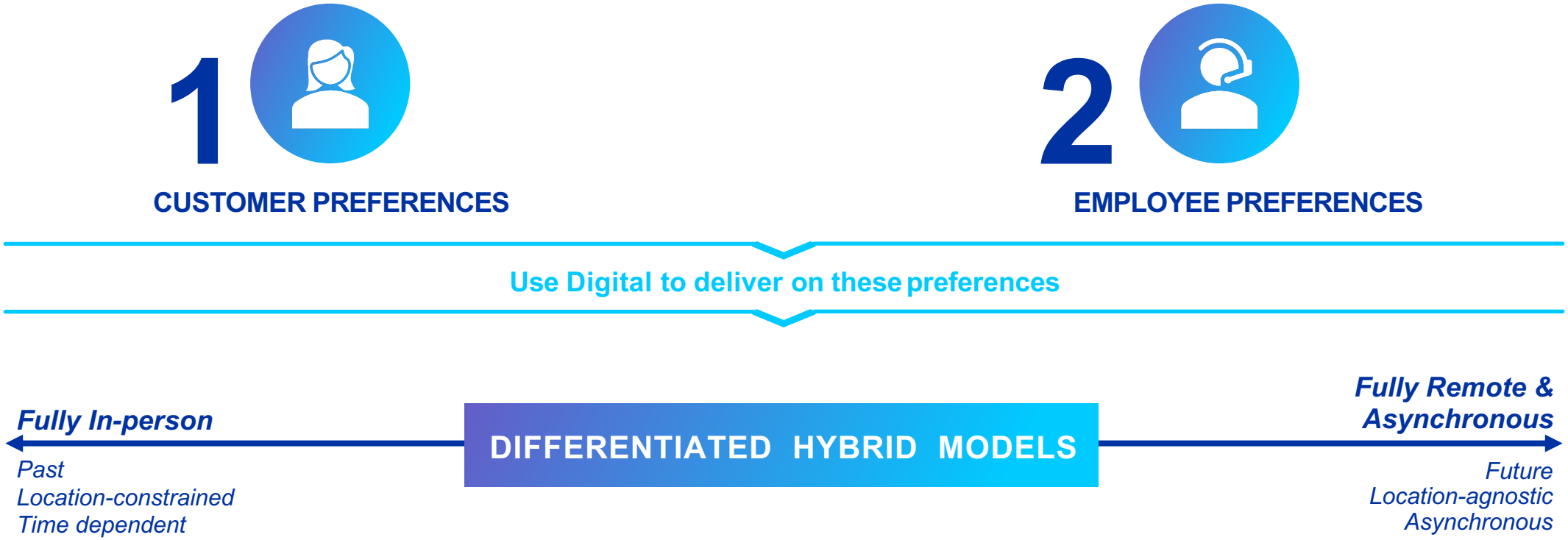
Humanity versus Technology

Organizations must leverage a human-centered approach to succeed in the digital future

Duke
CORPORATE EDUCATION

Customer and employee preferences are changing; leaders must define the new normal.



