



Future trends in leadership & management

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Institute of Leadership & Management

Who is ILM?



Institute of
Leadership &
Management



- » 95,000 certificates and qualifications issued last year
- » 25,000 practising leader and manager members
- » 4,410 coaches registered on ilm qualifications last year
- » 2,500 centres
- » 48 countries



Our Vision

Social and economic prosperity
achieved through excellence in
leadership and management

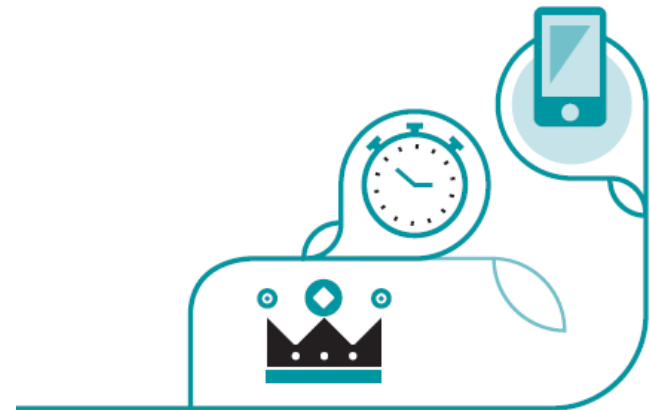
We unleash leadership and
management talent.

the actions that need to be taken now in order to ensure that managers and leaders are ready to meet them – essentially

The Training Challenges.



2020 Vision:
future trends
in leadership
& management



Methodology & sample

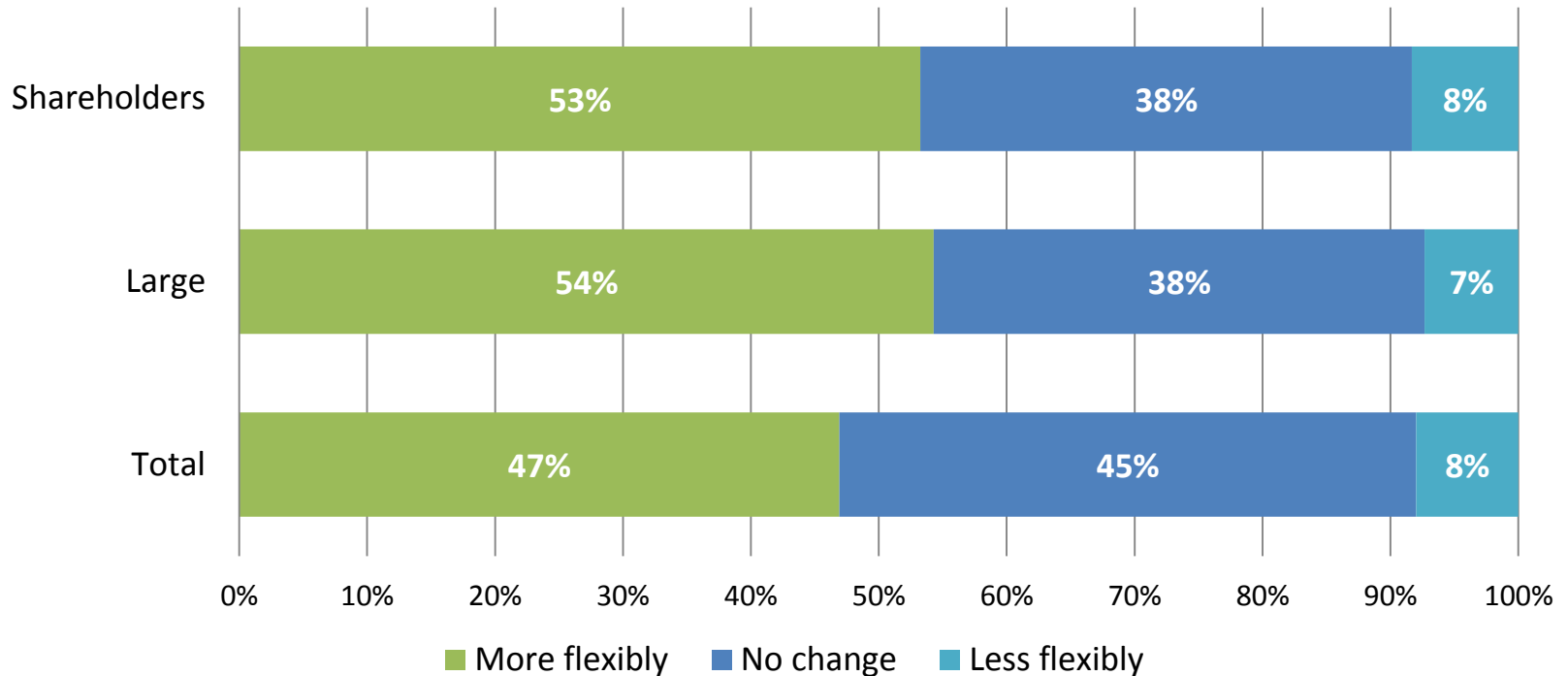
- » Expert workshop
- » Online Community
Online Survey of
over 1000 managers



