



Leadership in the Age of Digitization and Artificial Intelligence

by Gaëlle Piernikarch & Myriam Capel, August 2020

Last year we celebrated the 50th anniversary of Neil Armstrong's steps on the moon, a breakthrough made possible by human efforts and cutting-edge technology. Inevitably we remember the astronaut's famous quote:

"One small step for a man, a giant leap for mankind"
– Neil Armstrong

Alike space discovery, digitization is progressing exponentially in many domains of research and everyday life, disrupting how we think, communicate, and behave in many ways – and we are setting foot on new planets, discovering new business galaxies, paving the way for new kinds of intelligence.

Machine learning and artificial intelligence (AI) have left the film studios, the labs and then the factory floors to become increasingly part of our day-to-day life. As they are taking over so many aspects of our world, we know that we will not go back in time. Yet it is not only the exponential raise of machine intelligence that marks our era; it is also the fast evolution of human intelligence – both phenomena being correlated.

Neurosciences bring an interesting light to different forms of human intelligence, whether individual or collective systems. They tell us that the brain has the capacity to regenerate, expand and change shape (plasticity) as well as create new connections. While it ensures our survival, the brain also allows us to grow beyond our known abilities.

As collective intelligence systems, organizations both strive for survival and have an immense potential for growth and innovation as well.

How will artificial intelligence and human intelligence interact over the next decade? What will be the impact on business? Though it is difficult to predict what it will look like, we can see some trends emerge.

While we believe Artificial Intelligence will obviously further impact our working environment, an emerging competence comes up as even more important today & tomorrow: the famous Emotional Intelligence (EI). **Emotional Intelligence refers to the ability for people to recognize, understand and perceive emotions effectively in everyday life.**

Indeed, according to a study from Cap Gemini this year ⁽¹⁾, with the evolving job roles, inability to automate certain tasks and the displacement of routine tasks, **overall demand for EI is expected to increase six times vs. current in the coming five years.**

Are our organizations ready for this change?

There seems to be a way to go... here some key recommendations from the Cap Gemini Study to succeed and prepare successfully to create an emotional intelligent organization:

1. **Adapt recruitment processes** to integrate the evaluation of Emotional intelligence
2. **Customize learning and training programs** to include EI and make these accessible to all employees – across all seniority level
3. **Promoting and rewarding Talents applying Emotional Intelligence Lenses.** For example: systematically include Emotional intelligence in the collaborators feedback (today, only 26% of companies include EI)
4. **Build an Emotional Intelligent culture,** using technology and data

Why building EI as a Key competence in your organization? What does it bring?

- Higher employee satisfaction, greater well-being, openness to change and reduced fear for job losses - we know that human jobs remain essential and cannot be fully replaced by machines,
- Increased productivity and market share,
- Better return on human capital investment.

Another study from the World economic Forum **highlights the emerging skills** in a VUCA environment and mentions, on top of the **Emotional Intelligence**, the importance of: **Resilience, stress tolerance and flexibility** and well as **Leadership and social influence, creativity, ideation, critical thinking and complex problem solving, active learning and learning strategies.**

Our Cambiana Leadership Programs focus on Emotional intelligence, communication, resilience, and leadership competences. It includes a well-known personality assessment based on MBTI and gives all participants a great understanding of themselves and how to

better understand the others. To get more information, visit our website www.cambiana.com and feel free to contact us anytime, we will be pleased to give you more information.

(1) Source: Daniel Goleman

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