



# Leadership 2025

A local perspective on workplace trends  
and leadership skills of the future.



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## Executive Summary

Our leaders are experiencing change faster than ever before in history and are having to manage this change in an equally rapid manner.

Leadership no longer adheres to its traditional definition of mere interpersonal interaction between a leader and subordinates. Today, "Leadership" is much more than this and requires leaders to possess a wide variety of skills.

**What are the key skills for successful leadership in the future?**

This is the question that People Solutions has attempted to answer. In this paper, we have explored current academic research and canvassed a range of leaders across the International, Australian and Western Australian business community.

We have identified five key drivers of change:

1. Technology
2. Longevity
3. Globalisation
4. Mobility
5. Flexibility

Our research shows that **Technology** is a standout driver for local organisations now and into the future.

### Six Core Leadership Skills



1. PEOPLE  
MANAGEMENT



2. EMOTIONAL  
INTELLIGENCE



3. NEGOTIATION



4. PROBLEM  
SOLVING



5. COGNITIVE  
FLEXIBILITY



6. SERVICE  
ORIENTATION

We have synthesised both the academic research and our own research results to identify **six core leadership skills** which we believe are essential for effective leadership heading into the future:

1. People Management
2. Emotional Intelligence
3. Negotiation
4. Problem Solving
5. Cognitive Flexibility
6. Service Orientation

Local leaders approached by People Solutions identified People Management, Problem Solving, Cognitive Flexibility and Emotional Intelligence as the most important leadership skills, and People Management, Emotional Intelligence and Cognitive Flexibility as the top three skills for local leaders to develop.

In terms of preparedness for the future, the majority of local leaders (63-67%) felt their organisation and leadership team were either somewhat prepared or unprepared for the future world of work, whereas 50% of leaders felt they themselves were prepared.

Many organisations are investing in innovation and technology to provide products, services and processes to meet the needs of their customers. The challenge for local organisations is to transform their leaders and employees to work in ways that support these innovations. There are opportunities for organisations to motivate, engage and inspire employees to become prepared for the future world of work.

## Five Key Drivers of Change



1. TECHNOLOGY



2. LONGEVITY



3. GLOBALISATION



4. MOBILITY



5. FLEXIBILITY

The transition from the industrial age to the information age is a huge shift. In all of human history, there have only been two other socioeconomic revolutions of this magnitude: the move from hunting and gathering to agriculture and from agriculture to industry. We know that leadership is very much related to change.

As the pace of change accelerates, there is naturally a greater need for effective leadership.

John P. Kotter  
Harvard Business  
School Professor

## Introduction

We embarked on this White Paper to gain a clearer perspective on factors driving the current change in how we work and to define what will be required of leaders in the future. In order to do so, we needed to have an understanding of this topic from both an academic and business perspective to ensure we are providing best practice advice and services to our customers. Furthermore, we are motivated to assist our customers to succeed during this time of change.

Maintaining organisational goals and objectives are paramount in times of change, particularly for organisations wanting to not only survive but also thrive through this dynamic period of change. When change is imminent through environmental and technological change, organisations and their leaders are faced with finding a balance between the stability of prior investments, system interdependencies and habits, and coping with the potential turmoil of change (Mumford et al, 2000).

Harvard Business School professor John P Kotter asserts that the more rapid the change, the greater the need for effective leaders at all organisational levels. (Blagg & Young, 2001).

Leaders must first and foremost be an advocate of change, appreciating the uniqueness of the situation and embrace the change. To effectively lead through change, leaders of today and into the future need to start upskilling themselves to continue climbing the career ladder, and to future-proof themselves and the organisations they are working for. To be successful going forward, leaders need to steer away from the safety of stability in habitual methods and practices and open themselves up to adapt to the changing socio-technical environment.

In this White Paper, we have provided a framework for assisting your organisation in identifying the leaders who are more likely to be successful in the future. This framework enables your leaders to identify their strengths, areas of improvement and the type of self-development to invest in that is likely to assist themselves and the organisation to prepare for the future.

Further, the research component of the White Paper provides information on how your organisation compares to the wider local market. We hope our research provokes conversation, planning and action within your organisation, discussing:

Where are you excelling? Where is the need for improvement? What are we going to do to prepare the organisation, our leaders and ourselves to transform and to thrive in the future?

**Amy Cooper**

Director, People Solutions Australasia Pty Ltd

## Methodology

### Literature Review

Extensive international research was conducted by provisional psychologist and Master of Applied Psychology in Organisational Psychology student Mrs Emma Spada, from Murdoch University, Western Australia. Emma conducted an academic literature search using psychology and business databases, as well as drawing on current research by other prominent researchers in the field of workplace change and leadership.

Our main objectives were to identify:

1. The key drivers and trends of workplace change internationally; and
2. The key leadership skills deemed most critical in dealing with this change.

