Becoming Human-Centered: Research Insights for Leaders and Organizations

Executive Outlook

CCL 2021 Summary of Leadership Development Research

Center for Creative Leadership®

Introduction to the Executive Outlook

In the fall of 2020, not long after the start of the global pandemic, CCL published its Executive Outlook report on "New Knowledge for Disruptive Times," summarizing research for leading in times that became far more disruptive than any of us imagined. Now, in 2021, organizations are in various stages of pivoting toward a post-pandemic world. This new edition of our Executive Outlook shares evidence-based research on advancing the human-centered leadership that will be key for thriving now and in the future.

The research is organized into three central themes: Building Inclusive Cultures; Creating a Virtuous Cycle of Well-Being; and Leveraging Data for Transformation. The research presents new models and approaches for cultivating inclusive leadership, investing in a virtuous cycle of employee well-being, tapping into the power of networks to accomplish work, and developing leaders to manage the inevitable friction points encountered in digital transformation initiatives.

This rich research has implications for each of us as we assume the responsibilities of human-centered leadership in a world fundamentally altered by the global pandemic. We thank you for being part of the CCL community, and it's our privilege to join you in navigating the challenges and opportunities of a changed world.

John Ryan,
President and CEO,
Center for Creative Leadership

Table Of Contents
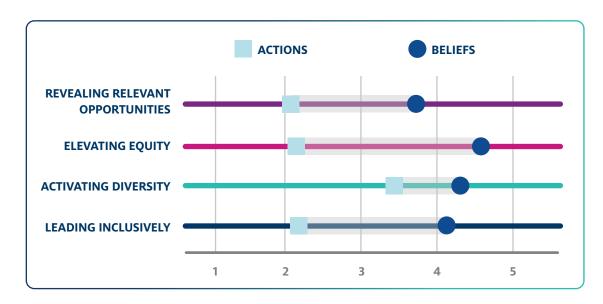
1 Building Inclusive Cultures

Are Your Beliefs Aligned with Your Actions?

Equity, diversity, and inclusion (EDI) are critical for engaging, successful, and innovative workplaces. The first step toward changing your organization's EDI culture is to measure where you are right now.

Did you know:

- Diverse teams are more productive,[1] innovative,[2] and higher performing than less diverse teams.[3]

- Organizations with culturally diverse leadership teams have a higher likelihood to design, develop, and produce market innovations than those with more homogenous teams.[4]

- Employees who perceive their work environment as equitable are more committed, higher performing, and less likely to leave their organization.[5,6]

Results from the REAL Companion Survey Help Leaders Reflect on Whether their Beliefs About Supporting EDI at their Organization Align with Their Actions to Support an Inclusive Culture

ACTIONS   BELIEFS

REVEALING RELEVANT OPPORTUNITIES
ELEVATING EQUITY
ACTIVATING DIVERSITY
LEADING INCLUSIVELY

1   2   3   4   5

Gauge Your Organization's EDI Culture

CCL research tells us that...

- Senior leaders play a crucial role in supporting organizational EDI.[7]

- Organizations can support EDI by actions that reveal relevant opportunities, elevate equity, activate diversity, and promote inclusive leadership.[8]

- Having equitable opportunities to lead is important for empowering leaders, especially those early in their professional careers.[9]

(?) Why Should You Care?

- Organizations with diverse leadership are likely to see higher profits and sales revenue.

- Employees at inclusive and diverse organizations tend to be more motivated at work.

- Employees with diverse backgrounds and life experiences contribute new perspectives and ideas that can foster innovative business solutions.

(!) Act Now!

- Consider *EDI solutions* focused on organizational readiness, culture, and individual beliefs and behaviors.

- Watch our webinars on how to *set the groundwork* and *leverage key skills* for candid conversations about race.

- Listen to young leaders on how *access to diverse social networks* impacts their leadership journeys.

Can Leaders Learn to Be Inclusive?

Yes! Leaders can learn to demonstrate more inclusive leadership behaviors, and, those who do tend to create teams that are more engaged, committed, feel empowered and are more likely to engage in innovative work behaviors.

Did you know:

- Organizations with leaders who foster inclusive cultures were found to be 2x as likely to meet or exceed financial targets.[1]

- Inclusive leaders enhance and strengthen team members' work group identification, psychological empowerment, and positive behavioral outcomes such as creativity, job performance, and reduced turnover.[2]

- Team members who feel more included are more likely to demonstrate innovative work behaviors (IWB) which in turn help organizations meet new changes in volatile environments.[3]

- Leaders are considered to be essential to the promotion of inclusive work environments.[4]

Listen, Empathize, Appreciate, and Leverage Diverse Perspectives

CCL research tells us that...

Analyses of supervisor, peer, and direct report ratings* collected 3-6 months after participants completed a CCL leadership program show significant improvements in participants' behaviors indicative of inclusive leadership as highlighted by:

- 19% improvement in their willingness to listen and be open to input,

- 18% higher willingness to take into account people's concerns when trying to effect change,

- 13% greater likelihood to involve others before developing plan of action,

- 10% more likely to promote policies that are sensitive to the needs of a diverse workforce, and

- 15% more likely to keep their own cultural viewpoints in check when interacting with a person from another culture.

(?) Why Should You Care?

- A recent survey – of 19,046 employers across all sectors in 42 countries – showed that 7 in 10 organizations are experiencing talent shortages and difficulty in hiring.[5]

- Multiple lines of research support the common-sense notion that employees who feel a strong sense of identity and belonging with their organization tend to be more engaged and are less likely to leave.

(!) Act Now!

- Attend our _Leadership Development Program (LDP)®_ to advance skills critical for building a foundation for inclusive leadership.

- Learn more about unintended consequences when _inclusiveness efforts fall short_.

- Further refine your _active listening skills_.

- Watch a powerful _webinar on empathy_ and how it can be your "game changer."

* Sample used for analyses stem from leaders who have completed one or more of CCL's various programs from 2005 to 2019. Ratings reflect observations from post-program 360 assessment and include all rater groups excluding self. Analyses sample sizes range from 47 to 4927.

How Do You Help Emerging Leaders Thrive?

Emerging leaders hold the potential to bring innovative ideas, unique skill sets, and new perspectives to benefit your organization. Those in positions of power can either help or hinder emerging leaders' ability to thrive.

Did you know:

- Empowered leaders are involved in decision-making conversations, believe their voice is heard, and have a positive impact on their organization.[1]

- 97% of managers believe that leadership development experiences should be offered before age 21, with 50% advocating for elementary school age.[2]

- Students who participate in formal leadership development programs are more engaged in their education and have a stronger sense of belonging.[3,4]

- Less than half of young leaders across the globe believe they can change their own situation for the better.[5]

Give a Voice to Your Emerging Leaders

CCL research tells us that...

- Among an international sample of 10,000+ 18-30-year-olds, 60% of young adults felt that leadership opportunities for young adults are inequitable.

- Only 28% of young adults see leadership as an important part of their identity.

- 46% of current young leaders do not feel safe to take risks or make mistakes in their position.

- 42% of young professionals do not think that young adults play an important role in leadership in their country.

? Why Should You Care?

- Young professionals contribute unique perspectives, skill sets, and ideas that can propel your organizational success.[2]

- When leaders are empowered, they are more likely to feel valued as an employee, find meaning in their work, and remain committed to their organization.

