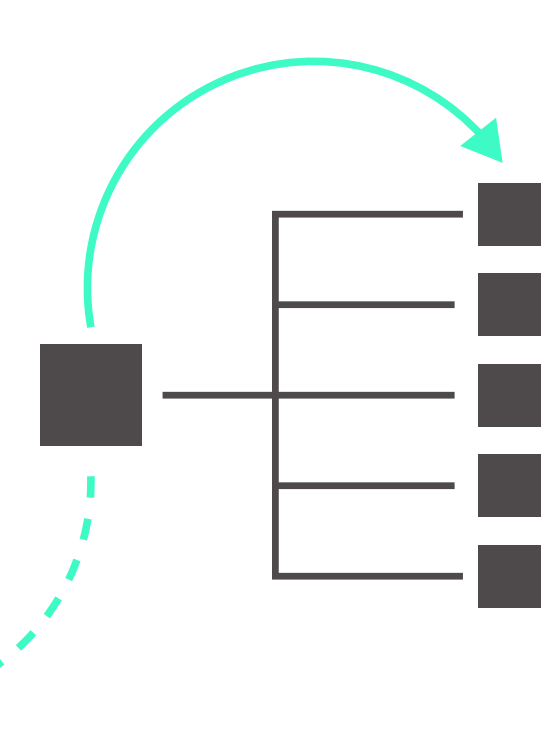




COMING OF AGE DIGITALLY:

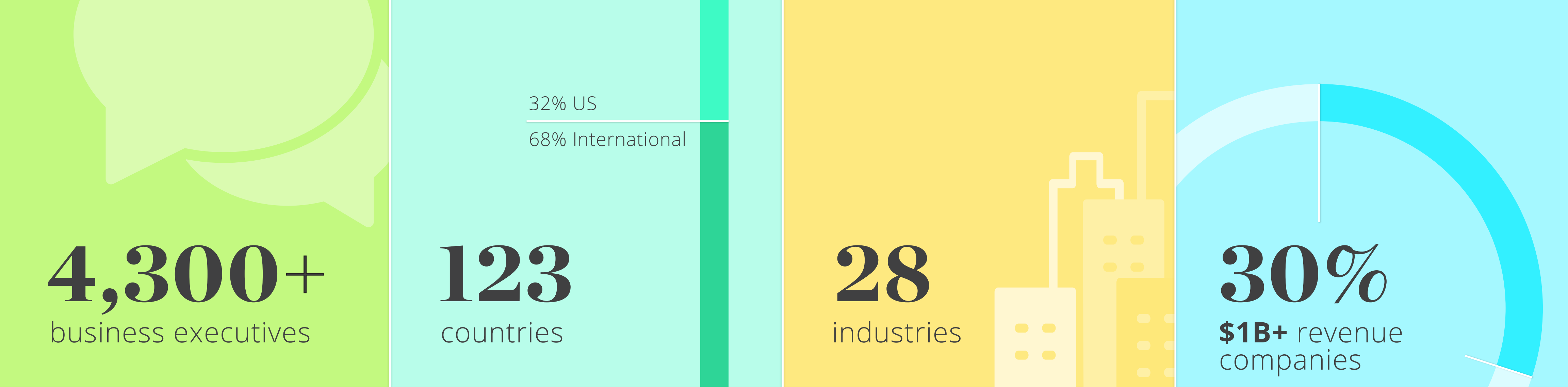
Learning, Leadership, and Legacy

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.

