



2024 INTERNATIONAL EXECUTIVE RETREAT



The Leadership Gap.....

By Matongo Matamwandi

SUNBIRD – Nkopola Lodge,
Malawi

LEADERSHIP GAP

Do today's leaders have the skills and knowledge necessary to be effective in their roles?

Effective leadership plays a crucial role in the success of a business. Yet, many organizations have found that their leaders lack the skills necessary to excel.

This leadership gap can make it difficult for companies to compete and grow.

It can also negatively impact daily operations and employee retention. It's important to understand the leadership gap, why it happens, and ways to overcome it.

EFFECTIVE LEADERSHIP

Effective leadership is crucial for the success of any organization, but what happens when there's a gap in leadership?

A leadership gap is a situation where the leaders of a company are not effectively driving its mission and achieving its goals in some regard.

It can manifest in many ways, such as:

- poor employee morale,
- declining productivity
- missed opportunities.

It's critical for companies to identify and address leadership gaps to ensure they have people in leadership positions who are aligned with the organization's core values and strategy

What Is the Leadership Gap?

- The leadership gap refers to the difference between the skills and abilities leaders and those they need to be effective in their roles.
- This gap can compound due to rapid changes in how we work, workforce pressures, and attitudes about work-life balance.
- This might seem like a theoretical problem, but the leadership gap has real implications for companies and workers.

What's at the Core of the Leadership Gap?

Although the gap in leadership is a complex workforce issue, there are some common factors contributing to the problem:

- rapid changes in technology
- new business models
- demographic shifts

The combined effect of these have increased the need for more influential leaders.

Leadership Gap Examples



- According to the 2023 Global Leadership Forecast, less than half of all leaders felt effective in critical skills such as building talent, managing change, digital skills, and strategic thinking.
- To be a successful leader, you need a broad range of hard and soft skills.
- Although many of these skills are not specific to leadership roles, they may be used differently by leaders.
- For example, communication is always essential, but leaders must be able to deliver negative news, mediate conflicts, and even motivate their teams.

Examples of Leadership Skills required in 21st Century

- **Adaptability:** The ability to change and pivot quickly in response to new information, market shifts, and other changes in the business environment
- **Change management:** ability to plan, overcome resistance & implement organizational changes
- **Communication skills:** The ability to clearly and effectively communicate vision, goals, and ideas to others
- **Cultural competence:** The ability to understand, respect, and work effectively with people from diverse backgrounds and cultures
- **Digital skills:** The ability to use technology, data, and digital tools to drive business results
- **Emotional intelligence:** The ability to: Identify, Understand, Manage one's own emotions, Respect the feelings of others,
- **Innovation:** The ability to think creatively, identify new solutions to old problems, and drive change within the organization
- **Strategic thinking:** The ability to see the big picture, understand how all the pieces fit together and make decisions accordingly

What Hinders Closing the Leadership Gap?

- Failing to focus on skill development
- The following obstacles make closing the leadership gap a challenge:
- **Flat organizational structure:** A flat or horizontal company structure can limit upward mobility, making it difficult for workers to move into leadership positions. It may also make it difficult for workers to get guidance and mentorship from experienced leaders, hindering the development of new leaders within the company.
- **Inadequate succession planning:** Many companies need a more straightforward plan to replace retiring leaders. Additionally, they may need help identifying leadership potential within their current workforce.

- **Lack of investment in leadership development:** Companies need to prioritize leadership development and training, leading to a shortage of skilled leaders. In turn, this creates morale problems and retention issues. It leaves organizations with a leadership team that needs more skills.
- **Low retention, high turnover:** A revolving workforce depletes a company's talent pool. This forces the company to compete for new workers, which can reduce internal efforts to train and develop internal talent. High turnover also increases burnout by increasing the workload of remaining workers, leading to even more turnover.
- **Resistance to change:** Some organizations and leaders need to change how they do things. This includes opposition to using new technology and processes and extends to ideas about leadership and management, such as how workers are:
 - Evaluated
 - Promoted
 - Trained
 - Developed

Ways Organizations can Bridge the Leadership Gap

Closing the leadership gap is crucial for the success of businesses. Ways to address the issue

