

LEADERSHIP MINDSETS:

The Thoughts and Actions of Successful Leaders



2019 MARKET RESEARCH REPORT

Prepared by:





The way you think influences how you act.

At the same time, your actions reinforce your thoughts. If you have ever been on a diet, you know that you can't "think" yourself into becoming healthier. The best of intentions needs to be followed up with actions, such as eating well, exercising, and getting rest, in order to achieve success. The rewards from taking those actions, such as being more fit, in turn, reinforce and strengthen your thinking, giving you the motivation to continue taking additional actions in line with your new way of thinking. If you think of yourself as healthier, you are more likely to take actions that are consistent with those thoughts.

This is the premise behind GP Strategies®' work on leadership mindsets. If a leader can bring different thoughts to their role, if they can shift their mindset, then they can impact their behaviors. And their behaviors, and the results of those behaviors, reinforce their intention. The key is in connecting the actions the best leaders perform when they are embodying one of the four key mindsets discussed here.

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Starting Point and Topline Observations

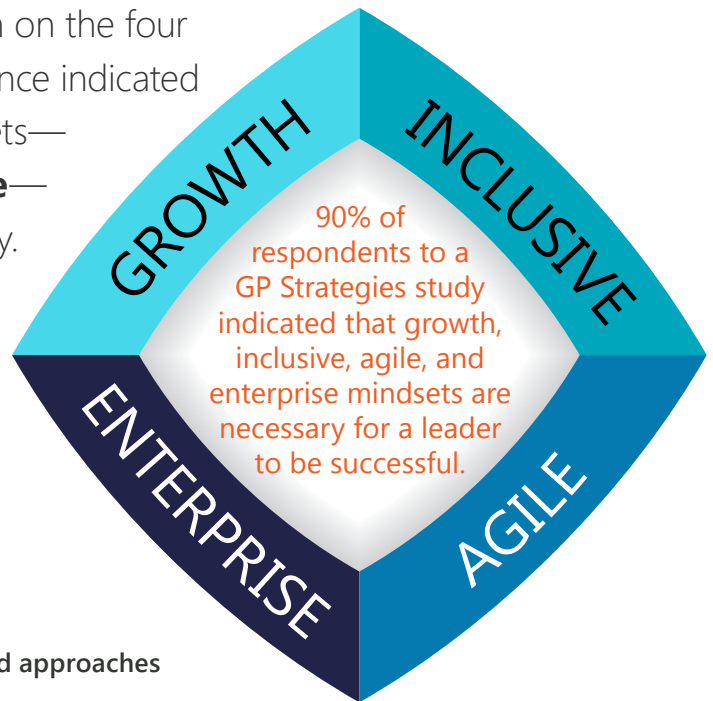
GP Strategies began this effort by zeroing in on the four mindsets our previous research and experience indicated are most important. Four leadership mindsets—**growth, inclusive, agile, and enterprise**—are critical to being a successful leader today. This research validated that these big four represent a comprehensive list of the most important mindsets a leader needs.

Ultimately, when these mindsets are present and leaders perform the actions associated with them, they create an environment that:

- **Fuels innovation**
- **Pushes boundaries of what is possible**
- **Encourages people to seek diverse opinions and approaches**
- **Empowers them to make decisions**

These conditions establish a workplace where the organization achieves extraordinary results and employees thrive.

However, despite a leader’s best intentions, there are real challenges to overcome to reach these conditions. Time and production pressures, self-limiting beliefs from team members, and risk adversity cause leaders to fall back on existing processes, a consensus mentality, and the same go-to people.



Mindsets

Unpacking and understanding growth, inclusive, agile, and enterprise mindsets can give leaders insight into what is required to bring successful attitudes, and their associated behaviors, to life.

This research presents:



DEFINITION
of each mindset



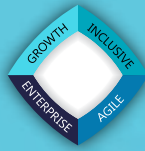
FINDINGS
around what the best leaders do to demonstrate the mindset



OBSTACLES
when taking action



SUCCESS
examples of what it looks like



GROWTH MINDSET





..... DEFINITION

Having a growth mindset supports the premise that people can learn, grow, and expand their skills. When a leader has a growth mindset, they see their own setbacks, and those of the people they lead, as opportunities to be more persistent and try again. When leaders have an open mind, opportunities for growth are possible.

Creating a coaching culture is the most important thing an organization can do to allow a growth mindset to flourish.



..... FINDINGS

A substantial number of respondents (45%) to this leadership study said that providing appropriate coaching to ensure their team members succeed is what the best leaders do to demonstrate a growth mindset.

