Learning Agility in Turbulent Times

David Mashuri, Partner, WE Partners Kazakhstan

www.britishcouncil.org/siem
Promising pool of graduates

- Literacy level – 99.7%
- Gross enrolment in higher education – 44.4%
- Number of University students – 477 400
- Number of college students – 500 000+
- Number of Bolashak students – 10 000
- Number of students studying abroad – 45 000+
Employment Challenges

1. Current system of education does not cover needs of business:
   - Newly opened and upgraded social science universities provide inflow of entry-level white-collar employees with high salary expectations and lack of hands-on experience
   - Soviet-time based vocational education does not provide necessary qualification of blue-collar employees. High-qualified working professions are in deficit.

2. Traditions that die slowly
   - Low mobility between regions
   - Limited foreign language proficiency
   - Lack of loyalty to an employer

3. Young industries (IT, telecommunications, retail etc.) experience lack of local professionals at middle and top management positions
# Employment Challenges

<table>
<thead>
<tr>
<th>Level</th>
<th>Average Annual Salary Ranges, USD</th>
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<tbody>
<tr>
<td>C (CEO)</td>
<td>120 000 – 250 000</td>
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<tr>
<td>C – 1</td>
<td>60 000 – 84 000</td>
</tr>
<tr>
<td>C – 2</td>
<td>36 000 – 60 000</td>
</tr>
<tr>
<td>C – 3</td>
<td>12 000 – 36 000</td>
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Graduates careers. Market Demand

Top 15 for 2016 international and local demand

<table>
<thead>
<tr>
<th>Korn Ferry Challenge: to meet the growth and changing demand in consumer sectors</th>
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<tbody>
<tr>
<td>Chief Commercial Officer</td>
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<tr>
<td>Chief Innovation Officer</td>
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<td>Chief Digital Officer</td>
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<tr>
<td>Chief Cyber Security Officer</td>
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<tr>
<td>Chief Sustainability Office</td>
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<tr>
<td>CEO</td>
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<tr>
<td>CHRO</td>
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<tr>
<td>CIO</td>
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<tr>
<td>CTO (Technology)</td>
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<tr>
<td>Chief Medical Officer</td>
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<tr>
<td>Chief Risk Officer</td>
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<tr>
<td>COO (Manufacturing)</td>
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<tr>
<td>COO (Energy)</td>
</tr>
<tr>
<td>CMO (Marketing)</td>
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<tr>
<td>Chief Development (Funding)</td>
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<th>WE Partners Challenge: to build sustainable business</th>
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<tbody>
<tr>
<td>CEO</td>
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<tr>
<td>CFO</td>
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<tr>
<td>Head of Corporate Finance</td>
</tr>
<tr>
<td>CHRO</td>
</tr>
<tr>
<td>CIO (Information &amp; Digital)</td>
</tr>
<tr>
<td>Chief Risk Manager</td>
</tr>
<tr>
<td>COO</td>
</tr>
<tr>
<td>CTO (Technology)</td>
</tr>
<tr>
<td>Head of Debt Assets</td>
</tr>
<tr>
<td>Head of Efficiency Improvement</td>
</tr>
<tr>
<td>CMO (Marketing)</td>
</tr>
<tr>
<td>Chief Commercial/Sales Manager</td>
</tr>
<tr>
<td>Chief Legal Officer</td>
</tr>
<tr>
<td>Head of Compliance &amp; Control</td>
</tr>
<tr>
<td>Head of Audit</td>
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</table>
What makes an exceptional CEO?

