

The Changing Face of Leadership

PRESENTED BY: TANYA FRAIZER
VILLAGE BUSINESS INSTITUTE TRAINER

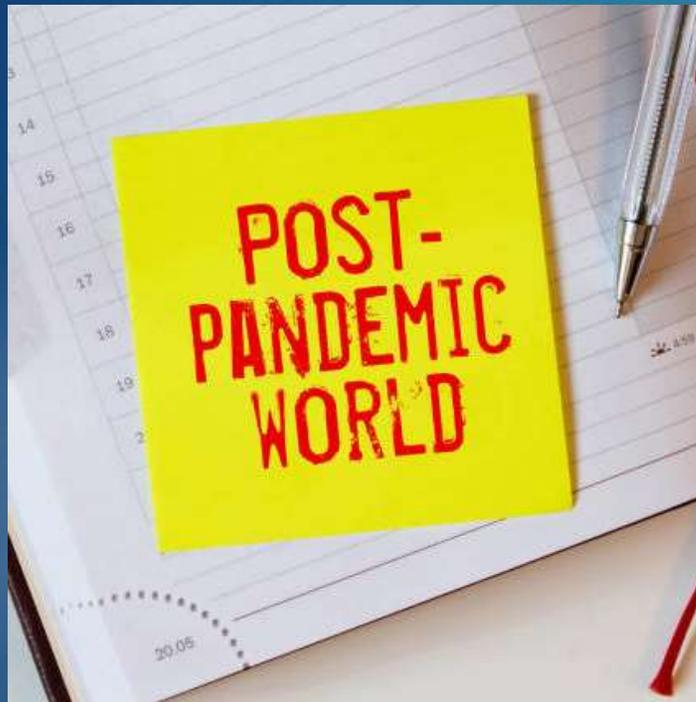




- **Employee Assistance Programs (EAP)**
- **Critical Incident Stress Management (CISM)**
- **Career Transitions**
- **Custom Training Solutions**
- **Coaching Services**
- **Health and Productivity Services**
- **Human Resource Consultation**
- **Organizational Development**
- **Employee Surveys**
- **Workplace Mediation**

Objectives:

- ▶ Reflect on shifts within leadership culture
- ▶ Learn ways to enhance collaboration and mutuality between leaders and staff
- ▶ Identify techniques to specific, fulfilling feedback



How have
people
in the
workplace
changed?

A woman in a red dress and a man in a grey suit are sitting on a dark-colored sofa in a living room. The woman is on the left, and the man is on the right. They appear to be in conversation. The background shows a wall with two framed pictures and a decorative object on a table behind the sofa.

CONNECTING
WITH PEOPLE
IS THE KEY TO COMPETING

Leadership In a Post- Pandemic World

▶ Work With The “Individual As A Whole”

- * Work is just one part of their life experience
- * Design holistic policies, structures & systems that are fluid & contextual

▶ The Leader As A Sociologist

- * Lessons from the “great resignation”
 - Survey of 30,000 Microsoft employees:
 - 41% were considering quitting
 - 54% among younger workers
- * Need to develop structures that are reflective, democratic, agile & versatile

▶ Psychological Safety, Well-Being & Motivation

- * Create safe space for employees to speak freely & bring their whole selves to work
- * Work harder to share thinking & ask questions

<https://www.weforum.org/agenda/2021/10/5-ways-the-pandemic-is-changing-the-role-of-leaders/>

Leadership In a Post- Pandemic World (cont.)

► Equitable Experiences

- * Leaders are responsible for making sure employees have equal access to opportunities at work
- * True equity is about creating conditions that generate similar outcomes for diverse individuals

► Insight Over Data

- * Especially when it comes to valuing intangible assets
- * For example, investments in mental health initiatives alone are not a measure of effective well-being systems. Need to measure extent to which initiatives are being used by individuals who need them.

***Focus on these changes will be key
when it comes to acquiring
and retaining talent***

<https://www.managementtoday.co.uk/3-essential-leadership-skills-post-covid-world/hybrid-working/article/1726827>

People-oriented leadership focuses on interpersonal relationships within organizations, attempting to improve such relationships in order to increase productivity and create a positive work environment.

BENEFITS:

- High job satisfaction
- Low turnover
- Ability to take risks
- Mutual respect

The Psychology of Connected Leadership

“Leadership today is no longer just about setting expectations & directing others to meet them. We recognize that we need to understand our own & other people’s natural tendencies, motivations & behavior, so we can create a culture that takes these into account & allows people to flourish.”

A connected leader:

- * Has high levels of self awareness
- * Comes across as human
- * Isn’t afraid to be vulnerable
- * Collaborates with the team
- * Encourages honest dialogue
- * Elevates people to their best

<https://www.t-three.com/thinking-space/blog/the-psychology-of-connected-leadership>

Trust is...

