



Gartner Webinars

Gartner delivers actionable, objective insight, guidance and tools to enable stronger performance on your organization's most critical priorities

Gartner®

Enhance your webinar experience



**Ask a
Question**



**Download
Attachments**



**Share This
Webinar**

How CHROs Can Develop Future-Ready Leaders



Connect with Gartner



Kimberly Shells

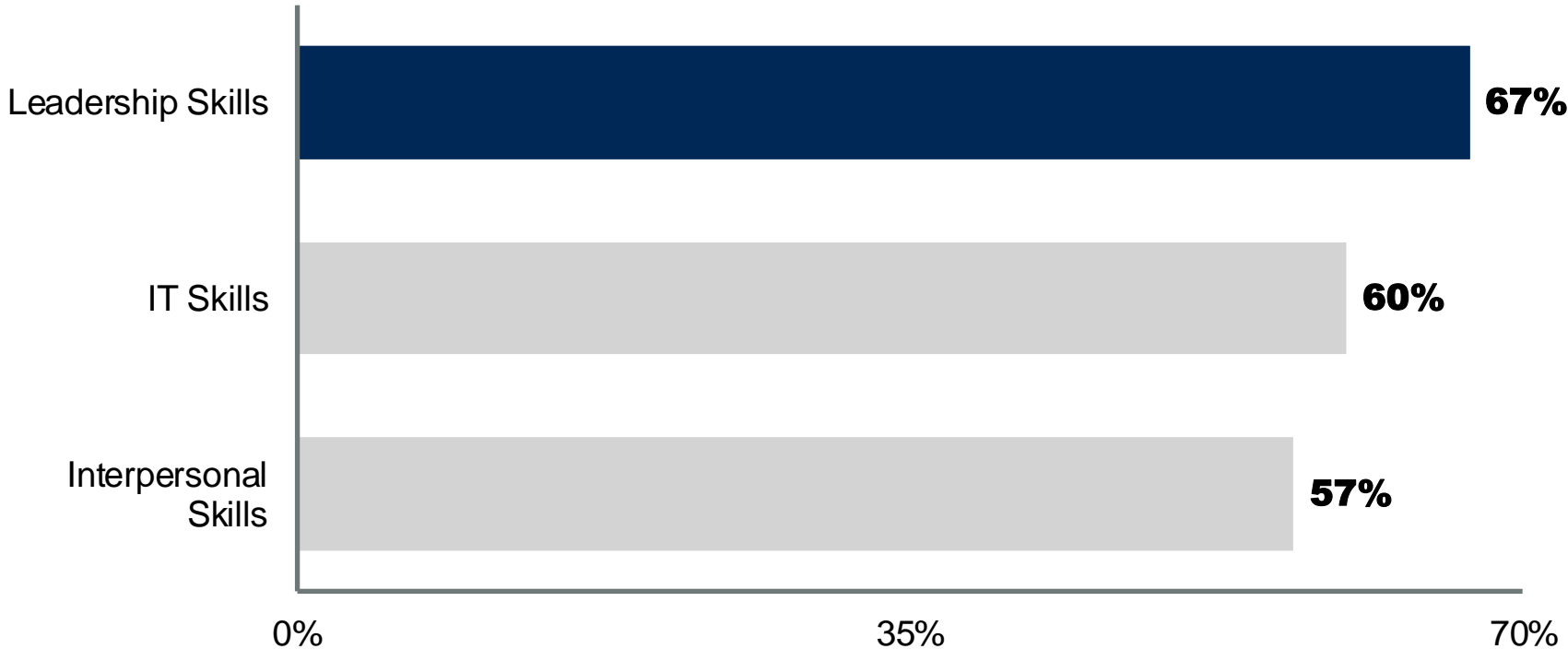
Director, Advisory



**Leaders are the key strength
and liability for transforming
organizational culture and
building an engaged workforce.**

Leadership Skills are a Major Priority

Skills Investments Over the Last Year
Percentage of L&D Executives Responding



n = 30 L&D Executives
Source: 2021 Gartner State of Learning Culture Heads of Function Survey

Confidence in Leaders is Lacking

Employees and HR Leaders Question Leaders' Capabilities

Percentage of Employees or HR Leaders Responding



Employees

Only 47% of employees are confident their manager **can lead their team to success** in the future.

n = 4, 787 employees

Source: 2020 Gartner Manager of the Future Survey



HR Leaders

73% of HR leaders are **more concerned about manager effectiveness** this year compared to last year.

n = 74 HR leaders

Source: 2021 Gartner Hybrid Work HR Leader Survey

Hybrid Work is the New Normal

HR Leaders Anticipate a Hybrid Working World
Percentage of HR Leaders Responding



99% of HR leaders expect at least some of their workforce will be hybrid after the COVID-19 pandemic ends

n = 230 HR leaders
Source: Gartner Workplace Reopening Amid Vaccine Rollout Webinar Poll (16 March 2021)



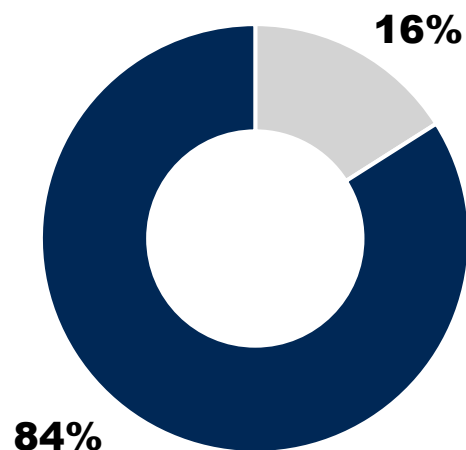
42% of HR leaders expect a majority of their workforce to operate in a hybrid model

n = 230 HR leaders
Source: Gartner Workplace Reopening Amid Vaccine Rollout Webinar Poll (16 March 2021)

Leadership Expectations Are Changing

Q: “Compared to before the global pandemic, it is more important for managers to...”

Percentage of HR Leaders Responding

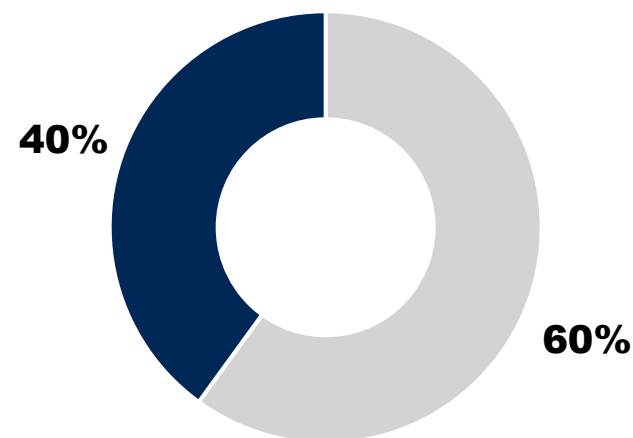


84% of HR leaders say it is **more important for managers to develop soft skills** compared to before the COVID-19 pandemic.

n = 74 HR leaders
Source: 2021 Gartner Hybrid Work HR Leader Survey

Q: “When was the last time your organization changed or revised its leadership performance criteria/expectations?”

Percentage of HR Leaders Responding



40% of organizations have changed or **revised their leadership criteria or expectations** within the past year.

n = 53 HR leaders
Source: 2021 Gartner Diversifying Leadership Survey

Polling Question 1 of 2

Question: How have your expectations for leaders changed during the past year?

