By identifying and developing eight key capabilities, leaders can capture the big opportunities hidden in today’s complex business landscape.

**MANAGE COMPLEXITY**
Solving problems and making decisions under fast-changing conditions.

*What Does it Look Like in a Leader?*
- Keeps an eye out for indicators of change
- Builds diverse teams to solve problems
- Looks at organizations as complex systems

*Why It Matters Now:*
Fewer than 33% of leaders express confidence in their ability to manage complexity.

**MANAGE GLOBAL BUSINESS**
Identifying and capturing opportunities unfolding in global markets.

*What Does it Look Like in a Leader?*
- Crafts a global strategy that also shapes relevant industries
- Seizes opportunities in emerging markets
- Navigates culturally complex, often nuanced business situations

*Why It Matters Now:*
By 2025 almost half of Fortune 500 companies will be based in emerging markets, up from about 5% in 2000.

**ACT STRATEGICALLY**
Adjusting strategies to capture emerging opportunities or tackle unexpected challenges.

*What Does it Look Like in a Leader?*
- Understands individual employee’s values and needs
- Identifies and evaluates strategic opportunities
- Communicates a compelling strategic vision

*Why It Matters Now:*
71% of learning & development professionals said their leaders are not ready to lead their organizations into the future.

**FOSTER INNOVATION**
Building reliable innovation processes and a collaborative, creative environment.

*What Does it Look Like in a Leader?*
- Establishes the structures that best support innovation
- Effectively manages systems and processes
- Encourages people to discover new ways to achieve success

*Why It Matters Now:*
Three out of four executives think their firms lack the kind of ideas needed to drive growth.

**LEVERAGE NETWORKS**
Systematically developing networks to achieve organizational goals.

*What Does it Look Like in a Leader?*
- Leverages network to gain insight into complex problems
- Creates networks to enhance influence
- Treats networks as mutually rewarding relationships

*Why It Matters Now:*
Leaders who excel at networking are also great collaborators, which is a highly sought-after skill.

**INSPIRE ENGAGEMENT**
Fostering a culture that creates meaningful connections between employees’ values and those of the organization.

*What Does it Look Like in a Leader?*
- Understands individual employee’s values and needs
- Shapes work assignments to meet different needs and values
- Fosters an inclusive work environment

*Why It Matters Now:*
Only 13% of employees worldwide are engaged at work, which makes engagement and its impact on retention a significant concern for HR leaders.

**CULTIVATE LEARNING AGILITY**
 Routinely seeking out and learning from new experiences.

*What Does it Look Like in a Leader?*
- Seeks out opportunities to discover new approaches and acquire skills
- Rapidly analyzes problems and synthesizes information
- Searches for reasons in both successful and unsuccessful outcomes

*Why It Matters Now:*
Organizations whose leaders can navigate a complex world are three times more likely to be in the top 20 percent of financial performance.

**DEVELOP PERSONAL ADAPTABILITY**
Remaining focused and effective in the face of uncertainty and ambiguity.

*What Does it Look Like in a Leader?*
- Deals flexibly and creatively with challenging situations
- Builds resilience by effectively managing stress, time, and energy
- Recognizes that past approaches often do not work in current situations

*Why It Matters Now:*
60% of CEOs believe that adaptability to change is the top skill needed for leadership, up from 40% in 2013.

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