



THE ORGANIZATION OF THE FUTURE



The Organization Of The Future

88% of senior executives said building the organization of the future is important or very important



Only 11% believe they understand how to build the organization of the future

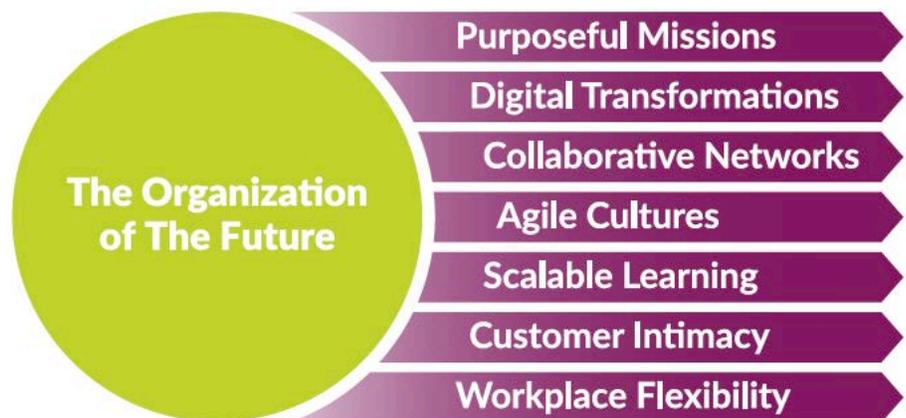
Source: Deloitte's Global Trends 2018

Our rapidly changing world is forcing organizations to transform themselves sooner than expected. Technological breakthroughs are accelerating the new partnership between human beings and digital machines. Changing org structures and the redistribution of power are forcing us to fundamentally transform the way we work. And workforce demands are dictating entirely new human skills to survive. As these competing forces create new risks and opportunities, higher levels of uncertainty and anxiety will be the norm.

For years, organizations were built to excel in stable and predictable environments. Well defined hierarchies, linear thinking and a scarcity mindset worked well in this static, siloed world. Tomorrow's organizations must be different. They must be agile and adaptive for the changing marketplace and inclusive and innovative to foster healthy growth and performance.

These changes will not happen overnight. They will require a fundamentally different kind of leadership at all levels, complete with new mindsets, behaviors, and environments necessary to ensure agility, adaptability, accountability.

At The Healthy Leader® we have been observing organizations closely as they go through this transformation. We have identified seven powerful practices that are driving companies forward and the human skills necessary to enable these transformations to take hold. They include:



Let's take a deep dive into each one.



Purposeful Missions

“We hope to achieve a more sustainable form of capitalism: one where the focus is on the long term, not on quarterly earnings; where the needs of citizens and communities carry the same weight as those of shareholders.”

*—Paul Polman,
Former CEO Unilever*

People are hungry to work for a higher, compelling purpose that inspires and glues the organization together. By personalizing the purpose inside the hearts and minds of people, organizations can pursue their economic and social goals.

- **PURPOSE AND VALUES** – The north star that guides people's behavior and holds the organization to its highest aspirations
- **TRUST AND INTEGRITY** – The essential glue that promotes open, honest relationships, fairness and ethical commitments in all business dealings
- **STAKEHOLDER RELATIONSHIPS** – A full commitment to the family of stakeholders (customers, employees, shareholders, suppliers and communities) and the tensions and tradeoffs among them
- **SOCIAL RESPONSIBILITY** – The conscience of a business that promotes socially responsible practices that help to build a healthier society
- **ENVIRONMENTAL STEWARDSHIP** – A commitment to green business practices across the product life cycle to help protect the environment

To achieve purposeful missions, organizations must have self-aware, values-driven people who are honest, ethical, and trustworthy. They must be authentic, confident and positive in demeanor, civil and generous in their relationships, and committed to something bigger than themselves.





Digital Transformation

Rapid advances in technological innovation have fundamentally changed the nature of work. New digital platforms are fostering greater speed, agility, and acceleration, forcing humans and machines to work more collaboratively.

“Our customers are going through an amazing digital transformation, and it starts and ends with their customers. They are fundamentally changing how they sell and how they service and how they market and how they innovate.”

