

OBSERVE

The Odgers Berndtson Global Magazine_ No. 15
Issue 03 2018

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TALENT AND POTENTIAL: A GLOBAL CHALLENGE



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INSIDE:

Education | Sport
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High potentials



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The global race to secure the best talent and nurture the best potential is moving at breathtaking speed. Some have called it a 'War for Talent'. We think it's much more subtle than that.

It is certainly true that in some sectors –

fintech and cyber security to name just two – the dearth of excellent talent is a very real problem. But in other areas where there is an abundance of talent, the key is to know how to separate the wheat from the chaff.

Much of what is contained in this, our 15th edition of *Observe*, gives practical advice about succession planning, creating an overarching talent plan, knowing how to recruit from Gen Y (and Z) and identifying high-potential people. We also look at the sensitive topic of why there aren't more LGBTQ+ people at executive and board level.

Not that the search for the best talent is restricted to the requirements of MNCs. It manifests itself in other areas, too, such as religion. Our look at how three different faiths have gone about their search for 'talent' is both an eye-opening and interesting insight.

We hope you enjoy the range of material contained here and the discussions that will inevitably lead from it. At Odgers Berndtson we are immersed in the talent and potential challenge every day – it is a fascinating, demanding but ultimately rewarding task to know that you can find the right person for the right job at the right time.

Ayse Öztuna Bozoklar
Managing Partner,
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Observe
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BOOKS

ACCELERATED LEADERSHIP DEVELOPMENT: HOW TO TURN YOUR TOP TALENT INTO LEADERS

by Ines Wichert, published by Kogan Page, £29.99/\$38/€33. Also available as an e-book.

As organisations adapt to an increasingly volatile and complex world, it is crucial, says Wichert, that HR and Learning and Development (L&D) professionals ensure that leadership development keeps pace and employees have the right skills and capabilities to operate successfully in leadership positions. Wichert shows how organisations can accelerate the career progression of their top talent and reduce the journey time from entry level to senior executive roles.

Women are the largest untapped reservoir of talent in the world.

Hillary Clinton

IMAGES: SHUTTERSTOCK/ALAMY

JOBS

HIRING RIGHT NOW!

Forbes and online job search engine Indeed.com recently compiled a list of the 15 companies in the US that have the most listings for jobs that pay at least \$60,000 a year. Here are the top five:

1. Amazon 2,407
2. Oracle 2,350
3. Microsoft 2,089
4. Dell 1,862
5. JP Morgan Chase 1,761

<https://bit.ly/2O10gr3>



BOOKS

UNLOCKING HIGH PERFORMANCE by Jason Lauritsen, published by Kogan Page, £19.99/\$25.75/€22.

Lauritsen gives a compelling insight into how to supercharge your workforce with a practical guide to designing a performance management process that motivates, engages and empowers staff. Lauritsen uses examples from diverse organisations such as Vistaprint, NVIDIA and Farm Credit Services of America, and provides the tools needed to create clear expectations

and goals, deliver feedback effectively, and develop a culture of coaching rather than criticism.

See Eric Beaudan's piece on high-potential talent, p18

In technology it's about the people: getting the best people, retaining them, nurturing a creative environment and helping to find a way to innovate.

Marissa Mayer, former Yahoo CEO

DEMOGRAPHICS

THE GEN Z TAKEOVER

Generation Z – those born after 2001 – will account for 32 per cent of the earth's population in 2019, compared to millennials (those born between 1980 and 2000), who will account for 31.5 per cent, according to new Bloomberg analysis. Critically, members of Gen Z differ from their millennial predecessors in that they have only ever known a digital world. Meanwhile, research by Deloitte also shows that Gen Z people anticipate being happier and more optimistic than millennials. These differences are expected to make themselves felt as Gen Z starts to vote and make financial decisions. How these changes will play out in the search for great talent is now the million-dollar question.



TECH TALENT

Throwing down the gauntlet

Ogders Berndtson has launched a manifesto to expand technology skills in the UK – urging the government to relax immigration controls, expand university funding and boost public/private partnerships to achieve its ambitions on innovation post-Brexit. “It’s vital for the UK to adopt a more holistic and far-reaching approach to developing the specialist capabilities needed to compete in the fast-changing market for global tech,” said Michael Drew, Head of the Global Technology Practice at Ogders Berndtson. Specifically, the manifesto challenges government to:

- Encourage more students to specialise in key areas like artificial intelligence and machine learning
- Create regional Centres of Excellence in AI linked to different universities leading specialist areas of research

- Do more to allow highly skilled migrants in new specialist areas the right to remain and build long-term careers in the United Kingdom
- Provide more collaboration with universities and the private sector to develop new specialists and make the UK a global hub
- Take a lead in anticipating the growing need for specialists to focus on ethical and societal impacts of emerging technologies like AI, robotics and machine learning.

Drew added: “It’s not just a case of keeping the borders open – important though that is – but taking a more societal view of what technology can do and investing on a much greater scale through regional centres of excellence and in partnership with industry.”

To find out more go to: odgersberndtson.com

Accept the fact that AI will change our work, but look at it as an enabler of your work and the future of talent acquisition.

Przemek Berendt, Luxoft [software development company]

POTENTIAL

A YOUNG HEAD

In 2003, at the tender age of 17, Indian entrepreneur Suhas Gopinath became what was widely thought to be the world's youngest CEO and Chairman when he took charge of Globals Inc, an IT multinational company. In November 2008, he was invited to represent the World Bank's ICT Leadership Roundtable for adopting ICT in Africa to increase employability and fostering ICT skills in students from these countries. He was made a 'Young Global Leader' for 2008-2009 by the World Economic Forum in Davos. Gopinath holds a diploma in global leadership and public policy from the John F. Kennedy School of Government and Harvard University. Today Gopinath is Founder and CEO of HappyEMI - a next-generation consumer finance company providing shoppers with instant financing at the point-of-sale in stores and online platforms, making it a "peopleless, paperless financing platform". He is also an advisor to the Indian Government's Ministry of Labour and Employment.

happyemi.com

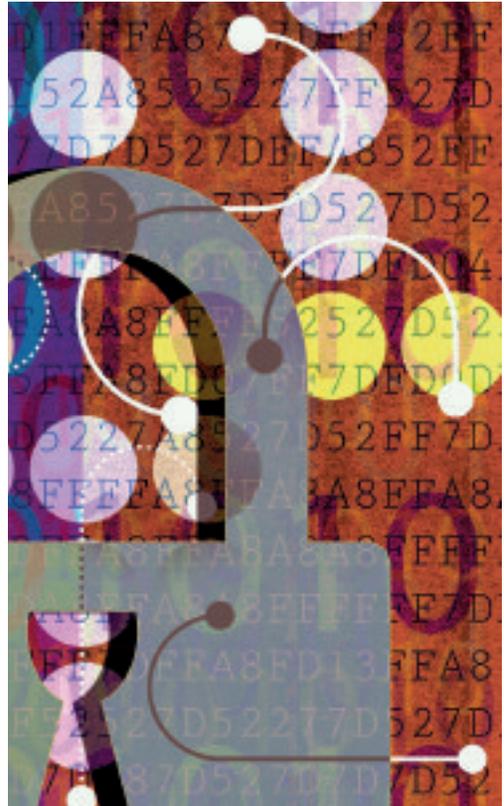
BOARDROOM

PEPSI GENERATION?

PepsiCo announced in August that when its long-serving CEO Indra Nooyi (below) stands down later this year she will be replaced by Ramon Laguarta, who has been with the company for 22 years. When she goes Nooyi will have easily surpassed the average tenure (7.2 years) on S&P's 500 CEOs list - the median is just five years. While replacing Noori with a male CEO might raise eyebrows given the still woefully low number of female CEOs, Laguarta's long track record with the business is likely to satisfy Wall Street.



IMAGES: ALAMY



CYBER SECURITY

SHORTAGE? WHAT SHORTAGE?

According to recent estimates, there will be as many as 3.5 million unfilled positions in the cyber security industry by 2021. Writing in *Forbes* magazine Brian NeSmith, CEO and Co-Founder of Arctic Wolf Networks, said: "Organisations must look at the problem in new ways. The quickest solution would be for one person to be able to do the work of five, and AI makes that possible. It's just that the 'one' employee must be a skilled security expert of the highest calibre... and such skilled expertise is nearly impossible to find. Solving this problem requires a different way of thinking. An emerging set of companies are outcome-focused and look at people, processes and technology holistically. This means getting more out of your existing security resources, not just adding more. Companies can't do everything themselves. They must use or augment their internal resources with those of security service providers. The companies that realize this will lay claim to the most robust security and avoid the disastrous consequences of a major cyber security breach."

Talent hits a target no one else can hit; genius hits a target no one else can see.

Arthur Schopenhauer, philosopher

TEDX PRAGUE

Turning somersaults



Odgers Berndtson's Prague office is closely collaborating with the upcoming TedX event in Prague, which

takes the word 'Somersault' as its overarching theme. The event, which takes place on November 10, will include 15 speakers from the Czech Republic and beyond.

Jiri Vodicka (above), partner in Odgers Berndtson's Prague office and team leader for the TedX Prague event, said: "When was the last time you did a somersault? Actually get on the floor and roll, just for the fun of it? And when was the last time you experienced one in your life? Perhaps it was following the abrupt end of a long-lasting relationship or a realisation that the career you've spent years building is no longer for you. How has it changed you and your perspectives and how have you coped with it?"

These are the questions that TedX Prague seeks to answer as we grapple with a disrupted, digital, ever-changing world where pressing issues about talent and potential abound.

Adds Vodicka: "Somersaults require a change of position, a certain amount of effort and a little bit of courage. You need to put both your mind and body into it and just take a leap. It's not that easy, but it can be both therapeutic and fun. If nothing else, a somersault might just change the angle from which you see the world - for the better."

To find out more go to:
tedxprague.cz/en

TED^xPrague
x = independently organized TED event



NATALI YA PHOTO



TALENT SHORTAGES ARE AT A RECORD HIGH, WITH

45%

OF EMPLOYERS AROUND THE WORLD REPORTING DIFFICULTY IN FILLING ROLES

27% SAY APPLICANTS LACK THE HARD OR SOFT SKILLS

THEY ARE LOOKING FOR, WITH JAPAN, ROMANIA AND TAIWAN THE WORST AFFECTED

IN A SURVEY OF MORE THAN 1,000 TECH HIRING MANAGERS IN THE US

9 IN 10

SAID THEY FIND IT CHALLENGING TO FIND AND HIRE TECHNICAL TALENT. A THIRD SAID IT WAS VERY CHALLENGING ¹



RESEARCH FIRM GARTNER PROJECTS THAT THERE WILL BE

1.4 MILLION

COMPUTER-SPECIALIST JOB OPENINGS IN THE US ALONE

BY 2020, CREATING A TALENT SHORTAGE THAT UNIVERSITIES WON'T BE ABLE TO FILL BY

30%

GLOBAL CEOs

POLLED BY THE CONFERENCE BOARD, A NEW YORK RESEARCH COMPANY, RANKED A GLOBAL RECESSION AS THEIR 19TH CONCERN OUT OF 28 CHOICES, DOWN FROM BEING THE TOP WORRY A YEAR EARLIER.