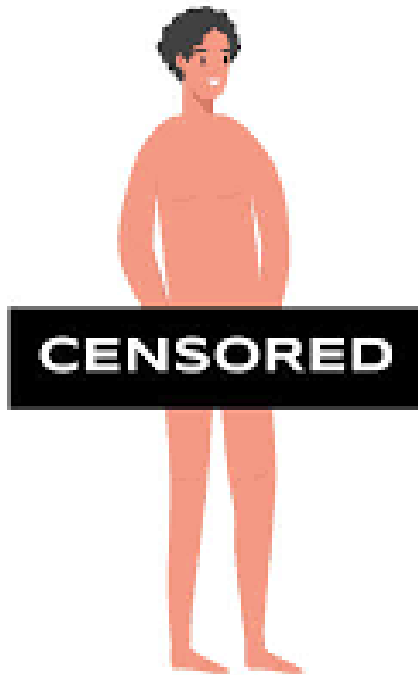
- Learn to recognize leadership potential within an organization.
- Develop a comprehensive leadership development program.
- Offer leadership training for employees at all levels, not just management.
- Establish clear performance expectations and provide regular feedback.
- Encourage collaboration across departments and team-building activities.
- Foster a culture of learning and continuous improvement.
- Strongly encourage internal promotions and career growth opportunities.
- Create mentorship and coaching programs for employees.



CULTURE

STORY OF CULTURE FROM 3 CONTINENTS

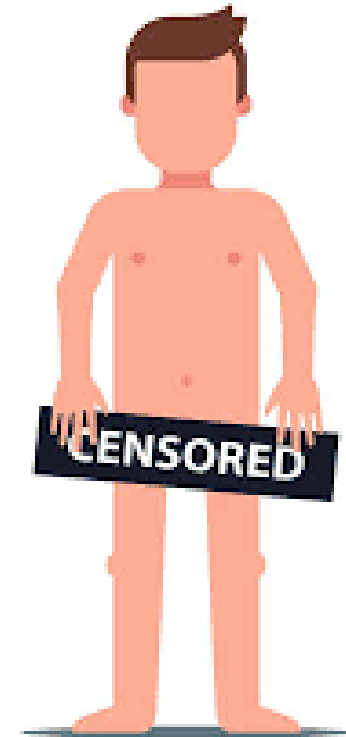
Swimming and clothes get stolen.....



African Culture – Hide your parts



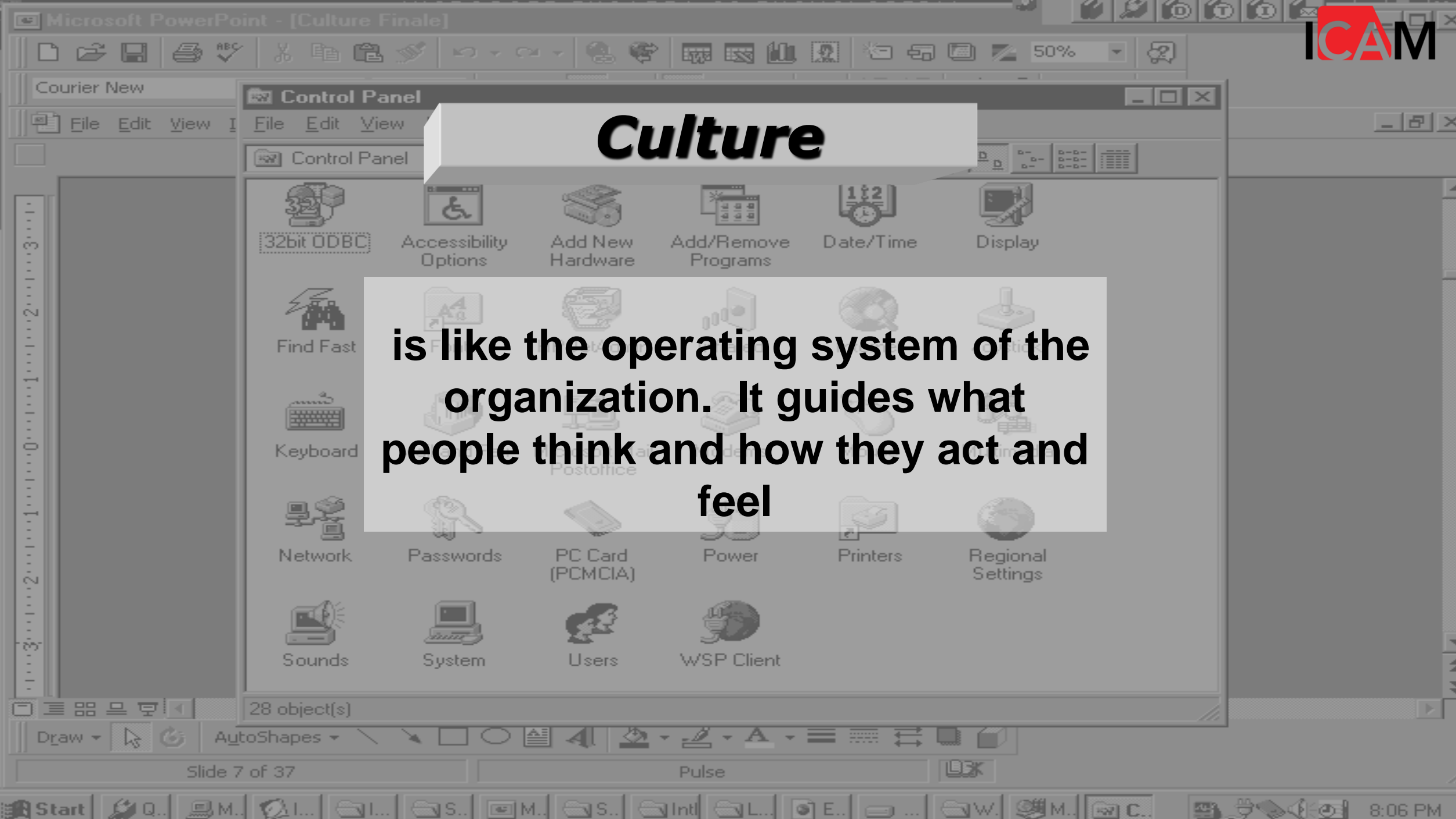
American Culture – Reality show and become celebrity



