

# Leadership Reframed for the Workplace of the Future

## From: Harvard Business Publishing Corporate Learning, 2022

The Harvard Business Publishing Corporate Learning's 2022 global leadership study took the form of a comprehensive online survey, completed in late 2022 with 2,361 responses across various industries. This research examined attitudes and opinions about the capabilities and superpowers required of effective leadership across all organizational levels. The survey participants – senior leaders, people managers, and individual contributors – worked full time in organizations with more than 5,000 employees in the US, The UK, the Netherlands, the United Arab Emirates, India, and Saudi Arabia. Harvard's enhanced leadership framework resonated with leaders, learners, experts in the field, and learning and development practitioners.

This study identifies **ten critical capabilities required of leaders** at all levels. In response to the question, "How do leaders master and apply a capability to support individual, team, and big picture success?" the Harvard researchers **defined a number of essential** and miscellaneous skills for each capability.

These research findings reinforce the fact that **behavioral competencies drive leader performance**. In response, the Talent Garden team provides **the only behavioral assessment tools capable of assessing and developing these soft skills** in compliance with the American Psychological Association's test standards for life-altering, decision-making purposes. Reporting on seven types of validity, the SuccessFinder accurately defines the soft skills identified in this Harvard Research. This research data, gathered with 10,000 top performers **is invaluable in predicting the likelihood of leader efficacy**.



**With these empirical insights in hand, The Talent Garden team is uniquely able to identify, assess and develop the capabilities and skills identified by this Harvard Research.**

**Our predictive capability addresses the inherent challenge in leadership development:** You can't develop what you can't measure. Observing it in action is not enough. While observing effective leadership is possible on an intuitive, somewhat empirical level, effective leaders development is a precise science, built on empirical data; a service we are delighted to deliver to our clients daily.

Warm Regards,

M.Ed., CTD, Certified SuccessFinder Practitioner



GLOBAL RESEARCH REPORT

# Leadership Reframed for the Workplace of the Future



As a premier provider of leadership development, Harvard Business Publishing Corporate Learning conducts ongoing research to develop new insights that help leaders succeed in a changing world. The multiphase study reported in this paper defined and vetted the most critical skills for leaders—across levels and functions—who now navigate the workplace in this age of constant change and disruption.

#### **THIS RESEARCH REPORT OUTLINES:**

- 10 vital capabilities for the leaders of today and tomorrow
- Seven “leadership superpowers,” core human traits that animate those capabilities, giving them direction and purpose
- Eight notable insights from a worldwide survey on those capabilities and superpowers
- Key findings on employees’ perspectives and opinions, and their implications
- And a closer look at the research findings, identifying opportunities to focus in on the importance of specific leadership skills

This report is intended to contribute to a heightened awareness of what it takes for leaders to succeed, inspire others, and drive business results in order to inform decisions about developing leaders for the workplace of the future.

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## Foundational Research

Harvard Business Publishing Corporate Learning's 2022 global leadership study began with a conviction that the best leaders are highly motivated to create positive change for their people, their organizations, and society at large.

With that belief in mind, we asked a range of experts to evaluate our existing leadership capability framework. Our goals were to assess its continued relevance while simultaneously updating it considering the new forces reshaping business around the world today.

Through focus groups, interviews, and literature reviews, we gathered feedback from leading experts in the United States, Europe, and Asia, including Harvard Business School faculty, *Harvard Business Review* authors, and global subject matter experts, among others.\* For added perspective, we also analyzed leadership competency models and maps developed by clients and researchers.

Leveraging this extensive feedback, we created an enhanced framework that resonates with leaders, learners, experts in the field, and learning and development practitioners. The central outcome of this foundational research was **10 critical capabilities** for leaders at all levels.

\*Additional sources include Harvard Business Publishing Corporate Learning editors and content teams, members of the Harvard Business Publishing Corporate Learning Client Advisory Group, and L&D leaders in Harvard Business Publishing Corporate Learning client organizations.



## 10 Leadership Capabilities



### **Leads Authentically**

Earn trust through transparent interactions and follow through as promised



### **Leads Strategically**

Make decisions that move the organization toward big-picture goals



### **Leads Teams That Deliver**

Keep people engaged and work together toward team and organizational goals



### **Develops Others**

Identify and support learning experiences that link the talents, skills, and aspirations of individuals with important team and organizational needs



### **Understands the Business**

Learn how the business makes a profit and target efforts where they matter most



### **Drives Digital and Data Intelligence**

Learn how technology is changing and leverage technical information and insights to grow the business



### **Champions Inclusion**

Honor the dimensions of diversity by actively finding ways to leverage diverse capabilities and points of view



### **Demonstrates Resilience and Agility**

Exhibit this skill under pressure and support others in doing the same



### **Leads through Uncertainty and Change**

Keep people engaged and productive despite the uncertainty and complexity of modern corporate life



### **Communicates for Influence and Impact**

Hone speaking and writing skills

## 7 Leadership Superpowers

To answer the next question, “How do leaders master and apply a capability to support individual, team, and big-picture success?” we defined a number of essential skills and micro-skills for each capability.

Recognizing at the same time that capabilities, skills, and micro-skills do not tell the entire story behind successful leadership, we also identified seven qualities of character that shape and motivate truly effective leaders.

These “leadership superpowers” are human traits or values that animate the attitudes, skills, and behaviors of highly effective leaders.



**Integrity**

**Self-Awareness**

**Empathy**

**Courage**

**Determination**

**Optimism**

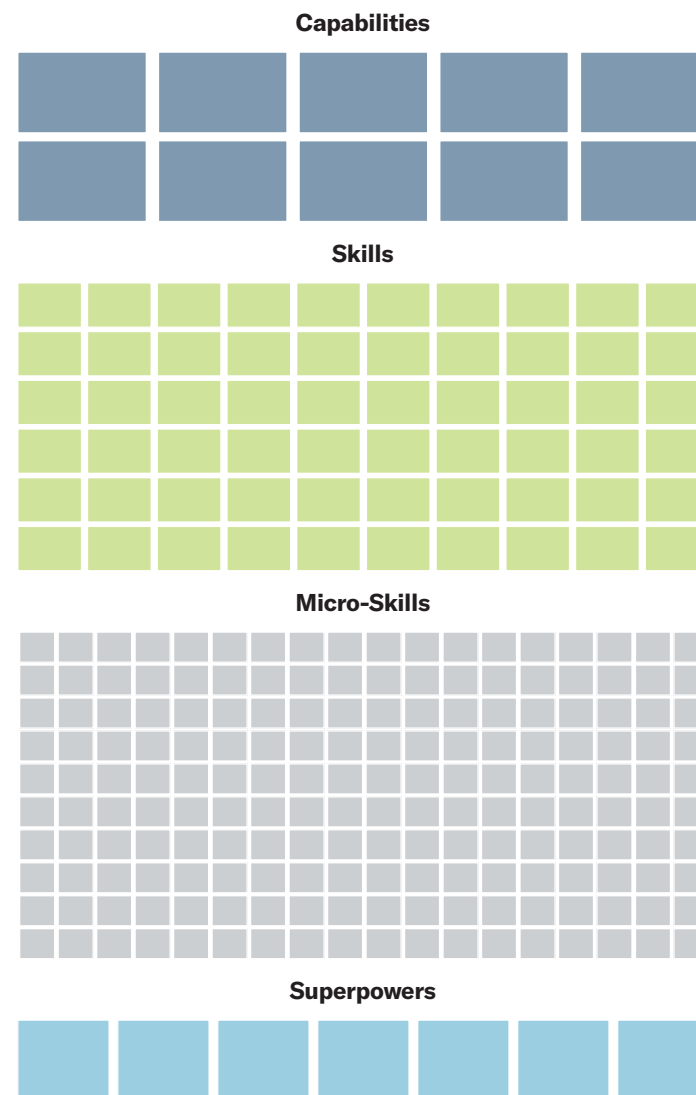
**Curiosity**



## The Harvard Business Publishing Corporate Learning Leadership Capability Framework

Together, these superpowers enable leaders to create positive change for their people, their organizations, and society at large. And while some of them are not unequivocally teachable, they can be nurtured and developed. The relationship between capabilities, skills, micro-skills, and superpowers is illustrated in the following model.

