



Owning the Digital Vortex

Leading in times of change

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Executive, Organizational & Leadership Development

Welcome



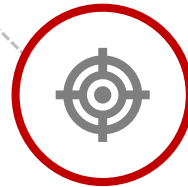
TONI HANDLER

Executive
Avanade Organizational &
Leadership Development



About me

I lead my organization by building capability through talent development and driving cultural transformation.



About Avanade

A leading digital innovator. Avanade realizes results for our clients and their customers through the power of people and the Microsoft ecosystem.

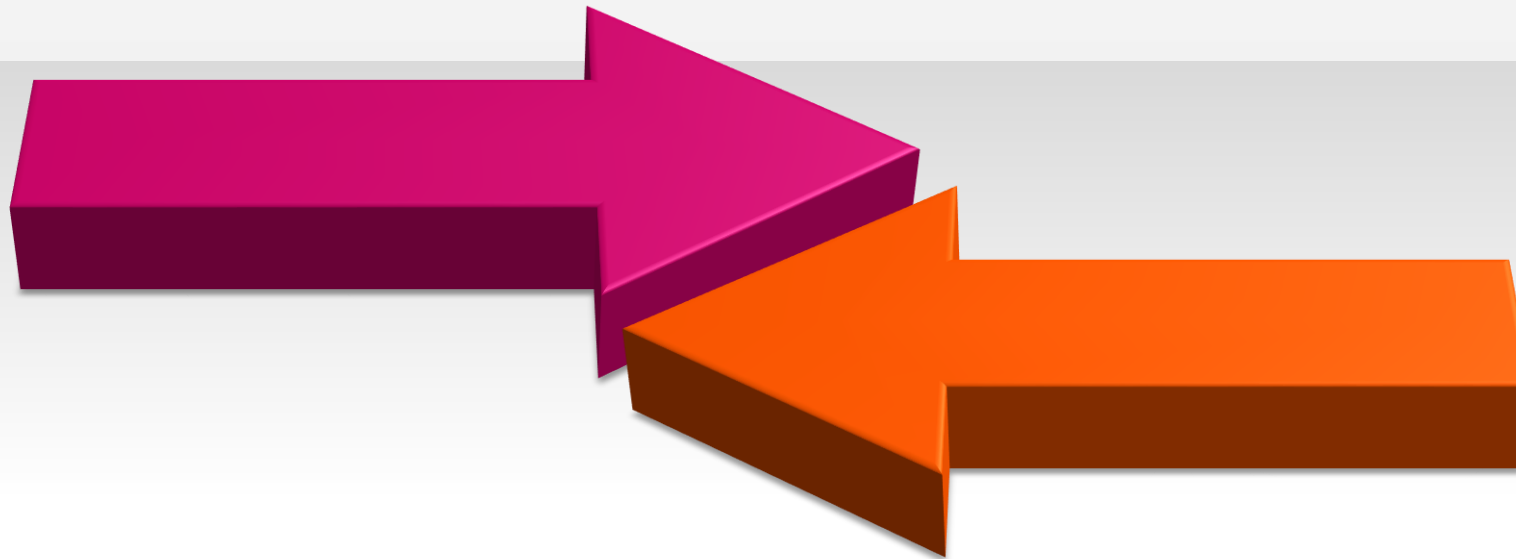
Case for change

Traditional Business

- Process Centric
- Cost Focused
- Slow to scale
- Rigid policies
- Single function with siloed metrics

Digital Business

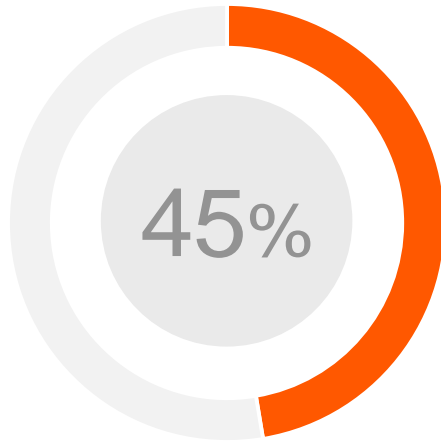
- Customer Centric
- Outcome focused
- Easy and quick to scale
- Open, transparent, and collaborative
- Integrated functions and KPI's



