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# Codifying culture and leadership readiness

Where have all the good leaders gone?



# Observations by Bond



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## Ben Rutter

Founder of the House of Visionaries

“Having spoken to over 30 residents in the run-up to this event, one question senior leaders have been asking (quietly or out loud) is where have all the good leaders gone?”

# 40+



Leaders in TA & HR  
attended the US event

# 300+



Residents in the  
#Houseofvisionaries

Having a clear people strategy, and an idea of how you wish to nurture/engineer your culture is one thing.

Making it happen requires a top to bottom ability within the leadership structure to embody and enforce that culture.

The people function, everything that sits underneath the CPO, has a disproportionate responsibility for fixing any leadership readiness issues.





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# Leadership readiness



# It's on us!



Today's visionary leaders create the reality of tomorrow!

It starts with the CPO, who holds guardianship of a company's culture and accountability for the people strategy.

Then comes a co-ordinated team effort across HR, L&D and TA functions to ensure leadership is capable of taking the company where it wants to go.

This report shares back the brilliant basics and some new ideas to develop strong leadership readiness for the future.





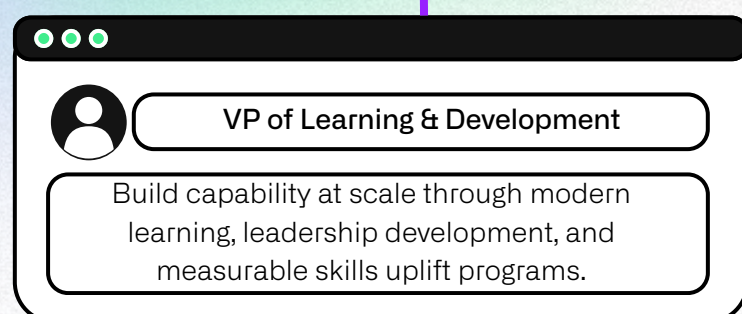
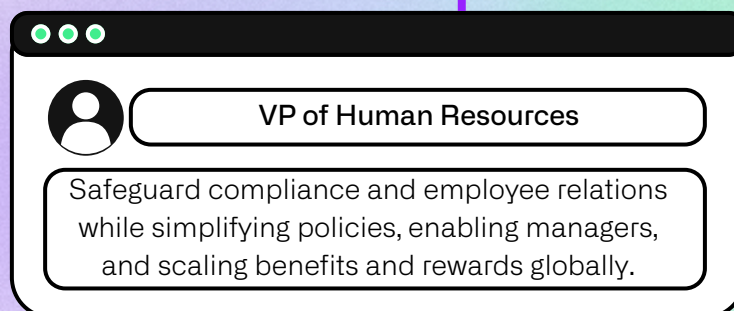
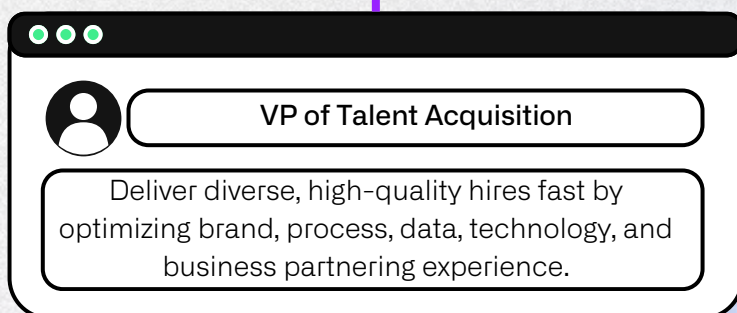
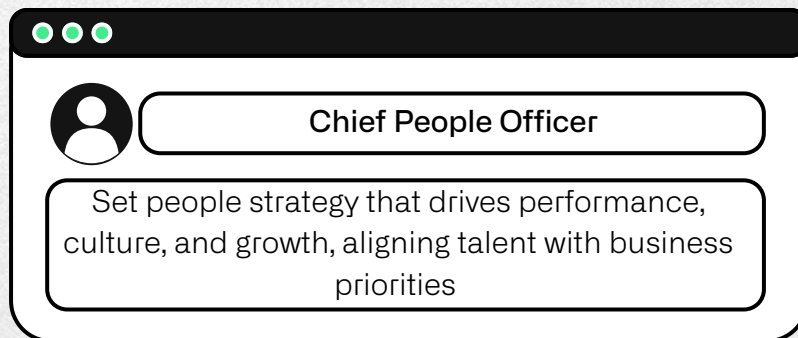


