

The Paradigm Change of Leadership & Culture

*Positioning our
NREN Community
for Success*

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TNC 2024*



Agenda

1. Our Evolving Landscape
2. Leadership Positioning for Future Success
3. Employee Value Proposition
4. Developing our Global NREN Community



Our Evolving Landscape

*Enduring Leadership for Our
Sector; Our Society; & Our World*



Embrace Our Learnings



Our Great Leaders have taught us:

- Vision
- Strategic Decision-Making
- Understanding the numbers
- Understanding your people
- Strength & Resilience in Adversity
- Empathy & Compassion
- Innovative Thinking
- Adaptability
- Integrity & Character
- Effective Communication
- Charisma & Personal Style

Change the Present

Our operating landscape is beset by increased complexity, technological disruption & rapidly shifting societal expectations.

Taken together, these raise **three key considerations**:

Leaders of the future will have to navigate an ever-increasing pace of transformation at all levels

The top roles will likely become too big for one person at the top of a traditional hierarchy

To succeed, we must prepare our people and our organisations to meet these increasing challenges

Recast the Future

Technological

- VUCA (Volatility, Uncertainty, Complexity & Ambiguity) + Speed of Technological change = Increased leveraging of emerging digital technologies
- Intersection of automated systems, AI, and human capital will be critical to leadership
- Machine Learning + Automation + AI = The Fourth Industrial Revolution

Socio-Political

- Our leaders must be true societal leaders - not just leaders of their NREN
- The expectations and scrutiny by employees, shareholders, customers & society will be deeper
- We must be leaders of meaningful impact & betterment in our sector, our society and in our world

Environmental

- Sustainability - authentically at the core of our business strategy
- Meaningful ESG platforms
- Continued expansion of diversity & inclusivity platforms – incl. cultural & Indigenous
- Modern Slavery focus

Leadership Positioning for Future Success



Leadership Success: Key Focus Areas

Scope

- Key leadership roles will likely become too large for one person to lead in a traditional hierarchical manner
- Will require an increased mindset of trust & delegation
- Authentically model active collaboration with trust & shared values at the core

Leadership

- Amplification of Societal Leadership
- Placing the 'Why' and the 'How' at the centre of our operations
- We must be the leaders of meaningful impact & change within our sector, our community, & the world more broadly

Authenticity

- Authentic value set aligned to our Mission, Vision & Purpose
- Robustly withstand an increased level of visibility and scrutiny
- Unwaveringly ethical, displaying an ability to stay in their 'wise mind' when things get tough

Accountability

- A learning mindset both personally & organisationally will be critical
- Societal mistakes will be tolerated when accompanied by learning & betterment as an outcome – hypocrisy and lack of authenticity will not

Leadership Success: Key Focus Areas

ESG

- Sustainability must be at the core of our values thinking
- ESG a key driver of our durability & financial performance
- Success will be assessed on both our provision of leading sector solutions & our benefit to society

Our People

- Our social conscience must be high for us to be a viable employment vehicle for emerging generations
- Life choices, & consumer behaviour, will be driven by values & sense of social purpose
- Must have CEO/Snr Leadership accessibility