Chinese Culture – Hide your face

Culture

is like the operating system of the organization. It guides what people think and how they act and feel



Culture and Business

- In business, culture has two important meanings.

1

In the broad sense, it refers to the customs of **other countries** with which companies do business.

A **custom** is a practice followed by people of a particular group or region

2

Business culture refers to the standards of a particular company.

Corporate Culture

- **Corporate culture:** a company's shared values, beliefs, and goals
- Culture may be defined
 - Formally, through a company code of ethics, a written manual, and the orientation process
 - Informally, through dress codes, work habits, and social activities
- Factors influencing cultures may include
 - Company's founder
 - Industry (banking vs. technology)
 - Geographic location (Zambia or Malawi)

How do you turn culture into currency?

- It's **all about people** and building a culture that performs.
- Culture can be a huge draw for **talented people**.
- **Diversity**, **equality** and **inclusion** have become a core tenet of the culture conversation.
- Diversity is **quantitative** and inclusion is **qualitative**.

“Customers don’t buy what you do,
they buy why you do it.”

The idea behind this is that
customers choose your business
over another if it fits **their views or
interests.**

- In a survey of 80 leaders conducted by executive tech firm Egon Zehnder, 95 percent of the leaders believed a **company’s culture affects customer decisions**. Sixty percent of those surveyed said they think their business **culture supports their company’s brand**.

“Consumers have more trust in opinions of employees than in official marketing communications.”

“Brand management is not about what you say you are, its about who you are..”

“You can't just buy cultural currency; it is earned and has an intrinsic value tied to your brand”