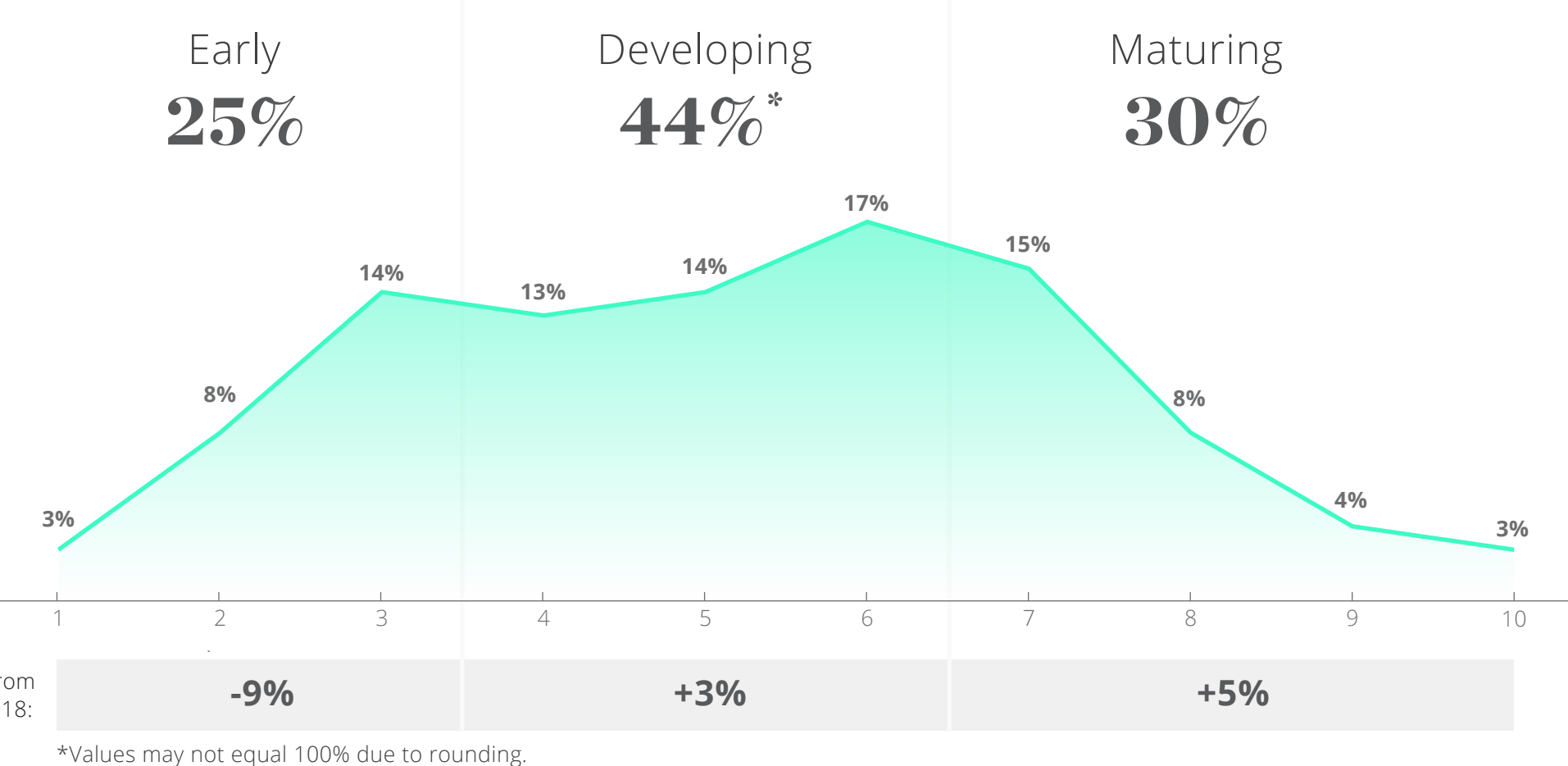
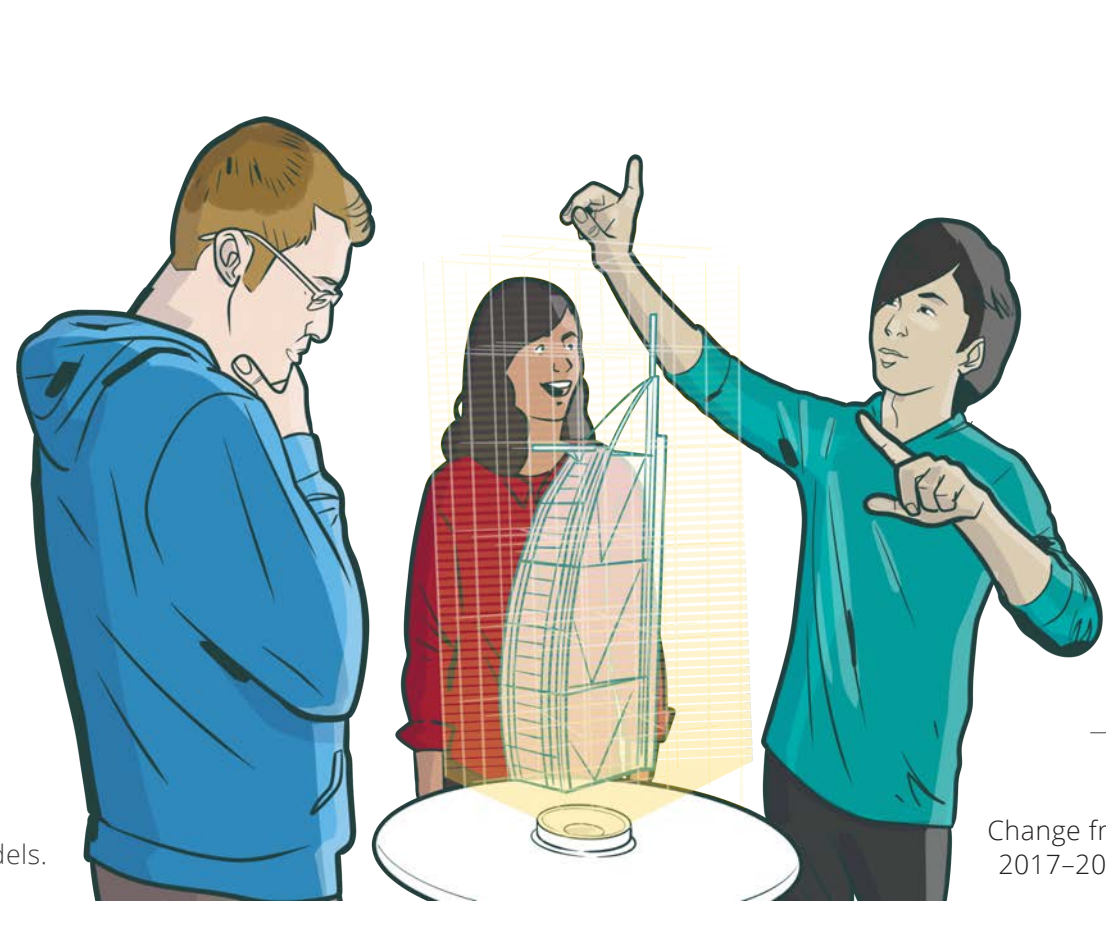
SURVEY BY THE NUMBERS:



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

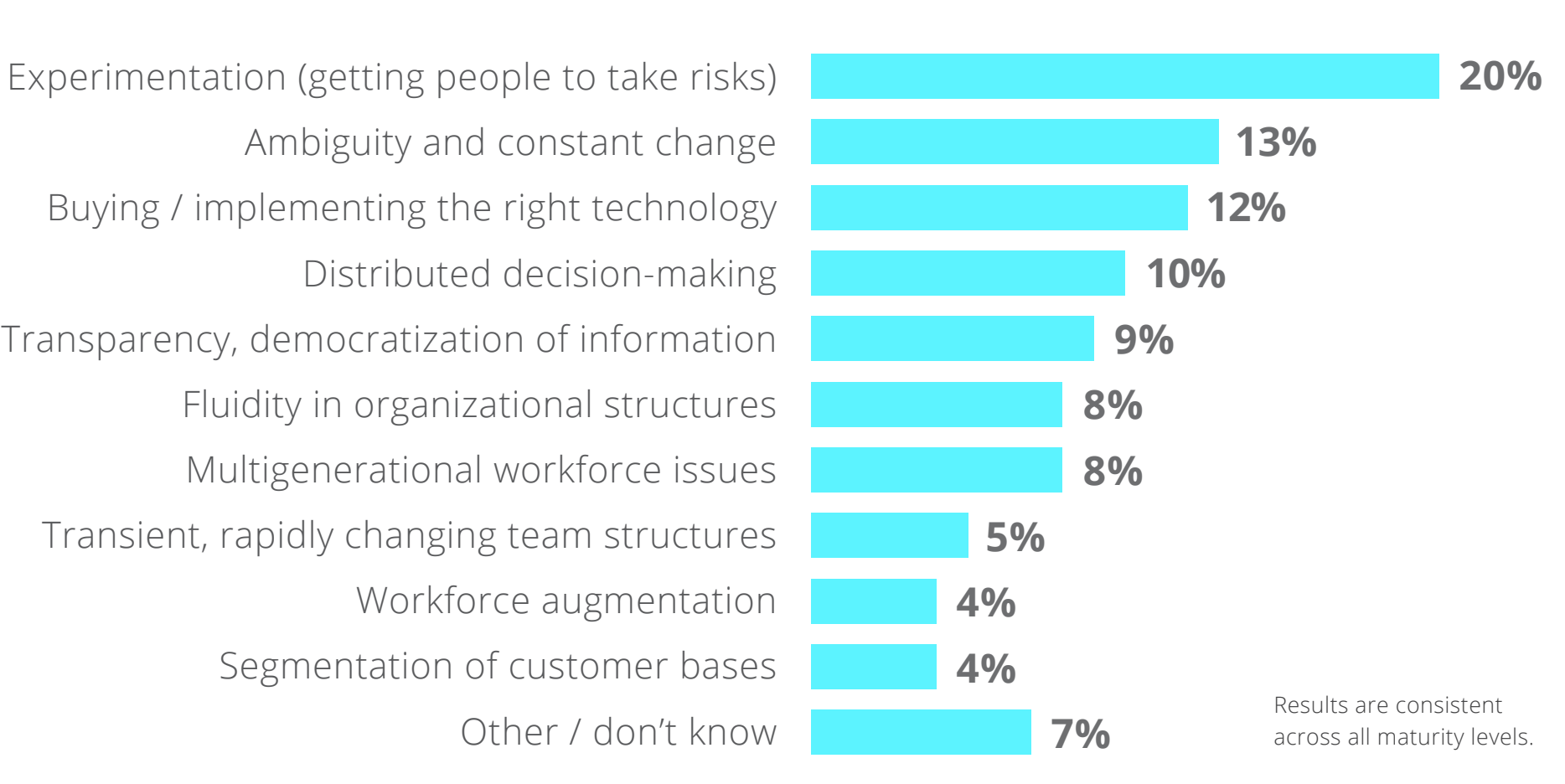
Digital maturity is growing, according to survey respondents.