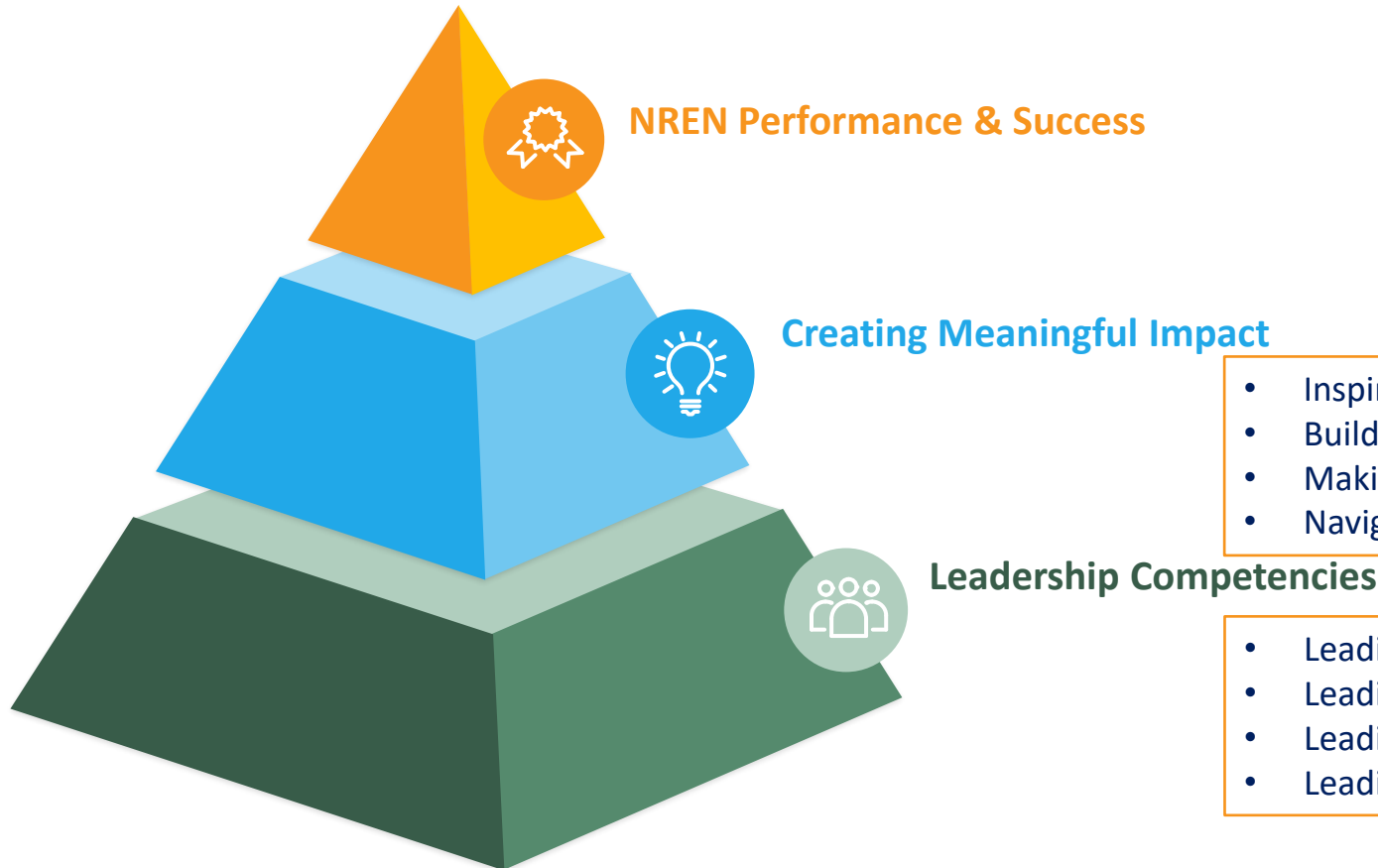
Technology

- Pace of technological advancement will need to quicken to stay a viable sector partner
- Automation, machine learning, AI & traditional human capital will intersect in ways not currently known
- We must be open & adaptable to ensure we remain ahead of the technology curve

Mindset

- Demonstrate resilience
- Mindful of own well-being
- Leadership humility is not negotiable
- No command & control – must be a delegated team effort
- Courage & openness to seamlessly pivot between short-term responsiveness and long-term strategy

Importance of Leadership Competencies



- Inspiring & motivating teams
- Building strong relationships
- Making informed decisions
- Navigating & driving change