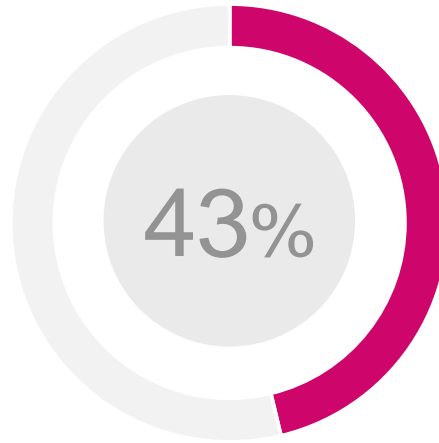
Change impact on market share across industries



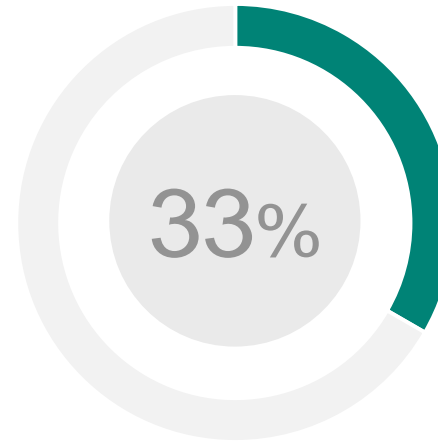
Digital Disruption Readiness



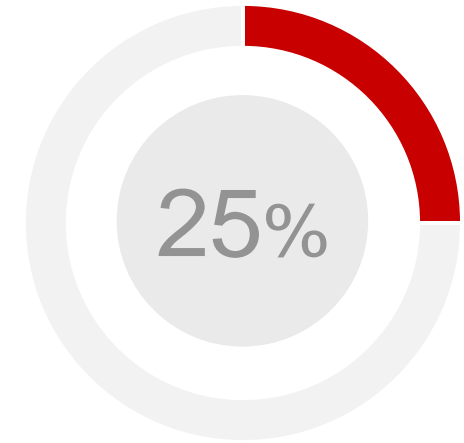
- 1** | 45% of companies do not see digital disruption worthy of board level attention



- 2** | 43% of companies either do not acknowledge the risk of digital disruption, or have not addressed sufficiently



- 3** | Nearly a third are taking a 'wait and see' approach



- 4** | Only 25% said they were proactively addressing the disruption

The key is Leadership Development

“

"Innovation, change and agility are key catalysts for organizational growth. Today's best leadership development programs focus on helping leaders to innovate and navigate uncertainty to come out ahead."

”

Noah Rabinowitz, Managing Director | Deloitte Consulting LLP
Former senior partner and global head of Korn Ferry's Leadership Development practice



Approach

Executive respondents say they would discard nearly half of their current leadership development approach.



Sponsorship

Respondents cited a lack of executive sponsorship as the largest barrier to successful leadership development programs.



Engagement

Study found the 46% of mid-level leaders and 43% of high potential leaders are not active in driving strategic change.



Correlation

Leadership programs that drive effective change tie directly back to business strategy.