Source: BCG

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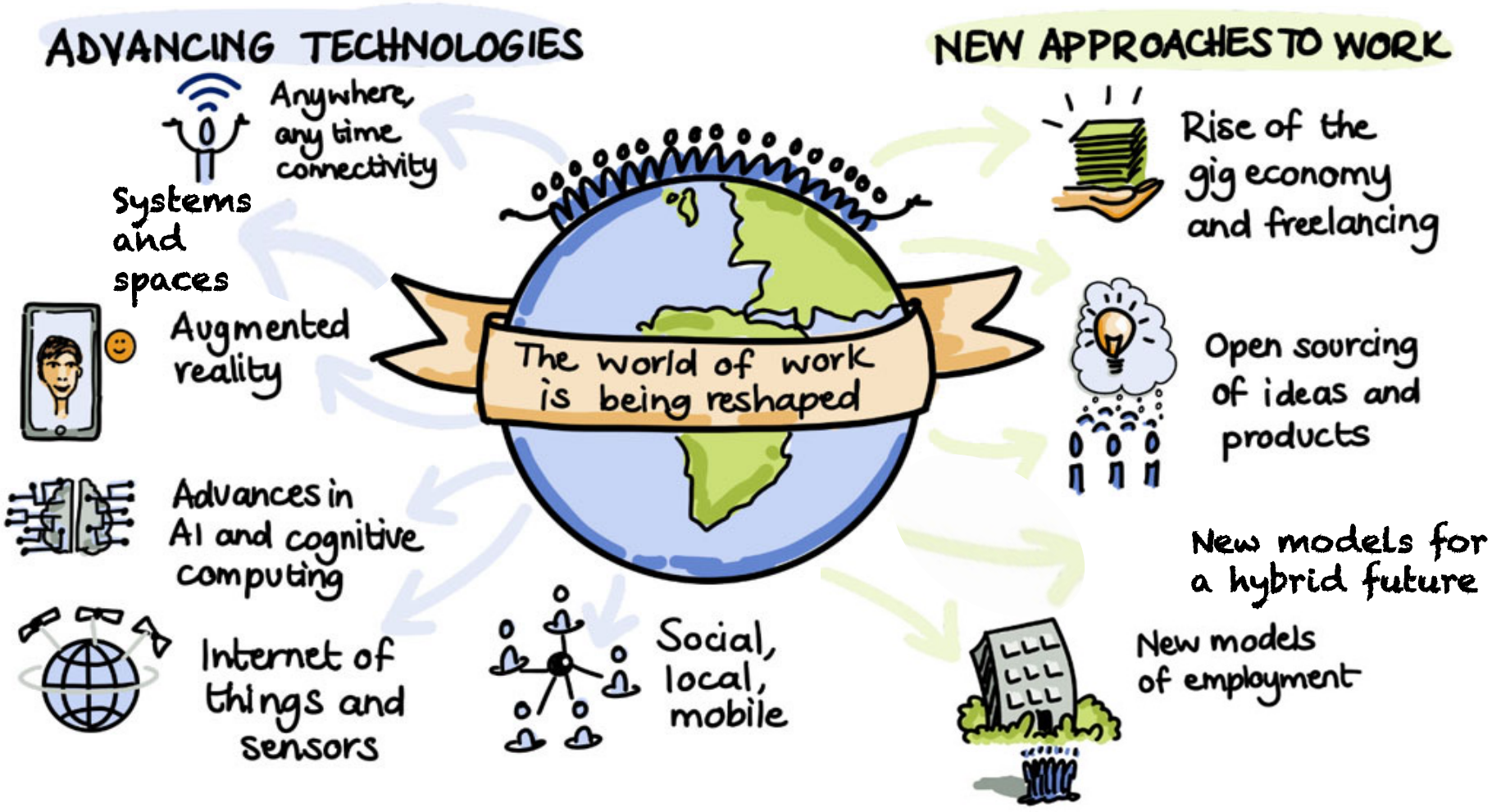
Technology is reshaping the world of work; both are enabling and requiring agility.



Agile and transformational leadership requires new behaviors

Acting on new opportunities

- Set bold aspirations
- Ecosystem wins
- Value creation

Leverage Technology

- Encourage mastery
- Define human element
- New use cases (e.g., data)

From managing to empowering

- Hire for purpose/proactivity
- Set questions, not answers
- Empower, not direct

Ground action in purpose

- Rehumanize leadership
- Translate purpose at a personal level
- Create purposeful culture