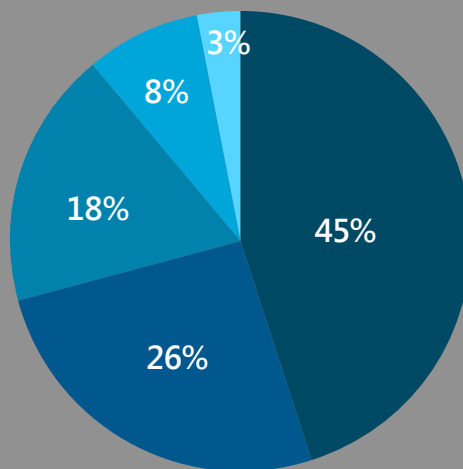
A leader who coaches instills confidence in their employees. Like a parent running alongside a child learning to ride a bike, the leader provides space for their employee to propel themselves forward, yet remains present—ready to support them should they waiver or fall.

An effective leader-coach finds ways to unleash the potential of their people, to open their eyes to new possibilities and push their thinking. They begin with the assumption that the person they are leading is capable. The power of this intention gives the leader the freedom to support, not direct. Coach and coachee co-create an environment of mutual trust and confidence, setting the stage for independent action. By coaching, the leader sends the message that they believe the employee will be successful and that they have the leader’s support if needed, not that the leader will show the employee how to do a task because that’s the only way to ensure success.

A growth mindset is necessary to be a good coach, and a good coach begins with a growth mindset. It is a symbiotic relationship because at the core of both coaching and a growth mindset is the belief that individuals are resourceful and have more creative responses to problems than they might believe.

Growth Mindset

What the best leaders do to demonstrate a growth mindset



- Provide appropriate coaching to ensure their team members succeed
- Identify unique skills of their team in assigning tasks
- Provide support that encourages individuals to take a risk
- Communicate confidence in employees
- Provide a safety net if their team members don't succeed

It's not just day-to-day coaching that has a place in support of a growth mindset. With over a quarter (26%) of our respondents agreeing that "identifying the unique skills of their teams in assigning tasks is paramount," coaching for both contribution and satisfaction is key. Leaders who have a growth mindset are aware of the strengths of others. And by understanding the skills and interests of their team, they can align responsibilities with the individual most suited for the job. If a growth mindset is about expanding skills, a leader needs to be tuned in to their team members' skills and abilities. Leaders who are also aware of each team member's values are better able to engage and retain them. Knowing what matters to the people they lead enables leaders to better assist their teams in growing in the ways that are most important. Believing people can learn, grow, and expand their skills is the starting point. A growth mindset is further brought into action when a leader understands both the skills and the values of their people and coaches regularly for both performance and development.



KEY FINDING

45% of leaders say coaching to support team member success is the most important action they can take to demonstrate a growth mindset.



OBSTACLES

Obstacles for leaders encouraging growth thinking come from external expectations for results and from the internal crisis of confidence among their team members.

More specifically, our study revealed the following key obstacles related to performing growth-oriented actions:

- Lack of time
- Organizational pressure to deliver results quickly
- A culture that punishes failure
- Self-limiting beliefs of team members who are not convinced of their growth potential

With the pressure to accomplish tasks and meet deadlines, leaders say they are unable to invest in the time they believe is required to cultivate skills and behaviors. Cultivating skills and behaviors in themselves, and in others, requires the space to reflect, question, and practice. At the same time, leaders need to balance delivering increasingly complicated results in shorter timeframes. While leaders advocate for learning and growing, these elements become a luxury they cannot afford when time, budget, and client expectations are on the line.

“One of the greatest challenges as a leader in demonstrating a growth mindset is the inherent ‘fixed mindset’ culture or bias many companies and senior leaders exhibit. Although I believe a growth mindset is results oriented, it often requires a certain degree of patience to invest the time to develop talent before optimal results can be realized...It is extremely difficult for a leader to demonstrate and implement a growth mindset if senior leadership and company culture do not foster and reward this type of leadership.”

— HR MANAGER

Even leaders with the best of intentions to use setbacks and failures as teachable moments are frustrated by a culture that does not tolerate, let alone support, a fail-but-learn mentality. They point to the career-limiting nature of setbacks as the reason a growth mindset can often feel challenging to believe in. When leaders feel they won't get a second chance to face the next challenge if they fail the first, they fall back on old solutions, familiar patterns, and their typical go-to people. New ideas and innovative thinking are lost in favor of the safer way.



KEY FINDING

Lack of time, organizational pressure to deliver results, and a culture that disingenuously promotes a growth mindset are the biggest obstacles leaders face in taking actions that support learning and growth.



SUCCESS

A growth mindset is the foundation of innovative thinking—and the leaders that we surveyed are well aware of this. Success with a growth mindset means people are not only being pushed out of their comfort zones to tackle challenges, but they proactively seek new opportunities to expand their capabilities. Leaders will know they are successful in encouraging a growth mindset when their teams feel empowered to make decisions and try new things even if it feels a little risky. According to our survey respondents, leaders are longing for a day when their people are not afraid to approach them with new ideas. Evidence of success for the growth-oriented leader is their people becoming “the change makers and early adopters to growth.”



KEY FINDING

Teams that feel empowered to take on new challenges and push for change are evidence of an environment of growth.

GROWTH MINDSET TAKEAWAY:

Don't wait for planned opportunities to coach — create a coaching culture by supporting everyday coaching conversations. Dial up your career coaching by having frequent discussions with your team members so you can know and understand what's important to them and what they like to do.