- Emerging leaders who are involved in decision-making are more committed to their organizations and communities.[6]

! Act Now!

- Look for the release of CCL's white paper, *It's you, not them: Why emerging leaders need your help to succeed.*

- Understand what the *next generation of leaders* needs to feel supported.

Is Bias Tolerated in Your Organization?

Bias, prejudice, and discrimination can affect professional decisions, relationships, and career trajectories without even being aware of it. Leaders can intentionally cultivate practices to recognize, challenge, and counteract these automatic responses.

Did you know:

- Bias—whether conscious or unconscious—can inhibit employees' performance and organizational success.[1] Bias can also give rise to inaccurate beliefs or assumptions, inequitable treatment, and unfavorable workplace experiences.[2]

- Organizations invest nearly $8 billion annually in diversity training. However, trainings that focus *solely on awareness rather than behavior change* do not demonstrate lasting changes to beliefs or behaviors.[3]

- Leaders can learn to identify, question, and overcome their conscious and unconscious biases through the practice of scientifically backed strategies.[4]

- Employees can also learn to effectively address workplace bias directed at their colleagues.[5]

STEREOTYPES:
Generalized *beliefs* about groups and their members

Bias Social ID

PREJUDICE:
Unfavorable *affective reactions* to or evaluations of groups and their members

DISCRIMINATION:
Differential *treatment* toward some groups and their members relative to other groups and their members

Take Your Organization Beyond Bias

CCL research tells us that...

- Unconscious bias may partially explain underrepresentation of global leaders from Asia.[6]

- Leaders can recognize and counteract bias through five research-based practices in the SCRIPt model:

    ◊ Self-care (e.g., sleep, meditation),

    ◊ Contact (with individuals with different social identities),

    ◊ Recognizing and replacing biased responses,

    ◊ Information gathering (to challenge biased assumptions), and

    ◊ Perspective-taking (e.g., active listening).[2,7]

(?) Why Should You Care?

- Leaders in your organization set the tone for whether bias is tolerated in the workplace.

- Trainings that focus on identifying—but not changing bias—show little to no long-term impact.

- Challenging bias can contribute to a more psychologically safe, engaging, and productive work environment.

(!) Act Now!

- Learn more about *moving from awareness to action* in counteracting your bias.

- Challenge your bias by participating in a *Beyond Bias training*.

- Read about the impact of bias on *Asian leaders' global representation*.

Want to Boost Your Bottom Line?

Investments in leadership development for women foster sustainable, thriving businesses. Women learn to leverage their own value, create powerful social networks, empower other women in their organizations, and advance to higher positions.

Did you know:

- Gender diversity increases organizations' revenue, innovation, and overall success.[1]

- Employees at organizations with women leaders report having higher job satisfaction, engagement, and decreased burnout.[2]

- Firms that appoint female executives become more open to change and less open to risk. Women leaders tend to embrace transformation while simultaneously mitigating associated risks.

Case in Point

In one study of a CCL program for mid-career women leaders in a pharmaceutical company,[3] 81% of the participants and 82% of their managers reported increased preparedness for future leadership.

Invest in Women Leaders

CCL research tells us that...

- Investments in women leaders benefit both the individual <u>and</u> the organizational climate. In the same study of mid-career pharmaceutical leaders, 87% of participants reported they were better able to create a climate for women to feel engaged and empowered in the groups they lead. 60% were more aware of how to advocate for and amplify other women.

- Developing enduring networks can help support and advance women leaders. In another study of senior women leaders in healthcare participating in a 14-month Fellowship, we found evidence of strong and versatile networks among the women in the program. These networks were effectively leveraged to share information, advice, emotional support, and encouragement. The networks also helped elevate the women's visibility and providing career advancement opportunities.[4]

(?) Why Should You Care?

- Having more women in leadership is good for business and good for the world.

- Women are rising into senior leadership roles like never before, and yet they are still dramatically underrepresented across industries and sectors.

- Organizations need to ensure there are clear pathways and opportunities for women to rise into leadership roles.

(!) Act Now!

- Read about *how to make gender equity a reality in the workplace*.

- Learn more about *why women need mentorship and sponsorship at work*.

- Work with us to implement a *women's leadership development program* for your organization.

How Can You Advance Social Change?

Seeded networks have the capacity to expand, shift, grow and adapt to larger community needs. These seeded networks can extend beyond a single program, having the capacity to expand, shift, grow, and adapt to meet larger community needs.

Did you know:

- One of the highest-rated benefits of cohort-based leadership development programs is developing new personal and professional relationships.[1]

- Cohorts allow leaders to collectively address challenges they encounter in the world, and provide opportunities to equip leaders with the skills needed to address complex challenges in their organizations, their field, and beyond.

- Leaders with more open and diverse networks have access to more resources and innovative ideas than leaders who work in silos.[2]

ENGAGING IN SYSTEM THINKING

- Understand the interrelationships between individuals, organizations, and the larger organizing mechanism in context of over time
- Build consensus among conflicting constituencies
- Prioritize actions that will affect systems-level change
- Conduct power analyses

DEVELOPING AND ENGAGING NETWORKS

- Cultivate trusting relationships
- Create a ladder of engagement that expands the network with new people
- Identify and address issues of access, power, and privilege within networks
- Willingness to take risks

ACTING COLLABORATIVELY

- Facilitate generative conversations
- Leverage unique talents of others
- Balance results, process, and relationship
- Identify and address power relationships

COMMUNICATING EFFECTIVELY

- Listen and facilitate communication that develops shared understanding, language, and meaning
- Feeling motivated to engage in difficult conversations
- Commitment to transparent conversations

Critical Networked Leadership Competencies

Build Communities Through Cohort-Based Programs

CCL research tells us that...

- In three studies, participants of cohort-based leadership development programs reported that they formed lasting connections with other participants over the course of their program and beyond.[1, 3, 4]

- Cohorts of leaders develop connections between people that are important during a program and after a program ends.

- To build lasting trust and foster interdependence among participants, cohort-based leadership development programs should include elements to enhance network building, and content should prioritize networked leadership competencies, including:

  ◇ acting collaboratively,   ◇ developing and engaging networks, and

  ◇ engaging in systems thinking,   ◇ communicating effectively.

- For long term and broader impact, it is also critical that programs include opportunities for constant and critical reflection on power dynamics as well as intentional consideration to envisioning the future network.

(?) Why Should You Care?

- Today's "wicked problems" and societal challenges are far too big to be addressed by heroic leaders or individual organizations. Rather, they are best approached by enacting community collaboration by tapping tangibly into the collective expertise of networks with a shared desire to create positive impact.

- Communities working together toward a shared challenge capitalize on collective resources, information, and skill sets.

(!) Act Now!

- Read *Networks: How Collective Leadership Really Works*.

- Consider enrolling your team in a cohort-based *leadership development program* to help your employees, grantees, and others build meaningful connections and network leadership skills.

Creating a Virtuous Cycle of Well-being

How Has COVID-19 Affected Your Leaders?

COVID-related stress has taken a significant toll on leaders. Resilience, gratitude and tolerance for ambiguity can help lessen the negative impact of COVID-related stress on job satisfaction and well-being.

