

NEXT-GENERATION LEADERSHIP DEVELOPMENT

DEVELOPING EFFECTIVE LEADERS
IN THE DIGITAL AGE

EBOOK





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THE GAME HAS CHANGED

DIGITAL TRANSFORMATION AND THE FUTURE OF THE WORKPLACE

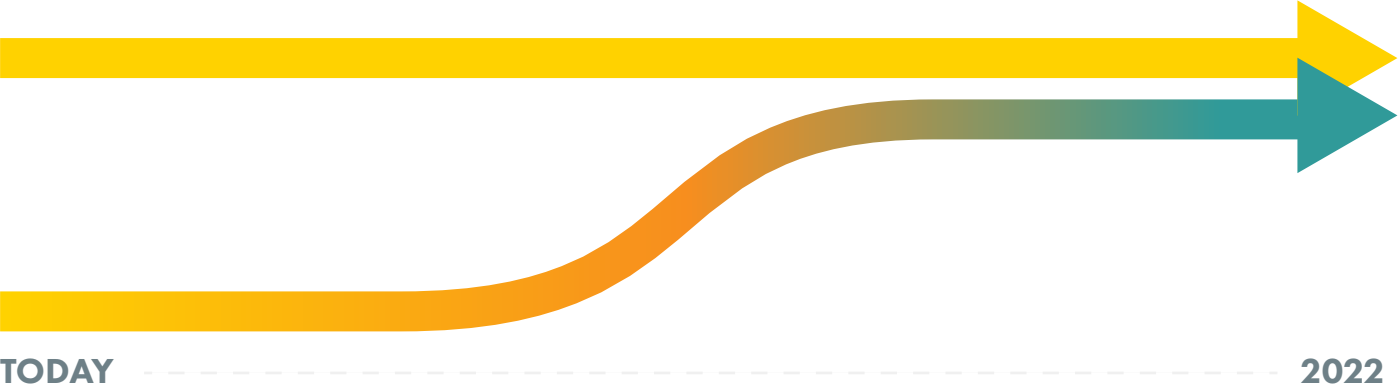
The world is growing in complexity and connectivity – and no corner of the business landscape remains unaffected by the challenges and opportunities of the digital age. From Big Data to IoT and AI, workplaces the world over are grappling with the need to implement digital transformation plans, or else fall behind competitors eager to modernize their products, services, and brand experiences.



Leadership Development programs are no exception. In fact, they are uniquely poised to effect an outsized impact on their organizations in the digital age. According to [The World Economic Forum](#), by 2022 the job skills in highest demand will include analytical thinking, active learning, and technology design. And importantly, as technology grows increasingly dominant, so too will the demand for non-technical (or human) skills. The chart at right displays the set of human skills that will retain their value or become significantly more critical in the coming years.

Today’s leaders must understand that the game has changed: rules evolve by the minute, driven by the rapid advances of the digital age. In turn, Leadership Development programs must prepare leaders for this new environment with an equally bold shift in paradigm – one that helps them navigate the reality that you can either be the disruption or be disrupted.

CRITICAL HUMAN SKILLS IN FUTURE JOBS MARKET



RETAIN OR INCREASE VALUE IN THE WORKPLACE

- Creativity
- Originality
- Initiative
- Critical thinking
- Persuasion/negotiation
- Attention to detail
- Resilience
- Flexibility
- Complex problem-solving

INCREASE SIGNIFICANTLY

- Emotional intelligence
- Leadership
- Social influence
- Service orientation

Source: World Economic Forum

LEARNING HOW TO THINK

As technology continuously shifts the ground beneath our feet, leaders must learn not **what** to think but **how** to think. The [Harvard Business Review](#) reports that our best leaders are constant learners, whose “relevance in the 21st century [draws] on our ability to adjust our way of thinking, learning, doing and being.”

// LEADERS MUST GET COMFORTABLE WITH LIVING IN A STATE OF CONTINUALLY BECOMING, A PERPETUAL BETA MODE.

