



Post-pandemic Leadership

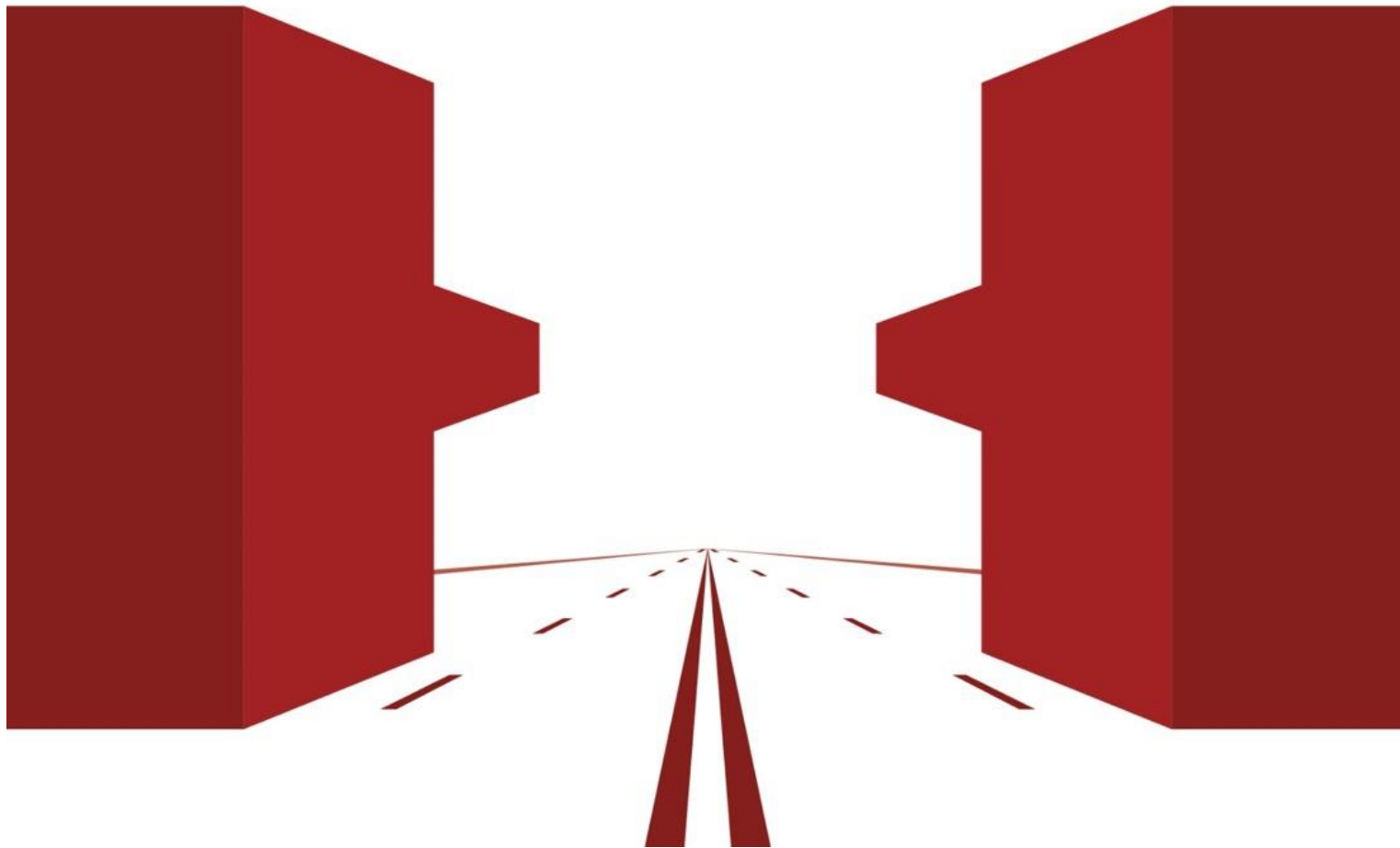
What it takes to be a great leader

3rd of November 2023 **Conference**, 9:00 - 14:00, Constanta Ballroom



Post Pandemic Leadership

What it takes to be a great leader



- Google search on “Leadership” generates 5,560,000,000 results
- Leadership seems a hot topic for many: from academics, to... famous chefs..., ex-athletes or actors... to experts in horse behavior. Everyone seems to have an opinion..
- Google search on “Personality” generates 2,560,000,000 results, but first pages are related to pop psychology
- Unfortunately, there is not so much focus on scientific studies to back- up claims about leadership or personality expertise ...

Universal Themes

The fundamental problems in life concern **getting along** and **getting ahead** — developing relationships and developing careers.