Matongo Matamwandi

Great people are more easily attracted with a **GREAT CULTURE**



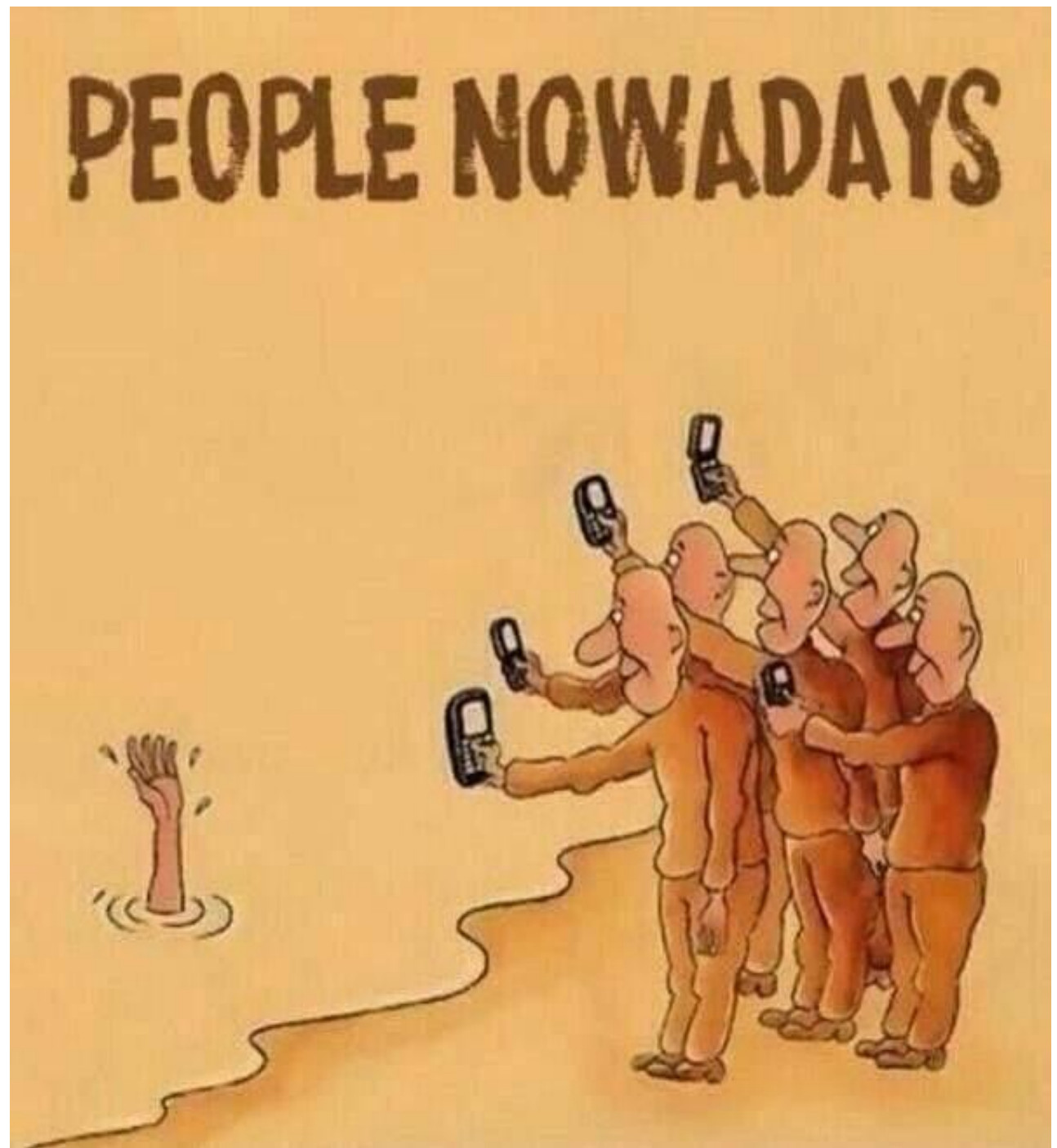
***Culture provides
resilience in tough
times and is more
efficient than
strategy***



Culture trumps competition...



*A broken culture
can doom even a
great organisation*



A complacent culture blinds you to organisational threats

**THERE'S ALWAYS CONSEQUENCES
TO YOUR ACTIONS**

@successpictures



They offload 5,800 bricks
at a wrong address 🤔👉😂👉

*Cultural mistakes
are more
damaging than
strategic mistakes*



Culture provides a level of risk prevention



**When it comes
to establishing
or changing a
culture the
leader sets the
tone**



*“Your company’s **culture** and your company’s **brand** are really just two sides of the same coin. Your culture is your brand.” -Tony Hsieh, Zappos*



Culture happens whether you plan it or not...
Why not create a culture you love...



Seven Aspects of our Culture

- Values are what we Value
- High Performance
- Freedom & Responsibility
- Context, not Control
- Highly Aligned, Loosely Coupled
- Pay Top of Market
- Promotions & Development

- “Let’s make the company we always dreamed of. Let’s create a company that will be a great place to be *from*.” -Reed Hastings and Patty McCord, Netflix



**“Best companies first, get the right people on the bus, and the wrong people off the bus.”
Once they hire the right people, the second step is get the right people in the right seats on the bus”. Jim Collins**

THANK YOU VERY MUCH