

2022

SNAPSHOTS

↑think™
↑talent
SERVICES

REINVENTING LEADERSHIP FOR THE TIMES AHEAD

FOUR KEYS TO
BUILD THE
NEW-AGE LEADER!

WHAT'S
BUZZING
IN THE MARKET!

THE EXPERT
OPINION
AT A GLANCE!



**THINK
TALENT ●●**

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Introduction

Because of the technological transformation we have been experiencing, a new world of work has been swiftly taking shape in the last few decades. Big Data, Cloud Computing, Artificial Intelligence, the Internet of Things, and Social Media have irreversibly altered the workplace, rendering traditional fundamental job skills outdated and resulting in a massive talent gap.

To add to the chaos that businesses were already facing, the pandemic has compelled organizations to undergo a dramatic transformation. The future of work has arrived. It is high time to reflect and debate on the possibilities the future will bring about!

There are majorly four trends that will affect the workplace of the future –

- The landscape is evolving as organizations adopt **intelligent automation** for advanced work, with intelligent machines' tasks growing from administrative to including more cross-enterprise and expert work.
- Every decision has an unimaginable consequence in the new era of **globalization**. The increased dependency upon other organizations across the world is leading to a complex hyper-interconnected business world.
- As five **different generations** now coexist in the workforce, organizations should work towards reducing friction and conflict among them to produce efficient business results.
- As freelancers, contractors, gig, and crowd workers make their way into the mainstream workforce, organizations need to put conscious efforts into leveraging this **new segment of talent**.

While traversing the path to the future of work, there will be challenges to leadership development such as flexibility can come at the cost of productivity, facing resistance to change in established processes, lack of appropriate authority for the leaders, bureaucracy in systems, vulnerability to tech infrastructure, and so on.

However, in the light of the recent global phenomena, we have observed a major shift in the ways and approaches of leaders. While dealing with their people, they have commonly observed to have shifted from caring to empathizing, tolerating to embracing ambiguity, networking to building rapport, and from engaging to inspiring their team.

As you turn to the next pages of **Snapshots**, you would be able to catch a glimpse of how leadership will be reinvented basis aspects of mindset and capabilities for the times ahead.

“Personal and organizational effectiveness is proportional to the strength of leadership. – John C. Maxwell”

Future of Work



Generational Mix



Globalization



Automation



Alternative Workforce

“The way we work, manage and lead is evolving!”

The increasing digital connectivity and global nature of businesses are disrupting the traditional work constructs everywhere. It becomes imperative to take into consideration the top trends affecting the future of work and carve out a path to sustainable success.

Organizational Culture

Leadership Capabilities

Cost Pressure

have become the major barriers; yet ensuring that your leaders are given the right guidance will keep the growth wheel running.

There are essentially 4 ways to ensure tomorrow’s leaders are on the top of their games, i.e. changing mindset, building capabilities, accelerating learning and empowering people.

Leadership

Living with Paradoxes

01

Tech Savvy Humanist

02

Traditioned Innovator

03

Humble Hero

04

Strategic Executor

05

High Integrity Politician

06

Globally-minded Localist



Changing Mindset

A. Build adaptive mindset as a selection criterion into **recruitment processes**.

B. Curate **internal programs** to strategically develop adaptability as a baseline strength.

C. Introduce **learning environments** that create safe havens to experiment and succeed.

D. Establish **recognition programs** to reinforce a culture of appreciation among people.

“The adaptive mindset is a perspective, a way of thinking and acting that enables individuals and organizations to traverse uncertainty.”



Building Capabilities

A. Train your leaders to develop resilient behaviors.

B. Regulate your policies to be responsive to employee needs.

C. Be honest with your employees about the business.

D. Frame **change as an opportunity** rather than an obstacle.

“The goal of nurturing new-age capabilities is to ingrain resilience into the social infrastructure of the organization.”



Accelerating Learning

A. Select the best possible **learning method** in the context of participant demographics.

B. Use **blended mode** to impart a connected learning experience.

C. Encourage the use of **self-driven learning** journeys.

D. Incorporate learner and facilitator **feedback** in program design.

“Agile learning needs to be embedded in the cultural DNA of the organization.”



