

SPRING POINT.



## A TIME FOR LEADERSHIP

EVOLVING LEADERSHIP IN  
ORGANISATIONS



## LEADERSHIP IS NOT A TITLE, IT'S A BEHAVIOUR.

– ROBIN SHARMA

Never before have we faced more significant challenges and opportunities at a global, community and organisational level. Shifting markets, societal expectations and global health will continue to shape our actions at an increasingly rapid rate. To navigate this complex and demanding landscape, we need great leadership, and we need it now.

At Spring Point, we believe that organisations play a vital role in enabling societal change. As the line between work and life continues to blur, organisations are becoming increasingly integrated with their communities. As a result, the need to earn and retain a social license to operate is no longer optional.

Organisational health starts with great leadership – the critical capability for shaping and sustaining high performance and healthy cultures. Organisations, large and small, require leaders who can steer both economic success and social health. Whether leading an organisation, a small team, or a project, leadership plays a critical role in activating, inspiring and navigating change.

Leadership is not a theory or a role, it is a practice. At the heart of leadership are critical tensions that are universal and dynamic. These often appear as paradoxes such as today vs tomorrow, control vs empowerment, performance vs people, and flexibility vs stability. At the heart of these is the recognition that leadership is contextual. The skills, methods and mindsets leaders choose to apply in order to enable collective performance should be considered relevant to the specific context and strategy they face.

Whilst much has been invested in developing leadership as a critical enabler of organisational performance, results have not reflected the investment. A focus on the 'select few', the teaching of leadership theory rather than practice, and the inability to connect leadership to context are among the key reasons for this. As the rate of organisational change escalates, these barriers will become more costly and exposing to those who do not adapt and evolve their approach.

## WHY LEADERSHIP?

The urgency and the opportunity for leadership has never been greater. At an organisational level, the collective potential of people and practice is enormous. This has always been true, but digital transformation and global disruption have increased the stakes and the payoff for those who get it right.

We stand at a new horizon where the science of leadership and behaviour change paints a clear picture of what works and what doesn't. The opportunity to act on that insight to create competitive advantage will be the difference between those who fail and those who survive and thrive.





# THE CASE FOR LEADERSHIP

Organisations in the **top 25% for leadership effectiveness** have

## 3.5 x GREATER TOTAL RETURN TO SHAREHOLDERS

than organisations **in the bottom 25%**. Furthermore, leadership strength explains nearly **80% of variance** in an organisation's ability to sustain exceptional performance over time [1].



The current cost of **poor leadership** in the U.S. alone totals

## \$550 BILLION USD ANNUALLY

through negative employee impacts, poor decisions and missed opportunities [2].



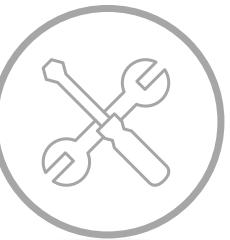
Organisations who provide **high-quality leadership development** experiences are

## 1.5X MORE LIKELY

to have **high leader engagement and retention** [3].

**82%**

of managers lack necessary skills to lead others [4]. Similarly, only 14% of CEOs reported having leaders capable of delivering their business strategy despite spending an average of



**\$50 BILLION**

on leadership development in 2018 [5].



**83%**

of organisations agreed that developing leaders at all levels was important, however only 5% actually did so [6]. In contrast,

**NEARLY 90%**

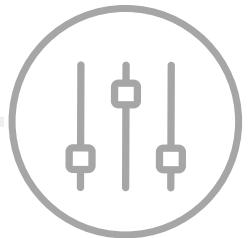
of organisations recognised by the Harvard Business School as best in class focus on leadership development from senior to new leaders equally [7].

