GPStrategies®
Your workforce **transformation** partner™

REINVENTING LEADERSHIP:

Who Wants to Lead, Who Doesn't, and What Employees Really Think of Their Leaders

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Together, we make transformation happen

WHAT ABOUT LEADERSHIP?

Work-From-Home Might Prove Managers Are No Longer Necessary

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Careers

Vice President at www.Paradox.ai

LEADERSHIP IS READY FOR REINVENTION

WHERE TO START? WE ASKED!

- What are the biggest successes and stumbles of leaders?

- Are your managers doing a good job? What do you need from them?

- What motivates you about the work you do?

- Do you want to be a people leader? Why? Why not?

WHAT ARE THE BIGGEST LEADER SUCCESSES?

38%
GOOD COMMUNICATION

26%
TRUST

24%
COMPETENCE / INDUSTRY KNOWEDGE

POLL

What are the biggest stumbles of the leaders you've followed?

Arrogance	Poor communication skills	Inability to handle conflict	Not trustworthy
Not diverse and inclusive	Doesn't understand team challenges	Not in touch with career aspirations	Unaware of my personal life

STUMBLES

WHAT ARE THE BIGGEST STUMBLES OF THE LEADERS YOU'VE FOLLOWED?

52% POOR COMMUNICATION

30% ARROGANCE

23% POOR DECISION MAKING
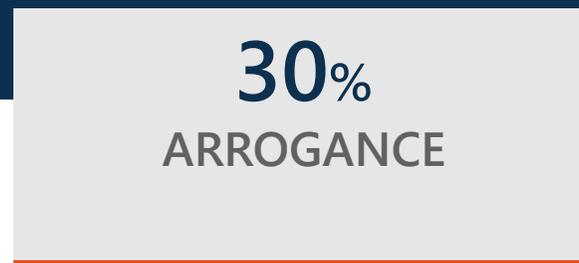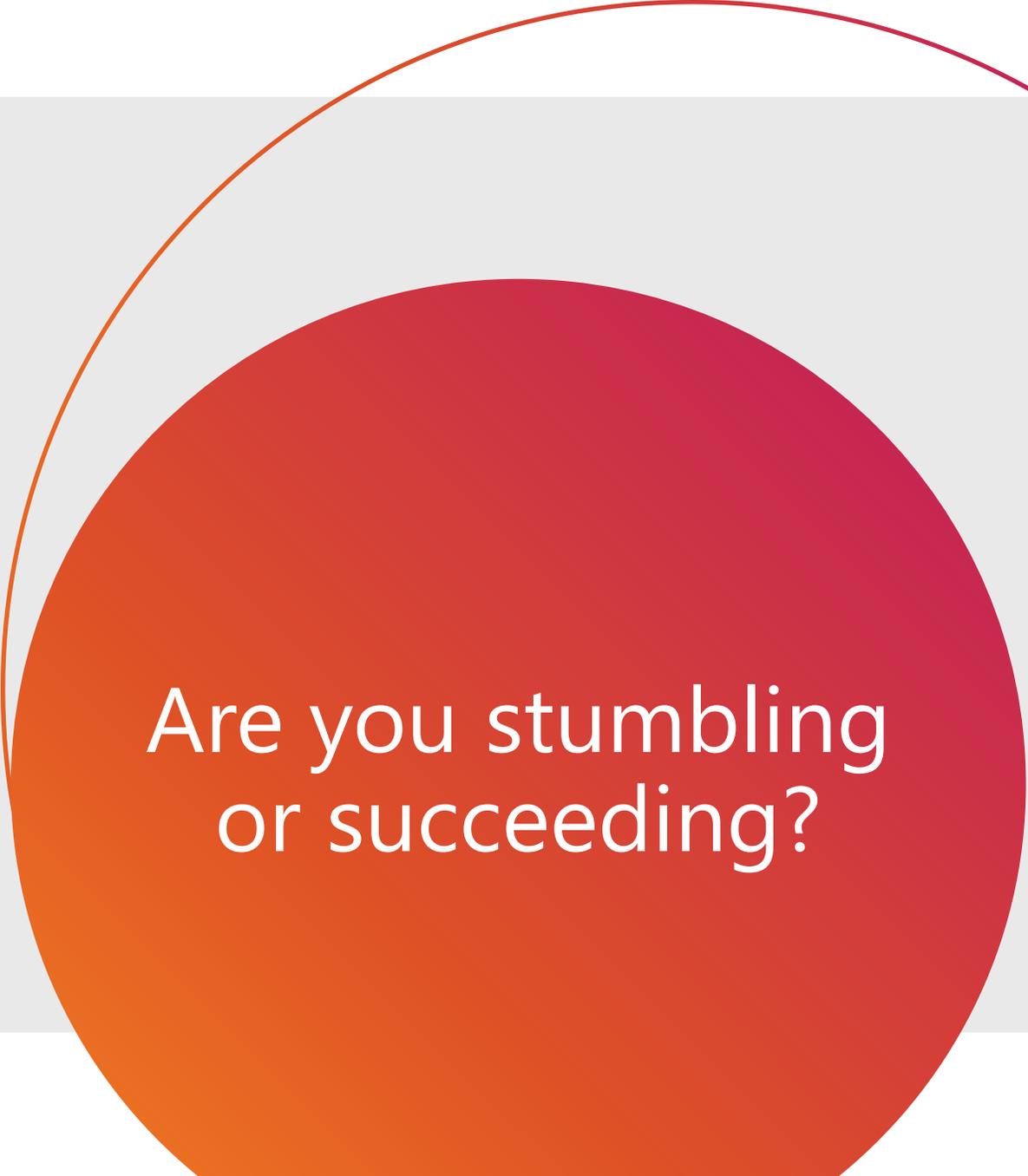
Are you stumbling or succeeding?