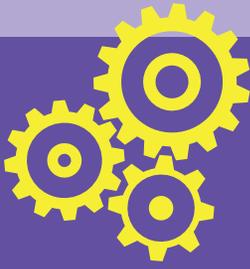


FAILURE TO ATTRACT AND RETAIN TALENT

THE GLOBAL TALENT SITUATION:

A DATA SNAPSHOT

WAS THE NUMBER-ONE CONCERN, FOLLOWED BY CREATING NEW BUSINESS MODELS AND CASH-FLOW VOLATILITY, ACCORDING TO THE C-SUITE CHALLENGE SURVEY, CONDUCTED FROM SEPTEMBER TO NOVEMBER 2017



**TWICE
AS MANY**

EMPLOYERS ARE INVESTING IN TRAINING THEIR WORKFORCE (56 PER CENT) COMPARED TO JUST FOUR YEARS AGO, AN INDICATION THAT EMPLOYERS ARE INCREASINGLY INVESTING IN BUILDING TOMORROW'S TALENT ²

A STUDY OF THE GLOBAL WORKFORCE SHORTAGE IN THE CYBER SECURITY SECTOR PREDICTS THE GAP TO HIT

 **1.8 MILLION**

IN 2022, SOME 68 PER CENT OF CYBER SECURITY EXPERTS IN NORTH AMERICA SAY THEY DON'T HAVE THE TALENT THEY NEED ON THEIR SECURITY TEAMS ³



US COMPANIES ARE RAISING MORE THAN

\$1 BILLION

FOR THE RECRUITMENT OF AI SCIENTISTS BY 2020. THESE SENIOR ROLES HAVE AN AVERAGE ANNUAL SALARY OF \$314,000, DUE IN PART TO A GLOBAL TALENT SHORTAGE ⁴

A 2017 FORRESTER REPORT PREDICTED THAT COMPANIES THAT LAG BEHIND IN ATTRACTING CRITICAL DIGITAL TALENT WILL END UP PAYING

 **20%** ABOVE MARKET SALARY RATES FOR NEW HIRES WITH

PARTICULARLY IN-DEMAND SKILLS SUCH AS DATA SCIENTISTS, HIGH-END SOFTWARE DEVELOPERS AND INFORMATION ANALYSTS

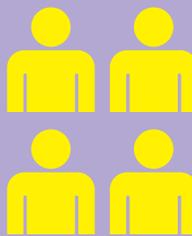


IN A RECENT STUDY OF 900 WORKERS AND EMPLOYERS IN THE UK,

61%

OF FINTECH COMPANIES SAID THEY ARE FACING A MODERATE TO EXTREME SHORTAGE OF FINTECH SKILLS ⁵

MORE THAN **HALF** OF US EMPLOYERS



SAY THEY WILL INCREASE HEADCOUNT NEXT YEAR (2019), BUT THREE-QUARTERS ARE EXPERIENCING A SKILLS SHORTAGE IN THEIR INDUSTRY. SKILLS SHORTAGES ARE ALREADY NOTICEABLY AFFECTING BUSINESS ⁶

THE U.S. BUREAU OF LABOR STATISTICS REPORTS THAT JOBS IN LOGISTICS ARE ESTIMATED TO GROW BY

26%



BETWEEN 2010 AND 2020, WHILE ONE GLOBAL STUDY ESTIMATES THAT DEMAND FOR SUPPLY CHAIN PROFESSIONALS EXCEEDS SUPPLY BY A RATIO OF SIX TO ONE ⁷

SOURCES: 1. INDEED RESEARCH, 2. MANPOWER GROUP, TALENT SHORTAGE SURVEY, JUNE 2018, 3. FROST & SULLIVAN 2017, 4. TOWARDSDATASCIENCE.COM, 5. HAYS FINANCIAL MARKETS, 6. HAYS US 2018 SALARY GUIDE, 7. SUPPLYCHAIN247.COM

Learning

2.0

Are business schools, universities and other higher learning institutions preparing the next generation of leaders in the right way? DAVID CRAIK seeks some answers



ILLUSTRATIONS: IKON IMAGES





There has never been a more critical time for universities and business schools as they prepare the next generation of talent – and ultimately the next generation of leaders – for the disruptive world that awaits them.

Old rules and old methodologies no longer apply. Or at least they must be combined with creative, digital-inspired ways of learning that would have been unthinkable just 10 years ago. There is a radical sea change underway in learning methodologies. Business schools and universities that don't recognise this fact and adapt to it will simply be left behind.

Changing methods

"The conversation between universities, governments and employers about whether we are producing graduates ready for the new world of work is not new," says Alex Acland, Partner and Head of Odgers Berndtson's Education Practice based in London. "But the fourth Industrial Revolution is sharpening the focus. Is the next generation ready for the way work is changing?"

So, how are universities and business schools responding

around the globe? Do they see the need to change staple courses such as the MBA with new tools and techniques that will prepare the next wave of talent for a very different world?

"It is about changing the delivery method to more interactive, online and virtual training," believes Martin Butler, head of the MBA Programme at the University of Stellenbosch Business School (USB) in South Africa. "We have simulations and collaboration across modules, programmes and even institutions. We have augmented reality environments and are working on virtual spaces for students to work in virtual teams."

But, he adds, responding to the new world also means building dynamic capabilities and hitting the cornerstone of MBA education – relevance. "It is about developing the ability to adapt quickly and being comfortable with fragmented markets as well as the systems

and processes serving them," he adds. "There is undoubted value left in the old form of the MBA but unless programmes adapt to the new world of work in both content, structure and delivery process we will struggle in the future."

Butler believes the USB is fulfilling rising student demand for change. "Students want relevant content for the new world of work, helping them to deal with increasing complexity. The emphasis on innovative actions to deal with both challenges and opportunities embedded within the changing transactional environment has always formed part of business education, but not at the current rate of change," he says. "Students want to be equipped with tools and techniques to define clear and appropriate actions within a dynamic environment."

A global mindset

Much of this is in line with the thoughts of Tiff Macklem, Dean of the Rotman School of Management at the University of Toronto in Canada.

"There is no question that the global pace of change is accelerating. The world is becoming more interconnected and multi-polar," he says. "Our programmes with their enduring →

“
Students want
relevant content
for the new
world of work
”



fundamentals of management such as evidence-based analysis are critical in cutting through the noise and identifying the underlying forces of change to create more value for society. But they also need to develop more diverse skills such as innovation, creativity, behaviour, communications and persuasion.”

In response Rotman has introduced more specialised programmes such as Masters in Financial Risk Management and Management Analytics, based around extracting the best value from Big Data. It is also collaborating with more companies and increasing the amount of work experience their MBA students have in the ‘real world’. “These changes give our students more opportunities to go deeper into areas of business that really interest them,” Macklem explains. “Business schools have to keep up with these changes. That means bringing new elements into our MBA programmes like students working with tech entrepreneurs in areas including AI and working on issues such as designing business for gender equality.”

Rotman also has a Finance Lab that has a simulated trading floor working with real-life data, and a self-development lab

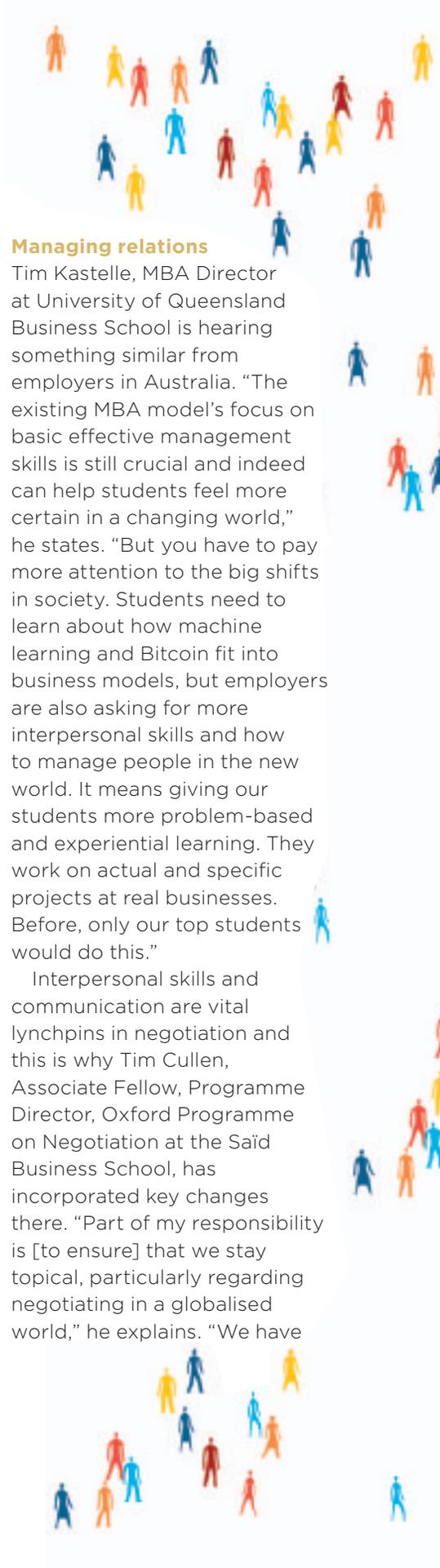
“Rotman has a Finance Lab that has a simulated trading floor with real-life data...”

where students learn how their leadership skills can become more effective. It also runs a Global MBA for Healthcare and Life Sciences.

“We generally encourage a global mindset because money, health and climate do not recognise borders,” Macklem says. “Leaders need to better understand different ways of doing business, what local customers desire and how to build global footprints.”

Macklem sees a growing demand for such skills not just from students but also from employers. “Students are increasingly digital-native and enjoy experiential learning. They know what they need and when they want it,” he says. “Employers expect students to be rigorously trained, have strong analytical skills and be comfortable dealing with large amounts of data. They also seek communication and creativity.”

Managing relations



Tim Kastle, MBA Director at University of Queensland Business School is hearing something similar from employers in Australia. “The existing MBA model’s focus on basic effective management skills is still crucial and indeed can help students feel more certain in a changing world,” he states. “But you have to pay more attention to the big shifts in society. Students need to learn about how machine learning and Bitcoin fit into business models, but employers are also asking for more interpersonal skills and how to manage people in the new world. It means giving our students more problem-based and experiential learning. They work on actual and specific projects at real businesses. Before, only our top students would do this.”

Interpersonal skills and communication are vital lynchpins in negotiation and this is why Tim Cullen, Associate Fellow, Programme Director, Oxford Programme on Negotiation at the Saïd Business School, has incorporated key changes there. “Part of my responsibility is [to ensure] that we stay topical, particularly regarding negotiating in a globalised world,” he explains. “We have



introduced topics such as cross-cultural negotiations to be more tolerant of different behaviours and how to better manage relations with the news media, particularly on social media, during negotiations.”

The school is beginning to use new technology to help students negotiate via email and even using WhatsApp.

“I’ve had initial discussions on the potential for negotiation simulation using AI,” he says.

Elsewhere at Saïd, students can enrol on programmes such as ‘Blockchain Strategy’ and ‘Fintech’. “The school is increasingly responding to technological changes,” adds Cullen.

Reacting to change

INSEAD (the graduate business school with campuses in Europe, Asia, and the Middle East) also has a strong focus on digital disruption. It works with tech giants such as Microsoft to train staff in areas such as sales pitching as it moves to IT as a service, and with senior executives of other businesses to help them understand new technology and devise strategies to incorporate them. “We have a focus on digital challenges and opportunities, and even how the world will look in 2050,” says Urs Peyer, INSEAD’s Dean

of Degree Programs. “From a methodology perspective, how can leaders best react to these changes?”

He believes leadership courses and the MBA also need to greater reflect the societal impact of business. “The next generation is questioning the status quo and the purpose and impact of business,” he says. “The public is unhappy with business, and if we want it to avoid the fate of the French monarchy we need to include societal impact in our decision making!”

Alex Acland of Odgers has his own take on the new generation. “They are savvier and more vocal about what they want. They also back themselves more than previous generations and are less prepared to accept old norms,” he says. “With the world of work changing ever more quickly with the introduction of new technologies, AI and machine learning, we need to update what we mean by 21st-century skills so that we develop leaders fit for the new age. We also need to ensure that social and ethical implications are hard-wired into the discussion. We must view leadership in a much broader sense than we’ve ever seen it before.” ■

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Jonas de Barros Carvalho believes his time spent with the CEO of a major Brazilian business was a priceless learning experience

SHAPE OF THINGS TO COME

I decided to take part in the CEOx1Day programme because as a young person I knew I needed to have the best possible experiences as my career unfolds. Being able to meet and work with a senior executive of one of the biggest companies in Brazil enabled me to gain a broader vision of how a large company operates and what you must leverage in order to achieve success. That means a focus on people, consumers, results and digital transformation – although I prefer to call it adaptability.

I spent the day with Eduardo Gouveia, then CEO of Cielo [Brazil's largest payments solutions company], who taught me that ideas come before things, and that those ideas come from people. So the key is to find a way of giving people the opportunity to blossom and express their ideas.

I learned quickly from Gouveia that leadership is about having consistency, ethics and honesty in what you do as well as having an empathy with people and knowing your business inside out. To be a strong leader, Gouveia showed me that you must have conviction *and* a natural optimism.

I am now a partner in a new e-commerce business selling high-end fashion. Unlike CEOx1Day where you are an observer and unexposed, now that I am at the helm of a business every decision I make has a



consequence. Sometimes, especially for young people, we don't see or understand the consequences of our actions. But in business some decisions have an immediate impact, such as hiring and firing employees or buying this or that piece of equipment. I realised very quickly that the decisions you make can and will impact the business on both a macro and a micro level.

In order to have teams connected, you must align the vision of the company with the vision of each individual. If you can do that, you will have fewer problems. But more than that, I try to give employees a sense of belonging. It's so important to devolve responsibility to capable individuals. I think that giving freedom to people definitely helps with retention.