*—Marc Benioff,
CEO, Salesforce*

- **TECHNOLOGY LEADERSHIP** – Today’s executives must now lead in a digital world requiring skills in digital disruption, fresh business modeling and accelerated transformations.
- **DIGITAL BENCH STRENGTH** – Digital brainpower is the new core DNA capability across the business. Everyone must be a student of digital business, automated work, and digital collaboration.
- **FRESH BUSINESS PLATFORMS** – Big data, sensors, and customer analytics are the new cognitive technologies changing how people think and act and altering the way companies do business.
- **DESIGN THINKING** – The need for innovation is fostering human-led, technology-enabled work. Incubators that foster initiative taking, experimentation and fast prototyping are the new norm.
- **ARTIFICIAL INTELLIGENCE** – Assisted and autonomous intelligence and robots are driving the transformation of work in factories and offices around the world.

To achieve real digital transformation, we need people who think differently. They must be creative risk takers, willing to experiment with new ideas, take the initiative, and engage in paradoxical thinking. They must also be digitally savvy and innovative as they deploy new technologies to solve real-world problems.





Collaborative Networks

“The meeting after the meeting is the REAL meeting these days. We use an intranet of people and ideas that crisscrosses the company. Tapping into this collective intelligence is key to changing the culture within General Motors.”

*—Michael J. Arena, Ph.D.
Former Chief Talent Officer,
General Motors*

In a hyperconnected world, information is available to everyone and collective intelligence is the true source of value. Organizations of the future must move from hierarchies to networks. This will require deep collaboration, self-managing teams and healthy partnerships, inside and outside the organization.

- **NETWORK ORGANIZATION** – The new organization structure must redistribute power throughout the system, and foster networking, information sharing, and high-performance teamwork.
- **COLLABORATIVE TEAMS** – Smaller, diverse, creative and collaborative teams will need to delegate responsibility, empower employees, and tap into their complementary talents.
- **DISTRIBUTED POWER** – Leaders at all levels must give up their parochial self-interests for the good of the group. Moving from I to We, this more democratized workforce will drive value.
- **BOUNDARYLESS WORK** – Working on virtual networks and borderless projects will necessitate greater trust and accountability and mutual respect for diversity and inclusion.
- **HEALTHY ECOSYSTEMS** – Connecting business units and functions will foster internal synergies, while partnerships and strategic alliances will connect organizations to a wider universe.

To achieve collaborative networks, we need leaders and people who have a collective sensibility. Starting by being mature and predictable, people must learn to share knowledge, make and keep their commitments, be civil and generous, and to step up and be accountable to others and the business.





Agile Cultures



*“If we are not going deep,
we are not learning and
adapting to our environment
faster than our competitors.
To me, conscious is living
in the present, being
self-aware, and
seeing into the future.”*

*—Vincent Roche,
CEO, Analog Devices*



Speed, uncertainty, competition and globalization are forcing organizations to adapt quickly to the winds of change. To be successful, we need flexible and resilient people and teams to drive change, in addition to agile work environments that support learning, innovation, and energizing work.

- **BUILT FOR SPEED** – The acceleration of work is forcing us to see, think, feel and act faster. This sense of urgency creates excitement and opportunity, but also causes burnout and exhaustion.
- **CONTINUOUS TRANSFORMATION** – Every leader must lead for today and tomorrow. This requires a ‘change readiness’ capability by all people, in all processes, across all aspects of the business.
- **GROWTH MINDSETS** – The need to learn faster, expand our minds and rewire our brains for growth is the new proficiency. Staying relevant is what gives people and companies a competitive edge.
- **THRIVE IN UNCERTAINTY** – Stability is an illusion and uncertainty is reality. Getting comfortable with the unknown and the unexpected is critical to navigating in a world of impermanence.
- **RESILIENCE** – Falling down and getting up will be a critical skill in the fast-paced world. Learning to be vulnerable, making mistakes and managing adversity will be key.

To build agile cultures, we need people and teams who can adapt fast, learn well, and thrive in uncertainty. They must be resilient and continuously transform themselves. But that’s only half of it. We also need to create environments that support other people as they grapple with change.





Scalable Learning

With increasing complexity, pressure for relevance, and competition for talent, organizations must accelerate learning and unlock the full potential of the workforce. This will require scalable leadership development for people at all levels of the organization.

“Studying your strongest people closely and then building programs to measure and reinforce their best attributes is what changes the character of your company.”

—Laszlo Bock, former head of People Operations, Google

- **LEARNING AGILITY** – The ability to adapt quickly will be the next core universal competency. Accelerating learning and retooling skills will enable people to think bigger and act faster.
- **PSYCHOLOGICAL SAFETY** – Adaptive spaces that are safe, without fear, for interpersonal risk-taking, being vulnerable, and trusting colleagues to support new ideas and behaviors will be necessary.
- **INTENTIONAL DIVERSITY** – Demographic shifts, diverse marketplaces, and global teams will utilize diversity for rapid innovation, market growth, and greater engagement.
- **LEARNING BY DOING** – Shorter attention spans and pressures to perform will prioritize just-in-time learning—including abbreviated coursework, digital solutions, and learning in intact teams.
- **PEER LEARNING** – Story driven teaching by bosses, peers and subordinates will amplify real-life experiences, celebrate leadership lessons and foster greater collaboration and role modeling.