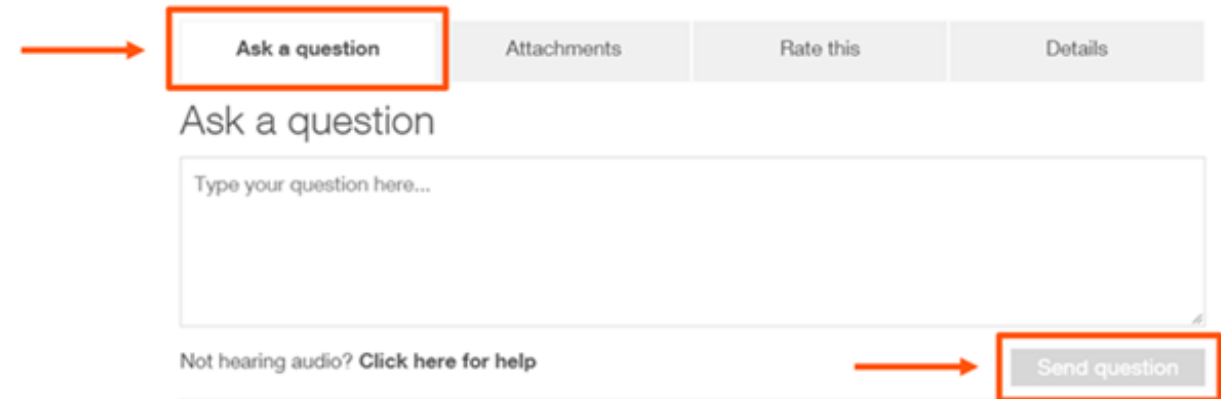
(Response is open-ended)

How to participate in our polling

If you are in full screen mode – click Esc

This is an open-ended response. Please open the “Ask a question” tab, type your response to this question and submit via “Send a question.”

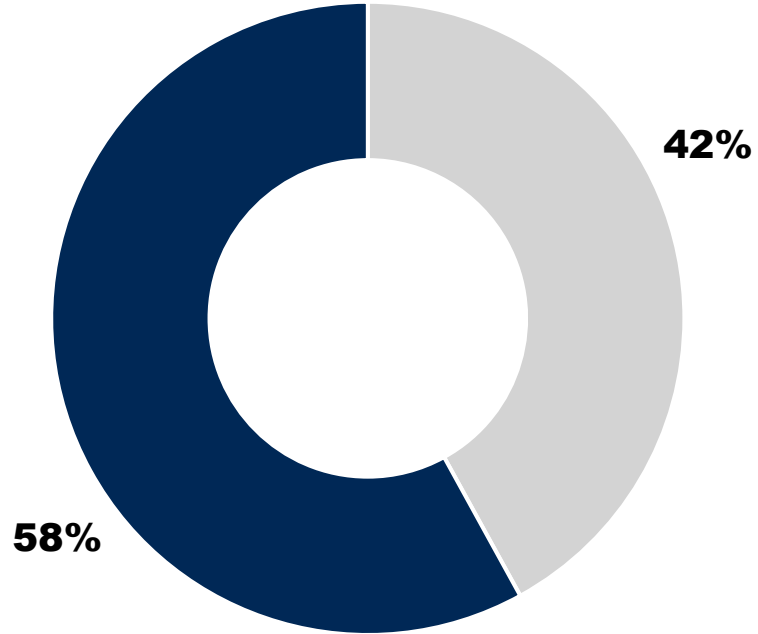
Thank you!



The screenshot shows the Gartner polling interface. At the top, there are four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange box and an orange arrow pointing to it from the left. Below the tabs, the text 'Ask a question' is displayed. Underneath is a large text input field with the placeholder text 'Type your question here...'. At the bottom of the input field, there is a link that says 'Not hearing audio? Click here for help'. To the right of the input field, there is a 'Send question' button, which is also highlighted with an orange box and an orange arrow pointing to it from the left.

Hybrid Environment Poses New L&D Challenges

Organizations Adoption of Virtual Learning
Percentage of L&D Professionals Responding






58% of organizations are increasing investment in virtual learning adoption in 2021

n = 94 L&D professionals
Source: 2020 Gartner L&D learning Innovation Survey

How do we equip our leaders with the skills and support they need today to drive future organizational success?

Roadmap

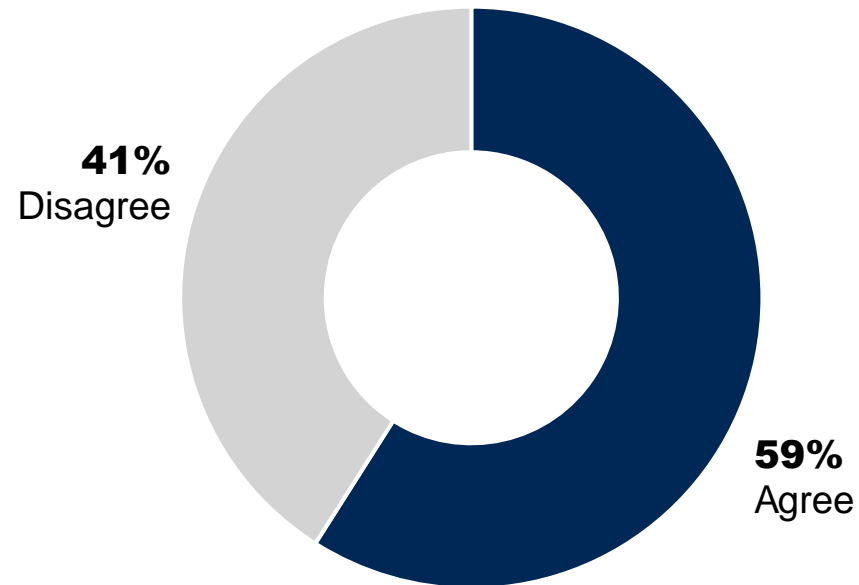
Three Imperatives to Developing Future-Ready Leaders

Evolve leadership development strategy to keep pace with changing demands on leaders.	Develop leaders' soft skills to meet employees' needs, as well as business needs.	Scale leadership development to suit today's global, hybrid and dynamic environment.
 GAF's Agile Leadership Model	 Cisco's Leader Learning Labs	 Cargill's Adapted Catalyst Experiences for a Virtual Environment
 SABIC's Broad and Simple Leadership Model	 Atlassian's People-First Manager Prioritization Strategy	 Gartner's Ascent Frontline Leadership Development Program
	 Goodway Group's Team Success Partners	

Moving Target for L&D

Q: "We Are Constantly Trying to Keep Up with the Learning Requests of the Business."

