

Welcome to LeadershipLAB

March 14, 2024



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Creators & Facilitators

LeadershipLAB is a quarterly interactive discussion forum to explore best practices in leadership and organization development.

Featured topics are derived from our community and workplace observation from our seasoned, Hudson Certified, Executive Coaches and Partner Authors who focus on Workplace Excellence.



Dawn Kohler

Master Level Executive Coach



Todd Weinstein

Executive Coach &
Team Facilitator



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Leadership in the Post-Pandemic Era

- *What changed*
- *What challenges we are seeing*
- *Breakout discussion*
- *How to address the challenges*



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Positive Outcomes

Digital Transformation

Technology acceleration created more flexible systems with wide-ranging implications to operations and workforce management.

Remote Hiring & Flexible (Hybrid) Work

The pandemic accelerated opportunities for companies to hire talent from anywhere and the adoption of remote work, offering employees greater flexibility and work-life balance.

Authenticity in the Workplace

Leaders became more real. Zoom calls exposed kids, pets, family life. Employees proved they were productive from anywhere.



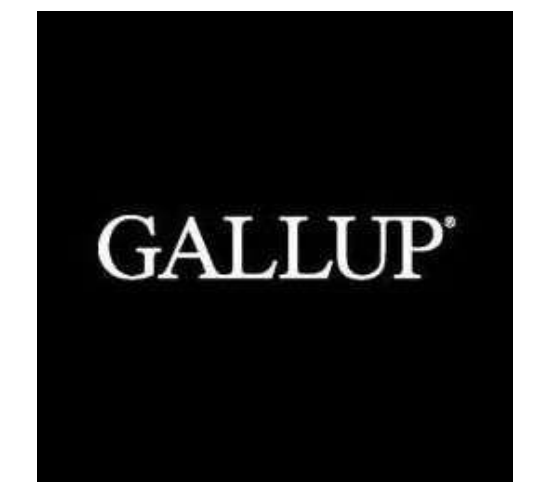
Hybrid Workforce is here and stabilizing...



- In 2019, **60% of remote-capable** employees worked full time on-site. In 2023, **20% of remote-capable** employees worked full time on-site.
- A Survey of CHROs from fortune 500 companies found **8 out of 10** had no plans to decrease remote work flexibility.
- Gallup found Hybrid workers have higher engagement, better overall wellbeing, and lower turnover risk than fully on-site workers.



Although how we work is stabilizing,
studies reveal three trends to
consider...