For me the best way to realise one's potential is by being honest with who you are and what you desire. It's incredibly difficult to stick to it sometimes, but with patience and effort you can make it work. I think we, the new generation, should start asking more of ourselves: who are we, where are we going and what do we want to do with our world? If we answer these questions honestly, we can build a business, choose a career, excel in our objectives and convince people to help us with our goals. ■

FINDING THE BEST

ERIC BEAUDAN and
PHILIPPE CAVAT ON
how to identify
your organisation's
best high potential
talent – and what
to do with it



In the 1970s and 1980s, US television channels would start their nightly newscast by asking the ominous question: It's 10pm, do you know where your children are? In today's world, business and HR leaders might start their strategic review sessions with a similar phrase: It's 2018, do you know where your high-potential leaders are? If you can't answer that question, and can't back it up with quantifiable data, the odds are against you in the battle to attract and retain talent.

High-potentials typically make up only five to 10 per cent of an organisation's employee population. They are often defined as leaders who can step up one or two levels within 18 to 24 months, or sometimes as individuals who can quickly switch from one leadership role to another in a different function and quickly add value. As McKinsey found in a recent study of 600 organisations, these "fast talent reallocators were 2.2 times more likely to outperform their competitors on Total Shareholder Return (TSR) than were slow talent reallocators."¹

So how do you identify high-potential individuals, and what are the qualities that these individuals display early in their career? With millennials slated to make up three-quarters of the global workforce by the year 2025, being able to spot these characteristics and encourage their development will be key to any organisation's success. Yet an Oracle white paper found that "only 20 per cent of our respondents report being Very Satisfied or Satisfied with the ability of their organisation to track metrics associated with their HiPos, including where they are sourced".²

Given this dilemma, we've gathered some best practices and lessons learned from the dozens of organisations where our Leadership Practice has been assessing leaders globally to find those rare nuggets. Here are some takeaways:

Cast a wide net: Clients often ask us if they should only assess employees who are seen as high-potential by their business leaders, and invariably the answer is no. People who are labelled as high potentials without a formal assessment are either simply high performers in their individual role, or people who stand out from a very short talent field. In many cases, pressured business leaders nominate people who would never be selected on a high-potential list through an objective assessment process.

Look for future leadership potential and motivation, not past performance:

Performance ratings are situational and limited to a certain time period, with lots of external contributing factors. To properly assess potential, you need to look deeper and determine what an individual's passion and inner leadership talent truly looks like. It is striking how often, once you identify and redeploy a high-potential employee, you multiply that individual's contribution to the organisation.

Recognise diversity: Not all strong performers are alike, and likewise not all high-potentials are alike. Some high potentials will thrive when presented with opportunities to deepen their expertise in their field. Others would rather sample multiple experiences and learn about different parts of the business. Not all will follow identical career paths.

Provide guidance and feedback: There is a general misconception that high potentials are self-guided rockets that can naturally achieve their goals, when in fact many are still in the early stage of their leadership development. Structured development and coaching are thus required to help ensure that the individual doesn't burn out during his or her ascent.

One final thought: the debate over whether or not to disclose high-potential status to employees is largely over. *Harvard Business Review* authors Douglas Ready and Jay Conger reported that "the percentage of companies that inform high-potentials of their status has risen from 70 per cent about a decade ago to 85 per cent today".³ Letting high-potentials know that the organisation values them and is willing to invest in their development is a good indicator of how robust your ability to spot high-potential talent really is. This in turn creates a powerful plank in your talent strategy that benefits the entire organisation. ■

¹ 'Linking Talent to Value', McKinsey Quarterly, April 2018

² 'Managing High Potential Employees: Managers Can Make the Difference', Oracle Human Capital White Paper, 2017

³ 'Are You a High Potential', by Dougals Ready and Jay Conger, Harvard Business Review, June 2010.

Eric Beaudan is the Global Head of Odgers Berndtson's Leadership Practice, based in Toronto. **Philippe Cavat**, based in Paris, heads up Odgers Berndtson's Leadership Practice in France.

The sports media landscape is changing in ways that were unimaginable even five years ago – and the talent needs required to spearhead this transformation are equally formidable

GAME CHANGERS





Media once was a simple game. Programmes were made and

bought and sold; advertising space was carried around and between the programmes; channels broadcast a 'smorgasbord' of content in order to attract and retain their share of viewership and, hence, advertising revenue. That landscape still exists but is increasingly disrupted.

Ballpark figures

Broadband, 4, 5 and 6G, cable and satellite channels all mean that the aggregation is no longer just in terms of content, but services too. The 'big bang' in UK sports media was the launch of the football Premier League, into which the then fledgling BskyB invested heavily, ushering in a new business model: subscription – paying a premium monthly fee to watch the content, and following to some extent the model set in the US with the NFL and NBA.

For Richard Stainer, Head of Media and Communications, Global Sports, Media and Entertainment Practice at Odgers Berndtson, "that was a really significant moment. Although money was – and is – still being made through advertising, the foundation of the business model became much broader, one in which consumers welcomed paid-for content into their homes and the advertising served was at once more relevant, while at the same time not the sole source of income. Now digital platforms allow people to watch any content, any time, anywhere. It's the direct-to-consumer era."

To underline this, in August 2018 Facebook announced that

it had teamed up with La Liga to bring the Spanish soccer league to viewers on the Indian subcontinent – for free.

Given that India is Facebook's largest market, with 270 million users, this seems a logical, if unexpected, alliance. Although domestic soccer in India may only be nascent, it signals a fundamental shift. The three-season deal will bring soccer to Afghanistan, Bangladesh, Bhutan, India, Nepal, The Maldives, Sri Lanka and Pakistan.

On the other side of the world, Greg Santore, Head of Odgers Berndtson's US Sports Practice, adds a further perspective: "Legalised sports betting in the US is another game changer. With the projected billions of incremental revenue on ad spend alone, it will intertwine with professional, collegiate and other sports-related businesses. With the extreme urgency to get into the marketplace quickly, the developing talent pool will need to include experience with fan engagement, media and other disciplines and may come from any one of them." At the same time, millennial viewing habits have played heavily into the rise of Netflix, Amazon Prime and start-ups such as NewTV, which hopes to raise \$1 billion to fund 'bite-sized' chunks of content to subscribers. These content providers mean that people can segment and select; just *this* programme or just *this* series.

A clearly articulated vision

The 'talent' question in this fragmenting media landscape is absolutely imperative. For Stainer, "it all starts with a clearly articulated vision. The very best talent wants to sign up to a journey, breaking new ground, leading and innovating. One of →

“

The search is on for people who have really bold ideas...

”

the reasons why Amazon has been so successful is because Jeff Bezos is supremely compelling – to investors, consumers and co-workers – about what he is going to make happen next. The search is on for people who not only have really bold ideas, but who are deeply talented at executing these ideas and – crucially – able to persuade the broader public to buy into them. Murdoch’s original Sky Sports vision was genius but you have got to have execution, which means – today – being really strong commercially, really digitally savvy, and really comfortable with companies that are not structured in the traditional ways. It’s not easy to find all those things in one person.”

Amazon will of course win big, because it makes money not solely from creating content but out of knowing its consumers really well and targeting them in ever more refined ways to sell them more goods and services. “Facebook may also be a winner but their content strategy is not yet set. Certainly hiring people like Peter Hutton, who was the CEO at Eurosport, was a really smart move and signals intention,” according to Stainer.

In Australia, two of that country’s leading sports brands, Cricket Australia and Tennis Australia, hit the headlines earlier this year with new landmark media deals that saw both swapping Free to Air (FTA) broadcasters.

Cricket’s AUD\$1.2bn deal was a clear demonstration of the new landscape, where sport and media broadcasters are having to join forces to ensure they are delivering the best content across multiple platforms. The deal involved a shared broadcast and streaming deal between Channel Seven, Foxtel and Cricket Australia.

According to Rebecca Reed, Partner and Head of Sport, Gaming, Media and Entertainment Practice at Odgers Berndtson Australia and New Zealand: “Media and sport continue to rely upon each other, despite the fact that media broadcast deals are not as substantial as they once were.”

She adds: “In sporting organisations the Head of Commercial role has changed significantly, with the demand now for commercially driven leaders with media backgrounds and expertise. The new Chief

Commercial Officer for Rugby Australia, Cameron Murray, spent more than 10 years in broadcast media and three years leading APAC media advisory across traditional and new media. It is this in-depth knowledge and understanding of the media space and how to commercialise content that made him the frontrunner for the job. The AFL brought in Kylie Rogers at the beginning of 2018 for exactly the same reasons; this combination of digital, broadcast and commercial experience. The tricky thing is they still need to be able to broker partnership deals and secure sponsors for all their products, not just the elites level, so the talent pool is narrow.”

Disruptive delivery

Meanwhile, other disrupters such as Dazn and Eleven Sports may win too. Dazn describes itself as “the world’s first truly dedicated live sports streaming service” and is currently available in Germany, Switzerland, Austria, Canada and Japan. Eleven Sports – “a multinational group of sports television channels” – has its HQ in the UK and currently serves Italy, Poland, Portugal, Singapore, Taiwan and the USA. Owners of the rights to major sporting events, such as IMG, the international events and talent management company based in New York City, will themselves own, create and provide content having acquired the streaming provider NeuLion. And the agile consumer will also be a winner because they will be able to find any content, on any device, in any territory.

One of the disrupters-in-chief in this new world is Martin Anayi, formerly a commercial lawyer with IMG and now the CEO of →



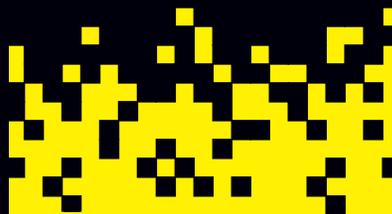
Guinness Pro14 rugby, a not-for-profit organisation that features rugby union league teams in Wales, Scotland, Ireland, Italy and South Africa. “We brought in some really great commercial talent from RTE in Ireland, and a new finance director from Diageo. The total team now is 15 people – when I joined three years ago it was just three people,” says Anayi.

The rapidity with which technology is changing has profound implications for the kind of talent that will be needed in the future. The prospect that the content you view will be determined to an extent by an AI-informed app on your mobile device, which knows what you have enjoyed watching, and anticipates what you might like to view now, will utilise the skills of designers, coders and psychologists, while at a higher level it will require the expertise of media-savvy talent of all descriptions.

“For us, in the talent space, ultimately the most valuable executives are increasingly those people who can help make that really big breakthrough with innovative thinking in sports rights, or in original content, whether they are creating, acquiring or producing,” says Stainer.

Adapt or die

For Mark Waller, Executive Vice President NFL Events and International, the impact is clear. “I think the key characteristic for both leaders and sports organisations in this current market is the willingness to embrace ambiguity and recognise that the way the landscape is evolving, nobody can predict what the next five years from now will look like



THE ESPORTS EXPLOSION

Who would have imagined that sitting in an audience of 30,000 whooping spectators, watching individuals or teams take on others with the quick-fire joystick, could generate so much interest – and money?

“People have been watching other people play video games for the past 20 years. But it’s only started to become really popular now, with the rise of technology,” says Caroline Lacey, esports and video gaming consultant with Odgers Berndtson.

The global audience for esports – groups of people gathering to watch together individuals or teams compete in video games – will this year exceed 380 million, according to Newzoo, which gathers market data for the global video games market. Total revenues generated will be more than \$905 million.

Newzoo expects more than 550 million people annually will be viewing esports three years from now, and total yearly revenues will hit \$1.65 billion, with 70 per cent being generated by sponsorship and advertising. “Esports is becoming the new entertainment medium,” says Philip Wride, of Cheesecake Digital, a specialist esports agency. “Our generation has grown up with technology. Brands like Coke, Mountain Dew and Red Bull are involving themselves in esports because they see the opportunities of targeting a specific demographic,” he adds. Even the International Olympic Committee (IOC) is considering the creation of a working group to explore how to get into esports.

“There are a lot of very passionate esports people who don’t know much about business,” says Caroline Lacey. “Senior executives who have a structured industrial background – who know how to build businesses – are starting to come into the industry. We are seeing a lot of people from conventional sports moving in, people who have skill at building partnerships and handling media rights. They need help to understand how to get their brand in front of the audience; it’s one that has grown up using ad blockers.”

from a platform, corporate and company perspective. So embracing ambiguity and to some extent creating ambiguity is important. For example, we made the decision to develop the OTT platform and go with two providers: one for Europe and one for the rest of world. That has created a massive opportunity to learn and, at the same time, create ambiguity in our pathway. It goes back to the leadership skill of wanting to innovate and be eager to create the ambiguity with that sort of innovation.”

For Euan Frizzell, Global Sports Practice Principal with Odgers Berndtson, “the knock-on effect on the type of talent required in the industry is profound. For sports organisations the objectives haven’t changed: grow the sport, the audience and the engagement even though the motivations may vary from driving revenues, health and sporting success. Technology has been disrupting and enabling sports organisations for decades and, in particular, in helping what were once regional, domestic or national sports globalise. The interesting question is what role will domestic sports serve in a globalised product? Cricket and golf are examples of sports that have introduced new formats, driven by the need to make them more entertaining spectacles for the next generation of viewers.

