

# A DIGITAL WORLD: EXPLORING THE IMPLICATIONS FOR LEADERS AND THEIR DEVELOPMENT

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# Our Topics Today

- What are the forces driving disruption?
- What is their impact on our organizations?
- What are the implications for leadership capabilities?
- What are we doing for development?
- What do we *need* to do?

What are the forces and their impact?







## Business model blow-outs

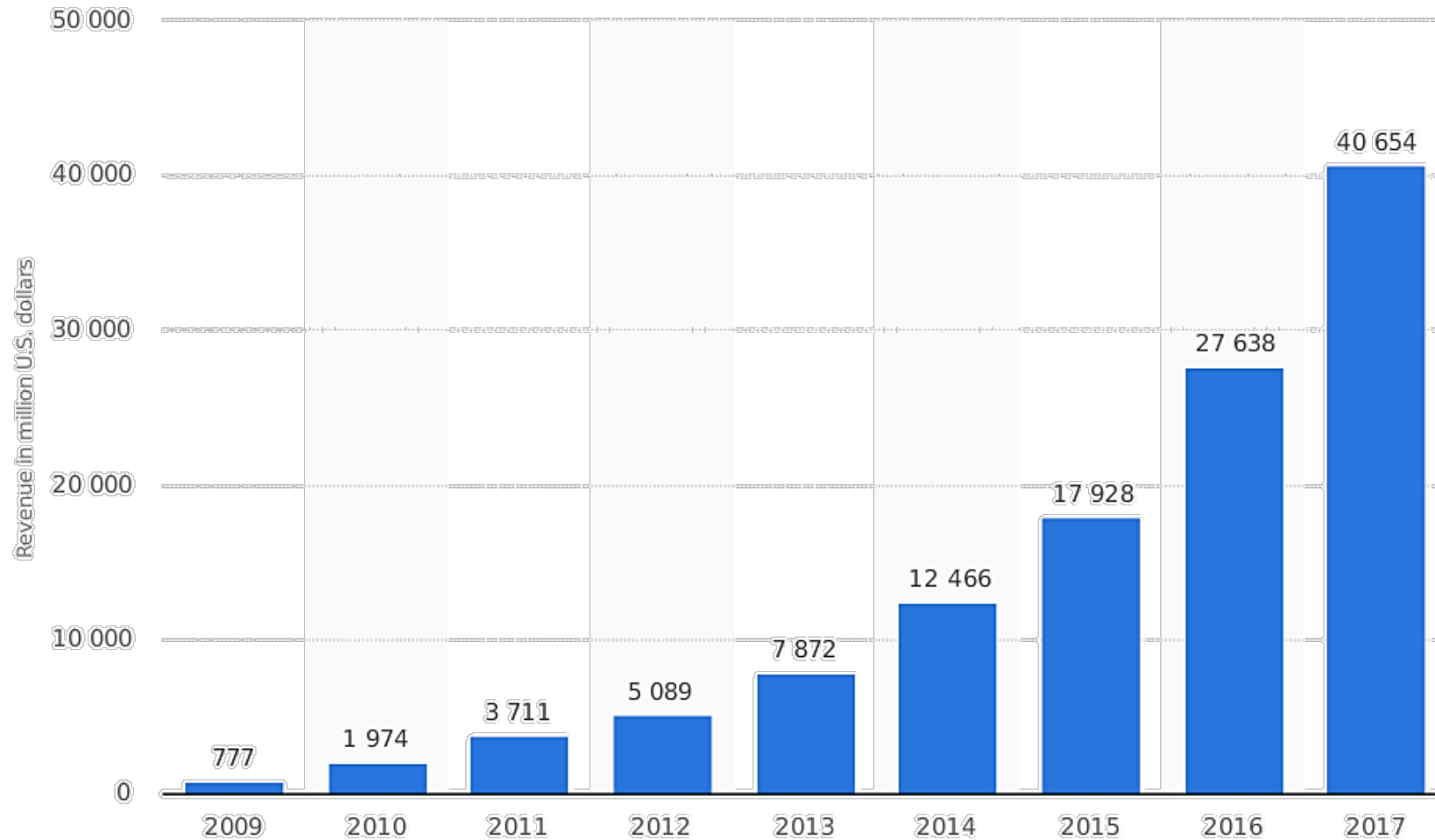
**NETFLIX**

**Uber**



**amazon**

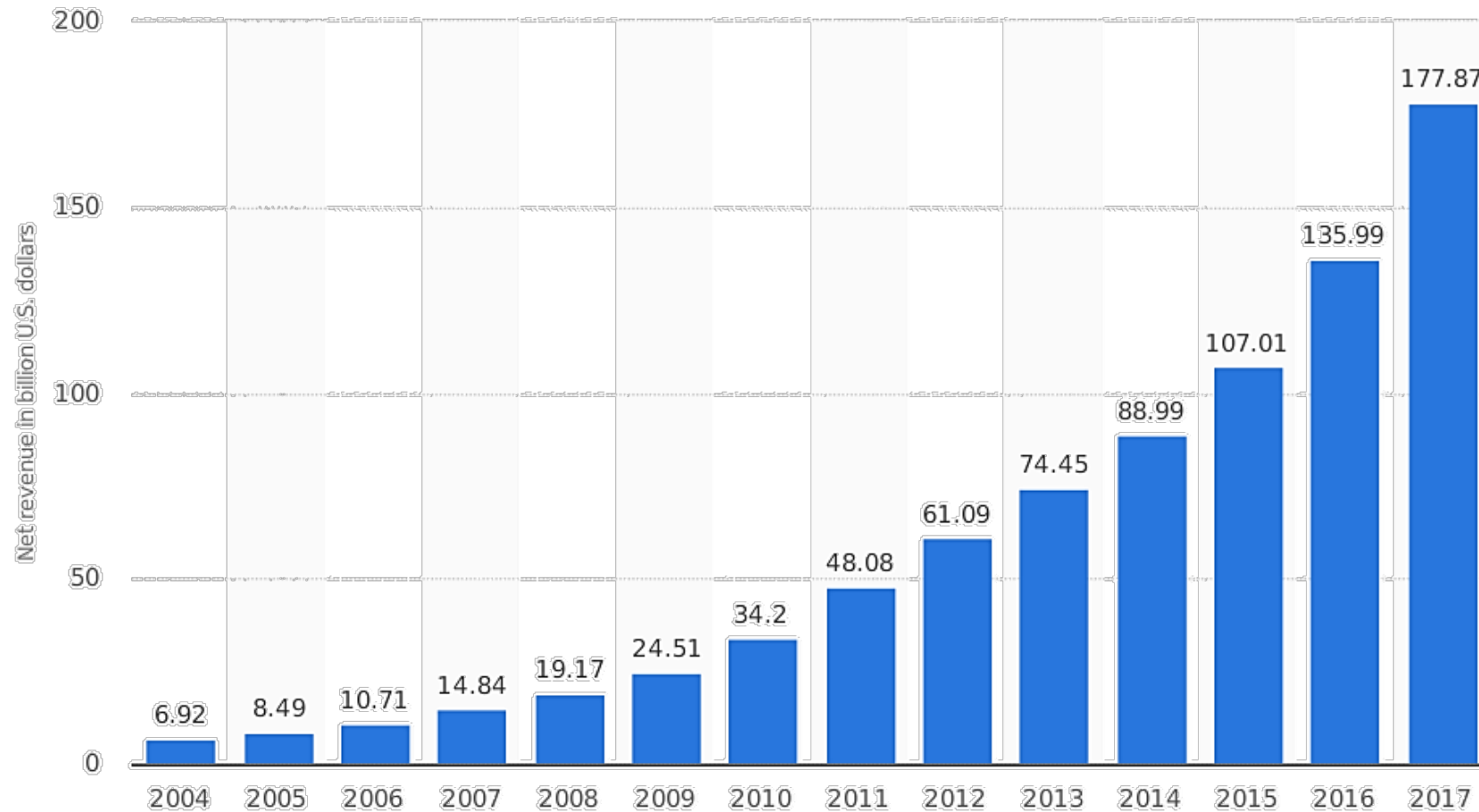
## Facebook's annual revenue from 2009 to 2017 (in million U.S. dollars)