Source: Harvard Business Review, “The Best Leaders Are Constant Learners”



IMPROVE BY BECOMING AWARE

Learning how to think begins with awareness of our own thoughts. As we become aware that we’re thinking, we may then recognize that the substance of these thoughts is based on our unique traits and experiences. Then, we begin to see that our thoughts determine how we behave.

In other words, each of us has a set of unspoken rules or heuristics our brains use to make sense of the world: how we interpret events, understand problems, and develop solutions. These thinking patterns, or mental models, are affected by our individual upbringing, life experience, education, and relationships. For most, mental models remain an invisible layer of internal life; but when we tap into awareness of our own thinking, we can transform our leadership capacity.



Above are examples of mental model shifts that have been seen in our programs.

NEW LENS, NEW LEADER

Imagine the difference between the photographs you can take with a disposable camera – offering a single frame and depth of field – and the photographs you can take with a professional telescopic lens. Suddenly, you have the capacity to capture the entire horizon in one shot, then focus down to a delicate butterfly wing in the next.

As intellectual self-awareness takes hold, leaders gain the ability to improve and evolve their thinking in just this manner. Recognizing our mental models allows us to uncover the biases and constraints that block inspired thinking. With practice, we can target and eliminate our thinking limitations, opening up new pathways of thought to enable flexible problem-solving, creativity, and judicious decision-making – prized leadership skills.

BUILDING ON THE FOUNDATION OF AWARENESS

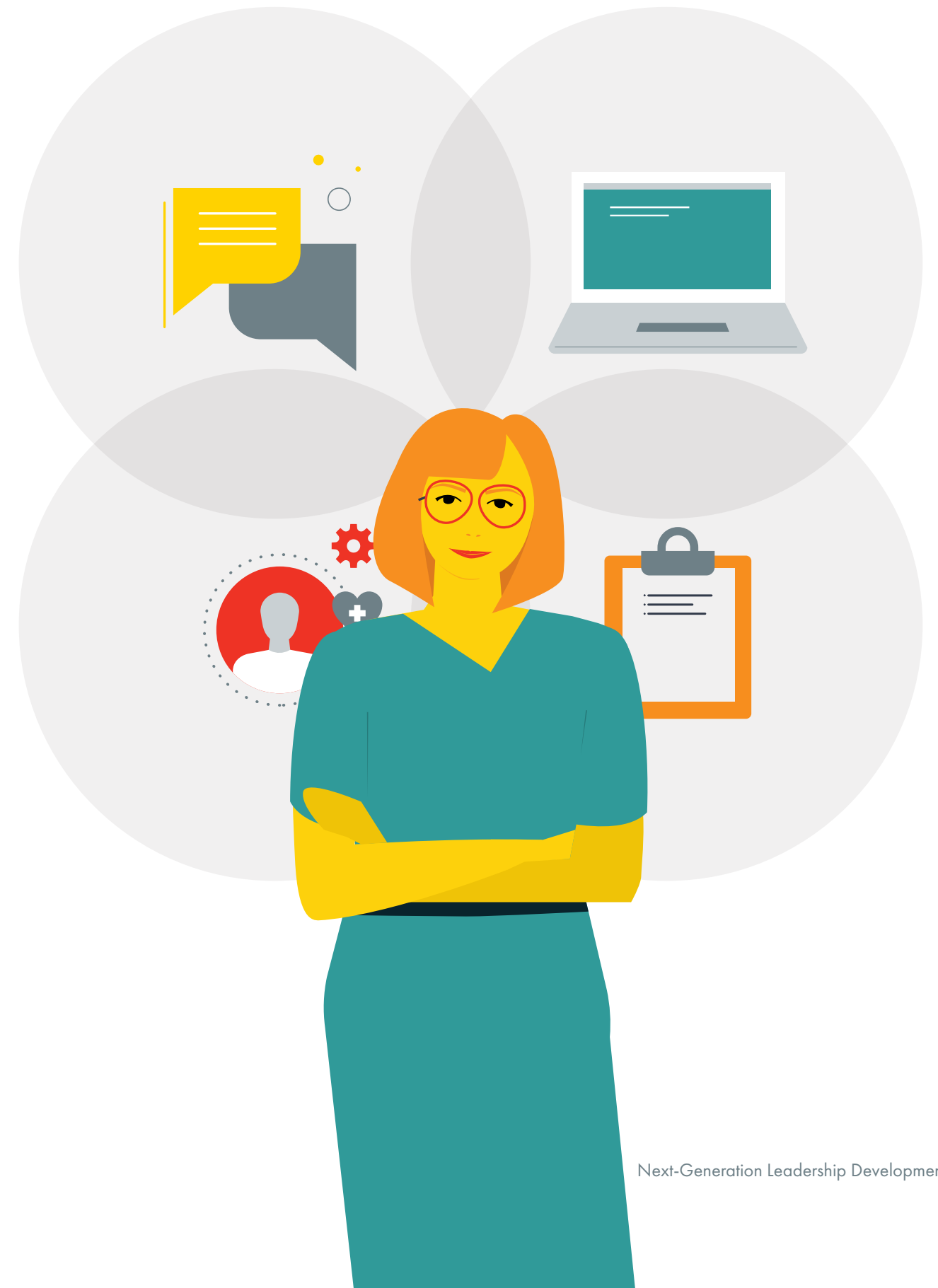
Far beyond learning **what to think** – a solution set applied to a specific problem – learning **how to think** prepares leaders to tackle infinite and varied problems with newfound command of their mental being.

