THE WAR ON TALENT AND HOW TO COME OUT...ALIVE!

NAVIGATING A COMPETITIVE LABOR MARKET

AND BUILDING STRONG, RESILIENT TEAMS

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AGENDA

- Leadership effectiveness framework
  - External + Internal Environmental factors
  - Leadership styles
  - Organizational climate
- Building strong, resilient, high-performing teams
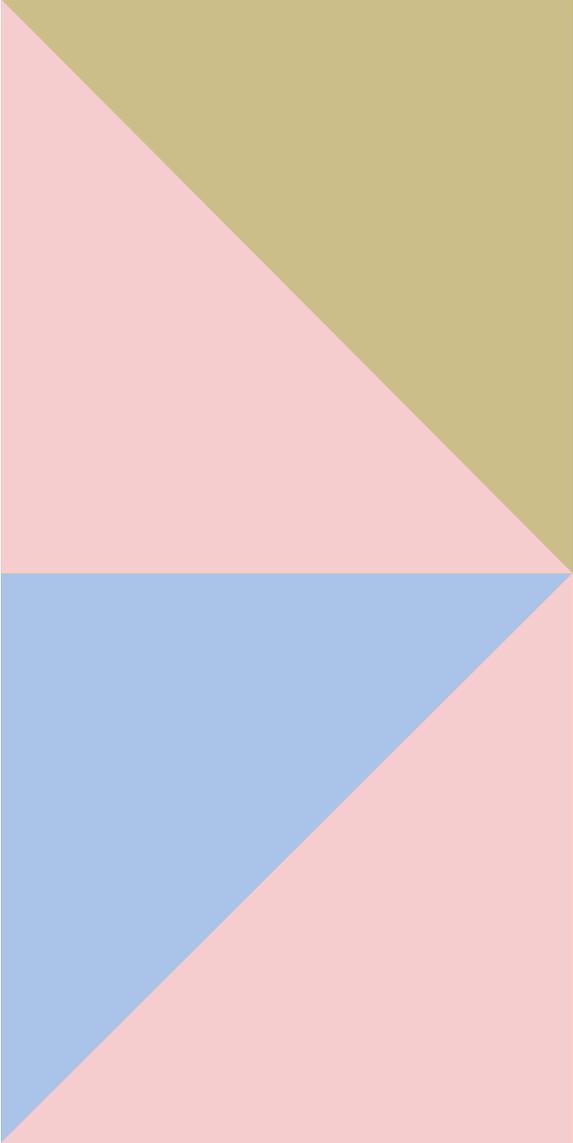
EXTERNAL ENVIRONMENT

INTERNAL ENVIRONMENT

YOUR ROLE

YOU
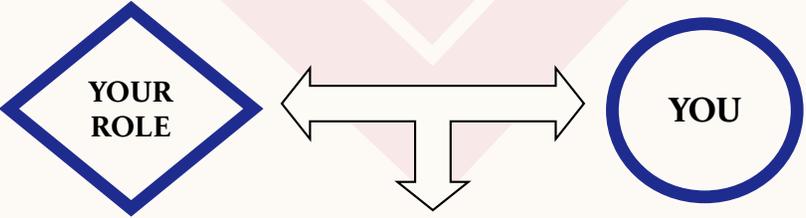
LEADERSHIP STYLES

ORGANIZATIONAL CLIMATE

RESULTS

50 to 70% of the variance in team climate can be explained by differences in leadership style

Up to 30% of the variance in results can be explained by differences in team climate

EXTERNAL ENVIRONMENT

- **Post-pandemic labor market challenges**

  - **Disproportionate impact on women** in the workplace

  - **High attrition**, perceived **low engagement**

  - Shift from on-premise to completely **virtual** or **hybrid** work environments

  - **Employee market**, number of job openings hits peak in March of 2022 (11.9 million, US)

INTERNAL ENVIRONMENT

- **Culture & leadership style**
  - **Corporate culture** defines employee behavior
  - A **manager's leadership style** directly impacts employees and ultimately, results