- Leadership Skills: 50%
- Technical / Functional Skills: 40%
- Experience & Motivation: 10%
Critical Mission Motivations

CEO
- Leadership
- Networking
- Driven to make the organization the best

Manager / Middle management
- Leadership
- Networking
- Driven to make the organization the best
- Management skills
- Technical skills

Professional
- Technical skills & knowledge
- Driven to become an expert

Graduate
- Technical skills & knowledge
- Driven to become an expert
The Capability Gap

There is a growing gap between position requirements and the skills of the average incumbent

Center for Creative Leadership, Eichinger
## Five measurements of Learning Agility

<table>
<thead>
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<th>Turnaround C-suit profile</th>
<th>Roles</th>
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<tr>
<td>- Mental Agility</td>
<td>- Comfortable with complexity and ambiguity, finds solutions to tough problems, broad interests, highly curious</td>
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<tr>
<td>- People Agility</td>
<td>- Can work easily with a diversity of people, politically agile, skilled communicator, manages interpersonal conflict well</td>
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<tr>
<td>- Change Agility</td>
<td>- Constant tinkerer (never satisfied), enjoys leading change efforts, willingly takes heat of any resistance to change</td>
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<tr>
<td>- Results Agility</td>
<td>- Delivers results, resourceful, inspiring, has significant presence, builds high performing teams</td>
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<tr>
<td>- Self-Awareness Agility</td>
<td>- Insightful, reflective, sensitive of impact on others, clearly understands personal strengths and weaknesses, actively seeks feedback</td>
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Research Reveals Success Equation

Learning Agility: The Magic Multiplier

Raw Material: The "Right Stuff"
- Applied Intelligence
- Functional/Technical skills
- Career Motivation and Interests

Competency Building Experiences
- Variety of job changes
- In-place assignments
- Hardships
- People feedback
- Coaching
- Workshops, courses, readings

Learning Agility
Ability and willingness to learn from experience and subsequently apply that learning to perform successfully under new or first-time conditions

HIGH LEADERSHIP POTENTIAL
Embed Learning Agility in Talent Processes

- Identify the right talent
- Develop a learning culture
- Embed learning agility into succession planning
- Incorporate it in your selection process
- Engage the high potentials
- Differentiate development
Matching Talent to Opportunity

If the position …

- Is new
- Requires fresh ideas and new ways of thinking
- Is in a quickly changing field or area of business where the future is undefined or emerging
- Needs major fixing
- Requires strategic thinking and/or strategy development
- Is supported by strong technical help
- Requires political savvy
- Is change-driven

… fill it with a high-potential candidate. More Learning Agility.
High Performance vs. High Potential

High performers are not always high potentials...

29% of high performers ARE high potentials
71% of high performers are NOT high potentials

...But high potentials are mostly high performers

93% of high potentials ARE high performers
7% of high potentials are NOT high performers

Source: High-Potential Management Survey, Corporate Leadership Council, 2005
So, what is... learning agility?
Learning Agility: What Do We See?

- An eagerness to learn about self, others, and ideas
- Genuine willingness to learn from feedback and trial
- Thoughtfulness and experimentation
- Resilience and idealism regarding change
- Resourceful under tough conditions, inspiring others to perform beyond normal
So Why Should You Care?

Many EXECUTIVES DERAIL because they:

- are victimized by past successes.
- have blind spots.
- have undeveloped or untested competencies.
- fail at relationships and transitions.
- can’t relinquish control.
- seem to have quit learning.
Traditional versus Active Learning

**Traditional**
- Conventional intelligence
- Grades/test scores
- Functional/technical skills
- Analytical skills
- Straightforward problem-solving

**Active**
- Street smarts
- Initiative/curiosity
- Intellectual agility
- Conceptual complexity
- Broad-range thinking
Learning Agility

Is related to...

Potential.

Performance once promoted.

The ability to handle tough, new assignments.
Defining Learning Agility

- **Self Awareness**: They are keenly aware of their impact on others, they know themselves well and have few blind spots.

- **Mental Agility**: They are critical thinkers who are comfortable with complexity, examine problems carefully and make fresh connections.

- **People Agility**: They read people well, are influential and are effective with a variety of people and tough situations.

- **Change Agility**: They like to experiment, are comfortable with risks and can deal with resistance to change.

- **Results Agility**: They deliver results in first-time situations by being resilient, inspiring teams and having significant presence.
70-20-10 Model of Learning Development

- assignments: 70%
- people: 20%
- courses: 10%
I will be glad to comment or answer questions related to the content of this presentation.

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