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.)



But organizational challenges persist.

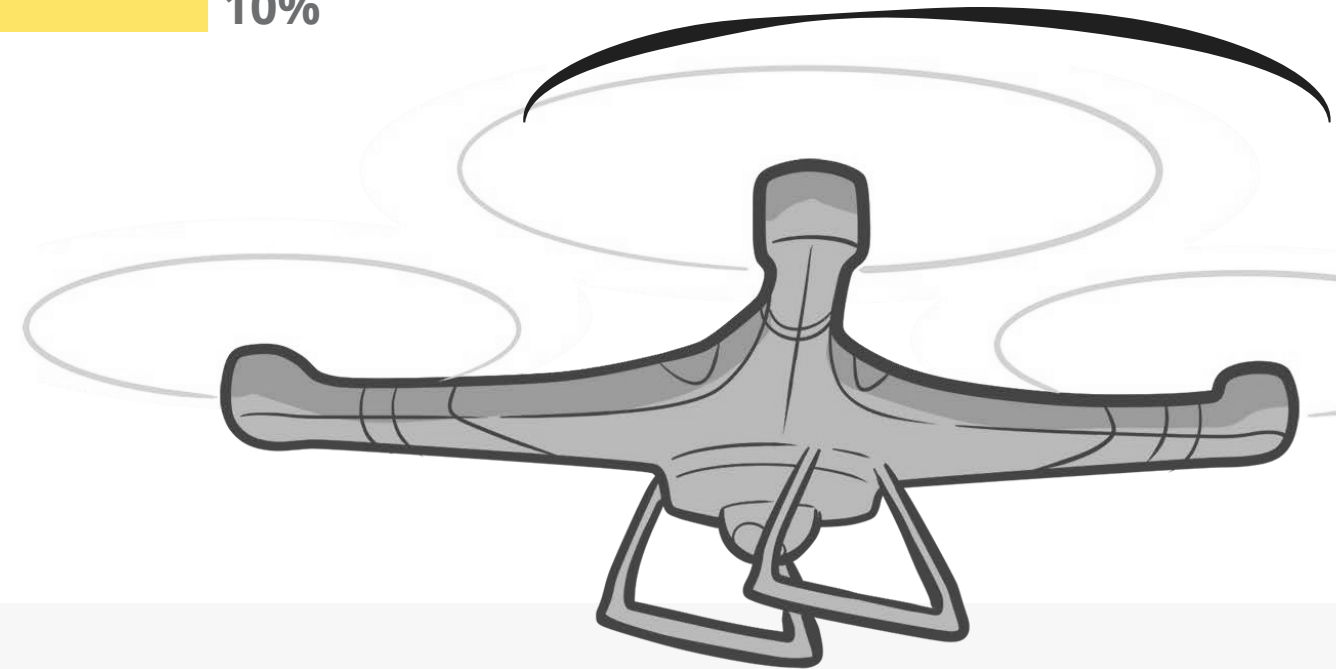
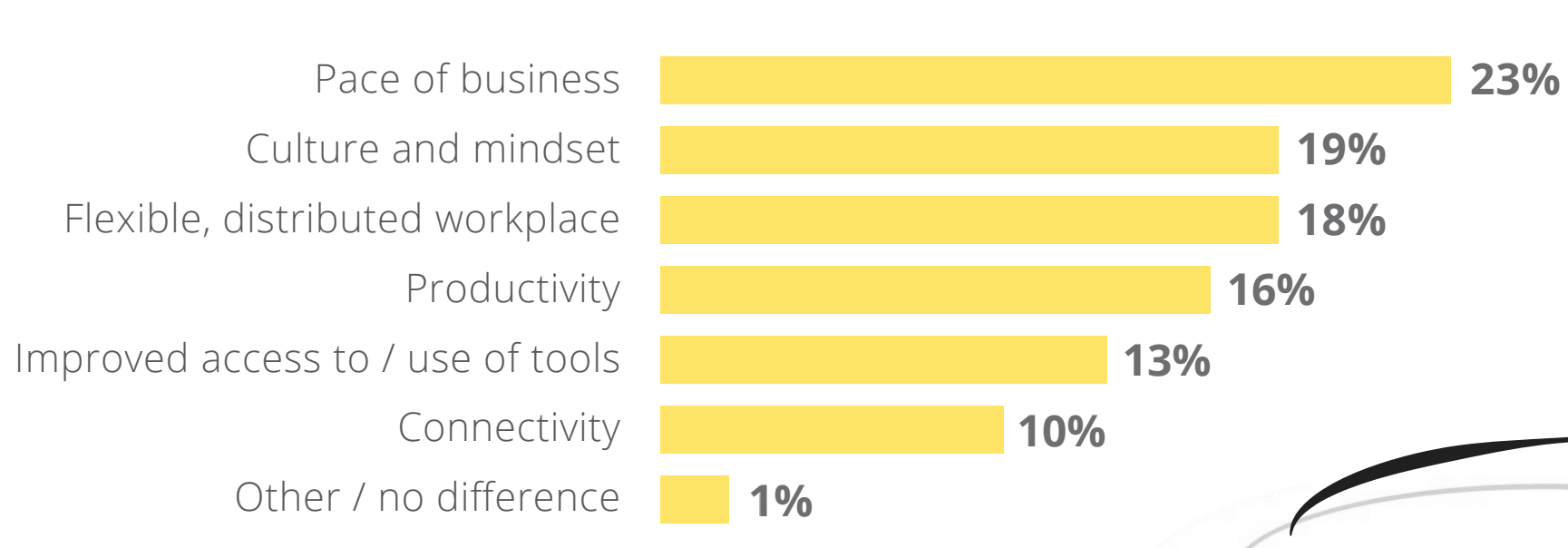
Biggest challenges impacting company's ability to compete in a digital environment:



Results are consistent across all maturity levels.

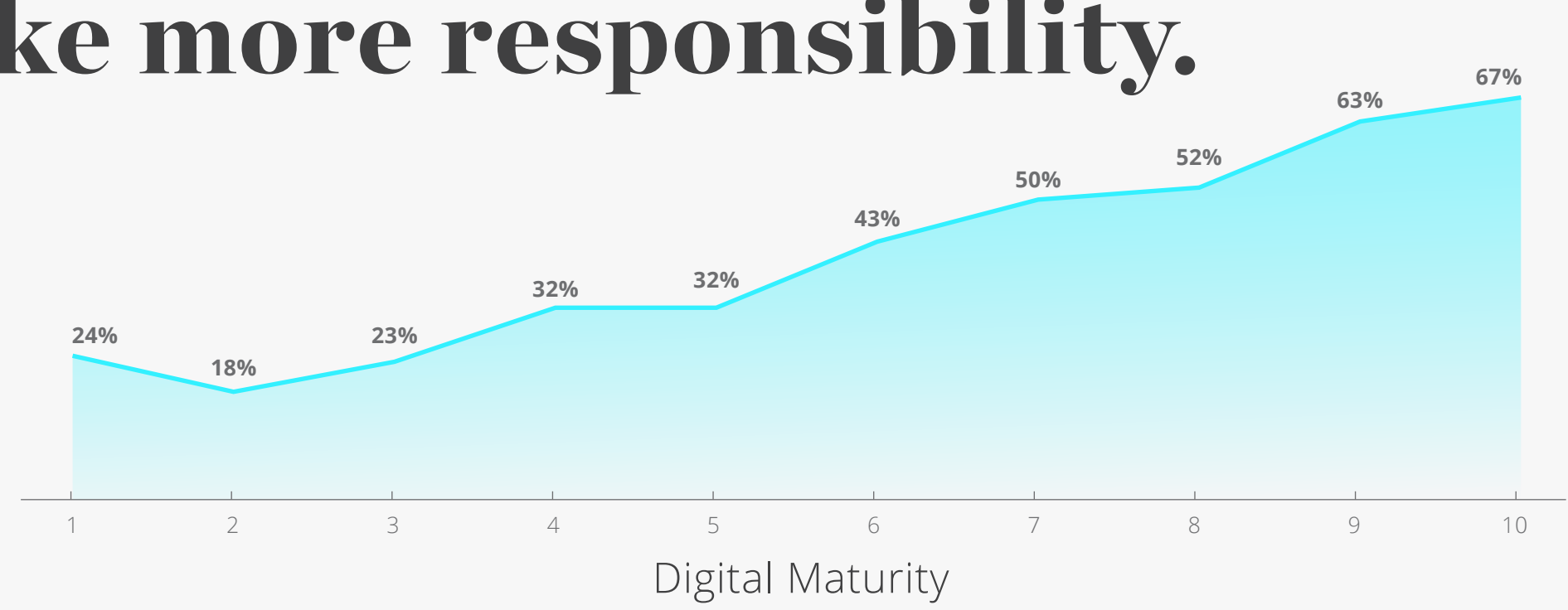
And the business environment is very different.