Percentage of HR Executives Responding



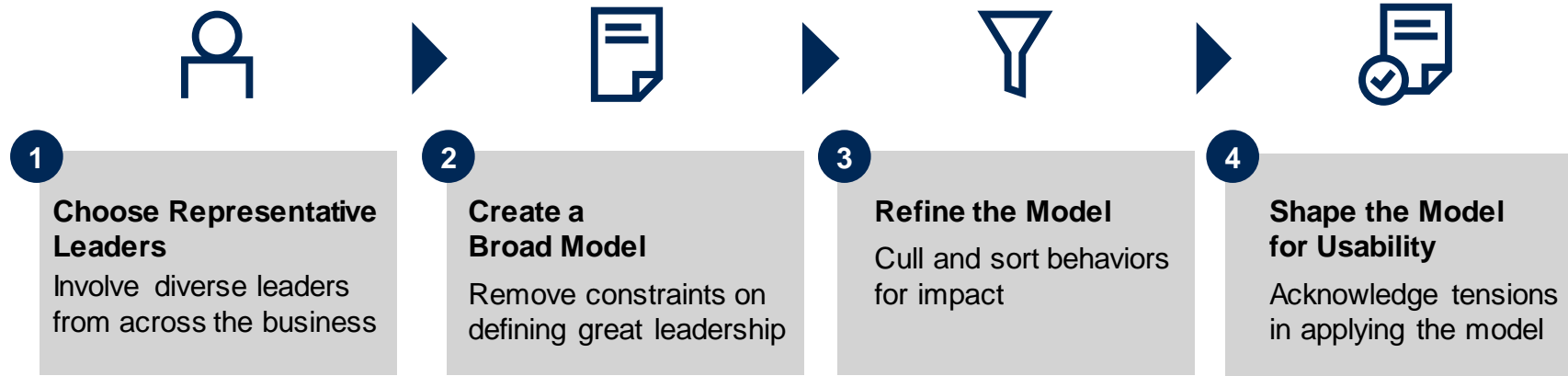
"There are many more requests for learning, and we don't have the resources or staff to address them all ... and **when we put together a learning solution, the business has already moved on.**"

Head of Learning and Development,
Manufacturing Organization

n = 75 HR executives
Source: 2020 Gartner Shifting Skills Survey for HR Executives

GAF's Agile Leadership Model

Four Steps to Create an Agile Leadership Model



Source: Adapted From GAF



Gartner[®]

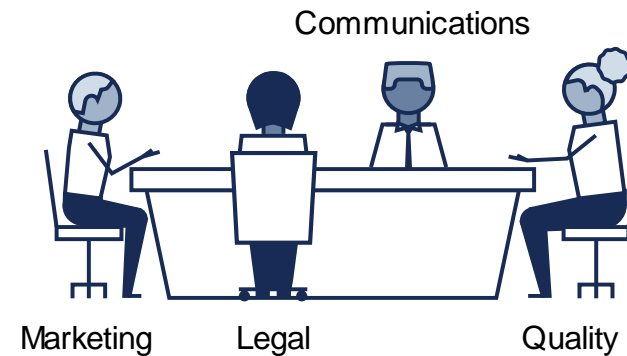
Involve Diverse Leaders From Across the Business

Ensure the Leadership Model Incorporates a Variety of Perspectives

Criteria for Collaborators

- ✓ Are at least four levels below the president
- ✓ Come from all business units
- ✓ Have management experience
- ✓ Supervisor has identified them as a culture carrier

Include All Kinds of Leaders: To make an accurate leadership model, GAF needs to involve a representative sample of leaders.



Give Them the Tools to Contribute: Not all leaders are familiar with the competency model process, so GAF provides short prereading and exercises to help them each fully contribute.

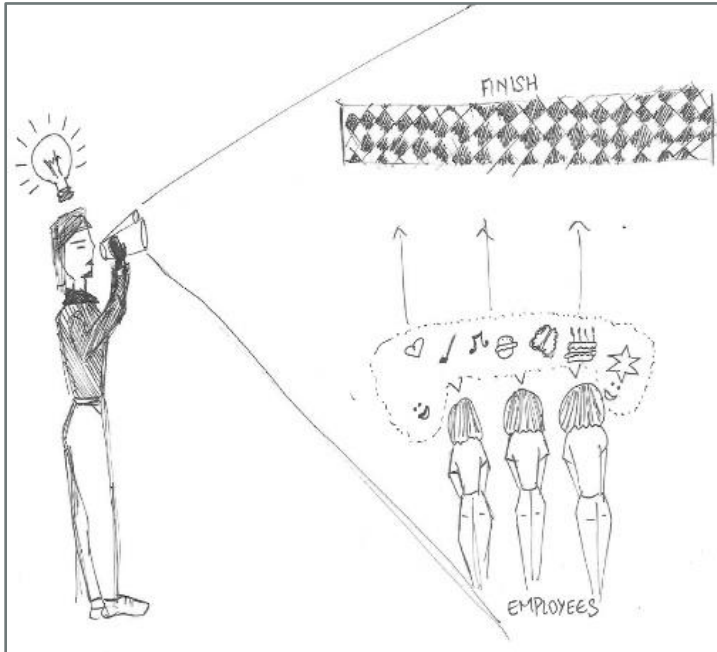
Source: Adapted From GAF

Remove Constraints on Defining Great Leadership

Drawing the Ideal Leader

Instructions

Collaborators draw their vision of a great leader. There's no pressure to create the perfect drawing. Anything counts – be creative and share your ideas with the group!



Identifying Leadership Behaviors

Instructions

Collaborators write down any leadership characteristics and behaviors they can think of, creating a broad list that encompasses many nonobvious leadership behaviors.



Source: Adapted From GAF










Updating Your Leadership Development Strategy

Borrow Insights from Agile Methods to Quickly Update Your Leadership Model

Key Insights	Reflection Questions
Seek input from diverse associates across different business units, regions, levels and identities to create a dynamic leadership model that is inclusive of and relevant to all associates.	<input type="checkbox"/> Does this model resonate with leaders and employees from across the organization? <input type="checkbox"/> Is there any region, demographic group or employee level whose perspective has not been incorporated?
Identify nonobvious leadership skills and competencies by creating space for leaders to think nontraditionally about what defines a great leader	<input type="checkbox"/> Does this model address leader behaviors, or innate traits and characteristics? <input type="checkbox"/> How can we encourage creativity during brainstorming sessions on what great leadership looks like?
Create simple, interdependent and value-driven focus areas, instead of static competencies, to guide leader behavior	<input type="checkbox"/> Does this model allow for flexibility in decision-making and leadership style? <input type="checkbox"/> Is this model easy for leaders to remember or reference in their day-to-day activities?
Embed the tenets of the simple leadership model into HR and business processes to accelerate adoption and improve scalability	<input type="checkbox"/> Are we evaluating leader performance or potential successors based on this model? <input type="checkbox"/> How can we incorporate this model into other business processes?