Empowering People

A. Provide your people with the right knowledge and authority to ensure **true empowerment**.

B. Encourage health-positive behaviors to promote overall **wellness** in the organization.

C. Advocate for implementation of **DEI initiatives** to embrace inclusivity.

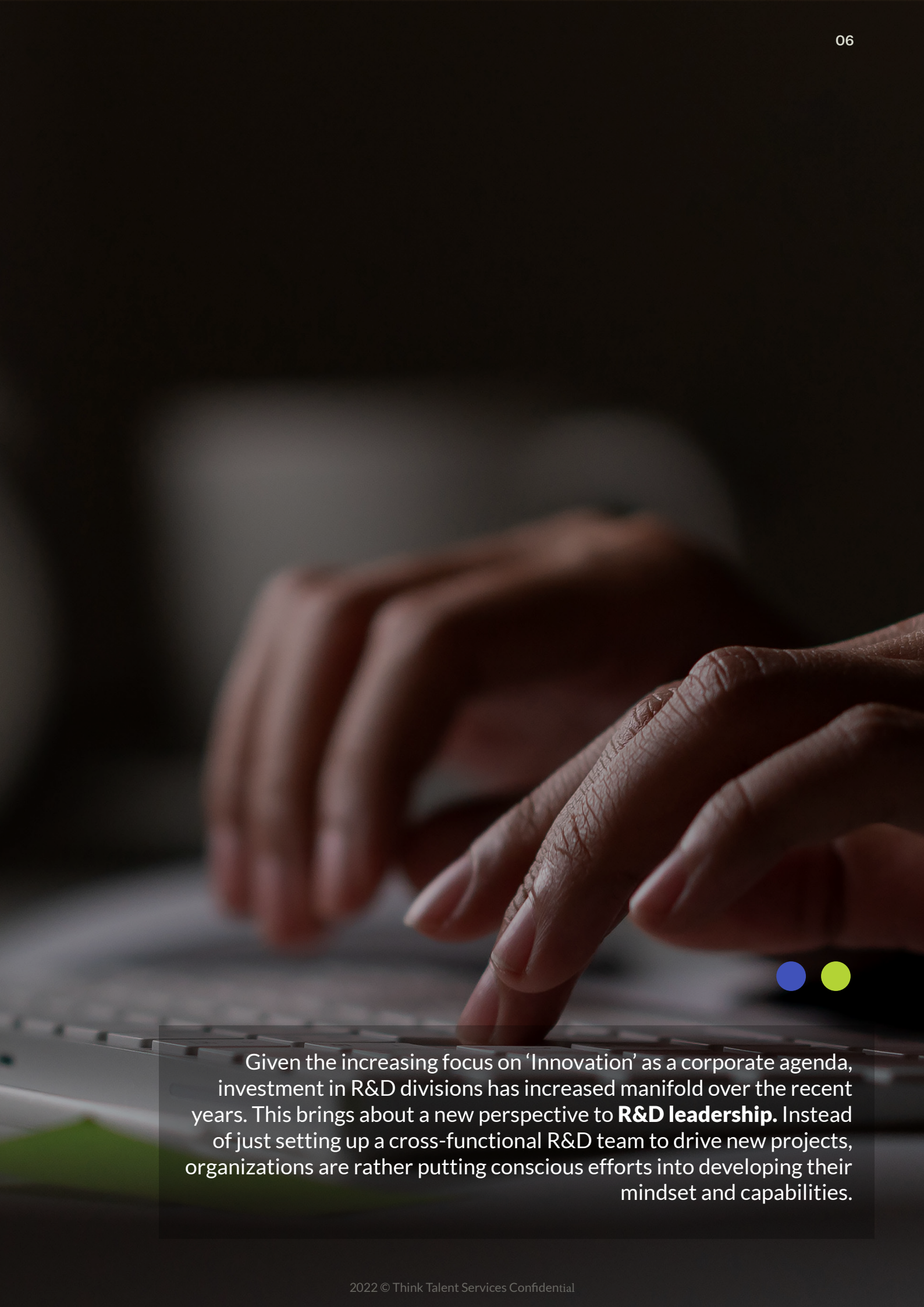
D. Give your people freedom and resources to pursue a **career of choice** with a shared purpose.

“The true measure of organizational success is the number of people transformed by its leaders.”

Changing Mindset



Traditionally, a lot of importance has been given to a Growth Mindset. It enables people to pivot their thinking in times of change, perceive challenges as opportunities, and recover quickly from setbacks. One of the subsets of the growth mindset is the **Adaptive Mindset**, which is considered essential for effectively navigating the future workplace and considered key to organizational competitive advantage.



Given the increasing focus on 'Innovation' as a corporate agenda, investment in R&D divisions has increased manifold over the recent years. This brings about a new perspective to **R&D leadership**. Instead of just setting up a cross-functional R&D team to drive new projects, organizations are rather putting conscious efforts into developing their mindset and capabilities.