What is the biggest difference between working in a digital environment vs. a traditional one?

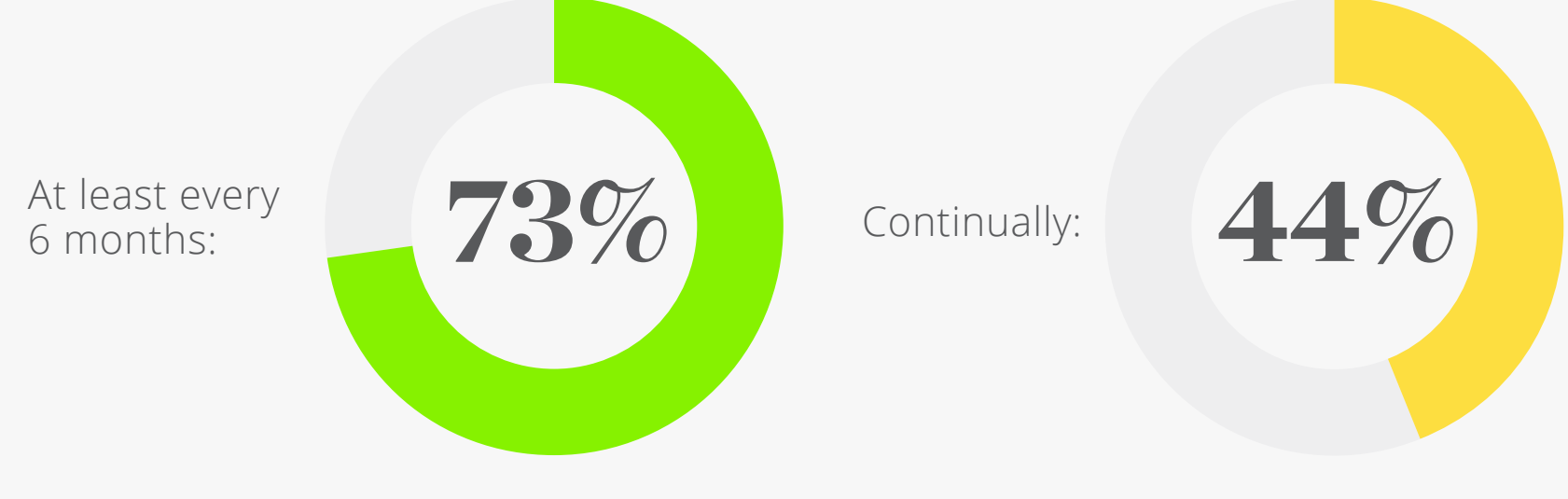


Continuous learning is important as individuals take more responsibility.

Decision-making is being pushed down further 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.



Most important opportunity your company provides you to develop in a digital environment:

(Top 3 responses for digitally maturing companies)



On-the-job training is now **more important** than traditional training programs.