1. Flexible working is more prevalent, increasingly the norm in large organisations
2. Relationships are more important not only within teams but also with external stakeholders
3. The core functions of leadership and management are even harder to achieve

1. Managing a dispersed workforce,
2. Flatter organisation structures
3. Measuring and reporting on performance
4. More complicated supply chains
5. The constant pace of change

- » Flexible working - now the norm especially in large organisations
- » Training challenge – what new skills do leaders and managers have to develop to be able to manage these more flexible teams ?



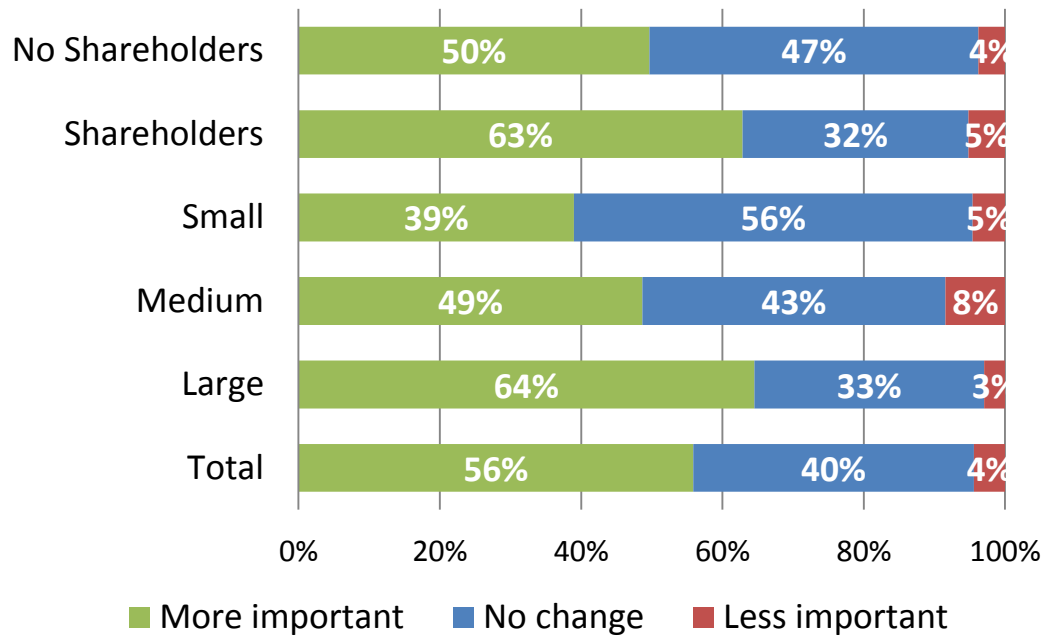
“project progress ... the determinant of performance”
(male, senior manager)

Training for Dispersed Teams

Video: Supporting
Remote Teams

Relationships are more important not only within teams but also with external stakeholders

Importance compared to 5 years ago:

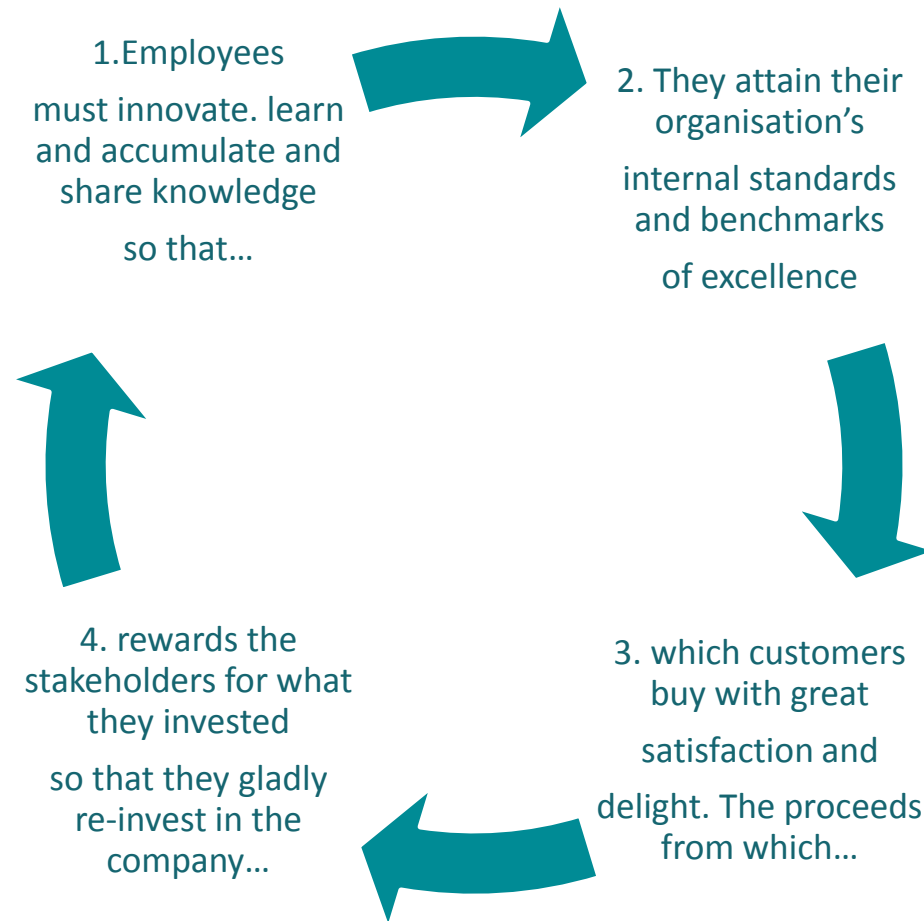


The Balanced Score Card



businessballs.com

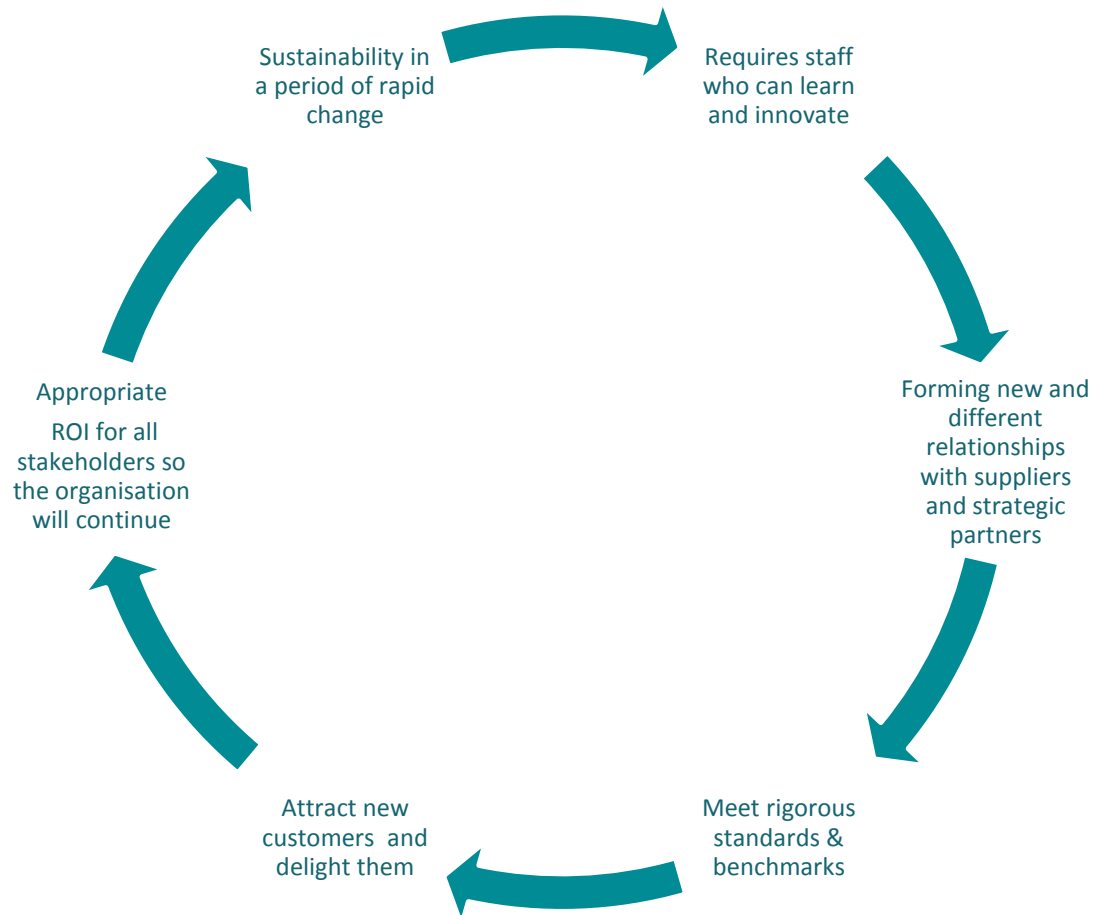
BSC: A Cyclical Representation



“The ability to learn faster than your competitors may be the only sustainable competitive advantage.”

“Companies die because their managers focus on the economic activity of producing goods and services, and they forget that their organizations' true nature is that of a community of humans “

Expanding the BSC



Trend Strengthening: Difficulty of achieving core functions

The core functions of leadership and management are harder to achieve

“Leaders are needing to continuously enhance their communication and presence.. “