Roadmap

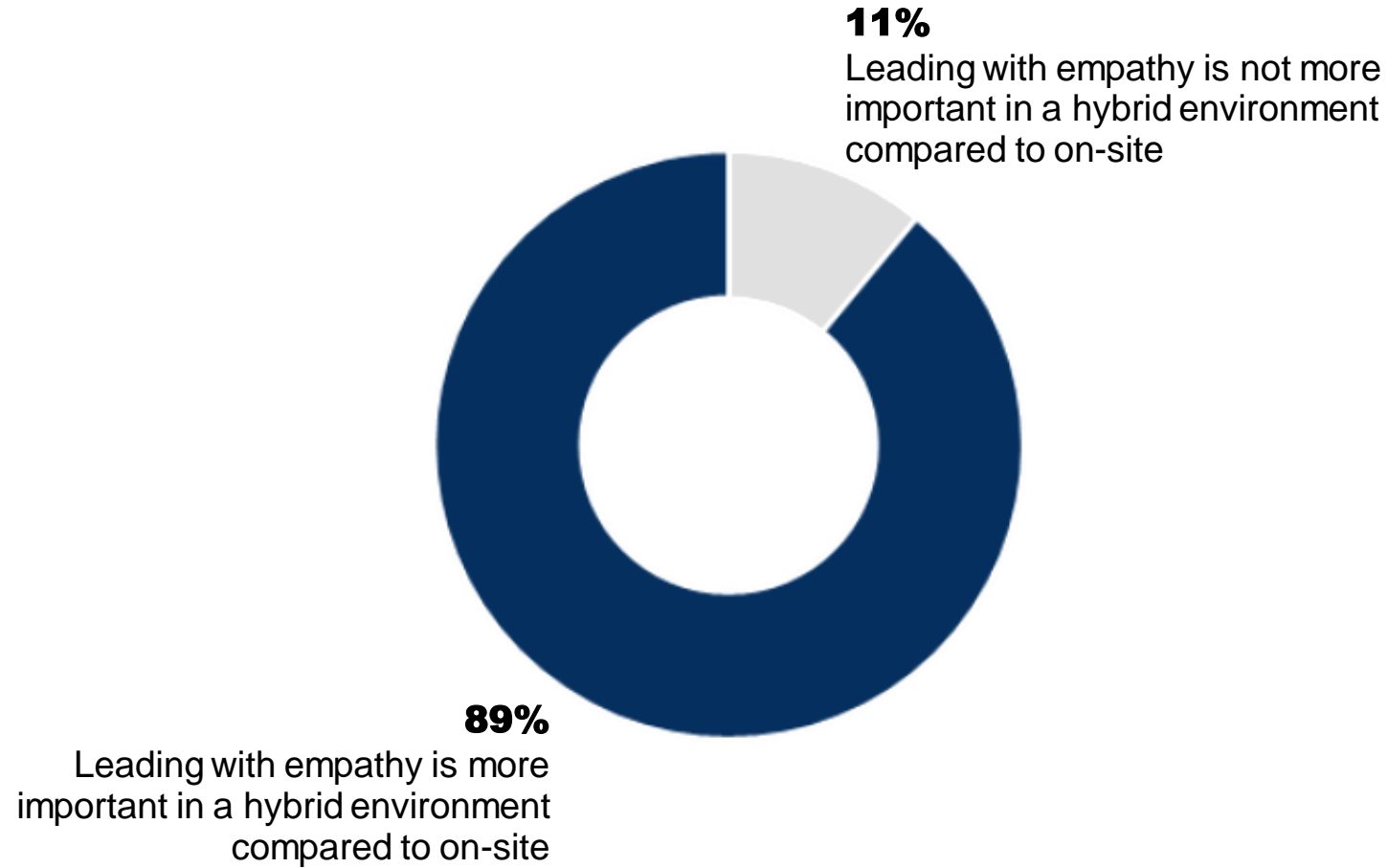
Three Imperatives to Developing Future-Ready Leaders

Evolve leadership development strategy to keep pace with changing demands on leaders.	Develop leaders' soft skills to meet employees' needs, as well as business needs.	Scale leadership development to suit today's global, hybrid and dynamic environment.
 GAF's Agile Leadership Model	 Cisco's Leader Learning Labs	 Cargill's Adapted Catalyst Experiences for a Virtual Environment
 SABIC's Broad and Simple Leadership Model	 Atlassian's People-First Manager Prioritization Strategy	 Gartner's Ascent Frontline Leadership Development Program
 Goodway Group's Team Success Partners		

Changing Work Environment Means New Skill Priorities

Empathy is a Key Leadership Skill in the Hybrid World

Percentage of HR Leaders Responding



n = 75 HR leaders

Source: 2021 Hybrid Work HR Leader Survey

Six Characteristics of Empathetic Leaders

The empathetic manager is someone who can contextualize employee performance and behavior — who transcends simply understanding the facts of work, proactively asks questions and seeks information to place themselves in their direct reports' contexts.

- 1 Prioritizes people over processes
- 2 Asks, doesn't tell
- 3 Embraces growth mindset
- 4 Safeguards confidentiality
- 5 Creates transparency
- 6 Contextualizes employee mindset

Source: Gartner

Polling Question 2 of 2

Question: What do you see as the biggest barriers to your leaders managing with empathy?

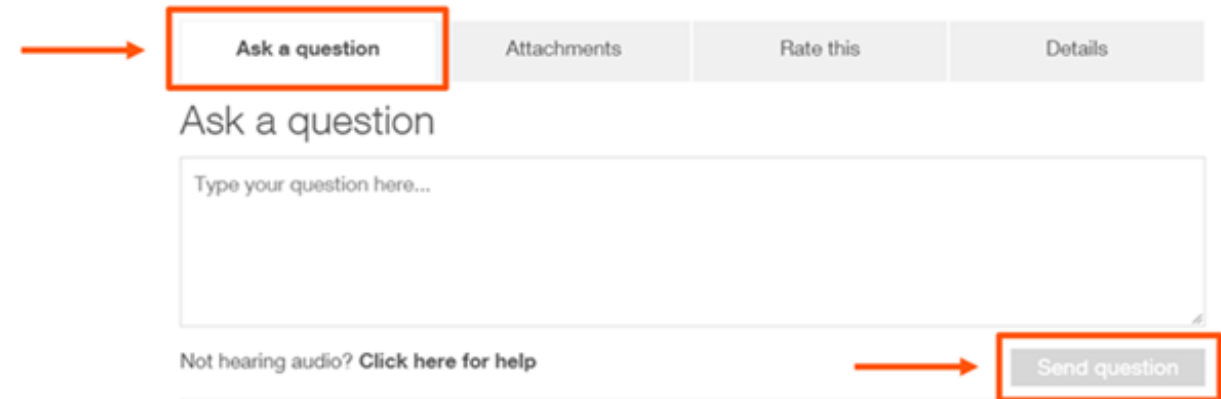
(Response is open-ended)

How to participate in our polling

If you are in full screen mode – click Esc

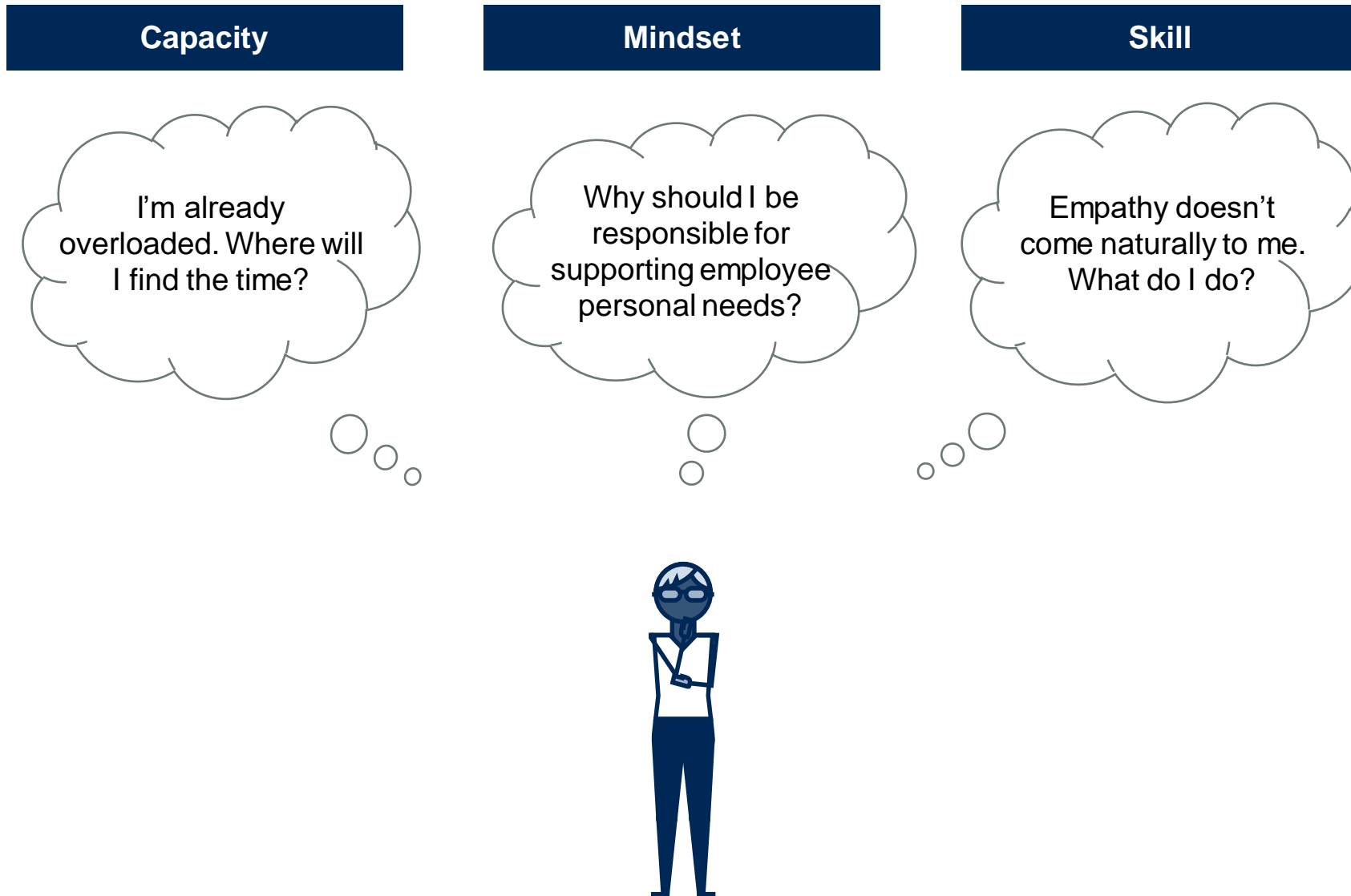
This is an open-ended response. Please open the “Ask a question” tab, type your response to this question and submit via “Send a question.”