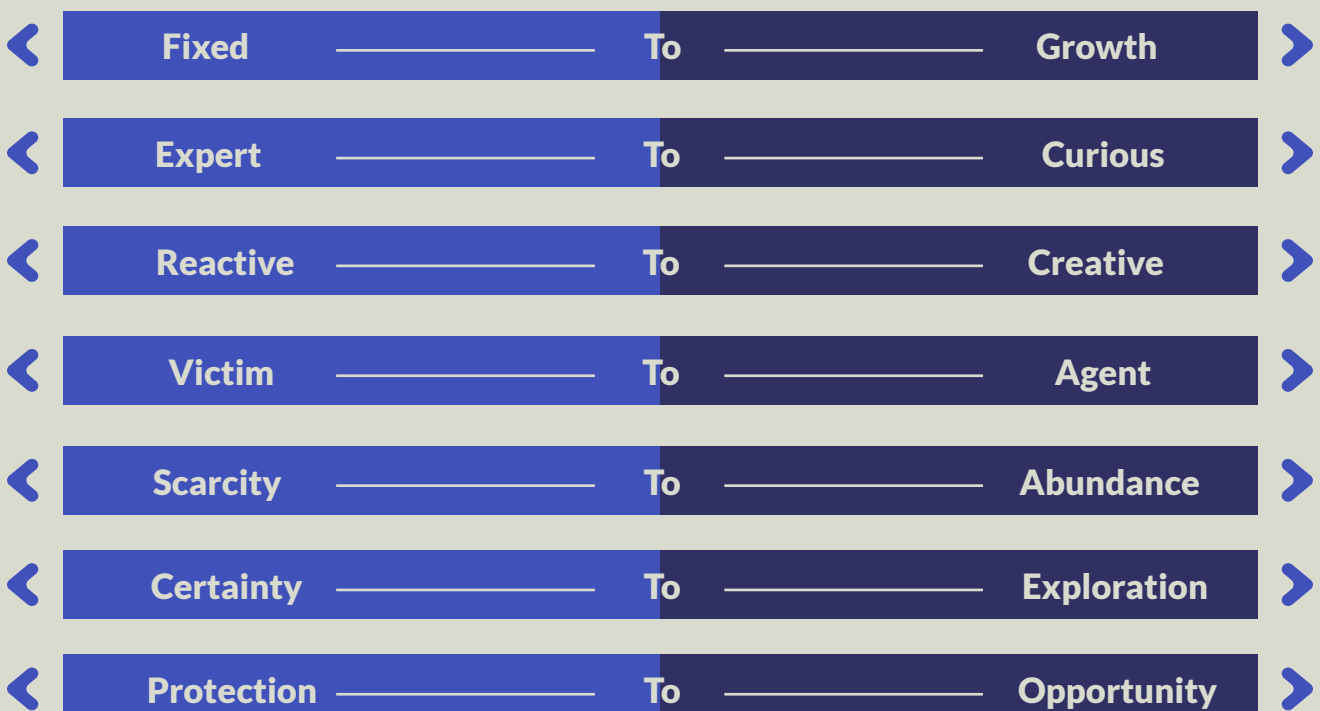
From the Think Talent Vault

Developing Perspective Building for R&D Leaders

One of our clients, a leading multinational company, launched an initiative to drive **'Leading-edge Innovation'** as the global business agenda. They expected their R&D champions to collaborate and come up with products with high market differentiation value. However, the team was in thick alignment to their respective vertices and in general, lacked the **cohesion and mindset** to progress towards the common goal.

To drive the initiative, the client leadership team sought our help in building a new approach to level up their R&D strategy and its champions. The objective was clear, i.e., to build an innovation ecosystem with a culture of agility via alliances between world-class talent. We designed a program that successfully articulated the business expectations, made them aware of their abilities to deliver, and reinforced their awareness with in-depth coaching sessions. **The group embraced change and understood the importance of being nimble.** Post completion, many of the participants were focused to get more involved in strategic conversations and have a say in the commercial agenda.

“Mindsets run on a Continuum, from Status Quo to Adaptive.”



4 A's of Adaptive Mindset

- **A**nticipation

Anticipation of futuristic trends, needs and opportunities

- **A**rticulation

Articulation of these needs to develop collective understanding and support for action

- **A**ccountability

Accountability includes transparency in decision-making processes and openness to feedback

- **A**daptation

Adaptation to ensure continuous learning and adjustment of responses

Building Capabilities ..

Capabilities are turning to be the silver lining for the current economy, which desperately needs new skill sets, updated more often. They are **observable human attributes** that can be demonstrated independent of context; and are applicable across fragmented needs, markets and time. But in an environment where the work doesn't reward manifesting these capabilities or even punish them, they may go dormant.



Recently, there has been an upsurge in the demand for **new-age leadership capabilities** across industries. While many organizations are resorting to hiring new blood into the business, others are targeting to develop their in-house talent to bring them at par with global standards.

From the Think Talent Vault

Building Blended Development Initiative for Senior Leaders

A leading global energy player, aimed to create a premier leadership development program for its senior managers to make them **'Future Ready'**. As the global operating environment changed, the corporate mission defined a new charter for leadership. It included a significant thrust on developing capabilities like inclusive value creation, internal and external collaboration, thinking digital, and innovation.

We partnered with them to develop a 6 month-long learning initiative for their senior leaders. It was designed to create an **appreciation for futuristic capabilities at the business as well as self-management levels**. We considered aspects of how a transition between face-to-face, highly interactive, and virtual self-paced learning could be done. The participant development planning was based on psychometric tools, role plays, and other specially designed instruments and methodologies in the context of the group. The seamless flow created a very strong and well-rounded experience for the participants. We have covered approximately 300 people in batches of 30 over the years. Presently the program is a part of the overall leadership development portfolio.