To test our conviction that this new framework would help leaders, their teams, and their organizations thrive in a changing world, we launched a second research phase to measure the perceptions and opinions of working people at all levels on the value, presence, and impact of the 10 capabilities and 7 superpowers.



## Worldwide Leadership Survey

In a comprehensive online survey in late 2022 with 2,361 responses across a range of industries, we examined attitudes and opinions about the capabilities and superpowers across levels in an organization and explored their impact.

Survey participants—senior leaders, people managers, and individual contributors at least 21 years of age—worked full time in organizations with more than 5,000 employees in the United States, the United Kingdom, the Netherlands, the United Arab Emirates, India, and Saudi Arabia.\*



**To characterize their opinions, survey respondents used a 0-to-10-point scale to answer questions in the following categories:**

- Importance of exhibiting leadership capabilities and superpowers for the organization
- Degree to which the organization emphasizes leadership capabilities and superpowers
- Impact of leadership capabilities on selected organizational and business objectives
- Hiring and training for the capabilities
- Frequency with which immediate manager exhibits the superpowers
- Importance of leadership capabilities at different levels in the organization
- Barriers to developing the leadership capabilities
- Demographics and self-reported organizational performance

\* See Appendix for survey-participant demographics and firmographics.



## Notable Insights

In addition to the key findings, which will be examined later, eight high-level insights emerged from the survey. They raise thought-provoking questions and point to important organizational challenges, as well as provide a backdrop for our key survey findings and their implications for leaders, organizations, and learning and development practitioners.

## 1 Two tough-to-assess capabilities are vital.

### CAPABILITY

Survey respondents from organizations that emphasize *Leads Strategically* and *Leads Authentically* were more likely to see higher growth, deeper employee engagement, and improved customer experiences. However, respondents also said these were two of the most difficult capabilities to assess in the hiring process.

If that is true, it means organizations need plans in place to quickly identify and fill any skill gaps in these vital capabilities in their leadership teams.

## 2 Perspectives on authenticity differ.

### CAPABILITY

Fifty-nine percent of senior leaders said their organization emphasizes *Leads Authentically*. Lower on the organizational chart, far fewer agreed (48% of people managers and 36% of individual contributors). This is a serious blind spot for organizations concerned about employee engagement.

Further, 80% of senior leaders said they received training in authentic leadership in 2021. Only 44% of people managers, arguably a group for whom authentic leadership is particularly relevant, received similar training.

### 3 Digital and data intelligence matter—but less so for senior leaders.

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#### CAPABILITY

Senior leaders and people managers ranked *Drives Digital and Data Intelligence* last of the 10 capabilities. Yet these groups ranked digital transformation highly for its impact on innovation, productivity, and financial performance.

The reason for the discrepancy is not yet entirely clear. With digital transformations still relatively new in some organizations and industries, a greater focus on related capabilities in leaders' own development may be forthcoming.

### 4 Senior leaders may have moved on from inclusion.

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#### CAPABILITY

Senior leaders and people managers ranked *Champions Inclusion* ninth, or next to last. At the same time, they ranked inclusion highly for its impact on employee engagement and morale. While half of individual contributors and people managers reported that their organization *Champions Inclusion*, only 36% of senior leaders agreed.

What this disconnect may mean for the future of diversity and inclusion initiatives is yet to be seen.

## 5 Empathy is less practiced than preached.

### SUPERPOWER

Seventy-seven percent of senior leaders view *Empathy*—a basic emotion expressed in simple acknowledgment of another’s experience—as important. Most respondents, however, said their leaders do not consistently express *Empathy*.

While data suggests employees now expect greater *Empathy* from their leaders and that organizations practicing *Empathy* see deeper employee engagement, just 47% of senior leaders in our survey think their own organizations value *Empathy*.

*Empathy* is central to building trust and leading authentically, making it important to develop in today’s leaders.

## 6 Courage and curiosity may not be getting enough attention.

### SUPERPOWER

While nearly two-thirds of senior leaders reported that their organizations emphasize *Courage*, far fewer people managers and individual contributors agreed (44% and 28%, respectively). Similar gaps existed for *Curiosity*.

Eight in 10 individual contributors said their organizations want them to demonstrate *Integrity*. In contrast, only five in 10 said demonstrating *Curiosity* is highly important, and only four in 10 said the same about *Courage*.

These differences in perceptions warrant attention in any organization that counts on creativity and innovation to help it grow and compete.

## 7 There is a self-awareness shortage.

### SUPERPOWER

Self-aware leaders correctly perceive their impact on others, which makes all the difference to effective leadership. Only six in 10 senior leaders reported that their organization emphasizes *Self-Awareness*, and only 56% of all respondents said their immediate supervisors consistently display *Self-Awareness*.

Being attuned to the reactions of others is a cornerstone of good communication, and it appears that many leaders have room for further improvement.

## 8 Expectations for integrity are high—and too often unmet.

### SUPERPOWER

While *Integrity* topped the ranked list of superpowers, with more than eight in 10 saying it is highly important, less than two-thirds of all respondents reported that their immediate supervisors consistently demonstrate *Integrity*.

Given society's growing concern for how organizations treat their people, the environment, and their communities, whether failures of *Integrity* are real or imagined, they increasingly have the potential to undermine an organization's success.

## Key Survey Findings and Implications

Seven key findings surfaced as a result of examining the overall data and comparing responses from different organizational levels.