Core functions

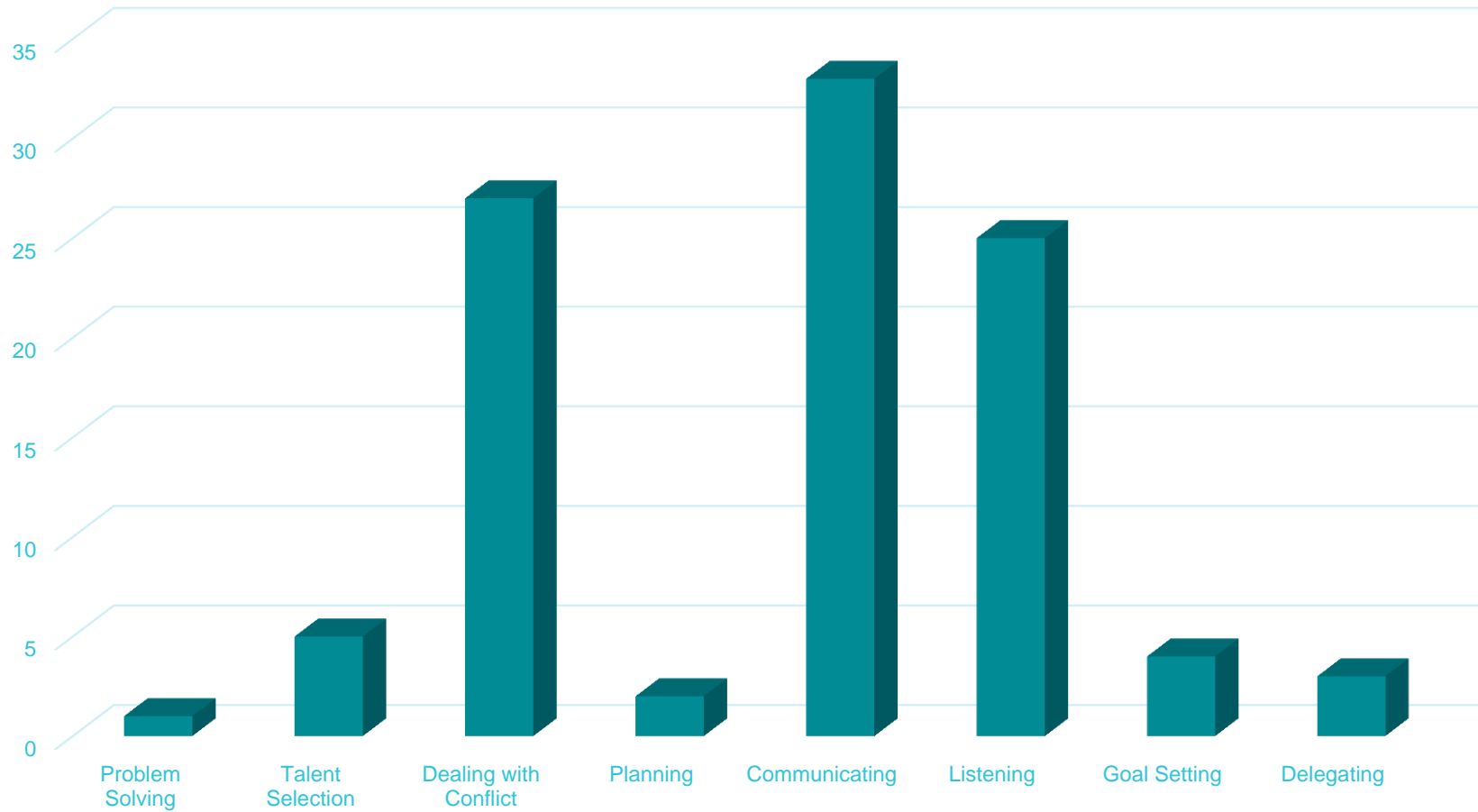


	Function that is perceived as being performed badly	Function that is perceived as needing development
1	Communication	Communication
2	Planning	Planning
3	Conflict management	Problem solving
4	Decision making	Decision making
5	Feedback	Listening
6	Delegating	Goal setting
7	Listening	Motivating
8	Goal setting	Feedback
9	Coaching	Delegating
10	EQ	Coaching
11	Motivating	EQ
12	Talent selection	Conflict management
13	Monitoring performance	Monitoring performance
14	Problem solving	Chairing meetings

What do you think is done badly?

1. Problem solving
2. Talent selection
3. Dealing with conflict
4. Planning
5. Communicating
6. Listening
7. Goal Setting
8. Delegating