- Leading the sector
- Leading the organisation
- Leading others
- Leading self

Leadership Competencies



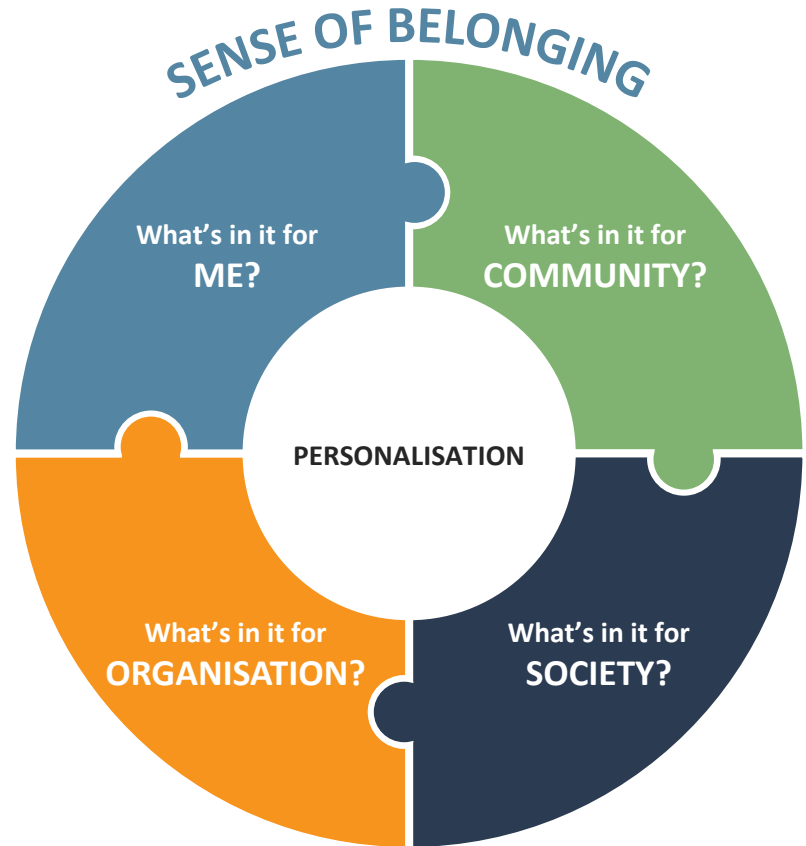
Employee Value Proposition



Building your Employee Value Proposition (EVP)



With **Extrinsic** benefits becoming unsustainable, organisations are investing in creative **Intrinsic** benefits to bolster their employee experience. The **Intrinsic** benefits are critically important to the under 35 age group.



Building Employee Engagement



Diversity & Inclusion: Policies & Culture

Traditional Focus Areas

Maternity
Leave

Paternity Leave

Adoption
Leave

Death of a
Child Leave

Death of a
Family
Member
Leave

Natural
Disaster
Leave

Family
Wedding
Leave

Qualification
Conferral
Leave

Hybrid Work

2024 Focus Areas

Menstruation
& Menopause
Support

Family &
Domestic
Violence
Support

Foster Care
Support

Fertility
Support

Gender
Affirmation
Support

Birth Trauma
Leave

Cultural Leave

ESG Suite

Modern
Slavery
Suite

Support of Mental Health Implications & Practices: Employee Assistance Programme: Proactive & Alert HR

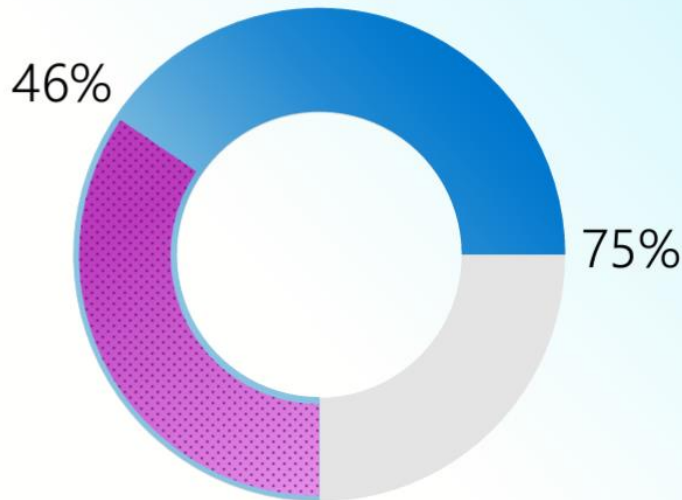
AI @ Work is here: A Forward Focussed EVP is Essential

Three Out of Four People Use AI at Work

Usage nearly doubled in the last six months.

75% of people are
already using AI at work

46% of them started using
it less than 6 months ago



Survey Question: *How often do you use generative artificial intelligence (AI) for your work? How long have you been using generative artificial intelligence (AI) at work?*



Your EVP & AI



Finding 1

Employees want AI at work—and won't wait for companies to catch up

They're bringing their own tools even as leaders face AI inertia.

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- **75%** of knowledge workers around the world use generative AI at work.
 - **78%** of AI users are bringing their own AI to work (BYOAI).
 - While **79%** of leaders believe their company needs to adopt AI to stay competitive, **60%** of leaders worry their organization's leadership lacks a plan and vision to implement it.



Finding 2

For employees, AI raises the bar and breaks the career ceiling

Some are itching for a career change, and there is a massive opportunity for those willing to skill up on AI.

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- **66%** of leaders say they would not hire someone without AI skills.
 - **71%** say they'd rather hire a less experienced candidate with AI skills than a more experienced candidate without.
 - There was a **142x** increase in skills like Copilot and ChatGPT added to LinkedIn profiles last year.