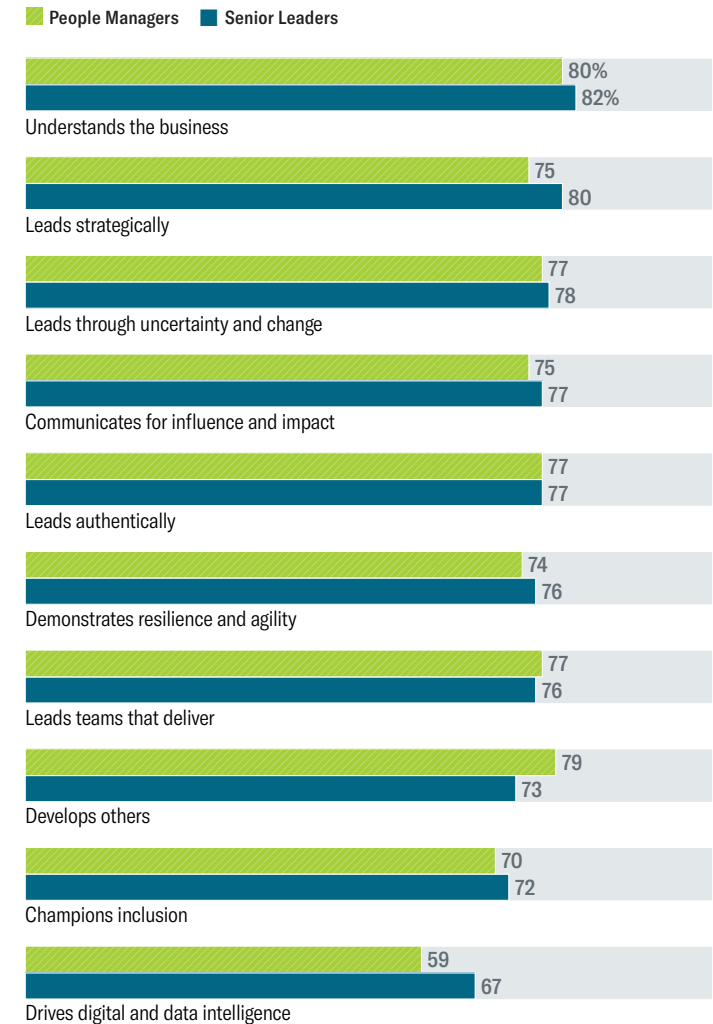
# 1 These 10 leadership capabilities are relevant for all leaders and correlate with organizational success.

The majority of respondents felt strongly that all 10 leadership capabilities are relevant for both senior leaders and people managers.

- *Understands the Business, Leads Strategically, and Leads through Uncertainty and Change* were identified as especially relevant for senior leaders.
- *Understands the Business* and *Develops Others* were the top-ranked capabilities for people managers.
- *Leads Authentically* was identified as important for both groups.



## Importance of Leadership Capabilities for Senior Leaders and People Managers



Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

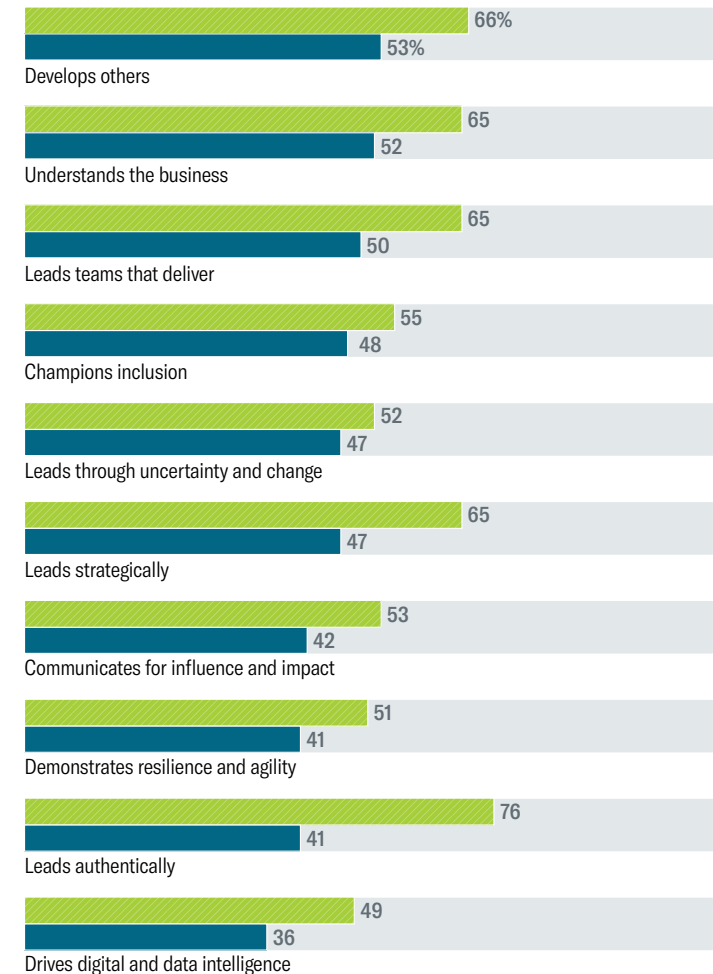


Organizations that reported exceeding expectations for revenue, customer experiences, and employee engagement—the elite 7% in our survey—were decidedly more likely to emphasize these leadership capabilities, especially *Leads Authentically* and *Leads Strategically*.



### Leadership Capabilities Emphasized by Organizational Culture

■ Top Performers (Exceeding Revenue, Employee Experience, and Customer Experience Targets)  
 ■ All Others



Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

## 2 Respondents see strong links between key leadership capabilities and business outcomes.

Survey questions on the implications of each capability revealed perceptions of strong links to high employee engagement and morale, meeting strategic and financial goals, high productivity, and a culture of innovation. Respondents correlated the absence of other capabilities with negative outcomes.

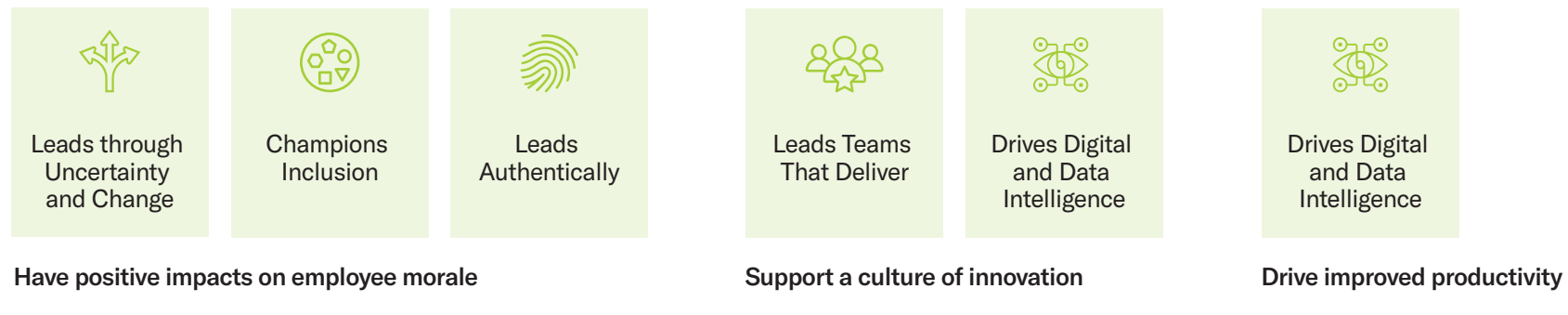


- According to respondents, engagement suffers most when the capabilities *Develops Others*, *Champions Inclusion*, and/or *Leads Authentically* are in short supply.
- Respondents believe strategic and financial goals are most at risk when leaders lack strength in the capabilities *Drives Digital and Data Intelligence*, *Understands the Business*, and/or *Leads Strategically*.
- *Leads through Uncertainty and Change*, *Champions Inclusion*, and *Leads Authentically* correlated with high employee morale, *Leads Teams That Deliver* with productivity, and *Drives Digital and Data Intelligence* with both productivity and a culture of innovation.