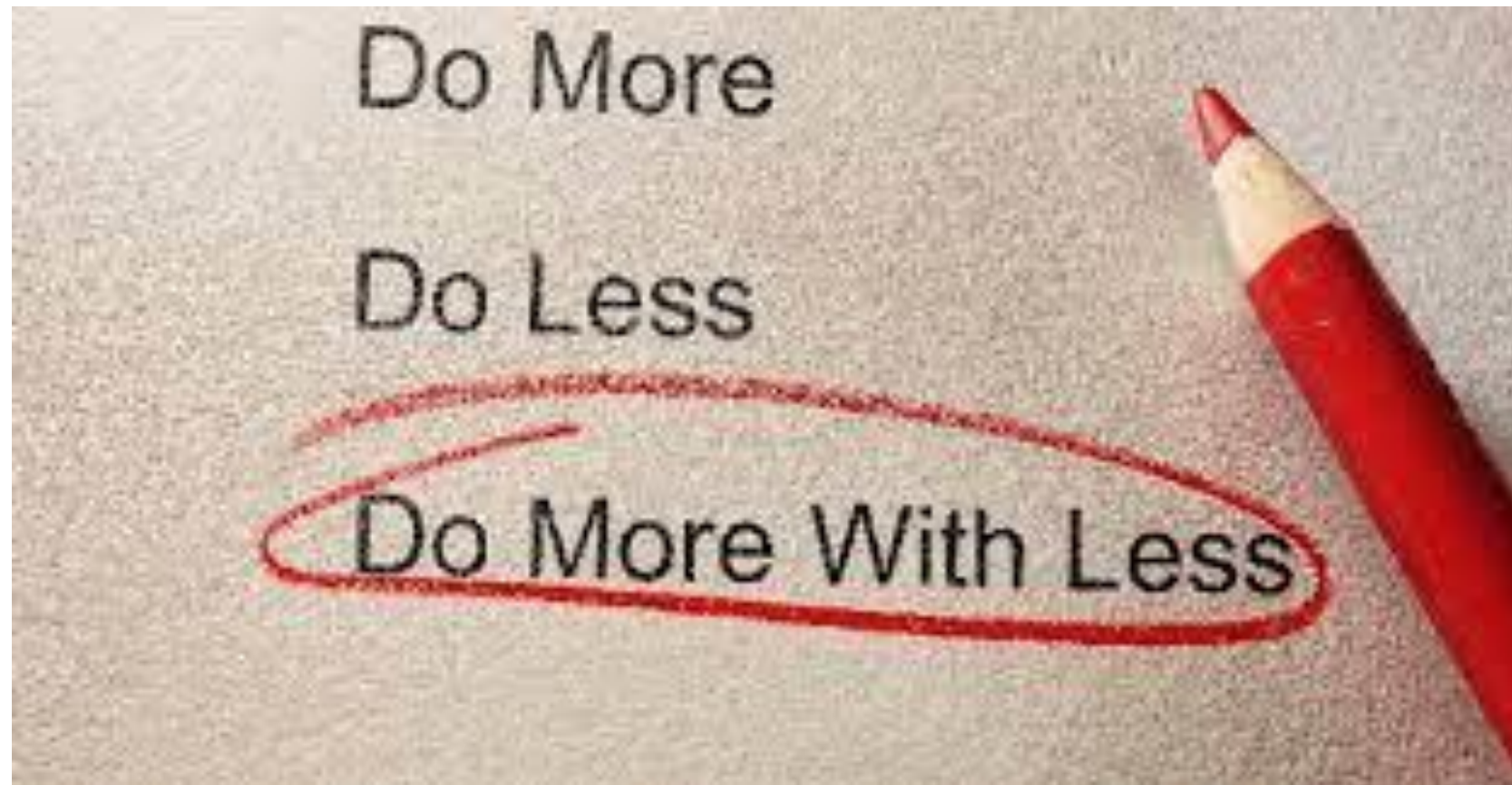


1) Disconnect between senior leaders and workforce...



- The percentage of employees who feel that their organization cares about their wellbeing **dropped from 48% in 2020 to 22% in 2023.**
- Only **23%** of U.S. employees strongly agree that they **trust the leadership** of their organization.
- Only **3 in 10** managers strongly agree their **supervisor keeps them informed** about what is going on within their organization, including priorities, goals, and policies.

2) Middle Management Resources are Shrinking...



When Gallup asked managers what changes their organization made in 2023:

- **64%** said they were given additional job responsibilities
- **51%** cited the restructuring of teams
- **42%** reported budget cuts

3) Mental Health Issues are on the rise...



Gallup poll reports **44%** of employees worldwide say they **are stressed**, maintaining a record high set in 2021.

The latest global Mercer study found that **81%** of workers report **feeling burned out**.

New research by LifeWorks shows that **Managers now have lower mental health scores than employees**

Breakout Discussion...



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Based on these trends,
what are you seeing in
your organization?

What are you doing about
it / how are you
addressing?



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Debrief

What's going to help us thrive ...



1. Stronger Communication from Senior Leaders...

Only **23%** of U.S. employees strongly agree that they **trust the leadership** of their organization.

When leaders communicate clearly, lead and support change, and inspire confidence in the future, 95% of employees say they fully trust their leaders.

Gallup Poll



Communication that's working...



- **Intentional impact** – senior leaders have awareness of their impact on others, and wield authority thoughtfully and carefully.
- **Open and curious** – senior leaders hold back from weighing in, inviting perspective from their directs or their teams first; listen with “open will”.
- **Consistent two-way forums** – monthly connection between the SLT/ELT.

2. Promoting culture clarity...

*“Culture isn't just what we encourage
but what we **allow** to happen.”*

— Fredrik Backman, *Us Against You*



What's working in culture...



- **Gap Assessment** – Understand culture ambiguities and what is breeding frustration, engagement, or disengagement.
- **Define Cultural Behaviors** – Align to cultural messages and performance expectations.
- **Build Accountability** – Recognize those behaviors that create organizational impact and remove those elements that work against it.

3. Reduce Stress, Heighten Engagement

44% of employees worldwide report **feeling stressed**, maintaining a record high set in 2021

Gallup

Engaged employees are less likely than their less-engaged coworkers to report feeling stress.



Increase workforce engagement...



- **Engage Middle Managers first** – Communication from above, give them a voice into the business, develop their skills (people, business).
- **Provide Support** – Strengthen competencies around change leadership, people management, and dealing with stress and ambiguity.
- **Educate** – Helping Middle Managers identify risk factors and warning signs in others (absenteeism, drop in discretionary effort, isolation/disconnection, emotional volatility).



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Q&A



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**Next Quarter: June 6, 2024
11a-12:30p PDT**

“The Retention Engagement Paradox”
with guest Bev Kaye

Best selling author of ***Love ‘Em or Lose ‘Em***

What else would you like to discuss?



Sign-up



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