Capabilities

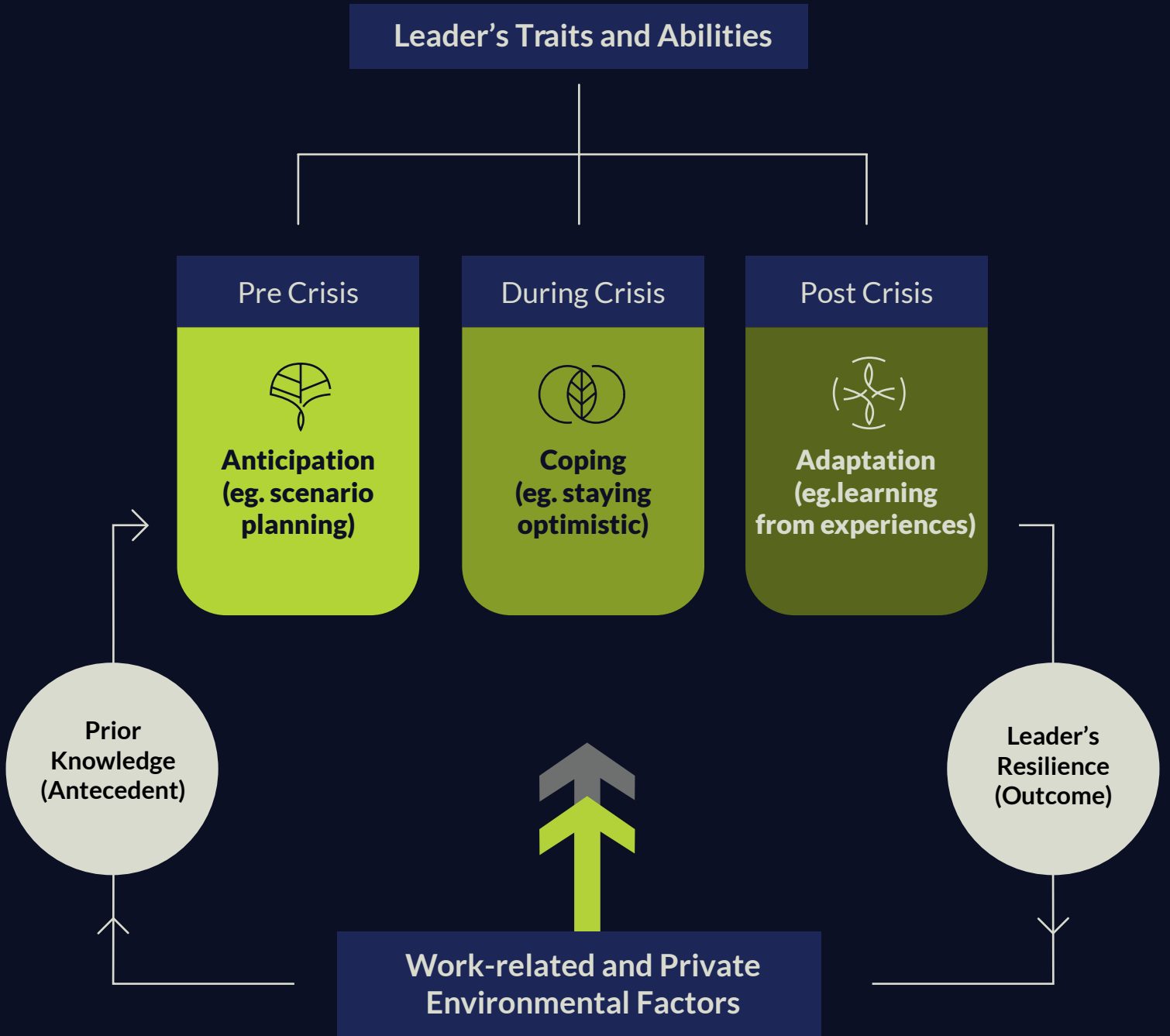
Innate

- These are the ones that we are born with and are part of our humanness. They can be amplified through experiences and exposure.
- Examples can be Empathy, Curiosity, Resilience, etc.

Developed

- These are the ones that must be established and refined over time with experience and practice.
- Examples can be Critical thinking, Social intelligence, Teaming, etc.

The Leader's Crisis Behaviour



Accelerating Learning ..

Faced with the pervasive amount of unfinished learning caused by the pandemic, we've been hearing a lot about the benefits of **accelerated learning**. Companies are pivoting to bring about major shifts that will have profound, long-term implications for the way we think about learning, both as learners and as practitioners. Getting it right will launch them into the world of digital-age learning.