Thank you!



The screenshot shows a web interface for asking a question. At the top, there are four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange box and an orange arrow points to it from the left. Below the tabs, the text 'Ask a question' is displayed. Underneath is a large text input field with the placeholder text 'Type your question here...'. At the bottom of the input field, there is a link that says 'Not hearing audio? Click here for help'. To the right of the input field, there is a 'Send question' button, which is also highlighted with an orange box and an orange arrow points to it from the left.

Common Leader Barriers to Empathy



Common Leader Barriers to Empathy

Capacity



Create leader capacity for empathy by reprioritizing workstreams.

Mindset



Build leader motivation by creating a support system for empathetic management.

Skill



Develop leader empathy by practicing vulnerable conversations.



Create a Network of Support to Empower a New Leader Mindset

Goodway Group's Team Success Partners

Common Remote Team Leader Challenges

- ❌ **Leader-Team Hierarchy:** Employees may feel uncomfortable sharing remote team challenges because leaders review performance.
- ❌ **Many Responsibilities:** Leaders already juggle many responsibilities, such as performance management, coaching and development.
- ❌ **Limited Motivation:** Leaders may not be motivated to prioritize empathy when no additional guidance or support is provided to them by their organization.

Team Success Partner (TSP) Benefits

- ✅ **Level Playing Field:** TSPs prioritize calibrating norms for team trust and psychological safety over performance norms.
- ✅ **Dedicated Role:** TSPs are dedicated to building trusted partnerships with teams to help solve challenges and drive successful business outcomes.
- ✅ **Increased Support:** Leaders are more likely to be motivated to be empathetic when the burden is not solely on them, and their organization is invested in supporting them.

Source: Adapted from Goodway Group



Common Leader Barriers to Empathy

Capacity



Create leader capacity for empathy by reprioritizing workstreams.

Mindset



Build leader motivation by creating a support system for empathetic management.

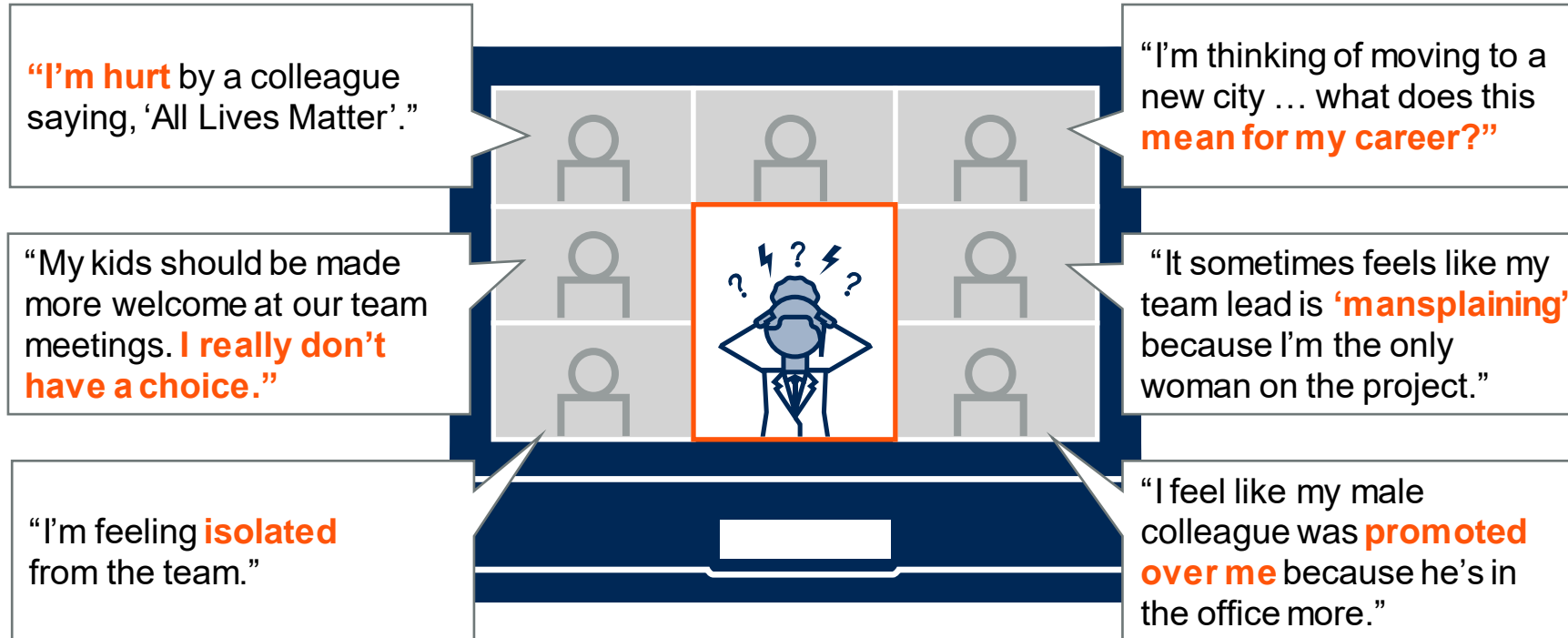
Skill



Develop leader empathy by practicing vulnerable conversations.



Leaders Ill-Equipped for Vulnerable Conversations



Source: Adapted from Cisco

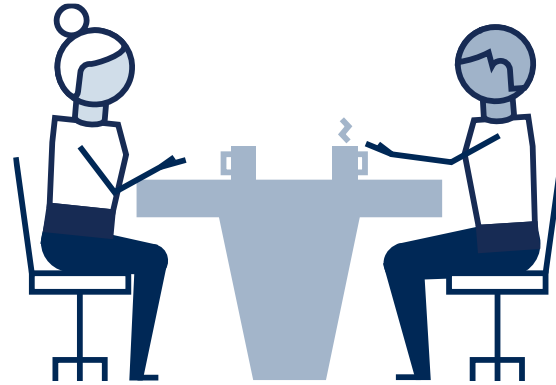
Allow Leaders to Fail Safely, Not Just to Succeed

Sample Scenarios

HR equips the actors with a list of scenarios, such as:

- Disrupted work-life boundaries
- Unsafe home situations
- Hybrid work uncertainty
- Family emergency

Scenarios are customized to each geographic region and office culture.