Did you know: [1,2]

- In addition to impacting job satisfaction, well-being, and burnout, COVID-related stress is also significantly related to lower resilience and gratitude and higher intolerance of ambiguity.

- Since the COVID-19 pandemic began, leaders working remotely reported higher levels of gratitude compared to those who were not remote. In organizations with reported furloughs, leaders reported lower job satisfaction compared to those in organizations with no furloughs. Further, leaders who reported working more hours reported higher burnout compared to those working the same or fewer hours.

- Compared to men, women reported higher levels of COVID-related stress and burnout and lower levels of resilience and well-being.

- Older leaders reported experiencing lower levels of burnout, higher levels of well-being, and were more comfortable with ambiguity. In terms of leader level, executives rated themselves as more tolerant of ambiguity compared to individual contributors.

Build Resilience to Cope with COVID-19 Stress

CCL research tells us that...

- Among individuals reporting COVID-related stress, those who felt more resilient, more grateful, and/or more tolerant of ambiguity had higher job satisfaction and well-being.[1]

- There are 8 evidence-based practices that can help cultivate resilience, including gratitude (see CCL's CORE framework for more information).[3]

(?) Why Should You Care?

- You've likely experienced change and disruption in some form while coping with the effects of the COVID-19 pandemic over the last 1-2 years.

- Even once COVID-related stress subsides (e.g., as COVID-19 vaccines become more widely available), new forms of post-pandemic stress may emerge, such as readjusting to onsite work, rebuilding in-person workplace relationships, or balancing virtual and in-person meetings. Resilience practices will continue to remain important in helping leaders cope with new and challenging stressors.

(!) Act Now!

- Implement programming in the workplace that focuses on *cultivating resilience* to help leaders manage the impact that COVID-related stress is having on burnout, job satisfaction, and well-being.

- Look for the release of CCL's book on cultivating resilience in leadership.

- Check out our online program *Burn Bright: The Resilience Advantage*.

Do Resilience Practices Foster Work-Life Balance?

Good work-life balance practices can foster more resilient leaders--and is simply good for business. Leadership development's positive impact on resilience and work-life balance is something many of us need more of especially now.

Did you know:

- Leaders with higher work-life balance are seen as more promotable by their own managers.[1]

- Organizations benefit when their leaders can use practices that reduce burnout. Research has found that employees who are burned out are...[2]

    - 2.6 times as likely to leave their current employer,

    - 63% more likely to take a sick day, and

    - 13% less confident in their performance.

Promote Resilience and Work-Life Balance though Development

CCL research tells us that...

- Leadership development promotes resilience and work-life balance. We conducted research with a sample of leaders attending a 5-day leadership development program designed to help leaders manage the challenges and pressures of leading from the middle and help leaders develop their best selves to increase leadership effectiveness.[3]

- A few months post-program, leaders and the colleagues with whom they work closely reported improvement in the leaders' resilience and work-life balance.

- Women leaders reported substantially more improvement in work-life balance than men following the program. Women also rated their work-life balance lower than men before the program started, leaving more room for improvement.

(?) Why Should You Care?

- Our data show that not only can leaders improve their perceived abilities to be resilient and balance work and life, but others can see an improvement as well.

- Investing in leadership development is one way that organizations can help leaders develop in these areas; by practicing resilience and balance, other colleagues will notice. This has the potential to impact resilience and work-life practices throughout the organization.

(!) Act Now!

- Explore our flagship *Leadership Development Program* for training around key skills needed for mid-level leadership, including resilience.

- Learn to balance and sustain your own energy in our *Leadership at the Peak* course.

- Read more about *building leadership resilience*.

- Explore our latest paper on improving wellbeing, *The stories we tell: why cognitive distortions matter for leaders.*

Are You Prepared for the Next Crisis?

While leaders evaluate impact, execute appropriate action, and tweak business strategy to help their organizations overcome any crisis situation, they often ignore their personal need for energy recharge as they deal with constant crisis-induced stress. Leaders must train themselves and their teams to get the right balance between organizational and personal leadership during a crisis.

Did you know:

- Leaders must embrace polarity thinking to deal with paradoxes that they need to resolve during a crisis situation.

- Reflecting and learning from previous crucible experiences can help leaders get into the "right" mindset to deal with crisis at hand.

- Organizational response strategy to a crisis may conflict with leaders' personal values. Successful leaders know how to deal with such internal tensions.

- While crisis may not be the best time to build trust, leaders must 'draw' from their "trust account" to steer teams towards a new direction.

- Leaders must "recharge" their energy levels to deal with stress resulting from a prolonged crisis.

CRISIS LEADERSHIP MODEL

Build the Mindsets and Capabilities to Manage Crises

CCL research[1,2] tells us that...

- Leaders often deal with several paradoxes in any crisis, such as slowing down to go fast, balancing high tech with human touch, embracing flexibility while enhancing control, and empathizing as they display "tough love".

- A leader typically goes through a three-step process in any crisis, leading on two fronts: at an organization level and at an individual/personal level. First, leaders must reflect on the situation to get their bearings right, make sense of the situation, and reflect deep within to be mindful of personal values that are non-negotiable.

- They then need to respond to the situation by identifying the most critical challenges, strategizing and executing on those. Leaders must also connect honestly with key stakeholders, lean on the trust capital they may have built, and continually replenish their energy pool.

- The third stage is about learning and reframing—changing tactics and pivoting to leverage opportunities presented by the crisis and developing newer mindsets and capabilities for leading in future crises.

(?) Why Should You Care?

- Leaders must prepare themselves and their teams to deal with future crises.
- Preparation starts by building the right mindsets and capabilities to manage crisis at organizational and personal level and getting appropriate experiences under their belt.

(!) Act Now!

- Read more about dilemmas leaders face in a crisis and ways to resolve them in *The World Versus COVID: How to Win the Second Set*.
- Explore our latest white paper on crisis leadership, *Leading in a Crisis: From Survival to Strategic Pivot*.
- Contact CCL to learn how we can help you and your team prepare for the next crisis.

Are Your Leaders Confident They Can Overcome Challenges?

Confidence is the expectation that a group or individual can achieve a task, goal, or outcomes. If individuals are not confident in their leadership abilities, they are less likely to try to initiate change.

Did you know: [1,2]

- Confidence is a visible indicator of leadership development – people not involved in a leadership development program can evaluate change in confidence for participants going through a program.

- Confidence is not the same thing as optimism. It needs to be rooted in experiences and needs to be realistic.

- Increased leadership confidence regularly ranks as a major area of change in college students – college students involved in leadership development programs report increased confidence as one of the top 3 most developed personal leadership skills.

- Confidence plays a role in emerging leaders desire to pursue leadership positions – confidence is an important factor for determining whether emerging leaders are willing to pursue and persevere in leadership roles.

Case in Point

In the K-12 field, over 70% of hired principals leave their school within 5 years, which is both costly to the district (to hire and train a new principal) and negatively affects the students in the school. K-12 principals who report greater confidence are also more likely to remain as principal of their school.

SKILLS & MOTIVATION	MINDSETS	IMPACT
Confidence	Psychological Capital	Less Burnout
• Mentors/Role Models	• Efficacy	Higher Retention
• Success Experiences	• Resilience	
• Self-Awareness	• Hope	

Develop Leaders to Confidently Meet Their Challenges

CCL research tells us that...