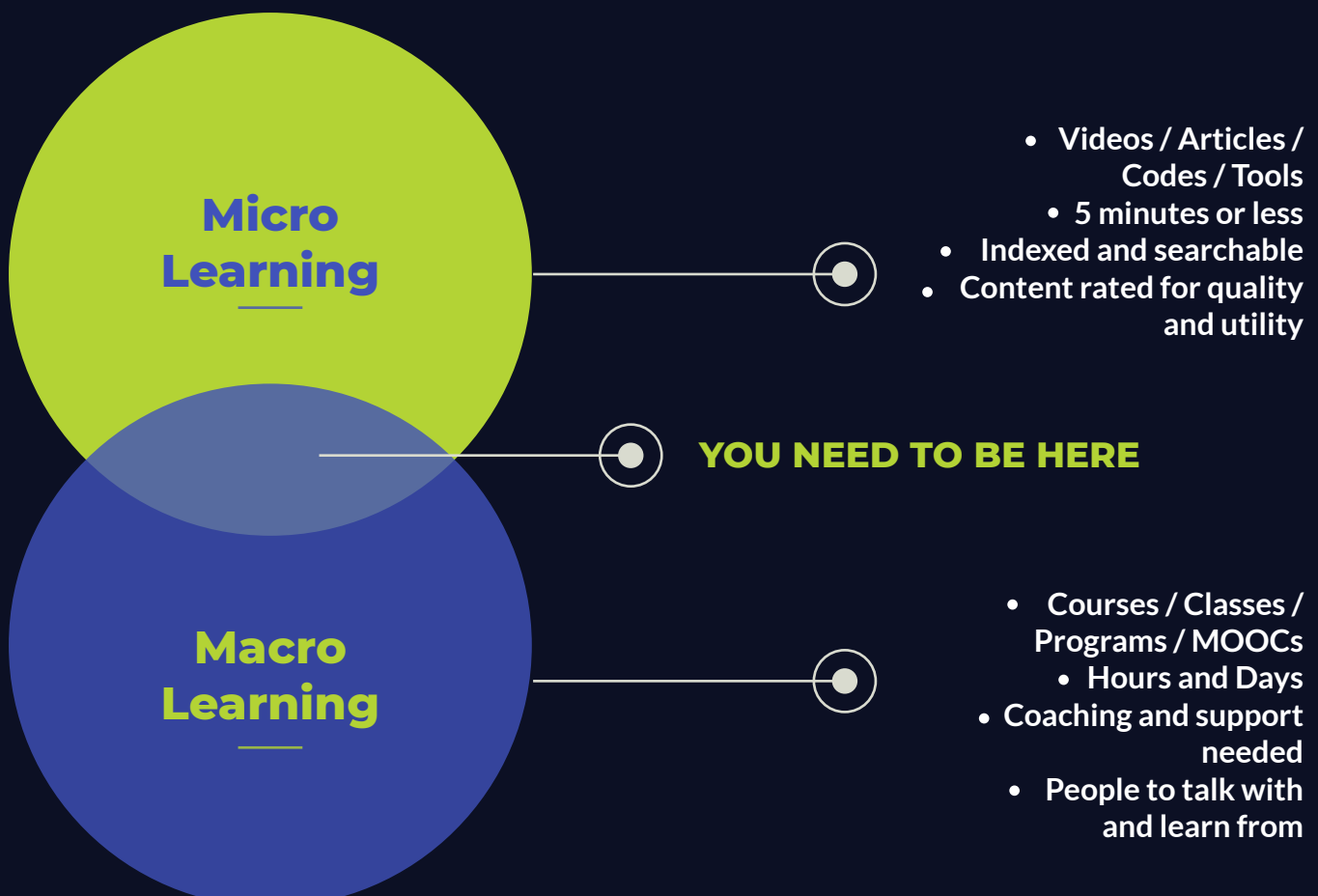
Presently many organizations are opting to audit and optimize **internal development processes**. One area that has huge potential to improve, is formally training your new managers to ensure a seamless transition from an individual contributor to a team leader.