ASK YOURSELF:

1. Do I share information transparently?

2. Are my people aware of what I'm working on?

3. Do I involve others in the decision making process where I can?

4. Am I communicating for competence as well as connection?

5. Am I aware of how I'm coming across to others?

From Ego TO EI (**Emotional Intelligence**)

1	2	3	4	5
Be willing to express vulnerability	Ask for help	Be inclusive in your decision making	Make sure you are hearing different voices	Be transparent in your communication

REINVENTION #1

From Ego to
Emotional Intelligence

REINVENTION #2

From Tell to
Talk

HOW OFTEN DOES YOUR DIRECT LEADER SPEND THEIR TIME PERFORMING THE FOLLOWING ACTIONS?

60%

60% said their managers are USUALLY OR ALWAYS **delegating.**

57%

57% said their managers are USUALLY OR ALWAYS working **independently.**

54%

54% said their managers are USUALLY OR ALWAYS **supporting team collaboration.**

35%

35% of individual contributors said their managers NEVER OR SELDOM engage in **career development conversations.**

28%
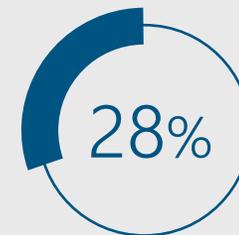
28% said leaders NEVER OR SELDOM spend their time **coaching.**

CHALLENGES COACHING

- Less confident

- Lack the skills

- Lack the time

- Not sure how to in a hybrid world

- Talent hoarding mentality

- Not rewarded for coaching

- No one did it for them

WHY COACH?