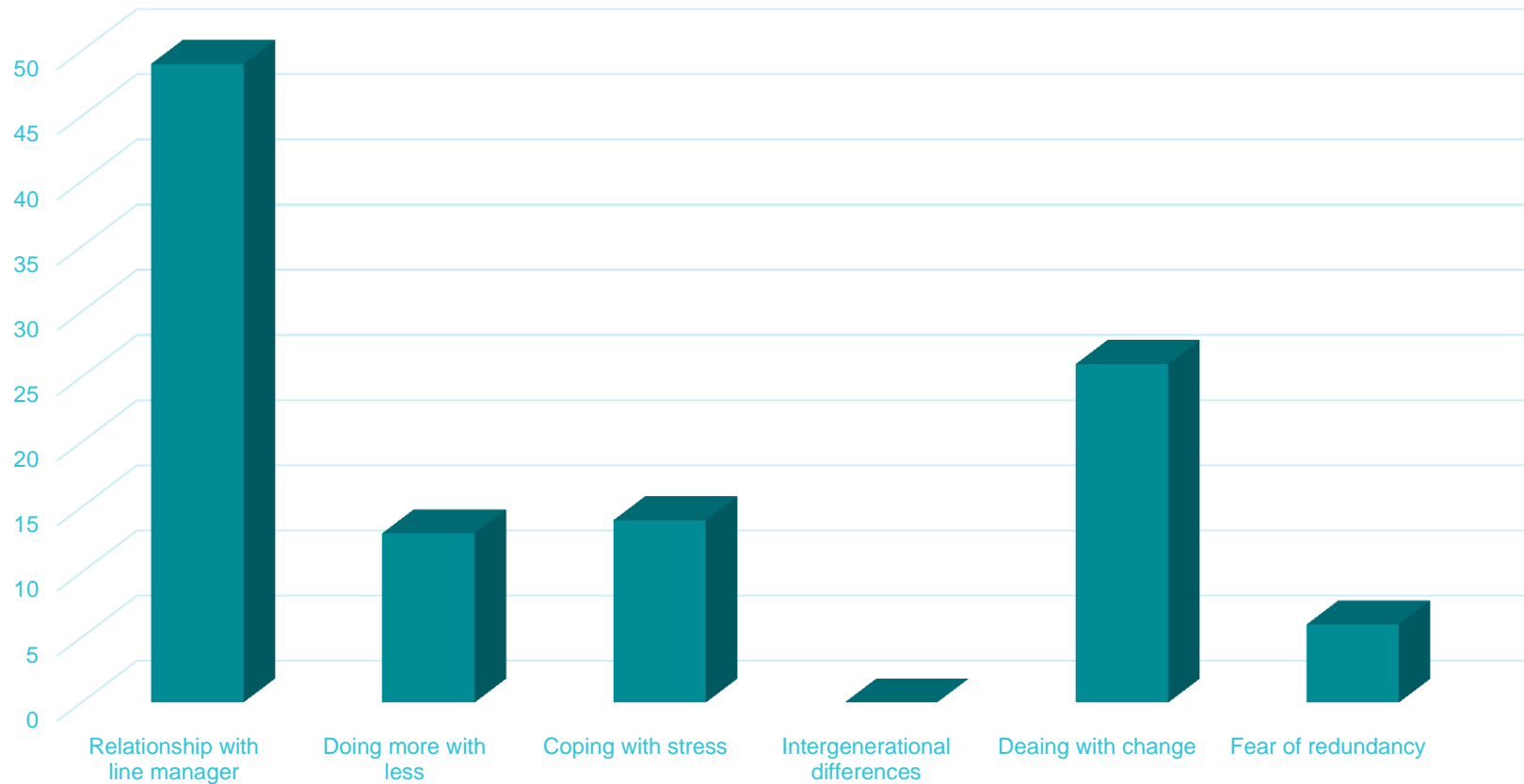
Functions Done Badly



Most frequent coaching challenge

1. Relationship with line manager
2. Doing more with less
3. Coping with stress
4. Intergenerational differences
5. Change
6. Fear of redundancy

