

# The Future Leader - Leading in the Future: new trends in Top Executive Development

*Christie Chambers-Deydier (Thales), Delphine Jumelle-Paulet (Mazars), Dominique Pépin & Chiara Succi (ESCP), Diarmuid Smith (Craft Capital)*

# Leading in a VUCA World: Are our leaders ready to play new music scores ?



<https://youtu.be/HiWXY7dT2Xg>

# The Future Leader - Leading in the Future: new trends in Top Executive Development

- Key Capabilities for our future leaders - Chiara Succi
- Instilling a coaching culture at the top - Mazars ReCoach programme– Delphine Jumelle-Paulet
- The Future Leaders : 3 shifts for executive development – Christie Chambers-Deydier
- My learning and development experience as a leader – Diarmuid Smith

# Key Capabilities for our future leaders

Chiara Succi



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# WHAT WE ALREADY KNOW

## The new job market requires the development of a new set of skills

### Context Challenges

- Economic downturn
- Youth unemployment data
- Fast changing environment
- Globalization & Digitalization
- COVID

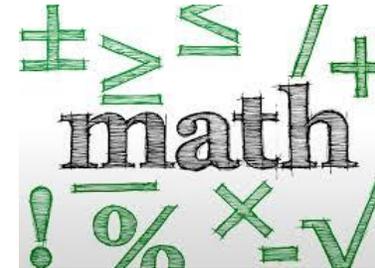
### Impact on the job market

- Higher complexity to be managed
- New set of attributes is required
- Definition of talent to be revised

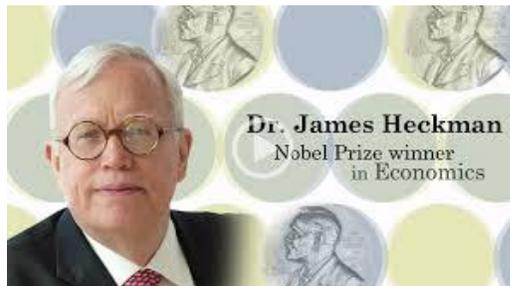
**NEW SKILLS DEVELOPMENT**

# Soft skills emerged to be important

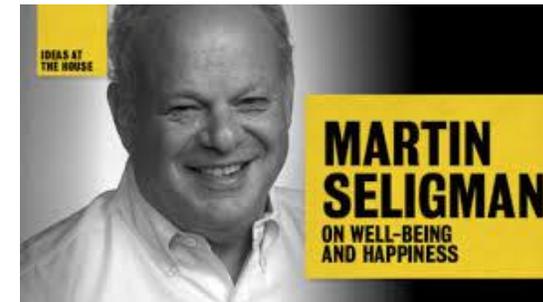
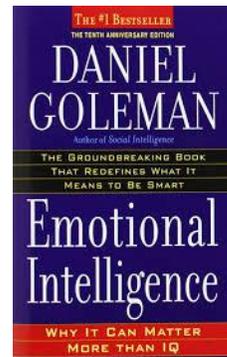
- **Quantitative** expertise, analytical aptitude, **language literacy** (at least bilingual), **computer and math literacy** are clearly very important, but...



- ... a more **indistinct need about interpersonal skills** and personal characteristics emerged



Nobel Prize James J. Heckman and  
“Hard Evidence on Soft Skills”



We can refer to the “human skills” in many different ways



Meta-  
Competencies

transversal competences

VS  
IQ



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WHAT WE DON'T KNOW YET

## Recent studies indicate we need a shift

«Current developments in leadership theory stress the need for a shift **from competency and skill development, to mindset approaches** in order to tackle the complexity of leadership challenges»

(Jeanes, E. 2020)

# From learning competences to a learning mindset



# How do we develop this mindset?

**Andragogy** → Adults learn better out of their comfort zone through:

- Challenge
- Novelty
- Diversity
- Uncertainty

(McCauley *et al.* 2006)



# We need to « nurture » cognitive processes

## DISTRACTORS

- Overload of information
- Work/life unbalance
- Full connectivity
- Multitasking
- Stress



## CHARGERS

- Healthy lifestyle
- Emotional engagement
- Exposure to diversity
- Silence
- Job Rotation
- Caring of others



# SELF AWARENESS, WELL BEING & COGNITIVE SUSTAINABILITY

# Instilling a wide peer-coaching culture from the top

## Mazars ReCoach programme

In an initiative originally designed to embrace their partners, Mazars is infusing a trickled down coaching culture throughout Mazars. ReCoaches make adopters and cultural change agents in a partnership.

# Mazars talent environment

Integrated partnership - 92 countries  
30.000 professionals - 1100+ partners

## •Knowledge-intensive industry

- Education is a discerning factor

## “Up or Out” industry

- Employability + professional and personal network for life

## Young generation Demographics

- 52% of employees < 30y
- Gen Y and even Z already in Leadership positions

## Partnership serenity

- **Development** vs. performance
- Democratic partnership values : **Self** assessment + **Peer** Review

## We regularly survey our youngest generation expectations

What do you expect from your manager to boost your personal development?