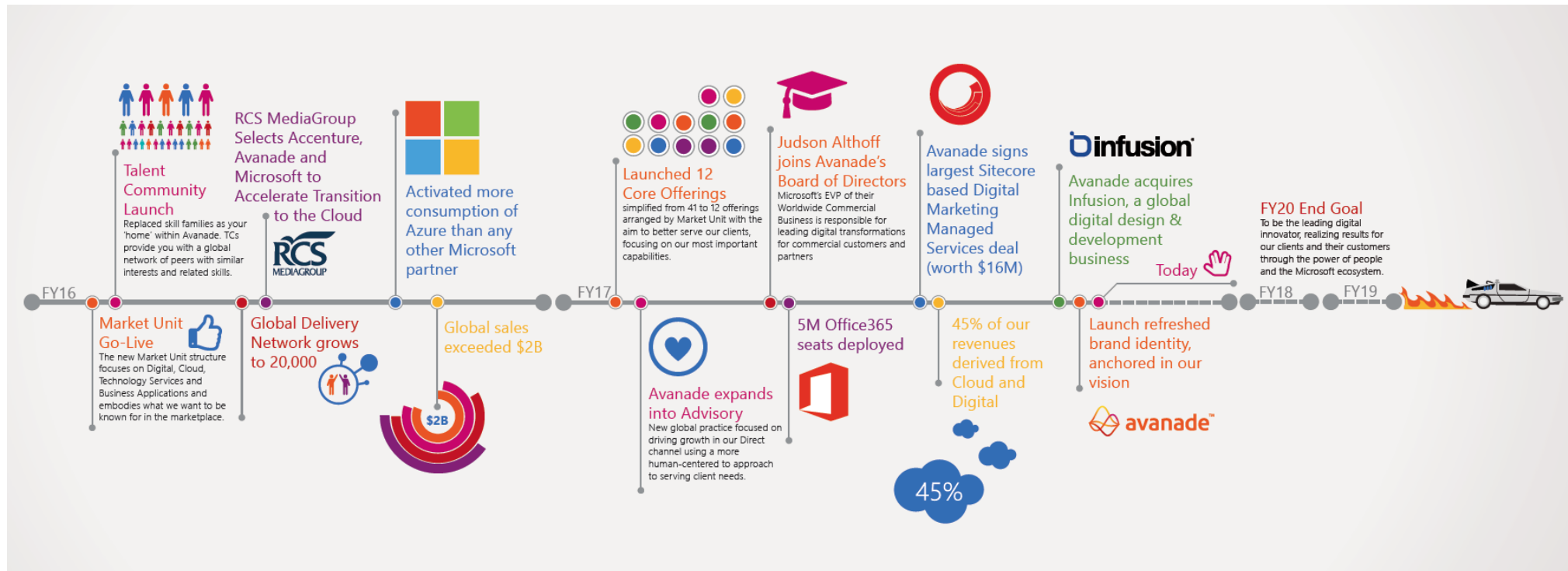
WE LEAD...

by developing the leadership
skills of our people through
innovation and digital learning.



Leadership is a continual investment

Our digital transformation strategy enables us to reinvent how we approach the market, evolving our organization to better match how our clients see the world today.



What does a digital transformation look like?



Constructing a connected learning experience:

- Personalized learning pathways
- Embracing learning that is happening everywhere
- Networking and informal coaching
- Taking advantage of intrinsic and constantly changing curiosities
- Connection with leaders
- Providing access to learning that promotes job-readiness
- Crowdsourced learning assets

