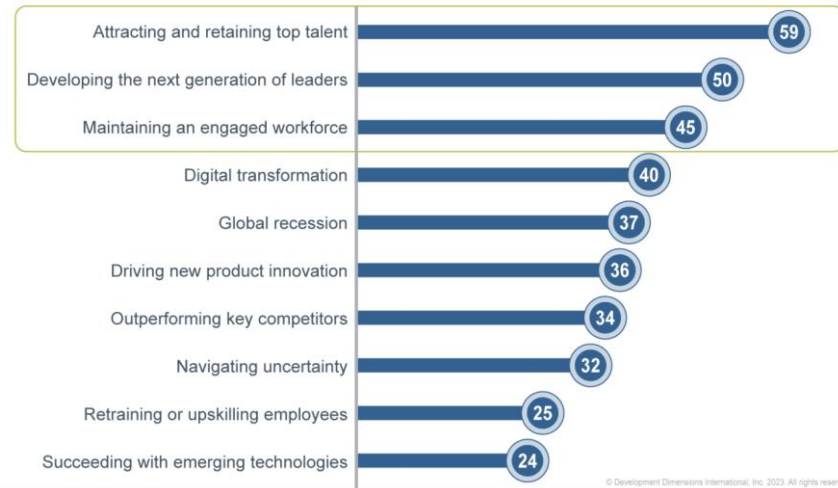**First-Time Leaders Development**   **People Leaders**   **Leaders of Leaders**   **Leaders of the organization**

Key Insights

Top **3 priorities for CEOs** in 2023
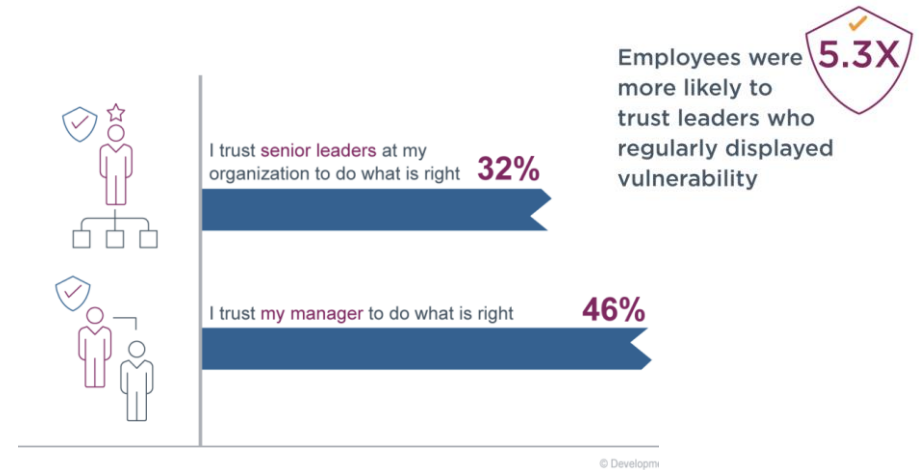CEOs' top concerns focus on talent, outranking other economic and business challenges.

Top CEO Concerns

Challenge	Percentage
Attracting and retaining top talent	59
Developing the next generation of leaders	50
Maintaining an engaged workforce	45
Digital transformation	40
Global recession	37
Driving new product innovation	36
Outperforming key competitors	34
Navigating uncertainty	32
Retraining or upskilling employees	25
Succeeding with emerging technologies	24

Percentage of CEOs Who Selected Each Challenge

Leadership **TRUST IS BROKEN**, especially in HYBRID
Companies grappling with the question of in-person versus remote work may be struggling with mistrust.