“So the impact on the sort of executive talent required to thrive in this evolving and global ecosystem cannot be understated.

“We will see more global talent from different sectors and backgrounds enter the sports and sports media industry and more leaders who are prepared to see ambiguity in a *positive* way in order to gain that vital competitive advantage.” ■

Jennifer Magher on how she is applying her experiences of CEOx1Day in her daily life at ArcelorMittal

LESSONS IN LEADERSHIP

I decided to take part in CEOx1Day because

I was keen to see close up the daily life of a senior executive, a role that fascinates me given the high stakes it entails. It turned out to be a really inspirational day. I learned many of the fundamental facets of an industry and the challenges of the company I had been paired with.

I shadowed Annick Guérard, formerly CEO of Transat Tours and now COO of Transat [a leader in the Canadian holiday travel market]. The day was really eye-opening: very busy, with a hectic schedule and the need to learn fast.

We began with a visit to the company's maintenance centre, where Transat services its aircraft and handles flight logistics. From there we went to the head office where we joined strategic meetings of different departments, including sales and digital. Throughout the day, Annick clearly identified the issues specific to each sector and the solutions put in place to achieve the company's strategic objectives.

I learned a lot about leadership by talking to Annick and by observing her actions. I realised that leadership is about people – they are the most crucial variable when trying to translate vision into reality. Indeed, vision, strategic thinking and decisiveness are all fundamental skills for leaders, enabling them to direct the



future of their organisation.

The day with Annick made me realise that becoming a leader is the result of hard work, of pushing ideas that upset the status quo, and of developing relationships that foster and deliver the company's common goals. I genuinely think it's true to say that living these traits on a daily basis really can help uncover the leadership potential that is within us all.

I am now a financial analyst at ArcelorMittal Mining Canada [a division of the world's leading steel and mining company] where I am particularly interested in the evolution of the iron ore mining and steel manufacturing industries, and the way businesses adapt to face the challenges that lie ahead. Keeping up with the latest trends helps me practise strategic thinking on the projects I lead by always reflecting on the bigger picture.

Above all, learning *how* to learn and to be willing to change constantly are the most important characteristics a person, young or less young, can develop. Technology moves quickly, and change remains the common denominator across all industries and functions. ■

DARIN

There is an estimated 455-million-strong LGBTQ+ community globally, yet C-suite leaders who are openly 'out' are few and far between. And in less enlightened parts of the world the chances of there being an LGBTQ+ CEO are more remote than ever. *Observe* investigates

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In July 2018 McKinsey marked what it described as “another milestone in our journey to advance inclusion and diversity for the LGBTQ+ community”, when it convened the inaugural meeting of The Alliance, in Lisbon, Portugal.

The conference brought together more than 115 private-, public-, and social-sector LGBTQ+ leaders from 19 countries to discuss the inclusion and diversity agenda not just on a personal level and in their organisations but also in work and society more broadly.

Breaking down barriers

According to McKinsey there is a 455-million-strong LGBTQ+ community globally. Yet only 27 per cent of this number self-identify, for reasons including social pressure or legal constraints. William Decherd, a partner in McKinsey’s Dallas office, said: “We all know that individuals from the LGBTQ community can face barriers – sometimes visible, sometimes invisible – in life and in work. Many organisations are already trying to promote inclusion and diversity. But it is surprising how many people, still today, are ‘out’ in their personal lives but not at work.”

Of course, the fact that there has to be a special event solely for LGBTQ+ leaders demonstrates how far society – or perhaps one should say more enlightened societies – still has to go before a person’s sexual orientation is secondary (or better still, irrelevant) to their actual ability to fulfil the role in question. In the same way that glass ceilings need to be smashed for women in the boardroom, so there must be no ‘glass closet’ (as McKinsey pointedly calls it) for members of the LGBTQ+ community.

Leaders who shared stories of their personal journeys and discussed the issues facing the →

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“Having a lesbian woman in the highest position changes the perspective on everything. I appreciate that I can be a role model for women, lesbians and anyone who’s different from the stereotypes people have in their heads”



LGBTQ+ community included Patrick McLaughlin, CHRO at PepsiCo Frito-Lay, Amy Taylor, President and Chief Marketing Officer at Red Bull North America, and Katrin Suder, former State Secretary at Germany’s Ministry of Defence.

Inevitably, perhaps, the lion’s share of activity regarding LGBTQ+ and the C-suite comes from places such as North America, Europe and Australia where laws for same-sex marriage have been passed, tolerance levels are high and finding LGBTQ+ executives in the boardroom is a more regular occurrence.

This is echoed by the number of LGBTQ+ executives across a wide array of industries that appear on the OUTstanding Lists presented by the Financial Times, which annually celebrates “those LGBT executives and allies who are not only successful in their careers but are also creating supportive workplaces for other LGBT people”. More on this below.

Facing the fear

Yet travel outside of these more enlightened regions and the situation for LGBTQ+ people –

let alone ‘out’ senior executives – is often frighteningly different.

Last year, Human Rights Watch reported that several LGBTQ+ activists from the Middle East and North Africa “expressed frustration” at the one-dimensional international media coverage portraying the region as a black hole for LGBTQ+ rights. Such coverage fails to recognise the agency of LGBT+ activists from the region, or renders them completely invisible. “We don’t want the image any more of just being victims,” Zoheir Djazeiri, an activist from Algeria, told Human Rights Watch. “We want to speak about reality, speak about violence, but also to [show what is] positive.”

Similar basic restrictions apply in countries such as Russia, where LGBTQ+ travellers going there for the recent football World Cup were advised to take extreme precautions as they would “not only face the risk of violence from vigilante groups, but lack adequate protection from the state.” The chances of there being an LGBTQ+ business leader in Russia in the near future are positively remote, at least not one that has openly declared his or her ‘out’ status.



It's a sorry state of affairs, with no short-term positive developments likely. Even in those countries where LGBTQ+ activism is at a high level – and there are a number of very high-profile LGBTQ+ senior executives, such as Apple's Tim Cook and Alan Joyce of Qantas – there is an underlying fear of a retrenchment, turning the clock back decades.

Celebrating diversity

Nevertheless, for Diageo's Andrew Porter, the global company's Recruitment Transformation Lead and the Europe Lead of its Rainbow Network, which is its dedicated LGBTQ+ employee group: "We know that for our business to thrive we depend on having diverse talent with a range of backgrounds, skills and capabilities in each of the 180 countries in which we operate and that our employees must reflect our broad consumer base – and that of course includes LGBTQ+ people. We view diversity as one of the key enablers that helps our business to grow. Our values, purpose and standards set the conditions for us to respect the unique contribution each person brings."

Elsewhere, Liesbeth Botha, a partner at PwC in South Africa, is one pioneer doing her best to change attitudes. Botha has been recognised on the *FT*'s OUTstanding Lists for her contribution and efforts to further LGBTQ+ initiatives as a senior role model. She is a co-founder and sponsoring partner for the PwC 'Be Yourself' network in South Africa, which arranges awareness and social events, and networks with similar outside organisations, striving to create an inclusive workplace where staff can truly "be themselves".

Says Botha: "Having a lesbian woman in the highest position changes the perspective on everything. I appreciate that I can be a role model for women, lesbians and anyone who's different from the stereotypes people have in their heads." Botha and her wife have been married for 10 years – ever since gay marriage became legal in South Africa – and have two children. In many other countries in the African continent Botha's story would be not just rare, but impossible.

A culture of inclusion

Jane Griffith, Odgers Berndtson's National Diversity Leader in Canada adds: "There is much evidence that shows the negative mental and physical effects members of the LGBTQ+ community suffer when they are not able to 'come out'. Our goal, both in the workplace and throughout society at large, should be to create a culture of inclusion so that people feel comfortable and can excel at being who they are. Then perhaps the emphasis can be placed on assessing candidates based on their skills and abilities, rather than the 'category' they belong to."

When asked what advice Diageo's Porter would give to young LGBTQ+ people who have aspirations to become business leaders, he replied: "Be yourself! Never apologise for who you are and, most importantly, be proud of who that is and all the amazing things you can offer. In my experience, no one is 'just' the label people make you wear – we are all beautifully complicated, unique and different, and thankfully there is a growing realisation that embracing difference makes us all richer. We all have bias, but learning to understand that and be conscious about it rather than unconscious means we become more connected with people around us." ■



From vision to execution: the importance of emotional capital

It's no secret that leaders are supposed to have vision. But too many business leaders focus the majority of their time and energy on creating their grand idea, only to drop the ball when it counts. Interestingly, the primary cause for failure isn't lack of technical capability, poor project management or any other procedural breakdown. The reason most big ideas fail in execution is due to simple human emotion.

For most leaders, discussing emotions in the workplace is still considered a taboo topic. After all, this is business, where logic and reasoned arguments prevail. If an idea is strong and a strategy solid, there's no reason feelings should stand in the way.

The problem? Business is made up of humans, and humans are emotional creatures. Leaders can't afford to ignore the emotional dynamics inherent in the execution of a grand vision. In fact, those who are sensitive to these undercurrents and respond effectively to them can actually leverage emotions to propel execution forward. According to Quy Huy, Associate Professor of Strategy at INSEAD, executives who do this increase the odds of successful strategy execution between 20 to 30 per cent.

Tips on managing collective emotion

Instead of perpetuating the business 'norm' of suppressing emotions, give people ample opportunity for constructive expression of their feelings. In the words of Parin Mehta, Airbnb Director for Asia-Pacific and INSEAD MBA alum,

leaders should "ask, listen, and follow up". Show them that you're doing so and that you value their input. Observe emotions that aren't clearly articulated in words – those that are demonstrated through actions, body language and facial expressions. Mehta also stresses the importance of helping team members feel that they can be open and vulnerable in front of colleagues.

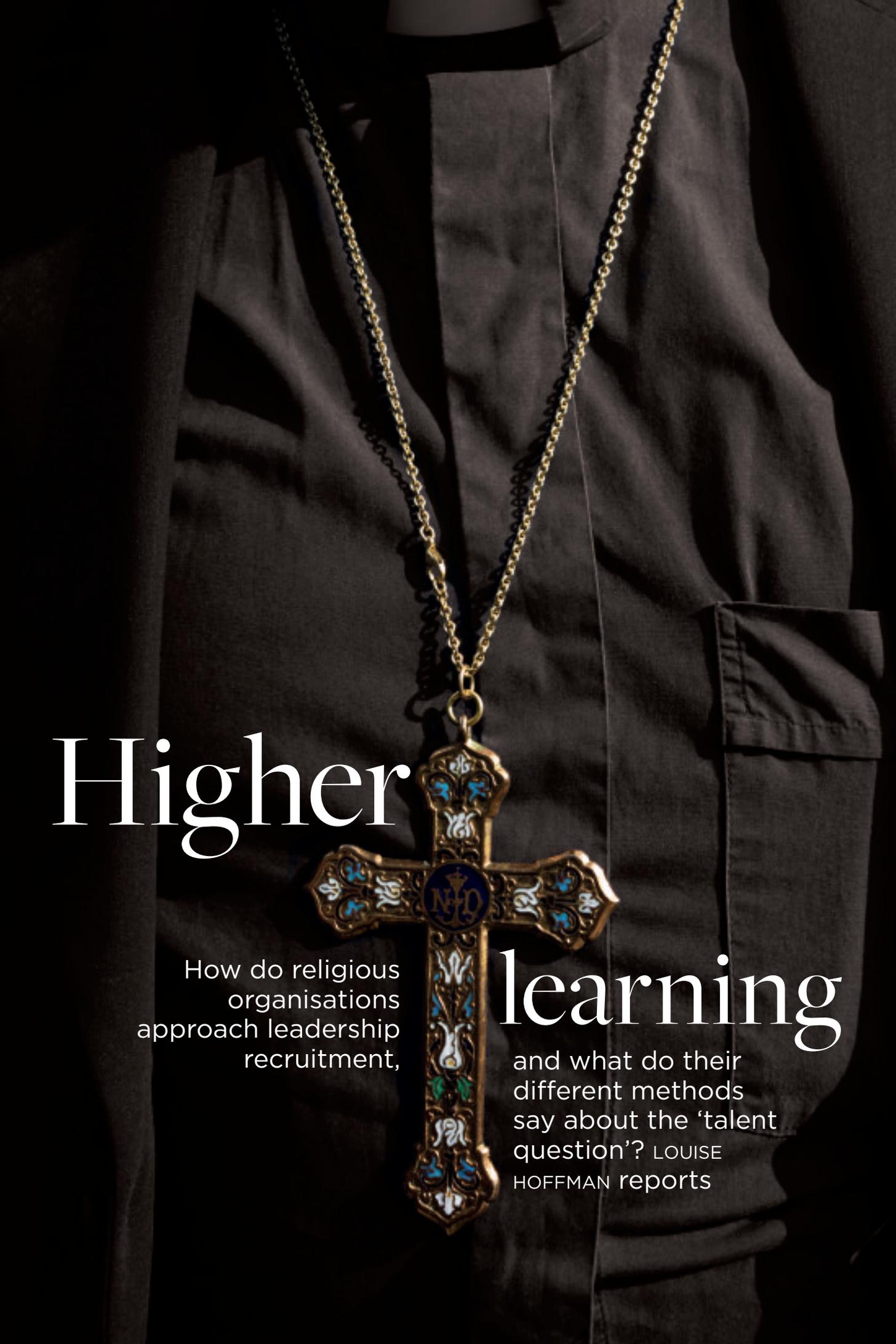


INSEAD GEMBA Alumna Nadiya Lubnina, Head of Marketing at HoReCa.digital, adds: "I'm always trying to watch out for the mood in the team. Even when just entering the office in the morning, I check in with my team how they are feeling, how the evening was and so on. This builds an atmosphere of trust, and people need to trust you in order to grow."