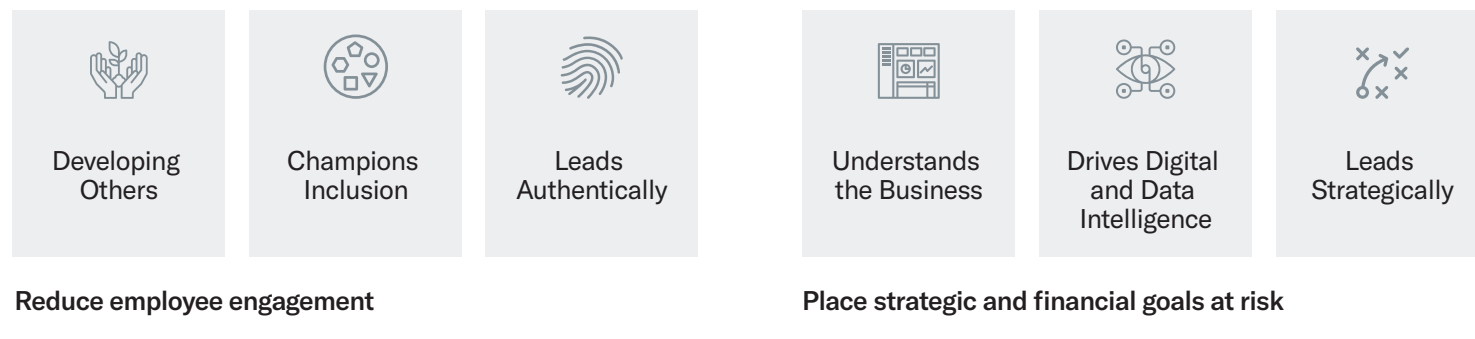
Respondents see strong links between key leadership capabilities and critical business outcomes. We summarized the relationships between these as follows:

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✓ **These capabilities, done well:**



✗ **These capabilities, not done well:**

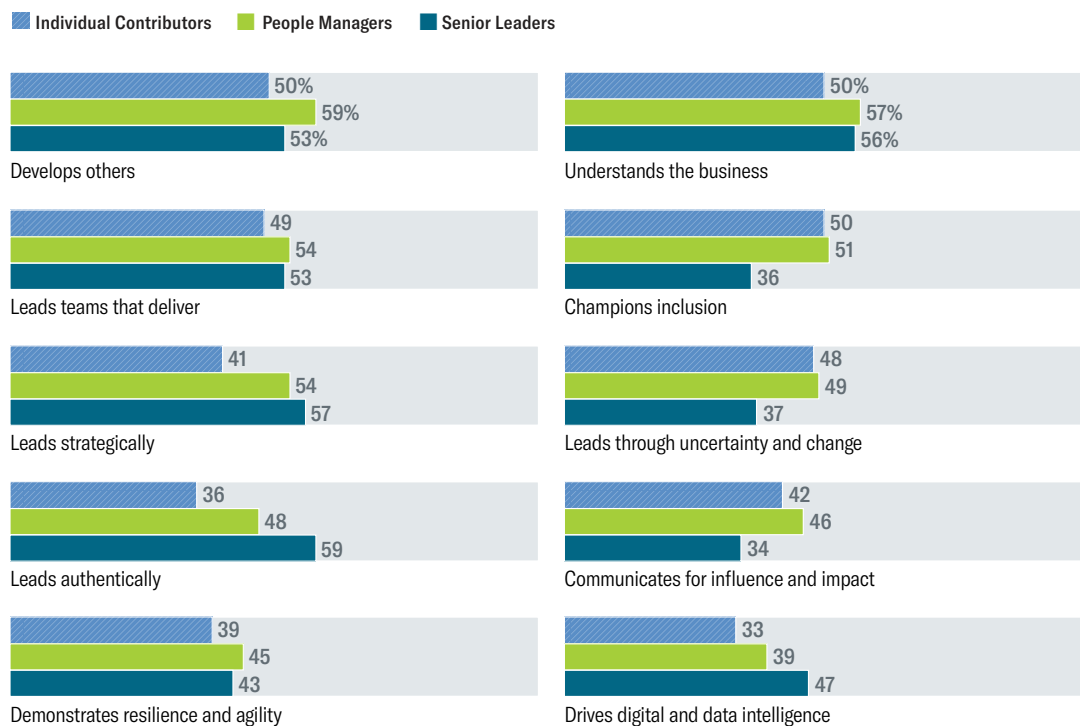


### 3 Mismatched perceptions of the capabilities may create organizational tensions.

Compared with other groups, far more senior leaders believe their organizations emphasize *Leads Authentically*.

- Apart from senior leaders, few saw *Drives Digital and Data Intelligence* as important in their culture even though digital transformation is a high priority for many organizations.
- Despite the recent prominence of diversity, equity, and inclusion (DEI), senior leaders were less likely than other groups to say their culture *Champions Inclusion*.

#### Capabilities Emphasized in Organization's Culture



Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

## 4 Organizations struggle to hire for some vital leadership capabilities.

Because *Leads Strategically* and *Leads through Uncertainty and Change* are difficult to assess during hiring, organizations often face the need to develop these capabilities.

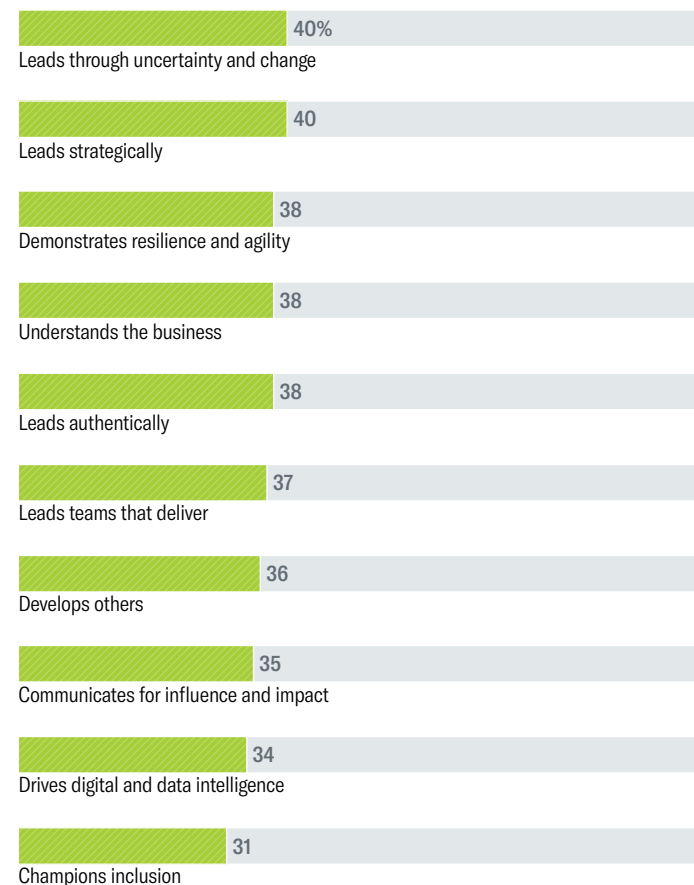
Despite growing expectations that they be skilled in doing so, only 63% of senior leaders had training in *Leads through Uncertainty and Change* in 2021.