Evidence from

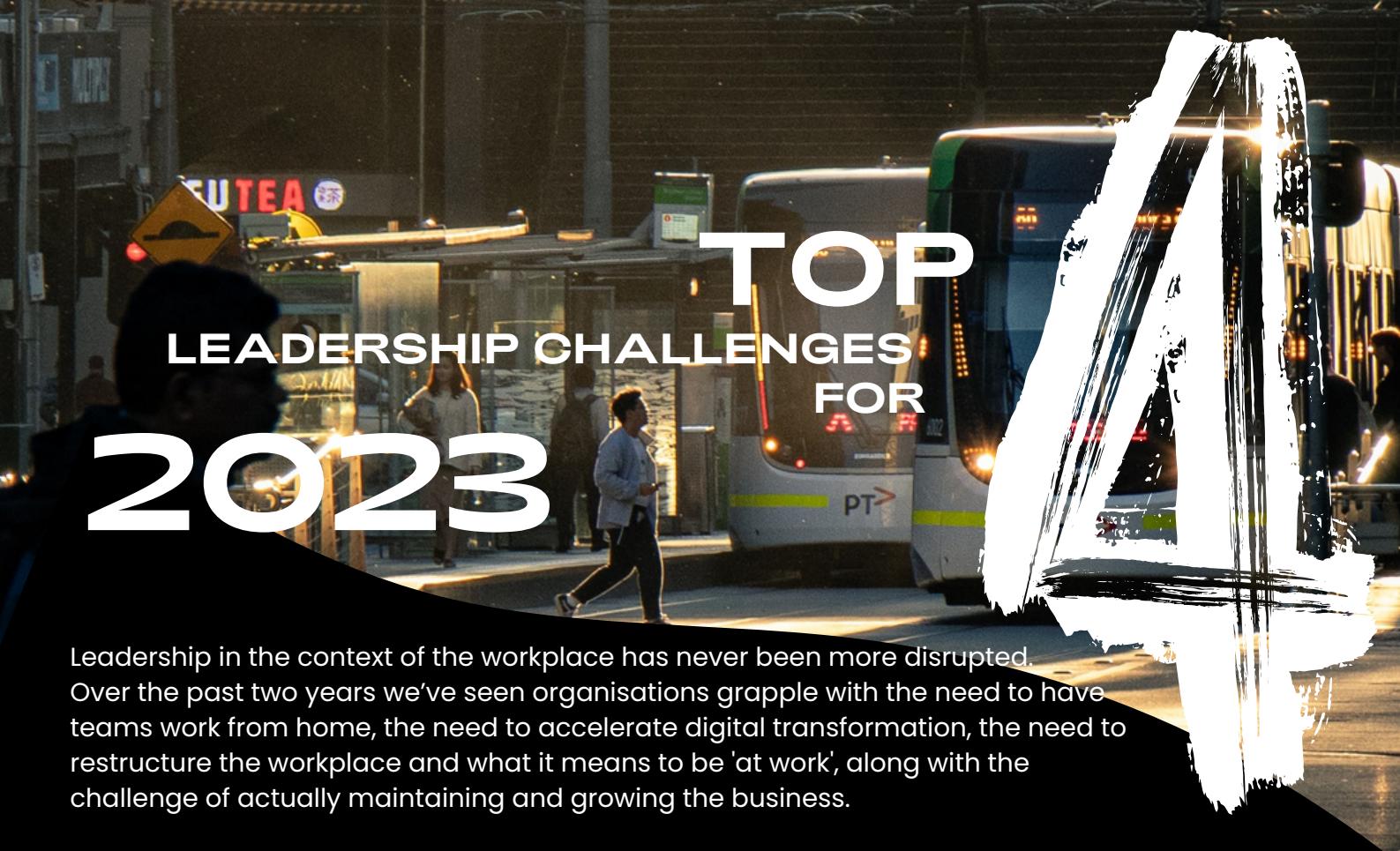
**375,000 PARTICIPANTS**

and

**165 ORGANISATIONS**



globally shows that leadership style and capabilities vary as a function of an organisation's health and culture. In other words, leadership is contextual [8].



# TOP LEADERSHIP CHALLENGES FOR 2023

Leadership in the context of the workplace has never been more disrupted. Over the past two years we've seen organisations grapple with the need to have teams work from home, the need to accelerate digital transformation, the need to restructure the workplace and what it means to be 'at work', along with the challenge of actually maintaining and growing the business.

A number of trends have started to emerge from this disruption, and the leading organisations we partner with are adapting to these changing situations.

1.



## ANYWHERE LEADERSHIP

Where we work has changed. Hybrid and virtual teams raise new challenges and demands for leaders and organisations.

[READ MORE](#)

2.



## DISRUPTIVE CHANGE IS HERE TO STAY

Change is less predictable, and more disruptive. We need resilient and supportive leaders to help make change happen.

[READ MORE](#)

3.