New leadership Mindset

1. Tech-savvy humanist

2. Strategic executor

3. Globally minded localist

4. Humble hero

5. High-integrity politician

6. Traditioned innovator

Source: Dialogue Review
Blair Sheppard PWC

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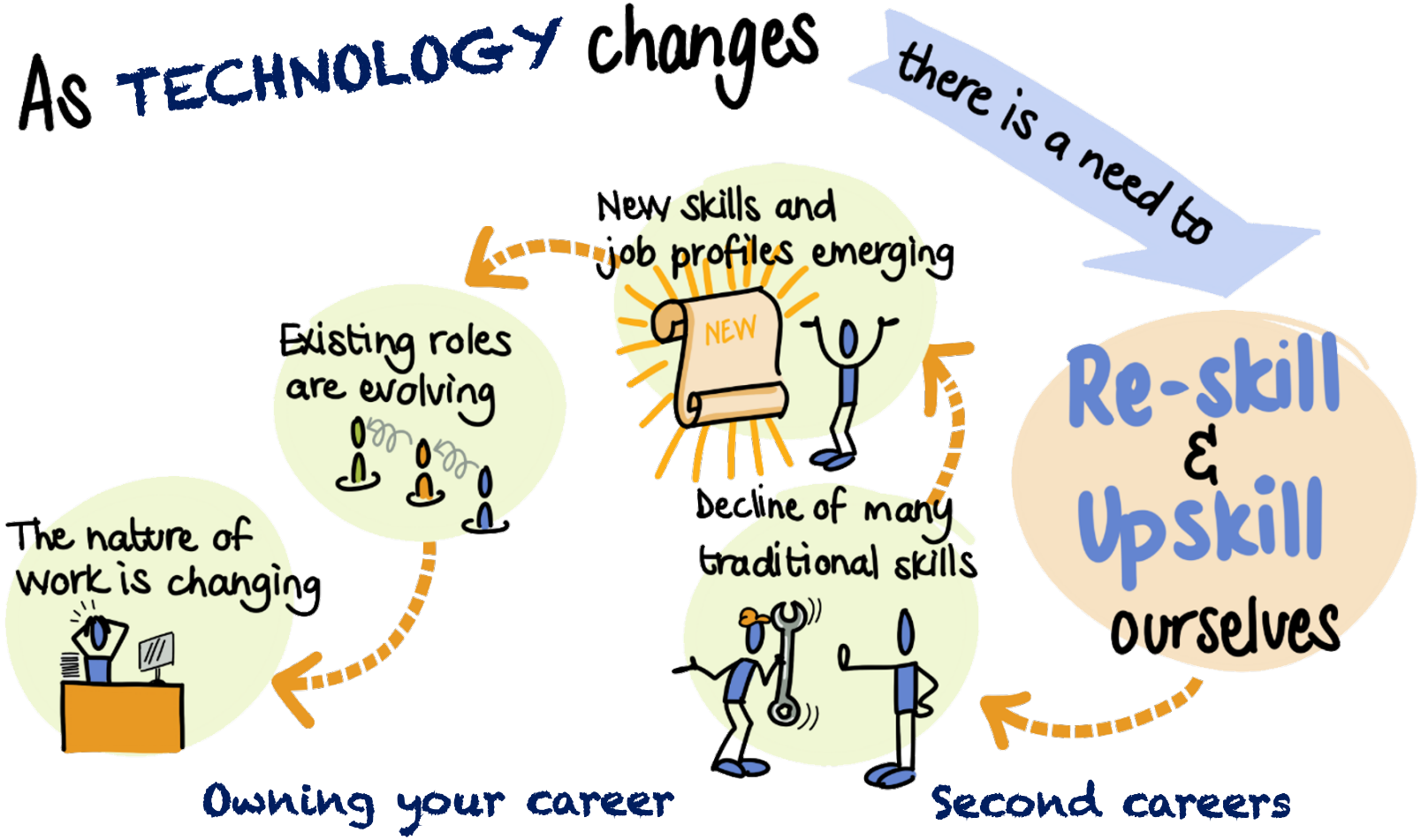
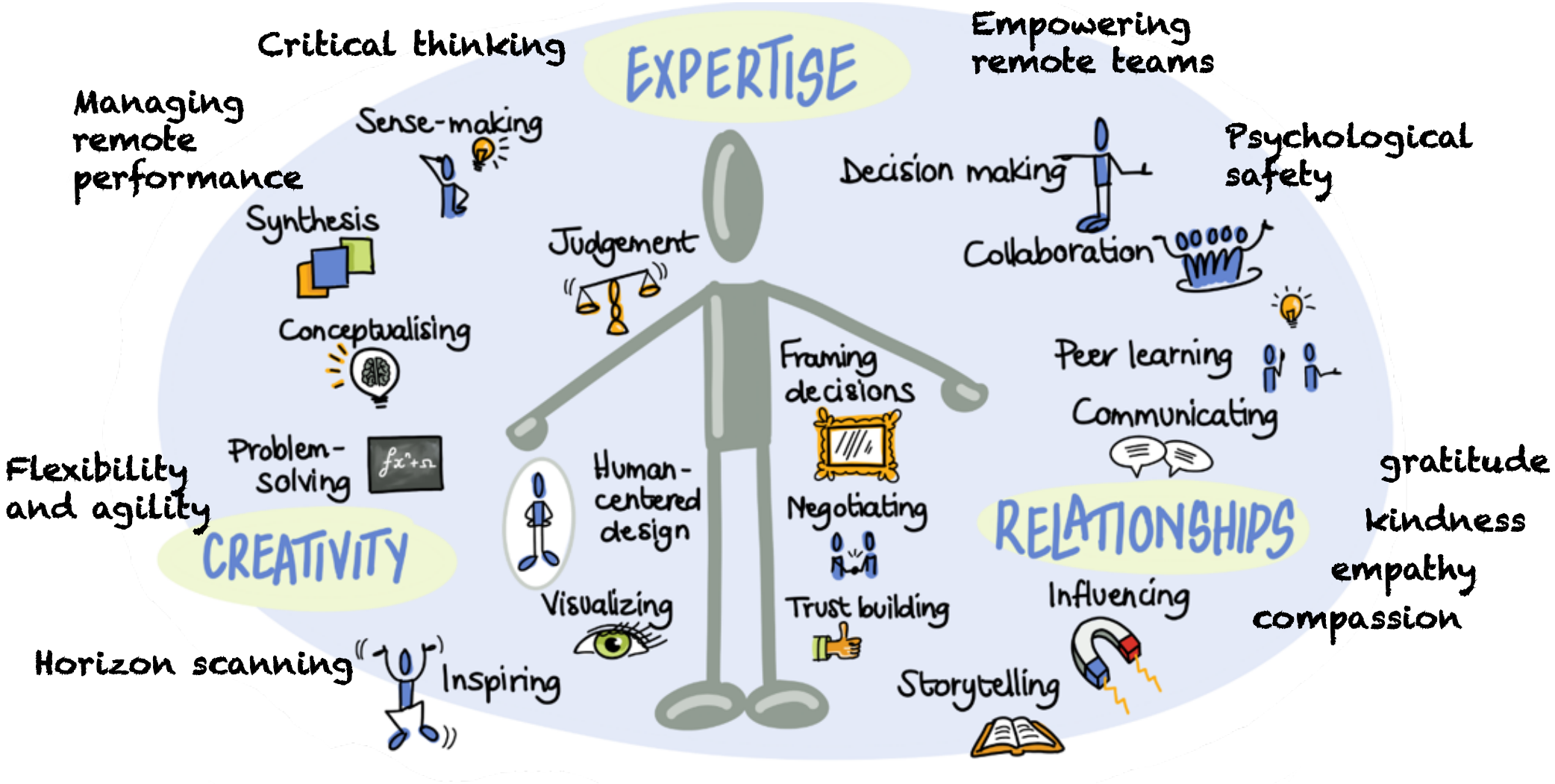
Technology is creating the skills needs of the future; reskilling is imperative.