For leaders who are attempting to navigate the collective emotions of employees, such 'emotional capital' skills are essential. The stigma attached to feelings in the workplace must be overcome. Otherwise, your organisation's big ideas may remain nothing more than just that – ideas.

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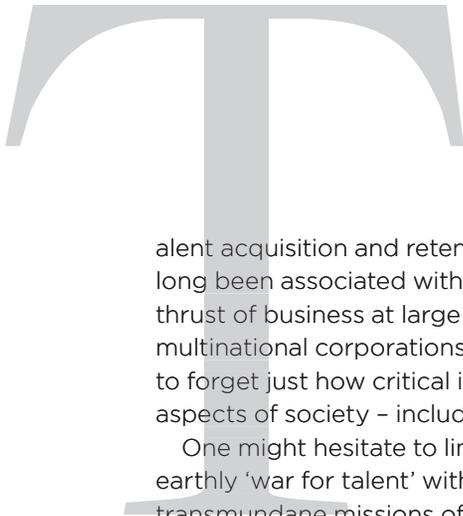


Higher

How do religious organisations approach leadership recruitment,

learning

and what do their different methods say about the 'talent question'? LOUISE HOFFMAN reports



alent acquisition and retention has so long been associated with the cut and thrust of business at large and within multinational corporations that it's easy to forget just how critical it is to other aspects of society – including religion.

One might hesitate to link the distinctly earthly 'war for talent' with the transmundane missions of a religious institution, built on faith and tradition – and such corporate terminology is quite understandably unwelcomed by most religious leaders. But, while finding the right ambassadors – great people to support and spread the positive messages of each faith – has never been 'off' the religious agenda, many of the world's main religions have, in recent years, identified a need to sharpen their focus on best practice.

Identify and invest

It was a research report published in 2014 that challenged the Church of England to think about the nature of its senior leadership roles. The 34-page report, entitled *Talent Management for Future Leaders and Leadership Development for Bishops and Deans: A New Approach*, was prepared by a steering group led by ordained Anglican priest and former HSBC bank chairman Lord Stephen Green – and had a mixed reception.

Calling for "a new approach to identifying and developing 'talent'", the report stated that, going forward, "the key issues for identifying leaders of the future will be around transformation impact, radical and imaginative message and a clear potential to make an impact in different contexts and across the wider agenda".

It proposed a refreshed leadership development programme for bishops and deans, plus open programmes such as a mini MBA, alongside the creation of a 'talent pool' for individuals who demonstrate potential for strategic

leadership – all backed by significant financial investment.

Critics felt that some of the language and recommendations in the report belonged in the boardroom, but it also had plenty of supporters. Archbishop of Canterbury Justin Welby reminded the Church at the time: "We can't simply go on as we are if we are to flourish and grow as the Church of England."

Theology and heritage

Four years on, and the Church has been busy developing and harnessing the energy and ideas generated by this somewhat contentious document, with two further reports helping to hone a new approach.

"The 'Discerning and Obedience' report, which looks at how we express our work theologically, has deepened our understanding, particularly of episcopal ministry and the way in which we select people, while the 'Cathedrals Working Group' report has underlined the importance of good leadership, governance, management and team effectiveness," says Caroline Boddington, the Archbishops' Secretary for Appointments, who leads the team responsible for supporting the appointment and development of bishops and deans.

Participation in recruitment lies at the heart of appointments; the Church elects representatives to the Crown Nominations Commission that interviews potential bishops, and to the panels that select cathedral deans. Key to the development of the Church's recruitment and training processes is a need to stay true to its heritage while also looking to the future.

Says Boddington: "We seek to balance a theological understanding of what it is to be a Christian leader with the demands of organisational management. That's our constant challenge – holding those two things together."

Some 160 people are currently enrolled on the new leadership programme, which has so far been received very positively, and while the selection processes for bishops and deans have drawn in best external practice, the aim remains the →

ALAMY

same: to find and nurture those with the ability to communicate the gospel message. “After all,” says Boddington, “that’s who we are.”

In other areas of church ministry, talent and the approach to leadership recruitment take a different form. Behind the scenes in the back-office support function of the Church of England, for instance, Basil leRoux, Partner at Odgers Berndtson company Berwick Partners, led the search for a Head of Senior Leadership Development. “The individual we hired came out of industry, as did their predecessor, so they were both commercial, public sector, not-for-profit clients. For this particular role the requirements weren’t hugely different to corporate recruitment in terms of skill set, but as with any role it’s about setting the context for the candidate in the early stages – so, in this instance, there was a need to be comfortable in a faith-based environment,” he explains.

Community recruitment

In 2017, a report published in the USA by the Institute for Social Policy and Understanding (ISPU), whose mission is to empower American Muslims to develop their communities, highlighted an altogether different approach to recruitment in a religious environment.

A Community-Led Imam Search Process took the Islamic Society of Boston Cultural Center (ISBCC) as its case study to demonstrate how involving the local community in a thorough and multi-tiered hiring process can achieve leadership success, at a time when many American mosques are struggling to find and retain suitable imams.

In order to find a new imam who would be the right fit for their specific institution, the ISBCC carried out a detailed community-needs assessment, before forming an imam search committee, launching a community forum and designing a specialised recruitment process. Importantly, the board chose to take a back seat and trust the committee to lead the initiative with the support of the wider community.

Once selected, the new imam Sheikh Yasir Fahmy reflected: “[The ISBCC

made it clear] that ‘we understand the sensitive role of a senior imam and the amount of pressure that’s on a senior imam. So our role is to ensure that you have the full capacity to govern this space and, in a meaningful, successful way, be the religious and spiritual guide, and architect of the space. Our responsibility as staff, as a team, even as a board, is to ensure that you thrive in that capacity’.

“That sense of support and knowhow of an intelligent institution that is in tune with the times is what really piqued my interest, because you just don’t hear that kind of language passed around.”

Profiting from faith

Meanwhile, in Brazil, Maria Eugenia Bias Fortes, Partner at Odgers Berndtson in São Paulo, has for the past 10 years been working closely with the education provider Marist Group – an administrative unit of the international Catholic community of Marist Brothers. During this time she has carried out assessments and searches for the core business as well as the back office, with appointments including Dean, Pro-dean for Higher Education, CFO, HR Director and board members.

“Ten years ago you would seldom find an executive participating on the board of directors or taking on P&L responsibility at a religious organisation, but nowadays they have executives from the market as well as religious representation,” she says.

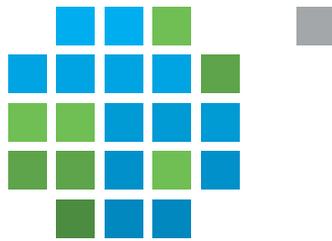
“Religious representatives need to have a very good academic background and are now recycling studies to better understand compliance, leadership and corporate governance, while executive candidates must be results- and process-oriented, with a long-term vision in alignment with the institution. Profit is now just as necessary as theology.”

With or without corporate influences, it seems that the answer to the ‘talent question’ for some of today’s religious organisations is, quite fittingly, belief: not only in their traditions and divine missions, but in their futures – and in their people. ■



We understand
the amount of
pressure that's
on a senior imam





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Marthe De Proft on her experiences with CEOx1Day and working at BlackRock

PUSHING THE BOUNDARIES

Taking part in Odgers Berndtson's

CEOx1Day programme in 2015 enabled me to gain practical insights into the daily life of a CEO. I understood the theoretical concepts behind running a company and the different skills required to successfully do so, but seeing these concepts applied in practice would be a unique opportunity for a student like me so I just had to apply.

It was one of the best decisions I've made to date. I shadowed Michèle Sioen from Sioen Industries, the global market leader in coated technical textiles and technical apparel. I really wanted to shadow her, as she was the only female CEO participating in the programme at the time. Michèle knew every little detail about every project and always asked the right questions, while giving responsibility and support to the other senior members of her company. I could really relate to her management style and felt very privileged to watch her leadership skills in action.

I joined BlackRock three years ago as part of its graduate programme. Fresh out of university, the programme aims to give you the right skills to succeed. It was a very steep learning curve as the team I joined was very technical, but not in the way we were taught at university.

I had to learn coding languages and had to apply that knowledge to drive forward strategic



projects. I learned about the asset management industry and how BlackRock operates, in particular how Aladdin (BlackRock's proprietary investment management platform) works.

In my current role as relationship manager for clients who bought Aladdin, I can combine that technical knowledge with my relationship-building and presentation skills, which come more naturally to me. BlackRock has this unique culture where everyone is happy to help you or educate you; continuously striving to learn and to improve is high on BlackRock's agenda.

The challenge for my generation is that the so-called 'war for talent' is now fought on a global scale. You need to make sure you have a key differentiator, or a combination of skills that is attractive to employers. Disruption is constantly redefining industry, and it is important to stay up to speed with the changes.

Not only is it vital to make sure you are constantly educating yourself, but also the company you work for should realise this need and act upon it.

In the future it will be crucial for a manager to be able to build diverse and integrated teams. This is a very hot topic at the moment and will become even more so in the years to come. ■

CROSSING THE DIGITAL DIVIDE

Digital transformation remains an unprecedented and unstoppable evolutionary force in business today. Given the speed, scale and complexity of change unleashed by this technological tsunami, the key factor for successfully navigating these violent waters is the digital expertise of a company's leadership.

"In the next five years, we will

Are you cultivating
a digitally relevant
leadership model?
If not, says NATASHA
D'SOUZA, the result could
be catastrophic

experience just as much change as we've seen in the last three decades thanks to a growing confluence of emerging and next-generation technologies such as deep learning, a high impact strand of artificial intelligence; immersive reality, where virtual, augmented and touch interfaces merge; second generation biometrics security and advanced data science," says Shivvy Jervis, an award-winning tech futurist and a leading innovation expert.

According to Jervis, the digital economy is growing at twice the rate of the wider GDP and, given the "several opportunities for the taking", it serves as an imperative that business leaders must not only recognise but also respond to – now! Digitally aware leaders, CEOs and boards must be at the forefront, cultivating a digitally relevant leadership model. If they don't, the digital divide will continue to widen and companies run the risk of fading into oblivion. Remember Kodak and how it underestimated the smartphone revolution?

The digital divide

A 2015 McKinsey study entitled 'Cracking the Digital Code', revealed that most companies have yet to realise the full value of digital, primarily because of deficits in leadership and talent – both key pillars for successful digital transformation. That same year, a MIT Sloan Management Review study found that only 44 per cent of →

respondents from a pool of global managers and executives say their organisations are adequately preparing for digital disruption and an overwhelming 70 per cent say they don't have the skills needed to adapt as a digital leader.

In order to close the gap, boost revenue and ensure business sustainability, simply adding more digital roles, infusing existing roles with a digital orientation, launching channel/function-specific digital initiatives and up-skilling existing senior leadership is no longer enough.

A new era in C-suite leadership

"The mandate for digital transformation no longer rests purely with a 'digital guru' or Chief Digital Officer or Chief Innovation Officer," says Karen Greenbaum, President and CEO of the Association of Executive Search and Leadership Consultants (AESC). "Digital transformation can no longer be a siloed activity in the C-suite anymore. It requires a collaborative, intersectional approach that cuts across the enterprise and it doesn't need a technologist leading the charge."