## LEADING EMPLOYEE EXPERIENCE

Employee experience is made or broken by the ability of leaders to inspire and enable their teams.

[READ MORE](#)

4.



## THE 'WE' IN LEADERSHIP

Leadership is a collective pursuit enabled by followers. It can't be practised in isolation if change is the ambition.

[READ MORE](#)

All of these challenges have required a significant (and ongoing) rethink in what leadership is, and what leaders need to do in an uncertain future.



With the shift to hybrid and remote models of working, leaders were forced to change their own ways of working when it came to day-to-day leadership practices. Leaders faced significant challenges in positively impacting their teams and organisations, as many of their existing skills and practices were no longer fit for purpose, and leadership effectiveness was significantly impacted by remote and hybrid ways of working. [9] New ways to establish and galvanise around priorities, check-in and monitor team performance, collaborate and drive productivity, and engage, attract and retain talent were required.

Many team members also struggled with the transition to remote working. Research suggested that during the early days of the pandemic 57% of employees felt less connected to their co-workers [10], which was found to be a major driver of voluntary turnover [11]. Leaders experienced difficulty seeing and gauging the performance and wellbeing of their people, weren't able to as easily check in and motivate or train, and weren't as physically available as they perhaps were previously. Teams and

individuals needed to lead themselves, particularly in terms of motivation, decision making, and accountability – and this required a level of empowerment that in many cases tested the leadership and cultural norms of the organisation. Leaders that thrived focused on embracing empowerment of teams and individuals, were courageous in leaving behind pre-existing processes that no longer supported wellbeing and performance, and had the resolve to institute new leadership habits in managing remote teams. Those who succeed in the future will recognise that regular and focused investment on leadership development is business critical, not optional.



**"The past two years have challenged many organisations, including Sedgwick to evolve core services and customer experiences in a rapidly evolving digital economy. We've been conscious of the critical need to couple key change efforts with investment in the capabilities and skills necessary to equip and empower our leaders. Building the skills of managers to lead the change process and to lead teams through change, has enabled us and ultimately our clients, to realise the benefits of digital transformation."**

– Daniel Sironi  
Executive GM, Home Claims & Building Services  
Sedgwick (Spring Point client)



## DISRUPTIVE CHANGE IS HERE TO STAY

The pandemic accelerated the need for change in most organisations. Digital transformation was essential to engage customers through new channels and/or create new and augmented products and services, and significant changes in consumer behaviour and supply chains has continued the disruption of markets and industries. At the same time internal organisational change has also been prominent, with large workforces required to transition to work from home at speed.

This rapid need for digital transformation in all of these forms was more than just a technology play; the ability for leaders to manage change effectively both as disciplined programs of work and to manage the people implications of this change continue to be critical challenges.

MIT Sloan and Deloitte research from 2018 (ahead of the pandemic) suggested organisations were unlikely to be ready for such change, with research indicating that 87% of C-level managers didn't believe their organisation possessed the leadership capabilities needed to implement digital change effectively. [12]

What is also clear from the last few years is that the change of the future, is no longer predictable, linear or 'set and forget'.

"Like many other organisations, iSelect needs to continuously innovate and regenerate our organisation to ensure we are providing an experience that makes our customer's lives easier. We know that digital transformation is at the heart of that work, and that leadership capability is central both to how we engage our people and teams in our future vision, and how we lead and support our people and teams to execute on that promise."

Warren Hebard  
Chief Executive Officer,  
iSelect Ltd (Spring Point client)

Ambiguity in the steps required and the stakeholders involved is greatly heightened in a disrupted environment, in fact research from Harvard Business School this year found that "comfort with ambiguity" and "adaptability" were among the top five skills required of leaders now. [13] Annual planning is a thing of the past, but test and learn processes and mindsets are key to making progress. This requires leaders who are comfortable with frequent recalibration and who can adjust their leadership based on business context and climate.

It is also clear that this 'quicken' within organisations will not relent. Developing teams who are energised by change and their role in it, rather than resentful and waiting for normalisation, will be a defining organisational asset. The good news is we know what it takes to develop leaders and teams with these capabilities; the challenge is to pay more than lip service to the investment required to embed these capabilities and a leadership culture.





## LEADING EMPLOYEE EXPERIENCE

With an historically low unemployment rate and fewer international students or skilled migrants coming to Australia, employees are being much more selective about where and on what terms they seek work.