Improv Actor

Senior Leader

Building Confidence Through Practice

- ✓ Gain experience without fear of failure.
- ✓ Prepare for the unexpected and expected.
- ✓ Increase their comfort level.

By giving leaders the chance to fail safely in practice conversations, Cisco **builds their confidence** and prepares them to discuss more personal subjects with employees.

Source: Adapted from Cisco



Gartner®

Developing Your Leaders' Soft Skills



Establish Psychologically Safe Spaces for Leaders to Practice Managing with Empathy

Instructions: Use this tool to provide your leaders with opportunities to practice and evaluate their empathy skills. Customize the scenarios to ones that are relevant to your organization. Have the leader's scenario partner fill out this table evaluating the leader's initial reaction, articulated hypothetical response to the situation, and any additional comments they have about the leader's performance during the exercise. The scenario partner should share this feedback with the leader. An example is filled out in the first row.

Leader Name	Scenario	Reaction	Response	Comments
Mark W.	An employee, Jane, raises a concern about her colleague, Tom, asserting "All lives matter."	Mark did a good job listening respectfully to Jane's concerns, but he should have spent more time understanding how Jane wants him to handle the situation.	Mark made a good choice by deciding to schedule a one-on-one chat with Tom to discuss the incident. I wish in his response plan that he had informed Jane that he took this follow-up action.	In the future, I'd like to see Mark take the time to validate his employee's feelings before jumping in with a solution or his own comments.

Roadmap

Three Imperatives to Developing Future-Ready Leaders

Evolve leadership development strategy to keep pace with changing demands on leaders.	Develop leaders' soft skills to meet employees' needs, as well as business needs.	Scale leadership development to suit today's global, hybrid and dynamic environment.
 GAF's Agile Leadership Model	 Cisco's Leader Learning Labs	 Cargill's Adapted Catalyst Experiences for a Virtual Environment
 SABIC's Broad and Simple Leadership Model	 Atlassian's People-First Manager Prioritization Strategy	 Gartner's Ascent Frontline Leadership Development Program
	 Goodway Group's Team Success Partners	

Leadership Development Hard to Scale



Access to development experiences differs by geographical location



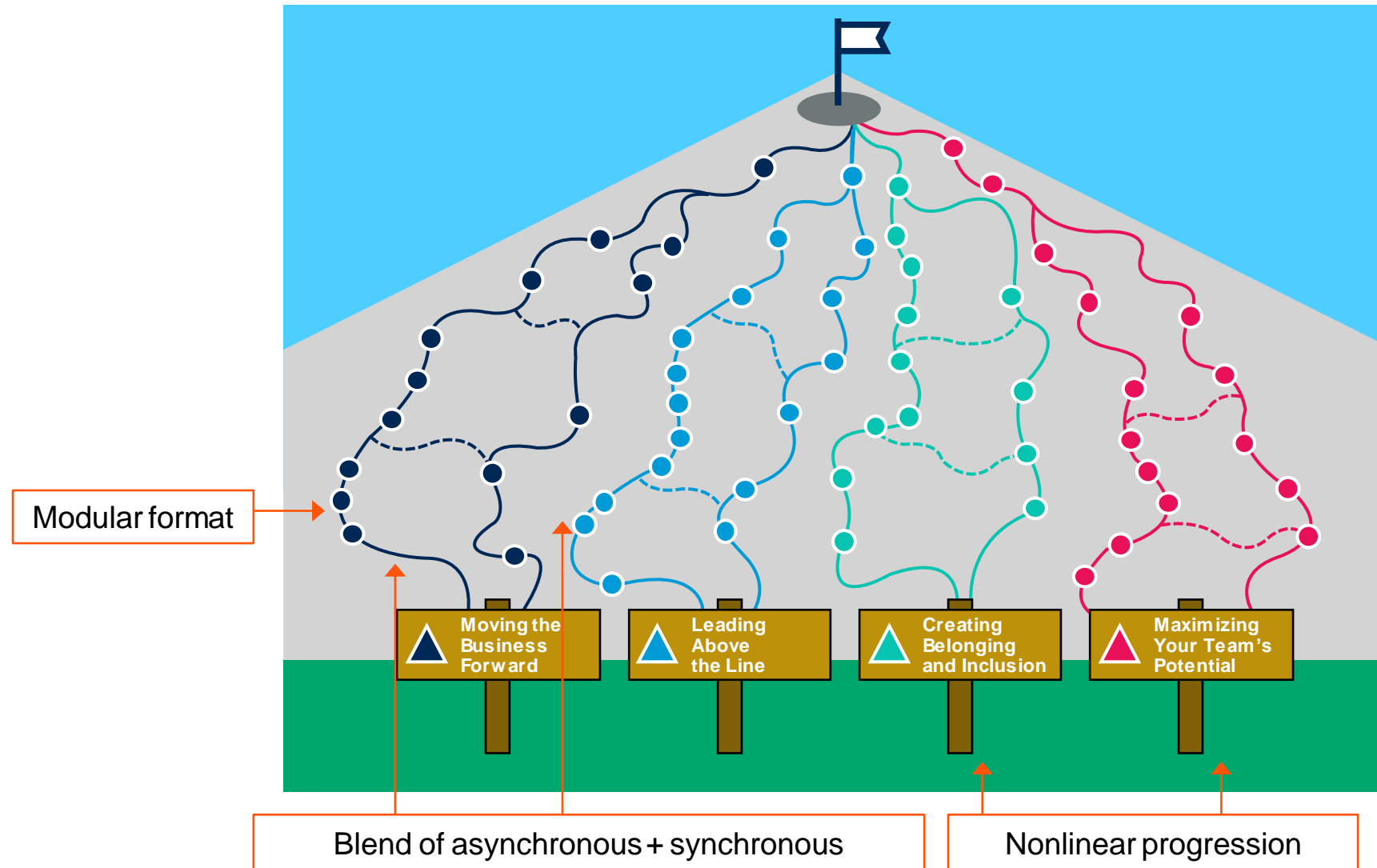
Development is siloed within business unit



Skill need vary for leaders across levels

Source: Gartner

Gartner's Ascent Frontline Leadership Development Program



Source: Gartner

Increase Flexibility to Enable Scale

Design Modular Content



- Enables incremental roll-out
- Can be repurposed in other programs

Blend Synchronous and Asynchronous Formats



- Asynchronous programming reduces L&D resource intensity
- Synchronous experiences facilitate peer learning and connections among leaders
- Participants can interact across geographies in synchronous session