I trust senior leaders at my organization to do what is right **32%**

I trust my manager to do what is right **46%**

5.3X Employees were more likely to trust leaders who regularly displayed vulnerability

Only **12%** of the organizations report confidence in their Bench strength => **HIGH TALENT SHORTAGE**
There is a significant shortage of leaders who are prepared to fill key leadership roles

HR Strategies
- Plan for diverse future pipeline
- Surface potential earlier and more broadly
- Develop leaders' virtual capabilities to build talent
- Create dynamic success profiles for critical roles

Only **21%** of leaders say their company recruits and promotes from diverse candidate pools

LEADERS' BURNOUT leads to lack of confidence in leadership abilities and excellence
Significant drop since 2020

Year	Percentage
2011	38
2014	40
2017	42
2020	48
2022	40
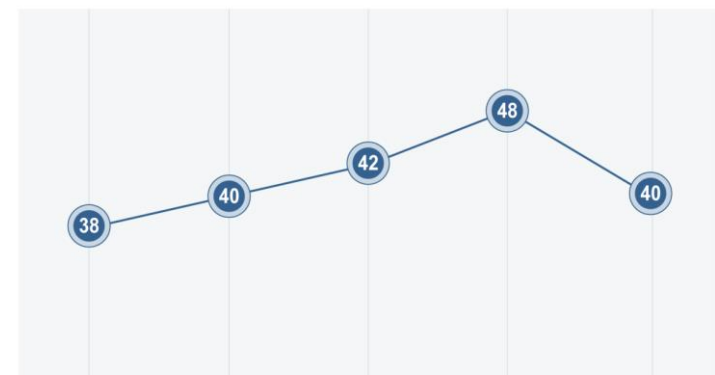
Percentage of Leaders Who Rate Their Organization's Leader Quality Very Good or Excellent

🔍 Key Insights

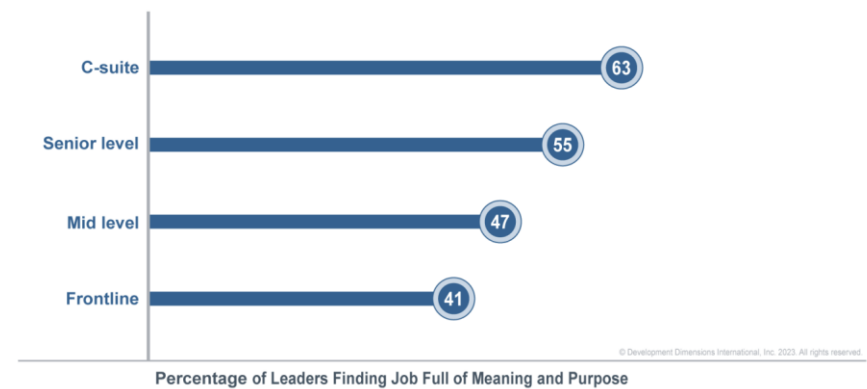**EMPATHY** is rated as top quality that makes a great leaders

How Nearly 14,000 Leaders Define What Makes a Great Leader

trustworthy
experienced   flexible
authentic   develops   **vision**
supportive   humble   caring
positive   sets example   successful   transparent
results   **empathy**   goals
meets needs   strategic
willing   strong   communication   feedback
listens   knowledgeable
integrity   organized   **open**
understanding   skillful
accountable   clear   ability

Front-Line & Mid-Line managers **don't feel a strong SENSE OF PURPOSE** in their jobs
Career pathing conversations, understand expectations, self-reflect, and have the right tools give sense of purpose for 87% of leaders

Many Leaders Don't Feel a Strong Sense of Purpose

Level	Percentage
C-suite	63
Senior level	55
Mid level	47
Frontline	41

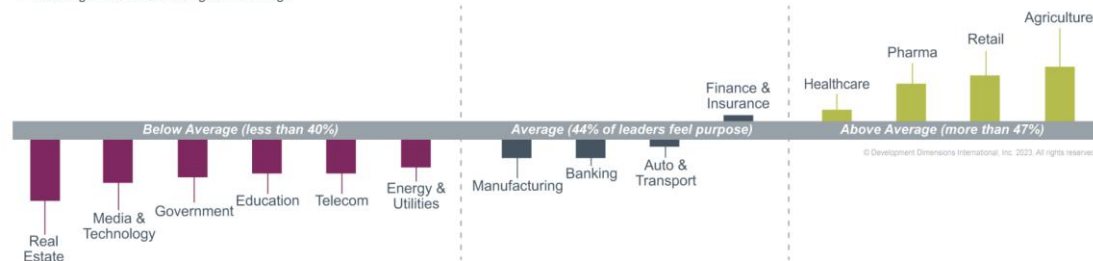Percentage of Leaders Finding Job Full of Meaning and Purpose

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TOP 5 HR Strategies that make organizations have 45% more quality leaders and are 3.4X times more likely to be rated as best place to work

1. They develop leaders in critical leadership skills
2. They employ people-forward talent practices focused on development and career growth
3. They implement a common leadership model and strategy across the organization
4. They off er high-quality development across their entire pipeline of leaders
5. They focus on promoting leaders internally more than hiring from the outside.