Acquiring and keeping talent is no longer just an 'important' issue, for many organisations it is the limiting factor to their growth ambitions. This has naturally implicated much attention on talent attraction and perhaps more importantly, retention practices.

Remuneration, benefits and flexible work practices have been the areas many organisations have doubled down on to address this talent challenge. However research indicates that what shapes a great employee experience that leads to improved employee retention, is the people leader experience.

The prominence of virtual working has added further complexity by narrowing the breadth of exposure employees have to the organisation. This reinforces the reality that immediate leaders and teams have become an employees primary interface to experience the organisation.



Despite the critical importance of leadership capabilities to employee experience, around 50% of organisations don't feel they currently have leadership development programs that effectively develop these critical capabilities and support structures. [14] These include the ability to connect people and teams to purpose and strategy, to foster team environments that facilitate inclusion and belonging, to coach team members in ways that balance organisational performance and individual development, and to play a role in shaping and influencing career path creation.

These are the signature aspects of an employee's organisational experience that people leaders are in a unique position to influence. To succeed, organisations must support their leaders to develop these capabilities.



*"People leadership is a cornerstone of a great organisation, while also being key to growth and delivering on customer promises. To improve talent attraction and retention, engagement and performance, we set out to achieve our strategic goal of becoming a great place to work."*

*- Leidos (Spring Point client)*



## THE 'WE' IN LEADERSHIP

Leadership is a collective pursuit. It is powerful when it reaches across boundaries and when it's seen as a skill for all, not a role for some.

One of the most significant opportunities for organisations seeking to reignite the passion and productivity of their people post pandemic will be to 're-remember' that leadership is a collective, not an individual pursuit and reset the focus of leadership development accordingly.

In recent years leadership development has tended to focus mostly on those in formal leadership roles, and has often focused on the leadership and connectivity of intact teams. This exclusive and limited approach to leader capability development is disengaging for the majority of those labelled as 'non-leaders' (i.e. team members!), and just as importantly fails to meet the demands of the most important problems organisations are challenged by. Typically, these problems require novel solutions, they require genuine engagement of people and teams (or customers) to be successful, and they very often require participation of people and teams across functional or even organisational boundaries.

Apart from extending the definition of who might be considered a leader and reapportioning skills development and investment based on this, a more collective

approach to establishing leadership capacity also requires an improved understanding of the relationship between 'leader' and 'follower'.

The important research shared by Dave Keltner in 'The Power Paradox' makes clear the importance of developing foundational leadership capabilities in all team members to enable effective leadership. Keltner's work demonstrates quite clearly that "Power [to lead and influence] is given [by followers], not grabbed [by leaders]." [15]

This simple yet critical reality, challenges organisations to develop skills in and across team members that enable those in leadership roles to lead. The unheralded capabilities required to be a good team member and that help facilitate great leadership in others include deep listening, self-awareness, effective dialogue skills, perspective taking, conceptual (rather than narrow) thinking and not least importantly, the capacity to know when to speak up or when to fall in line, to support the team and organisation objectives.





# FIVE ESSENTIALS FOR MODERN LEADERSHIP DEVELOPMENT

Our research combined with a decade of experience working with the science of leadership, and delivering successful leadership development programs, has culminated in five key ingredients for what drives effective leadership.

1

## ALIGNED TO STRATEGY

Leadership has not changed, but the context for leadership has. Those who can best align their leadership profile to their context and strategy are set to thrive in the future of work.

2

## WE, NOT ME

Too much leadership development has inadvertently focused on 'leader development' – approaches that are disconnected from the performance needs of the business and fail to recognise that leadership is a collective, not an individual pursuit.

3

## LEADERSHIP AS BEHAVIOUR

The flawed assumption that leadership is a title goes to the detriment of many organisations. In fact, leadership is a set of behaviours that can be learned and are critical in all levels of an organisation seeking to survive and thrive in a modern economy.

4

## SCALED LEADERSHIP

Traditional leadership solutions focused on gold-plating programs for a select few. We need to better balance leadership investment by including all, from frontline leaders to executive teams to achieve a tipping point of behaviour change and scaled leadership effectiveness.