Empower Participants to Personalize their Learning Path

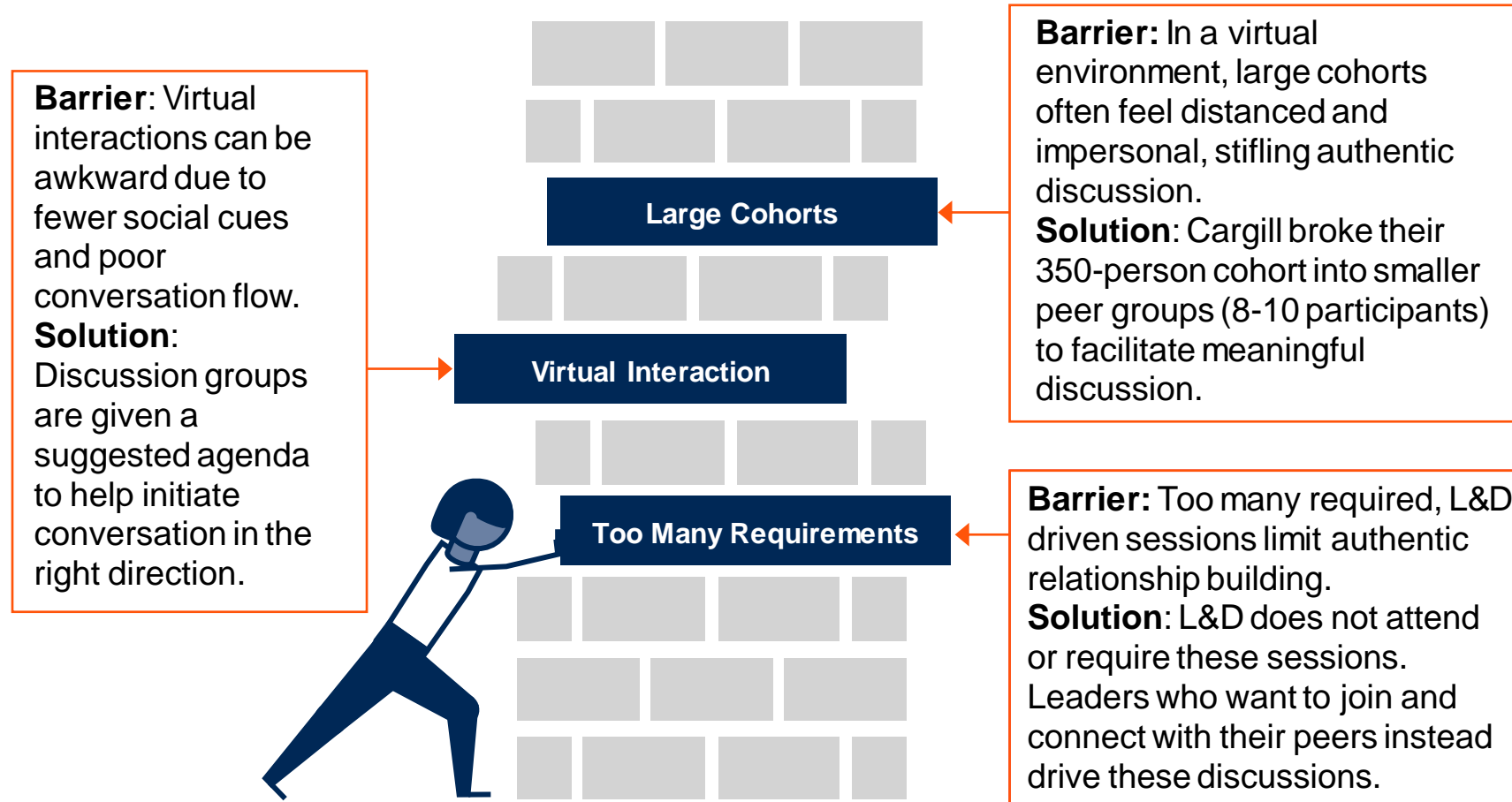


- Leaders can access topics that they need when they need it
- Manager involvement helps contextualize learning for participants

Source: Gartner

Break Down Barriers to Virtual Relationship Building

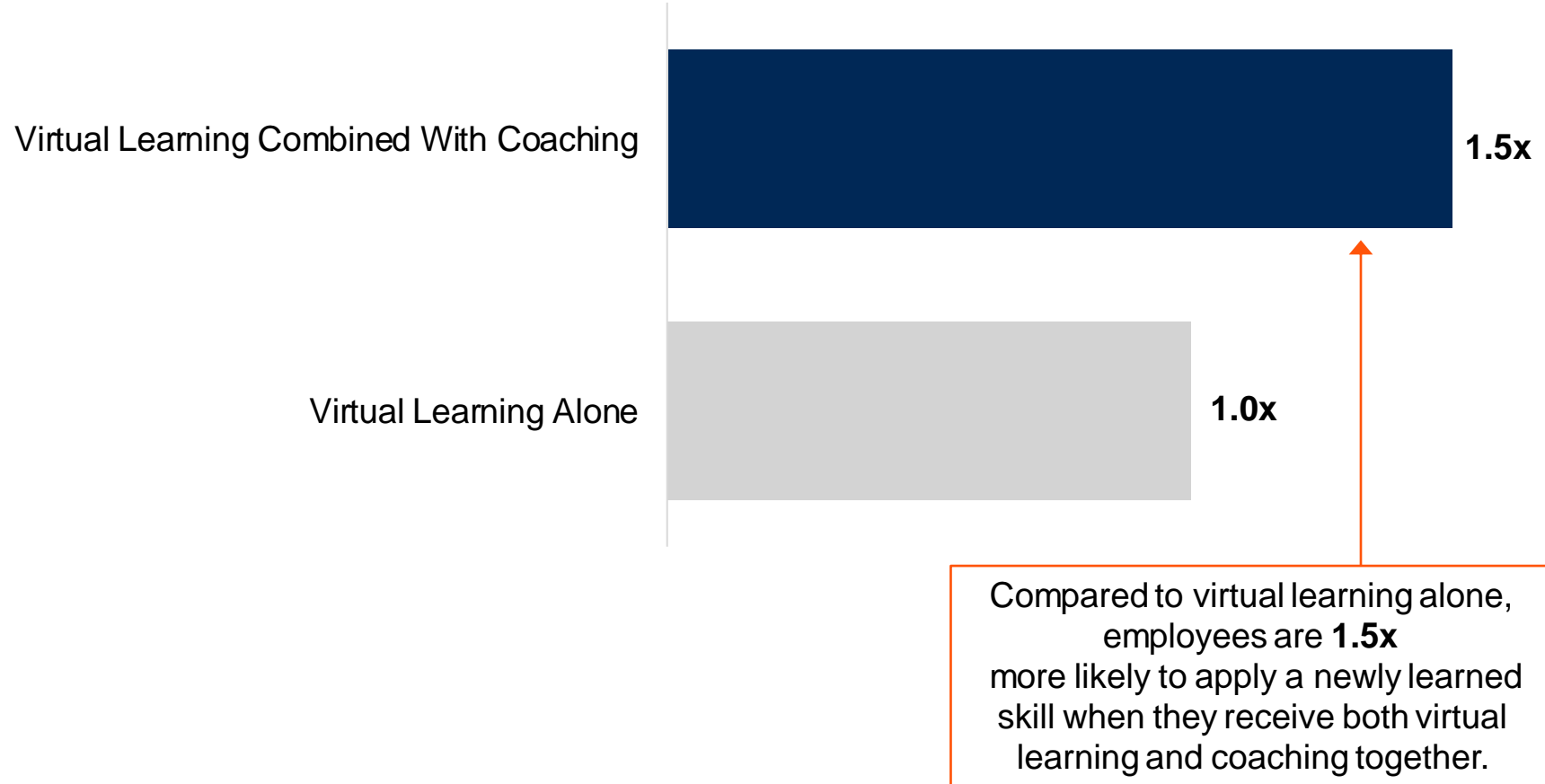
Cargill's Methods for Breaking Down Virtual Barriers to Relationship Building



Source: Adapted from Cargill



Supplement Virtual Learning with Coaching to Increase Effectiveness



Source: 2020 Gartner L&D Disruption Survey

Creating Engaging Virtual Leadership Development

Preparing Leaders for the Future in the Hybrid World

Illustrative



Increase the scalability of your leadership development program by building modular content delivered in synchronous and asynchronous formats



Facilitate stronger peer leader learning connections virtually through small, optional discussion groups.



