

YOUR PEOPLE ARE YOUR FUTURE

THE MORE YOU LISTEN, THE MORE YOU GROW.

No one knows with certainty what the future will look like. But, we can be sure it will look very different from what it does today, and will have widespread consequences for individuals, organizations and society.



SHAPING THE ORGANIZATION OF THE FUTURE IS WHAT KEEPS HR AND BUSINESS LEADERS UP AT NIGHT

Building an organization of the future is rated as No. 1 challenge by **88%** of the surveyed business and HR leaders.

THE ORGANIZATION OF THE FUTURE IS AGILE

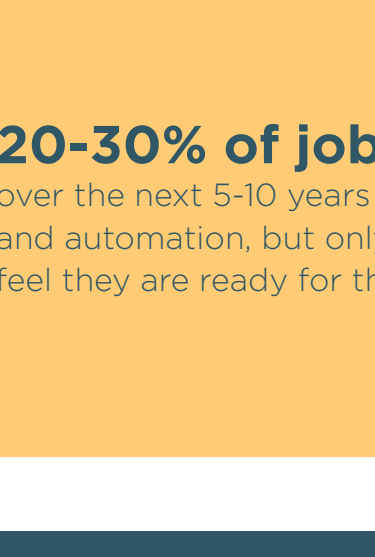
Global competition is getting quicker and fiercer. Even the most traditional of industries are being disrupted by globalization, rapid competition and innovative ways of working.

“Volatility – yes, unpredictability – yes, but, that is, in my opinion, what is now part and parcel of our daily practice. That is, there is a need to adapt businesses to continue operating even under conditions of the highest uncertainty. To make ten-year plans would currently be a utopian endeavor.”

Alexey Marey, Member of the Board of Directors and CEO of Alfa-Bank, Russia

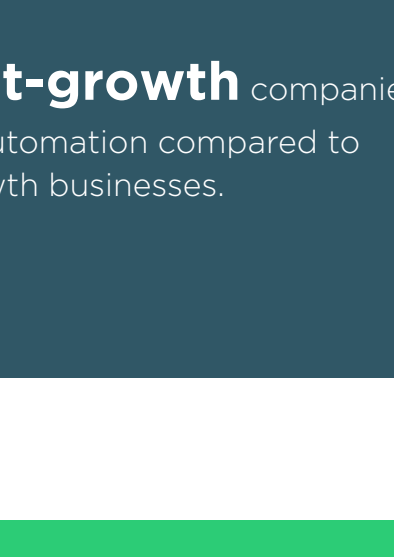
To win organizations need to become more agile, more adaptable and nurture a culture of change.

46% of employees who rate their companies as agile feel that their company is ahead of the competition.



80% of businesses will be affected by this year's trend toward agile organizations.

20-30% of jobs will be obsolete over the next 5-10 years due to digitization and automation, but only 16% of companies feel they are ready for that change.



80% **54%**

80% of fast-growth companies have embraced automation compared to 54% in lower growth businesses.

AGILE TIMES CALL FOR AGILE TEAMS

Organizations will become increasingly networked in structure as opposed to hierarchical. Teams will be knowledge based, working globally or cross-company together with the help of the Gig Economy.



49% of HR leaders think that employees will be working for more than one employer at a time in the future.

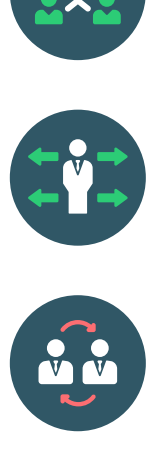


The time spent by managers and employees in collaborative activities has **ballooned by 50%** or more over the last two decades.

AGILE TEAMS CALL FOR AGILE LEADERS

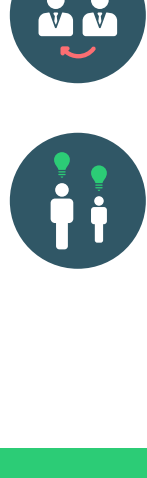
Leadership has a significant impact on performance. As business models change, leadership needs to change.

9 PRINCIPLES OF AGILE LEADERSHIP



1. Actions speak louder than words:

Leaders need to embody the change. Those who lead by example and actively engage in their own development, inspire people.



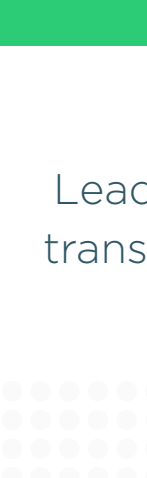
2. Improved quality of thinking leads to improved outcomes:

Leaders who view problems from all angles are able to make better business decisions.



3. Organizations improve through effective feedback:

Receiving feedback is as important as soliciting meaningful, useful and timely feedback to the team.



4. People require meaning and purpose to make work fulfilling:

Agile leaders focus on building and sharing common understanding and purpose.



5. Emotion builds enhanced creativity and innovation:

Leaders have emotional intelligence and use it to foster innovation and creativity.



6. Leadership lives everywhere in the organization:

Develop depth in the organization's leadership capability by providing opportunities for people to lead.