5

## PRACTICE OVER THEORY

Leadership theory is just that. Leadership is not about what you know, it's what you do, that matters. Developing leadership requires an artful fusion of knowledge, practice and reflection, all supported by an ecosystem of shared experience and accountability.



“

The most dangerous leadership myth is that leaders are born – that there is a genetic factor to leadership. The myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true. Leaders are made rather than born.

– WARREN BENNIS

# DEVELOPING LEADERSHIP

At Spring Point, our four-step methodology is the basis for all of our work. Underpinned by behavioural science research and over a decade of successful engagements, our Assess, Define, Develop and Deploy approach is proven to drive scaled behaviour change and organisational transformation.

## 4. DEPLOY

We have a global team of expert facilitators who bring leadership solutions to life. Our experience and capability means we can match the right team to your organisation, who bring credibility and industry stories, and can be scaled up and down based on your specific needs.

### Powered by:

- Global, Expert Facilitator Pool
- Executive Coaching Team
- Program Evaluation Tools

## 3. CREATE

We know how important it is to balance best practice with the unique demands of your organisation. For that reason, Spring Point offers proven learning solutions with complete customisability to ensure activities can be deployed fast, resonate at scale, and drive real leadership transformation.

### Powered by:

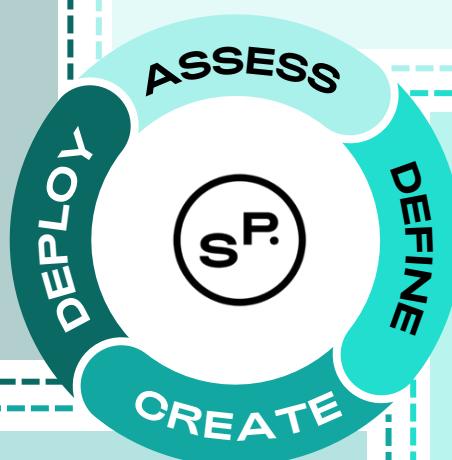
- Scaled Behaviour Change Methodology
- Spring Point Learning Pathways
- Learning Experience Platform: Spring Point's One Stop Learning Hub

## 1. ASSESS

We measure leadership behaviours to establish a clear view of performance and impact at the critical layers in your organisation. Through our research backed assessment tools and technology enabled techniques, we deliver clear insights through a seamless process.

### Powered by:

- Spring Point Leadership Assessments
- Assessment Platform and Tech Enabled Analytics
- Customisable Reporting



## 2. DEFINE

We define and prioritise the leadership attributes that matter most within your context, and establish a clear path for change. Our approach centres on deep engagement, evidence based insights, and tech enablement to align people on 'what good looks like' as it relates to leadership practice.

### Powered by:

- Leadership Blueprinting: Defining the right Leadership for your Strategy
- Spring Point Leadership Framework
- Leadership Strategy Definition and Action Planning

# OUR PERFORMX LEADERSHIP FRAMEWORK

- **Performance anchored:** in practice, this framework defines and organises the critical leadership capabilities for achieving organisational performance outcomes.
- **Adaptive at heart:** whilst not theoretical, the framework is underpinned by adaptive leadership principles. This recognises that effective leadership must adapt to the ever changing context of the organisation and team, and that there are natural tensions or 'paradoxes' that must be balanced (e.g. control vs empowerment).
- **Research based:** developed in partnership with Deakin University, this framework is a research backed tool to ensure rigour and confidence.
- **Practical:** leadership levels are mapped, which define the behaviours and work practices that support understanding and measurement at different levels of maturity, and links to connected PerformX Organisational Culture and Organisational Capability Frameworks™.

**Leadership essence:** The capacity to explore and connect to personal and organisational purpose, and to find congruence between your own ambitions and those of your team and colleagues to inspire collective action.

**Impact:** Commitment to Purpose

**Leadership essence:** The capacity to sustain commitment to delivery, and to activate collaborative networks to enable outcomes only possible together

**Impact:** Achievement of Performance

**Leadership essence:** The capacity to prepare for change ahead of time, generating confidence and resilience and enabling adaptability when faced with uncertainty

**Impact:** Resilience and Progress

**Leadership essence:** The capacity to connect with diverse people and teams with authenticity and care that, generates deep trust and commitment.