- High value add activities

- Empowers others

- Encourages innovative approaches

- Demonstrates a vested interest in your employees

- Turnover Tsunami!
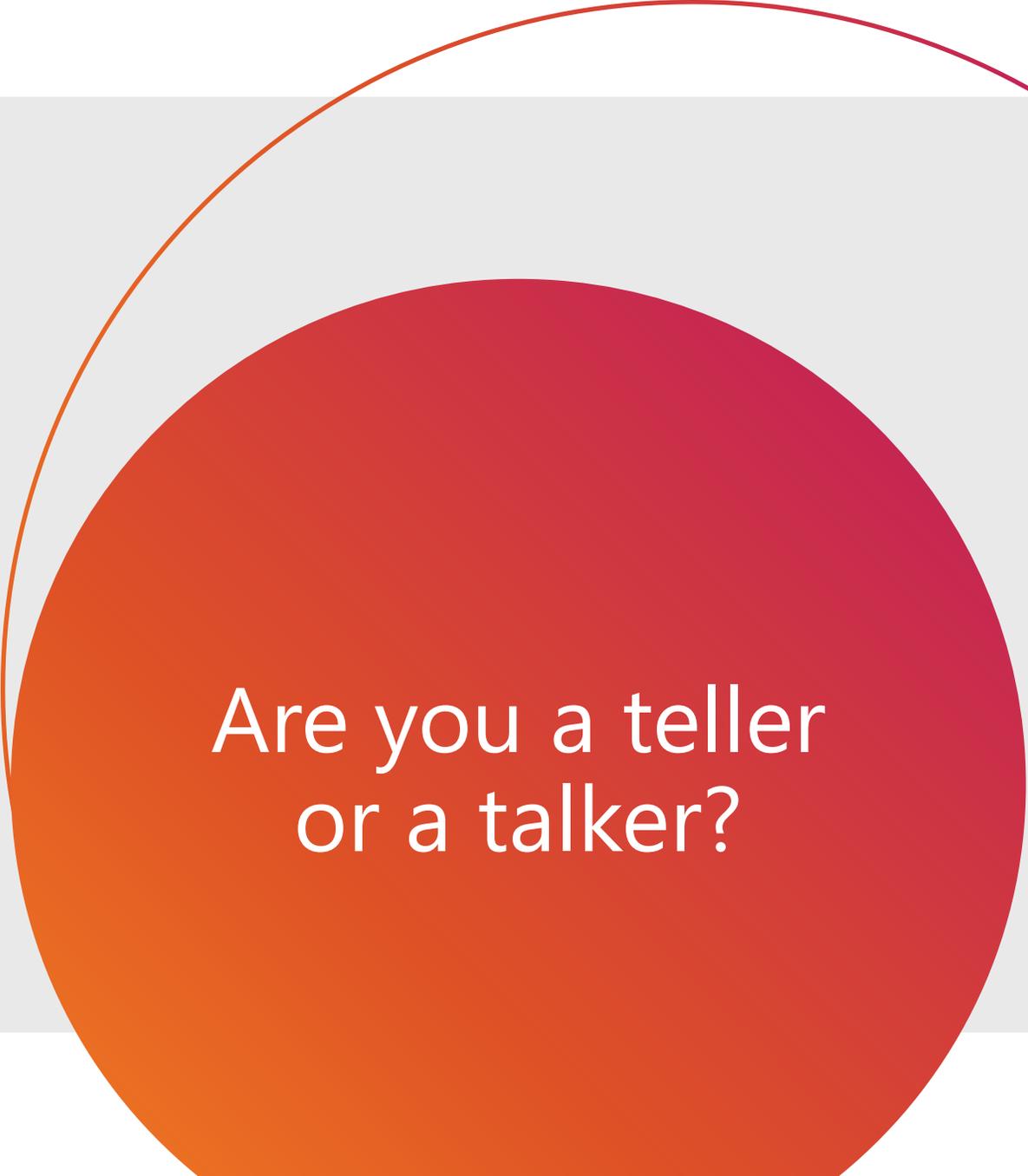
Are you a teller or a talker?