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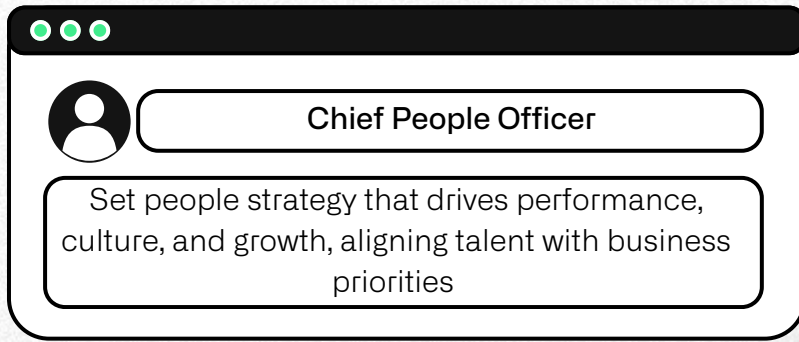
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# Workshop model

We tackled this leadership readiness challenge from the perspective of a typical CPO c-suite. What can each leader do to move the dial? Each table took a different role







Leadership readiness must be treated as a business critical system, not just a “people problem.”



Culture definition, leadership style, and capability expectations need to be set at the top and reinforced across TA, HR, and L&D.



Accountability, transparency, and consistent measurement should underpin all programmes.

## Bold Ideas

### Leadership Stock Exchange

a live internal market where leaders are rated by peers and teams on performance, trust, and culture impact. Real-time dashboards force accountability.

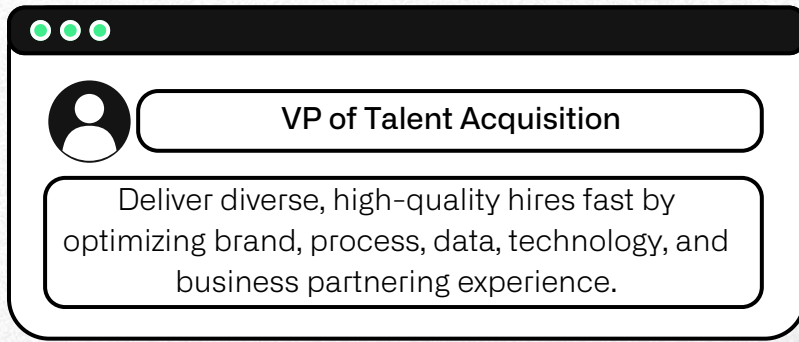
### Cross-industry Leadership Consortium

pool leaders with peer (non competitive) firms to co-learn, co-solve, and benchmark.

### Leadership charter

publish a public “leadership charter” (values + expectations) that signals non-negotiables internally and externally.





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Hiring managers need to be challenged, not just served. TA as provocateur



Future-proofing. The right hires for tomorrow's needs, not just today's vacancies.



Hiring should be treated as a privilege, not a right. Only the best managers should own it.

## Bold Ideas

### Centralised Hiring Panel

only certified leaders, the best, can make hiring decisions in critical functions and at certain levels

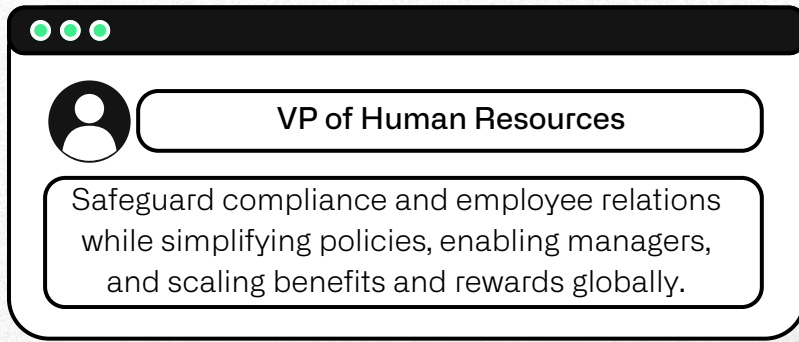
### Bad Hire Post-Mortems

institutionalise learning from mistakes. Every miss becomes data for future success.