- 21% of feedback comments about a group of health leaders indicated confidence is a major growth area.

- College students in the Golden LEAF Scholars Leadership Program showed greater confidence at the end of the program than before they started the program (increasing an average of .82 points on a 7-point scale).

- K-12 principals involved in the Margaret Waddington Institute for School Leadership (MWISL) had a significant increase in self-reported confidence pre- and post- leadership development program. Teachers in 38% of schools of participating principals specifically noted change in their principal's confidence as one of the positive outcomes of the program.

- 71% of K-12 principals who participated in the MWISL are still principals in their schools, compared to 48% of non-participants. Additionally, 91% are still principals in the state (compared to 56% of non-participants).

(?) Why Should You Care?

- Confident leaders are more likely to remain in leadership positions, and to try to enact positive change.

- Confidence is a consistent indicator of leader growth.

- Real confidence is developed through learning and experience.

- Research shows that confidence is one of the strongest predictors of achievement.

(!) Act Now!

- Enroll your employees in interactive *leadership development programs* where they can experience successes (or small wins) in low-risk situations.

- Provide *mentoring experiences* for leaders, where they can see others being successful.

- Pay attention to physical and emotional reactions during different situations and *practice self-awareness*.

Do Your Leaders Have Meaningful Connections?

Social and emotional support are critical to leaders' overall wellbeing, now, more than ever. Meaningful connections are achieved through developing better skills for building relationships.

Did you know:

- Organizations do not typically invest in leadership development for the primary purpose of helping leaders experience meaningful connections; yet it is often an outcome leaders experience.

- Meaningful connections at work can lead to increased happiness, reduced stress, and increased engagement.[1]

- Listening, communicating, empathy, and cultivating trust help build positive relationships.

- In times of change, social support reduces negative work outcomes such as burnout and non-engagement.[2]

Help Your Leaders Create Meaningful Connections

CCL research tells us that...

- Even in virtual leadership development programs, leaders can make meaningful connections with others in the online sessions. We asked 5,906 leaders if they were able to make meaningful connections with others in their online program; [3] 92% of leaders they agree or strongly agree.

- Comments reveal that the interaction with other leaders is a highly valuable part of the program experience. They mention sharing perspectives, supporting, and opening up to one another.

- Cohort-based programs are particularly powerful sources of social and emotional support. In a longitudinal study of two cohorts of senior women leaders in healthcare, the relationships formed within the program were found to be a strong source of emotional support, and helpful in managing responses to the COVID crisis. [4]

- Another recent CCL study found that networks developed through cohort-based programs help leaders develop supportive connections and a sense of belonging. [5]

(?) Why Should You Care?

- Organizations sometimes see the relationships formed through leadership programs as a pleasant side effect when, in fact, they can be critical to helping leaders get much needed social and emotional support.

(!) Act Now!

- *Use coaching*, which can be delivered virtually, to provide support to leaders.
- Consider *live, online Leadership Programs* to build real connections in an online environment.
- Think strategically about how to *develop leaders in cohorts within your own organization*; done well, these connections can provide support not just during a development experience, but for years to come.

3

Leveraging Data for Transformation

Intuition vs. Data: How Should Your Organization Make Decisions?

The big data available in organizations can overwhelm executives as they make critical decisions. Consequently, they may over-rely on intuition rather than face the complexities of making data-informed decisions. Proficiency in data-driven decision-making stems from a six-step process that leads to successful change.

Did you know:

- Leaders wishing to create data-driven cultures must navigate a six-step process with collaboration from multiple functions.

- Each step has potential friction points that can cripple project success if left unaddressed.

- Leaders need to become excellent storytellers to inspire the use of data in achieving organizational change.[1]

BUSINESS QUESTION FRAMING

DATA FEASIBILITY

CHANGE STEPS

Leadership

RESOURCES

STORYTELLING

ANALYTICS & ETHICS

Address Critical Friction Points to Ensure Projects Execute Successfully

CCL research tells us that...

56% of global leaders identified big data as a top challenge facing their organizations over the next five years.[2]

Critical friction points leaders must overcome in successful data-driven projects include:

- Goal ambiguity about the project's goals.[3,4]

- The resources required to effectively execute the project.[1]

- Recognition and mitigation of potential bias in data used in decisions.[5]

- Visualizing data as the "final mile" in convincing others of credibility of the data story.

- Addressing the implications of the data story, including implications for organization change and potential power shifts.[6]

(?) Why Should You Care?

- Organizations can create significant value by monetizing data to create revenue and reduce costs—but they must be prepared to mine that data in order to realize the value.

- Data can help organizations thrive in the face of change. What shifts should we pay attention to (e.g., employee attrition)? What new customer behaviors signal the need for a change?

- Data and analytics are reshaping competition—and those who can create an agile, data-literate culture increase market opportunities.

(!) Act Now!

- Learn about the importance of creating Direction, Alignment and Commitment *(DAC)™* to manage data-driven teams.

- Hone your *coaching and communication skills* to address the inevitable friction points that arise with data-driven projects.

- Help your organization identify and develop *digital leaders*.

- Understand how to use *people data* to improve business performance.

Are You Leveraging Your Organization's Data?

In an increasingly complex and connected world, leaders need access to data in easy-to-understand, readily available formats. Innovative approaches to data processing and visualization allow you to dive deep into your data when and how you need it.
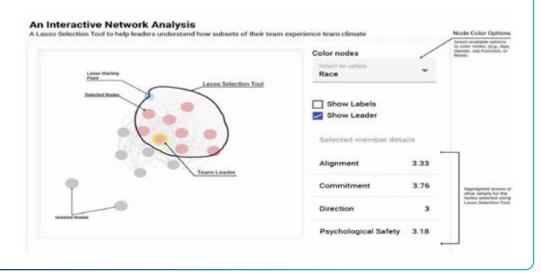
Did you know:

- Organizations are embracing big data analytics and data automation as sources of competitive advantage in the marketplace.[1,2]

- Being able to experiment or interact with data allows leaders to discover new needs, expose previously obscured patterns, and improve organizational performance.[3]

- Automating data analysis increases efficiency, minimizes opportunity for human error, and enables just-in-time access to data to support more informed decision making.[3,4]

Case in Point

CCL leverages best practices in data automation, interactivity, and visualization to bring your organization's data to life. For example, our newly prototyped interactive network analysis dashboard allows leaders to dive deeper into their data to understand their team's relationships, including how different groups of team members might have different perceptions of team functioning.

An Interactive Network Analysis
A Lasso Selection Tool to help leaders understand how subsets of their team experience team climate

Embrace Interactive, Automated Analytic Techniques to Inform Decision-Making

CCL research tells us that...

- Interactive dashboards bring new analytic approaches to leaders' fingertips, regardless of data fluency or experience. A recently prototyped dashboard enabled top leaders to learn more about their team's climate, functioning, and relationships. This dashboard allowed leaders to predict team performance, compare themselves to other teams, and explore functioning among sub-groups or silos in their larger team.

- By focusing on user experience, our reports provide organizations with a comprehensive yet streamlined view of their data.

- Automation allows CCL to provide you access to data with minimal turnaround time. Organizations can, for example, access their employees' summarized end-of-program evaluations immediately upon completing a program or training.