- **Vision, Mission, Values**

- **The workforce,** arguably the most important element of an organization's internal environment

- **Resources** (human, financial, & technology)
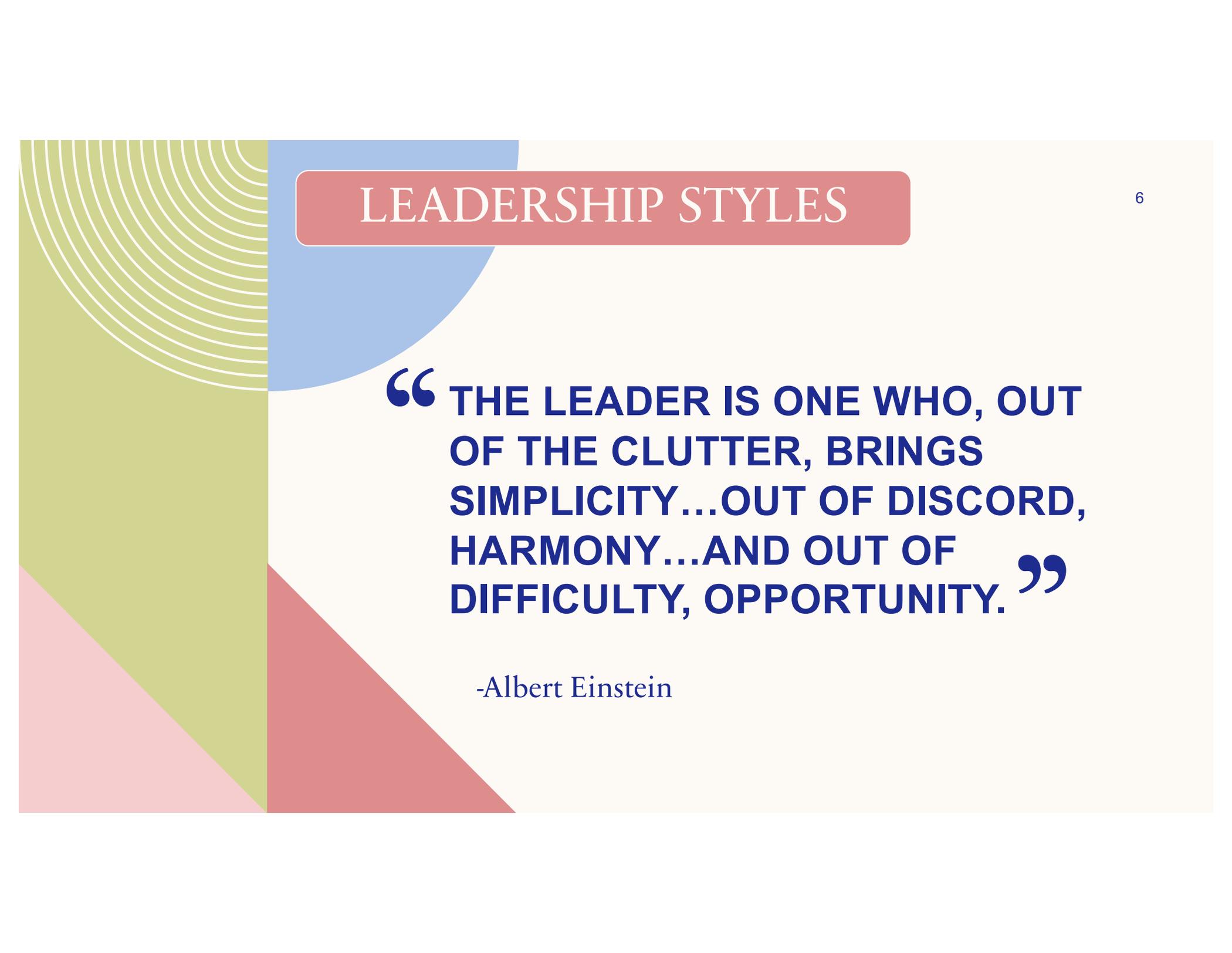
LEADERSHIP STYLES

" **THE LEADER IS ONE WHO, OUT OF THE CLUTTER, BRINGS SIMPLICITY…OUT OF DISCORD, HARMONY…AND OUT OF DIFFICULTY, OPPORTUNITY.** "

-Albert Einstein

WHAT TYPE OF LEADER ARE YOU?