ASK YOURSELF:

1. Who shares first in my team meetings? My one-on-ones?

2. Do I spend time to tune in to what's happening with my employees?

3. Do I know their "lived reality" particularly in a hybrid world?

4. Do I ask thoughtful questions?

5. Do I know what the best work moments of the week are for my employees? The worst?

From Tell TO ▶ Talk

1	**2**	**3**
Clarify the "what" more so than the "how"	Ask questions and then listen actively	Tune in to what's going on with your employees
4	**5**	**6**
Make it a habit	Understand where you can support	Ask them what's important to them

POLL

How important are the following for you to have in the work you do?

Working with colleagues I respect

Being well compensated

Personally growing and developing

Working in an environment where I can show up authentically/ as my true self

Personal well-being

Work that gives a sense of purpose

Work/life balance

REINVENTION #1

From Ego to
Emotional Intelligence

REINVENTION #2

From Tell to
Talk

REINVENTION #3

From Organizational
and Personal Values
Separated to
**Organizational and
Personal Values Coexist**

HOW IMPORTANT ARE THE FOLLOWING FOR YOU TO HAVE IN THE WORK YOU DO?

84% Work-life balance

83% Wellbeing

80% Compensation

76% Work with colleagues I respect

74% Show up as my true self

74% Do work that gives me a sense of purpose

WHAT EMPLOYEES WANT

Esau McCaulley

Esau McCaulley (@esaumccaulley) is a contributing Opinion writer and an assistant professor of New Testament at Wheaton College. He is the author of the book "Reading While Black: African American Biblical Interpretation as an Exercise in Hope." He lives in Wheaton, Ill., with his wife and four children.

And it seems to be bringing a similar clarity to people about their priorities: The pandemic has led to one of the largest shifts in jobs in recent memory, with millions of Americans making changes. The housing market is exploding as many people reconsider where they want to live. We are in the midst of a societal shift, an awakening to how much we want our lives to be different. But the changes leave an issue unaddressed: Why didn't we know all of that before?

All these changes that people are embarking on during the pandemic make me think that we weren't that happy before the pandemic. What about our lives prevented us from seeing things that are so clear to us now? When I talked to friends and neighbors about this, two themes emerged. The pandemic has disabused us of the illusion of time as a limitless resource and of the false promise that the sacrifices we make for our careers are always worth it.

The pandemic has reminded us that life is more than what we do. It is about whom we spend our lives with. We cannot hug a career or laugh with a promotion. We are made for friendship, love and community.

I recognize that for some, Covid-19 did not raise the same existential questions. They had to deal with the issues of survival, including the need for food and a warm place to sleep. Nonetheless, I have relatives in service industries raising similar questions. They are no longer willing to deal with harassment from rude customers for a barely livable wage. They are struggling to pay their bills, but they are doing so on their terms with their humanity intact.