Human-centered skills will be in high demand



Skills That Impact Psychological Safety

■ Significant effect

		Supportive and consultative leadership	Challenging leadership	Senior-leader inclusiveness
Most commonly addressed	Group dynamics			
	Open-dialogue skills	■		■
	Self-awareness			
	Cultural awareness			■
	Developing high-quality social relationships in teams	■	■	■
	Mindful listening		■	
	Situational awareness			■
	Unconscious biases			
Least commonly addressed	Situational humility[1]	■		■
	Sponsorship[1]	■	■	

[1]Situational humility and sponsorship are only predictive of consultative-leadership behaviors, not supportive-leadership behaviors.

Source: *mckinsey*

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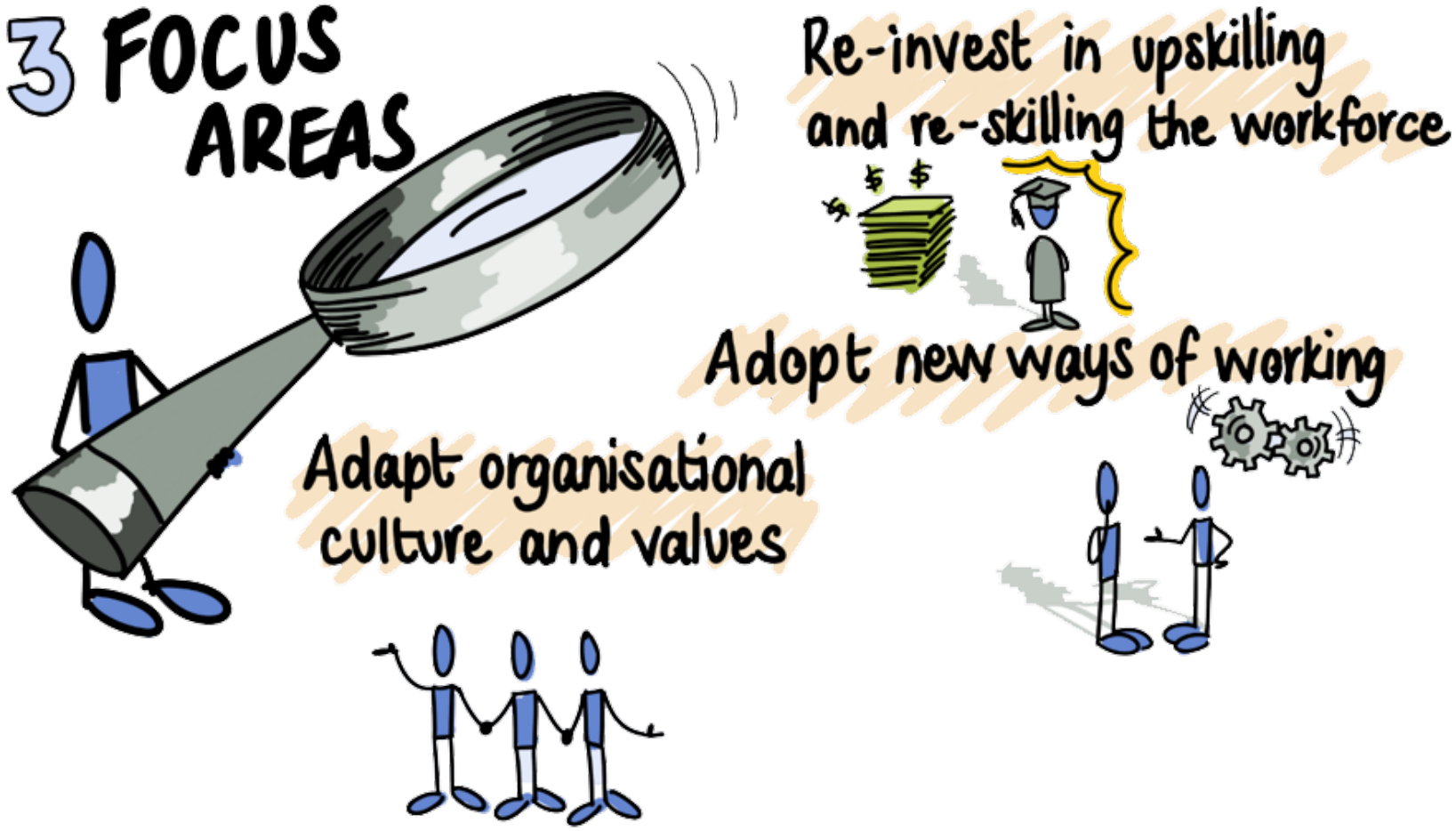
Three areas of required agility are critical for leaders; engaging through values.



Adopting new ways of working

HOW WE WORK

1. Business Disruption

1.1 Reimagined Customer Relationships

- Build virtual go-to-market methods
- Rethink personalized relationships
- Remove friction; create convenience

1.2 Employee Work Models

- Develop new work models
- Support remote readiness: asynchronous, location-agnostic
- Balance employee and team needs

1.3 Productivity and Value

- Prioritize what matters; remove waste; return time to employees
- Automate; digitize; deploy AI
- Remodel SG&A/opex

1.4 Societal Leadership

- Reduce carbon footprint
- Create inclusion, access, and equality

HOW WE LEAD

2. Leadership and Culture

2.1 Leadership

- Promote resilience, adaptation
- Train leaders for remote management and empathy
- Empower the frontline

2.2 Culture

- Articulate and evolve culture
- Build affiliation and mentorship in virtual environments

HOW WE ORGANIZE

2.3 Ways of Working

- Embrace agile, iterative teaming
- Focus on alignment and autonomy
- Foster virtual collaboration
- Conduct shorter, effective meetings

2.4 Organization

- Prioritize employee wellbeing and wellness
- Adopt flexible operating models
- Update governance and policies

3. Talent and Learning

3.1 Talent

- Digitize the talent journey
- Access skills via new talent models
- Increase access to diverse talent
- Manage attrition of top talent

3.2 Learning and Upskilling

- Promote digital learning and upskilling
- Meet future skills requirement
- Embrace remote apprenticeship and coaching

WHAT WE NEED

4. Smart Environments

4.1 Space, Design, Location

- Right-size real estate footprint
- Create safe and smart workspaces
- Design human-centered workplace