### Research

People Solutions also conducted extensive local research by asking leaders, via a survey, to determine the current impact that drivers of change are having, the predicted essential future leadership skills and the areas of current skills gaps locally (within Australia).

Key demographic information on participants is detailed right.

All leaders were provided with information about the study including its purpose, how their data would be used and parameters regarding confidentiality and anonymity.

Companies that change may survive, but companies that transform thrive. Change brings incremental or small-scale adaptations, while transformation brings great improvements that ripple through the future of an organisation.

Nick Candito

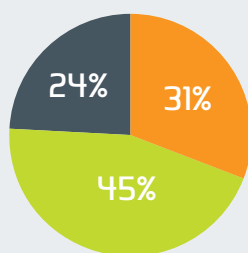
## 101 LEADERS

A total of 101 leaders participated in our survey



## GENERATIONS

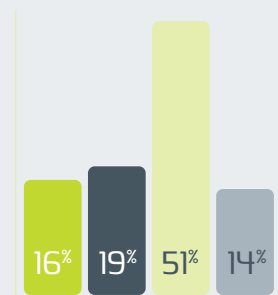
- Baby Boomers
- Generation X
- Generation Y



## LEVELS OF LEADERSHIP

with an average of 14 years in a leadership role.

- Executives
- General Managers
- Superintendent/Managers
- Supervisors/Team Leaders



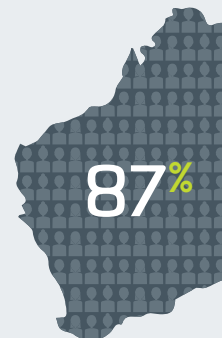
## DATA COLLECTION

Data was collected either face-to-face (26 leaders) or via an online questionnaire.



## LOCATION

The majority (87%) of these leaders were based in Western Australia



## FUNCTION

39%

Human Resources, Organisational Development

38%

Generalist (CEOs, Directors, Operations Managers, Project Managers)

24%

Other specialist functions (Health & Safety, Legal, Finance, Business & Product Development)

## INDUSTRIES



Mining & Metals, Oil & Gas, Education, Transport/logistics, Utilities, Business Consulting, Infrastructure, Healthcare and Other (Government, Not-for-Profit, Information Technology).

Compared with the Industrial Revolution, we estimate that this change is happening ten times faster and at 300 times the scale, or roughly 3,000 times the impact. Although we all know that these disruptions are happening, most of us fail to comprehend their full magnitude and the second- and third-order effects that will result. Much as waves can amplify one another, these trends are gaining strength, magnitude, and influence as they interact with, coincide with, and feed upon one another.

McKinsey Global  
Institute, April 2015

# Literature Review

## Part 1: Global drivers of workplace change

A review of the literature identified five key drivers of change:



### 1. TECHNOLOGY

Advances in technology are constantly saturating our personal and professional lives. Smart machines and systems are changing the fundamental aspects of businesses- their people and processes. Job automation and Artificial Intelligence (AI) provide a challenge for talent management where work models are constantly changing and evolving to keep up with rapid technological advances.

#### Elimination versus Redefining Jobs

It is a common misconception that job automation will lead to elimination of jobs, when the reality is automation of certain activities within physical and knowledge-orientated work is bringing about the need to redefine jobs and business processes, rather than eliminate them (Chui, Manyika, & Miremadi, 2016).

#### Knowledge Driven Economy

The rise in technology and an information-rich world has brought with it a knowledge-driven economy where knowledge, as opposed to tangible goods and services, is a key asset in driving innovation and maintaining a competitive advantage.

#### The Internet of Things

The number of devices connected to the internet gives rise to a hyper-connected workplace, estimated to reach an average of six devices per person connected to the internet by 2020 (A.J. O'Connor & Associates, 2011). In this hyper-connected world, a lack of understanding of the complex nature of such systems can cause chaos and have detrimental effects when it comes to staying connected with others (Lee & Lee, 2015).



### 2. LONGEVITY

#### Increasing Life Expectancy

Life expectancy in Australia is one of the highest in the world (Australian Bureau of Statistics, 2014). The proportion of people aged 65 years and over in Australia rose from 4% in 1901 to 14% in 2011, and it continues to rise with the proportion of over 65's projected to increase to 25% in 2101 (Australian Bureau of Statistics, 2014). These changes are reflected in our ageing workforce.

#### Retirement Affordability

As more retirement-aged employees are working beyond the Age Pension age due to the rise in life expectancy and for financial reasons (Australian Bureau of Statistics, 2014), many businesses are experiencing a rise in the proportion of "millennials" and "baby boomers" coexisting in the workplace. As of 2016, there has been an amalgam of five generations working together in the workplace concurrently (Boysen, Daste, & Northern, 2016).