...a confident belief in someone or something. It is the confident belief in an entity:

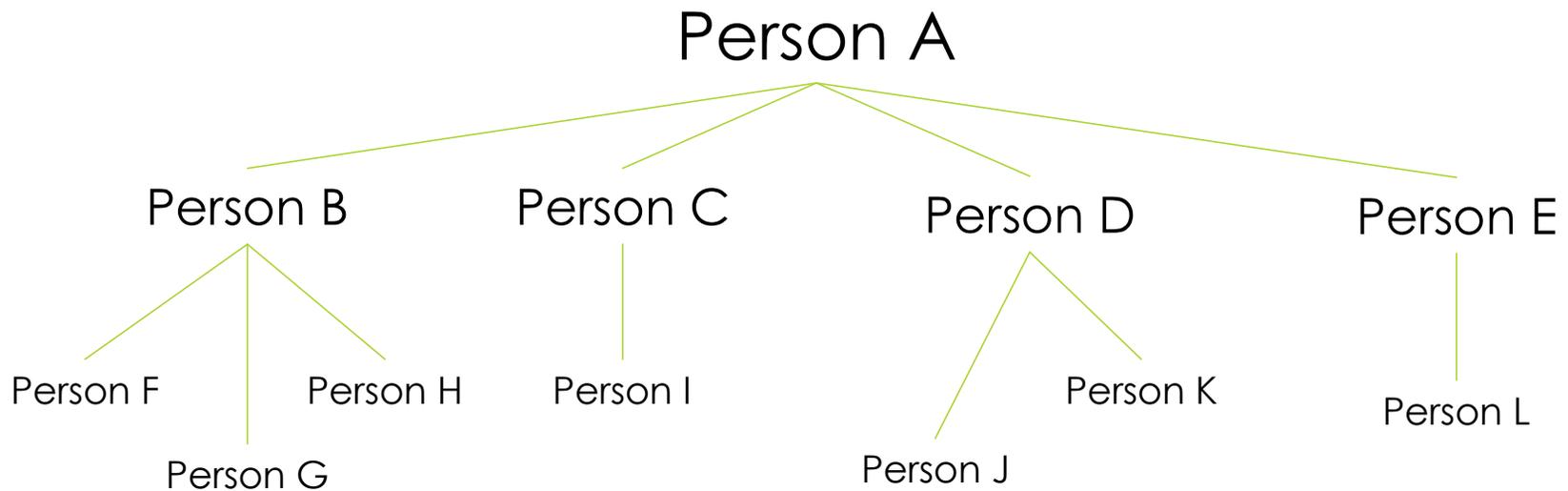
- ▶ to do what is right
- ▶ to deliver what is promised
- ▶ to be the same every time, whatever the circumstances

“Building trust is bigger than tactics — it’s your entire mission.”

