

BUILDING LEADERS WITHOUT SILOS

Digital disruption—transformation caused by the emergence of new technology and business models—is shaking up the traditional career paths for business leaders, changing the skills they will need to thrive.

87% say their company has been noticeably affected by digital disruption over the past three years.

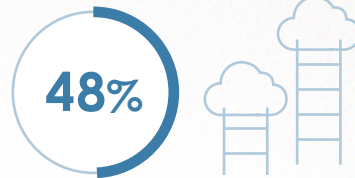
3% have not been affected at all.

Digital disruption is breaking down functional silos

As a result of digital disruption...



agree that their role is merging with that of leaders in other functions.



agree that the blurring of departmental boundaries makes it harder to plan professional progression.



say transforming how the company works is a priority.

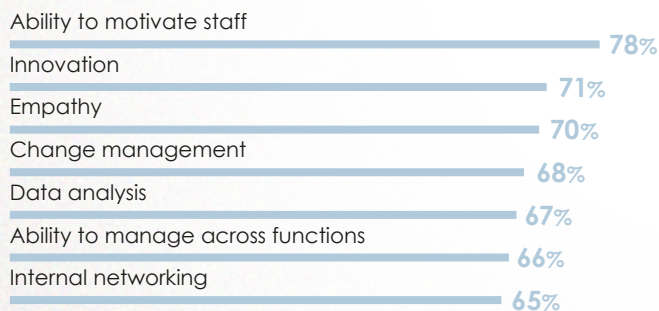
How can they adapt?

This challenges business leaders to perfect new skills

“The shelf life of skills today is becoming shorter and shorter.”

George Zarkadakis, digital lead at Willis Towers Watson

Leadership skills that will become more important in 3 years:



Roles are evolving and the next steps aren't always clear, but continuous training will help leaders adapt.



Traditional career paths are being disrupted too

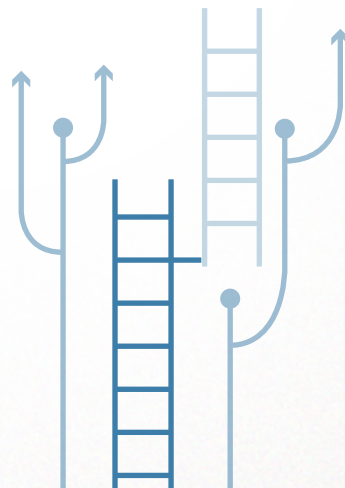
60% of executives say digital disruption will be beneficial to achieving their professional ambitions.

73% say their career path has been affected by digital disruption.

62% are likely to expand their current role to significantly include responsibility for other departments.

74% are likely to take a leadership position in a different department within their company within three years.

Only 37% feel encouraged by the company to progress in their role.



Specialisation in a particular function may no longer be a route to leadership. Instead, true leaders will be those who can foster cross-functional collaboration and innovation.

Executives who embrace the disruption of their own assumed career paths will be the ones who thrive.

Footnotes: The research is based on a The Economist Intelligence Unit survey, sponsored by Salesforce, of 800 executives (marketing, sales, customer service and IT), based in France, Germany, the Netherlands or the UK.