Add coaching alongside virtual leadership development programming to make training more effective.

Source: Gartner

Key Takeaways

Key Takeaways to Develop Future-Ready Leaders

Illustrative

- 1 Evaluate your leadership model for its agility and refine it for a more inclusive definition of leadership that highlights the traits and behaviors your organization would like to reinforce.
- 2 Establish psychologically safe spaces for leaders to develop skills and experience navigating challenging, sensitive topics.
- 3 Redesign leadership development experiences to increase accessibility, inclusion, and connection in a hybrid environment.

Ask your questions



The screenshot shows a web interface for asking questions. At the top, there are four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange border and an orange arrow points to it from the left. Below the tabs is a large text input area with the placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border and an orange arrow points to it from the left.

Ask a question

Attachments

Rate this

Details

Ask a question

Type your question here...

Send Question

Gartner ReimagineHR Conference 2022

15 – 16 September 2022 | London, UK
24 – 26 October 2022 | Orlando, FL

Join the premier conference for CHROs and senior HR leaders. You'll get the research-backed insights you need to support the business in strategic decision-making and deliver greater business impact.

Learn more: gartner.com/conf/hr

#GartnerHR

Gartner®

At this year's conference, you'll gain:



Insights from HR experts and your peers on what separates high-performing organizations from the rest



New ideas on how to drive organizational performance through talent

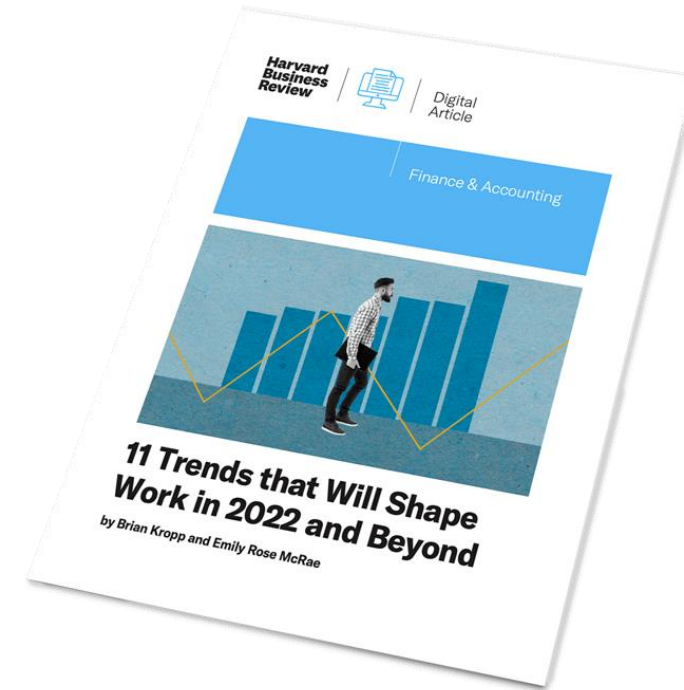


Strategies on how to transform the HR function to deliver greater business impact

Trends That Will Shape Work in 2022 and Beyond

Download the Harvard Business Review article to explore all 11 underlying trends that will shape workplace volatility in 2022, including:

- **Fairness and equity** will be defining issues for organizations
- Some companies will **shorten the work week** rather than increase pay to compete in the war for knowledge worker talent
- **Employee turnover** will continue to increase as hybrid and remote work become the norm



[Download Now](#)

Top 5 Priorities for HR Leaders in 2022

Download the full report to learn more about:

- The top 5 initiatives chief human resource officers and HR professionals are prioritizing in 2022
- Common challenges HR leaders are facing for each priority
- Actions HR leadership should take to address each priority in the year ahead



Download Now

Leadership Vision for 2022: Chief HR Officer

The 2022 Gartner Leadership Vision for CHROs outlines the 3 key issues that will affect CHROs in 2022 and the actions they should take to foster long-term workforce resilience and accelerate business growth.



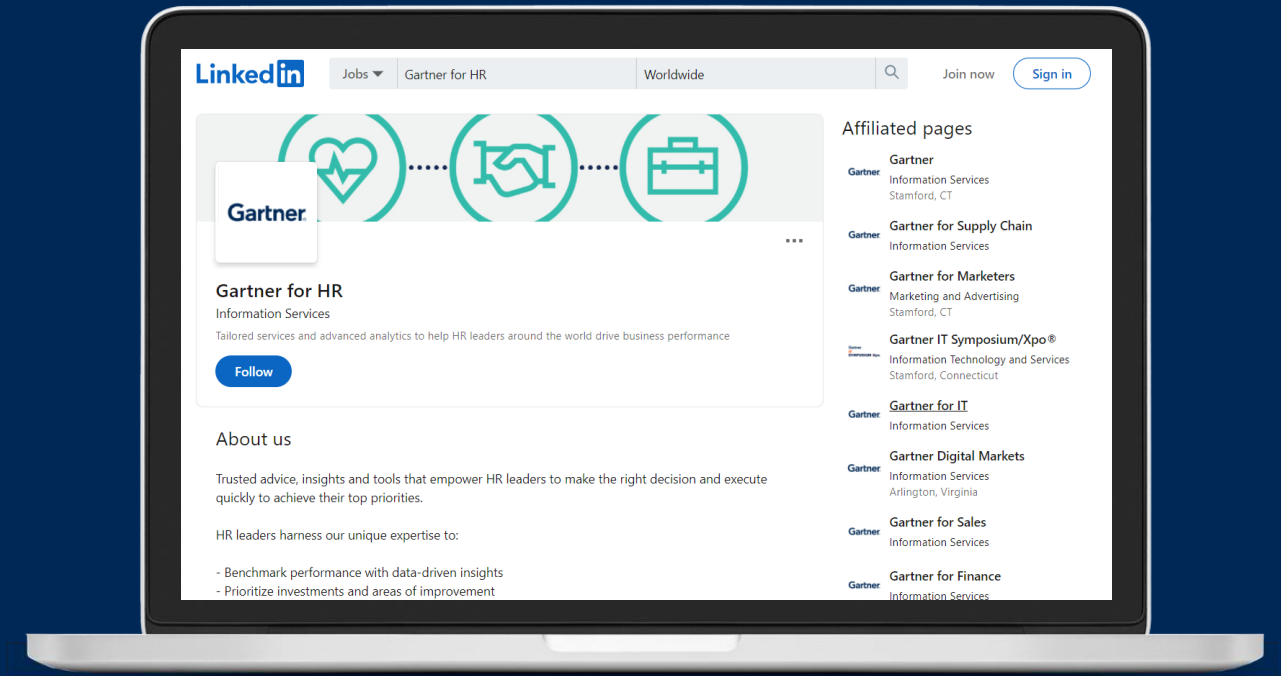
[Download Now](#)

Gartner for **Human Resources** on Social Media

Get the latest actionable HR insights and achieve your HR priorities

Follow us on  

Looking for insights delivered to your inbox?
Subscribe to our [monthly newsletter](#).



RESTRICTED DISTRIBUTION

© 2022 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner®

Get more Gartner insights



Download the research slides



View upcoming and on-demand Gartner webinars
at gartner.com/webinars



Rate this webinar