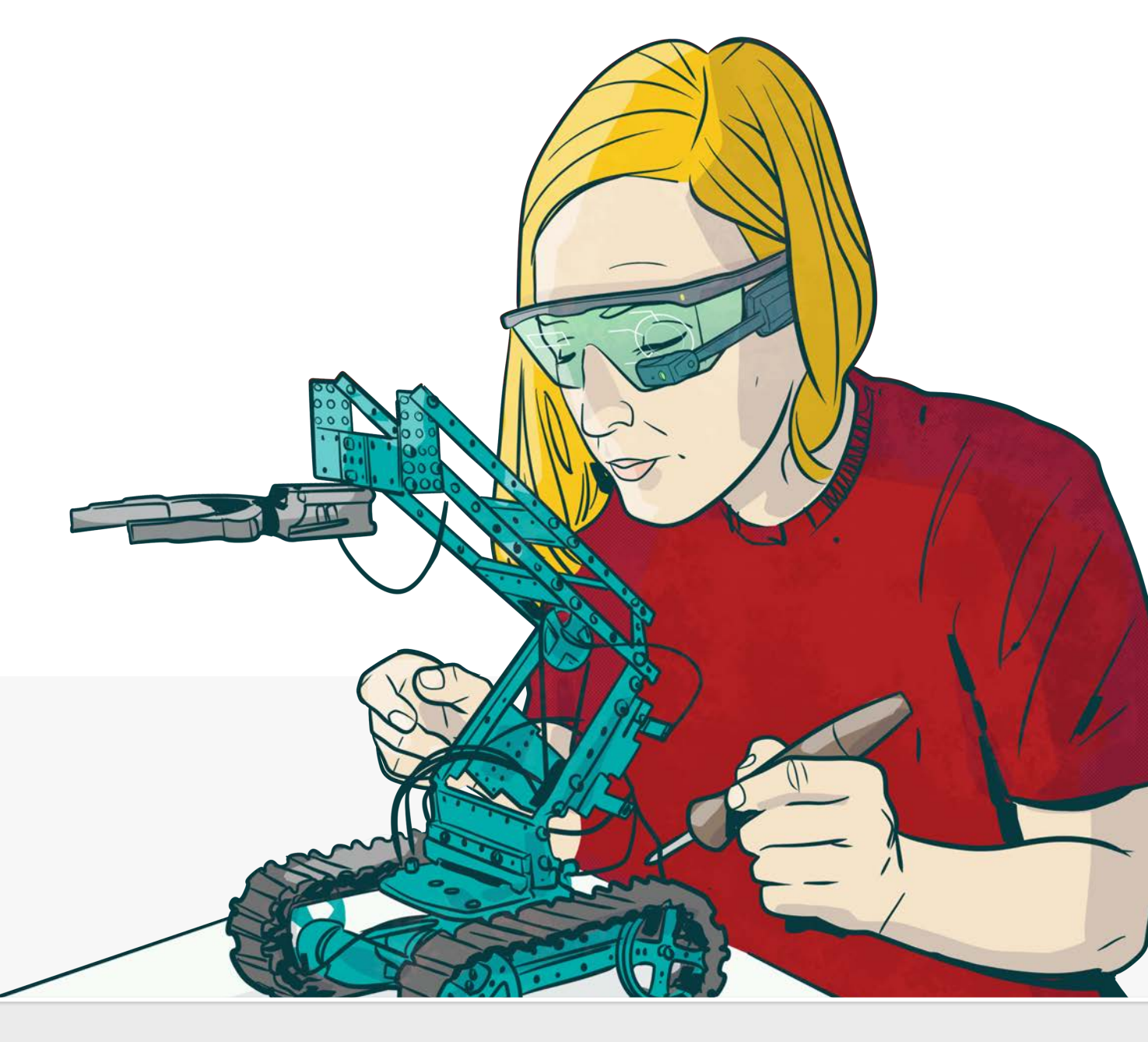
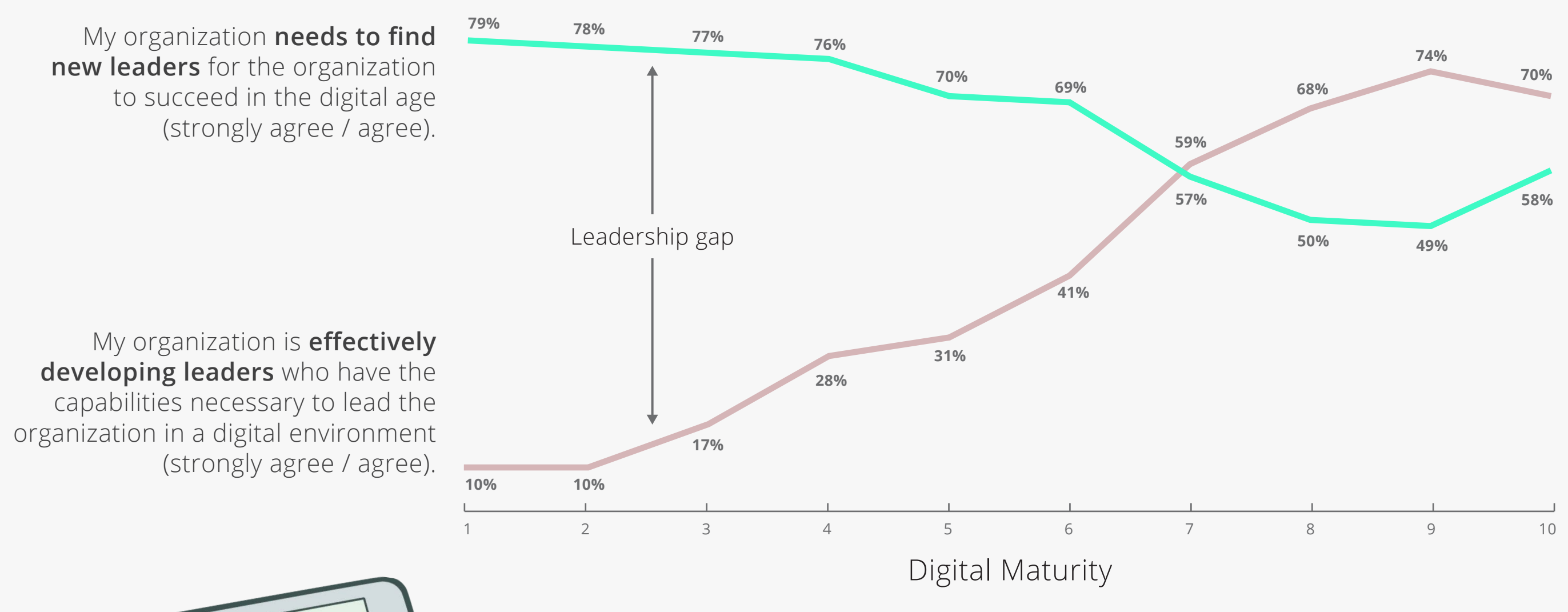
Digitally maturing organizations are more committed to learning through: experimentation, feedback, and sharing lessons.