⑦ Why Should You Care?

- Immediate access to your data enables your organization to take timely, informed action.
- Viewing your data from a variety of angles leaves you with a deeper understanding.
- Viewing your data at varying levels of detail allows you to both appreciate big-picture takeaways and acknowledge more specific nuances.
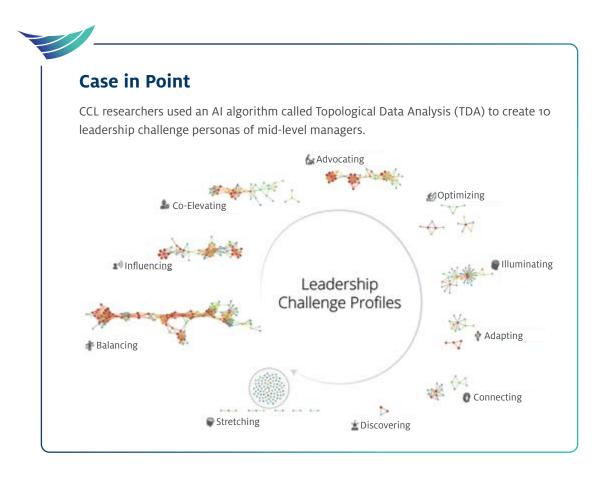
ⓘ Act Now!

- Learn about *leadership analytics solutions*, including automated client reports.
- *Ask to view our interactive dashboards*.
- Explore *areas of innovation* to learn about new tools to test or opportunities for your organization to participate in exclusive beta testing.

What Does AI Reveal About Leadership Challenge Personas?

Leadership challenge personas simplify the complex. They give leaders new insights they can use to understand themselves and others, and can be used to personalize leadership development experiences and content.

Did you know:

- Organizations rarely do the work to thoroughly understand the breadth and depth of the challenge's leaders face.[1]

- Leadership development will only be effective if it aligns to the corporate strategy and addresses the underlying pain points or challenges leaders face at every level.[2]

- Technological advances in big data methods, such as AI and machine learning, can yield richer and more nuanced insights of how leadership challenges show up in different types of leaders.

Case in Point

CCL researchers used an AI algorithm called Topological Data Analysis (TDA) to create 10 leadership challenge personas of mid-level managers.

Personas Give a Name to Leaders' Struggles

CCL research tells us that...

- There are 10 major challenges that mid-level managers face across all industries and sectors. They involve personal growth, people & task demands, and working within a larger system.[3]

- Personas offer a starting point for leaders to understand where their challenges fit within their broader context of leadership.

- Personas offer a data-driven framework for increasing the personalization of leadership development journeys.

- Personas help leaders understand how their challenges are similar or different from other leaders.

(?) Why Should You Care?

- There is a gap between the skills that programs build and the skills that organizations require.[4]

- Executives and the CHRO will be able to refocus their leadership development strategy by understanding and placing leaders' challenges at the center of their development.[3]

- Leadership development practitioners can use personas to design and develop personalized journeys for different types of leaders.

(!) Act Now!

- Read about our *key leadership challenge research* and learn how to increase the ROI of leadership development.

- Watch our webinar on *the leadership challenges* that must be addressed in upskilling existing talent.

- Make learning stick by *focusing leaders on their key leadership challenges*.

Are You Using Data to Develop Leaders?

Depending on your organization's aim, some leader skills, behaviors, and perspectives matter more than others. Predictive analytics transforms data into future insights - allowing you to adjust your resources where most needed.

Did you know:

- There are proven ways to uncover which behaviors are "must develop" versus "nice to develop" based on business priorities.

- Leader behaviors driving employee satisfaction, engagement, and turnover can look very different from those that drive empowerment,[1,2] efficacy, motivation, performance, and group cohesion.[3,4]

- Despite the above, many organizations continue to make substantial investments in leadership development without a careful investigation into what they should be developing, leading just 10% of global CEOs to conclude that leadership development has a clear business impact.[5]

Invest in the Skills that Matter Most

CCL research tells us that...

A careful review and an objective analysis of your leaders through predictive analytics (e.g., CCL Fusion) can...

- Help you create a leaner program design by highlighting behaviors that matter most to your organization,
- Significantly improve precision,
- Facilitate buy-in from key stakeholders, and
- Reduce survey fatigue through the use of one-item versus multiple-item measures.

By measuring longitudinal change, organizations can understand the long-term impact of leadership development investment, including:

- Which behaviors have changed as a result of program participation, and
- What impact those changes have had on critical business outcomes such as employee engagement, turnover, safety, and business unit revenue.

(?) Why Should You Care?

- Leadership development initiatives can be costly.
- Leveraging the right measurement approach can help maximize your organization's leadership development investments.
- You can estimate the predicted improvement in important business metrics stemming from leadership development efforts, and you can statistically show the ROI of those same leadership development efforts.

(!) Act Now!

- Read our white paper, *Using Predictive Analytics to Drive More Effective Leadership Actions*.
- Watch a short video *Introducing CCL Fusion*.
- Read about how you can use data analytics to *prioritize leadership development initiatives*.
- Read about *demonstrating ROI of leadership development efforts*.

How Can Leaders Avoid the Pitfalls of Failed Digital Transformation Initiatives?

Only 16% of organization's digital transformations initiatives have successfully improved performance and equipped them to sustain changes in the long term. Successful digital transformation requires Digital Leadership: a human-centered approach to transformation by creating Direction, Alignment, and Commitment (DAC).

Did you know:

- CCL researchers conducted a study with nearly 200 senior leaders in the APAC region to understand the leadership readiness for digital transformation.[1]

- Digital Leadership involves Setting Direction, Creating Alignment, and Scaling Commitment through nine roles. These create the right culture, mindset, skillset, and toolset for successful transformation.

- Leaders report a low- to mid-level of ability in performing all the roles associated with digital leadership, signaling a need for all-round development of digital leadership capability.

- Enhancing Digital Leadership Readiness requires organization shifts on the nine roles mapping back into Setting Direction, Creating Alignment, and Scaling Commitment.

9 Roles and Organizational shifts to improve Digital Leadership

SET DIRECTION	CREATE ALIGNMENT	SCALE COMMITMENT
Scan the environment to frame digital opportunities and make strategic decisions	Develop the learning environment and innovation infrastructure for rapid execution	Engage talent across the organization to enable change, new ways of leading and working

FUTURE SEEKER
From Event to Journey

ECOSYSTEM BUILDER
From Secrecy to Collaboration

TALENT MAKER
From Similarity to Diversity

BUSINESS SHAPER
From Slogans to Language

ORGANIZATION TRANSFORMATION
From Introduction to Adoption

CULTURE CATALYST
From Short-term results to Long-term impact

CUSTOMER CHAMPION
From Technology to People

INNOVATION ACCELERATOR
From Achievement to Learning

ENGAGEMENT ENERGIZER
From Compliance to Confidence

Address the Inherent Complexity of Digital Transformation

CCL research tells us that...

- The ability to manage disruptive business initiatives requires a complex set of Innovation, Leadership, and Management skills.[2]

- Digital transformation inevitably requires cultural shifts. Successful transformations will require moving towards more interdependent cultures characterized by more collaborative and shared leadership.[3]

- Creating Direction, Alignment and Commitment in an organization requires addressing the "fuzzy front end" of digital transformation initiatives. The specific goals to be accomplished require different activities to create DAC for the initiative.[4]

- The design thinking approach of building empathy with the user and rapid prototyping is critical for successful digital transformation.