#### Multi-generational Workforce

The multigenerational workforce brings about a diversity where each generation has a different work ethic, technical ability, and preference for creating, consuming, and sharing information (Wilkins, 2012). Increases in the diversity of employee needs, including cultural and generational differences, and flexible working arrangements, renders people management essential for business success.



### 3. GLOBALISATION

#### Increase in Digital Communications

The internet, smart phones, tablets, laptops and video communications currently provide instantaneous communications to anyone, anywhere, anytime, providing insight into just how readily connected the world will be by 2025.

#### Networking & Global Connectiveness

The vast number of communication channels available are not only expanding the methods of attracting and retaining global talent but are also enabling organisations to sustain a competitive global advantage through the emergence of internal communication conduits aiding in both employee and customer engagement.

#### Media Literacy

Major advancements in globalised information and communication technology render media, information and digital literacy competence a "must-have" skill for strategic and effective leadership.



### 4. MOBILITY

#### Talent Mobility

The need for talent mobility and open-talent sources will increase with the rise in globalisation and the change in, communications and workforce demographic. PwC (2010) describes global mobility as "part of the new normal".

#### Global Talent Market

The global talent market is growing exponentially, distributing internationally, becoming less localised, and taking on a virtual disposition. Global talent pools and virtual teams are becoming more commonplace due to cost (agile workspaces are less expensive to operate), skill shortages (technical and knowledge skills) (Meister & Willyerd, 2010) and the desire for successful career progression stemming from global experience (BGRS, 2018).

#### Virtual Workforce

Organisations who facilitate the free movement of talent are likely to maintain a competitive advantage (PwC, 2010) as they go about investing in change initiatives, strategy implementation and business realignments. Skills, talents, and competencies need to be able to be leveraged and mobilised anywhere around the business, or around the globe, at any time, when and where they're needed.



## 5. FLEXIBILITY

### Adapting Quickly to Change

Organisations need to foster an agile, flexible workforce to keep up with our ever-changing world. Flexibility is crucial to an organisation's ability to develop and align their current, and future workforce, with strategic business goals.

### Employee Driven

Employees desire flexibility in where and when they work, and what work they're doing, often seeking a diverse career path. Flexibility-based lifestyle incentives, such as the ability to work at home, flexible hours, and extra holidays, are considered by 89% of survey participants to be increasing in importance (PwC 2017b).

### Increase in Contingent Workforce

Flexi-workers, contractors (contingent workers) and virtual workers are commonplace within many organisations. Various lifestyle changes render flexible working arrangements a key requirement for many employees. With the advent of the 'gig' and the on-demand economy, leaders need to be skilled in strategically sourcing permanent and short-term talent. A majority of CEO's (78%) report to have altered their people strategies to align with future needs, including taking specific measures to attract the talent they need, with 87% of CEO's actively promoting diversity and inclusiveness (PwC, 2017a).

The greatest danger  
in times of turbulence  
is not the turbulence  
– it is to act with  
yesterday's logic.

Peter Drucker

## Literature Review

### Part 2: Global perspective: Leadership skills for the future

As opposed to leadership traits which are innate and somewhat fixed, leadership skills can be acquired (Northouse, 2012). Previous research into leadership has had a strong focus on leadership traits and styles (Bass, 1990; Spada, 2016), focusing on the leader themselves. However, a focus on leadership skills places emphasis on the leadership role as opposed to the innate leadership characteristics (Mumford et al, 2007). The question here is what skills will leaders need to perform well, effectively influence others, and maintain organisational viability heading into the future?

Our review of the literature identified six key leadership skills required for successful leaders to thrive in an environment of constant and dramatic change.

### The six key critical leadership skills of the future.



## Interpersonal Skills

### 1. PEOPLE MANAGEMENT

Leaders will need to develop their skills to be collaborative, open and transparent, effective in creating virtual high performing teams and sourcing and developing talent pools of experts.

### 2. EMOTIONAL INTELLIGENCE

Emotional intelligence has been identified as twice as important as technical skills and intelligence across all job levels (Goleman, 2004). Emotional intelligence is critical to effectively lead a diverse workforce experiencing varying levels of change, and for leaders themselves to remain resilient, positive and productive in the future.

### 3. NEGOTIATION

Future leaders will be required to influence, inspire, motivate and engage others by ensuring solutions and strategies are best for all parties involved.

## Strategic Skills

### 4. PROBLEM SOLVING

Leaders will be required to solve ambiguous problems without clear answers. They will be required to organise data and information based on its importance and relevance and make decisions in the context of ongoing organisational activities and external influences. Systems thinking, a critical part of problem solving, is the ability to understand complex causal relationships between organisational systems, and the impact change will have on other parts of the system.

