Learning and leadership models are evolving in the digital business environment.

**Continuous learning is important as individuals take more responsibility.**

- Decision making is being pushed lower farther in the organization as companies digitally mature.
- Individuals are feeling the need to update their skills more frequently to work effectively in a digital environment.
- Digital maturing organizations are more committed to learning through experimentation, feedback, and sharing lessons.
- More than twice as many respondents from maturing companies versus early stage say their company encourages feedback and iteration to learn how to work in new ways.

**Executive leadership should evolve as well, creating conditions to enable success.**

- Each new digital opportunity needs leaders. But they are more likely to develop these leaders than early-stage companies.
- To navigate digital trends, leaders should provide more of the following (Top 3 responses for digitally maturing companies, top 3 responses for early-stage companies)
  - Innovation: Ensure an environment that encourages and rewards risk-taking and experimentation (26% vs. 18%)
  - Improvement: Prioritize solving existing problems to improve the business (18% vs. 13%)
  - Delegation: Provide opportunities for leaders to experience the impact of their decisions (26% vs. 18%)

**What can you do about it?**

- Commit by developing leaders at all levels, from drivers to missionaries beyond the existing team.
- Create packets of work (framing and resources) for each leader to explore.
- Experiment and iterate on new ways of doing business to encourage the learning.
- Leverage learnings from successes and failures, and link them to other initiatives.

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**Learning and Leadership Models Are Evolving in the Digital Business Environment.**

As top-down, hierarchical organizational structures give way to distributed decision-making environments, new ways of learning and leading, at both the individual and organizational level, may be required.

**Survey by the Numbers:**

- 4,300+ business executives
- 123 countries
- 28 industries
- 30% of revenue companies

Companies appear to be coming of age in a digital environment.

Digital maturity is growing, according to survey respondents.

But organizational challenges persist.

Biggest challenges impacting company's ability to compete in a digital environment:

- 4,300+ business executives
- More than twice iteration to learn how to work in new ways:
- 12% Open text question: "What is the biggest difference between working in a digital environment vs. a traditional one?" (Answers were on a 10-point scale where 10 is most mature.)
- Respondents were asked to "imagine an ideal organization utilizing digital technologies and capabilities to improve processes, engage talent across the organization, and drive new and value-generating business models."
- How close is your organization to that ideal? (Answers were on a 10-point scale where 10 is most mature.)

**Survey Results:**

- Over 4,300 business executives, managers, and analysts from organizations around the world were surveyed.
- The survey was conducted online from April to June 2018.
- Respondents were asked to rate their organization's digital maturity on a scale of 1 to 10, where 10 is most mature.

**Digital Maturity:**

- 10% 10%
- 79% 78% 77% 76%

**Executive Leadership:**

- 26% Development: Prioritize solving existing problems to improve the business (26% vs. 18%)
- 18% Improvement: Prioritize solving existing problems to improve the business (18% vs. 13%)
- 13% Delegation: Provide opportunities for leaders to experience the impact of their decisions (26% vs. 18%)

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**Learning, Leadership, and Legacy**

**COMING OF AGE DIGITALLY:**

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