Leadership Purpose by Industry
Percentage difference from global average

Below Average (less than 40%): Real Estate, Media & Technology, Government, Education, Telecom, Energy & Utilities

Average (44% of leaders feel purpose): Manufacturing, Banking, Auto & Transport

Above Average (more than 47%): Finance & Insurance, Healthcare, Pharma, Retail, Agriculture

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Leaders who get **QUALITY COACHING** from their direct manager are 1.5X less likely to feel they have to change the company to advance
However, only 23% of leader say they want coaching from their direct managers and scored it as the least desired form of coaching.

HOW WE BUILD IMPACTFUL
LEADERSHIP JOURNEYS

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Leadership Journeys for the future of work
100% customizable

DEPARTURE

DEVELOPMENT ACTIONS
(BRAIN|HEART|HANDS)

RETURN

COMPETENCIES GAP MAPPING

Strategic Conversation using Universal Competency Framework – SHL

AGILE DEVELOPMENT CENTER

Iterative process - real-time feedback & improvement

Psychometric Tools

Individual Feedback Sessions

INSPIRATIONAL KICK-OFF

Stimulate the BRAIN

Game-Based Learning

Customized Case Studies

Team coaching

Group Coaching

Individual Coaching

Capture the HEART

Out of the box inspirational actions (ex. ImproShow, WineStory)

Campfire Stories

Intercompany Meet-up

Generate action HANDS

Strategic Business Projects (supported by team coach)

Action Learning (supported by a team coach)

Trial & Learn

Peer Learning (#Letsgetcoffee)

INTEGRATE THE NEW WAYS OF WORKING

Business Projects review & presentation to Senior Leadership

Scaling Plan

CLOSING CEREMONY

Networking Event

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DEPARTURE
DEEP DIVE

'Start with the END in mind' – Competency Mapping Workshop

An aligned vision about the successful leadership model

Prioritization of **key competencies**

Decisions for the focus of strategic talent development programs **(Evaluation on the Spot)**

Identify Gaps

V1. Agile Development Centre & Psychometric Tool

Iterative DC process (real-time feedback and opportunity for improvement)

Psychometric Tool & Individual Coaching

Detailed feedback session with the assessors

V2. Self-evaluation questionnaire with development recommendations

Co-Creation Session with Group Coaching Methodology

Build together with the participants a vision board of the program (content, ways of working, roles & responsibilities)

Group & Individual Objectives

Co-Creation Session
Brief

- Cea mai bună versiune posibilă a acestei Academii - o descriere bogată a viitorului dorit
- Descriere în termeni observabili

Optiuni / tools:

1. Storyboard

2. Conferinta stakeholderilor în viitor –

ce spun despre voi după implementarea programului? (lucru în sub-echipe + prezentare & unificare viziune în grupul mare)

- Întrebări de scalare
- Succese din trecut

Optiuni / tools:

Întrebari de facilitare:

Când s-a întâmplat deja viitorul prefera?

Ce vă dă speranţă că acest proiect va da roade?

Ce a funcţionat în trecut (într-un proiect similar)?

Ce ar fi bine să evitaţi?

Ce aduce fiecare valoros – share in perechi

Ce aduce fiecare valoros – positive gossip

II. Galeria Viitorul dorit	**III. Galeria trecutului de succes**
I. „Casa de bilete"	**IV. „Magazinul de cadouri"**

- Acord pe temele de lucru comune din cadrul programului de leadership
- Importanţa temelor – the WHY (sa-si aleaga un card POY + sa explice why-ul individual? => lipite cardurile pe FC cu 1 cuvant cheie – intentia fiecaruia)
- Indicatorii de succes
- Acord pe procesul de lucru – cum vor lucra / cat vor investi ca sa se dezvolte in acest program

- Următorii pasi
- Responsabilitate

Optiuni / tools:

Întrebari de facilitare:

Ce indicii aveţi deja că vă îndreptaţi în direcţia potrivită?