### 5. COGNITIVE FLEXIBILITY

This skill requires leaders to be "situationally adaptable" and to be strategically responsive to unique, unexpected circumstances in any given moment. It requires leaders to be open to different views, information and learning, have a curious mindset, and feel comfortable operating in situations of ambiguity and change. Leaders will need to continue to develop their technical skills, across multi-disciplinary areas.

### 6. SERVICE ORIENTATION

A service-oriented leader anticipates, recognises and meets the needs of their customers, often before these needs have been articulated. It requires a leader to be able to understand and evaluate the economic, behavioural and social shifts that key drivers are creating, as well as the impact these drivers of change have at global, industry, organisational and individual levels. Future leaders will be required to formulate successful business strategies by innovatively transforming the workplace, its processes and its people.

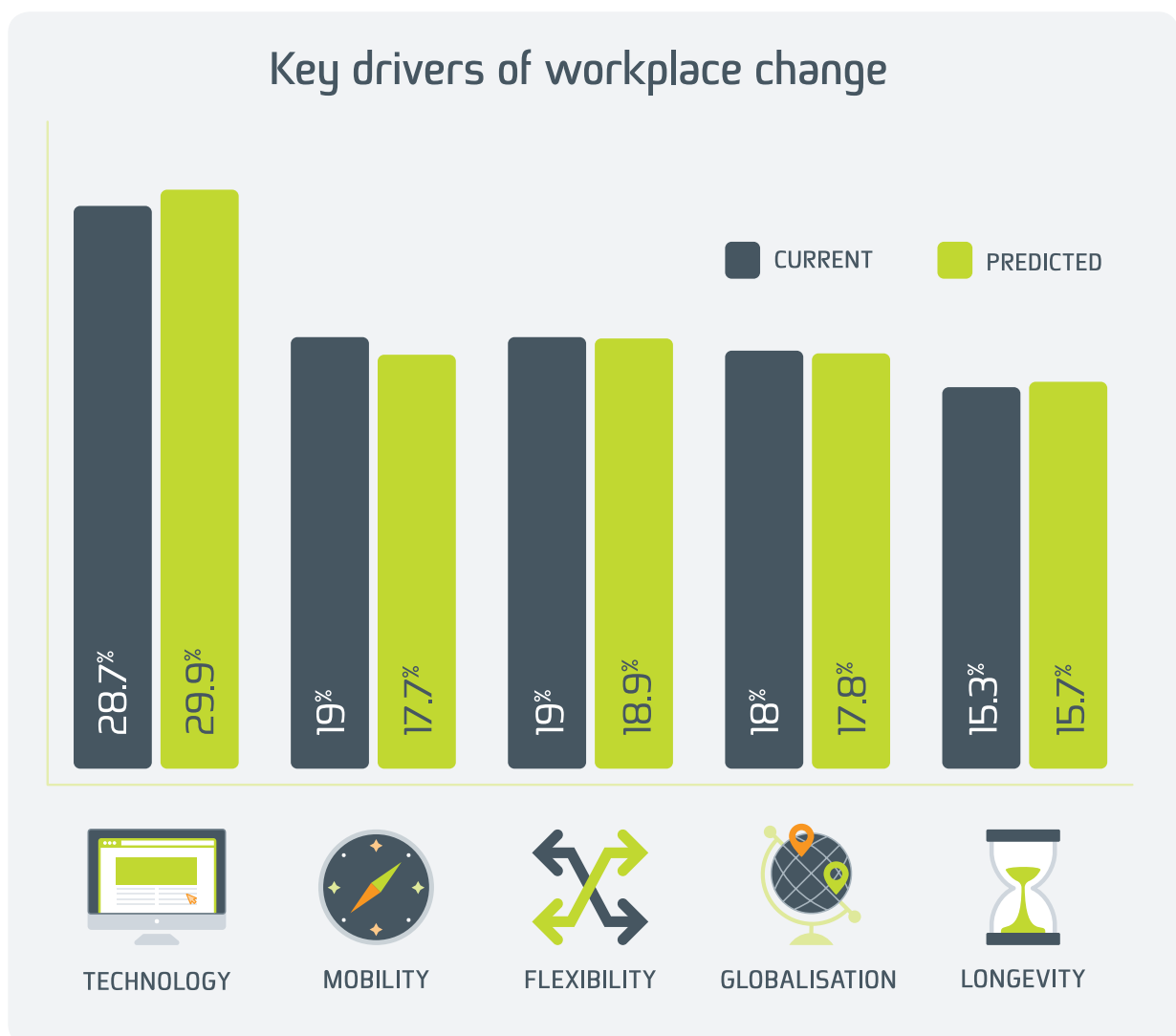
## Research

### Part 1: Local perspective: Drivers of workplace change

Participants were asked to consider the five key drivers of workplace change we identified from the literature and how these, and any other drivers, may be impacting their organisations now or as predicted into the future (defined as within 5-7 years time).

