



CAREERS IN  
**AFRICA**

**TALENT AGENDA SERIES**

A Global Career Company Initiative

**LEADING THE TALENT AGENDA FOR AFRICA**

**JOHANNESBURG CONFERENCE 2015**

**KEY TOPICS FOR AFRICA: STREAM 3 2016 LEADERSHIP DEVELOPMENT**

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**Leadership Development 2016**

*Are you willing to unlearn?*

# What's the urgency?

- Our context has changed and will continue to change...faster!
- The “VUCA” world is bringing our organisations closer to a perfect talent storm.
- Global and African business leaders believe that creating leadership capability is a top priority, often ahead of innovation, customers and strategy!



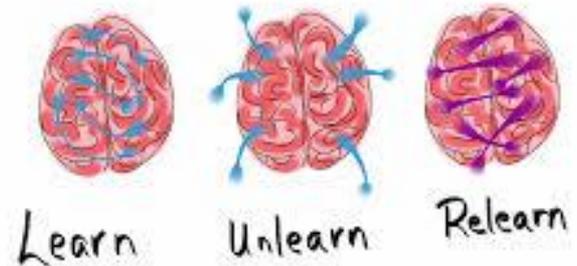
# Why we are the problem

- As leadership specialists we need to commit to unlearn before asking others to do it.
- We often make one of two critical mistakes:
  - We fail to listen to business
  - We listen too much to business
- We stay defensive of our own capability

'The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.'

Alvin Toffler

thought facilitated by @stevem



@stevem

- Toffler  
or added to  
! NOW YOU SEE IT!  
by @ohmyDawkins

## Let's do it differently...

- The need for effective leadership is not up for debate
- The success of the previous approaches has resulted in limited impact for our organisations
- It has never been more exciting to be in the space of learning and development.
- How much are you willing to give up?

*It is naive to think that we can achieve our aspirations with the same mindset that created the situation we are in.*

*We must change the way we think and do*



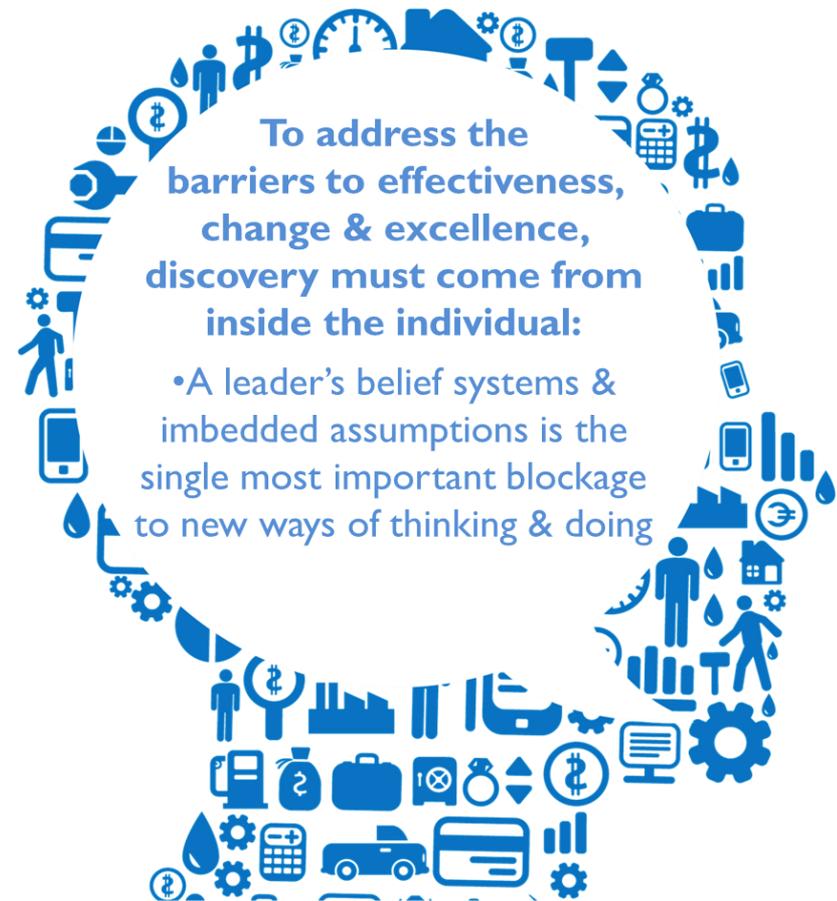
# A VUCA leadership development framework

- We need to understand what our VUCA context is; only then can we establish the leadership strategy we need to implement
- The sooner we can develop leaders with agility across a number of capabilities the more competitive we can be



# Moving from skillsets to mindsets

- Our underlying belief systems and how these drive our behavior have to be examined by leaders at an intensity that creates significant discomfort in the leader
- Our individual and collective defensive routines are at the core of us failing to unlearn and growing more effective sets of behaviors and practices
- The application of any skill is limited by the mindset applying it



## An example of new skill required – Sense Making

- It's not about the answers, its about the questions!
- Developing complex analytical and critical thinking skills
- Ability to generate and live with multiple scenarios
- They need to enroll themselves into the organisational system