4.2 Tools and Technology

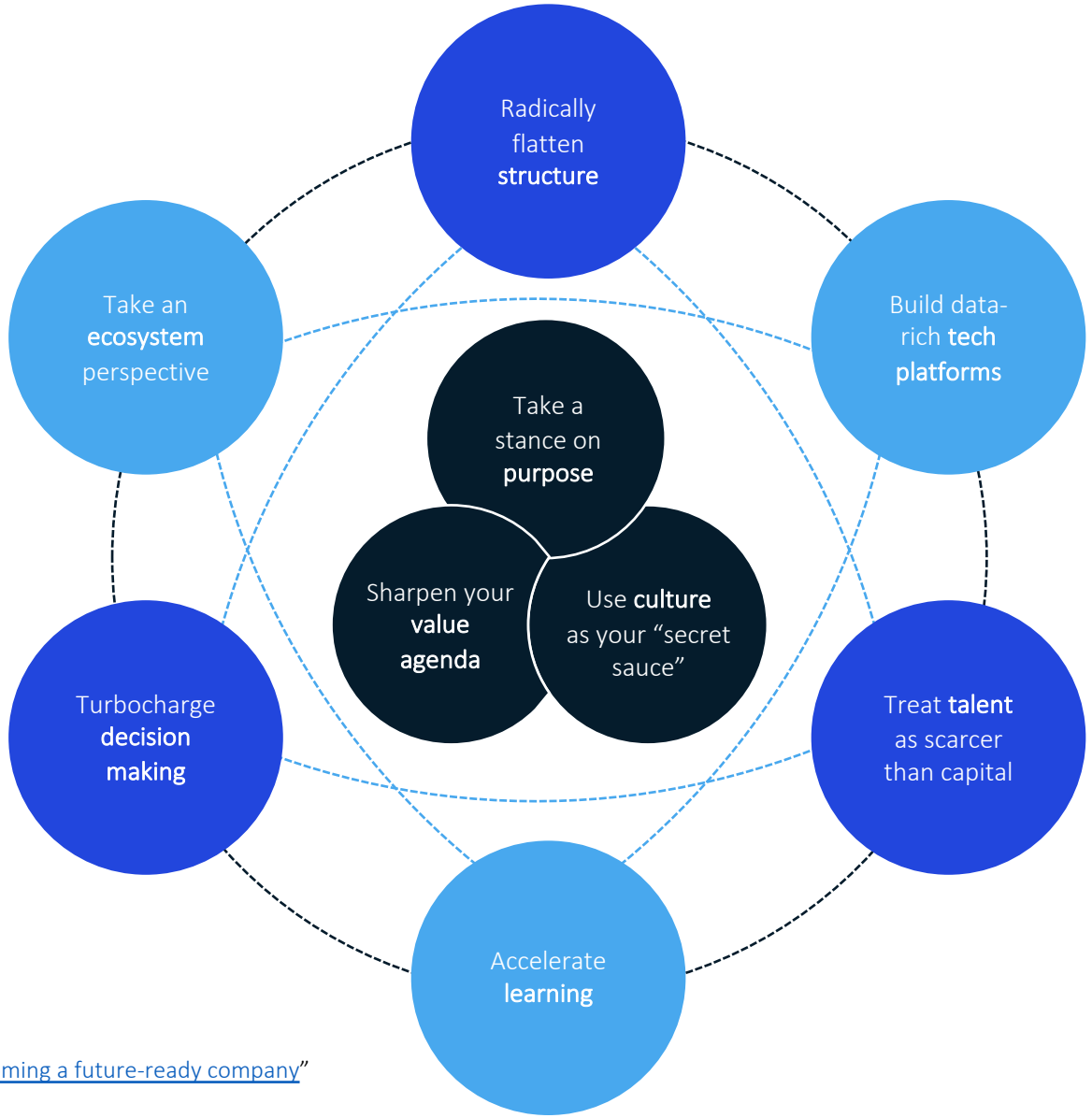
- Implement virtual workspace design
- Adopt collaboration and remote tools
- Strengthen cybersecurity and data privacy

Source: *BCG*

Structures and roles

Nine organizational imperatives will separate future-ready companies from the pack

- Who we are
- How we operate
- How we grow



Source: McKinsey "Organizing for the future: Nine keys to becoming a future-ready company"

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The future is now, and the future is HUMAN…

> The leader's role in an era of transformational change is not to give the right answers; it is to ask the right questions and **empower the organization** to find answers.
>
> *– Duke CE*

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