https://www.nytimes.com/2021/08/21/opinion/pandemic-changes-satisfaction.html
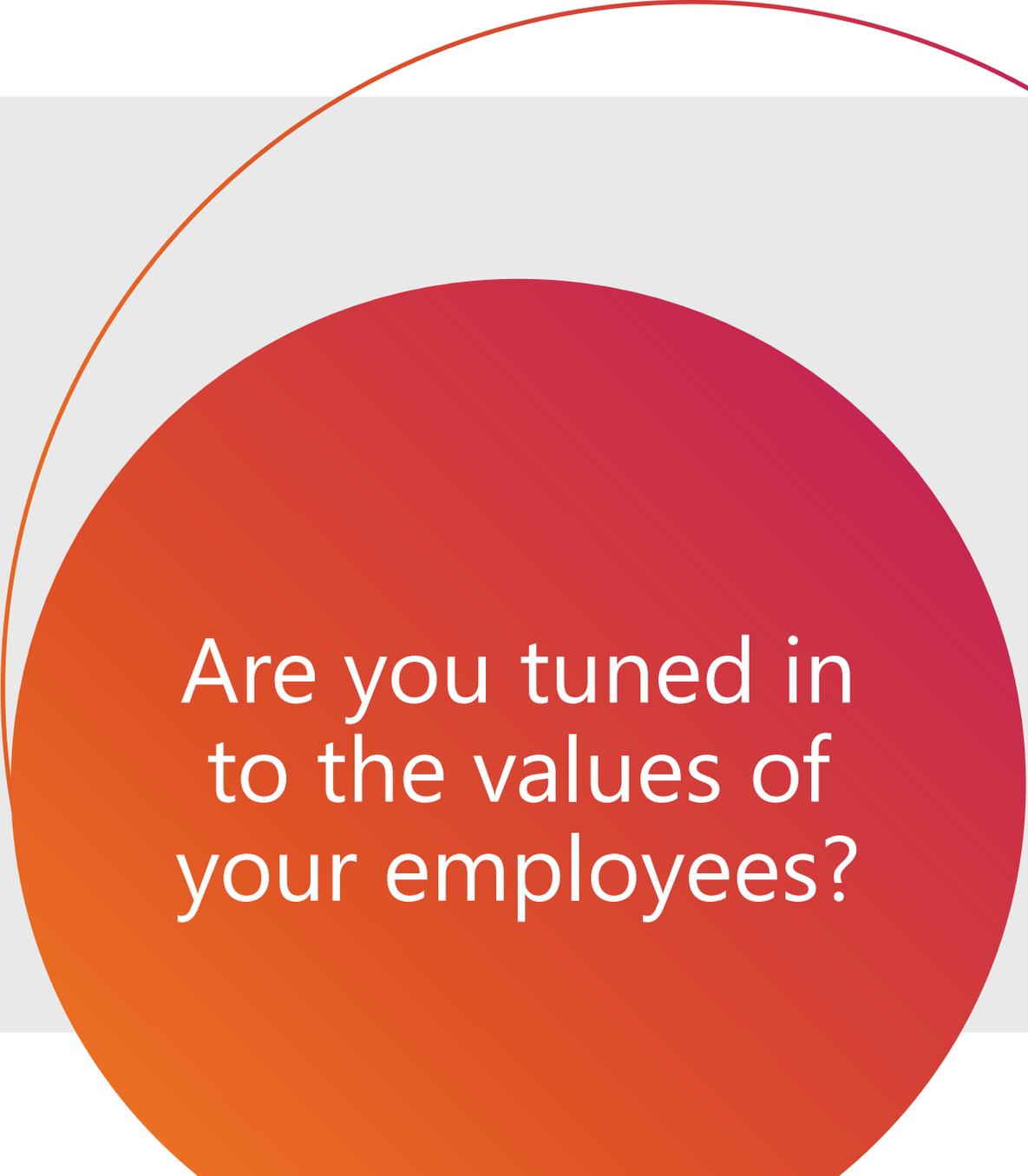
Are you tuned in to the values of your employees?

ASK YOURSELF:

1. Do I know what motivates my people about the work they do?

2. Have I shared what drives me?

3. Am I talking openly about digital fatigue, well being, and work-life balance?

4. Do I create an environment of psychological safety?

5. Am I having career conversations with my people on a regular and informal basis?

Corporate values TO ▶ **Personal and Corporate Values**

1

If there is a lesson in this for employers, it is to remember that employees are more than workers.

2

They have an identity outside the hours committed to making a living.

3

Jobs that treat their employees honorably, provide flexibility and leave room for life outside of work will thrive.