From the Think Talent Vault

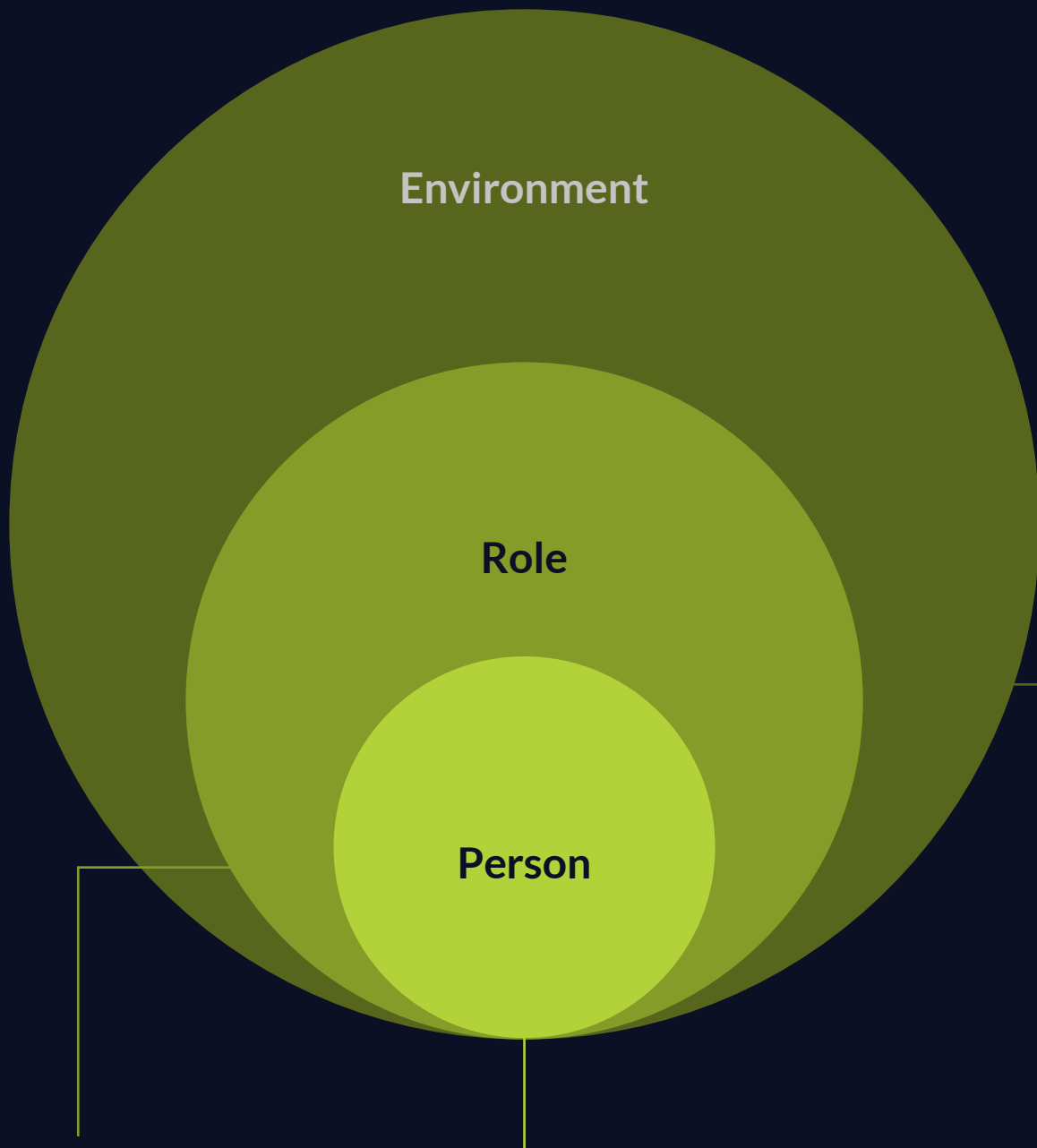
Revamping Learning Program for First-time Managers

One of our leading clients, who is a global IT major, has been running an internal program for First-time Managers. This was a classroom-based program and was covering 1/10th of the actual cohort of employees who were being promoted to managerial positions globally. This gap of low reach prompted discussions around **how to scale up the program globally** with a low turnaround time, tight logistics, and budgetary constraints. We went on to have extensive consultations to understand their organizational challenges as well as how they did not want to miss out on the human touch-point factor while accelerating the learning process.

We designed a comprehensive and innovative intervention, in which cohorts of participants would undergo a shared learning journey. We believed that successful virtual learning programs focus on learner-centric design and leverage technology to craft seamless experiences with a fair degree of personalization for each participant. The client team has covered and certified **4500+ employees in 40+ countries with a completion ratio of more than 80%** over the calendar years through the Program.




Learning Construct for Leaders



- Stakeholder Expectations
- Self-awareness
- Changing External Context
- Porous Boundaries
- Upskilling
- Larger Purpose
- Aspirations
- Agility
- Evolving Leadership Behaviours

Empowering People

Owing to major global changes such as Great Resignation, it has become important for organizations to let go of traditional methods of managing people and **adopt contemporary ways to empower them**. Aspects of people wellness, effective DEI initiatives, and giving enough freedom to pursue a career of choice have come to the forefront of ensuring strategic business continuity.



One such domain that has recently grabbed attention globally is **addressing the growing need for 'Development for All'**. Organizations are no more being restricted in focussing on low performers, but proactively engaging in building personalized development plans for their people across businesses.

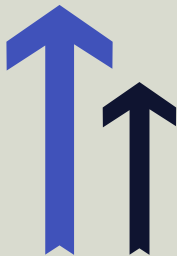
From the Think Talent Vault

Meeting the rising demand for **Development for All**

A major banking organization was facing challenges in implementing employee development plans across their 70,000 employees due to a geographically spread workforce and traditional talent management processes. For some of their business segments, no investment in terms of employee development was made in recent years. The solution hence required a more comprehensive, lucid, and innovative approach. The development plan consisted of a phased-out 4-month learning journey which included assessments across levels through multiple tools, feedback by seasoned assessors from the industry, followed by a **comprehensive IDP** (Individual Development Plan). Participants had access to the learning journeys.

To manage scale, the assessments were conducted in multiple cohorts to ease the flow of communication. Everything was delivered through our single integrated platform NEXT™. The first batch of over 15,000 employees was covered as part of the intervention in the first 4 months. The design of the+platform and the integration of 5 different elements helped—**Content, Platform, Communication Methods, Program Management, and Constant Oversight** from key players.

Spiral Staircase



Career Ladder

A flexible plan that supports employee development and upskilling in a much broader sense as a natural extension to their prior work

People are motivated by variety, creativity, growth, and independence

Helps in making organizations VUCA-ready

A formal plan that has a specific set of steps to progress to senior positions in the same domain

People are motivated by power, achievement, and security

Helps organizations in ensuring short-term success in relatively stable business scenarios

← Influence



→ Impact





Buzz In The Market



Conversations with **Industry Leaders**



We require a digital approach to learning without compromising the participants' **connected learning experience**.