INCLUSIVE MINDSET





..... DEFINITION

In order for inclusivity to be a part of an organization’s collective conscious and its best practices, it needs to be an inherent part of how leaders conduct themselves. Inclusivity cannot be an option for leaders who aspire to create engagement and foster innovation. It needs to be a fundamental part of the internal compass that directs their thinking and their behaviors.

Gathering other perspectives and new ideas is about consciously seeking diversity while being aware of the unconscious biases that can prevent leaders from reaching out to others and repeating patterns. Leaders also need to practice intentional inclusion—specifically reaching out to groups that have been marginalized because of their identities, for example, people of color, people with disabilities, or members of the LGBTQ community.



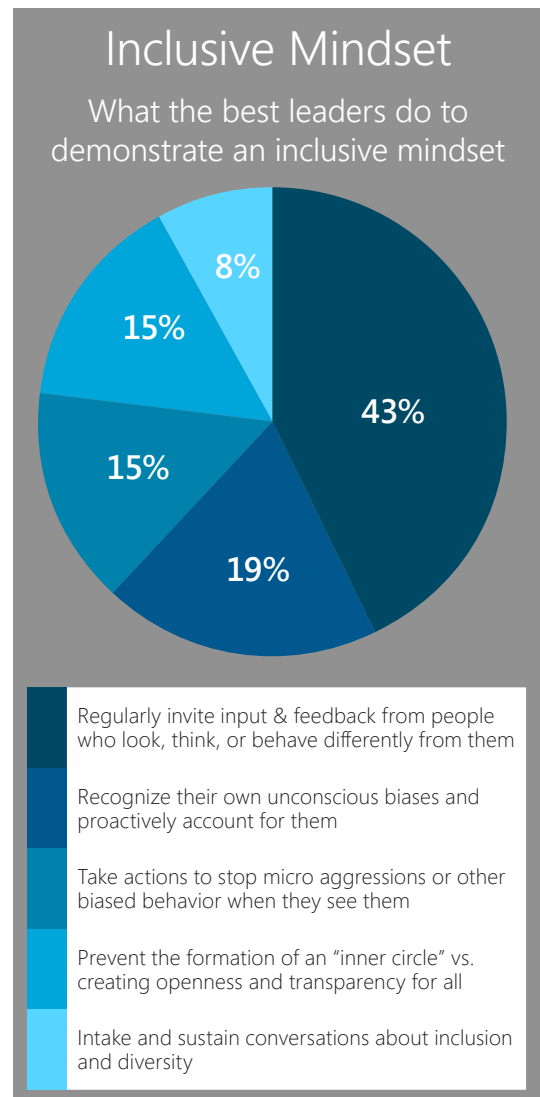
..... FINDINGS

Our research revealed that the best inclusive leaders are most effective at regularly inviting input and feedback from people who look, think, or behave differently from them. In fact, 43% of those surveyed said this action was most important in exhibiting an inclusive mindset.

Inviting input and feedback from others was more than double the next highest ranked action of recognizing one’s own unconscious bias and accounting for it (19%). Leaders recognize the need to go beyond self-reflection and manifest the behaviors they want to see in their teams.

A leader with an inclusive mindset understands they may have a natural instinct to trust the advice, opinions, and skills of people who think like they do. And while self-reflection is a first step, reflection and self-awareness are not sufficient. Inclusive leadership emerges from the action of seeking input from others who have different backgrounds and personalities and are different thinkers.

Inclusive leaders operate on multiple levels simultaneously—checking their own biases, consciously seeking input from others, and ensuring individuals feel safe sharing different approaches and ideas. Creating this environment of psychological safety, where all perspectives are valued and supported, even if they are not chosen, impacts individual confidence as well as team effectiveness.



The goal is not to involve everyone on the team in every decision. The key is to be transparent and fair, and embrace those who you do not typically include. Be intentionally aware of differences, and distinguish between adding value and using what’s simply comfortable or “what feels right.” Leaders can do this by letting go of their assumptions about who could add value and inviting a new perspective, even if it’s a perspective they don’t agree with.



KEY FINDING

Regularly inviting input and feedback from people who look, think, or behave differently from them is the most important action a leader can take to demonstrate an inclusive mindset.



OBSTACLES

While seeking input from others is the top action an inclusive leader can take, leaders told us they must first work on readjusting their own thinking.

One of the primary obstacles to demonstrating an inclusive mindset is a leader’s ability to check their own unconscious biases. The ability to reflect and recognize when their own prejudices are being triggered, and then choose a different approach, is something leaders know is important and they find it challenging.

Time and risk adversity were also mentioned as obstacles with respect to leading inclusively. When time is of the essence, leaders find it easier to fall back on familiar thoughts, people, and patterns of behavior. Faced with the risk of choosing an approach or opinion that is different from what is familiar, leaders make the safer choice and go with what is known. The intentionality of inclusivity is lost in favor of choosing sameness.