Esau McCauley

WHAT ABOUT **FUTURE** LEADERS?
WHO WANTS TO LEAD AND WHY?
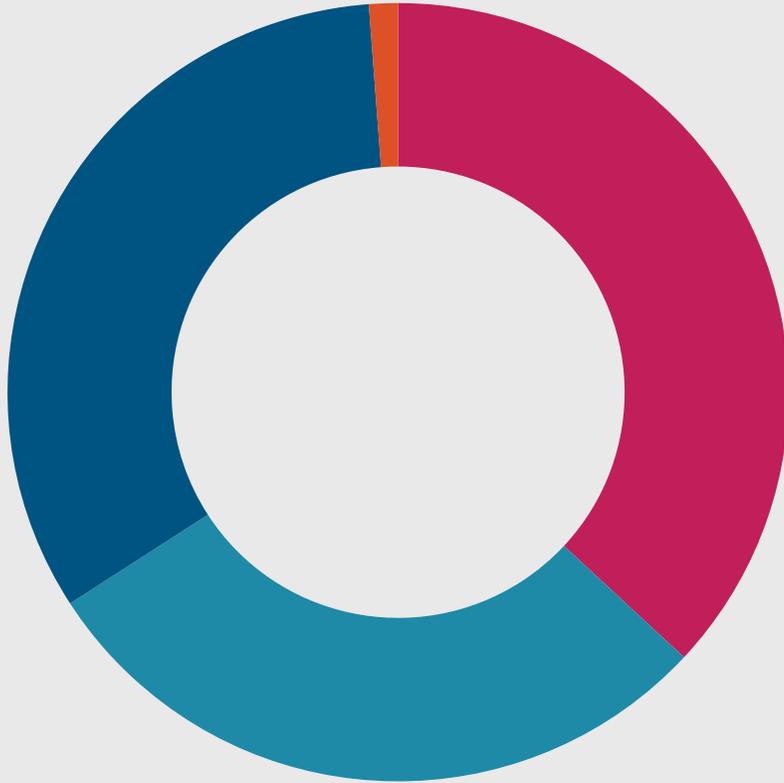
37%

Advance Career

29%

Develop People

33%

Advance Career AND
Develop People

1%

Other

WHY DO YOU WANT TO BE A PEOPLE LEADER?

What they want

To develop others and advance their careers

What they value

Work-life balance, wellness, and personal development

Where they want to develop

Skillsets and mindsets

What they need

Career development and coaching

How they want it

Through on-the-job coaching from their leaders

FUTURE PEOPLE LEADERS

THEY WANT THEIR LEADERS TO HELP THEM…

…but, they have some doubts about their ability to do so

"My direct leader has the **SKILLS** to develop me."

8 point gap between confidence and skills

"My direct leader has the **ATTITUDE or MINDSET** to develop me."

8 point gap between confidence and skills

"My direct leader **CARES** about my career."

7 point gap between confidence and skills

"My direct leader is a **ROLE MODEL** for me."