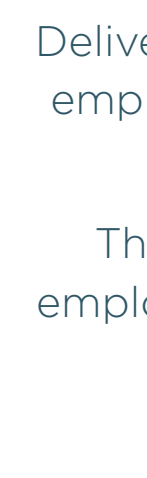
7. Leaders devolve appropriate power and authority:

Empowerment is not an "all or nothing" concept, it is a continuum of leadership behavior that responds to the current context for change.



8. Collaborative communities achieve more than individuals:

Communities provide teams with what they need to operate efficiently and autonomously.



9. Great ideas come from anywhere in the organization:

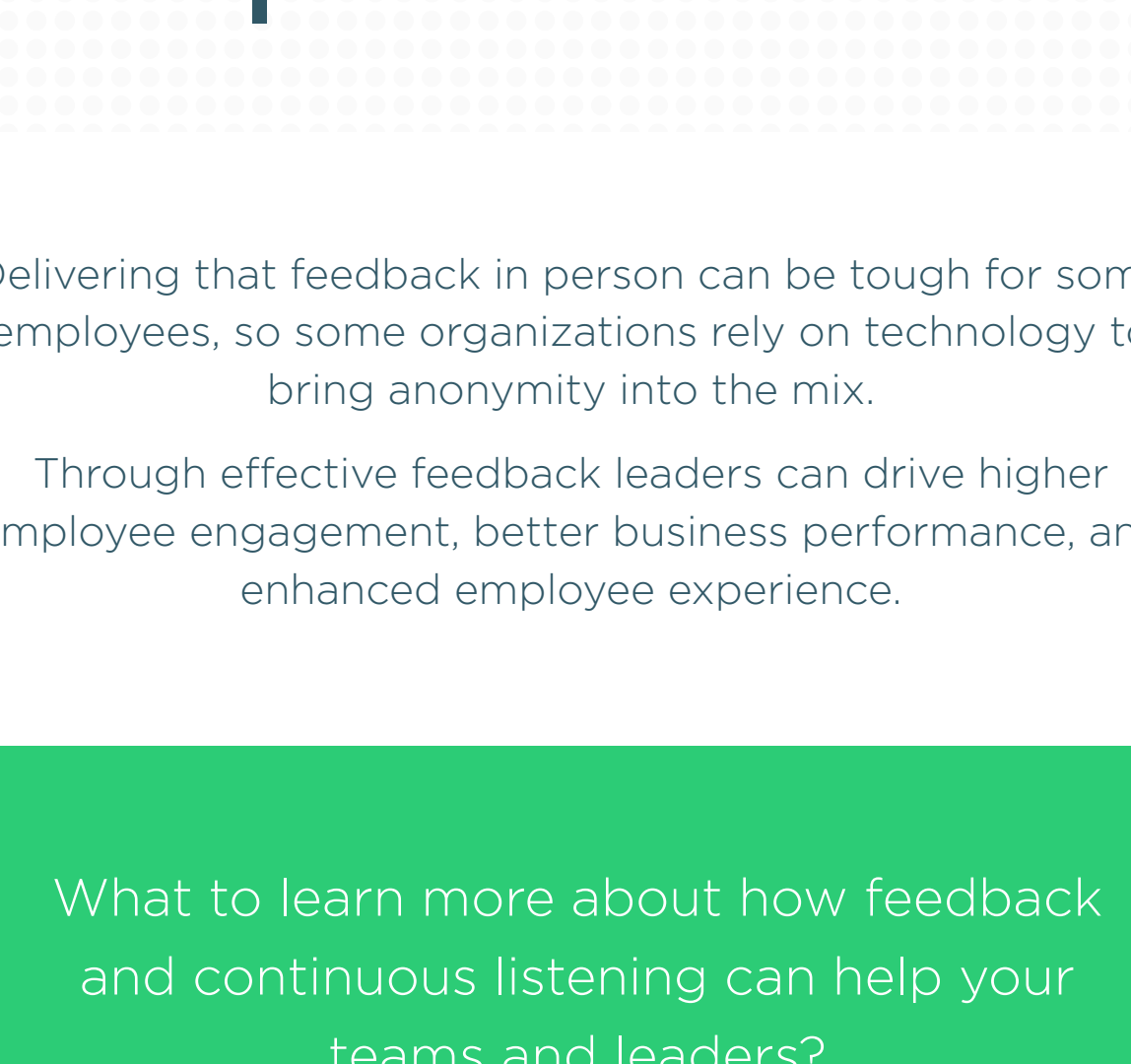
Agile leaders are open to the influence and ideas from others, regardless of their status and position.

FAIL TO LISTEN, FAIL TO IMPROVE

ORGANIZATIONS CAN ONLY IMPROVE THROUGH EFFECTIVE FEEDBACK

Leaders at top-performing organizations foster trust and transparency. They actively seek feedback, good and bad.

How often do you receive feedback from your manager?



Delivering that feedback in person can be tough for some employees, so some organizations rely on technology to bring anonymity into the mix.

Through effective feedback leaders can drive higher employee engagement, better business performance, and enhanced employee experience.

What to learn more about how feedback and continuous listening can help your teams and leaders?

Questback is the smart choice.