To accelerate scalable learning, everyone must take responsibility for their own careers. Organizations must also make greater investments in learning. The workforce of the future will require higher-level thinking, emotional intelligence, and change leadership skills at every level of business.





Customer Intimacy

“It’s not just technology alone. It’s technology when it’s married with the liberal arts, married with the humanities that impacts the world and makes our hearts sing. Apple is in the human business, it’s our job to humanize technology.”

*—Angela Ahrendts,
Former SVP of Retail Strategy,
Apple*

The smart, empowered customer is demanding better products, responsive solutions, and distinctive customer experiences. With unlimited devices and channels, organizations must ensure that all employees understand the customers’ changing needs and desires to ensure loyalty and retention.

- **WHOLISTIC SOLUTIONS** – Customers are hungry for suppliers who provide products and services that connect to the whole person, sense their struggles, and create a single, memorable experience.
- **THOUGHT LEADERSHIP** – Customer context, data analytics, and deep knowledge of the customer help to provide the best and deepest answers to your customers biggest problems.
- **DISTINCTIVE EXPERIENCES** – Everyone is looking for a unique customer experience. These are simple, engaging moments of truth, transparent to the customer, that outshine the competition.
- **CUSTOMERS PARTNERSHIPS** – Demanding customers want to be involved in their solutions. Whether internal or external customers, experimenting and co-creating solutions will ensure feedback and engagement.
- **STRATEGIC ALLIANCES** – Supplier and customer distribution chains are requiring greater collaborative and partnership skills to avoid unnecessary tensions and exploit shared opportunities.

To master customer intimacy, we need people who expand their responsibilities as customer ambassadors – whether making the product or selling the solution. This requires greater customer centricity, more appreciation of the market, and the empowerment to act on behalf of the customer.





Workplace Flexibility

The war for talent, the growth of the gig economy, and the changing attitudes toward work have fundamentally altered the nature of work. Couple that with radical advances in technology and you have a workplace and workforce that must be transformed for the future.

“Traditional family structures have changed, and workplace flexibility must be a business imperative.”

*—Sharon Allen,
Principal Talent Acquisition
Partner, IBM*

- **DEMOGRAPHIC SHIFTS** – Changing attitudes across gender, ethnicity, and the five generations are requiring deeper mutual understanding and more responsible behavior in the workplace
- **TALENT MOBILITY** – The need for faster, flexible projects in self-organizing teams is providing new challenges and opportunities for linking the right talent to the right work at the right time.
- **DIVERSE WORK OPTIONS** – The need and desire for alternative work arrangements is leading to the rapid growth in flex-time, compressed work weeks, job sharing, telecommuting and virtual workplaces.
- **HYBRID SPACES** – Creative office designers are changing how we work by creating diverse work spaces with smart technology that offer options for different styles of working.
- **REHUMANIZE WORK** – As technology dehumanizes work, organizations must rehumanize the work experience through collaborative spaces, family-friendly practices, and alternative career paths.

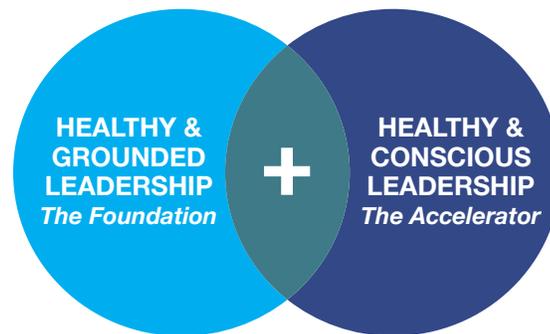
To ensure that workplace flexibility adds value, we need people who are authentic, agile and adaptive adults. None of this works without mutual trust and shared responsibility. Organizations provide the flexibility and employees bring maturity and accountability to the table.



Organizations Require People With New Capabilities

Tomorrow's organizations will require different kinds of leaders in the future – people who know how to transform themselves, their teams, and the organization.

To excel, everyone must be a leader for today and tomorrow – from CEOs and managers to front-line supervisors and individual contributors. Our research provides two core capabilities:



= World-Class Performance

- **HEALTHY & GROUNDED LEADERSHIP** is the foundation which helps leaders stay centered yet agile in the face of disruptive change.
- **HEALTHY & CONSCIOUS LEADERSHIP** is the accelerant that results in leaders being highly awake, aware and adaptive.