Inclusivity can only truly take hold when it becomes the way a leader operates and a natural part of the fabric of an organization’s culture.

“Unconscious bias is unconscious. It is important to reflect and understand your own biases and find a way to identify how they impact your decisions. Systemic biases ingrained in a company’s culture are also very dangerous and difficult to change.”

— DIRECTOR,
TALENT AND ORGANIZATION



KEY FINDING

Leaders cite their own biases, lack of time, and risk adversity as the biggest obstacles to demonstrating the actions of inclusivity.



..... SUCCESS

Success for leaders in demonstrating an inclusive mindset isn't about how they are perceived, but by how others experience them and the impact they have on those around them.

The leaders GP Strategies surveyed described their most important action as inviting input from others and described success in this area as seeing their people do the same. Success was defined by:

- Hearing the words of their teams—team members speaking up without fear and engaging with others in constructive and healthy debate
- Collaborating—reaching out to others to offer support or gain different insight
- Feeling a sense of freedom when their people depend on them less

For our leaders, inclusiveness provides a sense of liberation from the need to be the loudest and most important voice in making a decision or providing direction.

[Success is when] “There will be an environment in which everyone feels comfortable speaking up or challenging decisions [or] plans. This in turn leads to a team where everyone feels that their contribution is valued...there is a respect and acceptance of final decisions... [and] there is a process that is fair and inclusive.”

— CLIENT MANAGER



KEY FINDING

When their team members speak up, collaborate, and engage in healthy debate, leaders know they are successful in creating an inclusive environment.

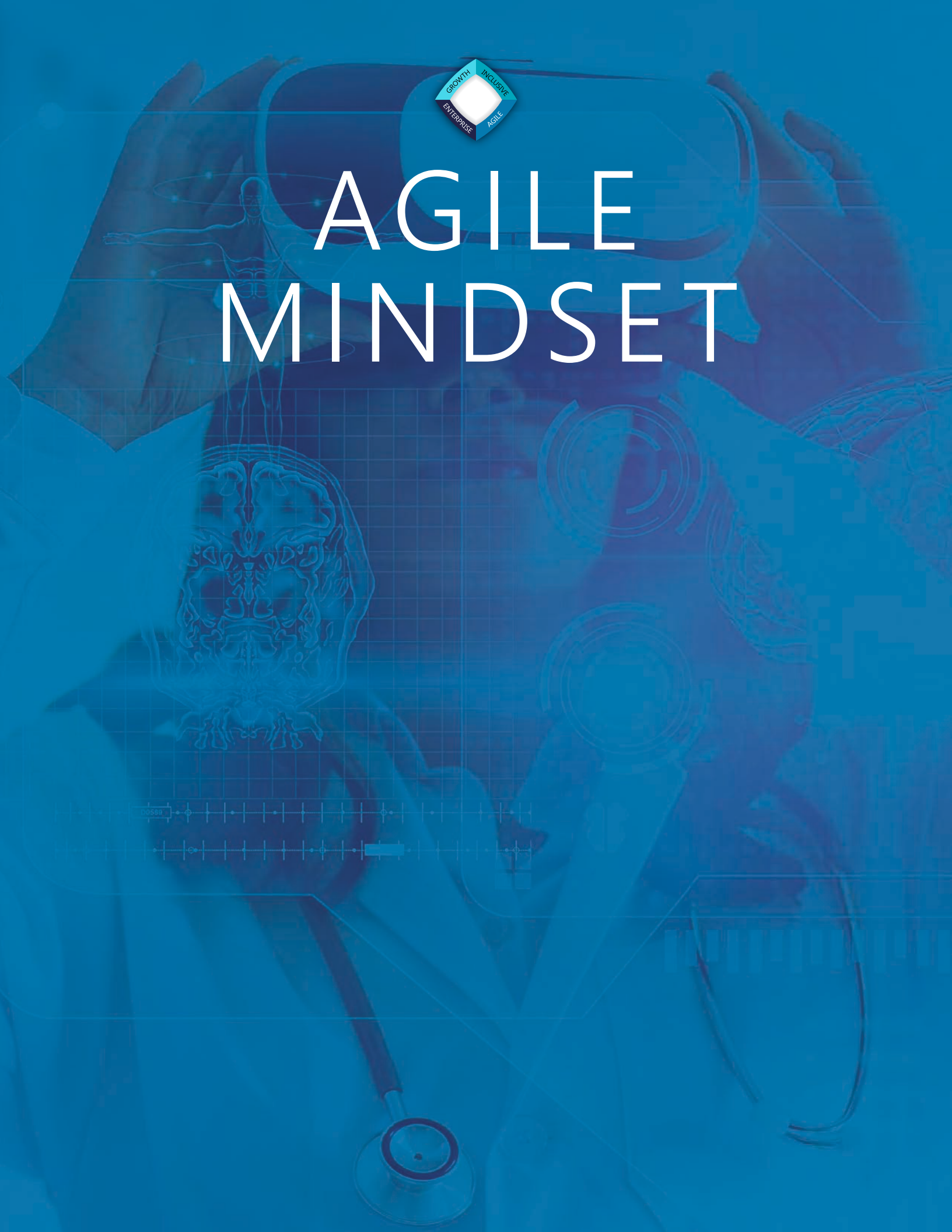


INCLUSIVE MINDSET TAKEAWAY:

Support your leaders in enhancing their communication skills to improve their ability to draw out perspectives that are not being heard. Coaches and mentors can be helpful resources to spur self-reflection and challenge thinking around personal biases.



