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WELCOME

The Future of Jobs: Leadership Skills for 2020 and Beyond

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SISO Executive Women's Forum
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Agenda

- What got you here won't get you there
- The impact of developing or strengthening specific capabilities
- Leadership development through the gender lens



What Got You Here

Threshold competencies: get you in the door

- Intelligence
- Expertise
- Experience

The “floor” effect



What Got You Here... Won't Get You There

Distinguishing Competencies: separate the wheat from the chaff

- Effectiveness
- Distinction as a “star” performer
- Promotions
- Outstanding leadership



What the World Needs Now

“Future of Jobs Report” World Economic Forum

What the World Needs Now

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



What the World Needs Now.. and in 2020

“Future of Jobs Report” World Economic Forum

What the World Needs Now	What the World Needs by 2020
1. Complex Problem Solving	1. Complex Problem Solving
2. Coordinating with Others	2. Critical Thinking
3. People Management	3. Creativity
4. Critical Thinking	4. People Management
5. Negotiation	5. Coordinating with Others
6. Quality Control	6. Emotional Intelligence
7. Service Orientation	7. Judgment and Decision Making
8. Judgment and Decision Making	8. Service Orientation
9. Active Listening	9. Negotiation
10. Creativity	10. Cognitive Flexibility

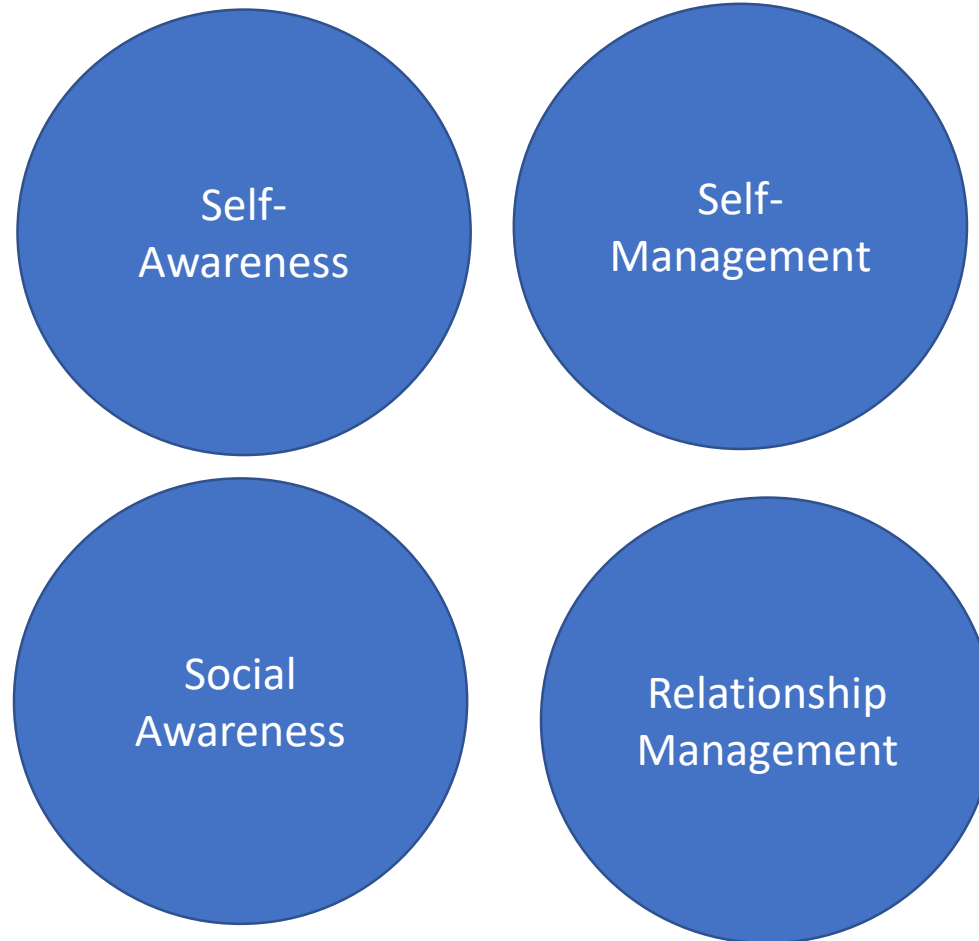


What Changed and Why

- Creativity rises – now in the top 3
- New – emotional intelligence and cognitive flexibility added
- Active listening absorbed by emotional intelligence
- Gone - quality control moves off



Key Drivers of Emotional Intelligence



The Self-Management Competencies You Need

- Emotional Self-Awareness
- Emotional Self-Control
- Positive Outlook
- Achievement Orientation
- Adaptability



How well do you self-manage? True or False?