There is a demand at present to establish clear **ownership and accountability** of learning programs as an organizational best practice.

The classic mission of learning as a function is to ensure a future-ready and robust **talent pipeline** in the organization.

Companies have to develop leaders who aren't afraid to take the bull by the horn in a crisis. They would rather help overcome fears and give people a **shared purpose!**

Role of Leaders in inculcating an Organizational Learning Mindset

Understanding Expectations of Business Leaders from Learning as a Function

Leaders have to gain trust, show empathy and provide **psychological safety** for their people.

Empowering learners is not enough. Leaders need to ponder how to **recognize and reward** learning as a way of life!

Leaders who are more receptive to change and more amenable to learning bring in a **sense of curiosity and humility** much more than other leaders.

Leaders should not just incorporate learning into an organization's **cultural ethos**, but they must also demonstrate the values themselves.

Leaders have traditionally been siloed in their workspaces and lacked the focus to prioritize learning. It's high time for them to **be curious instead of complacent!**

Given the quick pace at which the learning space is evolving, leaders have to **unlearn and let go** of their previous set of knowledge and beliefs.

We cannot do away with the basics, yet new ways of working require us to learn **new-age competencies** such as digital dexterity, pragmatic orientation, emotional resilience, etc.

Tomorrow's leaders must focus on evolving as individuals and gaining **crucible experience.**

Letting
go of **Traditional
Practices**

Unlearning- Relearning as a Challenge for Leaders

The ultimate level of genius is **simplicity!** We need to stop the paralysis of learning processes by making them comprehensible only to HR!

The tactical masterstroke is to move closer to the individual and make the programs **learner-centric** rather than method-centric!

Working through the major **global shifts**, i.e., from profit to purpose, hierarchies to networks, and control to empowerment, has become crucial in the race to survive.

To pave the way for organizations to thrive, traditionalist leadership has to evolve into **adaptive leadership.**



It is a catch-22 situation. Knowing communication is the key, we must leverage the **power of stories** to engage the learners.

Creating frameworks in terms of **champions, collaborators and conversations** to catalyze and reinforce continuous learning has become a necessity.

To broaden the line of sight, the impetus has to come from the top. **Involving leadership** in the organizational learning journey is important!

Businesses need to prepare a **leadership development architecture** inclusive of conversations, mentoring and feedback with a long-term view of the learning journey.

Guiding Solid Citizens towards Continuous Learning



Building Long-term Orientation in an era of Instant Gratification



Learning has to be fun! If we want to **engage our learners** on continuous basis, we must first pique their interest and curiosity!

People are consuming content like never before. **Opening doors** to a content library will work wonders instead of just spoonfeeding!

It's high time to make the move from just an episodic learning approach to a **journey-based learning** approach!

Pushing the people to learn has rarely worked in the past. We better be equipped to routinely nudge our learners to accomplish the **pull strategy**.



Managers are conditioned to seek approval and validation from the top at every juncture. It's essential to **empower them** with the necessary authority.

Given that people **connect and resonate** with organisations through a friend/ family proxy, we must examine and protect the corresponding social structure.

Bringing leaders to life is the way forward. Leaders have to be equipped to understand triggers and deal with issues sensitively.

Leaders too **burn out and break down**. They first need to maintain their sanity and take care of themselves.

Developing Support System for Leaders

Practical Aspects of Contemporary Learning

We should create an environment that supports multiple modes of **personalized learning** with due consideration of aspiration, affordability, accessibility, and availability.

A one-size-fits-all strategy is no longer relevant! We should learn from the demographic data to customize the content and process.

Objectivity and humaneness go hand in hand. We ought to do away with the polarized view of the same.

Social collaboration is rapidly becoming the norm. It is advisable to bring on board the concept of virtual communities of practice.

What Experts at **Think Talent** say





Exploring the aspects of **Hybrid Work** —



As we speak to leaders about hybrid working, there are three buckets of issues to reflect on –

- **It's here to stay in some form,** for all employers and employees, depending on the nature of business and roles. What it means on the ground for an organization and individual employees is widely varied. There is no one definition. Each organization will apply a different set of policies.

- There will be clearer segmentation of employees (to which hybrid work rules apply) based on individual talent and link

to value creation possible by specific roles. The **power equation between employer and employee** will be closely linked to enforcing hybrid work guidelines.

- Employees are likely to make choices of who to **work with and where to put discretionary** effort less concerned around work and careers, and more defined by personal and life goals.

— **Bimal Rath**
Managing Director & Founder



Creating a Learning Culture —

The need to continuously upskill and reskill is all-pervasive and cannot be the focus of a single function anymore. Also, today's employees are spending about 3 hours on average a week on their learning hence they are eager to learn. The challenge is to create an environment where learning is spontaneous, self-managed, and focused.

Organizations need to focus on three things –

- **Content** – The world has been reduced to a three-minute attention span. This reality must be reflected in the content, design, medium, and methodology. So, when developing content, the key question to ask is whether it is - flexible, digital, practical, and in the flow of work.