AGILE MINDSET





DEFINITION

GP Strategies research, [2018 Tomorrow's Leaders Today](#), shows that leaders value a mindset of openness and adaptability—and with good reason. Having an agile mindset, particularly in the context of an ever-changing business and work environment, is crucial.

Digital transformation has altered the level and frequency of information individuals receive, and an agile leader has the ability to take in, filter, and assimilate information quickly. They can then reassess their decisions or choose to stay the course, but they must do so with a frequency that reflects the speed of business. Agile leaders are not just resilient—they seek change as a way to spur innovation. They don't merely anticipate change, they welcome it.



FINDINGS

The most important capabilities of an agile leader are the ability to adapt to workplace dynamics and obstacles and to rebound from challenges. In fact, 31% identified adapting to workplace dynamics as the top skill of agility followed by the 28% who cited the ability to bounce back from challenges.

An agile leader is able to work within the confines of organizational dynamics—to process data or gain the support of others, without hindering results. Obstacles don't stymie leaders—they find ways around them, enabling them to continue their progress.

Based on response to our open-ended questions, leader correlate agility with a willingness to change and to encourage others to do the same. In finding ways to be successful, agile leaders are open to shedding old processes and procedures in favor of alternative and innovative approaches. They are comfortable with the uncomfortable and can make decisions with incomplete information and uncertain outcomes.

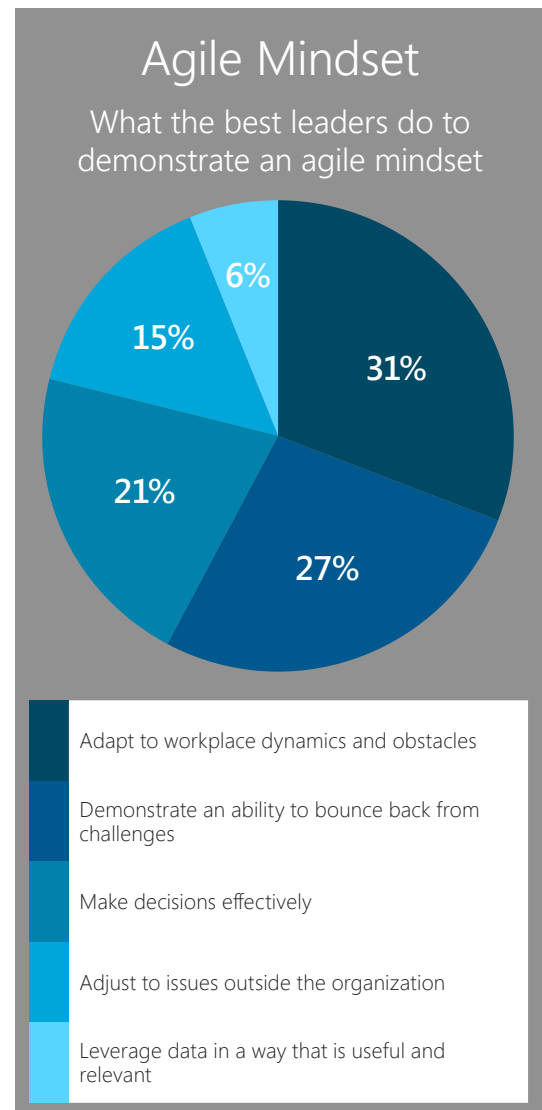
When change is thrust upon them, agile leaders:

- Sense what the situation requires.
- Pivot quickly.
- Change their decisions or approach with confidence.



KEY FINDING

Adapting to workplace dynamics and obstacles is the action the best leaders take to demonstrate an agile mindset.





OBSTACLES

Leaders can only be agile if their environment allows them some flexibility in how they execute their plans. When leaders are mired down in a consensus drive culture, their ability to be flexible is significantly compromised.

Organizational structures that depend on approvals, stakeholders, and processes can be the downfall of an agile leader. Add risk adversity and a slowness to adapt to change and agility further diminishes. And while the digital age provides access to massive amounts of data, it also paralyzes leaders trying to determine precisely when they have enough information to move forward.

A leader's personal readiness and desire to be agile is only half the equation. As is the case with a growth mindset, if an organization doesn't truly support a fail-and-learn mentality, it will be difficult for leaders to move forward confidently, try something new, and take a calculated risk. Despite the competitive external environment leaders find themselves in, it is these internal dynamics that inhibit their ability to truly be agile.

“Organization structure, design, protocols, channels, complex relationships, [and] power axes ...make it difficult to be agile. At times, target segments you are trying to help, or outcomes you are trying to achieve, may not be ready to be...quickly implemented and changed.”