- Bridging the digital divide is necessary for a country's development as a digital powerhouse.

(?) Why Should You Care?

- Digital transformation is required to successfully compete in a world increasingly driven by technology.

- Successful digital transformation initiatives can profoundly change an organization's revenue and profit models.

- Most digital transformation initiatives fail due to understanding the complexities of change and the leadership required to navigate those complexities.

(!) Act Now!

- Read more about our research on *digital transformation readiness*.

- Understand how to *align people and culture* to create successful initiatives.

- Investigate *boundary spanning* leadership as a way to develop human-centered leadership skills for digital transformation.

- Equip your leaders with the ability to create *Direction, Alignment and Commitment*.

4 References

References

Are Your Beliefs Aligned with Your Actions?

1. Page, S. E. (2007). Making the difference: Applying a logic of diversity. *Academy of Management Perspectives, 21*(4), 6-20.

2. Díaz-García, C., González-Moreno, A., & Saez-Martinez, F. J. (2013). Gender diversity within R&D teams: Its impact on radicalness of innovation. *Innovation, 15*(2), 149-160.

3. Okoro, E. A., & Washington, M. C. (2012). Workforce diversity and organizational communication: Analysis of human capital performance and productivity. *Journal of Diversity Management, 7*(1), 57-62.

4. Nathan, M., & Lee, N. (2013). Cultural diversity, innovation, and entrepreneurship: Firm-level evidence from London. *Economic Geography, 89*(4), 367-394.

5. Holmes, O., Jiang, K., Avery, D. R., McKay, P. F., Oh, I. S., & Tillman, C. J. (2021). A meta-analysis integrating 25 years of diversity climate research. *Journal of Management, 47*(6), 1357-1382.

6. McKay, P. F., & Avery, D. R. (2015). Diversity climate in organizations: Current wisdom and domains of uncertainty. *Research in Personnel and Human Resources Management* (pp. 191-233). Emerald Group Publishing Limited.

7. Diaz, J., Cahill, A., & Osborne, J. (2021). Equity, diversity, & inclusion: *The crucial role that senior leaders must play* [Webinar]. Center for Creative Leadership. https://www.ccl.org/webinars/equity-diversity-inclusion-the-crucial-role-that-senior-leaders-must-play/

8. Leading Effectively Staff. (2020, November 10). 5 powerful ways to take REAL action on DEI (diversity, equity, & inclusion). *Leading Effectively*. https://www.ccl.org/articles/leading-effectively-articles/5-powerful-ways-to-take-real-action-on-dei-diversity-equity-inclusion/

9. Center for Creative Leadership and Y20. (2020). *Building bridges: Empowering G20 youth to be leaders* [White paper]. Center for Creative Leadership. http://cclinnovation.org/wp-content/uploads/2020/10/y20-youth-empowerment-report_v3_1.pdf

Can Leaders Learn to Be Inclusive?

1. Bourke, J. (2018). *The diversity and inclusion revolution: Eight powerful truths*. Deloitte Review. https://www2.deloitte.com/us/en/insights/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html

2. Randel, A. E., Galvin, B. M., Shore, L. M., Ehrhart, K. H., Chung, B. G., Dean, M. A., & Kedharnath, U. (2018). Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review, 28*(2), 190.

3. Javed, B., Abdullah, I., Muhmmad, A. Z., Adnan, U. H., & Rubab, U. (2019). Inclusive leadership and innovative work behavior: The role of psychological empowerment. *Journal of Management and Organization, 25*(4), 554-571.

4. Ferdman, B. M. (2014). *The practice of inclusion in diverse organizations: Toward a systemic and inclusive framework*. In B. M. Ferdman & B. R. Deane (Eds.), *Diversity at work: The practice of inclusion* (pp. 3-54). Jossey-Bass/Wiley.

5. ManpowerGroup. (2021). *The talent shortage* [White paper]. https://go.manpowergroup.com/talent-shortage

How Do You Help Emerging Leaders Thrive?

1. Charles, A., & Haines, K. (2014). Measuring young people's participation in decision making. *The International Journal of Children's Rights, 22*(3), 641-659.

2. Van Velsor, E., & Wright, J. (2015). *Expanding the leadership equation: Developing next-generation leaders* [White paper]. Center for Creative Leadership. https://cclinnovation.org/wp-content/uploads/2020/02/expandingleadershipequation.pdf

3. Little, T., & Yarborough, P. (2015). *Higher education student leadership development: 5 keys to success* [White paper]. Center for Creative Leadership. https://www.ccl.org/articles/white-papers/higher-education-student-leadership-development

4. Zeldin, S. (2010). Youth as agents of adult and community development: Mapping the processes and outcomes of youth engaged in organizational governance. *Applied Developmental Science, 8*, 75-90.

5. Misk Global Forum and Center for Creative Leadership. (2020). *The state of youth leadership* [White paper]. Misk Global Forum. https://miskglobalforum.com/wp-content/uploads/2018/12/MISK-Youth-Leadership-1.pdf

6. Joo, B. K., & Shim, J. H. (2010). Psychological empowerment and organizational commitment: The moderating effect of organizational learning culture. *Human Resource Development International, 13*, 425-441.

Is Bias Tolerated in Your Organization?

1. Hewlett, S. A. (2014, January 22). *Cracking the code that stalls people of color*. Harvard Business Review. https://hbr.org/2014/01/cracking-the-code-that-stalls-multicultural-professionals

2. Jones, K. P., Peddie, C. I., Gilrane, V. L., King, E. B., & Gray, A. L. (2016). Not so subtle: A meta-analytic investigation of the correlates of subtle and overt discrimination. *Journal of Management, 42*, 1588–1613.

3. Carter, E. R., Onyeador, I. N., & Lewis, N. A., (2020). Developing & delivering effective anti-bias training: Challenges & recommendations. *Behavioral Science and Policy, 6*(1), 57–70.

4. Clerkin, C. (2021). *Beyond bias: Move from awareness to action*. Center for Creative Leadership.

5. Crittle, C., & Maddox, K. B. (2017). Confronting bias through teaching: Insights from social psychology. *Teaching of Psychology 44*, 174–80.

6. Narayanan, J., & Zhao, S. (2020). Under-representation of global leaders from Asia: Competency gap or an unconscious bias? *Journal of Leadership Studies, 14*, 55-57.

7. Clerkin, C. & Fernandez, K. (2020). *Beyond bias: SCRIPt tips and tools* [Brochure]. Center for Creative Leadership.

Want to Boost Your Bottom Line?

1. Eswaran, V. (2019). *The business case for diversity in the workplace is now overwhelming*. World Economic Forum. https://www.weforum.org/agenda/2019/04/business-case-for-diversity-in-the-workplace/

2. Badal, S. B. (2015). The business benefits of gender diversity. *Gallup Workplace*. http://www.gallup.com/businessjournal/166220/business-benefits-gender-diversity.aspx

3. Pearsall, S., & Schneider, M. (2021). Want to boost your bottom line and beyond? Invest in women leaders. *Center for Creative Leadership*. https://cclinnovation.org/news-posts/want-to-boost-your-bottom-line-and-beyond-invest-in-women-leaders/

4. Stawiski, S., Dias, J., Riddle, D., & Pearsall, S. (2021). A fellowship's impact on the networks of women healthcare leaders. *Center for Creative Leadership*. https://cclinnovation.org/news-posts/a-fellowships-impact-on-the-networks-of-women-healthcare-leaders/

How Can You Advance Social Change?