Care este cel mai mic semn de progress...?

Care este primul pas pe care...? Urmatorul...?

Cum vă veţi asigura că planul vostru de acţiune va devine realitate?

Cum veţi monitoriza progresul?

Action plan – matrice RACI

Progress scaleboard

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DEVELOPMENT ACTIONS
DEEP DIVE

EXPERIENCES THAT STIMULATE THE BRAIN
GAME-BASED LEARNING

SAVANNAH – THE EMOTIONALLY INTELLIGENT COMMUNICATION GAMES

S.A.V.I.R.O.A.D. – THE LEADER-COACH GAMES

CHAMELEON ADAPT TO SELL

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DEVELOPMENT ACTIONS
DEEP DIVE

EXPERIENCES THAT CAPTURE THE HEART

THE WINE STORY

Together with the wine expert Marina Samoila, participants experience a creative wine tasting and discover the story of the wine and the key elements that make a good wine.
Participants discuss the relationship between a good wine and the story of leading others

INTERCOMPANY MEET-UP

Sharing meetings with managers from similar programs in other companies. Topics will be selected based on the common competences. The focus will be to share best practices and challenges

CAMPFIRE STORIES

Hear stories from business leaders about future, trends, strategy, as well as personal stories regarding change management projects

IMPRO SHOW

What is the correlation between theatre improv and business communication? How can you use humor and presence in your job? Discover new ways for self-awareness, to react to external stimuli, to feel comfortable generating ideas based on your own creativity and inventiveness, to take risks and to tolerate mistakes.

POTTERY

Relax, create and recharge yourself with energy in a pottery workshop with a masters from Vladesti. A simple lump of clay will come to life in your hands. There are so many communalities between modelling clay and leading others

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DEVELOPMENT ACTIONS
DEEP DIVE

EXPERIENCES THAT GENERATE ACTION

INTENSE PRACTICE SESSIONS

For questions and answers - participants share their "burning questions" and the trainer designs the practice session based on these questions, closing the loop with some very concrete solutions to questions and dilemmas.

For sharing progress - each participant shares how the information was applied practically - impact, lessons learned, challenges

TRIAL & LEARN

As the name suggest, trial&learn are a set of practical challenges (missions) to move learning to practice. Participants are required to implement specific instruments within their teams and share progress and the specific learnings in the next workshops or in the peer groups

ACTION LEARNING BUSINESS PROJECTS

We define real organizational challenges based on the mindset & skills we want to develop and form project teams. Teams work autonomously, benefiting from the help of a learning coach from Learning Architect. At the end of the program, each team will present their Action Learning projects to Senior Management

#LETSGETCOFFEE (peer learning)

Participants form smaller support groups to help & encourage each other while putting into practice the learnt concepts and instruments. One person will be the 'coach'' of the group and takes care of the peer learning process

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7 Examples from 7 Industries

Customized for Learning Architect Customers

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#1 & #2

A leadership adventure
for High-Potential Managers

Industry: IT & Banking

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LEADERSHIP DEVELOPMENT
THE TOOLS

Awareness: Coaching, Mentoring, Psychometric Tools

Know-how: Game-based learning, Business Simulations

Inspiration: Campfire Stories, The Wine Story, Immersive Theatre Experience, Business Improv, Networking Event, interviews (macrotrends in industry, technology, consumer behaviors, leadership, talent & organizations)

Embedding:

Trial&Learn: practical challenges to be implemented in the day-to-day activity (instruments) and peer coaching sessions to reflect on the learning

Strategic business projects in self-organizing teams: Embed learning through strategic business projects, organized in Tribes and coached by a Professional Coach to ensure 'learning while doing' (Thinking about Thinking). There will be two types of meetings – with the coach's supervision and autonomous, self-organized

External experiences:
- Intercompany meet-ups on different topics
- Mentoring with other companies (ex. trainees from other companies)
- CSR Projects
- Teaching a course at a local university