Digital leadership by the CEO is key in order to bridge the gap between a vision of digital transformation and its cohesive result-driven execution. In fact, extensive management research emphasises that setting the tone for digital transformation is a top-down exercise – with its chief agent being the CEO. "In our recent AESC worldwide survey of C-suite clientele, 96 per cent said the CEO needs to change," argues Greenbaum. And it seems some CEOs are willing, even begrudgingly, to



I think most organisations recognise that change is imminent and that the strength of existing leadership, and therefore the strength of the enterprise, depends on senior leaders being agile – not just managing digital change but learning to drive it as well



change. "I think most organisations recognise that change is imminent and that the strength of existing leadership, and therefore the strength of the enterprise, depends on senior leaders being agile – not just managing digital change but learning to drive it as well," adds Paul Vella, Partner and Head of the Leadership Practice at Odgers Berndtson in the Middle East. Vella points out that, in recent years, many C-suite executives in the Middle East have been proactively reaching out to get coached in leading through digital change.

As companies bear the brunt of the need to rapidly digitise and adapt to competitive pressures, the most digitally forward companies often bring in CEOs from different industry verticals to infuse the organisation with fresh thinking and an agile mindset. For example, Uber famously appointed former Expedia executive Dara Khosrowshahi as the CEO when the ride-hailing Goliath

was in the midst of a major cultural reckoning and facing crushing competition globally.

Top CEOs at digitally forward enterprises are also increasingly proving to be younger, and more so in growth markets such as India and China versus mature markets in the West. "Asian companies are fundamentally more agile in the way they operate, in large part because the founder still runs it very entrepreneurially," says Mark Braithwaite, Managing Director for Asia-Pacific at Odgers Berndtson. Braithwaite adds that the average age of the Asia-Pacific CEO is around 15 years less than the average CEO age in the US.

The digital gap

Company boards are also not immune to the digital imperative. A growing number of boards, at the risk of losing competitive advantage and incurring investor criticism, are moving away from their dependably cautious stance to address digitisation. With company



boards playing a key role in balancing risk management, promoting value creation and ensuring long-term sustainability, it follows that the board – not just the CEO – must also proactively guide an organisation through its digital transformation.

Even with a digitally forward CEO, an internal ‘digital deficit’ in the board can serve as a major roadblock to digitisation. An increasingly common ‘quick fix’ for the digital gap in the boardroom amounts to bringing in a director with deep digital expertise. In North America, there is a steady push towards placing directors with digital expertise in legacy companies, such as when Facebook COO Sheryl Sandberg was appointed to The Walt Disney Company’s board in 2010.

Several studies also point to the fact that the digital gap is most prevalent at the board level and often generational in nature. Recent research from the Harvard Law School Forum on Corporate Governance and Financial Regulation indicates that the average age of independent directors in the S&P 500 companies in 2017 was 62.4 years, and fewer than 25 per cent of companies having an average director age of less than 60.6 years. Interestingly, and perhaps unsurprising, is that information technology firms boast the most age diverse boards, with a spread of eight years.

A more holistic and long-term approach to digital transformation necessitates high-performing boards that adopt a continuous improvement mindset, whose members constantly ramp up their knowledge about digitisation and new business

realities. Beyond individual improvement, these digitally forward boards are also reengineering their very constitution and ensuring that their membership composition evolves in light of new strategic imperatives.

This internal overhaul may often mean that boards need to move beyond subscribing to legacy formulae when it comes to the profile of an ideal directorial candidate, particularly when it comes to credentials and age. Consider this: boards of US public companies expect members with corporate C-suite experience. However, when the pool of digital candidates is small, this criterion excludes many entrepreneurial start-up veterans who are often the very individuals you need on board because they have amassed a wealth of experience in an environment that demands agility, risk-taking and collaboration.

“It’s time for younger individuals to have a seat on the board, particularly when they bring with them a history of

WHAT MAKES A DIGITALLY SAVVY CEO?

- A natural visionary and forward thinker
- Tech savvy (not necessarily an engineer) but deeply familiar with the digital landscape
- Relational on- and offline, inspiring and cultivating dynamic relationships in person and via their digital network.
- Intelligence seekers: they develop a distributed intelligence network within the C-suite and their company and the industry
- Agile and humble: they know they can’t know everything and so ask intelligent and relevant questions, they accept that they may make mistakes and they are quick in recognising and pivoting when they do
- Open to the art of possibility
- Healthy appetite for risk

visionary thinking and proven deep expertise in value creation. That generation straddles the best of both worlds, analogue and digital, and is the ideal segue to creating some creative abrasion in boardroom discussion: precisely the kind of friction that catalyses new thinking and new approaches,” suggests Shivvy Jervis. In this respect, Asian companies appear to be ahead of the game. “In APAC, most C-suites have someone in their late 30s/early 40s. In boards, we have yet to see this change but, with Asia being such a digital driven ecosystem that rapidly absorbs and adopts technology, this change will surely follow,” says Odgers Berndtson’s Mark Braithwaite.

The talent question

An MIT Sloan study revealed that digitally maturing organisations place a decisive emphasis on developing existing talent and recruiting new talent: 76 per cent of respondents from digitally maturing companies attest to their companies providing resources and opportunities to develop digital acumen. However, only 14 per cent of employees at early-stage companies and 44 per cent at digitally developing companies say that their organisations do.

“The quest for talent proves even more competitive as companies seek to rapidly identify and secure a competitive advantage,” adds AESC’s Karen Greenbaum. “The most intrepid performers are the cream of the crop and courted by some of the world’s most formidable companies. The question they ask in order to make a decision is: ‘What’s in it for me? Does this company truly embrace digital opportunities?’ →



Do they operate in a way that would challenge me and help me grow?’ And the presence of a well-enmeshed digital culture is one of the first things they look for.”

The MIT study found that, among digitally maturing companies, 71 per cent of respondents believe their company is significantly better able to attract new talent based on its digital advancement, compared to only 10 per cent of those from early-stage organisations which tend to rely on short-term consultants to support their digital efforts. In fact, it appears that a company’s extended reliance on external short-term digital experts impedes long-term talent and culture development, as these experts conclude their assignments and take their digital knowledge with them.

As more new roles emerge in digitising companies, Greenbaum notes that positions such as Head of Growth and Head of Innovation – roles that evolved within the start-up world – are now percolating into traditional enterprises. Where will digitally ambitious organisations unearth the talent they need to take them forward?

“In Silicon Valley, or anyone who has worked in a similar fast-paced constantly innovating environment,” says Greenbaum, adding: “Former start-up and tech executives possess a coveted blend of agility, inventiveness, curiosity and fearlessness which makes them a very desirable hire.” But for this kind of entrepreneurial talent to succeed at a legacy corporate, there is one important condition. “Entrepreneurial talent recognises that failure is inevitable and it doesn’t

daunt them. They are persistent, fearless and unafraid to start all over again and they seek an environment that accepts failure as part of the innovation process.”

Creating a digital DNA

For high-achieving digital talent, culture is the key. While the CEO should be both cheerleader and catalyst for all things digital, an enterprise that continuously evolves in the digital landscape depends on the presence of an entrepreneurial and innovation-driven culture, set in place by the CEO.

How does a CEO drive such an innovation-focussed culture? Greenbaum has some answers: “A culture of continuous learning and embracing failure is important. Employees should feel empowered to ask questions and encouraged to try, even if they fail. Diversity and inclusion is also vital as multiple perspectives ultimately ensure a better final product.”

As this internal culture develops and matures, with more fully-fledged digital roles in place, it concurrently acts as a magnet for fresh digital talent that is looking to be a part of an organisation that’s committed to transformation.

How is this culture characterised? Entrepreneurial mindset, creativity, collaboration and the lack of hierarchy are some of the many qualities highlighted as belonging to “the innovators”, in Braithwaite’s words. Greenbaum suggests that, as an organisation brings in more entrepreneurial thinkers, the success of digital transformation counts on the enterprise culture encouraging the ability to ideate, test, pivot, innovate and constantly communicate along the way.

Integrative, intersectional and collaborative teamwork is also crucial, particularly in a day and age where hierarchies are eschewed and where diversity and inclusion are crucial to carry a business forward to this next stage of growth.

Jervis recalls a recent advisory engagement in which she developed a mini “innovation think-tank” at her client’s firm, pulling high-performers from across business lines and seniority levels. “The most refreshing and relevant ideas come from your people out in the trenches, the ones cranking away at code or actually interfacing with customers. This innovation taskforce yielded a fantastic funnel of ideas in eight weeks and also massively boosted the morale of those involved, particularly as high performers always want to feel challenged and appreciated.”

A paradigm shift

With such a monumental paradigm shift, when it comes to enterprise leadership in the digital era, we’re at the tipping point. The future points to the exponential gains to be found in digitising what McKinsey refers to as “the most distinctive C-suite function”: strategy. McKinsey’s ‘Cracking the Digital Code’ report concludes that, over the next three to five years, digitisation within complex enterprises will focus on “creating knowledge-sharing and collaboration-cloud platforms at the level of strategy.” These platforms will offer predictive insights on technology and new tools that the C-suite can use to remedy gaps, address crises and create effective change. And isn’t that what every organisation wants? ■





What's

your

TONY GAFFNEY argues that recognising the importance of a Talent Plan that enables the effective execution of business strategies has never been more critical for boardrooms across the globe

plan?

It's an indisputable fact that business strategies are being reviewed on much shorter cycles than ever before. Inextricably linked with these strategic reviews is an organisation's Talent Plan (TP): one that can also be frequently recrafted to ensure the right talent is in place to tackle fast-changing and often unpredictable business demands.

Grow your own talent

Many boards and leadership teams are slow in recognising this fundamental dynamic. Where there is a TP in place it is typically refreshed every three to five years. I strongly believe that is no longer viable in a world where the speed of disruption, digitisation and ultra-rapid marketplace changes is faster than ever before.

Although a truism, it's also worth repeating that having the best talent is the lifeblood of any organisation – ever more so in this fluid world. And that means everything from recognising and rewarding potential (the best companies tend to 'grow their own') to assessment and development regimes and ensuring your executive team is adept at effectively implementing talent strategies.

Broadening this out for a moment, the mandate of the board – in addition to including CEO and leadership appointment and succession, and board appointment and succession – should also include ensuring that a current TP is in place. By doing so it ensures that the organisation can effectively combat rapid change. The hardest part, perhaps, is often that the board needs to also 'look in the mirror' to ensure that as the business

evolves, it, too, has the right talent and competencies in place to govern effectively.

Enlightened boards understand all of this and realise that they need to be swift in making changes to their TP when circumstances or trigger events demand it, even if that is on a continuous basis.

Five top tips

What does a good TP look like? In my view there are five key elements at play. An effective TP must be:

1. Driven by the strategy or changes to the strategy
2. Informed by a clear view as to what the business model and organisational structure requirements are going forward
3. Understanding of the key roles that are strategically important in the business
4. Understanding of where your talent needs to be upgraded. Be certain that the right people are involved and, if necessary, that new people are appointed from within the business or outside to effectively deal with rapid change
5. On a continuous basis, maximising the deployment of your best talent to the most impactful roles.

Of course, boards also need to ensure that the right leadership team is in place so that the company strategy is understood by all; that employees in turn understand their role in it and that employee aspirations and potential are acted upon. Retaining great people is absolutely essential. Are you certain you have proactive executives in place who are adept at making radical changes to the TP when strategic business needs demand it?

Active management

And what about mitigating risk? Who would the successor be if, say, there was an unexpected and unplanned emergency requiring rapid replacement of a key executive or board member? All of these elements should be factored into a dynamic TP.

As EY put it in its recent report 'Boards Turn to the Talent Agenda': "Many forward-thinking boards are adopting a broader view of understanding a company's talent strategy and mitigating human capital risk. While these boards and, in particular, compensation committees remain focused on developing senior leaders and building a diverse talent pipeline to fill key executive roles, many are also expanding their oversight to key talent indicators for the overall workforce."

I would argue that the majority of boards currently – and inevitably – spend a lot of time on governance and business matters but only occasionally focus on the strategic talent agenda. Boards traditionally focus on hiring and firing the CEO, executive compensation, reviewing and approving the leadership team and so on.

But what has changed in recent years is the connection between the business strategy and the TP, and the active management of that TP as the board partners with the CEO to drive greater agility and performance. It is an emerging practice, but it is also one that is driving optimum results for more forward-thinking boards. ■



Tony Gaffney is Managing Partner, Board and CEO Services at Odgers Berndtson in Canada.

GROW YOUR TALENT

Odgers Berndtson's Active Succession Management enables organisations to deliver a pipeline of talent ready to fill critical roles at the right time

Any CEO – and Chair of the Board – remotely concerned about the long-term success of their organisation will have a succession plan in place. If you don't have one then you should start worrying now!

“But that's only half of the story,” says Rob Cross, a Human Resources Director who has sponsored succession with multiple CEOs throughout his career. “How effective and how active is your plan? That is, are you merely paying lip service to succession by adding names to a spreadsheet, or do you have a dynamic process in place that gets the best out of your internal talent, while benchmarking them against external candidates and properly closing succession gaps?”