These problems exist in a **state of tension**.

We resolve these problems during **social interaction** — especially at work.

Leading in a Perm-VUCA World

The readiness gap for leading in a disrupted world

Leadership capabilities and effectiveness in a disrupted world are important or very important to my organization's success

94%

Leaders in my organization are very ready to lead effectively in a disrupted world

23%

Source: Deloitte 2023 Global Human Capital Trends survey.

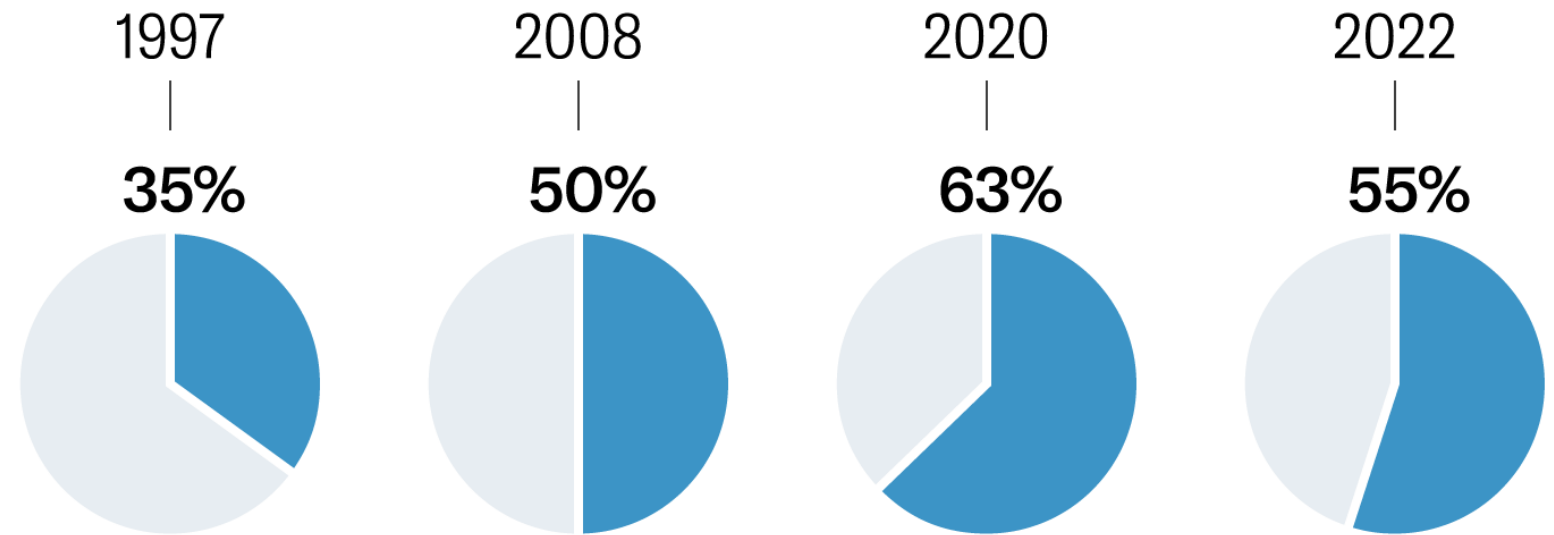
Leading in a Perm-VUCA World

Versatility is a strong component of effective leadership.

The correlations between versatility and a variety of leadership outcomes — employee engagement, team agility, business unit productivity, and overall effectiveness — is stronger nowadays.

Versatility = the ability to read and respond to change with a wide repertoire of complementary skills & behaviors.

Proportion of Overall Leadership Effectiveness Related to Versatility



Source: Kaiser Leadership Solutions, Leadership Versatility Index





What The Data Tell Us?