Moreover, learning how to think liberates leaders to bring the full capacity of their natural gifts to bear on their work. Once a leader has laid a sound thinking foundation, growing the skills of leadership is the natural next step – and a gratifying personal journey.

THE WORLD NEEDS WHOLE LEADERS

Knowing how to think is the foundation on which leaders are built: fertile soil in which to cultivate the many skills needed to become an effective leader. Ultimately, the most capable leaders maintain a well-rounded toolkit of strategic, technical, personal, and social skills. They are **whole leaders**.

The seeds of whole leadership can be sown regardless of experience level or seniority, as each learner comes to the table with a unique balance of skills across the four categories. Even experienced, senior leaders may not exhibit equal mastery of all categories, but the compelling distribution of their traits can create the unmistakable mark of an effective whole leader.



WHAT IS A WHOLE LEADER?

A whole leader brings her full humanity to bear at work. He’s not just a technical ‘operator’; she’s not just a ‘people person.’ Whole leaders leverage all their skills and personal qualities to elevate the performance of their teams, their organizations, and themselves.

Whole leadership is as complex and multidimensional as we are as individual human beings. However, we can easily recognize a whole leader when we experience one.

SOCIAL SKILLS

- Mediation
- Interpersonal Relationships
- Team Building
- Motivation
- Empathy
- Communication
- Teamwork
- Work Ethic
- Professionalism



TECHNICAL SKILLS

- Statistical Analysis
- Software Mastery
- Domain Knowledge
(development, design, marketing,
welding, cooking, etc.)

PERSONAL SKILLS

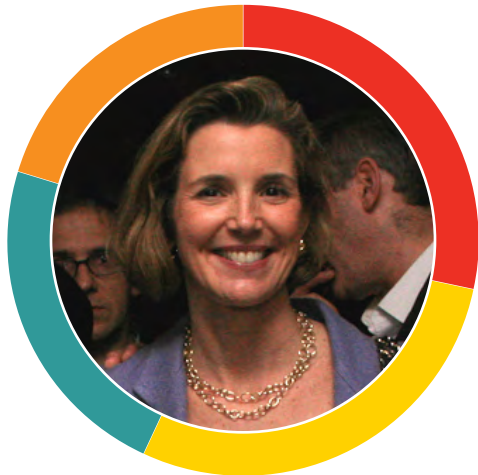
- Mindfulness
- Resilience
- Attitude
- Health
- Stress Management
- Self-Awareness
- Environmental Factor
Management

STRATEGIC SKILLS

- Cross-Functional Planning
- Complex Problem Solving
- Organizational Strategy
- Industry Analysis
- Market Projections

Social skills, often called “soft skills,” refer to the collection of relational components that contribute to effectiveness (in other words, how an individual works and communicates with others); Personal skills are self-regulatory factors that affect the quality of leadership (in other words, how an individual manages his internal state); Technical skills are the “hard,” practical tools needed to perform a specific task or trade; Strategic skills require combining tactics to achieve a larger or long term vision and understanding how multiple moving parts (including people, events, data, and resources) fit together.