— DIRECTOR, HR



KEY FINDING

Organizational structures that depend on approvals, stakeholder input, and processes can be the downfall of the agile leader.



..... SUCCESS

While a leader may not be able to single handedly change the dynamics of a slow-to-change organization, they can impact the success of their team. Agile leaders who help their teams by removing obstacles, overcoming resistance, and increasing resiliency see the payoff in the way the team members work together more effectively and efficiently.

Teams that make decisions without leader input define success in the area of agility. When teams are empowered and autonomous, leaders have been effective in modeling and encouraging the right behaviors. Self-managed teams that perform better with a “we got this” mentality are the hallmark of agile leadership.

But it’s not just the ability to feel empowered that indicates success; it’s the ability to courageously execute a decision without absolute certainty of the outcome. One survey respondent indicated that they know they are successful when their “team moves forward with smaller projects and steps without having a fully built plan.” No longer stuck in “analysis paralysis” these teams move forward with confidence knowing they will likely adjust their approach. They don’t need a perfect plan or design because change is inevitable, invited, and accepted. Change is viewed as a likely outcome and not a mark of failure. Ultimate success for leaders encouraging an environment of agility is higher team productivity and morale, faster time to market, and new and innovative ideas.

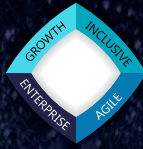


KEY FINDING

Agile leadership is successful when it results in teams that feel empowered, autonomous, and confident in making decisions, even with incomplete information.

AGILE MINDSET TAKEAWAY:

Drive trust among your team members so they can support each other and feel comfortable moving even small milestones forward in the face of uncertainty. Help them develop ways to anticipate resistance to change and increase their personal resiliency.



ENTERPRISE MINDSET





..... DEFINITION

The enterprise mindset pushes the leader’s thinking beyond themselves and their team. A leader with an enterprise mindset starts by aligning the work their teams do to the goals of the organization. They move beyond alignment to smashing silos.

These leaders put the needs of the organization first and foremost by making decisions based on the greater good. They speak up and make tough decisions, all in service of organizational needs. They build relationships for this purpose. A leader with an enterprise mindset pushes beyond group and divisional needs, breaking down siloed thinking with the aim of producing results that benefit the entire organization.

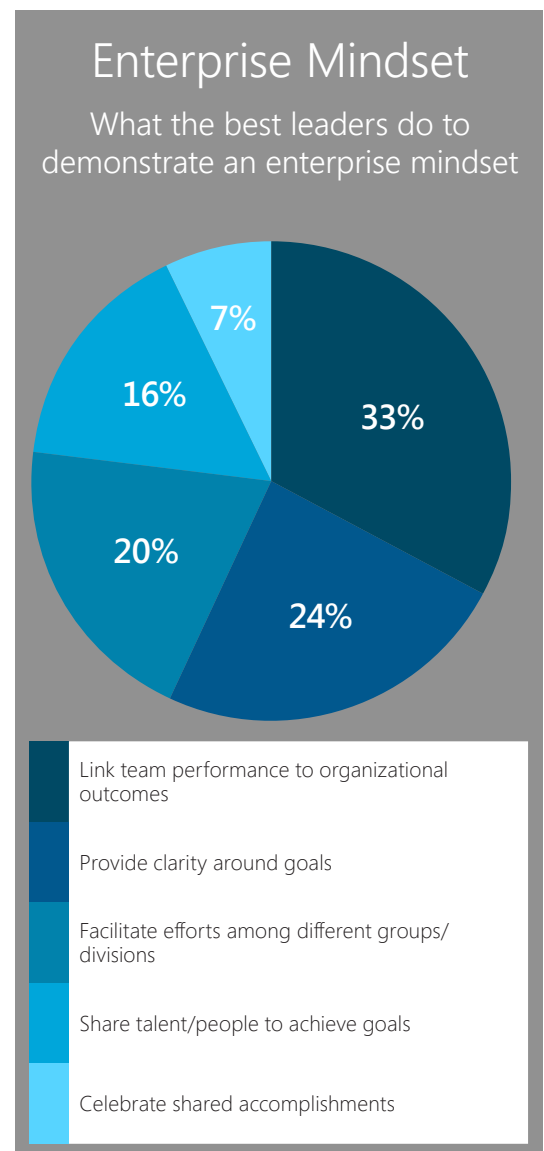


..... FINDINGS

The best enterprise leader effectively links team performance to organizational outcomes (33%) and provides clarity around goals (24%). While reaching out across organizational boundaries, sharing talent, and celebrating others’ accomplishments are also important, most critical for the enterprise leader is the fundamental ability to connect the work their people do to larger goals and the organization’s purpose. This response reflects the reality that leaders are not doing what they should be doing to encourage enterprise thinking in its most basic way.

When leaders are able to link both individual and team performance to company goals, employees understand how their daily activities contribute to something bigger. It is easy for employees to get caught up in what needs to get done and forget why they are doing it. But our results underscored how making these connections regularly is the most important want to help enterprise thinking flourish.