Executive dedication

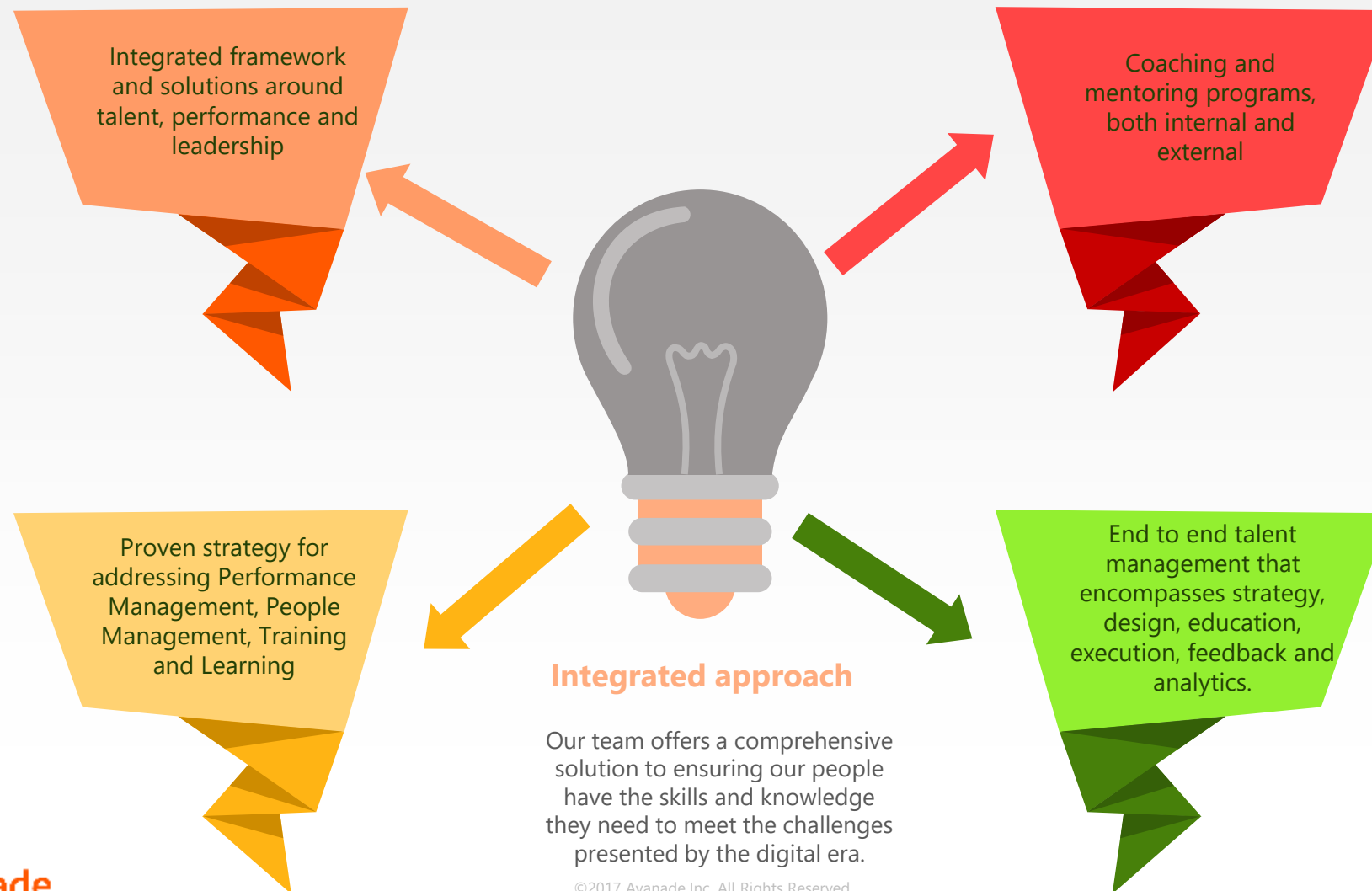
Leadership Landscape and Beyond

LLB is a high potential program with "outside in" competitive focus in partnership with IESE School of Business. This 3 day program includes a 360 assessment with individual debrief and development planning.

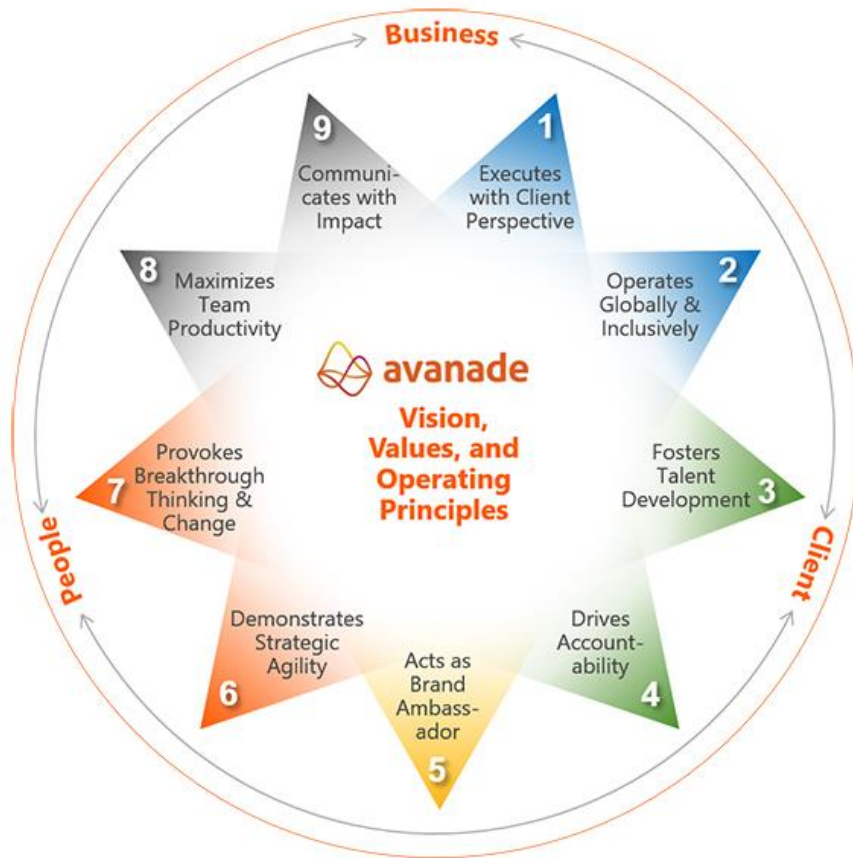
Pictured here
Adam Warby
Avanade CEO & LLB Host