Hogan Tools

MVPI



**Motives, Values,
Preferences Inventory**

Values



Beliefs
Motivations
Unconscious Biases

HPI



**Hogan Personality
Inventory**

Bright Side



Day to day
characteristics
Strengths and Areas
of Development

HDS



**Hogan Development
Survey**

Dark Side Risks



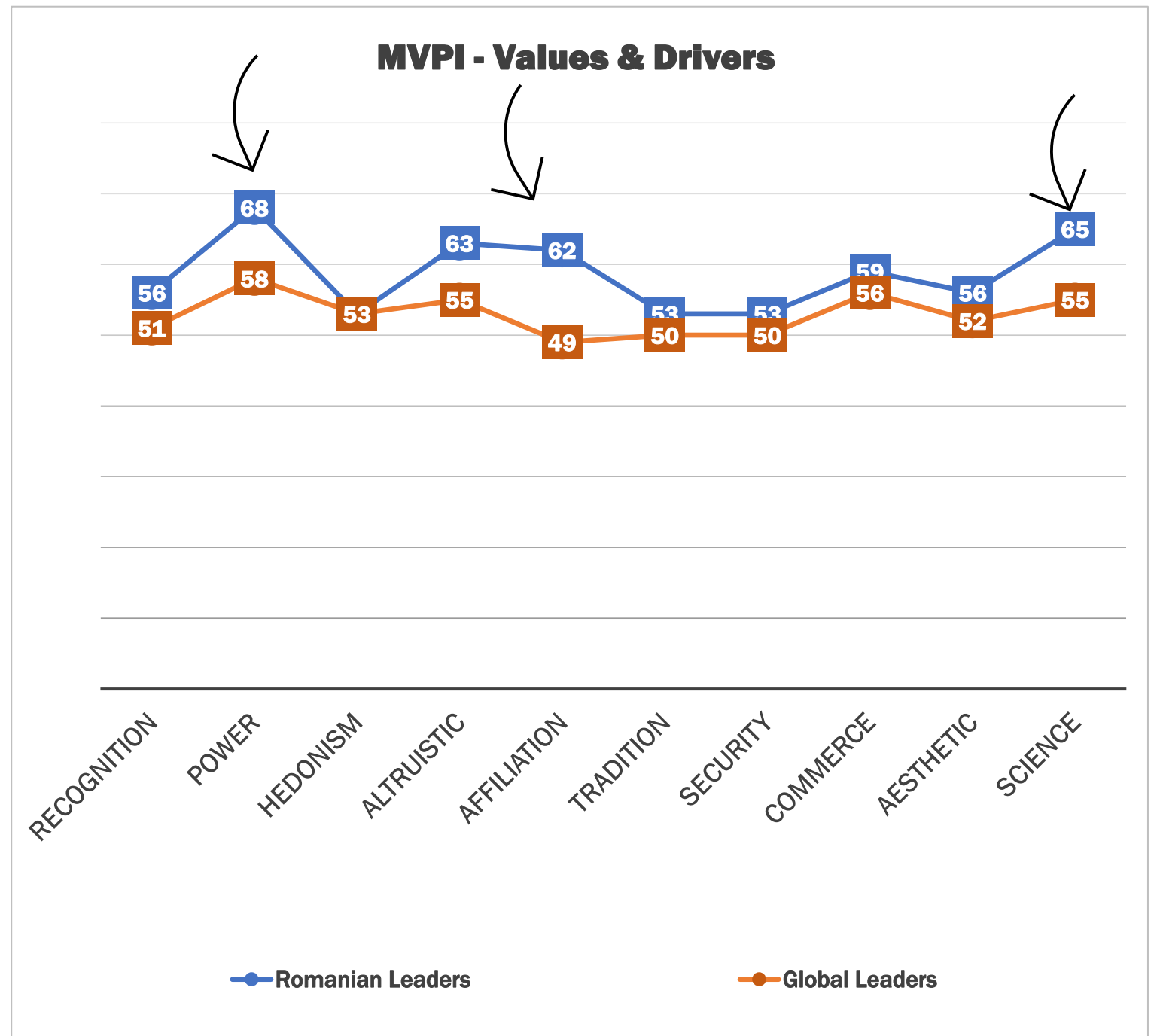
Strengths overused
under stress

Getting ahead, getting along & finding meaning

Power – want to make a difference and get ahead

Altruistic & Affiliation – want to help, to belong, to get along & connect

Science - want to solve the problems in a rational manner; data driven decisions