WHOLE LEADERS IN REAL LIFE



SALLIE KRAWCHECK

Krawcheck served as president of the Global Wealth & Investment Management division of Bank of America and founded Ellevest, a digital financial advisor for women.



SALMAN KHAN

Khan is an educator, mathematician and entrepreneur who founded Khan Academy, a free online education platform featuring video learning resources in partnership with organizations like NASA, MoMa, and MIT.



NELSON MANDELA

Mandela is the former president of South Africa, known for his civil rights activism that ended Apartheid.



GINNI ROMETTY

Rometty is the first female CEO of IBM and responsible for leading the company’s modern transformation to embrace AI, blockchain, cybersecurity and quantum technologies.

SKILL LEVELS

STRATEGY

TECHNICAL

SOCIAL

PERSONAL

THE DUAL DOMAINS OF THE WHOLE LEADER

The qualities of a whole leader can be assessed and developed in two categories in the Leadership Development setting: **Human Dynamics** and **Business Dynamics**. Each domain deals with the management of a complex interaction of factors and is associated with a unique collection of skills. Human Dynamics encompasses the personal and social skills reviewed in the last section; Business Dynamics aligns with the technical and strategic skills described above – although skills often interact and overlap when tackling complex problems in the real world.





HUMAN DYNAMICS

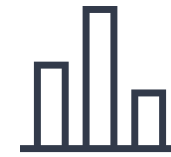
Human Dynamics describes the interaction between the mental, the emotional/relational, and the physical – both inside the individual leader and across her organization. Each of these dimensions is critical in the development of a complete and balanced person.

On an individual level, a leader's mental state affects her ability to think logically and meticulously. If she is distracted by her disorganized inbox, her ability to focus is diminished.

Emotional and relational well-being is critical as well; if a leader experiences low self-esteem or is struggling through divorce proceedings, he may fail to properly look after his interpersonal relationships at work. The physical body also influences leadership. Recurring illness, anxiety, or injury can all interfere with the capacity to lead effectively.

On an organizational level, a leader must understand and predict how team members – each with their own unique mental, emotional, and physical states– affect the organization, and he must design the optimum circumstances for **harmonious teamwork and effectiveness**. A leader with high mastery of Human Dynamics understands how to manage human factors for the good of the organization (and the individual). She can **positively influence** and motivate her team, deliver criticism with emotional intelligence, and develop her people as future leaders.

At the basic level, leaders can adequately combine skills to accomplish these Human Dynamics objectives: effective time management, cross-functional collaboration, and productive communication up and down the chain of command. Advanced Human Dynamics objectives may include: team building, organizational design, and vision messaging.



BUSINESS DYNAMICS

Business Dynamics is the interplay between the market, industry, organizational strategy, and business priorities. A leader with high mastery of Business Dynamics is often said to have impressive 'business acumen'. He can see market shifts coming in advance and understand how to mobilize resources to capitalize on this change. She can define the right priority and organize infrastructure to align with this goal.

At the basic level, Business Dynamics objectives revolve around understanding an organization's inner workings and place within the market, including business models, product value, financial and statistical assessment, and the **competitive landscape**. Intermediate Business Dynamics comprise objectives that ask leaders to **evaluate and contribute** to the market through strategic thinking competencies: market landscape analysis, disrupter projections, agile decision-making, and scenario thinking. At an advanced level, Business Dynamics objectives center around influencing the market and require sophisticated **anticipatory thinking** to tackle: geopolitical influences, longitudinal problem-solving, market interactions, and disruptive innovation.

While Business Dynamics may ultimately have the greatest effect on a company's bottom line, without equal mastery of human factors, even the best strategic and tactical planning will surely fall short.

BALANCE IS KEY

The problems and scenarios leaders are faced with in reality are rarely centered in a single domain. Human and Business Dynamics are in constant and complementary interplay, so effective leaders must master both domains, as well as understand and plan for how they interact.