### Reverse Mentorship for TA Leaders

junior voices shaping how leaders and hiring processes evolve.





Pay transparency and new legislation are forcing leaders into tougher conversations, readiness to handle these must be built.



Promotions must have a clear philosophy aligned to values and behaviours.



Leadership success should be defined beyond financial results. Things like empathy, humility, authenticity, and cultural role-modelling.

## Bold Ideas

### Leadership License

leaders must be certified in cultural behaviours and compliance before they can manage people.

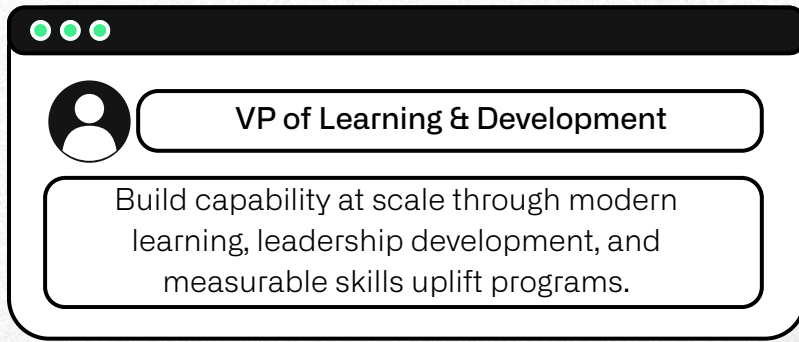
### Simulated Leadership “Stress Tests”

test future leaders via financial and market complexity situations before promotion decisions.

### Radical Transparency

openly share how promotions, comp, and leadership readiness decisions are made.





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Leadership journey must start at hire. Onboarding is leadership development.



Modern learning should be asynchronous, AI-enabled, and snackable to match the realities of work.



Build community. Leaders learning from leaders across organisations, mentors, and fireside chats.

## Bold Ideas

### Day 1 - Manager Bootcamp

mandatory “hit the ground running” programme for all new leaders.

### Crowdsourced Leadership Curriculum

co-designed by employees, ensuring relevance and buy-in.

### Leadership games

immersive simulations where future leaders run “crisis scenarios” in a safe but high-stakes game.





# Choosing Boldly, Leading Bravely

Across the four lenses of the Chief People Office, a clear picture emerged.

Leadership readiness is not a training issue, it's a system issue.

One that touches how we hire, reward, develop, and hold leaders to account.

The boldest ideas in this workshop point to a future where:

## Transparency is radical

Everyone knows what great leadership looks like, how it's measured, and how it's rewarded.

## Capability is tested, not assumed

Leaders prove their readiness through immersive simulations, cultural "licenses," and lived behaviours.

## Talent is curated with intent

We unapologetically hire, promote, and retain only those who align with the culture we want to build.

## Learning never stops

From day one, every leader is part of a living, breathing community that shares, challenges, and grows together.

The path forward will not be incremental. It will require courage to break from "the way we've always done it" and adopt audacious experiments.

The cost of unready leaders is greater than the risk of bold change.

This is the moment to act. Not cautiously, but decisively. Not waiting, but choosing. Because the organisations that redefine leadership readiness today will be the ones that win trust, talent, and growth tomorrow.



# Where next...

The community is co-created and we  
will always design the value add  
experiences you need.

Reach out to the team to kick around  
your future focused ideas...

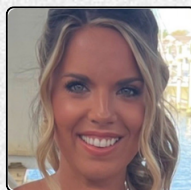
**Ben Rutter**

Founder of House of Visionaries  
Managing Director @BondGlobal



**Christina Harris**

Managing Partner @BondGlobal



**Sabrina Battiston**

Community Growth @BondGlobal



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