Respondents felt it equally crucial for people managers to lead authentically and lead through change, but that group had far fewer opportunities to hone these capabilities.

As noted earlier, 80% of senior leaders received training in *Leads Authentically*, compared to just 44% of people managers.

### Difficulty of Hiring Candidates with Capability/Skill

[PERCENTAGE REPORTING GREATER DIFFICULTY]



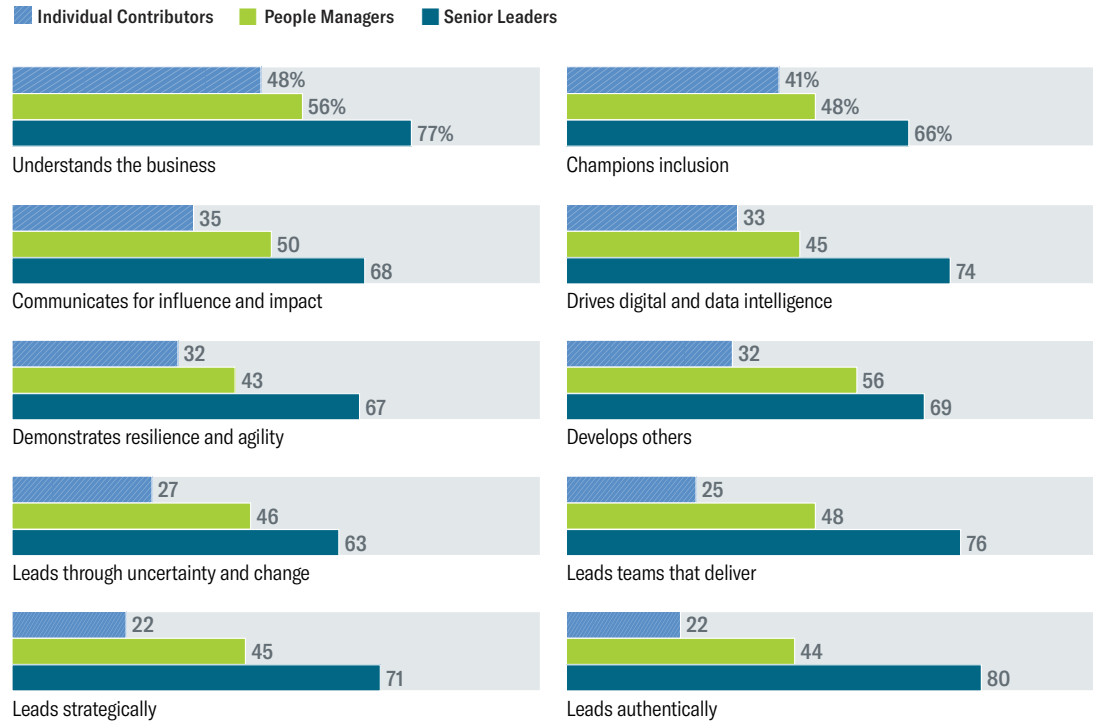
Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

People managers are most likely to receive training in *Develops Others* (56%) and *Understands the Business* (56%).

Predictably, managers were far more likely than individual contributors to receive training in the leadership capabilities during 2021. Individual contributors were most likely to receive training in *Understands the Business* (48%) and *Champions Inclusion* (41%).

The vast majority of senior leaders and people managers, plus about half of individual contributors, expressed strong interest in receiving training in many of the 10 leadership capabilities.

#### Received Training in Past Year



Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

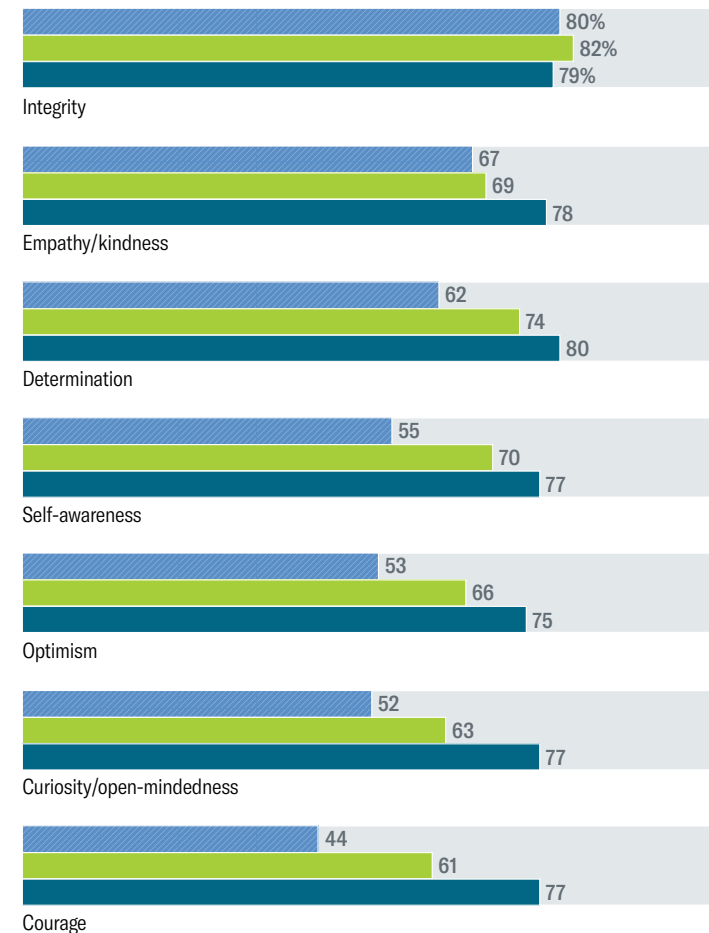
## 5 The superpowers were relevant to leaders and correlated with organizational success.

Nearly eight in 10 senior leaders felt strongly that all superpowers are highly important in their roles, and most people managers felt the same.



### Importance to the Organization of Respondent Exhibiting Superpowers

Individual Contributors People Managers Senior Leaders



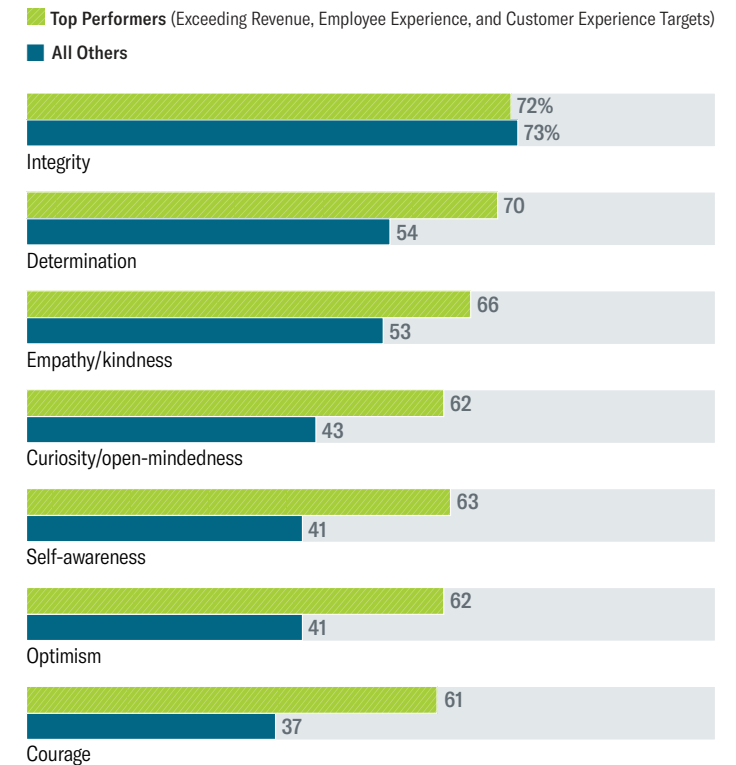
Source: Harvard Business Publishing Corporate Learning survey, July–August 2022



Findings for the superpowers also showed positive associations with performance.