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Strategic Departure (Example)

BUILDING SELF-AWARENESS

STEP 1
Life Styles Inventory
Complete LSI questionnaires 1&2 to have a 360-degree understanding of personal styles & values
LSI 1 – self-assessment
LSI 2 – team assessment

Timing: 2 weeks

STEP 2
Workshop 1 – My Leadership Arsenal/Assets
Experiential workshop to:
Better understand LSI profiles and their impact in professional and personal life
How does LSI profile connect to leadership – team management, engagement and development

Timing: 1 day

STEP 3
Individual Coaching
Through one individual coaching session, each participant understands his/her personal profile and reflects on personal derailers and enablers

Timing: 2 weeks

STEP 4
Workshop 2 – Constructive Leadership Strategies
Explore specific leadership strategies to grow the 4 constructive leadership styles:
Achievement Orientation – the secret to strategic thinking and disciplined execution; **Humanistic Encouraging style** – for an inclusive culture; **Affiliative Style** – for acting as one; **Self-Actualizing Style** – for better thinking together

Timing: 1 day

GET COMMITMENT

EVALUATE POTENTIAL

STEP 5
My leadership project
Presentation to panel
Each participant delivers an individual presentation to a leadership panel
Evaluation of the willingness to start a transformational road as a leader and the commitment to the program

STEP 6
Development Centre
Based on the 4 competencies we define a list of observable skills to assess. We assess career aspiration and ambition
Structure of development centre:
1. Career interview
2. Role-play
3. Group Exercise/Business Simulation
Each participant receives a complete feedback report and a development 1 to 1 with trainer-coach – connect assessment result to LSI profile

Timing: 3 days for 20 participants; approximatively 3h per participant

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Integrated Learning Journey (Example)

PART 1
CARE
LEADING WITH MAGIC

Grow inclusive leaders with focus on: team engagement, growth and effectiveness

Know-how:
MAGIC engagement **(1 days)**
Team effectiveness with 6 Team Conditions **(1 day)**
Inspire: Immersive Theatre Experience **(3.5h)**
Embed: Trial&Learn; #letsgetcoffee **(1.5)**

PART 2
INSPIRE & INFLUENCE
THE STORIES THAT MATTER

Grow leaders that communicate with impact and build strong alliances

Know-how:
Clarity & Impact in communication **(1 days)**
Partner Mindset & Negotiation Agility **(1 day)**
Inspire: Business Improv with actors **(3h)**
Embed: Trial&Learn; #letsgetcoffee **(1.5)**

PART 3
SHAPE THE FUTURE
LOOK FAR AND LEAD THE WAY

Teach leaders master the 3 dimensions of shaping the future and leading the change (process & people): The RIDER, the ELEPHANT, the PATH

Know-how:
Visionary mindset and the strategy of RIDER/ELEPHANT/PATH **(2 days)**
Inspire: Campfire Stories **(2h)**, Intercompany Meet-up **(2h)**
Embed: Action Learning – setting the projects & doing the research **(min 2-3 hours/month)**

PART 4
LEAD THE AVANTGARDE
BOOST THE MAKER INSTINCT

Boost our leaders' ability to explore insights, use resources wisely and build creative solutions – Design Thinking Approach

Know-how:
workshop **(2 days)** + follow-up **(1/5 days)** – Design Thinking
Inspire: Pottery Class **(2h)**
Embed: Action Learning – develop&implement **(min 2-3 hours/month)**

#3

AGILE LEADERSHIP DEVELOPMENT

Learning Journey for Senior Managers
Industry: Leasing Industry

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Learning Journey: Experiential Learning & On The Spot Practice

Part 1 (1.5 day)

BUILDING SELF-AWARENESS & TEAM VISION
Life Styles Inventory – HS Psychometric Tool

1

Discover **individual LSI profile - strengths & development areas**

Working session - How **values & behaviors (LSI profile)** connect with leadership approach and attitude towards change

Deep dive on **constructive leadership styles**

Define the **desired leadership culture (values&behaviours)**

Identify **development areas** and agree **on the next steps in the leadership development journey**

Part 2 (2 days)