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:



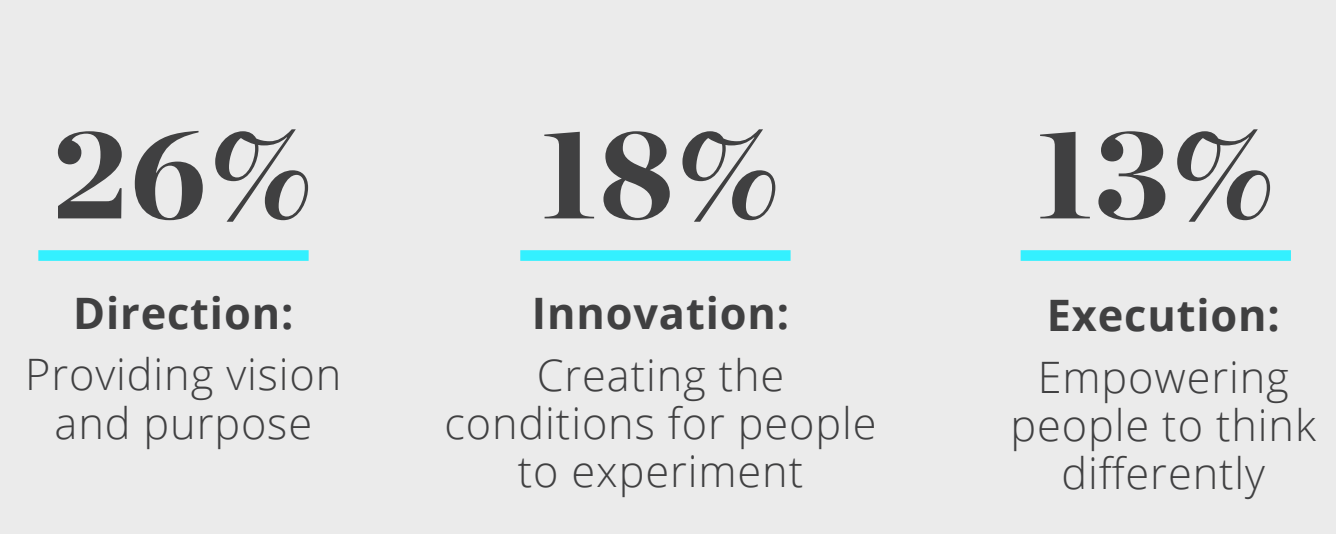
Executive leadership should evolve as well, creating conditions to enable success.

Even maturing companies need new 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 when percentage of respondents who rated choice #1 are shown)



What can you do about it?

- Commit** ————— to developing leaders and employees with opportunities that go beyond the training room.
- Create** ————— pockets of fresh thinking and innovation to inspire change.
- Experiment** ————— and iterate on new ways of doing business to encourage new learning.
- Leverage** ————— learnings from success and failures. Don't stop after experimentation.