Leadership Development Components



Measurable Competency Model



Consistent Definitions

1
Leading Self

2
Leading People

3
Leading the Business

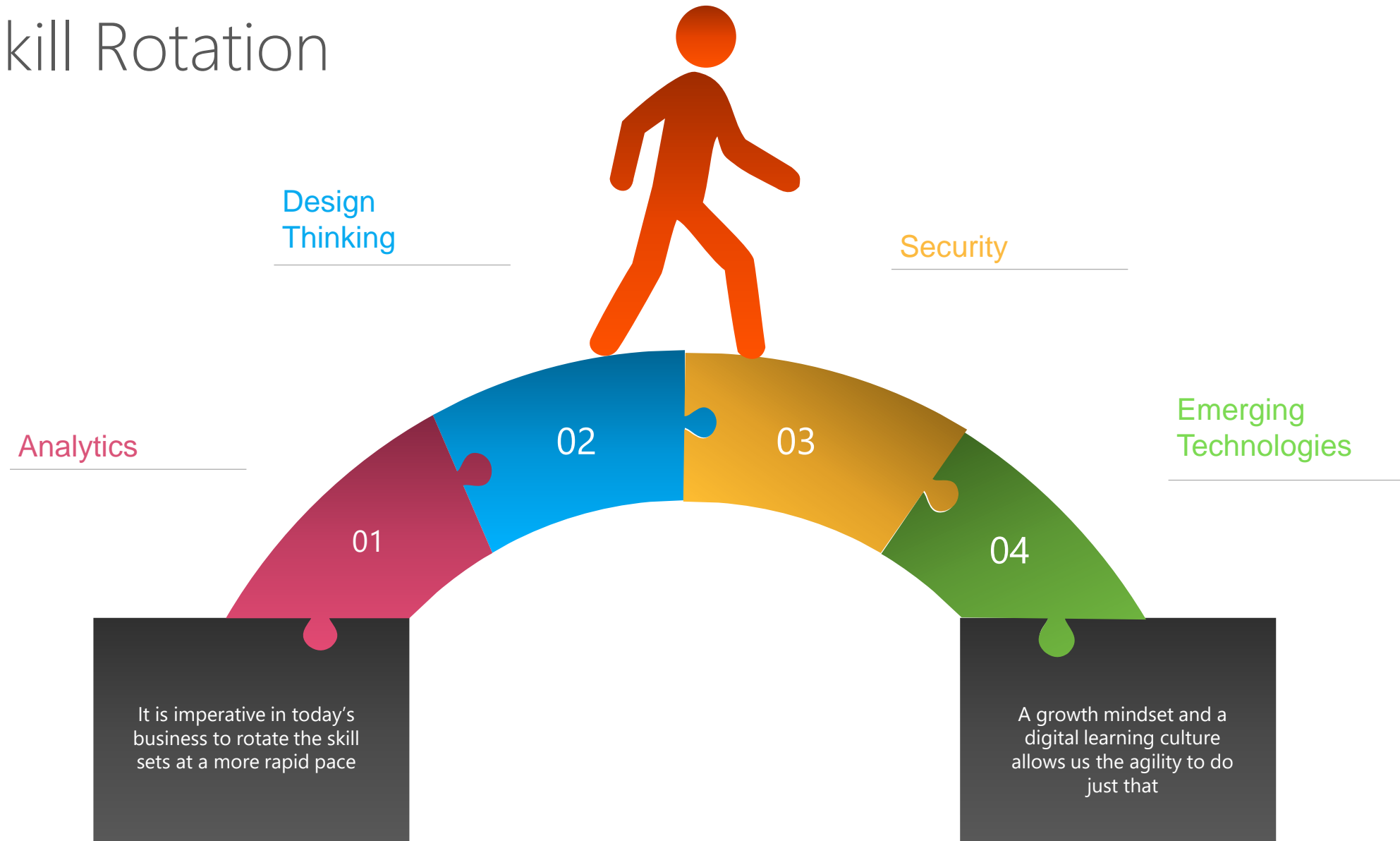
Defined measurements on 3 levels

Blended learning approach

Avanade uses a blended learning approach to enhance people skills, grow our leadership pipeline and successfully deliver against our business strategy.