Respondents from successful organizations (self-reported measures of revenue, growth, customer experience, and employee engagement) more often said their organizations emphasize the superpowers.

### Superpowers Emphasized by Organizational Culture



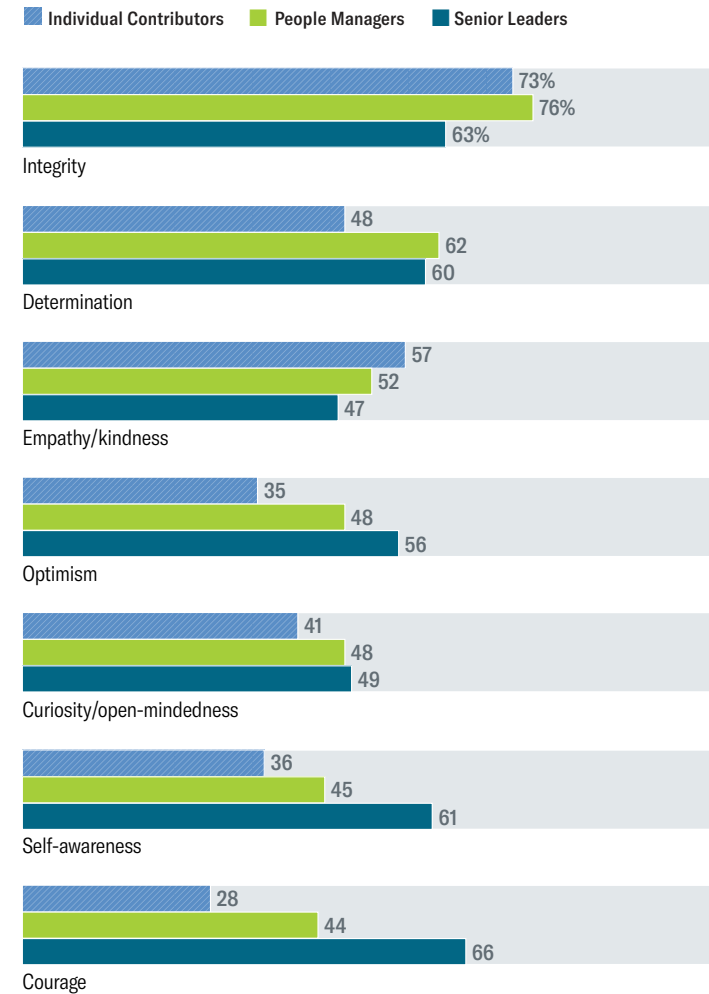
Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

## 6 Perspectives on superpowers differed by role, revealing potential blind spots for leaders.

Perspectives on which superpowers are most important and which an organizational culture emphasizes most differed by role, revealing potential blind spots for leaders.

- For example, senior leaders said far more often than those at other levels that their organizations emphasize *Courage* and *Self-Awareness*.
- Seventy-eight percent of senior leaders felt that *Empathy* is important in their role, but only 47% said their organization emphasizes it.

### Superpowers Emphasized in Organization's Culture

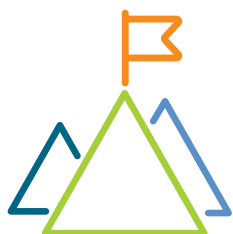


Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

## 7 Many organizations show significant room for improvement in demonstrating the superpowers.

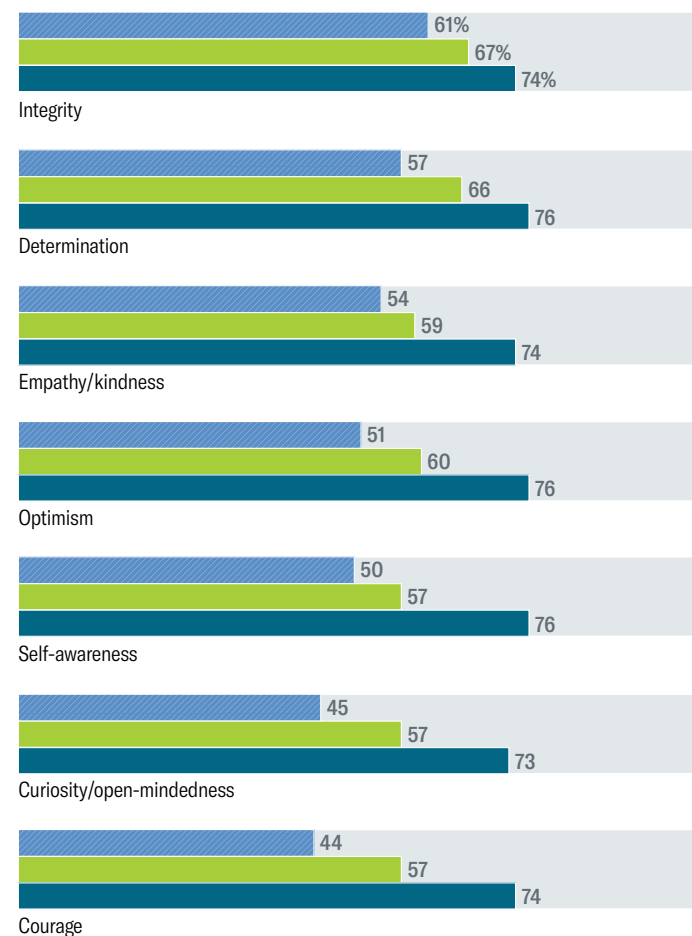
Compared to people at lower organizational levels, senior leaders were more likely to report that their own immediate supervisors exhibit the superpowers.

Individual contributors said they rarely observe evidence of *Self-Awareness*, *Curiosity*, or *Courage* in their immediate supervisors.



### Frequency with Which Immediate Manager Exhibits Superpowers

Individual Contributors People Managers Senior Leaders



Source: Harvard Business Publishing Corporate Learning survey, July–August 2022

## Survey Findings for Individual Leadership Capabilities and Superpowers

To shed further light on critical leadership development goals and issues in today's workforce, this section outlines specific survey findings for each individual capability and selected superpowers, including brief analyses of their implications.



## Leads Strategically

### CAPABILITY

Eighty percent of all respondents see *Leads Strategically* as a critical capability for senior leaders (75% for people managers). Respondents said strategic and financial goals were especially at risk when strategic leadership was weak.