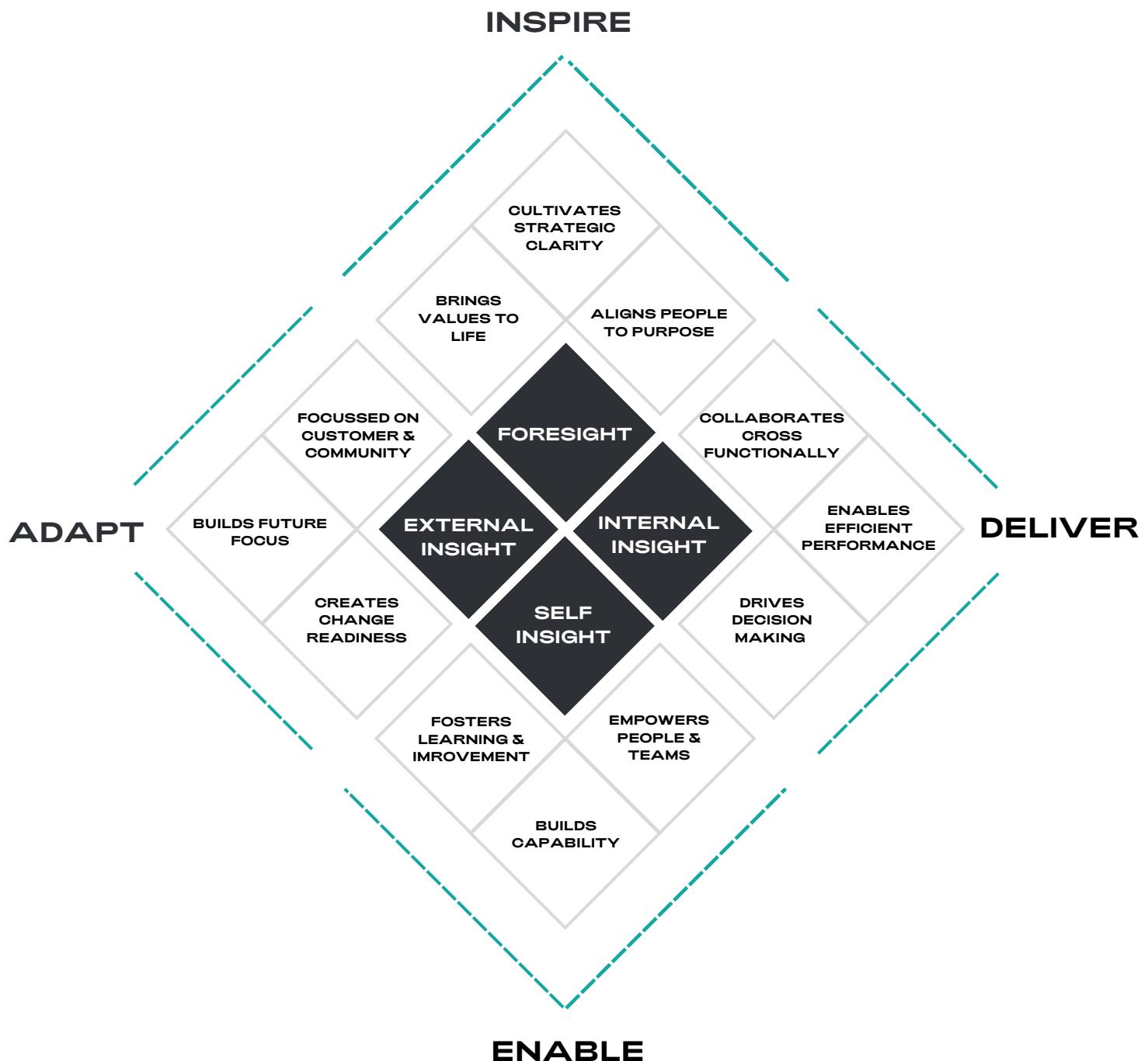
**Impact:** Trust within People

**Leadership essence:** The capacity to change based on context and situation, enabled through a responsive combination of foresight, self insight, external insight and commitment to act.

**Impact:** Growth amidst Paradox

# LEADERSHIP BEHAVIOUR PROOF POINTS

Each domain has a set of capabilities that underpin it, and each are described by a set of behavioural proof points that bring each capability to life.