It stands to reason, then, that skills of communication, providing feedback, and coaching become critical to a successful agile leader since these are the primary tools that can help provide linkages to, and offer clarity around, company goals. When leaders are able to clearly link the work that an individual performs to the goals of the organization in their communication, they can positively impact the employee’s contribution. Our findings suggest more work needs to be done on the basics around goal alignment before leaders can focus on perhaps more difficult behaviors such as breaking down silos or reaching across the organization to collaborate in more meaningful ways.





KEY FINDING

A leader with an enterprise mindset is successful at clearly linking individual and team performance with organizational outcomes and providing clarity around goals.



OBSTACLES

For leaders trying to foster an enterprise mindset, defining company goals, connecting the work to those goals, and then showing the impact of that work can be a difficult. But articulating and showing these linkages are important if a leader is going to help drive an enterprise mindset. The challenge is that many employees fail to associate personally with corporate goals. And even if those goals have been shared, they are often not well understood. Grand visions can be inspiring, yet hard to relate to at the individual level, causing the disconnect.

Day-to-day work interfering with corporate objectives was cited as an obstacle to an enterprise mindset, underscoring the perceived separation from company goals and the daily to-do list. Finding ways to help individuals connect organizational purpose with personal passion is most critical. When that happens, that passion becomes the norm, and nothing gets in the way of individuals wanting to pursue that effort. Until that happens, corporate goals remain elusive top-down objectives that, for many employees, feel too vague or out-of-reach to be personally meaningful.

“The vision of a larger goal is often blurred when facing temporary challenges. The hard task of any efficient leader is to redefine the larger vision and link motivation and performance to a clear picture of something that doesn’t yet exist, but that is valuable for everyone once achieved.”

— HEAD OF PRODUCTION



KEY FINDING

Blurry organizational vision makes it hard for leaders to connect day-to-day work with the larger purpose of the organization.



SUCCESS

Leaders know they are successful at instilling an enterprise mindset when their people can clearly articulate how what they do contributes to organizational goals. It's not enough for the executives, human resources, and internal communications teams to share company goals. When employees can use their own language and make personal connections to company goals, an enterprise mindset has clearly taken root. Likewise, when individuals and teams measure themselves against corporate goals, and not just group or functional organizational objectives, a true enterprise perspective has been reached.

The payoff for the leader when individuals feel connected to organizational goals is increased contribution. This contribution, combined with personal satisfaction in fulfilling values, creates an environment where people can thrive. In fact, organizations with the highest levels of engagement are those that are successful in linking employees' work to a larger purpose. Successful achievement of goals, increased engagement and retention, and a "win as a team" mentality are the payoff when enterprise thinking flourishes.



KEY FINDING

The stories leaders tell of the future are critical. Paint a compelling picture of where you are taking your employees, and they will want to follow.

ENTERPRISE MINDSET TAKEAWAY:

Listen to your employees regularly about their level of engagement, focusing on their satisfaction and their contribution. Find out what matters to them. Be curious.



What Does It Take To Shift A Mindset?

YOU CAN'T FORCE THE SHIFT.

To help leaders move from awareness to transformation, give them opportunities to:

Take Action.

Thoughts may influence action, but actions can also influence behavior, which drives results, which reinforces beliefs.

Apply a new mindset to a current situation to create a new perspective.

Leadership development can make a difference in giving individuals opportunities for reflection and tools for action.

Link mindsets to their leadership legacy.

When leaders change how they fundamentally see themselves, they embed a new mindset.

Tap into leaders' personal values.

Transformation of any kind requires the personal motivation to make a change. Shifts in mindsets are no different.

What do
organizations
and leaders
need to do differently
to make the
necessary shift?

Knowing how leaders think informs what they do and how they do it. What **practices** need to be implemented across the organization to encourage growth, inclusive, agile, and enterprise mindsets? What can be done tomorrow to support leaders?

Equip Your Organization



EXAMINE YOUR CULTURE

Consider whether an enterprise-wide culture change is required. A culture change that anchors on bold and noticeable changes from your top executives, with an expectation to model the behavior throughout the organization, sets the backdrop for change to take root and be supported. In order for leaders to safely exhibit the actions associated with the mindsets, they first need a culture that supports them or even demands them to do so.



RETHINK LEADERSHIP DEVELOPMENT

Approach leadership development with a focus first on how to help leaders cultivate their mindset, and take the actions that are most likely to reinforce the best of what each mindset has to offer.



REDEFINE SUCCESS

If performance management processes and success planning continue to focus on only accomplishments and not what was learned, a growth mindset will be impossible. Redefine what success looks like by emphasizing the way individuals accomplish their goals, including their ability to embrace change.



COMMUNICATE CLEARLY

Grand visions can be inspiring, yet hard to relate to at the individual level. Keep language and messages around company goals as simple and clear as possible.



