



Leadership in a VUCA World

A Connect the Dots' CHRO Networking Event

connect
the dots

February 28, 2018

What are your leaders missing? Today's leaders are working in a VUCA world—**Volatile, Uncertain, Complex, Ambiguous**—and need different skills than in the past. In our February 2018 networking event, Connect the Dots invited top Human Resource professionals from large organizations throughout the Columbus Metro Area to discuss the disruptions they have observed in their organizations and the impact on how they recruit, reward, and retain their leaders and prepare them for this increased pace of change.

Today's Leaders Must:

- **Provide more** services at a more affordable cost, as customers become savvier in using online information in their decision-making processes.
- **Adapt** to new online platforms, while also accommodating traditional services or product delivery.
- **Manage expectations:** Social media has given both consumers and employees a strong sense of what they expect from their experiences.
- **Integrate** what may seem like contradictory goals: safety, quality of customer experience, efficiency of production, affordability.
- **Hire and develop talent for a different profile** including **emotional intelligence** and **collaboration** skills.

CHROs Must:

- **Use a hybrid approach to attract, develop, and retain** employees to compensate for different preferences and expectations of today's multigenerational workforce.
- **Address employee preferences** from a retention and succession planning standpoint by:
 - Shortening incentive cycle time and update metrics
 - Increasing use of bonuses
 - Introducing social recognition platforms
 - Developing other creative benefits to aid retention, such as snack kitchens

Ongoing HR Challenges

- **Recruiting for leadership skills** can be a challenge: there are clear sources of applicants with specific subject matter expertise, but identifying leadership skills can be more challenging.
- Many described challenges in **influencing hiring managers**, who often still place greater emphasis on an applicant's CV/resume
- Participants also emphasized the **need for appropriate onboarding and transition coaching** for new leaders as they assimilate to the organization's culture to protect their investment in new talent.

CTD Solutions

Does your talent need to develop its leadership skills? Where is your onboarding program hitting and missing the mark? What best-practice updates can you make to better meet your organization's needs?

Take a look at our coaching solution, **on-target®**, **team dynamics** methodology, and onboarding solutions, **building connections®** and **are you connected?®**, as well as this **case study** illustrating how we have helped dynamic companies effectively onboard their team members.



Offices in Dublin, Ohio (HQ 855.316.8161) and Denver, Colorado
(720.355.3609) | Email: info@connectthedotsconsulting.com

• onboarding • leadership coaching • connecting teams • leading change
connectthedotsconsulting.com