Key Characteristics to Lead in Crisis



Affiliation

Connectivity



Security

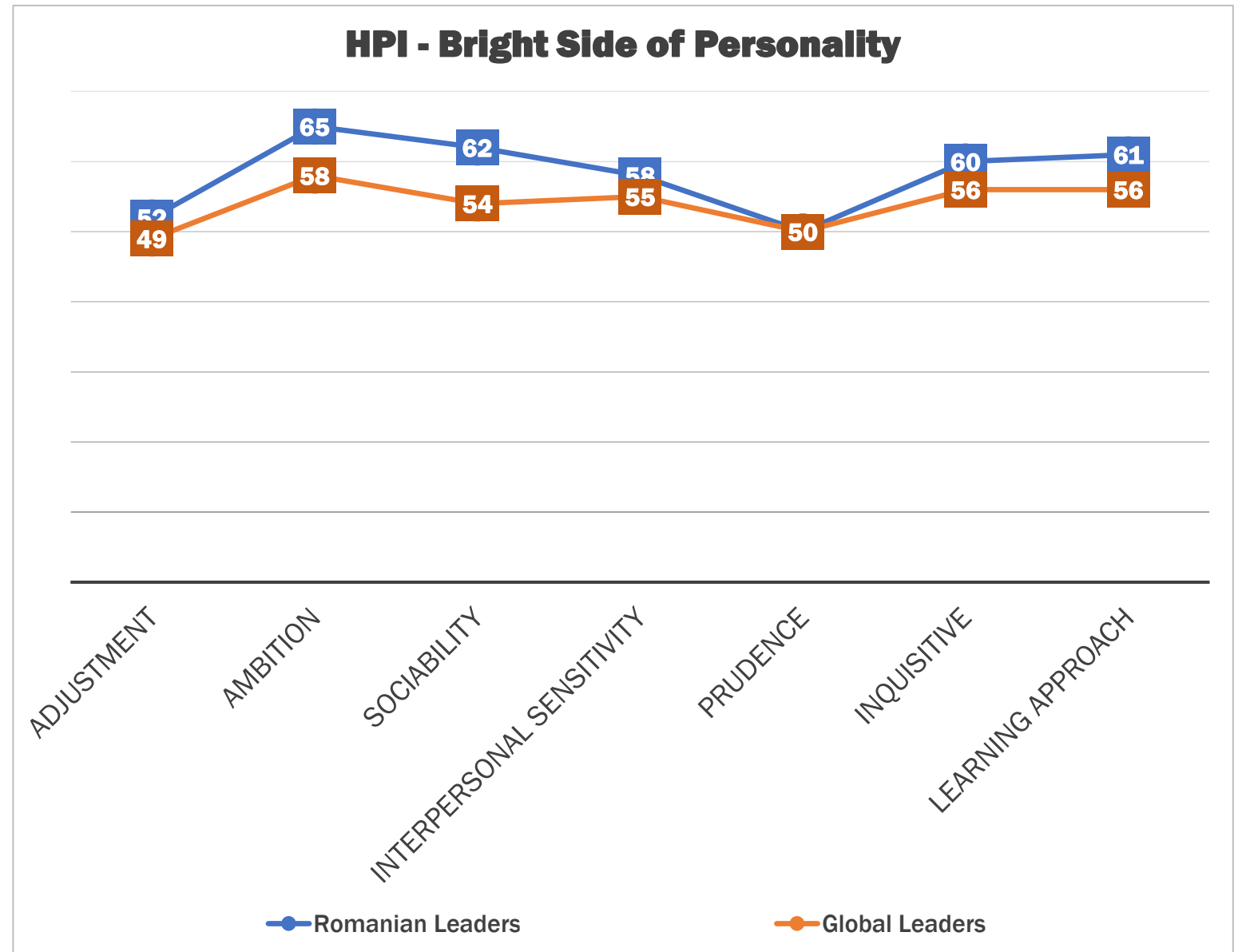
Comfort with
Ambiguity

We got it!

No significant differences between our leaders and global ones in terms of day-to-day characteristics

Energetic, results focused, competitive, communicate vigorously

Curious, open minded, innovative, stay up to date



Bright Side Characteristics to Lead in Crisis



Adjustment

Calm
Composed
Resilient



Ambition

Take charge
Confidently make critical
decisions



Only **27%** of leaders say they are **very effective** at leading hybrid/virtual teams