KNOW YOUR PERSONALITY TRAITS	KNOW YOUR VALUES	IDENTIFY YOUR WEAKNESSES	ASK FOR FEEDBACK	ASSESS YOUR ABILITY TO DELEGATE

- What are your dominant traits?
- How do friends or co-workers describe you?
- Do you tend to solve problems with determination, impulsiveness, or patience?

- What are your core values?
- What values typically inform your behaviors?
- What is your reputation?

- Can you identify your flaws?
- How do your flaws show up in your leadership style?

- Seek 360 feedback
- Build a culture of feedback
- Who are you influenced by?

- Are you holding on to too much?
- What tasks could you authorize to others?

5 LEADERSHIP STYLES

AUTHORITARIAN

- "autocratic"
- Quick, confident decision-making
- Strong in a crisis
- Can be demoralizing

PARTICIPATIVE

- "democratic"
- Value other's opinions
- Healthy debates
- Can appear indecisive

DELEGATIVE

- "laissez-fair"
- Value autonomy, creative freedom
- Favor self-directive teams
- May lack control

TRANSACTIONAL

- "managerial"
- Values order and systems
- Set targets, seeks high compliance
- May lack empathy

TRANSFORMATIONAL

- "visionary"
- Empathetic, enthusiastic, empowering
- High praise
- May seem insincere
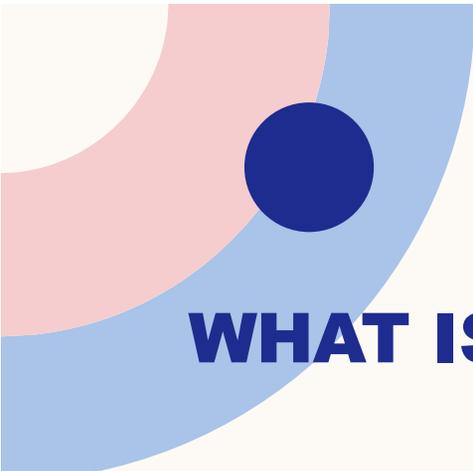
WHAT IS YOUR ORGANIZATIONAL CLIMATE?