Participants identified with these key drivers of workplace change. They also discussed the impact of government regulation, funding and other political/environmental factors which can either inhibit or promote the impact these drivers of change have on organisations.

**Research Question:** Please rank the key drivers of workplace change in order of impact, 1 being the greatest impact to 5 having the lowest impact/no impact.



Technology remains the single most influential driver of workplace change both currently and into the future. There was no significant difference across different generations, nor on how leaders from different industries rated the importance of the key drivers of change.

**Comments:**

Leaders discussed **technology** and *job automation*, and its impacts on improved efficiencies and effectiveness, the ability to make better data driven decisions and its ability to facilitate more diversity, mobility, flexibility and globalisation for organisations. Many organisations stated that they were on their way to digitalising their products, services and external processes. To do this, some companies engaged an external organisation (i.e. Subject Matter Experts in their given field) to assist them in implementing these changes, whilst others have created innovation/R&D hubs and teams to determine organisational needs and pilot potential products and services.

In relation to **flexibility and mobility**, most organisations have implemented flexible work practices, but many mentioned that only some areas of the business utilise these options. For "on-the-ground" personnel (such as truck drivers, sales personnel and customer service roles), there are more challenges/barriers to managing a truly flexible and mobile work environment for these roles. There was also general acknowledgement that these changes are employee driven and necessary in order to attract and retain diverse talent.

As one respondent highlighted:

*A driver of change is people – people are demanding new working conditions, want a life, want a better quality of life, human beings are driving the changes, it is not happening to us. Now people are asking different questions, expressing their demands in life, their needs.*

Furthermore, *contingent workforces* are being used to assist with the creation and implementation of new technologies and related services, products and processes, with experts being utilised globally. Survey participants highlighted the benefits of this, while at the same time acknowledging the challenges to ensure performance and standards are managed as well as associated risks.

In terms of **globalisation**, several of the larger organisations have business models supporting global operations and *virtual teams*. Executives rated the impacts of globalisation higher than other leadership levels, with 70.5% of Executives rating this in their top three, compared to 34% of General Managers, 62% of Superintendents/Managers and 40% of Supervisors/Team Leaders.

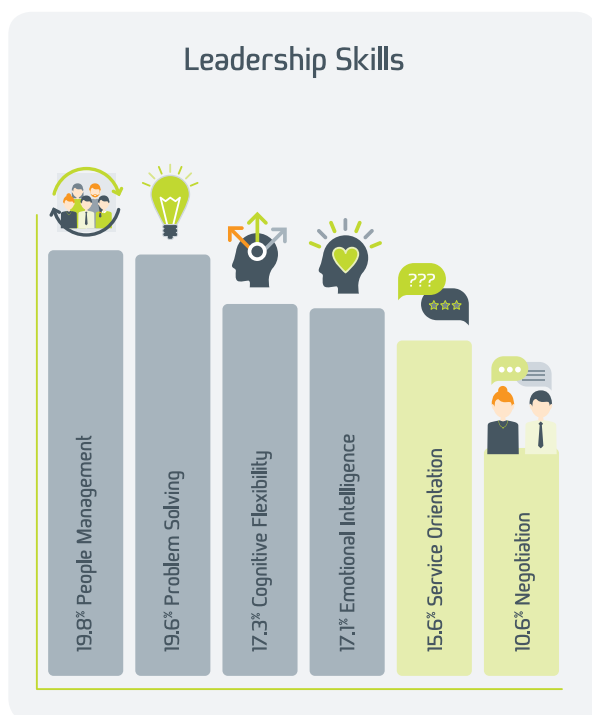
Leaders acknowledged **longevity** as a driver of change for the future. Surveyed participants discussed the *increase in life expectancy* and the ageing workforce combined with the next generation of employees beginning their working lives. When comparing groups of leaders, we found Human Resource Leaders rated the impacts of longevity significantly higher than other functional leaders, with 59% rating longevity in their top three versus 33% of other functional leaders.

# Research

## Part 2: Local perspective: Leadership skills for the future

Participants were asked to review and rank the six key leadership skills identified from the literature and comment on these, and any other skills, they have identified as important. We also asked participants to rank how their current leadership team performed against these skills.