1. Futch Ehrlich, V.A., & Newlon, B.P. (2021). *Designing for networked leadership: Shifting from "what?" to "how?"*. Center for Creative Leadership.

2. Ter Wal, A. L., Alexy, O., Block, J., & Sandner, P. G. (2016). The best of both worlds: The benefits of open-specialized and closed-diverse syndication networks for new ventures' success. *Administrative Science Quarterly, 61*(3), 393-432.

3. Stawiski, S., Dias, J., Riddle, D., & Pearsall, S. (2021). A fellowship's impact on the networks of women healthcare leaders. *Center for Creative Leadership*. https://cclinnovation.org/news-posts/a-fellowships-impact-on-the-networks-of-women-healthcare-leaders/

4. Cullen, K., Palus, C., & Appaneal, C. (2014). *Developing network perspective: Understanding the basics of social networks and their role in leadership* [White paper]. Center for Creative Leadership. http://cclinnovation.org/wp-content/uploads/2020/03/developingnetworkperspective.pdf

How Has COVID-19 Affected Your Leaders?

1. Fernandez, K., & Clerkin, C. (2021). *Leading through COVID-19: The impact of pandemic stress and what leaders can do about it* [Research Insights paper]. Center for Creative Leadership. https://cclinnovation.org/wp-content/uploads/2021/03/leading-through-covid19.pdf

2. Fernandez, K. (2021). The COVID-19 pandemic and leaders: 5 key insights. *Center for Creative Leadership*. https://cclinnovation.org/news-posts/the-covid-19-pandemic-and-leaders-5-key-insights/

3. Fernandez, K. C., Clerkin, C., & Ruderman, M. N. (2020). *Building leadership resilience: The CORE framework* [Research Insights paper]. Center for Creative Leadership. https://cclinnovation.org/wp-content/uploads/2020/12/researchinsights_1220_rev1.pdf

Do Resilience Practices Foster Work-Life Balance?

1. Stawiski, S., Gentry, W.A., & Baranik, L. (2016). Can managers of every generation have it all? Examining the relationship between work-life balance and promotability for Baby Boomers and Generation X. In S. G. Baugh & S. E. Sullivan (Eds.), *Striving for balance* (pp. 47-71). IAP Information Age Publishing.

2. Wigert, B., & Agrawal, S. (2018, July 12). Employee burnout, part 1: The 5 main causes. *Gallup Workplace*. https://www.gallup.com/workplace/237059/employee-burnout-part-main-causes.aspx

3. Stawiski, S. (2020). Need some new ideas to improve your life? Try leadership development! *Center for Creative Leadership*. https://cclinnovation.org/news-posts/need-some-new-ideas-to-improve-your-life-try-leadership-development/

Are You Prepared for the Next Crisis?

1. Puri, S., & Mallis, E. (2020). *The world versus COVID: How to win the second set* [White paper]. Center for Creative Leadership. https://www.ccl.org/articles/white-papers/world-versus-covid/

2. Puri, S., & Galante, P. (2020). *Leading in a crisis: From survival to strategic pivot* [White paper]. Center for Creative Leadership. https://www.ccl.org/articles/white-papers/leading-in-crisis-strategic-pivot/

Are Your Leaders Confident They Can Overcome Challenges?

1. Leis, M. (2020). Principal leadership development influences principal "churn". *Center for Creative Leadership*. https://cclinnovation.org/news-posts/principal-leadership-development-influences-principal-churn/

2. Kosovich, J., & Wormington, S. (2021). Behind the magic: Confidence is the first step to success. *Center for Creative Leadership*. https://cclinnovation.org/news-posts/behind-the-magic-confidence-is-the-first-step-to-success/

3. Bandura, A. (1997). *Self-efficacy: The exercise of control*. Macmillan.

4. School Leaders Network. (2014). *Churn: The high cost of principal turnover*. http://iowaascd.org/files/7014/5978/0122/principal_turnover_cost.pdf

Do Your Leaders Have Meaningful Connections?

1. Kohll, A. (2018, January 31). *5 reasons social connections can enhance your employee wellness program*. Forbes. https://www.forbes.com/sites/alankohll/2018/01/31/5-ways-social-connections-can-enhance-your-employee-wellness-program

2. Guidetti, G., Converso, D., Loera, B., & Viotti, S. (2018). Concerns about change and employee wellbeing: The moderating role of social support. *Journal of Workplace Learning, 30*(3), 216-228.

3. Stawiski, S. (2021). Meaningful connections among leaders in virtual settings. *Center for Creative Leadership*. https://cclinnovation.org/news-posts/meaningful-connections-among-leaders-in-virtual-settings/

4. Stawiski, S., Dias, J., Riddle, D., & Pearsall, S. (2021). A fellowship's impact on the networks of women healthcare leaders. *Center for Creative Leadership*. https://cclinnovation.org/news-posts/a-fellowships-impact-on-the-networks-of-women-healthcare-leaders/

5. Futch Ehrlich, V.A., & Newlon, B.P. (2021). *Designing for networked leadership: Shifting from "what?" to "how?"*. Center for Creative Leadership.

Intuition vs. Data: How Should Your Organization Make Decisions?

1. Windt, B., Borgman, H., & Amrit, C. (2019). Understanding leadership challenges and responses in data-driven transformations. In *Proceedings of the 52nd Hawaii International Conference on System Sciences*. Hawaii International Conference on System Sciences.

2. Jeong, S., Young, S., & Flink, C. (2020). Using analytics to prioritize leadership development. *Training Industry Magazine, July/August 2020*, 23-25.

3. McCauley, C. (2014). *Making leadership happen* [White paper]. Center for Creative Leadership. http://cclinnovation.org/wp-content/uploads/2020/02/making-leadership-happen.pdf

4. West, S. M., Whittaker, M., and Crawford, K. (2019). *Discriminating systems: Gender, race and power in AI*. AI Now Institute. https://ainowinstitute.org/discriminatingsystems.html

5. Bratasanu, V. (2018). Leadership decision-making processes in the context of data driven tools. *Quality - Access to Success, 19*(S3), 77–87.

Are You Leveraging Your Organization's Data?

1. Constantiou, I. D., & Kallinikos, J. (2015). New games, new rules: Big data and the changing context of strategy. *Journal of Information Technology, 30*, 44–57.

2. Newell, S., & Marabelli, M. (2015). Strategic opportunities (and challenges) of algorithmic decision-making: A call for action on the long-term societal effects of "datification." *Journal of Strategic Information Systems, 24*, 3–14.

3. Fosso Wamba, S., Akter, S., Edwards, A., Chopin, G., & Gnanzou, D. (2015). How 'big data' can make big impact: Findings from a systematic review and a longitudinal case study. *International Journal of Production Economics, 165*, 234-246.