Setting a benchmark

Liz Stewart, Head of Executive Assessment and Development at Odgers Berndtson in London, is clear: “Many organisations do a lot of plotting of internal talent, but it often fails to deliver successful outcomes.”

Stewart gives an example of one of the many organisations she has worked with. It's a common scenario. “When a big role came along, the

identified internal successors were benchmarked against external candidates through the recruiting process, and an external candidate got the job. The organisation was baffled by the outcome because it felt it had selected successors with potential, but when we explored it further they had not benchmarked them through their succession planning process or provided capability development. Failing to get the job then left the executives demotivated and undermined the investment made into succession planning and talent development.”

This is by no means an isolated example and demonstrates, according to Stewart, that investing in active succession management is key.

Research suggests that if internal candidates do benchmark well against external candidates and get the top jobs they actually deliver a better result for the organisation in the longer term. This is at the core of the Odgers Berndtson Active Succession Management process: a particular set of actions designed to help organisations really leverage their best internal (and external) talent to succeed at the highest levels. →

ALAMY

Comparing apples with apples

How does it play out in practice? Stewart felt it was unclear whether that particular organisation had:

- really identified individuals with the right potential to progress to senior roles. Performance provides permission to be considered as talent, but does not guarantee success in broader roles with new challenges
- invested in the development that prepares individuals for top roles. Increasing their self-awareness was a foundation to future performance. But stretching their ability to deal with complexity, navigate diverse perspectives and personalities, and persevere despite volatility, uncertainty and failure, develops agility through learning – adapting on the job beats educationally focused learning
- evaluated internal and external candidates on a similar basis. There was no sense that there was a more in-depth assessment on an equal and fair basis – providing an apples-and-apples comparison.

Says Stewart: “We felt that if we were involved earlier in their succession and talent process, we could have helped them identify potential more accurately, put together a development programme that was more stretching, while also helping to track internal talents’ development against the broader pool: Active Succession Management.”

Successful succession

Active Succession Management equips the Chairman, CEO and HR team with an approach, processes and tools to identify accurately, develop effectively, and retain a strong and diverse succession pipeline. It also enables more effective external benchmarking and market mapping to ensure comprehensive management of the succession pipeline, blending a mix of internal and external talent.

“A lot of succession management and planning has been about identifying the elite few that might go to the top,” Cross emphasises. “But actually most of today’s MNCs realise that it’s a very limited pool. To fully leverage the value of your talent, whilst preparing those with the potential to progress, you first need to be classifying your talent appropriately and then deploy and develop them in the right way.”

“The interesting thing,” adds Stewart, “is that although the research is clear – only 29 per cent

of high performers are likely to be successful in new, broader and more senior roles – 60 per cent of talent has the opportunity to improve their performance by deepening their expertise.”

Stewart adds that the first thing an organisation should check is whether their potential model adequately covers an individual’s

- 1) intellectual capacity and flexibility
- 2) emotional intelligence and how they use it to good effect interpersonally
- 3) resilience and ability to deal with challenging situations, drawing on a strong inner compass and delivering the sprint as well as the marathon
- 4) motivation and discipline to learn and relearn (Odgers Berndtson’s LeaderFit™ model is a key tool in helping define an individual’s capability across these dimensions of potential).

Developing talent

While one can strike high on these four levels, “to progress, individuals also require the ambition to release their potential in the roles being targeted, meaning that they have to want to be better and go further,” adds Stewart. “A critical consideration for any individual is that they need to be available and want to take on new roles or challenges that are different as they arise.”

The next stage is developing talent.

Research shows that highly performing senior executives are very self-aware individuals. “It’s a start,” says Stewart, “but then you need to help these individuals apply their talent and be stretched through ‘on the job’ experiences. Seventy per cent of our learning comes ‘on the job’. What we offer is an action learning approach for executives that organisations want to develop. These executives take on real projects or tasks that are stretching for them, that they haven’t done before, where they need to work with others and have clear personal learning objectives as well as business goals. This type of development not only helps prepare the individual, but it also gives the business strategic flexibility as they

assign their best people to areas where they can deliver greater value.”

Receiving good feedback and coaching as they go through this process is vital. “This learning programme is appropriate for individuals with the potential to go for the top job, but it doesn’t exclude others who might go vertically upwards rather than horizontally,” says Stewart.

Harnessing potential

Active Succession Management also manages the risks of losing internal ‘talent’ once they realise they have the potential. Stewart adds: “If the organisation doesn’t channel and nurture these individuals, they will quickly move on. Although I have seen this in mid-tier organisations, I have also seen it in organisations where the C-suite has been assessed for CEO succession: where there’s been a perceived lack of parity or movement by the incumbent CEO, resulting in them losing a number of C-suite directors to other organisations. Only there can they realise their CEO potential and gain the rewards.”

Cross echoes these sentiments: “Making sure that you continue to set stretching performance goals according to their potential helps the executives feel they are being acknowledged and given the best chance.

Making sure the CEO is sponsoring these individuals’ development and taking account of ongoing feedback as to how they’re improving, including the use of 360 surveys or coaching, is absolutely critical.”

As in any other field, managers want to see those they have invested in win in the same conditions as others. So if only 40 per cent of an executive’s performance derives from their experience and skills, assessment of leadership competencies and potential provides for a fairer competition when recruiting talent. Our in-depth LeaderFit™ assessments and Active Succession Management create not only a fair playing field, but also equip organisations to develop individuals to realise their potential.” ■

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Raymond Ledwaba on the invaluable experiences gained by being a young CEO

LISTEN... AND LEARN



decided to take part in CEOx1Day to get an opportunity to walk in the shoes of an influential business leader in South Africa. I wanted to get a sense of what goes on in their daily lives.”

So says Raymond Ledwaba, who in 2015 shadowed Phuti Mahanyele, then CEO of Shanduka Group, a South African investment holding company that has interests in the resources, telecoms, food and beverage, property, financial services, energy and industrial sectors.

Shanduka was founded by Cyril Ramaphosa, the current President of South Africa. “As you can imagine,” adds Ledwaba, “having an opportunity to spend a day with a CEO of Ms Mahanyele’s calibre is a once-in-a-lifetime opportunity.

“What I learnt observing Phuti in action was that she didn’t do much talking in her meetings. She was present and engaged in the discussions at hand. Most of her contribution was in the form of questions to understand the issues better. This is a very important attribute for a leader. I try to listen more and speak less in my everyday business experience, although I will admit that this is not an easy when people look to you for solutions.”

Ledwaba is now CEO at ITThynk, a small software development and consulting company that started 12 years ago and now employs 35 staff. “We are a very young organisation.



We employ young software engineers and consultants who bring a youthful energy to the company.

So being a young CEO is not a big challenge for me from an age perspective, but my biggest challenge with running the business is being able

to split my time into three zones. I need to spend time living in the future, ensuring that we are working on developing the business so that we create a

strong pipeline of deals and products that will take the business to the next level.

At the same time, I need to make sure I live in the present so that we deliver quality products and services to our clients, who expect nothing less than the best. Finally, I need to live in the past and ensure that we are learning from our mistakes and failures and grow from them. Three time zones in one day!”

Ledwaba believes there are three crucial skills for running a small business: critical thinking and always challenging the status quo; knowing when to say ‘no’; and having the ability to take a step back, see the big picture and relax. “As an entrepreneur, I constantly need to remind myself that things take time – I need to trust the process!”

Adds Ledwaba: “I think a key leadership question for young people when it comes to talent and realising one’s potential in a disrupted digital age is to ask ourselves: what kind of world do we want to live in?” ■

ILLUSTRATION: PAUL RYDING

ÁINE HURLEY, NICK CLARIDGE and HARRIOTT PINNOCK argue that when it comes to recruiting talent from Generation Y, the same old ways just won't cut it any more

Innovation has to start with recruitment. If you don't compete effectively for the best apprentices and graduates, your talent pipeline will be compromised. You can't take out what you don't put in.

It used to be easy to recruit the best. Regular as clockwork, every summer in the UK (and no doubt in many other parts of the world), well-known brands would make 150 entry-level hires, offering no more than £25k/\$40k, a basic car, and the promise of management training. There'd be a long queue and they'd take the cream. Those days are long gone.

Changing values

By 2020, Generation Y - aka the millennials - will make up 50 per cent of the global workforce. They have been raised in a constantly changing,

always-connected world. Born in the early 1980s, their outlook, values and expectations of work are very different. Their access to study, leisure, food and entertainment is immediate and transactional: online, on the go, anywhere.

A new report from the UK's IGD (Institute of Grocery Distribution) lists what it considers to be the most important factors for millennials when deciding on a job. In order of importance these are: work/life balance, promotable opportunities, training, company values and finally, salary.

In response to this new generation with its new life philosophy, a number of companies are trialling millennial-friendly recruitment initiatives that resonate with this cohort. Here are some of them:

Out with



- When BrewDog launched its US recruitment drive, it started with a two-day interactive open house at its Columbus, Ohio facility. Candidates pitched their skills and BrewDog outlined its plans
- Goldman Sachs ran adverts for its graduates on Spotify
- Ad agency O&M challenged applicants to submit 'the world's greatest pitch' on YouTube
- The UK Armed Forces still runs recruitment ads on TV, but the message has changed from 'see the world' or 'learn a trade' to one that emphasises a sense of belonging and comradeship.

Modernised media

To recruit top talent from Generation Y you need to speak their language, be present in the media that they are familiar with (and that

means the whole panoply of social media), create video content that will resonate, share images of company culture on everything from Instagram to LinkedIn, and really immerse yourself in the corporate culture that you should be demonstrably proud of.

Understanding how to use social media is, then, crucial: deploy Snapchat for showing behind-the-scenes footage of the company in action – as it really is – and post videos on Facebook and Twitter to show what other employees think about the organisation and the way it treats its people across the board.

There are innovations in the interview process too. For senior hires, a CEO of a food manufacturing business insists on meeting board-level, customer-facing hires while

doing a store check. He believes that candidates need to see and share his passion for his customers and the insights he gets from it. He appreciates the value of escaping the conventions of a stale interview meeting room.

The lesson is clear: get out there and make some impact! If you want to recruit from the exciting talent pool that makes up Generation Y then think like them, understand them, resonate with them! ■

Aine Hurley is a senior member of the Board Practice in the Odgers Berndtson London office, where she also leads the HR Practice, **Nick Claridge** is a Partner in the Odgers Berndtson Consumer Practice and **Harriott Pinnock** is an Associate in the Consumer Practice, both based in London

the old...





Finding the **Sweet** *spot*

It took a collaborative team at Odgers Berndtson less than two months to find a board member for Swedish confectionery giant Cloetta



Attracting top talent can often be a lengthy process if securing the right person, at the right time, and in the right place is the priority – as of course it should be.

But sometimes the typical time frame has to be condensed when the need is urgent or unpredictable. Just such a scenario occurred when Lilian Fossum Biner, Chairman of the Board of Swedish confectionery company Cloetta, contacted Odgers Berndtson in Stockholm.

Seeking a specialist

The brief was both clear and challenging. Fossum Biner needed a new Executive Board member – and she needed one quickly – who was an internationalist, a supply chain specialist and ideally someone with deep knowledge not only of logistics but also of manufacturing. He or she had to be high profile and seasoned enough for a board position in a public company.

Cloetta operates in

1. Jelly bean production in Cloetta's Dublin, Ireland factory
2. Toffelnut production in Ljungsbro, Sweden
3. CEO Lilian Fossum Biner
4. Bengt Starke
5. Lucy Harding
6. Production in Roosendaal Borchwerf, the Netherlands
7. Alan McLean Raleigh

Sweden, Finland, Denmark, Norway, the Netherlands, Germany and the UK, has 2,500 employees in 11 countries and has production facilities at eight factories in five countries. Last year it turned over 5.8 billion Swedish Kronor (approximately US\$646 million) thanks to strong heritage brands such as Lakerol, Cloetta, Candyking, Jenkki and many others, so this was a major assignment for a major organisation.

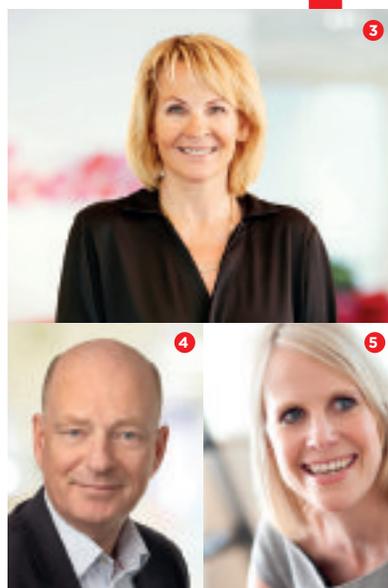
Cloetta's Fossum Biner explains: "I had worked with Odgers before and had been impressed by their extensive international network. They gave us a long list of some 20 qualified candidates for this role from various people in Europe and all were qualified on paper for the assignment."