MANAGE CHANGE & SHAPE THE FUTURE
Part 1: How to gain engagement & adoption in times of change
Part 2: Team Coaching & Practice

2

THE RIDER, THE ELEPHANT, THE PATH
The science behind & deep dive into the **3 dimensions of change**
THE RIDER STRATEGIES
ADKAR – an outcome-oriented **process** (practical tool)
Awareness | Desire | Knowledge | Ability | Reinforcement
THE ELEPHANT STRATEGIES
SCARF – the 5 fundamental needs; the hot buttons that influence others' behaviors positively or negatively
THE PATH STRATEGIES
Building Habits to sustain the change

TEAM COACHING - working session on specific challenges & opportunities

Part 3 (2 days)

BOOST COLLABORATION
Part 1: Building partnerships and collaborative ways of working
Part 2: Team Coaching & Practice

3

THE SKILL OF REACHING AGREEMENTS WITH STAKEHOLDERS
Stakeholder dialogue at 3 levels:
positions – interests – needs
COLLABORATIVE WAYS OF WORKING
Using the **6 THINKING HATS to boost collaborative thinking** and make quality decisions
INCLUSIVE LEADERSHIP
The theory of distinctive oppositions
3 Inclusive Leadership Practices & Tools

TEAM COACHING - working session on specific challenges and opportunities

Part 4 (2 days)

THE MAKER INSTINCT DRIVE ACTION & INNOVATION
DESIGN THINKING - Building the 'Action Mindset' & User-Centered Solutions

4

Working on opportunities while learning the concepts

THE INOVATOR'S MINDSET
Open your eyes – see the opportunities to act&grow
EMPATHIZE & P.O.V. TOOLS
Define your FOCUS
ADVANCED IDEATION TECHNIQUES
Unleash brainstorming with a twist
FAST PROTOTYPING TECHNIQUES
Turn creativity into action & innovation

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#4

LEADING CHANGE

Learning Journey for Senior Managers
Industry: Services

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Leading Change Journey - The Structure

Change Management Readiness

3 days (1.5 days*2 sessions)

SESSION 1: CONSTRUCTIVE MINDSET IN CHANGE - Building Self-Awareness

Life Style Inventory (LSI) - psychometric tool profile - strengths & development areas

Working session - How **values & behaviors (LSI profile) connect with the attitude towards change**

Deep dive on **constructive leadership styles**

Co-create our journey as a leadership team - **Team Coaching session**

SESSION 2: TEAM DYNAMICS IN CHANGE – Building Team-Awareness
Team Simulation
GSI Psychometric tool
Get awareness on **team dynamics & Build a team strategy** to manage change

Effective Communication - Leading Change

1.5 days

HOW TO GAIN ENGAGEMENT ADOPTION & INCREASE ENGAGEMENT IN TIMES OF CHANGE

THE RIDER, THE ELEPHANT, THE PATH
The science behind & deep dive into the **3 dimensions of change**
THE RIDER STRATEGIES
ADKAR – an outcome-oriented process (practical tool)
Awareness | Desire | Knowledge | Ability | Reinforcement
THE ELEPHANT STRATEGIES
SCARF – the 5 fundamental needs; the hot buttons that influence others' behaviors positively or negatively
THE PATH STRATEGIES
Building Habits to sustain the change