- I'm often not aware of how I'm feeling in a given situation.
- Under stress I can sometimes respond too quickly.
- When I'm upset others know it.
- Business setbacks literally set me back in terms of attitude.
- I often take on too much work and responsibility for myself and my team.
- When I get fixed on an outcome or process, I can find it difficult to pivot.



The Relationship Competencies You Need

- Empathy
- Organizational Awareness
- Influence
- Coach and Mentor
- Inspirational Leadership
- Teamwork
- Conflict Management



How well do you manage relationships? True or False?

- I can read the emotions of others relatively well.
- I can relate to how others feel even if it differs from how I feel.
- I understand who has influence and access in my organization.
- I'm direct but not confrontational.
- I turn difficult situations into creative challenges for my team.
- I ask questions first and then offer advice if needed.



Emotional Intelligence and Success

What research tells us:

- EI 2x as important as cognitive ability
- The higher you go the more EI matters
- The “how” versus “what” dynamic



The “What” of Leadership

- Build strategy
- Organize
- Execute
- Manage resources



The “How” of Leadership

- **How** to mobilize energy in people and teams
- **How** to inspire through vision, meaning and purpose
- **How** to release people’s creativity and talent
- **How** to help build resilience
- **How** to get the *very best* from your people



The “Emotions” Piece of EI

The open loop of emotions and their impact:

- Limbic regulation
- Mirroring
- Flooding



Why Emotions Matter

- Emotions are contagious!
- Emotions hijack attention from the task at hand.
- Emotions, like distress and fear, erode mental abilities and create a downward spiral in the emotional intelligence of others.
- Emotions cause resonance or dissonance.



Resonant Leadership

- Creating Resonance
- Avoiding Dissonance



7 warning signs that your Emotional Intelligence is flagging

1. You allow your emotions to color your thinking.
2. You experience swings of emotion and the corresponding swings in behavior (“which person will show up today?”).
3. There is a disconnect among your body language, your tone and words.
4. You deal mostly in logic and discredit emotions.
5. You sometimes favor process and forget about the impact on people.
6. You listen to judge, respond and correct.
7. You’re surprised by some of the feedback about your behavior.



The “Gateway” EI Competencies

- Self-awareness
- Self-management



What the world needs now... and in 2020

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Emotional Intelligence and Gender

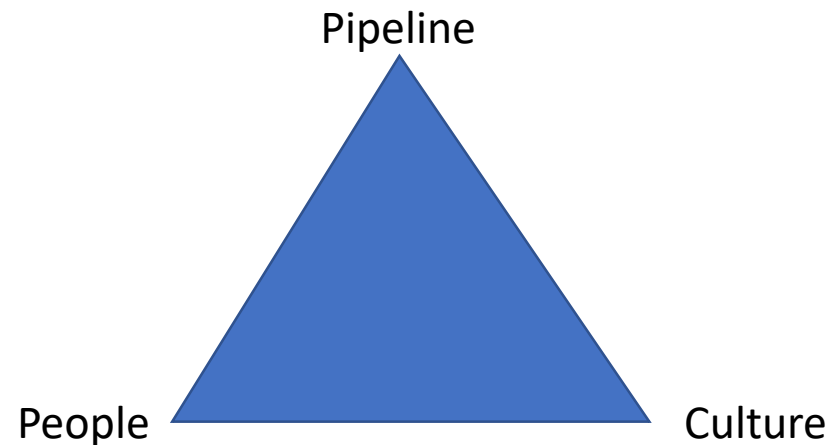
- Our personal profile
- As a group and on average:
 - the empathy factor, interpersonal adeptness
 - self-confidence, adaptability, resilience, optimism



Leadership Development and Women

“Enterprise-wide” and “Women-only” talent development

- Enterprise-wide: the need to cultivate and retain leaders on three fronts



Leadership Development and Women

- Overlap: skills associated with an individual's emotional intelligence; building the pipeline and the ability to manage in a volatile, uncertain, complex and ambiguous (VUCA) environment
- Competencies thought critical to women-specific leadership include skills that align more closely with personality traits and personal habits – **confidence, resilience, brand and presentation**



Some Ways to Develop Confidence

- Relax and remember success
- Avoid “awful-izing”
- Develop realistic optimism
- Act versus ruminate



How to Build Resilience

- Turn up the positivity
- Live to learn
- The kindness factor
- Take good care
- Hold on to a sense of humor



What is Your Leadership “Brand”

- How do I “show up” as a leader?
- How do others describe me?
- How aware of my feelings am I?
- How effectively am I managing my emotions?
- Am I a resonant leader?



Before We Leave

- What questions do you have?
- Next steps
- Your commitment to your development





Resources (Readings in the area)

- Leaders Eat Last by Simon Sinek
- Working with Emotional Intelligence by Daniel Goleman
- The Talent Code by Daniel Coyle
- The Culture Code by Daniel Coyle
- Mindset: The New Psychology of Success by Carol S. Dweck

Resources

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