**Research Question:** *From the list of 6 leadership skills below, please rank order their importance (within the next 5-7 years) from 1 being of greatest importance to 6 being of lowest/no importance.*



Top four most important leadership skills were:

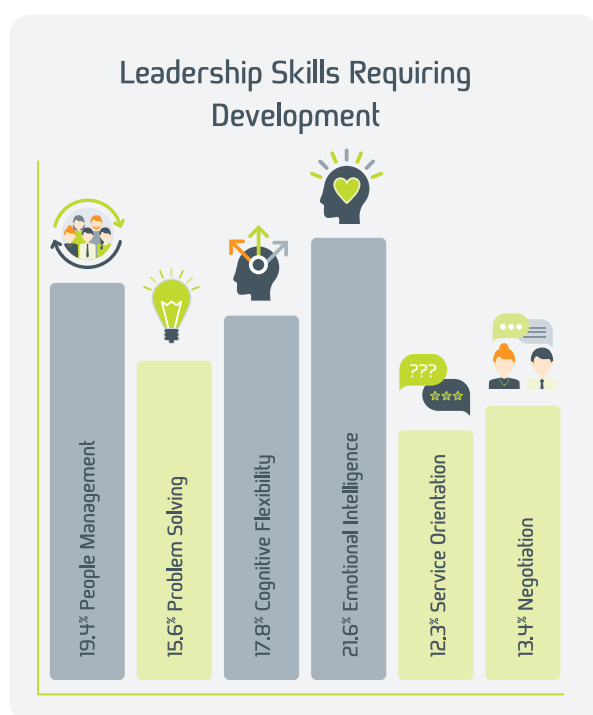
1. PEOPLE MANAGEMENT
2. PROBLEM SOLVING
3. COGNITIVE FLEXIBILITY
4. EMOTIONAL INTELLIGENCE

While there were no significant differences found in the ranking of these skills based on leadership level, there were differences between the generations. More Baby Boomers (48%) rated People Management as their number one skill for the future compared to Generation X (26%) and Generation Y (17%), whereas more Generation X (22%) and Generation Y (13%) leaders ranked Negotiation in their top 3 compared to Baby Boomers (7%).

The functional role a leader holds also appeared to determine which skills rated most important. 75% of Human Resource leaders ranked Problem Solving in their top three compared to other functional leaders (61%). Service orientation was identified as more important to leaders outside of Human Resources, with 43% ranking this in their top three compared to Human Resource leaders (30%).

Service Orientation was also ranked higher by industries outside of Mining & Metals, with 22% ranking this skill as number one (compared to 12% of Mining & Metal leaders), whereas 33% Mining & Metal leaders ranked Service Orientation last, compared to 12% of leaders in other industries.

**Research Question:** *What leadership skills do you feel are currently most deficient or require the most development in your organisation?*



Top three leadership skills requiring development were:

1. EMOTIONAL INTELLIGENCE
2. PEOPLE MANAGEMENT
3. COGNITIVE FLEXIBILITY

When we analysed participants' responses based on their levels of leadership, more than half of Executives (57%) ranked Service Orientation last in relation to requiring development in their leaders, however there were also 35% of executives in this group who ranked Service Orientation in their top three (compared to 12% of General Managers, 30.5% of Superintendents/Managers and 35.5% of Supervisors/Team Leaders).

There was a difference across generations in how they ranked Emotional Intelligence. Almost all (95.5%) of leaders in Generation Y ranked Emotional Intelligence in their top 3, compared to 89.5% of Baby Boomers and 49.5% of Generation X.

#### Comments

There was consistency between what local leaders identified as important and our review of the literature. Additional comments from participants highlighted the importance of resilience and the need for leaders to be able to make decisions with an increased level of ambiguity and information overload.

Participants also highlighted the need for leaders to continue to develop their technical skills to ensure they keep up-to-date and can utilise technology to facilitate the other leadership skills required for the future.

One survey participant commented as follows:

*Being across technology and some other hard skills will still be key - knowing enough of what you can get your employees to do.*

The comment below sums up the balance required between technical and other leadership skills.

*Leaders who are able to work across a number of roles within the same organisation (e.g. different fields). Less about skills on particular topics, but to be able to walk into something, understand process, issues, challenges and know what they need to do to fix it.*

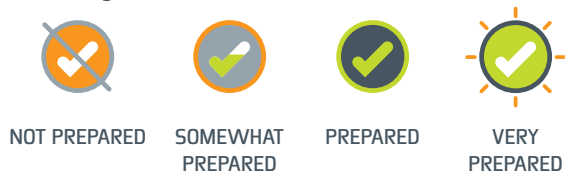
## Research

### Part 3: Preparedness for change

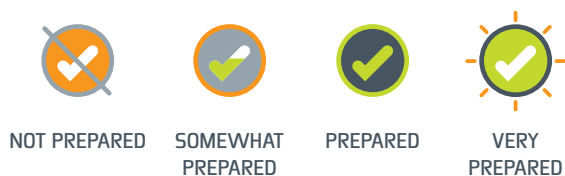
We asked leaders how prepared they felt their organisation, leadership team and themselves were to manage the drivers of change. Participants also described the initiatives and programs their organisations were undertaking to prepare for these changes and what else their organisation should be implementing.