These crucial components of effective leadership (and their relative skillsets) are best developed in tandem. A Leadership Development program that addresses just one of these domains in isolation will fail to make a lasting impression when the leader is tested in the real world, where far greater complexity exists than in the learning environment.



WHAT HAPPENS WHEN LEADERS IMPROVE THEIR HUMAN DYNAMICS SKILLSET?

- GREATER FOCUS ON MISSION ACROSS ORGANIZATION
- HIGHER EMPLOYEE SATISFACTION, ENGAGEMENT, AND WELLNESS
- IMPROVED TALENT RECRUITMENT AND RETENTION
- ENHANCED EXECUTION OF STRATEGIC IMPERATIVES
- HEIGHTENED INNOVATION
- INCREASED ORGANIZATIONAL RESILIENCE

WHAT HAPPENS WHEN LEADERS IMPROVE THEIR BUSINESS DYNAMICS SKILLSET?

- BETTER ALIGNMENT OF DECISIONS WITH ORGANIZATIONAL STRATEGY
- EFFECTIVE BALANCE OF SHORT AND LONG TERM RESULTS
- ENHANCED CROSS-FUNCTIONAL COLLABORATION
- IMPROVED STRATEGIC THINKING AND SYSTEMS THINKING
- EFFECTIVE USE OF DATA IN DECISION-MAKING
- GREATER CAPACITY TO MANAGE RISK AND REWARD TRADEOFFS



CULTIVATING EFFECTIVE LEADERS

HUMAN-CENTERED LEARNING

Targeting and cultivating the wide range of skills required for effective leadership calls for a distinctive learning environment. **Human-centered learning** combines the most advantageous aspects of active, cooperative, and experiential learning with technology to provide an immersive experience that closely mimics real-world conditions. This type of learning is further defined by:

- **Empathy:** which includes deep listening and customizing curriculum to the unique needs of the audience
- **Relevance:** which ensures that learning activities are applicable to participants’ daily workflow
- **Immersion:** which embraces technology as a learning-enhancement tool and promotes a “learn by doing” philosophy to drive active participation in hands-on challenges

Human-centered learning may include a dynamic combination of simulations, wargaming, group discussions, and self-assessments in Leadership Development programming, delivering a learning experience that is personal yet scalable, extensible, and repeatable outside the learning environment. Plus, the assimilation of the learning is immediate and lasting.

HUMAN-CENTERED LEARNING IS:

LEARNER-FOCUSED

ACTIVE

COOPERATIVE

EXPERIENTIAL

TECHNOLOGY-ENHANCED EXPERIENCE

DEEPLY IMPRINTED

PRINCIPLES OF EFFECTIVE LEADERSHIP DEVELOPMENT

Beyond the learning environment, there are three key philosophies common to next-generation Leadership Development.

MEET LEADERS WHERE THEY ARE

Each leader comes to the table with a unique package: a set of mental models, stressors, and skills at a given stage of development. And each organization faces unique challenges to be solved by the leaders they employ. Programs that properly diagnose the underlying issues and deliver learning in a realistic way that reflects the day-to-day realities of the business will be the most successful (and enjoyed) by participants.

HOW TO MAXIMIZE LEARNING:

- Create an empathetic and individualized learning experience
- Make it “real” by designing a realistic environment and incorporating relevant activities
- Leverage models and metaphors leaders already use



LEARNING SHOULD BE EXPERIENCED, NOT COMPLETED

Effective Leadership Development programs are immersive, allowing participants to test their decisions by **doing**, not just theorizing. Furthermore, top programs will ensure that the decision scenarios are highly relevant, simulating events each leader might encounter on the job. Finally, decisions will be linked to measurable outcomes in effective leadership programs; this helps participants understand the impact of their actions and encourages accountability in their everyday activities.