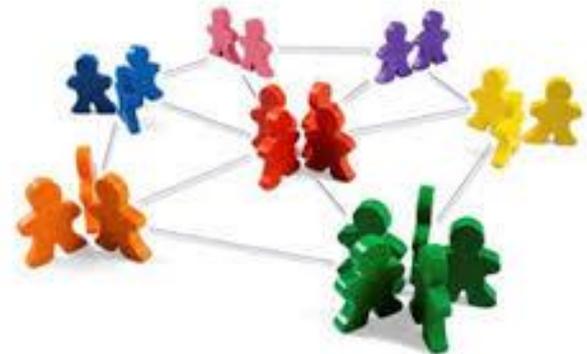
*We need to realize that some of this can only be developed optimally in those with the right level of capability*



*Any competency is limited by the mindset applying it!*

## An example of new skill required – Building Networks

- According to the CEB survey of over 23000 leaders globally, most reported that the expectations on leaders is growing exponentially
- To address this, leaders need to respond both individually and collectively to be effective
- Leaders must:
  - Help others build and connect to networks
  - Align and direct the network
  - Energize and enable the network



# Delivering Leadership Development in 2016+

- While 70:20:10 is standard, we don't need to respect the boundaries as much, thanks to technology, geographies, demographics, multi-generational workforce etc.
- We need be able to provide learning on a variety of platforms that suit a leaders preference and learning style anytime and anywhere



coaching & mentoring:

Action Learning

## Understanding and Managing the Millennial



**Attraction**

Millennials are the most mobile generation in history, with 70% of Millennials having worked for more than one employer in the last 12 months.

15% of Millennials have started a new job in the last 12 months.

Enhance the employee's ability to have multiple careers in the organization.

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**Engagement**

Millennials are much less engaged than previous generations. 44% of Millennials are disengaged, compared to 31% of Gen X and 26% of Baby Boomers.

26% of Millennials are disengaged, compared to 19% of Gen X and 14% of Baby Boomers.

Focus on Millennials' networking and social media skills.

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**Development**

Millennials are more likely to seek out development opportunities than previous generations. 60% of Millennials have taken a course or training in the last 12 months, compared to 48% of Gen X and 38% of Baby Boomers.

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**Performance Management**

Millennials are more likely to seek out performance feedback than previous generations. 60% of Millennials have received performance feedback in the last 12 months, compared to 48% of Gen X and 38% of Baby Boomers.

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**Rewards**

Millennials are more likely to seek out rewards than previous generations. 60% of Millennials have received a reward in the last 12 months, compared to 48% of Gen X and 38% of Baby Boomers.

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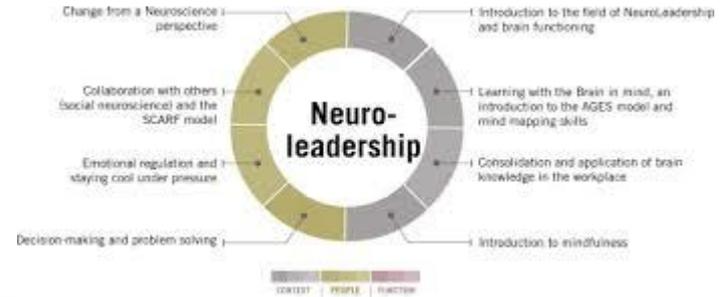
## Leadership Sustainability

- We will not sustain change without practice
- We need to create opportunities for the leader to apply their learning.
- HR, organisational development professionals and learning & development professionals have to be part of a more effective integrated network to bring about and challenge leaders to apply their learning. This means we must change first!



# Let's Experiment Wisely

- With this need for difference, comes many new approaches and ideas we will have to try to understand and prioritize which will work in our context and be willing to let them go if they don't.
- We will have to look at new ways to solve organisational challenges and individual leadership challenges at the same time.
- We can't ignore genuine measurement of impact for much longer. It must be a part of our HR expertise and it must also be agile.
- Measurement must be as systemic as possible



## Some questions for HR and Leaders in our organisations...

- How do your leadership skills need to evolve over the next five years?
- How are leaders ensuring that you're picking up and acting on trends as they emerge with increasing rapidity?
- How are you navigating the sea of information out there in order to focus on the things that really matter?
- Have you got the right team around your top leader that they can trust to make quicker decisions when required?
- From whom do you learn? and how do they help you to make better decisions?
- Do you know how you will measure the impact of your leadership investments?
- What does your leadership maturity model look like and how agile is it?
- How effective are the HR practices and capabilities at ensuring learning back in the workplace?
- Do you understand how aligned your top leaders are? and how often the un-discussable issues are raised?
- Do you know what you need to change and what you need to do to make it happen?

# Questions?



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- Share an approach / tool
- Create relationships across organisations in relation to HR and Leadership and common challenges
- Develop key take away actions to either implement or develop further in your business

# Workshop - Process



## ***Purpose & time allocation***

- Have meaningful dialogue about a real-life organisational problem / challenge
- Time allocated for one group dialogue process is approximately 60-90 min



## Workshop - Content

- Knowledge in the room
- Tools and models
- Presentation
- Flip charts / pens
- Post-it notes & pens
- Possible support facilitator
- Ability to go into smaller groups (8-12 people)
- Sound & media equipment