- Seventy-one percent of senior leaders received related training in 2021 on this skill, along with 45% of people managers.
- More expressed strong interest in further developing this capability, specifically 77% of senior leaders and 66% of people managers.
- As mentioned earlier, respondents said it is difficult to hire for *Leads Strategically*, strongly suggesting that organizations need to be ready to upskill both new hires and tenured managers.



## Leads through Uncertainty and Change

### CAPABILITY

Nearly eight in 10 respondents felt strongly that *Leads through Uncertainty and Change* is important both for senior leaders (78%) and people managers (77%). In respondents' minds, this capability was closely linked to a positive impact on morale. Like *Leads Authentically*, the skills for *Leads through Uncertainty and Change* were reported as difficult to judge during hiring, suggesting a potential need for training in this capability as well.

- Sixty-three percent of senior leaders and 46% of people managers received related training in 2021, while 75% of senior leaders and 65% of people managers expressed strong interest in further developing the capability.
- Given today's volatile and unpredictable economic conditions, *Leads through Uncertainty and Change* has become crucial for sustained performance.



## Drives Digital and Data Intelligence

### CAPABILITY

While many felt strongly about its importance, *Drives Digital and Data Intelligence* ranked last, with only 37% saying their organizational culture emphasizes it. At the same time, respondents said digital and data intelligence was a priority for improving productivity, fostering innovation, and meeting strategic and financial goals.

- With increasing calls for data-driven decisions, it's unsurprising that nearly 75% of senior leaders received related training in 2021.
- Far fewer people managers received this kind of training (only 45%), suggesting an unmet development need, especially given that 57% of people managers and 72% of senior leaders expressed strong interest in further developing their data intelligence skills.
- If digital transformation is a priority, related capabilities will need to be prioritized for leaders at all levels.



## Champions Inclusion

### CAPABILITY

Many respondents felt strongly that *Champions Inclusion* is important, notably as it affects employee engagement and morale. Seventy-two percent of all respondents felt strongly that this capability is needed by senior leaders, 70% by people managers, and 62% by individual contributors. But just 49% of all respondents—and, crucially, only 36% of senior leaders—said their own organization emphasizes inclusion.

- Despite the strong perceived impact of *Champions Inclusion* on engagement—as well as the recent high-profile attention to DEI—more respondents at every level expressed strong interest in training in this capability than actually received it in 2021.
- With so few senior leaders reporting their organizational culture truly emphasizes inclusion, the ongoing progress for DEI initiatives may be at risk.



### CAPABILITY

Nearly eight in 10 respondents felt strongly that *Leads Authentically* is important for senior and people managers, and they see this capability as crucial for employee engagement and morale.

- Fifty-nine percent of senior leaders believe their organizations emphasize *Leads Authentically*, versus just 36% of individual contributors and 48% of people managers, revealing a concerning gap in perceptions.
- Like other important capabilities, this one was described as difficult to judge during hiring, again suggesting that organizations need to be ready with appropriate training for new hires.
- Eighty percent of senior leaders received related training in 2021, compared to just 44% of people managers.
- Sixty-seven percent of people managers expressed a strong desire for this kind of training—an important finding since respondents said that was even more critical for people managers than for senior leaders.

### CAPABILITY

This capability ranked first among the capabilities in importance, with 82% identifying it as highly important for senior leaders and 80% for people managers. Respondents predictably saw it as crucial for meeting strategic and financial goals.

- Seventy-seven percent of senior leaders received related training in 2021, along with 56% of people managers.
- Seventy-five percent of senior leaders, 65% of people managers, and 52% of individual contributors expressed strong interest in further developing this capability.
- Business acumen, including financial literacy and a strong understanding of the market and customers, is critical for leaders to make good business decisions as well as to accurately evaluate potentially innovative ideas coming from their teams.





## Demonstrates Resilience and Agility



## Develops Others

### CAPABILITY

This capability was identified as important for senior leaders (76%), people managers (74%), and individual contributors (68%). Overall, though, only 42% said their culture emphasized it. And nearly half (49%) of all respondents felt this capability was difficult to judge in the hiring process.

- Sixty-seven percent of senior leaders received related training in 2021, along with 43% of people managers and just 32% of individual contributors.
- Yet 76% of senior leaders, 63% of people managers, and 49% of individual contributors expressed strong interest.
- The pace of change today suggests that supporting people's resilience and agility is a sensible priority for future-focused organizations.

### CAPABILITY

Since many employees today see career development more as a right than as a perk, it is remarkable that just 53% of senior leaders, 59% of people managers, and 50% of individual contributors said their organization emphasizes this capability.

- Given that respondents identified failure to develop others as a top risk to employee engagement, enhancing this capability among people managers—who most respondents feel have the primary responsibility for guiding development—is essential.



## Leads Teams That Deliver

### CAPABILITY

Respondents associated *Leads Teams That Deliver* with driving productivity and identified it as another capability especially important for people managers. Seventy-seven percent believe *Leads Teams That Deliver* is important for people managers, as do 76% for senior leaders.

- Among people managers, far more showed strong interest in related training (69%) than received it in 2021 (48%).



## Communicates for Influence and Impact

### CAPABILITY

Respondents agreed this capability was important for all groups: 77% for senior leaders, 75% for people managers, and 64% for individual contributors.

- Sixty-eight percent of senior leaders, but only 50% of people managers and 35% of individual contributors, received related training in 2021.
- Seventy-three percent of senior leaders, 65% of people managers, and 49% of individual contributors expressed strong interest in enhancing the capability through training.

## Empathy

### SUPERPOWER

*Empathy* ranked second only to *Integrity* as the most important superpower. Respondents from top-performing organizations in the survey more often said their culture emphasized *Empathy* (66% vs. 53%).

- While 78% of senior leaders felt strongly that *Empathy* is important in their roles, only 47% of that same group said their organizational culture emphasizes it.
- Even with empathetic leadership making headlines and data suggesting that employees now expect greater *Empathy* from their leaders, only 58% of all respondents said their immediate manager consistently exhibits *Empathy*.

## Curiosity

### SUPERPOWER

Seventy-seven percent of senior leaders felt strongly that *Curiosity* is important in their roles. In contrast, only 52% of individual contributors and 63% of people managers felt the same about the importance of demonstrating *Curiosity* in their own roles.

- As with *Empathy*, respondents from top-performing organizations more often said their culture emphasizes *Curiosity* (62% vs. 43%).
- Respondents also reported that *Curiosity* isn't something they often observe in their immediate supervisors.
- *Curiosity* supports innovation, now recognized as vital to sustained organizational performance, which makes it remarkable that fewer than five in 10 overall say their organizations emphasize *Curiosity*.

## Courage

### SUPERPOWER

Seventy-seven percent of senior leaders, 61% of people managers, and 44% of individual contributors felt strongly that it is important to demonstrate *Courage* in their roles.

- Sixty-six percent of senior leaders felt their organizations emphasized *Courage*—a far higher percentage than those of people managers or individual contributors.
- Where this gap in perceptions exists within an organization, it has serious implications for the true level of psychological safety and intellectual honesty.