Implementing Change

2 days workshop

MANAGEMENT COACHING SKILLS NEEDED TO IMPLEMENT CHANGE & NEW WAYS OF WORKING

THE LEADER-COACH MINDSET
Through experiential exercises, participants discover the definition of coaching and experience the mindset
ESSENTIAL SKILLS
We break down general skills (ex: listening) into specific micro-skills and do intensive practice on each of them
T-GROW PROCESS STEPS AND TOOLS
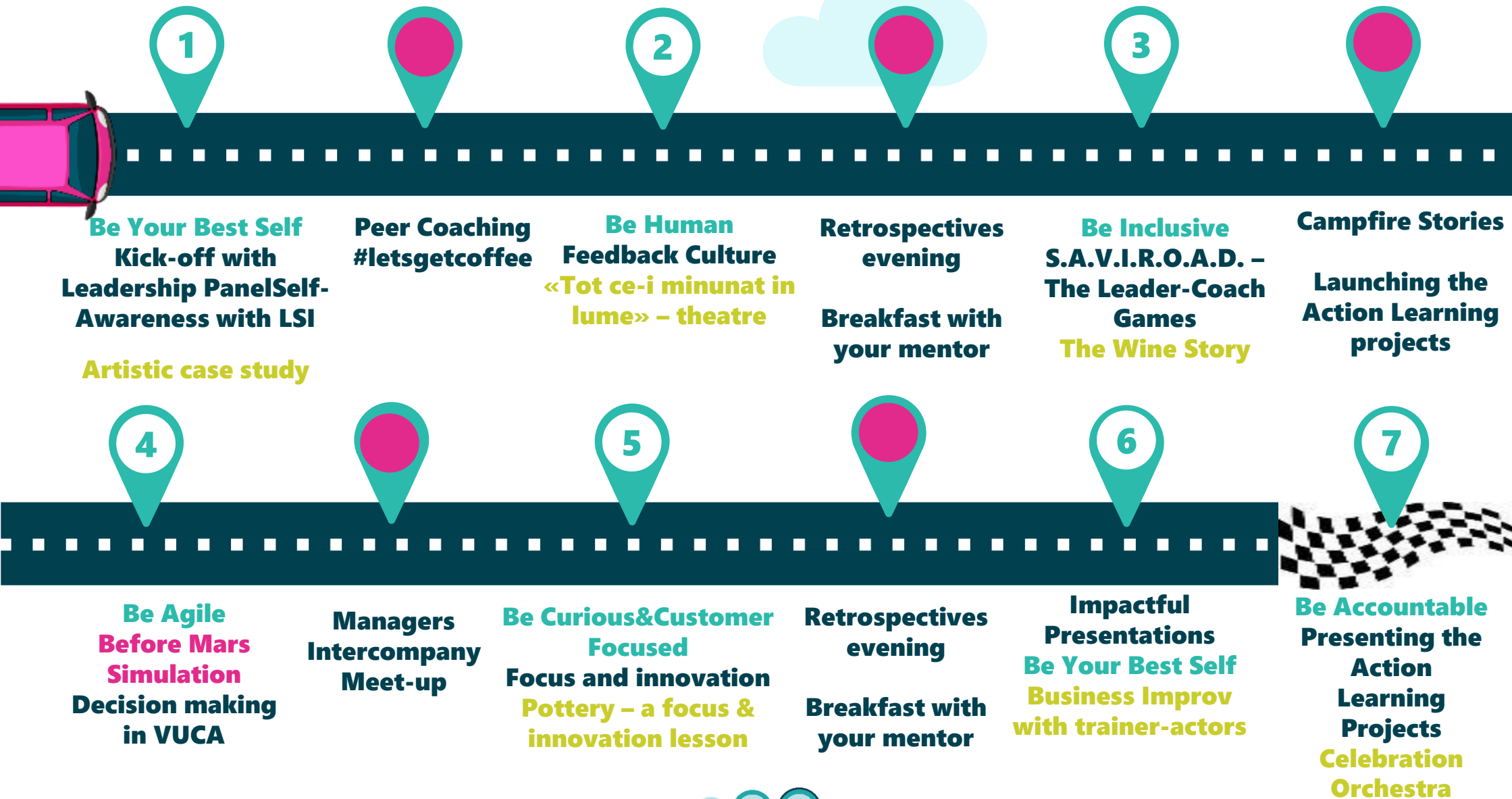Participants practice and receive feedback and coaching on-the-spot, using varied practice methods

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#5

Boost Management Impact

Learning Journey for Middle Managers
Industry: Retail

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CALATORIA DE INVATARE Power2Manage

1 Be Your Best Self
Kick-off with Leadership PanelSelf-Awareness with LSI

Artistic case study

Peer Coaching #letsgetcoffee

2 Be Human
Feedback Culture
«Tot ce-i minunat in lume» – theatre

Retrospectives evening

Breakfast with your mentor

3 Be Inclusive
S.A.V.I.R.O.A.D. – The Leader-Coach Games
The Wine Story

Campfire Stories

Launching the Action Learning projects

4 Be Agile
Before Mars Simulation
Decision making in VUCA

Managers Intercompany Meet-up

5 Be Curious&Customer Focused
Focus and innovation
Pottery – a focus & innovation lesson

Retrospectives evening

Breakfast with your mentor

6 Impactful Presentations
Be Your Best Self
Business Improv with trainer-actors

7 Be Accountable
Presenting the Action Learning Projects
Celebration Orchestra

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#6

ENGAGEMENT M.A.G.I.C.