*Top 3 answers*

**Coaching & mentoring**

**Create a friendly atmosphere**

**Education & Training**

Gen Z are looking for **compassionate managers, good communicators, with superior relationship management skills, able to provide constructive feedback**

Source :

- Mazars Gen Y survey (3500+ resp., 2013)
- Mazars Gen Z Survey (1600+, 2018)

## How to globally shift to a coaching culture?

Starting with partners  
> *Turning the quadrennial development review into four-year lasting **Peer-coaching** dynamics.*

992 partners reviewed by 279 ReCoaches

50 [training] webinars in 12 months (2020-21)

A specific platform

Extended to local partners and future partners



The ReCoach Playbook

A Practical Guide for Mazars' ReCoaches

By the ReCoach Supervision Team

Laurent Choain  
Ludivine Giran  
Delphine Jumelle-Paulet  
Nuria Jüngert  
Stephan Kleinmann  
Gilles Mayran  
Jennifer Mathers  
Ian Wrightson

mazars

1. Our responsibility is high to prepare great young professionals. It is imperative that we adapt and respond to evolving expectations, as to offer the best workplace experience for younger generations while nurturing and preparing our Millennials to be the coaches sought after by our Gen Z.

2. Thus, the number one challenge faced by our organisation is to instil a profound learning and peer-coaching culture throughout the entire firm. To do so, we needed to first make the partnership buy into this coaching culture, hence the ReCoach programme.

3. In May 2020, Mazars launched the ReCoach programme, the cornerstone of its newly revamped Partner Development Review (PDR), as a way to leverage the roles of its senior leaders as early adopters and change agents within its partnership to instigate a cultural (r)evolution and diffuse a coaching culture throughout the organisation.

# The ReCoach profile

Selecting ReCoaches is a contact sport.

Combo of country Managing Partners' input, Group HR guidance and progressive refining

Upskilling programme with impact beyond ReCoach job (clients, teams)

> The ReCoach as a master in relationship management.

Seniority & alleged Wisdom

Carl Rogers' criteria

A sheer sense of empathy

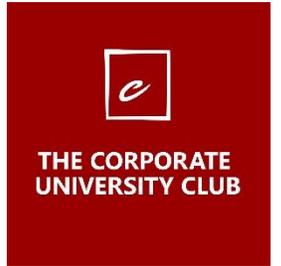
Self-awareness & congruence

Unconditional positive regard\*

\* Not so common to combine with professional scepticism

Ultimate vision of Peer-Coaching:

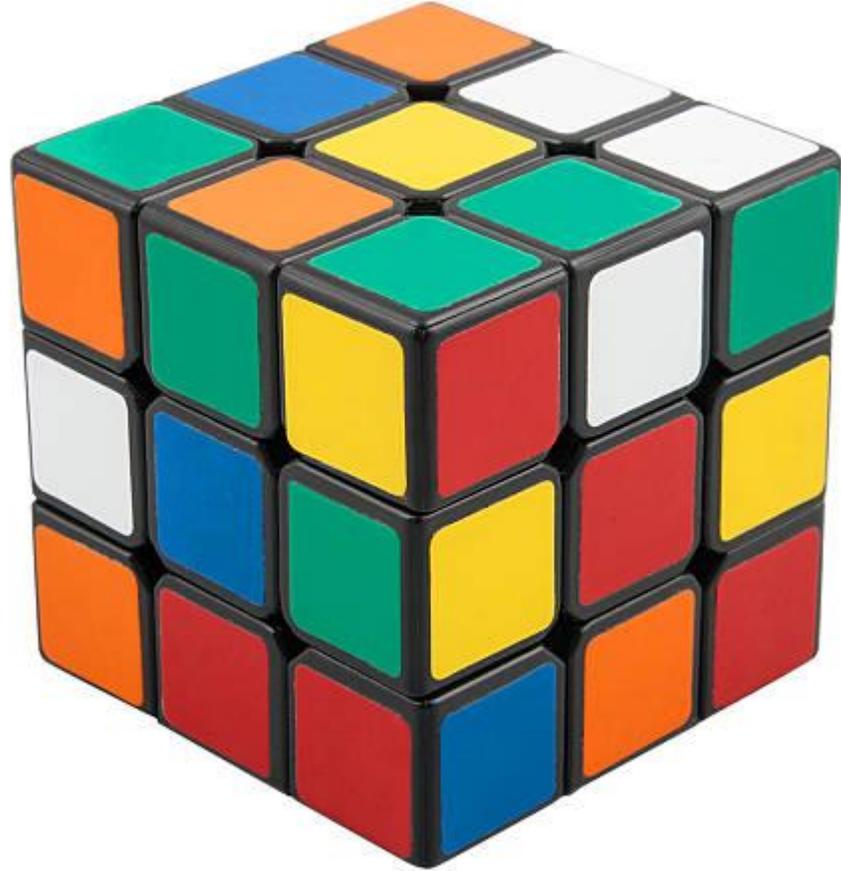
**Everybody has a coach.  
Everybody is a coach.**



# The Future Leader: 3 Shifts for Executive Development

Christie Chambers Deydier  
Head of Leadership & Business Learning  
Thales  
October 15, 2021







## 3 Shifts in Leadership

1/Democratization of knowledge, primacy of wisdom

2/Businesses built on Compassion

2/Leadership Development in 5 Dimensions

# Leadership at Thales



## Think big

### Imagine the future

- See ahead
- Support innovation
- Deal well with complexity

### Inspire to engage

- Share compelling vision
- Lead with integrity
- Engage stakeholders



## Make it happen

### Deliver user-centric solutions

- Ensure accountability
- Create customer intimacy
- Build trust

### Act with agility

- Challenge the status quo
- Take smart risks
- Foster continuous improvement



## Together

### Grow others and self

- Demonstrate self-awareness
- Invest in the development of others
- Encourage a culture of feedback

### Include others

- Embrace diversity
- Trust and empower
- Promote collaboration

Thank you



# My Learning & Development Experience as a Leader

*Diarmuid Smith (Craft Capital)*

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