Source  
Facebook  
© Statista 2018

Additional Information:  
Worldwide; 2009 to 2017

## Net sales revenue of Amazon from 2004 to 2017 (in billion U.S. dollars)



Source:  
Amazon  
© Statista 2018

Additional information:  
Worldwide; Amazon; 2004 to 2017





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# Google



Google Search

I'm Feeling Lucky







**FIGURE 2**

**To what degree has the rise of the digital economy so far led to changes in your organisation's business model, strategy and competitive landscape?**

Not at all



To a very limited degree



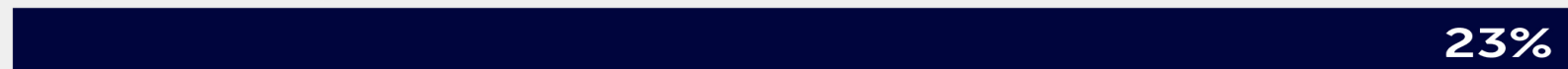
To some degree



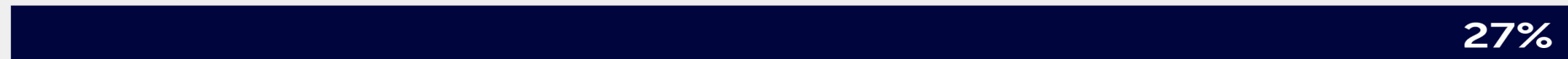
To a reasonable degree



Fairly extensively



To a very great degree



Fundamentally disrupted my organisation



N=114



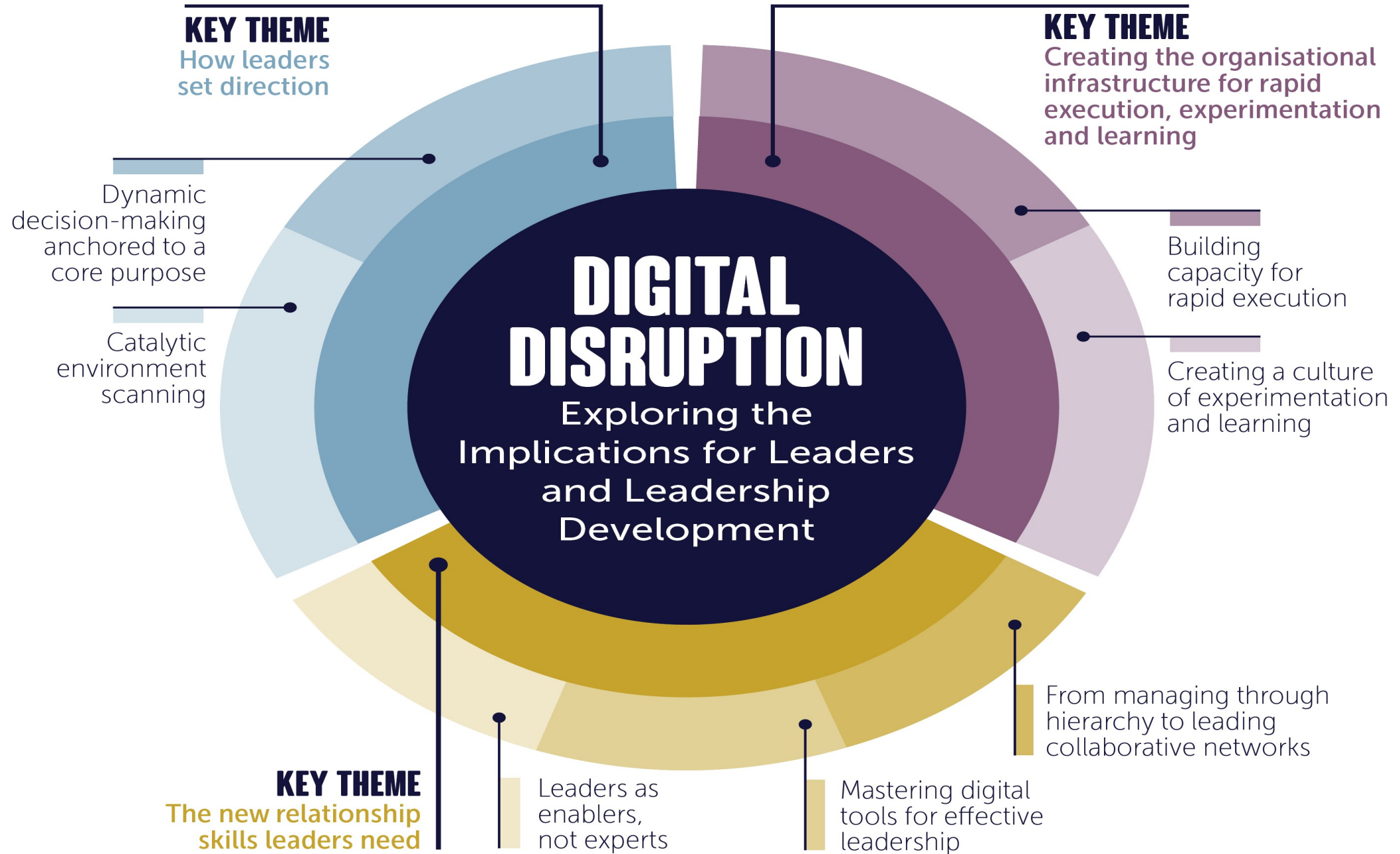
87%

anticipate the  
**digital economy will  
fundamentally or fairly  
extensively disrupt**  
their industry in the future

What are the implications for leadership?