Only **15%** of leaders feel prepared to prevent employee burnout

IMD 2023 Skills for Leaders



Relationship building



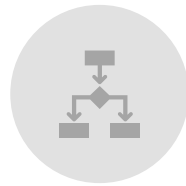
Agility and adaptability



Innovation and creativity



Employee motivation



Decision-making



Conflict management



Negotiation



Critical Thinking

Dark Side Characteristics

Crisis increases stress in everyone, including leaders

Moving Away From People

Managing feelings of inadequacy by avoiding true connections with others



Moving Against People

Managing one's self doubts by dominating, charming and manipulating others



Moving Towards People

Managing one's insecurities by building alliances



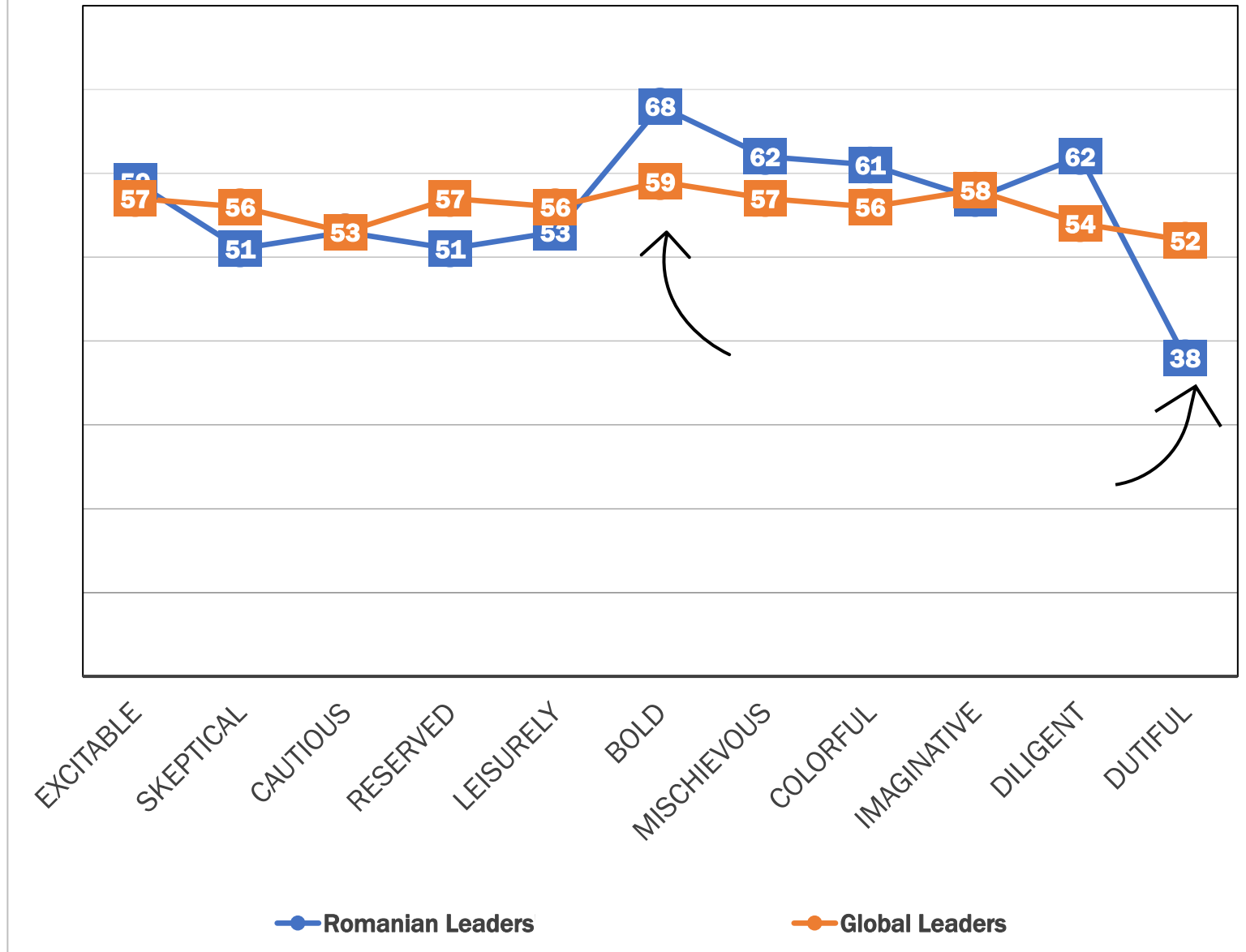
What leaders overdo

High Bold - deserve a special treatment, better than others, will never fail; negative correlation with humility, listening to feedback and learning from own mistakes

Research show that is better to be moderate than too low (shy) or too high (cocky)

Low Dutiful – independent, self-reliant; inappropriately challenging others and dismissing feedback

HDS - Dark Side of Personality



Moving Away



	In normal or moderate adverse situations	Potential <i>Derailer</i> under crisis
Cautious	Careful & thorough	Risk-averse, unwilling to take initiative & fearful of mistakes and failure
Reserved	Independent & businesslike	Unwilling to engage and communicate with others; Overly tough or critical
Excitable	Intense & energetic	Volatile; Unable to remain resilient and productive in the face of setbacks

Final Thoughts

- Who you are determine how you lead, how you get ahead and how you get along, how you handle stress and changes, how you take decisions.
- Leaders need to develop versatility to have a positive and sustainable impact on others' life, society and business.
- Self-awareness is a critical factor for great leadership.
- Scientific, well validated assessment tools can help leaders to gain strategic self-awareness and develop.
- The right leadership is critical for navigating in changing and challenging times.
- Organizations with effective leaders come out on top after the crisis.