

Is Your Investment in Employee Development ...
Paying Off?
or Wasting Resources?



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Is Your Investment in Employee Development Paying Off, or Wasting Resources?

The Systemic approach to leadership articulation AND its development in YOUR organisation.

Leadership remains a persistent challenge!

Despite numerous studies and developed theories. It continues to be a topic of exploration, leading to diverse interpretations, theories, and models. Leadership manifests in various aspects of social life, especially within organisations.

In particular, **leadership is consistently defined as a crucial element for organisational success**, underscoring the need for ongoing focus and development in management and leadership theory and practice and ultimately focusing on application for SHIFT and Impact

The rapid pace of changes in the science, technology, and information flow has led to questioning many existing assumptions about leadership and appropriate leadership behaviours. **Traditional and conventional paradigms of leadership are increasingly seen as out of touch with reality**, emphasising the necessity for modified methods and ongoing investment in leadership development

Extracts reworded Katarzyna Grzesik Wrocław University of Economics

MINDSHIFT

Traditional leadership development training needs to be re-evaluated!

With so much change and disruption, how can the function of leadership remain relevant?

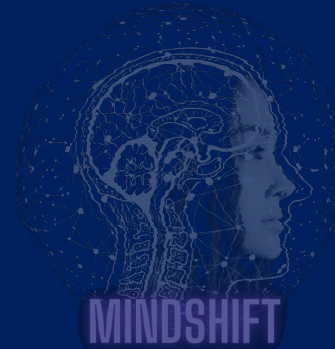
Today's rapidly changing and digitalised work environment requires more than ever before leaders who know who they are, and what they stand for, can lead with purpose and impact, and are resilient. In a world that is highly dynamic and uncertain, leadership helps followers stay focused, work toward a common goal, provide a sense of belonging and security, and achieve high-performance.

60 years of leadership research shows it's all about the individual

HULT International Business School
<https://www.hult.edu/blog/a-new-model-for-leadership-development-in-the-21st-century/>

Therefore, ... with the rise of the gig economy and many companies shifting to flatter, more flexible organisational structures, now is the ideal moment to redefine effective leadership for your organisation, **having adaptive and anticipatory leaders** to take your organisation to what's next ...

So ...



Is Your HR Department AND L&D Team Speaking the Right Language for real SHIFT?

THIS is what you want in your business!

A Paradigm SHIFT in Leadership Development	
Traditional and Conventional Approach to Leadership Development	Systemic Approach for adaptive and anticipatory LeaderSHIFT
1. Leadership Development as an Event	1. Leadership Development as a <i>process</i> with a number of developmental components
2. Developmental Activity	2. Developmental Experiences
3. Conceptual Learning	3. Feedback-intensive learning
4. Development is generic, employee responsible for “figuring out which learning applies to their situation”	4. Development embedded in a business context, supporting the strategic direction of the company and challenges of the future
5. Teaching development to the “mean”	5. Individual difference in the ability to learn is recognised and accepted
6. Development independent of the workplace, no internal support systems	6. Development as part of the daily work experiences, with supportive internal systems
7. Clearly and narrowly defined developmental objectives	7. Learning to deal with unstable and evolving complexities
8. Employee abdicates responsibility for development in exchange for the agreement that the organisation will take care of them	8. All levels – employees, managers, senior executives and the organisation at large – must be closely involved in all aspects of development, from planning to implementation to ongoing support to continuous evaluation of the chosen processes
<ul style="list-style-type: none"> The new paradigm of leadership development shows that organisations see <i>leadership development as a process</i> Development is a part of daily work experiences There are supportive internal systems, and organisations no longer allow employees to abdicate their responsibility for their own development 	

Source: C.A. Guarrero, *Toward a Theory...*, op. cit., s. 138.

Leadership development should be emerging through collective effort ... Is yours? Are you asking questions that matter?

The evolution of leadership knowledge in the 21st Century demonstrates the importance for the need of a holistic approach within an organisation, rather than focusing solely on individuals in leadership positions. Q: *Who is being targeted in your organisation?*

Leadership *emerges* through *collective effort* and mutual relationships, involving many ordinary individuals rather than relying on single exceptional figures. Q: *Are you only developing perceived talent? What about latent talent just waiting for an opportunity?*

A leader's actions are interdependent with the activities of other organisation members and its processes. Therefore, effective leadership is embedded within interconnected and complex units, emphasising relationships and interactions throughout the entire system. It requires addressing challenges holistically rather than in isolation.

For leadership to be effective, leadership development must be aligned with the overall organisational strategy and addressed systemically in management and leadership development designs, rather than through conventional methods. The COVID-19 pandemic starkly highlighted this imperative.

To truly experience a significant transformation and feel its impact within the business, a fundamental change in perspective, a MindSHIFT and LeaderSHIFT regarding Leadership Development is essential.

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Therefore, in 2024, the rapidly evolving business landscape demands **adaptive, visionary and anticipatory leaders** now more than ever.

Investing in the RIGHT leadership development equips executives with the skills to navigate complex challenges, drive innovation, and foster resilient teams.

With the rise of remote work, global competition, and technological advancements, effective leadership is crucial for maintaining a competitive edge. By prioritising leadership development, CEOs ensure their organisations remain agile, inclusive, and poised for sustainable growth. Now is the time to invest in developing the leaders of tomorrow to ensure today's success, and research emphasises the value of Anticipatory Leadership.

Core Skill for Adaptive and Visionary leaders as Anticipatory Leaders for 2024:

By understanding the intricacies of future opportunities, transforming that insight into initiatives, and involving others, leaders with foresight gain a significant edge in a realm marked by upheaval and unpredictability. This accentuates the necessary adjustment underscored in Brain Science to become a self-assured leader who assumes accountability for their eco-systems

*Article in Strategy and Leadership: November 2008
DOI: 10.1108/10878570810918331*

As Futurist

- Anticipatory Leaders understand the organisations environment **by thinking through and beyond the obvious**
- They collect ideas from both conventional and obscure sources
- They discern patterns that help make sense of daily headlines
- They are skilled at understanding and explaining how external forces shape their context

As Strategist

- Anticipatory leaders are able to **weave seemingly disparate information into combinations**
- Utilising their internal structural insight to communicate and collaborate with their teams to formulate high level strategies for market-dominating products and services
- Understanding the dynamics in play allows them to create opportunities or to minimise threats

As Integrator

- Anticipatory leaders **engage in dialogue and mutual discovery of possibilities**
- Demonstrate genuine interest and compassion, honouring and weaving together the thoughts and feelings of others
- Articulating common bonds and shared aspirations in the strategic thinking process
- Compelling cultures emerge from the orchestration of relationships with people, place and policies

The new paradigm of leadership development highlights that organisations view leadership growth as an ongoing process, the SBI brand promise is designed to fulfill this vision



Stellenbosch Business Institute Brand Promise

Stellenbosch Business Institute are catalysts for change, architects in **consulting pathways** and **customised executive learning, co-creating processes that augment** the way leaders think, **SHIFT** and adapt to disruption and the future with **IMPACT**.

We trust you found our research insightful

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