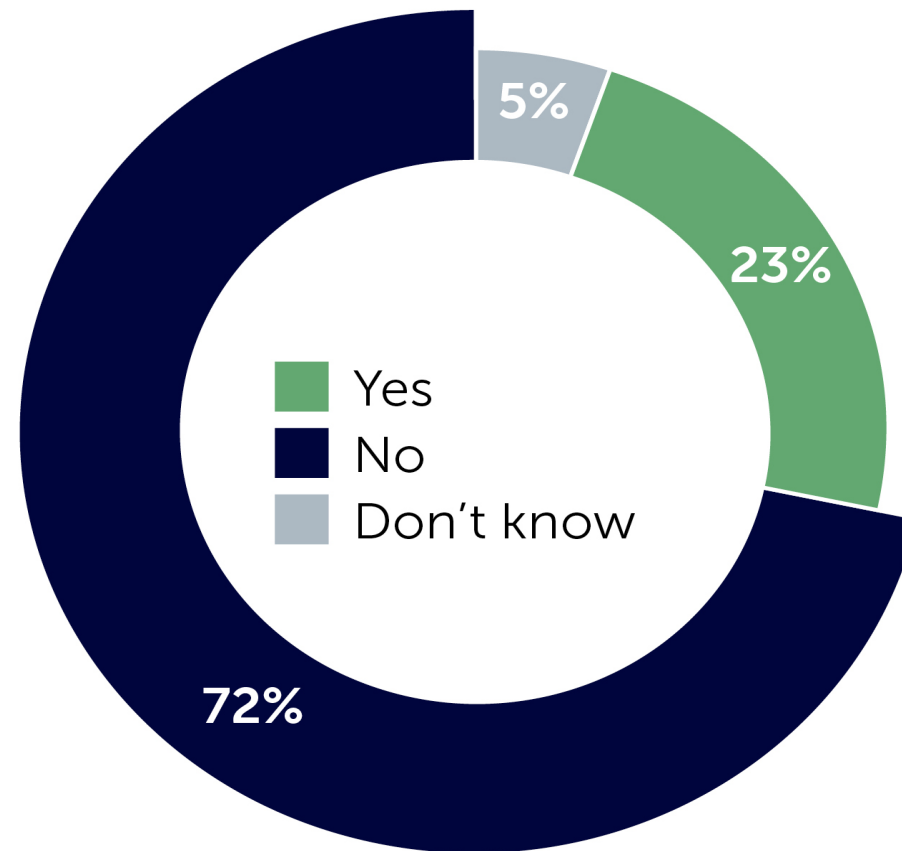


What are we doing for leadership development?



**FIGURE 9**

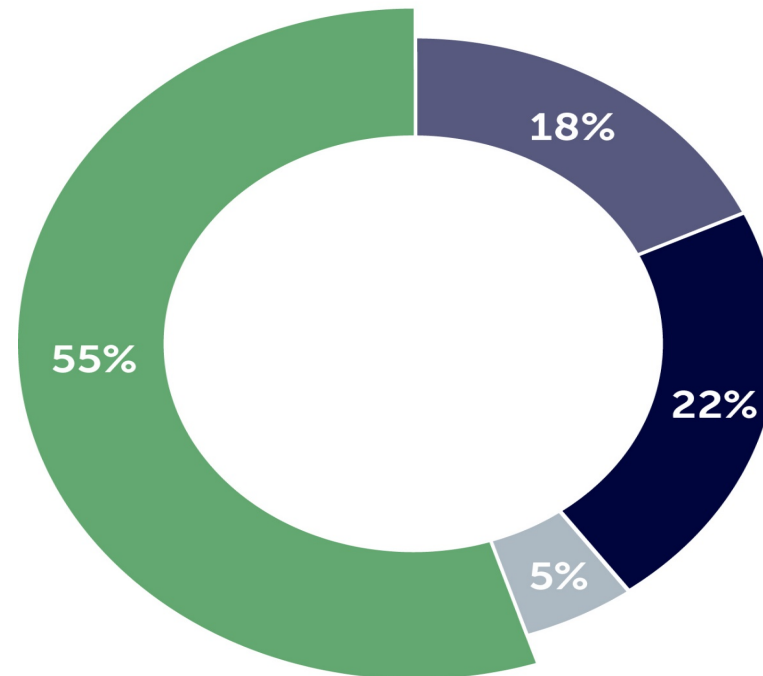
**Do you have formal programmes  
in place for developing digital  
leadership capabilities?**



N=99

**FIGURE 11**

**To what extent has the content of your leadership development programmes and activities evolved to meet the development needs of digital leadership?**



- Unchanged or marginally different
- More different than similar
- Significantly changed or Completely new
- Don't know

N=100

**FIGURE 13**

**Which of the following have you deployed to build digital leadership capability?**

Run programmes to raise leaders' awareness of emerging digital trends

50%

Sent leaders to visit digital companies

40%

Created an internal digital hub

33%

Provided online digital leadership learning programmes

29%

Hired a Chief Digital Officer with responsibility for developing internal digital capability

28%

Sent executives to external digital leadership programmes

25%

Action learning specifically targeted at digital projects

24%

Designed developmental job roles specifically to build digital leadership skills

21%

Rolled out internal digital leadership development programmes

21%

Reverse mentoring programmes

19%

Partnered with learning providers specialising in digital disruption

15%

Created immersive digital experiences for leaders

15%

Other

11%





34%

don't know if their  
**digital leadership  
initiatives** are effective

24%

were judged  
**unsuccessful**

We are socializing mindsets primarily...in other words, simply building awareness.