— Brian Clark

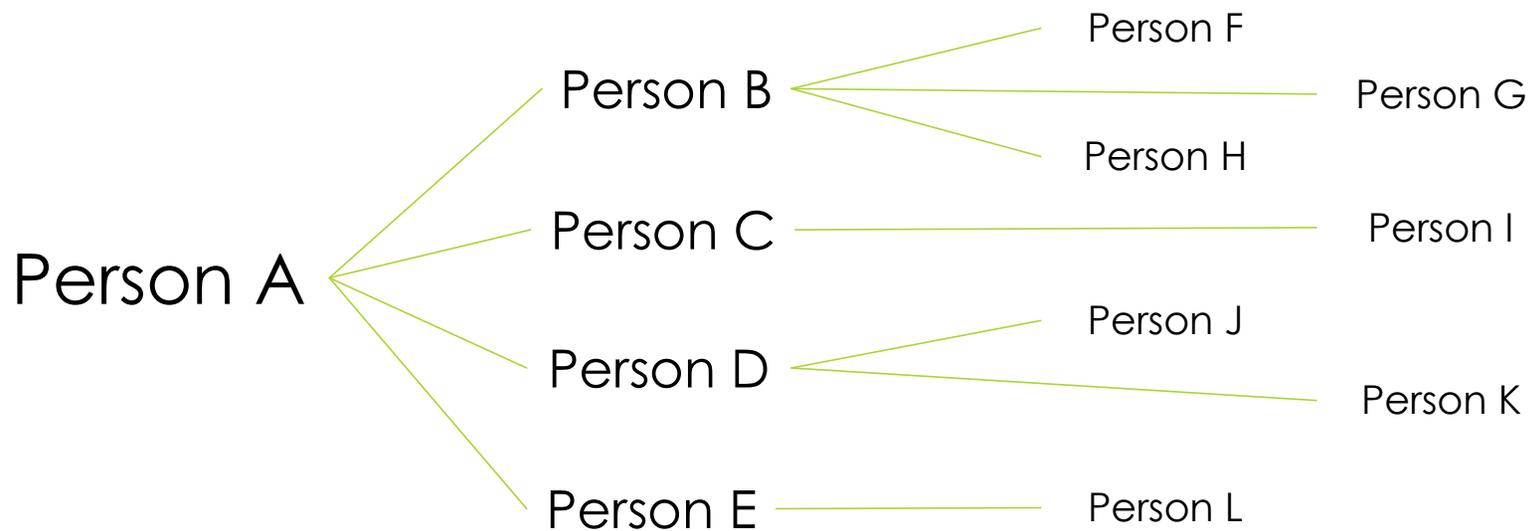


The Changing Face of Leadership



Mentality: “In Charge of...”

The Changing Face of Leadership



Mentality: “Responsible for...”

The Changing Face of Leadership

- ▶ Supervision
- ▶ Management
- ▶ Monitoring
- ▶ Directing
- ▶ CONTROL

- ▶ Guidance
- ▶ Support
- ▶ Mentorship
- ▶ Modeling
- ▶ COLLABORATION

Definitions

- ▶ CONTROL - To influence or direct people's behavior or the course of events
- ▶ COLLABORATION – Working with someone to produce or create something

“It is literally true that you can succeed best and quickest by helping others to succeed.” - Napoleon

“The achievements of an organization are the results of the combined effort of each individual” – Vince Lombardi

<https://hrdailyadvisor.blr.com/2012/04/18/collaboration-vs-control-a-classic-workplace-power-struggle/>

Keys to Enabling “Better Bosses”

► Understanding & Conviction

- * Foster an environment where it's ok to talk about the impact on leaders and the role they play in dealing with employee grief, stress & emotions

► Role Modeling

- * Identify and remove biases/actions that undermine relationships between bosses & their teams

► Confidence & Skill Building

- * Provide training and opportunities to behave differently, particularly around empathy, mindfulness & self-awareness

► Reinforcement Mechanisms

- * Praise & promote servant-leader traits

<https://www.mckinsey.com/featured-insights/mckinsey-live/webinars/better-bosses-changing-the-way-we-lead-postpandemic>

Do You
LOVE
Your
Job?



Employee Engagement:

- 2/3 of employees whose managers focus on their strengths are engaged.
- When managers focus on their weaknesses, employee engagement drops to 31 percent.

“Research shows that focusing people on their shortcomings doesn’t enable learning. It impairs it,”
Chandler said. “Our words have the power to inspire, to unlock potential, to lift us up instead of knocking us down.
***If that doesn’t get you on board with fixing feedback...
nothing will.”***

Feedback & Other Dirty Words: Why We Fear It, How to Fix It by Chandler & Grealish





Share about
a staff
member &
why you
value them

Three Types of Feedback

- ▶ **Appreciation**

- ▶ Acknowledging hard work and effort

- ▶ **Coaching**

- ▶ Providing guidance to help workers learn and grow

- ▶ **Evaluation**

- ▶ Lets people know where they stand against goals & expectations

Thanks for the Feedback by Sheila Heen

The Secret Is What Happens In The Day-To-Day

- ▶ Build trust by authentic positive recognition frequently, as a part of the fabric of your daily interactions with team members.
- ▶ Create a culture of “next level” where it is normalized for both team members and managers to identify what can be “even better”. (Note: All humans have room for growth)
- ▶ Model your own growth goal setting / ownership of “upgrades” in your skillset... out loud



appreciation

achievement

honor

Recognition

thanks

acknowledgment

respect

gratitude

When dealing with people,
remember...



**“YOU ARE NOT
DEALING WITH
CREATURES OF LOGIC,
BUT CREATURES OF
EMOTION.”**

DALE CARNEGIE



Created by Stephanie Leeson
from the Noun Project

Tips on Giving Challenging Feedback

- ▶ Keep it private
- ▶ Be timely - don't let the coming of it linger
- ▶ Focus on one point of improvement / correction
 - ▶ People can only absorb so much
- ▶ Talk about the situation, not the individual
- ▶ Don't "sandwich" – praise-criticism-praise – it's inauthentic
 - ▶ Give the feedback, create a plan, be optimistic with them



Great leaders have a heart for people.
They take time for people. They view
people as the bottom line, not as a
tool to get to the bottom line.

Pat Williams

“ quotez fancy

Questions & Feedback



Thank you!

SHRM Code: 23-NW4U9



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