**Research Question:** *Considering the Key Drivers of Change, technology, longevity, globalisation, mobility and flexibility,*

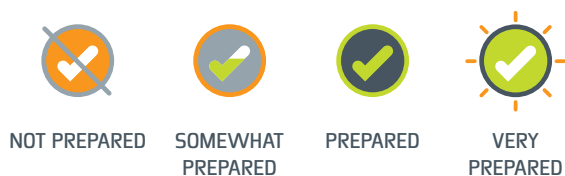
*How prepared do you feel your organisation is to manage these changes?*



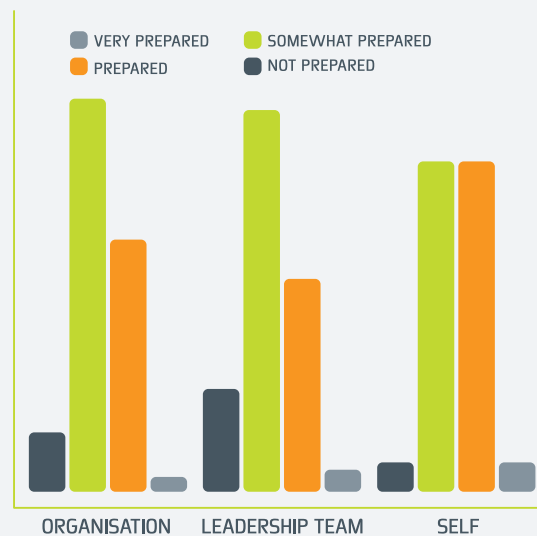
*How prepared do you feel your leadership team is to manage these changes?*



*How prepared do you feel to manage these changes?*



### Preparedness for organisational change



37% of leaders believe their organisation is either prepared or very prepared to manage the drivers of change, with 33% feeling their leadership team is prepared or very prepared. Conversely, 50% of leaders themselves are feeling prepared or very prepared.

When we reviewed the data in relation to different groups of participants, there was a clear significant difference in this preparedness across leadership levels. The most consistent difference across these groups was between how prepared General Managers feel versus frontline leaders (Supervisors/Team Leaders). Key differences outlined right.

## Preparedness across leadership levels



11% of General Managers (and 13% of Superintendents/Managers) did not feel their organisation is prepared to manage the key drivers of change, versus 0% in the other leadership levels.



72% of General Managers feel their leadership team is either somewhat or not prepared for the future world of work, compared to 53% of Supervisors/Team Leaders.



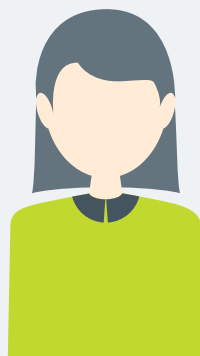
General Managers felt they were less prepared to manage change (61%) than did Supervisors/Team Leaders (53%).

## What do executives say?

63% perceive themselves as either prepared or very prepared to manage change.

44% see their organisations are either prepared or very prepared to manage change.

37% identified their leadership teams are either prepared or very prepared to manage change.



**Research Question:** *What initiatives or programs are in place to prepare your organisation for the future workplace (e.g. recruitment strategies, succession planning programs, restructuring, mergers and acquisitions)?*

## Results

Some local organisations are already planning for the future world of work by prioritising future needs at the forefront of their strategic planning. They are also identifying what is required of their leaders to thrive by developing new leadership frameworks, workforce planning and succession planning.

Many respondents discussed the importance of ensuring future leaders have the foundation of leadership before moving forward. Most organisations have formal leadership development programs and/or training on leadership and technical skills. A key focus of our face-to-face discussions was on new-middle management having the skills and capabilities most relevant to People Management for the present rather than in the future.

Participants were asked if these above initiatives and/or programs were targeted at certain roles, which produced mixed results. Some had targeted programs for certain roles, which was predominantly Executive, Senior Management/General Management and Middle Management, and many organisations are implementing programs across the entire leadership group. A small number of organisations also mentioned targeting initiatives for technical roles and diversity, while very few respondents stated they had targeted programs at the Supervisor/Team Leader level.

In relation to recruitment, there is a current trend for organisations to have a stronger focus on cultural fit, people skills and capability. Targeted recruitment campaigns for diversity were also mentioned. We can attest to this trend, having seen a shift in the last few years where organisations are requesting applicants applying for key leadership roles to complete psychometric assessment to identify their leadership style and emotional intelligence.

In terms of leaders themselves preparing for the future, key strategies include networking with external and internal stakeholders, talking to different experts, reading and keeping up-to-date on current trends and innovations, and participating in professional development, mentoring and other leadership development.

**Research Question:** *What actions (or further actions) do you think you or your organisation SHOULD be taking to prepare for these changes?*

A key finding in our research was the need to engage and motivate employees to change. More specifically, participants identified the importance of better equipping leaders to manage change and assist employees to embrace change.