# CRITICAL LEADERSHIP DEVELOPMENT PATHWAYS

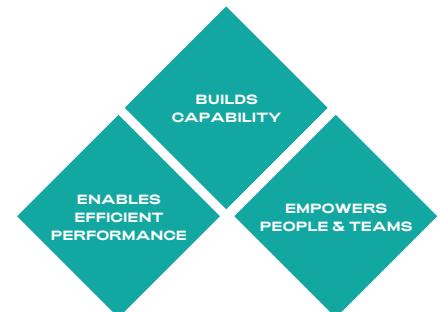
As the future world of work unfolds, some critical leadership development pathways will be common across most industries and organisations. Our experience indicates that the following learning pathways and experiences are almost universal.

The Spring Point PerformX Leadership Framework™ addresses these critical leadership pathways, and more, to ensure that organisations of all sizes and all contexts can shape a leadership program that will enable their unique performance requirements.



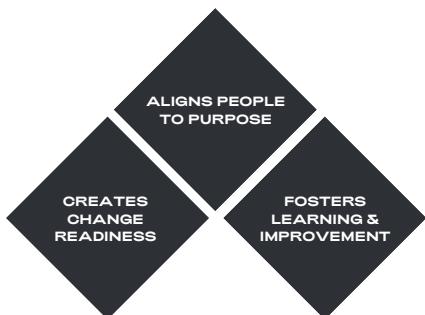
## EVERYDAY LEADERSHIP

Building consistent leadership practices at all organisational levels, through a low touch, high impact and scaled approach that drives new levels of organisational performance.



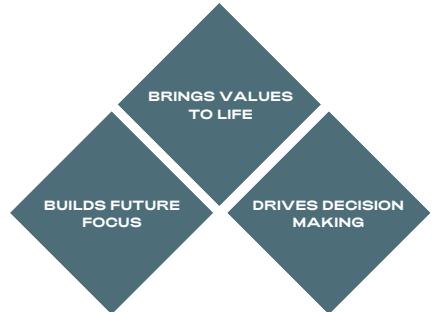
## FRONTLINE LEADERSHIP

Supporting first time leaders through the fundamentals of people leadership, mastering the conversations that need to happen, and activating the critical mindsets and practices for empowering people.



## CHANGE LEADERSHIP

Discovering how to lead people and processes through phases of significant change and disruption, including critical resistance points and accelerators for success.



## ADAPTIVE LEADERSHIP

Unlocking the ability to architect and steer organisations and teams through sustainable transformation and renewal, and to navigate the competing tensions faced by leaders in ambiguous environments.



## WHERE TO FROM HERE?

Four key concepts to help initiate  
your organisation's leadership  
development journey.

### ESTABLISH A (SIMPLE) LEADERSHIP STRATEGY

1.

Establish a leadership strategy that defines what your business strategy requires of leaders, what leadership means (described in practical, behavioural terms), and how that applies to different segments of your workforce.

2.

### FIND THE GAPS

Use an assessment to explore key gaps in capability relative to your needs, and define which capabilities or leadership segments require the most focus – for driving performance and organisational health. Explore options for developing out these capabilities/segments at scale and pace.

3.

### DON'T OVERCOMPLICATE IT

A common sticking point is getting overwhelmed with design, trying to create the perfect leadership intervention which hinders the ability to move at pace. While quality and detail matters, avoid overindexing on micro-ideas that won't impact behaviour change.

4.