8 point gap between confidence and skills
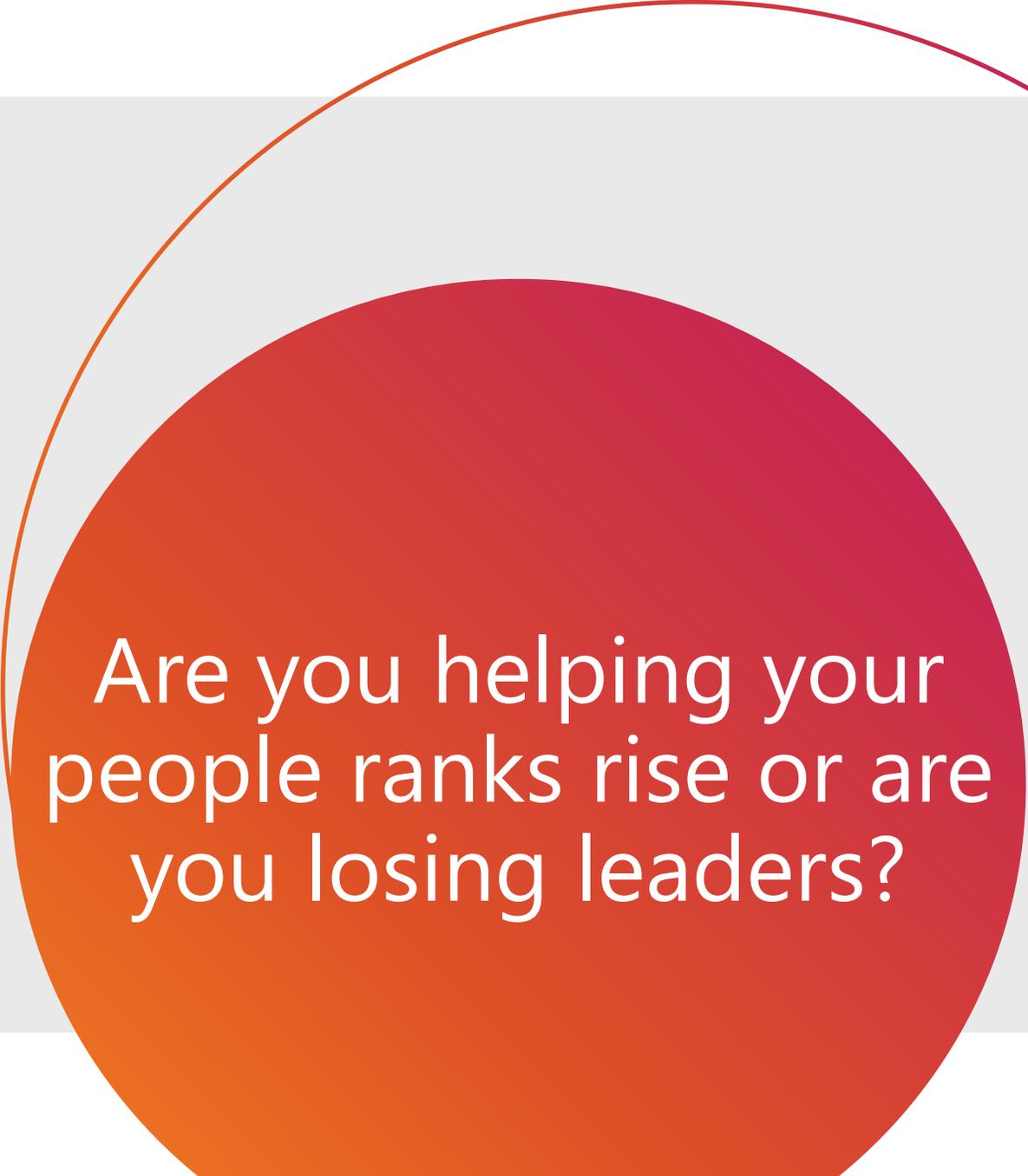
Are you helping your people ranks rise or are you losing leaders?

ASK YOURSELF:

- Do I know who the Future People Leaders are on my team? Who on my team wants to be a people leader?

- Do they have development plans in place?

- Am I asking them how I can better support their development?

- Am I taking the time to role model key skills?

- Am I having regular career conversations with them?

From Lost Leaders TO ▶ **Rising Ranks**

Reinventing leadership means a stronger focus on development conversations with future people leaders, including more frequent and transparent conversations about what they want, who can help them, and the best way to go about it.

IT'S TIME TO REINVENT

Are you bringing a
SPIRAL-BOUND NOTEBOOK
to lead a
PODCAST GENERATION?

REINVENTING LEADERSHIP KEY TAKEAWAYS

REINVENTING LEADERSHIP

Ego to
Emotional
Intelligence

Better communication, increased transparency, inclusive decision making, increased self-awareness, humility

Tell to
Talk

Time spent on empowering and higher value-add activities like career development and coaching

Values Separated to
Organizational Values and Personal Values Coexisting

Holistic approach to employee engagement with a focus first on what's personally important to the people you lead, including wellness and work/life balance

Lost Leaders to
Rising Ranks

Concentrated effort on supporting future people leaders with a focus on their development needs

THANK YOU!

Presented by

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WHO WANTS TO LEAD, WHO DOESN'T, AND WHAT EMPLOYEES REALLY THINK OF THEIR LEADERS

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Research Report

Reinventing Leadership

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Transform with us

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