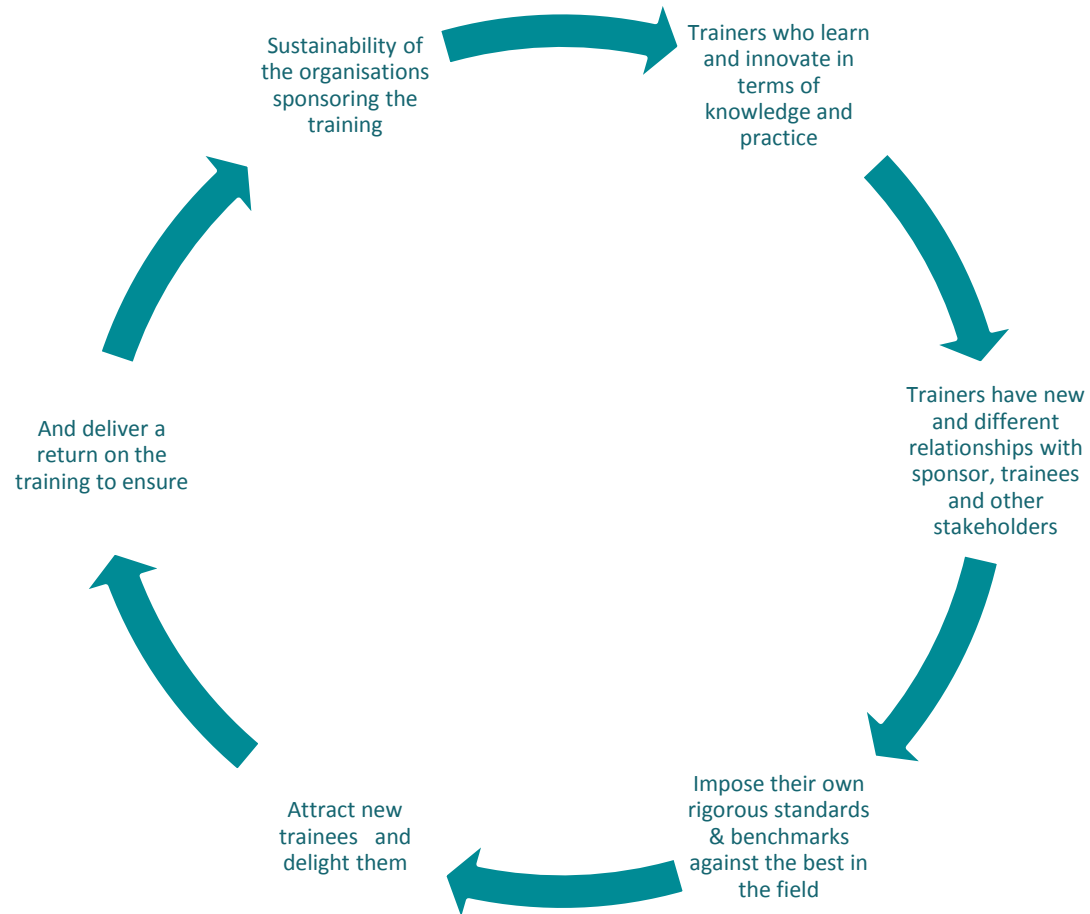
Most frequent coaching challenge



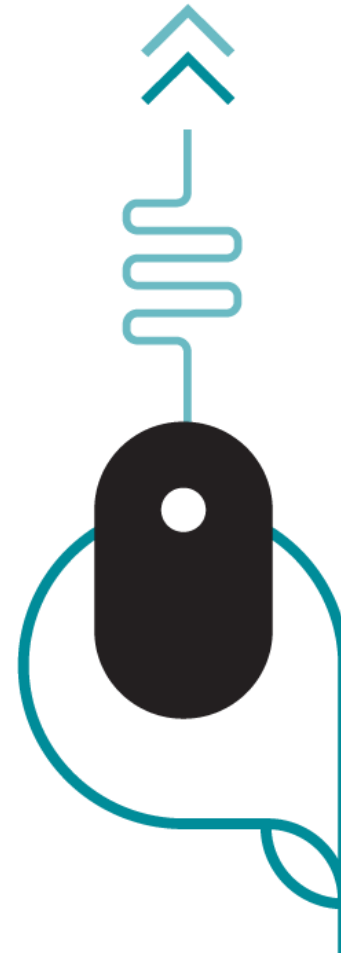
‘Despite the lack of empirical the 70:20:10 model has gained significant momentum,(a claim that) learning takes place through a combination of formal and informal situations and through others’

- » “there was a kind of safeness with the relationship”
- » “the relationship becomes such that you can actually ... declare an ignorance without fear”
- » “you create a relationship”
- » “create that bond and that trust”
- » “the relationship has to be one that works”

Expanding the BSC for trainers



- » Subject knowledge
- » Technical knowledge
- » Technical competence
- » Industry knowledge
- » Trends in training
- » Developments in learning