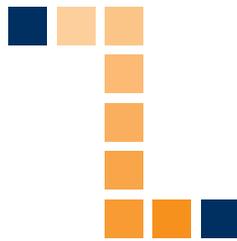
Precision in process

Bengt Starke, a Partner in Odgers Berndtson's Stockholm office with a focus on the industrial sector, recalls precisely how the process unfolded. "Lilian contacted us on October 26, 2017 at 11am. We had to prove very quickly that we would be able to deliver despite the international requirement of the assignment. We managed to prove our capabilities thanks to the quick response from Lucy Harding, Partner and Head of the Procurement and Supply Chain Practice in our London office. In a few hours, we had convinced Lilian that we had the network on an international basis to manage a project like this."

In fact, Odgers provided Cloetta with extremely high-calibre CVs from within the FMCG industry in Europe representing some of the top supply chain leaders in the sector. Fossum Biner was duly impressed, not only with the quality of the CVs but also with the speed of the response.

Says Starke: "We reached →





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out to Odgers offices around the world to seek names and received back potential candidates from Germany, Belgium, Holland, the UK, Finland and France. Even Singapore and the US had some ideas.”

The perfect fit

After a thorough process, Alan McLean Raleigh, a former EVP Supply Chain for Unilever, was elected to the Board at the Cloetta General Meeting in April 2018.

What was it about Raleigh that precisely fitted the bill for Cloetta? Says Fossum Biner: “Alan was selected for his supply chain experience and track record in a similar business; his strong ability to make strategies and transform them into results; his track record in one UK company board where he made a significant impact; his high intelligence and proven judgment; his balanced personality. The other candidates had three or four of these factors but not all of them.”

Raleigh adds: “I found the selection process with Odgers Berndtson very professional and smooth. Lucy Harding from the London office, whom I know from my professional network, contacted me to explore my potential interest in the Cloetta non-executive role. From the brief discussion with Lucy it sounded interesting so Lucy connected me with Bengt Starke in Stockholm, who then quickly followed up. I liked Bengt’s simple, clear and straightforward approach to the selection process – he provided quick and constructive feedback at each stage and was always available to answer any questions I had without compromising client confidentiality.”



“Spotting the right talent with relevant experience is really tricky”



Cloetta

Meeting the challenge

Although Fossum Biner is happy with the work Odgers conducted for her, she is also aware that the talent pool is constantly changing. “Working with consumer goods and selling through retailers,” she says, “the challenges and opportunities with digitisation are formidable. This affects all parts of the business system and the talent requirements that go with it present a real challenge. Because the opportunities within digitisation are still developing so quickly, spotting the right talent with senior and relevant experience is really tricky.”

Raleigh agrees: “Businesses that have a purpose that inspires will have an advantage as more and more employees look for reason in their working life. In a world where the pace and frequency of change is increasing, it is vital that organisations create environments that can adapt quickly and that support the constant development of relevant new skills and capabilities. The best employees want to be challenged and developed, and will leave if they do not see the potential for self-actualisation. Given that the leaders of organisations are often less digitally aware than many of the new recruits into organisations, reverse mentoring might be required to ensure leaders understand this new world themselves.” ■

ATTENTION!

Boot camps for young techies are sprouting up everywhere.

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{ ( This is the real deal,
  where lightning talks
  and intense working are
  the order of the day
  - with big prizes at
  the end of it in the
  lucrative world of
  software development.
  Jonathan Arnold reports
  ) }
```

If you are a young, aspiring millennial with ambitions to work in the tech space then climbing your way slowly up the corporate ladder for years on end is no longer an appealing proposition.

What you need is a bit of fast-track learning. And let's not beat about the bush here: we're talking tech boot camp. These intensive coding courses – either online or in bricks-and-mortar buildings – aim to ensure students are qualified as quickly as possible in their chosen subject. The boot camps can last anywhere between a few days and a few months, depending on the subject.

Taking the fast track

Critically, because the topic is intended to be covered comprehensively, qualified learners will usually be able to apply for jobs in their field immediately upon completion. And that's the attraction to young teens who want to bypass the traditional – and slow – career path in faceless organisations.

There are numerous opportunities out there. Take, for example, the School of Accelerated Learning (SOAL) in Hyderabad, India, which offers a full-time, 14-week coding boot camp. Its Exponent Program in Web Development (TEP) helps students “master the fundamentals of full-stack JavaScript, with a focus on React, NodeJS, database design, and APIs. The School of Accelerated Learning looks for applicants who are passionate about learning software development in a collaborative, immersive and accelerated environment.”

‘Immersive’ and ‘accelerated’ are the key words here. If you're not up for intense tech hard labour, you're heading into the wrong career. “The core elements of TEP,” say SOAL, “include meta-learning, a comprehensive curriculum, fluid classrooms, learning by building, and exceptional faculty. Instructors are all experienced software developers and will introduce concepts through lecture, live coding, lightning talks and hands-on demonstrations.”

‘Fluid classrooms’, ‘lightning talks’ – this is learning 2018-style.

Hands-on experience

Techies arriving in London during August of this year

for a one-week, full-time React, Redux, GraphQL boot camp were not disappointed. In a seven-day period expert coaches and mentors worked alongside boot campers to master the React ecosystem in order to return to work as a React specialist.

And no, I don't know what React, Redux and GraphQL are either.* What I do know is that the blurb for this particular boot camp made it abundantly clear that they were offering "extremely rapid, intense learning".

Reed UK – part of one of the world's largest employment agencies – said: "Many coding boot camps are designed to be hands-on. So instead of lots of time spent in lectures, you'll be putting your skills to the test in a series of practical exercises. With the industry growing by 150 per cent and average starting salaries of £30,000+ for qualified web developers, there's never been a better time to get into coding."

No job, no fee

So appealing are these intensive courses that cio.com even produced a list of the Top 10 coding boot camps. Number one on its list is AppAcademy, a full-time, intensive "full-stack developer training program" that spans 12 weeks. No previous coding experience is required. "Students use hands-on projects to build Ruby on Rails and JavaScript applications, and learn the ins and outs of web development in a completely immersive environment."

Interestingly, AppAcademy offers a tuition deferment programme wherein students pay only if they land a job within 12 months of completing the programme. Which might seem just as well, as this online course will set you back \$17,000. But

then you will be a whizz at Ruby on Rails, JavaScript, React.js, algorithms, advanced algorithms, CSS, SQL, UX, HTML, design principles, JQuery...

Sustainable growth?

But is the coding boot camp bubble about to burst? In autumn 2017 Reuters reported that "closures are up in a field now jammed with programs promising to teach students in just weeks the skills needed to get hired as professional coders. So far this year, at least eight schools have shut down or announced plans to close."

Added Reuters: "Collectively, these boot camps expect to graduate 23,000 students this year [in the US and Canada], more than double the 10,333 students that graduated in 2015, according to Course Report, which says starting salaries average around \$69,000."

So if you are keen to code – and want a fast track to high earnings from day one – then a coding boot camp stint may be just the ticket. But you'll need stamina, the ability to cope with lightning talks and military-style intensiveness – and a wallet to match. ■

**React is a declarative, efficient, and flexible JavaScript library for building user interfaces. It lets you compose complex UIs from small and isolated pieces of code called 'components'.*

Redux is a predictable state container for JavaScript apps and helps you write applications that behave consistently, run in different environments (client, server, and native), and are easy to test.

GraphQL is an open-source data query and manipulation language, and a runtime for fulfilling queries with existing data. GraphQL was developed internally by Facebook in 2012 before being publicly released in 2015.

Ruby on Rails, or Rails, is a server-side web application framework written in Ruby under the MIT Licence.



Post

Tweets from the top

Talented individuals looking to join the C-suite are turning to social media to see how a company's ethos and behaviour plays out in the public arena

What do those individuals about to join the C-suite look for most when considering taking up a position? And where do they turn to get at least some of that insight?

Thanks to social media, it's easier than ever for a prospective candidate to mine down into a company's behaviour and look at how CEOs and other senior executives portray themselves and their organisations on platforms such as Facebook, Twitter, Instagram and YouTube.

Just a few short years ago, who would have envisaged a world where things have evolved to such an extent that C-suite executives actively use the social space to reward and recognise high achievement and extol the virtues of their C-suite? It's a radical shift and one that can no longer be ignored.

Shareablee analysed 250 business leaders to understand what content their companies published targeted at C-suite individuals – either those that are entering their first executive role or an experienced board member with a global reputation looking to develop his or her career. The posts range from those that give exposure and recognition to exceptional individuals, to CEOs outlining their own advice for success in these vital positions.

Power of social

Reward and recognition plays a strong role in building a brand that people want to work for. Whether this is C-suite executives using their social media pages to give credit to their team or the executive on the receiving end, it provides a compelling opportunity for companies to celebrate successes in the workplace and give praise where it is due.

ABOUT SHAREABLEE

Launched in 2013, Shareablee empowers brands by providing data that can help them define and drive success on social media by arming them with metrics and predictive analytics that inform powerful best practices. It is the leading authority on audience intelligence, competitive benchmarking and actionable insights across the social web, measuring more than 500,000 global properties across all major social platforms every day. It helps marketers quantify the value of their audiences by providing insights and data-driven assessments about how consumers are engaging with their brands and competitors on Facebook, Twitter, Instagram, Google+, Tumblr and YouTube.

Providing people with an insight into C-suite culture worked effectively for Cisco, who publicly recognised those who had made significant contributions to business operations in the APAC region. Rather than simply offering an award, the company opened up opportunities for C-suite members for fireside chats, panels and webinars. It allowed them the opportunity to communicate more freely with the wider business, demonstrate the value they have in their teams and encourage an open display of corporate C-suite life across social.

Diana O'Brien, Global CMO at Deloitte, and Lauren Sallata, CMO at Panasonic, both stress the importance of C-suite executives having strong relations with other C-suite executives, and they both advocate these opinions on social. "Having alignment across the C-suite is critical," Sallata says. "We're highly focused on talent, development and culture." Being able to convey this message across, say, Twitter gives C-suite candidates an insight into that company's values to determine if they personally align with them.

Using social media to promote corporate culture at C-suite level, companies can provide information on the type of personality that will make a successful C-suite member based on their leadership qualities. Mike Preston, Chief Talent Officer at Deloitte US, demonstrates this perfectly: his message to all prospective leaders concerns how they can work with others and build long-term happiness in the business. "A healthy and positive company culture," he tweeted, "is a top factor in determining employee happiness."

This becomes most effective when coming directly from the CEO. →

Outspoken leaders on social use the platform to personally praise their C-suite team, with T-Mobile leader John Legere giving praise to Jeff Binder, his EVP, following a 'Fierce 50 Executives' award. Legere tweeted: "Not surprised to see you featured as one of @fiercecable's 50 executives reshaping the business. Can't wait to Un-carrier TV with you!!" Binder responded: "Thank you @johnlegere. An honor to be part of the greatest team in wireless @TMobile and sooo excited as we get ready to un-carrier TV and change cable for good!! #areyouwithus." And so on.

Embodying the brand

CEOs have become a powerful voice in the social space in recent years, publicly declaring what their company stands for and why they are good at what they do. Ultimately, they are an embodiment of the brand; they work to build a better future, and engaging with their top executives globally is an essential part of the role.

Inevitably each CEO or C-suite executive will express this in their own particular style on social media. Richard Branson continually stresses the importance of culture across the whole of the Virgin Group, spending time with employees on different initiatives that help Virgin feel like a place of value to work at. Whether this is the culture of adventure or how to incorporate 'play' into work, he gives a compelling view of not only how culture works, but also how it should be taught

and actioned by senior leaders.

GE, through a podcast programme built around Leadership Learning, allows aspiring executives to gain a closer look at life in the C-suite and how their actions are vital in driving growth throughout the business. There are many other examples of this kind of direct activity across the social media world.

The key is for CEOs to embody their brand and use it to build a powerful team, all of whom share similar values. In a recent tweet by Michael Bloomberg, both he and Tim Cook of Apple agreed that "one of your primary responsibilities is to decide what the values of your company are and lead accordingly".

For some CEOs, however, the answer is much simpler. Jeff Weiner, CEO at LinkedIn, was asked recently by an executive joining his first board: "What makes for an effective board member?" His answer: "The insight to intrusiveness ratio. How much value you contribute to discussions divided by how big of a distraction you are."

Social will continue to evolve in the recruiting world as new platforms emerge to engage with candidates. In the near future new forms of media such as Instagram long-

form video and the evolution of LinkedIn could be deployed when giving advice. As the market matures, these platforms may well become much more critical for those looking to progress to the C-suite level. ■





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Observe is edited, designed and produced by Archant Dialogue on behalf of OB International Search Limited (OBIS) trading as Odgers Berndtson.

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