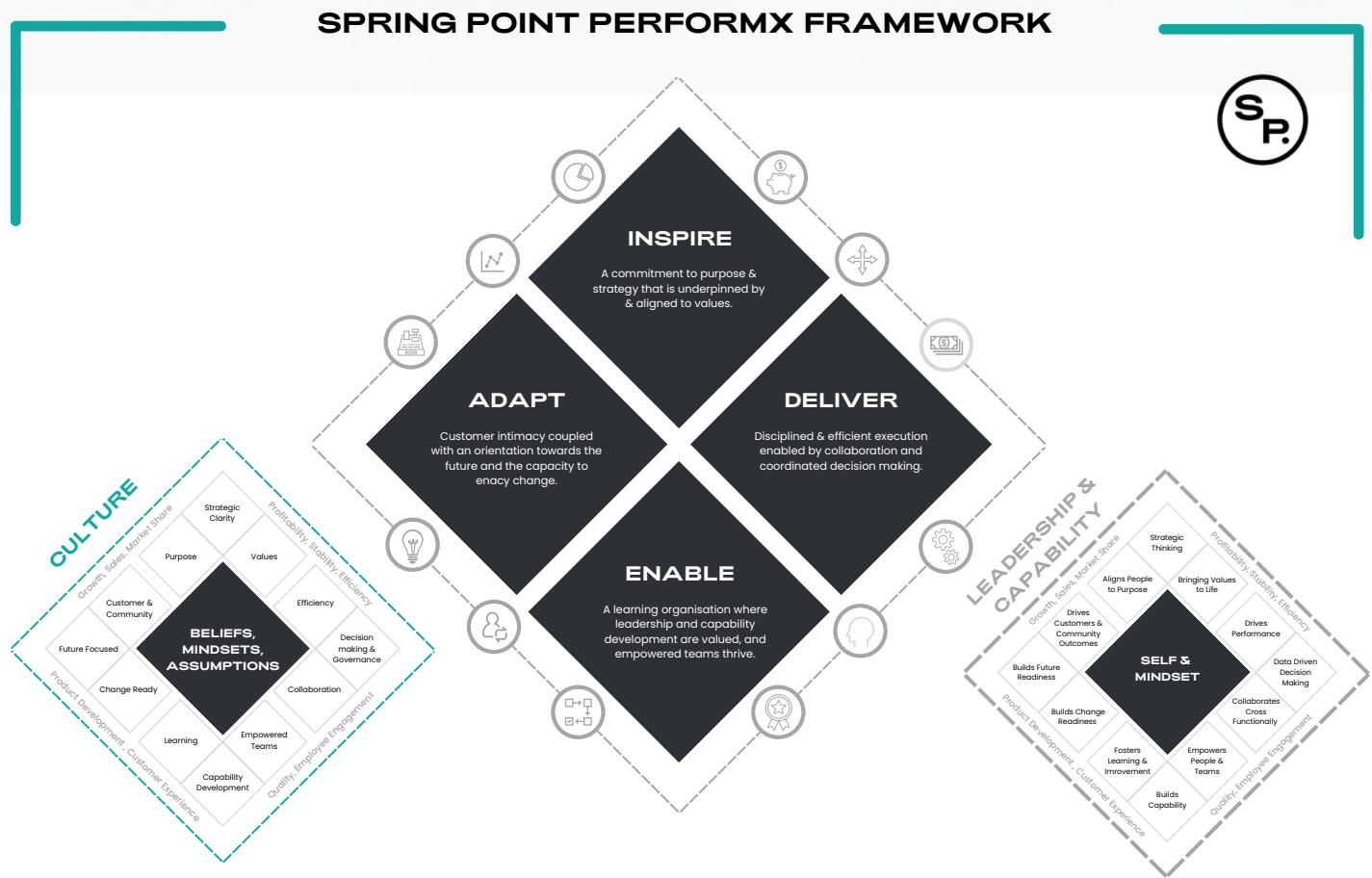
### NOW'S THE BEST TIME TO START

The market has never been more competitive, and the stakes have never been higher. Not only is leadership a business imperative, it's an employee expectation, and those who apply consistent focus today, will be the market leaders of tomorrow.

# SPRING POINT: AN INTEGRATED SOLUTION

We believe that leadership, culture and capability are connected. Organisational effectiveness is dependent on an organisation's ability to optimise and align these three critical areas to unlock competitive advantage. Traditional approaches to organisational effectiveness have too often addressed these areas in isolation, failing to connect leadership, culture and capability programs of work. Our research and experience tells us that culture change is activated by great leadership, and enabled by well defined workforce capabilities. In other words, these three areas reinforce each other and should be considered collectively to create true transformation.

At Spring Point, we have three evidence based frameworks to describe, define and purposefully connect culture, leadership and capability. The three frames are aligned in presenting four organisational profiles: Inspire, Adapt, Enable and Deliver.



These frames link to specific performance outcomes, such as profitability, market share, innovation and efficiency so that organisations can make a clear link between their people and culture practices and their strategic intent. As a suite of organisational effectiveness tools, the PerformX Framework provides a ground breaking approach to creating scaled behaviour change and unlocking organisational potential.

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## WANT TO KNOW MORE?

Get in touch to chat more about assessing your organisation's leadership development opportunities.

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