Finding 3

The rise of the AI power user—and what they reveal about the future

Power users use AI at least several times per week. They say it saves them more than 30 minutes per day.

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- Frequently experimenting with AI is the **#1** predictor of an AI power user.
 - Power users say AI boosts their creativity (**92%**) and helps them focus on the most important work (**93%**).
 - AI also helps them feel more motivated (**91%**) and enjoy work more (**91%**).

EVP Questions - Organisational



Do we have a workforce plan that clearly identifies the skills & workforce size needed over coming years?
How have we embedded flexibility into our plan?



How is remote work accounted for against our sustainability goals?



Does our ESG strategy help to position us as an employer of choice?
Will our ESG strategy withstand scrutiny?



Does our workforce work sustainable hours with appropriate workloads?
Do our staff have the skills to do their job?



Have we agreed our flexible working policies & practices?
Have we provided leaders with the training & support to make decisions within our policies and practices?

EVP Questions - Leadership



Do our leaders feel confident in their ability to manage performance, build culture, and have tough conversations in our evolving landscape?



Are our leaders upskilled to deal with increased scrutiny and heightened expectations in an increasingly complex environment?



Are our leaders equipped to develop the psychological safety of their teams and have conversations around respecting and managing boundaries?



How can we ensure that our leaders and people are skilled in areas like work design, virtual collaboration and critical thinking so that they can create efficiency, value & better ways of working?



Do we have a culture of being able to critically assess workload & priorities?
Do our leaders have permission to change course or stop activity where it no longer meets organisational or current objectives?

EVP Questions – Employee Engagement



What are our employee engagement levels like?
How quickly do we respond to feedback about engagement?



Do we have a clear view around what our employees think of us?
Are we prepared to act on employee feedback?



Have we implemented a rigorous process that identifies our valued employees and invests in them to make sure we retain them?
What does that investment look like?



Do we have specific mechanisms for helping new starters to develop their networks?
Do we assist them to form relationships outside their immediate teams and job responsibilities?

Developing *our* Global NREN Community





Global Leadership Development Programme

your best self
your best career



GLDP – The Vital Statistics



Participants

29 participants



10 female (35%)



13 participating NRENs



Participants skillset: mix of technical & team leadership

GLDP – Curriculum Overview

Opening Programme	
<i>Amsterdam Art Centre, Amsterdam: February 2024</i>	
Day 1 morning	Introduction & Getting to Know Each Other; MBTI Introduction
Day 1 afternoon	CEO Insights & Learnings; MBTI Introduction (cont)
Day 2	MBTI Deep Dive
Day 3 morning	Communication & Influencing Skills
Day 4 morning	Building Culture & Improving Employee Performance
Day 4 afternoon	Building Trust & Collaboration in a Dispersed Workforce
Day 5	Revisit of Key Themes

Closing Programme	
<i>Offices of SURF, Utrecht, Netherlands: November 2024</i>	
Day 1	Revisit of key Leadership themes from Opening Week
Day 2 morning	Your NREN Brand
Day 2 afternoon	Team Activity
Day 3	Crisis Leadership
Day 4 morning	Board & Governance Fundamentals
Day 4 afternoon	CEO Simulation Exercise
Day 5 morning	CEO Simulation Exercise (<i>continued</i>)
Day 5 afternoon	Wrap Up: Future Planning/Learnings/Career Objectives/Help Required

Online Workshops
Workshop #1 (Via Zoom)
Revisit of key Leadership Themes
Challenges & Solutions
Workshop #2 (Via Zoom)
NREN Financial Specifics
How to read and understand financial Statements
Individual Coaching (2hrs each)

Final Thoughts



Final Thoughts

Act Now!



This is not the 'far future' of work – the change is happening **NOW** – and it is accelerating!

Courage & Best Bets



Plan for a dynamic future with multiple & evolving scenarios.
Leaders will need courage to make bold moves – including 'best bets'

Have a Bigger Plan



The change acceleration might need a more than a comfortable step up from where you are today.
Be courageous - don't be constrained by where you are now!

Final Thoughts

Own the AI
agenda



Automation & AI will affect every level
of your business and your people.
Understanding & agility is essential.

Value your People



You can't protect jobs which may
become redundant through technology.
Nurture agility, adaptability & re-skilling.
Protect people not jobs.

Use a clear
Narrative



Employees are anxious about the future,
about change transitions & job security.
How your employees feel affects your
business today – so **plan, engage &
communicate.**

Thank You