Being both Healthy & Grounded and Healthy & Conscious is the new leadership imperative. Leveraging these two core capabilities enables the organization of the future to flourish.

That is why we need grounded and conscious leaders at all levels. It's the collective power of these leaders that drives engagement, innovation, profitable growth, and long-term value creation.

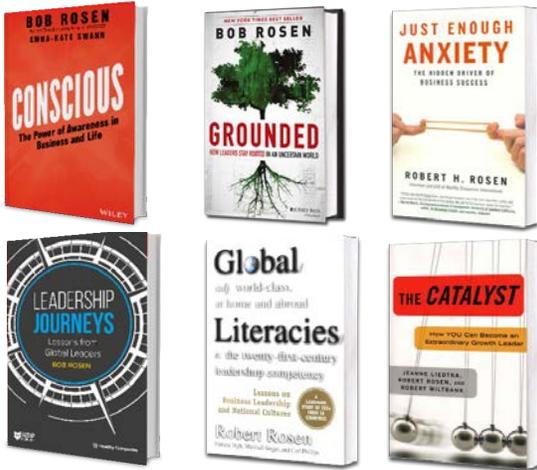
At The Healthy Leader®, we have found an enterprise-wide approach can be a powerful source for building the organization of the future. Without a broad cross section of the organization involved in learning, any change effort is unlikely to survive. By infusing the Healthy & Grounded and Healthy & Conscious principles and practices throughout the organization, you create a common language and capability.

Ultimately, organizations that want to thrive in tomorrow's world face a clear choice: develop people schooled in the critical elements of being Healthy & Grounded and Healthy & Conscious—or fall further behind. We believe this is the next human intelligence required inside organizations of the future.

“There is a growing gap between the people we have and the people we need inside organizations.

Healthy & Grounded and Healthy & Conscious leaders can close this gap and unleash the potential lying dormant inside the hearts and minds of people.”

*—Bob Rosen,
CEO, The Healthy Leader®*



The Healthy Leader® helps CEOs, executive teams, and managers build and transform high-performance enterprises. Through personalized consulting services, executive coaching and learning solutions, we unlock the full potential of organizations to create sustainable value, accelerate transformation, foster growth and innovation, and align and execute the human side of business.

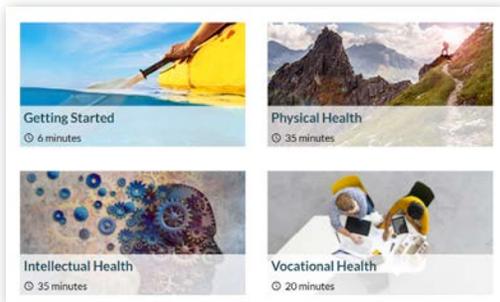
Our philosophy is values-based and performance-driven. We strive to create value every time we touch a client, and always begin our work from where the client is. We listen deeply to our clients' needs, and endeavor to stay one step ahead of the critical challenges they face. We are courageous in building open, honest relationships and adhere to the fundamental tenets of successful leadership: realistic optimism, constructive impatience, and confident humility.



Founded by Dr. Bob Rosen in 1988, The Healthy Leader® has spent more than 30 years culminating personalized, evidence-based solutions that succeed in transforming executives into leaders, staff into teams, and companies into healthy and sustainable ecosystems. With the generous support of a multiyear grant from the John D. and Catherine T. MacArthur Foundation awarded in 1990, Bob and his colleagues began an ongoing and in-depth study of leadership, including personal interviews with hundreds of executives and government leaders in dozens of countries.



As a result of the close relationships forged during our research, the company has subsequently worked with organizations as diverse as Ford, Motorola, Johnson & Johnson, IBM, Singapore Airlines, Brinks, Northrop Grumman, Toyota, Citigroup, PepsiCo, ING, and PricewaterhouseCoopers.



In addition, we have published our findings in a number of acclaimed and bestselling books: *The Healthy Company* (1991), *Leading People* (1996), *Global Literacies* (2000), *Just Enough Anxiety* (2008), *The Catalyst*, researched and written in collaboration with the Darden School of Business (2009), *Grounded®: How Leaders Stay Rooted in an Uncertain World* (2014) and *Conscious: The Power of Awareness in Business and Life* (2018).



THE HEALTHY LEADER®

1101 Wilson Blvd., 6th Floor, Arlington, VA, 22209

T +1-703-351-9901 | thehealthyleader.co



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T +1-703-351-9901

thehealthyleader.co