



3 Key Leadership Trends for 2022

Global Leadership Forecast: The Largest Study of Its Kind



3 Trends



The Race for
Top Talent



Finding Potential
in the (Virtual)
Shadows



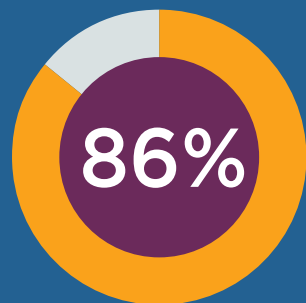
Engaging
Next-Gen
Leaders



Trend 1: The Race for Top Talent



The Big Burnout



of high potentials
are at risk of burnout

Burnout Poses Major Retention Risk



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Instill a sense of purpose

Support leadership capabilities to recover

Keep employee wellbeing front and center

The Risk in Replacing Talent



Identifying and developing future talent is among leaders' greatest weaknesses

5 Stay Questions Every Leader Should Ask

“What things do you look forward to each day?”



“What are you learning here, and what do you want to learn?”



“Why do you stay here?”



“When is the last time you thought about leaving, and what prompted it?”



“What can I do to make your job better for you?”





Trend 2: Finding Potential in the (Virtual) Shadows

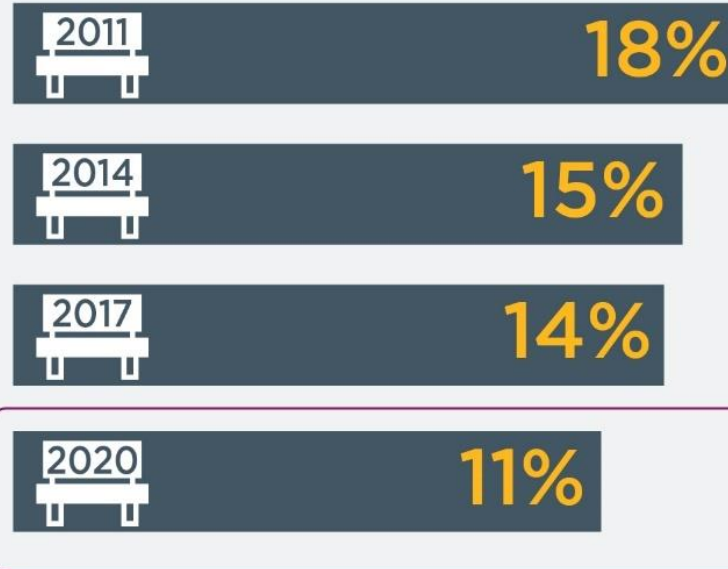


The Bench is Empty



Companies can fill **only 47%** of leadership roles

Bench Strength Reaches an All-Time Low



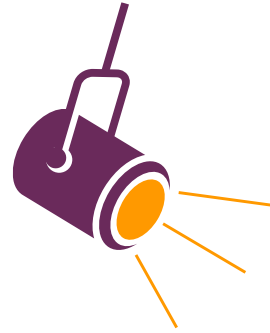
Percentage of HR Saying They Have a Strong Bench to Fill Leadership Roles

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Impact of Flexible Work on Leadership Potential

Improve Talent Visibility



Clearly define profiles for success

Use data to surface potential earlier and more broadly

Develop leaders' virtual capabilities to build talent



Trend 3: Engaging Next-Gen Leaders



Attract and Retain Next-Gen Leaders

1. Focus on flexibility and opportunity for growth
2. Create a culture of inclusion
3. Provide high-quality development experiences

Improving the Experiences That Matter Most

Organizations who provide high-quality development experiences are:



1.5X more likely to have
high leader engagement and
retention and

2X more likely to be voted
as best places to work



What Next-Gen Leaders Want

Authenticity

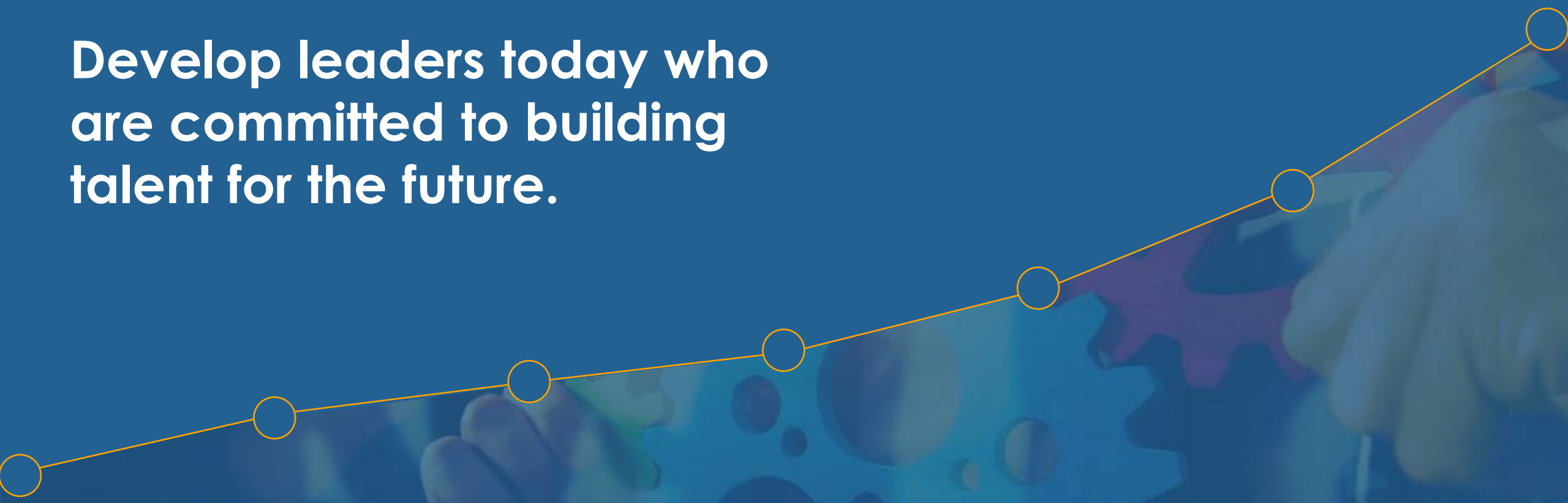
Empathy

Inclusion

Coaching

Feedback

**Develop leaders today who
are committed to building
talent for the future.**



Where Leaders Need Help Most

Urgent Future Gaps

- Building talent
- Managing change
- Digital acumen
- Strategic thinking
- Influencing

30%

A silhouette of a person in a business suit standing on a rocky peak, raising their right arm in a celebratory gesture. The background features large, semi-transparent '2022' text and a network diagram with nodes and lines. A small orange horizontal bar is positioned above the text.

Thank you