Many stated that their organisations acknowledged the need and have the appetite for change (particularly at a leadership level), but this desire isn't necessarily translating into action.

As some participants commented:

*Constant change, the organisation isn't agile enough to respond and adapt to these changes. We need the leaders above to enable the change.*

*We should focus more on the people changes - upskilling those who need it. Often the best changes are implemented by a small group of people whereas we need to embrace and drive change more widely.*

Starting to think about these things, but little progress, particularly around what are the people needs and capabilities required to take the organisation into the future.

A Participant

Broad concepts are communicated within the organisation, but need to make it realistic for people, what does it mean for me? Workload demands are high, difficult to focus on these changes.

A Participant

## Conclusion: Are your leaders going to survive or thrive?

Our research data suggests that local leaders understand they, and their future colleagues, will be expected to adopt a new approach to leadership, comprising new skills and competencies. Their organisations, however, are largely unprepared for these changes.

We maintain that organisations need to be forward-looking in considering the impact these drivers of change will have, and act now by setting in place plans and processes to develop the right skills needed to future-proof their leaders.

Change and leadership development is not instantaneous. It requires restructuring and realignment of organisation policies and procedures. This is an investment that organisations must not delay if they are to maintain a sustainable competitive advantage.

We believe local organisations and leaders will only meet the coming challenges through a preparedness to undergo Transformation, Change and Growth.

- **Transformation** requires organisations to continually re-evaluate systems and processes already in place and investment in new initiatives to support leaders through change, assisting in building talent capabilities.
- **Change** requires creating an awareness around the need for, and being an advocate of, change.
- **Growth** requires accountability and commitment. Organisations and individuals need to seek assistance in assessing their leaders' skills and capabilities and develop a plan of action to ensure they thrive moving into the future.

When embarking on organisational change, more common than not, we spend most of our time on changing the system and structures, and little on the personal change required of us. As outlined by Anderson and Adams (2016) we try and change culture as if it is separate from ourselves as leaders. The challenge, and the opportunity, is for leaders to identify how they are personally contributing to the culture that they are trying to change and what they need to do themselves for the future.

People Solutions research provides not only our customers, but ourselves, with an immediate 'call to action'. As our customers and markets change, so do their needs. In turn, we at People Solutions, need to be responsive to these changes, continually redefining how we can facilitate the change process for leaders and leadership teams.

In identifying and understanding these six critical leadership skills for the future (Negotiation, Emotional Intelligence, People Management, Service Orientation, Cognitive Flexibility and Problem Solving) we are refining and reviewing our ability to assist customers. Our services in assessment, executive coaching and mentoring, career resilience and change management, and individual and team development will continue to evolve and change, alongside the needs of our leaders.

## People Solutions Services

### Assessment

Over the past 20 years, People Solutions have provided organisations with a tailored, diagnostic approach to leadership assessment. We use market leading tools to determine your leaders' strengths and developmental gaps. Our comprehensive assessment and report enables us to tailor learning and development initiatives specific to your organisational and individual needs.

### Executive Coaching

Executive coaching continues to grow as a key developmental tool for leadership capability. Our skilled leadership coaches provide one-on-one coaching that includes high level assessment of strengths and areas for improvement, goal-setting and follow-up, with an individual focus on issues related to professional development.

### Career Resilience

Career resilience is the ability to anticipate risks and opportunities to our career, feel comfortable with constant organisational change and to continue to build a career by looking toward the future. People Solutions bring together more than 60 years of career coaching theory and experience to deliver a clear understanding of what assists leaders in the development of their careers.

### Leadership Development Centres

People Solutions apply a Development Centre process that is customised around the organisation's Leadership Competency Frameworks; factoring in both current and developing skills. By designing the Development Centre activities and rating systems explicitly around the Leadership Competency Framework, we provide a relevant and clear conceptual link between the Development Centre and the challenges in 'leading growth' in the organisation. This ensures each individual participant takes ownership of their developmental needs, planning and action.

### Career Transition/Outplacement

As organisations change, so will the need to continue to restructure and realign. Consistent with these changes is the need to assist leaders who may not fit future organisational needs, to transition to new careers and employment opportunities. The People Solutions Directors and Career Transition/Outplacement team have assisted local leaders through these career changes and transition for in excess of 25 years.

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This White Paper was developed by the People Solutions' Commercial Research Lab which delivers market relevant, accessible and evidence based research to practitioners.

### People Solutions Profile

People Solutions is a boutique organisational development consultancy, providing integrated psychology services for clients across Australia. Our experienced team is a diverse one, comprising organisational psychologists, business leaders and human resources practitioners. Together, we develop and deliver bespoke best practice solutions that span the selection, development, safety and transition spectrum.

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