HOW TO MAXIMIZE LEARNING:

- Incorporate active and immersive elements
- Link decisions to measurable outcomes



LEARNING SHOULD BE HOLISTIC

As we discovered earlier, learning that addresses the whole leader is most effective. This means that Human Dynamics and Business Dynamics skills should be balanced. Additionally, it indicates that programs should engage participants on multiple levels throughout their development activities: emotional, behavioral, and mental. Emotional engagement is achieved through the relevance, realism, and empathy infused into the learning environment. Behavioral engagement is observed through motivation, performance, and the measurable results of learning activities. Mental engagement is captured in active participation and ownership of the learning journey. Programs that incorporate all three layers of engagement deliver the maximum impact. Similarly, three kinds of thinking should be honed in Leadership Development programming: critical, creative, and systems thinking. This ensures that leaders are prepared for complex problem-solving, innovating under strict constraints, and developing stable, synergistic solutions.

HOW TO MAXIMIZE LEARNING:

- Include Human and Business Dynamics
- Engage on emotional, mental, and behavioral levels
- Address critical, creative, and systems thinking





YOUR NEXT-GENERATION LEADERSHIP DEVELOPMENT PARTNER CHECKLIST

Finding the right Leadership Development partner for your organization can make a world of difference in the outcomes of the learning program experience. This eBook discusses the components of next-generation leadership, all of which are necessary to achieve lasting results that generate real business outcomes in addition to helping leaders grow. However, few Leadership Development partners bring all of these components together in tailored, yet scalable offerings that don't break the bank.

The Regis Company customizes Leadership Development programs to serve specific organizational and individual needs while leveraging technology and proven teaching models that control cost and provide a repeatable template for future learning.



Understand the most effective models are the ones people know and use

We believe learning should enhance what leaders are already doing right with familiar language, not dense theory.



Provide immersive, empathetic, and relevant solutions

We believe learning should link decisions to outcomes, mimic realistic decisions leaders must make, and understand the competing pressures leaders face.



Change behavior by changing an individual's mental models

We believe evolving how to think, not what to think, is the only way to create lasting, impactful change.



Balance Human and Business Dynamics

We believe business is inherently human, so we take a whole-person approach that builds mastery of Human and Business Dynamics.



Acknowledge the core abilities that apply to all situations

We believe there are core abilities (critical, creative, systems thinking) that are enduring and practical to all situations.



Build a learning journey inspired by an individual's needs and timeline

We believe learning is a journey that should be personal, adaptive, easy to navigate, accessible from many devices, and allow ample time for practice and reflection.



Provide immediate feedback upon practice

We believe the best way to learn is by doing, through experiences that allow leaders to see the impacts of their actions and receive immediate feedback.



Start with a human-centric design approach

We believe in taking a human-centered design approach to ensure the entire learning experience is engaging, meaningful, and delightful.



Gather insight that helps foster and support individuals' self-reflection

We believe leadership starts with self-understanding and then turns outward to understand others, so we capture and provide behavioral analytics that help leaders track their growth.



Prepare leaders to adapt to new and emerging situations

We believe thinking skills that explore plausible future impacts and opportunities lead to flexible, adaptive leaders.



THE OPPORTUNITY IN EFFECTIVE LEADERSHIP DEVELOPMENT

In the race to tame Big Data, capitalize on connectivity, and keep pace with the rapid evolution of the digital age, organizations need leaders that can swiftly understand their strategic landscape, build genuine trust, and galvanize teams around a single compelling vision, all while maintaining a high level of personal health and resilience. In short, whole leaders are in high demand—and growing them is no small feat.

Human-centered Leadership Development programs that are tailored, yet scalable, and use technology to enhance learning, will put leaders and their organizations ahead of the curve. This is the next generation of Leadership Development, and it's the secret weapon in your digital transformation toolkit.

LET'S TALK

SCHEDULE A MEETING

Schedule a meeting with our team to see how your leaders can be transformed through one of our programs.

ABOUT THE REGIS COMPANY

The Regis Company is the industry leader in creating personalized leadership development solutions across the world's most progressive organizations. Our targeted design methodology results in impactful and transformative learning experiences that enhance critical thinking skills, improve decision making, and build leadership capabilities for leaders at all levels. No matter where they are in their development journey, our award-winning solutions enable organizations to transform their leaders, drive change, and achieve business results. With extensive experience in more than 25 unique industries, The Regis Company has created and implemented hundreds of leading-edge programs across the globe. To learn more, visit www.regiscompany.com.