ENCOURAGE ONE-TO-ONE COACHING AND MENTORING

A leader's actions start with their thoughts. Encourage coach and mentor relationships, which can help leaders self-reflect and challenge their thinking.

Equip Your Leaders



DRIVE EVERYDAY COACHING CONVERSATIONS

Embed coaching into the everyday fabric of what your leaders do; micro moments are opportunities for growth. Ready leaders to coach in the cadence of their day-to-day so new possibilities can be realized without compromising the immediacy of what needs to get done.



SEEK INPUT FROM OTHERS

Gather diverse perspectives, and do it again and again until it's not an add-on to your process—it's a natural part of getting something done. Reach the point where you are unconsciously including diverse perspectives instead of artificially forcing them on to the process you are following.



GET COMFORTABLE WITH THE UNCOMFORTABLE

Allow your teams a greater sense of ownership around decisions and support them, even if they make choices that aren't necessarily your choice.



CONNECT TO COMPANY GOALS

Talk to your employees frequently about their engagement, their performance, and their careers. These conversations, and everyday interactions, are opportunities to reconnect to company goals.

What We Need to Do Differently to Shift Mindsets Across the Organization *and* What **YOU** Can Do Tomorrow as a Leader

What we say...
Learning and growth are highly prized



But, we...
Reward certainty and accomplishment




GROWTH

As an ORGANIZATION, try this instead...



Create a coaching culture – one in which leaders know how to coach others and do so as a normal way of operating day to day

As a LEADER, try this instead...



Find coachable moments throughout the day. You don't need sit-down events to help your people uncover new opportunities

What we say...
Seek input from a range of perspectives



But, we...
Drive for consensus and rely on "go to" people




INCLUSIVE

As an ORGANIZATION, try this instead...



Ensure the C Suite has a sense of ownership around diversity and inclusion and models inclusive behavior

As a LEADER, try this instead...



Seek input until it becomes habit, not an extra thing to do (unconscious inclusion)

What we say...
Make decisions quickly, fail fast, rebound



But, we...
Weigh down with cumbersome processes, extensive analysis, and stakeholder buy-in




AGILE

As an ORGANIZATION, try this instead...



Evaluate your processes – eliminate steps, minimize the number of stakeholders

As a LEADER, try this instead...



Empower your teams to make decisions in the absence of complete information

What we say...
Make decisions that benefit the larger organization and its goals



But, we...
Fail to connect those decisions and day-to-day work to those goals




ENTERPRISE

As an ORGANIZATION, try this instead...



Use plainspeak. Fall out of love with complicated vision, mission, and values language and make it real

As a LEADER, try this instead...



Connect and reconnect employee conversations to organizational goals

ABOUT GP STRATEGIES

GP Strategies (NYSE: GPX) is a leading workforce transformation partner—one of the few truly dedicated global providers in the marketplace providing custom solutions. We believe our transformation focus, when paired with deep listening, a customer-centric approach, and innovative expertise, enables our clients to routinely achieve superior business and operational results from our evidence-driven and technology agnostic recommendations.

Founded in 1966, we are at our best when driving innovation—integrating leading technologies, developing new learning paradigms, and instituting fresh business processes and measurement approaches. We are proud to say that clients across 16 industries, 30 countries, and more than 25% of the Fortune 500 are unusually loyal to us and see us as an extension of their own team when it comes to:

- Managed Learning Solutions, including digital learning strategies, custom content design and development, learning administration and delivery, learning technology administration and support, and vendor management
- Leadership Development Solutions, including leadership development, coaching, career and employee engagement
- Enterprise Technology Solutions, including enterprise technology adoption, HCM technology selection, implementation and cloud migration, support and health-check services, reporting, and process automation

Whether your business success requires a change in leadership performance and mindsets, learning technologies, or critical processes, GP Strategies is the transformation partner you can trust.

ABOUT THE AUTHOR

Leah Clark leads Strategy and Planning for GP Strategies' leadership division. She researches, writes, and speaks on the topic of leadership. Her work informs the organization's product development and learner experience efforts. Leah authored the 2018 research report, *Tomorrow's Leaders Today – What Leaders Need Right Now, and in the Future, to Be Successful*. She has written several articles and blogs on executive presence, psychological safety, introversion and mindfulness in innovation, and how to keep human connection alive in a digital learning environment. Leah has over 24 years of experience in marketing, strategy, and product development. She holds a Master of Arts degree in Organizational Psychology from Columbia University and a Bachelor of Arts in English and Sociology from Boston College.

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ABOUT THIS RESEARCH

GP Strategies and TTI, a division of GP Strategies, conducted the research applying an online data collection methodology between June 17 and August 15, 2019. Overall, 673 responses were received. The majority were derived from North America and Europe. Of the 673 responses, the highest number of responses were received from executives, followed by leaders of leaders. Using a sampling approach, it was determined that nearly 50% of the respondents who participated had over 7 years of experience in people leadership. That experience brings a wealth of understanding in terms of the tried-and-tested leadership styles, barriers, enablers, and pitfalls and validates the leadership mindset definitions applied.



For more information on our research or
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