A Journey to Organizational Maturity in terms of Engagement Culture
Industry: Automotive

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The 5 Drivers of the Engagement Experience

M Meaning	A Autonomy	G Growth	I Impact	C Connection
Appreciate **how the organization live its "story"/organizational narrative and its values**, whether the stories and the values are perceived as **clear and authentic**	Understand our parameters, be empowered and have freedom to do their jobs in the way they feel is most effective (and most enjoyable); is influenced by perception of: **spatial autonomy** (where I work), **temporal autonomy** (when I need to deliver), **task autonomy** (how I deliver)	Regularly feel **challenged and stretched by mastering new skills** and pushing to be better—both professionally and personally; balance between boredom and burnout (too much stretch => burnout)	Belief that work is **contributing** to our own goals, the success of our team, **recognition** of one's efforts, feeling **listened to/** feedback taken into account	Feeling connected to **role, team, top management;** open, two-way communication, feeling **trust and trusted,** feeling you belong

Our Approach for building an engaged culture in your company

A **transformational program in 4 steps:**

1. Engagement MAGIC **E-learning** – managers enroll in a fun, engaging, and effective e-learning experience to get familiar with the concepts of the Engagement MAGIC program

2. Engagement MAGIC **SELF Awareness** – 2 days, in class training - participants discover in-depth the concepts and practice them in order to become self-aware and integrate them.

3. Engagement MAGIC for **People Management** – 1 day, in class training – managers learn more about engagement culture and get equipped with the tools to influence employee engagement

4. Engagement MAGIC **360 Engaging People Assessment** for each manager with 1 day in class group debrief.

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#7

INNOVATE FOR CUSTOMER VALUE

Mindset, process, and tools for building an innovation culture
Industry: IT

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Our Approach for building an innovative culture

Based on findings from the needs analysis (quantitave survey + qualitative responses from leaders), we designed a transformational program in **3 phases**

1. **Innovation Ready** – to ensure innovation readiness (right framing of innovation, organizational commitment, open mindset)
2. **Innovation Steady** – to equip individual contributors and people leaders with key behaviors and techniques
3. **Innovation Go** – to encourage action orientation

Each phase consists of **3 levels of interventions** targeted at
- ✓ Learning interventions for middle managers
- ✓ Learning interventions for senior leaders
- ✓ Spaces for innovation – organizational routines that turn learning into practice

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Innovate for Customer Value
Mindset, process, and tools for building an innovation culture

	Innovation Ready **Framing Innovation & Open Up Your Mindset**	**Innovation Steady** **Design Thinking Process: Empathize – Define – Ideate - Prototype**	**Innovation Go** **Influence, Pitch & Feedback**
Middle Managers	*Workshop 1 – 1 day:* **Innovation Equation & Open Mindset Practices**	*Workshop 2 – 1 day:* **Design Thinking Tools for Customer Value Creation:** Empathy Interviews, P.O.V. Definition, Team Ideation, Co-creation, Prototyping	*Workshop 3– 1 day:* **Influencing& Pitching Skills**
Senior Leaders	**Leadership Impact on an Innovation Culture** 360 tools + personalized report + 1-1 coaching **Building Innovation Readiness –organizational commitment to innovation & psychological safety** 1-day workshop	**Design Thinking & Innovation Coaching Tools for Senior Leaders** 1.5 days workshop	
Spaces for Innovation ***Organization al rituals***	Campfire Stories Innovation Bookclub/ Movie Night/ SharePoint Brightspots&Insights Channel	Intercompany Meet-Ups Empathy Interviews	Team Pitching & Feedback from Leaders Innovation Awards *Smartest Failure, most Wicked Problem, QuickWin,* InnovationCoaching 1-1

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