Skill Rotation



Succession Planning

Proven Results

Our **Rotation and Exchange program** delivered strong results in FY17:

40% leadership rotation overall, a 20% increase over FY15-16

Successful rotation of **92%** of the executives identified for rotation

53% rate of rotation only four months into the talent year, which exceeded expectations



Gender Diversity Pays Off

Prioritizing gender diversity through learning, mentoring and Leadership Development is an important piece of the puzzle.



Increase focus on diversity hiring

We've hired females for **31.6%** executive female hires; followed by 29.3% in campus hires.



Increase focus on leadership development

Female hires who participated in our leadership programs outperformed peers based on Career Adviser Assessments



Increase results in performance

In 2017, **16% of our women in leadership program attendees received "exceptional" ratings** in their performance evaluations, while only 3% of non-attendees received exceptional performance ratings.

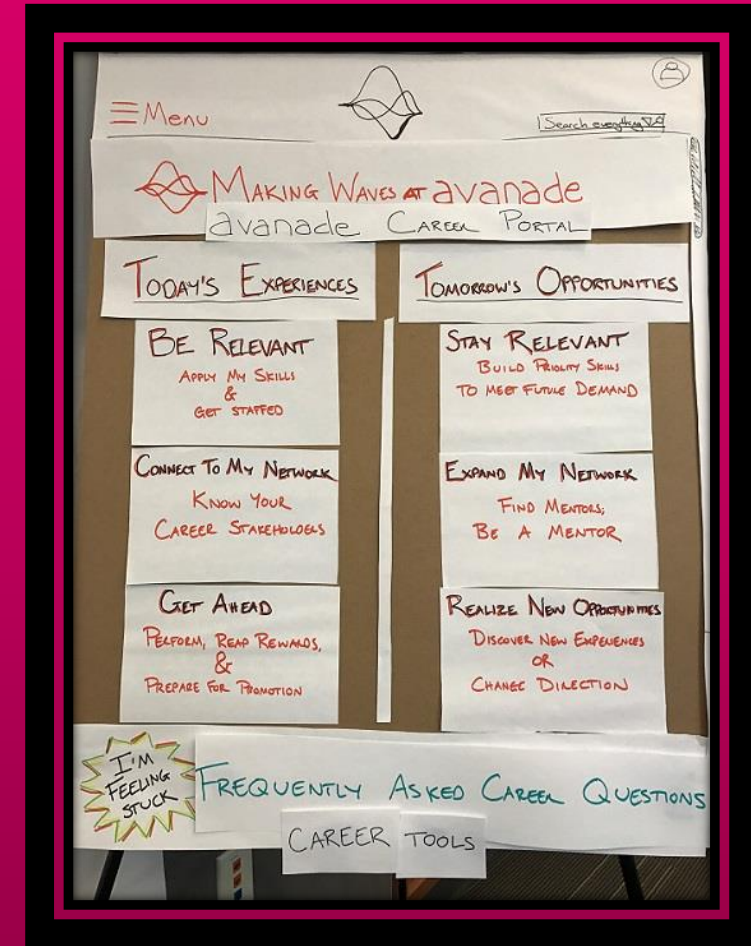
15%

More likely to outperform

Gender-Diverse Companies

Source: "Diversity Matters" McKinsey & Company 2015

Listen, Learn, Improve



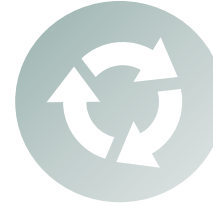
Design phase of Making Waves

Key Takeaways



Expect Digital Disruption

Increased digital disruption is accelerating the need to consider new ways of doing business and serving our clients and customers.



Adopt a Digital Learning Culture

A variety of learning approaches ranging from traditional classroom models to micro-learning platforms that can be accessed anytime and anywhere, will keep your people engaged to support your business.



Embrace the Digital Vortex

Companies will have to decide whether or not to embrace inevitable change presented by this digital vortex, or react to competitors who took the risks and reaped the rewards.



Accelerate Skill Rotation

Rotating skills and positions will help ensure that your people are "future ready" and that your leadership pipeline is strong and prepared for any eventuality



Invest in Leadership Development

Leadership development programs are pivotal to navigating the volatile marketplace driven by technology.



Build Two Way Communication

Fostering robust two communications between executive and employee levels fosters greater job satisfaction, stronger recruitment and retention; and better and more innovative client service.

THANK YOU



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