## Self-Awareness

### SUPERPOWER

While 77% percent of senior leaders felt strongly it is important to demonstrate *Self-Awareness*, just 70% of people managers felt the same.

- Revealing yet another potential blind spot, senior leaders saw their organizations emphasizing *Self-Awareness* far more often than did people managers and individual contributors (61% vs. 45% vs. 36%, respectively).
- Just 56% of all respondents said their immediate supervisor consistently exhibits *Self-Awareness*.
- In short, when it comes to *Self-Awareness*, many managers seem unaware that their direct reports see a problem.

## Summary of Key Findings

Respondents confirmed all 10 capabilities and 7 superpowers as highly relevant for today's leaders, across industries and geographical regions, and respondents from highly successful organizations more often indicated that their organizational cultures emphasize them.

These capabilities, in concert with the superpowers, are strongly perceived to support employee engagement, productivity, innovation, the achievement of strategic and financial goals, and an inclusive culture that helps all employees contribute their best efforts.

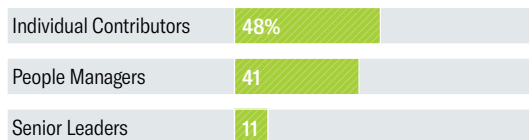
Yet organizations often struggle with hiring for and developing these skills.

Some capabilities and superpowers are difficult to assess during the hiring process, and many respondents said they have not received—despite strong interest—training in many of the capabilities and/or superpowers.

Further, the survey exposed troubling disconnects between perceptions among senior leaders and other groups regarding the emphasis on and demonstration of these capabilities and superpowers. These findings highlight potential threats to organizational performance, as well as constructive areas of focus for leaders committed to creating positive change for their people, organizations, and communities.

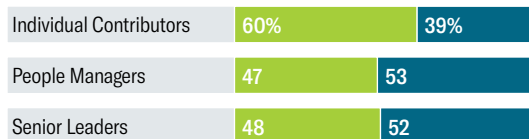
## Appendix *(Demographic and firmographic details for the survey audience)*

### Role

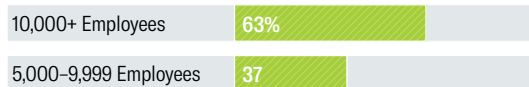


### Gender

Female Male

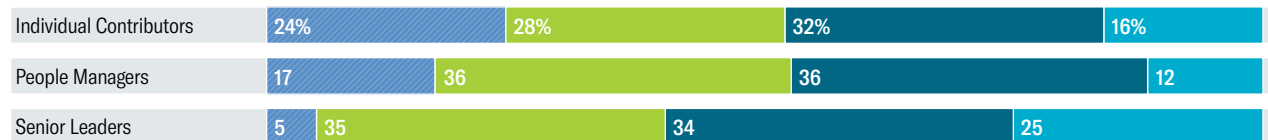


### Company Size



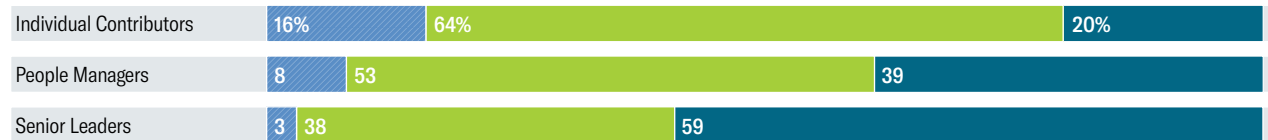
### Tenure

2 Years or Less 3-6 Years 7-20 Years 21+ Years



### Education

High School College Advanced Degree



### Company Performance in 2021

Failed to Meet Met Exceeded



# Exploring Further

The resources below, in a range of media from Harvard Business Publishing, provide further perspective on the value, impact, and development of the leadership capabilities and superpowers.

## Leads Strategically

Strategy in an Age of Uncertainty

*Article, June 2022*

4 Steps to Creating Strategy in an Uncertain World

*Article, June 2022*

## Leads through Uncertainty and Change

The Case for Embracing Uncertainty

*Podcast, July 2022*

Competing in the New World of Work: How Radical Adaptability Separates the Best from the Rest

*Book, February 2022*

## Champions Inclusion

Unconscious Bias Training That Works

*Article, October 2021*

Anti-Racist Leadership: How to Transform Corporate Culture in a Race-Conscious World

*Book, March 2022*

## Understands the Business

How Finance Works: The HBR Guide to Thinking Smart about the Numbers

*Book, April 2019*

Know Your Customers' "Jobs to Be Done"

*Article, September 2016*

## Drives Digital and Data Intelligence

The Digital Mindset: What It Really Takes to Thrive in the Age of Data, Algorithms, and AI

*Book, May 2022*

The Digitally Literate Organization: Democratizing Transformation

*Spotlight Series, May-June 2022*

## Demonstrates Resilience and Agility

The Secret to Building Resilience

*Article, January 2021*

What Leaders Get Wrong About Resilience

*Article, June 2022*



## **Leads Authentically**

True North: Leading Authentically in Today's Workplace, Emerging Leader Edition

*Book, New Edition: August 2022*

Mark Zuckerberg is 'derailing' Facebook, says Harvard expert—here's how he can get 'back on track'

*Article, September 2022*

## **Develops Others**

How the Best Managers Identify and Develop Talent

*Article, January 2020*

Smart Growth: How to Grow Your People to Grow Your Company

*Book, January 2022*

## **Leads Teams That Deliver**

Productivity Is About Your Systems, Not Your People

*Article, January 2021*

Make Time for the Work That Matters

*Article, September 2013*

## **Communicates for Influence and Impact**

The Art of Active Listening | The Harvard Business Review Guide

*Video, August 2022*

Find the Right Words to Inspire Your Team

*Article, April 2021*

## **Empathy**

Empathy Rules

*Article, February 2022*

Connect with Empathy, but Lead with Compassion

*Article, December 2021*

## **Curiosity**

The Business Case for Curiosity

*Article, September/October 2018*

In Praise of the Incurably Curious Leader

*Article, July 2019*

## **Courage**

What Courageous Leaders Do Differently

*Article, January 2022*

How to Find and Practice Courage

*Article, May 2020*

## **Self-Awareness**

Self-Awareness Can Help Leaders More Than an MBA Can

*Article, January 2018*

Build Self-Awareness with Help from Your Team

*Article, August 2018*

## **ABOUT CORPORATE LEARNING**

For decades, Harvard Business Publishing Corporate Learning has partnered with companies around the world to elevate their leaders and businesses. Leveraging the remarkable depth and breadth of Harvard Business School, *Harvard Business Review*, and an unrivaled network of industry experts, the company creates learning experiences for all levels, from executive leadership programs to enterprise-wide engagements for thousands of global employees. The company's digital, in-person, and blended learning experiences are designed for engagement and impact at scale.

## **ABOUT HARVARD BUSINESS PUBLISHING**

Harvard Business Publishing was founded in 1994 as a not-for-profit, wholly owned subsidiary of Harvard University. Its mission is to improve the practice of management and its impact in a changing world. The company achieves its mission through its relationships with customers in three market groups: Higher Education, Corporate Learning, and Harvard Business Review Group. Through these platforms, Harvard Business Publishing is able to influence real-world change by maximizing the reach and impact of its essential offering—ideas.

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