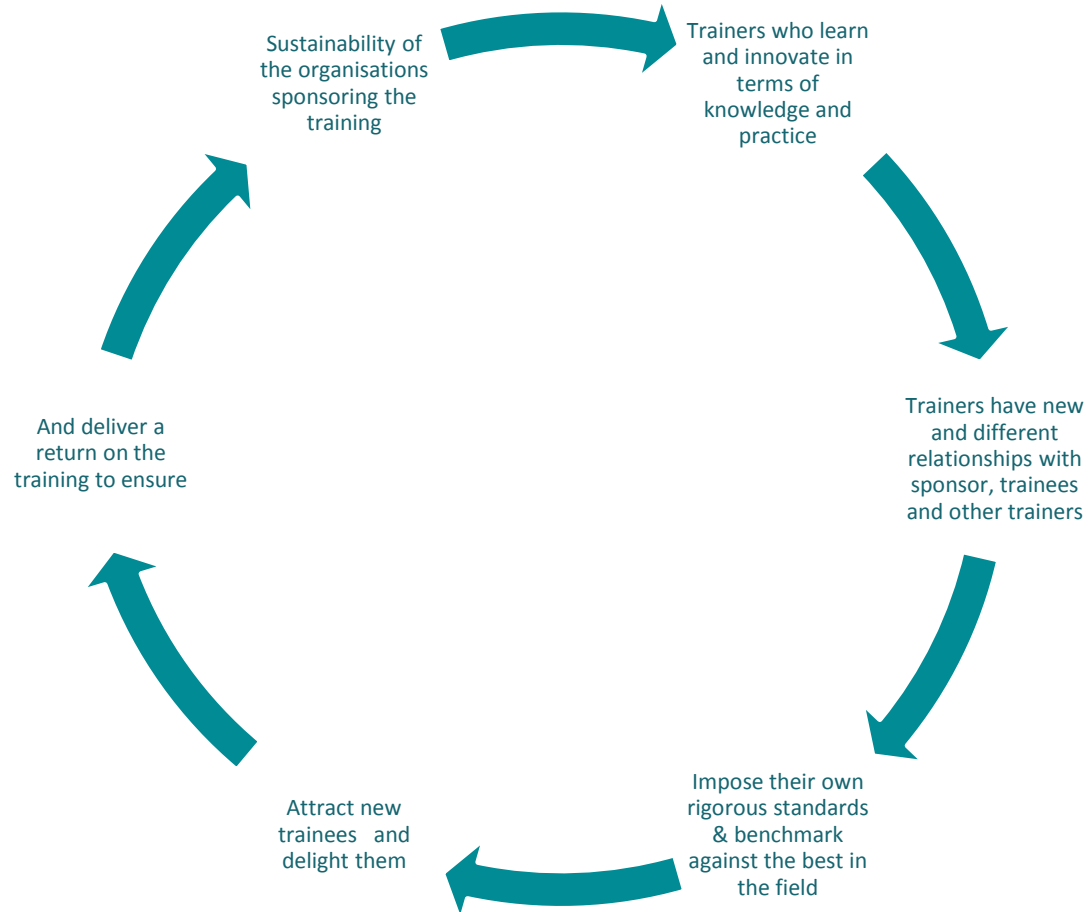


- » Trainees
- » Trainees managers
- » Training departments,
- » Your networks



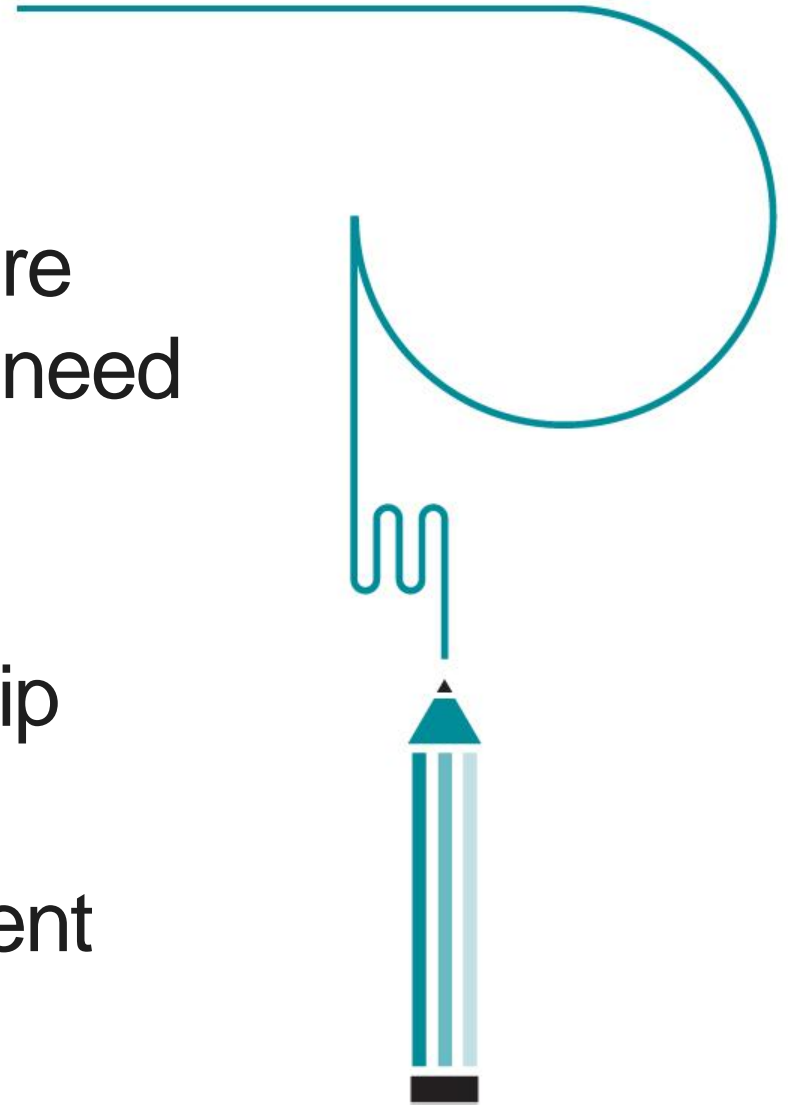
- » Judgement extends beyond the training room
- » Explicit training intentions
- » Record your achievements





Summary

- » Leading and managing are increasingly difficult and need new approaches
- » Relationships are key to managerial and leadership effectiveness
- » Performance measurement needs to be reframed



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