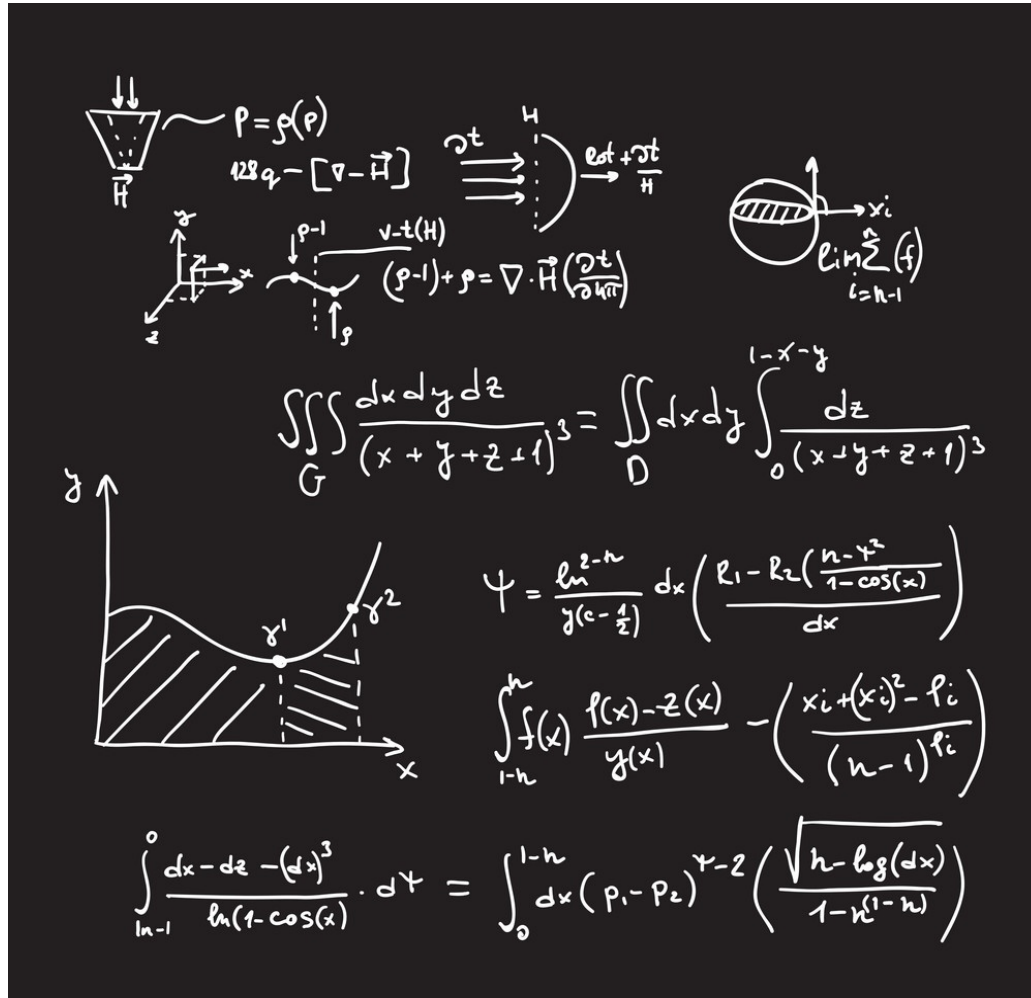
We are deconstructing leadership into procedural bites.

We are relying heavily on 'short form' learning formats.

# Procedural

# versus

# Declarative



What worries me the most...

**All the Potemkin villages that will be built.**





What needs to happen?

- The pyramid and the pod will co-exist...the key is synergy.
- Practice abandonment where appropriate.
- Put your best people in charge of the future...versus the core.
- What are the new metrics?
- What are the rewards... are they enough?
- How will you develop the demanded skills – beware of the byte size, procedural knowledge trap?

If I could select for one capability...

**It would be *catalytic learning*.**



If I could develop one skill...

**It would be *facilitation*.**

If I could develop a few others...

**...navigating decision traps, scenario planning,  
shared and entrepreneurial leadership.**

If I could use only one methodology...

It would be action learning with lots of *anchors, committed sponsors, and implementation imperatives.*

*"Adapt or perish, now as ever, is nature's inexorable imperative."*

**H. G. Wells**