- **Capability Building** – To have a ready bench of people with futuristic capabilities, it will be necessary to look beyond traditional career paths and create a career maze.

The desire to have a sense of purpose or to enjoy one's work will only grow stronger, so why not allow for experimentation within the organization.

- **Culture Building** – Leaders must seize every opportunity to inculcate the right perspective and orientation in their people. Leverage social learning and actively use mentoring, action learning, brainstorming, and leading by example as learning tools.

The right mix will result in a culture of **continuous learning and organizational resilience.**

— **Dolon Mitra**
VP Customer Solutions



Leaders learn better **with Coaching** —

The keys to the success of leadership in the future are learnability, agility, focus, and scalability – **learnability** being the most crucial quality and foundation of the other three. Leaders need to learn newer ways of running their businesses and establish clear choices and strategies thereafter. Agility, focus, and scalability will follow.

One of the options for learning new ways of leading is **being coached by a professional coach**. Coaching has been a very powerful and common approach adopted by top leaders across the world. Leadership is a lonely journey within an organization.

Hence, many leaders find it easier to discuss issues with a professional coach from outside their organization who is reliable, trustworthy, and wise. It always helps to have a sounding board.

Coaches provoke thoughts and bring in that outside perspective. They encourage

the clients to take a hard look at the realities on hand. They lead the clients to explore newer options. They help put together an execution plan. They enable a leader to achieve better results and success.

In short, coaches help clients **move up the ladder** by learning – well and fast.

— **Saurav Mohanty**
Business Head - Leaderbuild

About The Company ●

Established in 2010, we at Think Talent Services have guided over 250 organizations across several industries by focusing on four key offerings, i.e., Talent Assessments, Executive Coaching, Career Management, and Capability Development.

We are today a team of 50+ members along with more than 50+ delivery partners and 50+ coaches to help us seamlessly deliver to our clients.

Our offerings allow extremely personalized experiences for employees while enabling scaling of interventions, for rapid and consistent deployment. Deep customization and content expertise allow us for highly contextual offerings.

We partner with several global players bringing their IP and methodologies to our work and developing our intellectual property through research focused on talent.

Some of the fundamental themes around which our work has evolved over a period of time include:

- Building mindsets for the new world of work
- Accelerating learning in the modern workplace
- Developing capabilities to lead multi-generational and hybrid workforces
- Empowering employees to take charge of their careers

Through our experiences and insights, often provided through interaction with a range of individuals from different walks of life, we have tried to better understand the world of talent and leadership.

What We Do ●

Talent Assessments

01

Assessment solutions to help select & promote the right candidate

Executive Coaching

02

Coaching engagements to help leaders at all levels become more effective in their current & future roles

Career Management

03

Hyper personalization of the career management process by supporting employees with modern and integrated solution

Capability Development

04

Development programs to build leadership capabilities at different levels

References

Videos

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 Speakers: **Arti Sharma**, VP HR – Schneider Electric R&D, **Sandip Mishra**, CHRO-Prodapt Solutions
<https://thinktalent.co/connecting-the-dots-event-1-learning-in-the-new-normal/>
- **Connecting the Dots (2) - Learning for Leaders**
 Speakers: **Mussarat Hussain**, Head, Leadership & HR Transformation – Maruti Suzuki India and **Vivek Marla**, Executive/Business Coach
<https://thinktalent.co/connecting-the-dots-event-2-learning-for-leaders/>
- **Connecting the Dots (3) - Integrating Assessment and Learning**
 Speakers: **Sabih Kidwai**, Director HR, TM & Learning – Schneider Electric and **Barttanu Das**, Head HR – L&T Constructions
<https://thinktalent.co/connecting-the-dots-event-3-integrating-assessment-and-learning/>
- **Connecting the Dots (4) - Making Organisations More Human**
 Speakers: **Ajay Chowdhury**, President & CHRO – SRF Limited and **Himal Tewari**, CHRO – Tata Power
<https://thinktalent.co/connecting-the-dots-event-4-making-organisations-more-human/>
- **Connecting the Dots (5) - Creating a Self-Driven Culture of Continuous Upskilling & Learning**
 Speakers: **Sarika Pradhan**, GM & HR Head, POSH Chairperson – Wipro Limited and **Mahafrid Billimoria**, General Manager & Head – TAS, Tata Group HR
<https://thinktalent.co/connecting-the-dots-event-5-creating-a-self-driven-culture-of-continuous-upskilling-learning/>

Articles/Books

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<https://hbr.org/2021/04/6-leadership-paradoxes-for-the-post-pandemic-era>
- **5 Principles to Guide Adaptive Leadership**
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- **Leaders' Resilience: What Leaders Can Learn from the COVID-19 Crisis**
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- **Well-being at the heart of the employee experience for the social enterprise**
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- **Future proof: Solving the 'adaptability paradox' for the long term**
<https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/future-proof-solving-the-adaptability-paradox-for-the-long-term>
- **The Portrait of a Future Leader**
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Leadership • Talent • Culture

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