



# **WHOLE-BRAIN LEADERSHIP**

**accenture**<sup>></sup>**strategy**

**Peter Lacy**  
**Senior Managing Director, Accenture Strategy**

As I talk to CEOs and C-Suite executives around the world – a world that is becoming more complex and more difficult to do business in – it’s clear that they believe we need to also move to a world where leaders use a whole-brain approach to thinking to leadership, to breaking down business problems.

That was the genesis and the driver for a large scale Project that Accenture and Accenture Strategy have been doing over the last 12 months, working with 200 Executives around the world to understand what it takes to be a leader in the new. To have the deep analytics, quantitative skills that are required in an era of new technologies, big data, machine learning analytics.

But also to couple that with the right-brain approach to creativity, to empathy, to human ingenuity, to make sure that we are truly solving in innovative ways for competitiveness and in having an impact on the way the world lives in and works.

**Katherine LaVelle**  
**Managing Director, Accenture Strategy**

We identified a group of major influencers when it comes to organizations. Pathfinders are a group of employees and consumers who not only feel empowered to raise their issues to C-suites of companies, but actually feel like they are societally obligated to raise their issues to the senior most leaders of an organization. It’s clear that Pathfinders bring a significant risk or threat if not addressed or a significant opportunity if embraced. The differences are quite stark. When you actually take a look at things like “intuition” you can see a big gap – you really begin to understand the Pathfinders expectations and why they are not being met. That for me demonstrates a great need within executive suites to think about building skills in a different way.

**Alberto Zamora**  
**Managing Director, Accenture Strategy**

Here are three things leaders can do to accelerate the change needed to respond to disruptive forces – and stay competitive:

## **#1. CHANGE THE MIX OF SKILLS IN THE C-SUITE -- BY DIVERSIFYING THE C-SUITE'S STRENGTHS**

The C-suite recognizes what needs to happen, with 9 of 10 of the companies we spoke with already taking steps to address skills gaps. Over half of executives said they're reskilling their current C-suite.

## **#2. RELINQUISH SOME TRADITIONAL LEADERSHIP TO GAIN CURRENCY AND RELEVANCY**

Harness the power of the Pathfinders... this group is 5 times as likely to take action against their employer but also twice as likely to be motivated to give their absolute best for the employer.

It's clear that Pathfinders represent a significant risk if not managed, and a significant opportunity if embraced.

## **#3. DRIVE CHANGE DEEP AND WIDE IN THE ORGANIZATION**

The C-suite has to build these balanced skills and use them at both the organizational and the individual level. In doing so, leaders can bring a whole-brain approach to solve the highest value problems in their companies. Again, using that combination of data-led and human-centered leadership.

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