4. Pugna, I. B., Dutescu, A., & Stanila, O. G. (2019). Corporate attitudes towards big data and its impact on performance management: A qualitative study. *Sustainability, 11*, 684-711.

What Does AI Reveal About Leadership Challenge Personas?

1. Blackwell, M., Daly, J., & Lancaster, A. (2019). *Professionalising learning and development*. Chartered Institute of Personnel and Development. https://www.cipd.co.uk/Images/professionalising-learning-development-report19_tcm18-53783.pdf

2. Collins, D. B., & Holton, E. F. (2004). The effectiveness of managerial leadership development programs: A meta-analysis of studies from 1982 to 2001. *Human Resource Development Quarterly, 15*, 217–248.
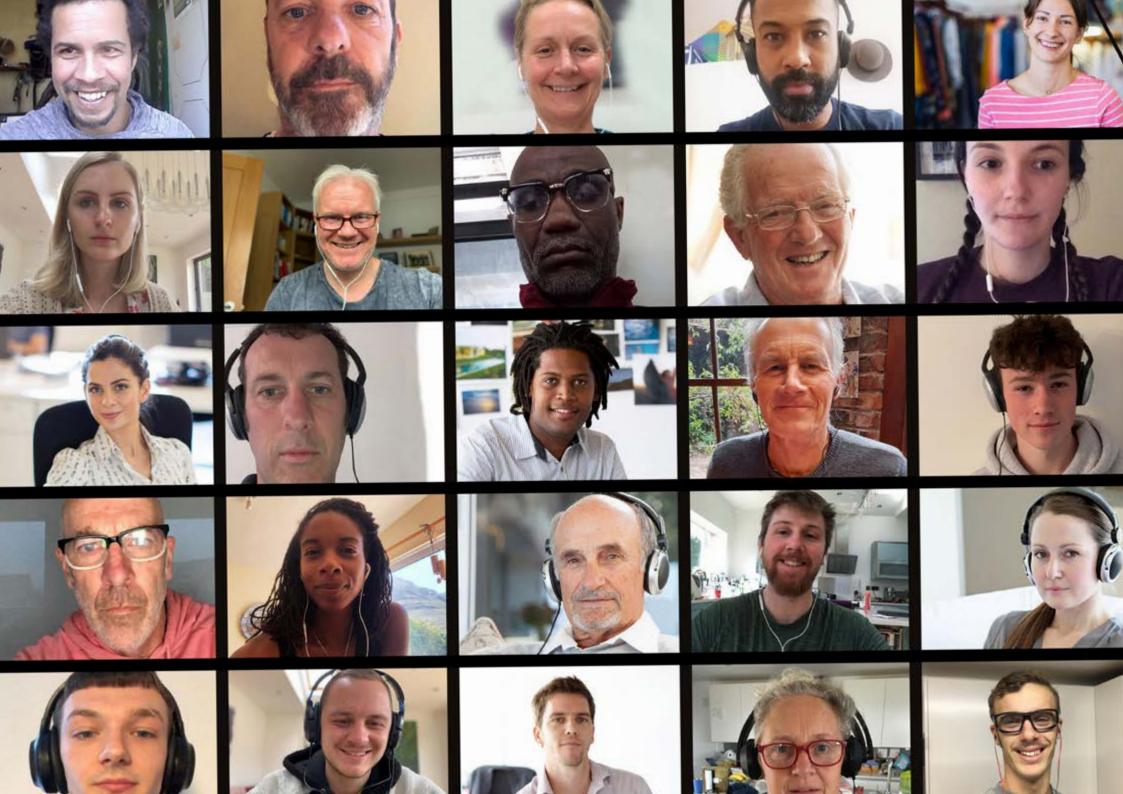
3. Young, S., Leslie, J., Balakrishnan, R., & Winn, B. (2021). The leadership development imperative: Preparing today's leaders for tomorrow's challenges. *People + Strategy Journal, 44*(2), 52-56.

4. Harvard Business School Publishing. (2018). *The 2018 state of leadership development: Meeting the transformation imperative*. https://www.harvardbusiness.org/insight/the-state-of-leadership-development-report/

Are You Using Data to Develop Leaders?

1. Ali, M., Lodhi, S. A., Orangzab, Raza, B., & Ali, W. (2018). Examining the impact of managerial coaching on employee job performance: Mediating role of work engagement, leader-member-exchange quality, job satisfaction, and turnover intentions. *Pakistan Journal of Commerce and Social Sciences, 12*(1), 253-282.

2. Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership: Empowerment and dependency. Journal of *Applied Psychology, 88*, 246-255.

3. Jowett, S., & Chaundy, V. (2004). An investigation into the impact of coach leadership and coach-athlete relationship on group cohesion. *Group Dynamics: Theory, Research, and Practice, 8*(4), 302–311.

4. Pillai, R., & Williams, E. A. (2004). Transformational leadership, self-efficacy, group cohesiveness, commitment, and performance. *Journal of Organizational Change Management, 17*, 144-159.

5. Feser, C., Nielsen, N., & Rennie, M. (2017). *What's missing in leadership development?* [White paper]. McKinsey Quarterly. https://www.mckinsey.com/featured-insights/leadership/whats-missing-in-leadership-development

6. Prokopeak, M. (2018, March 21). *Follow the leader(ship) spending*. Chief Learning Officer. https://www.chieflearningofficer.com/2018/03/21/follow-the-leadership-spending/

7. The Conference Board, Inc. (2018). Global Leadership Forecast 2018: 25 research insights to fuel your people strategy. https://www.conference-board.org/publications/publicationdetail.cfm?publicationid=7717

How Can Leaders Avoid the Pitfalls of Failed Digital Transformation Initiatives?

1. Chandrasekar, A., & Mallis, E. (2021). *Digital Leadership Readiness: Lessons from Singapore* [White paper]. Center for Creative Leadership. http://cclinnovation.org/wp-content/uploads/2021/02/ccl_digital-leadership-readiness_lessons-from-singapore.pdf

2. Sousa, M. J., & Rocha, Á. (2019). Skills for disruptive digital business. *Journal of Business Research, 94*, 257–263. https://doi.org/10.1016/j.jbusres.2017.12.051

3. McGuire, J. & Palus, C. (2019). *Vertical leadership for executive teams: Culture still wins over strategy* [White paper]. Center for Creative Leadership. https://www.ccl.org/wp-content/uploads/2019/09/vertical-leadership-development-for-executive-teams-culture-wins-over-strategy.pdf

4. Berghaus, Sabine & Back, Andrea: Disentangling the Fuzzy Front End of Digital Transformation: Activities and Approaches. 2017. - International Conference on Information Systems (ICIS) 2017. - Seoul.

CCL Locations

For more information about CCL's research, visit www.cclinnovation.org

Americas

+1 336 545 2810

ccl.org

Europe, Middle East, Africa

+32 (0) 2 679 09 10

ccl.org/emea

Asia Pacific

+65 6854 6000

ccl.org/apac

Greater China

+86 21 6881 6683

ccl.org/china

Center for Creative Leadership®

The Center for Creative Leadership (CCL)® is a top-ranked, global, nonprofit provider of leadership development. Over the past 50 years, we've worked with organizations of all sizes from around the world, including more than 2/3 of the Fortune 1000. Our cutting-edge solutions are steeped in extensive research and our work with hundreds of thousands of leaders at all levels.