| REBUILD CONNECTION	REVISIT ENGAGEMENT	PERSONALIZED RECOGNITION	EMBRACE FLEXIBILITY	INVEST IN TECHNOLOGY
• Strengthen employee connection to purpose, accomplishment, and their team • Create a sense of loyalty	• Lean into inclusion, well-being, and employee recognition strategies • Hard to measure engagement, but engaged employees produce better business results	• Create a personalized experienced vs a generic transaction • Determine what types of recognition is meaningful to them (training, monetary, awards, etc.)	• Flexibility in where and how work is accomplished • Set clear expectations • Provide opportunities for connection • Have an evolving career development strategy	• Invest in technology that will reinforce connection (Microsoft Teams, Google Meets, etc.) • Ease of use, flexible personalized user experiences • Integration with other tools
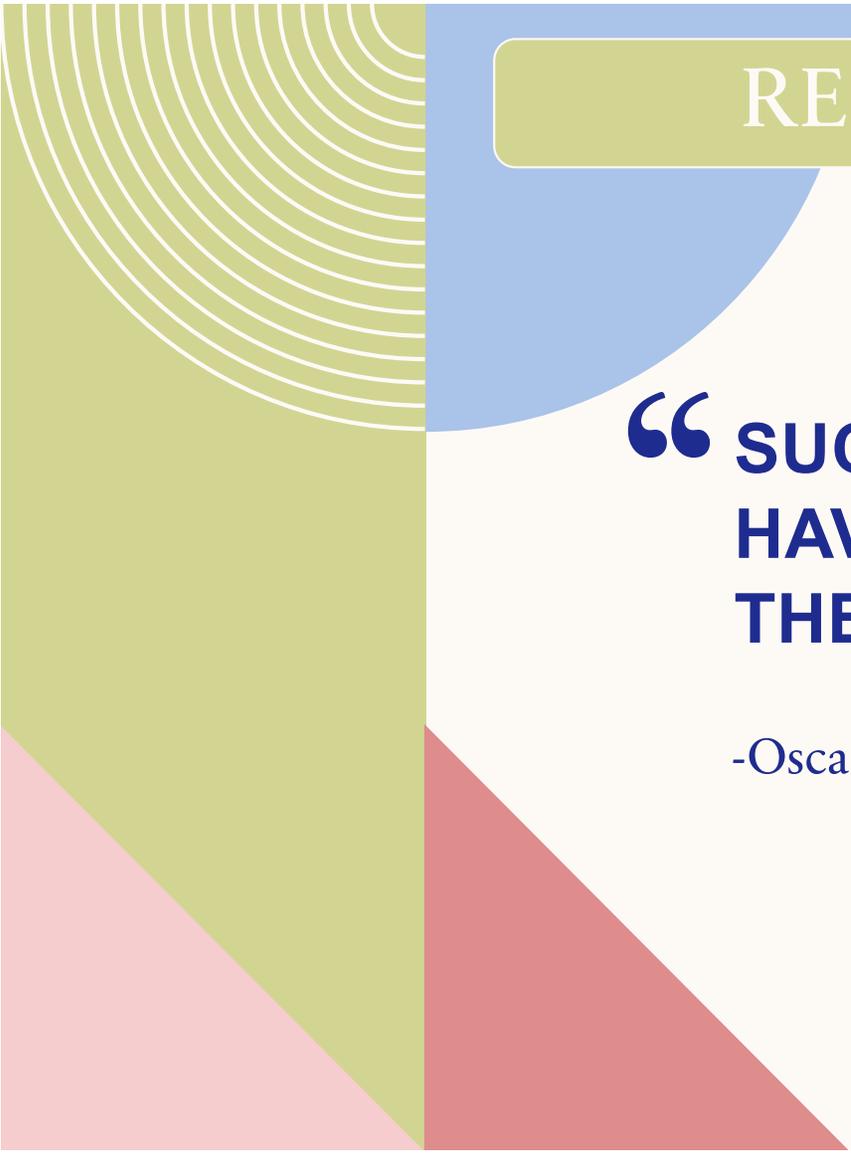
RESULTS

" SUCCESS IS A SCIENCE; IF YOU HAVE THE CONDITIONS, YOU GET THE RESULT. "

-Oscar Wilde

THE CONDITIONS...

LEADERSHIP

- Self-awareness
- Identify your leadership style

+
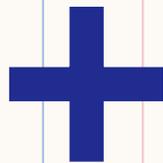
ORGANIZATIONAL CLIMATE

- Foster a positive organizational climate

=

RESULTS

- Businesses with engaged workers have 23% higher profits (Gallup, 2022)

BUILDING THE TEAM

TAKUMA HAYASHI

- High output/results
- Egoistical
- Extremely independent

MIRJAM NILSSON

- Results above expectations
- Innate leadership skills
- No filter

FLORA BERGGREN

- Steady results
- Friends with everyone
- People-pleaser

RAJESH SANTOSHI

- Steady results
- Always says yes
- Personal problems often show up at work

BUILDING THE TEAM

BRENT CARLSON

- Creative
- Thinks outside of the box
- "know-it-all"

SONNY ERICKSON

- Strong personality
- Wants things done his way
- Reliable

GRETA BYERS

- Unwavering pessimist
- Task master
- Creates conflict

CARLA PEARSON

- Dependable
- Go-getter
- Needs clear direction

WHO MADE THE CUT?

MIRJAM NILSSON

FLORA BERGGREN

RAJESH SANTOSHI

BRENT CARLSON

SONNY ERICKSON

CARLA PEARSON
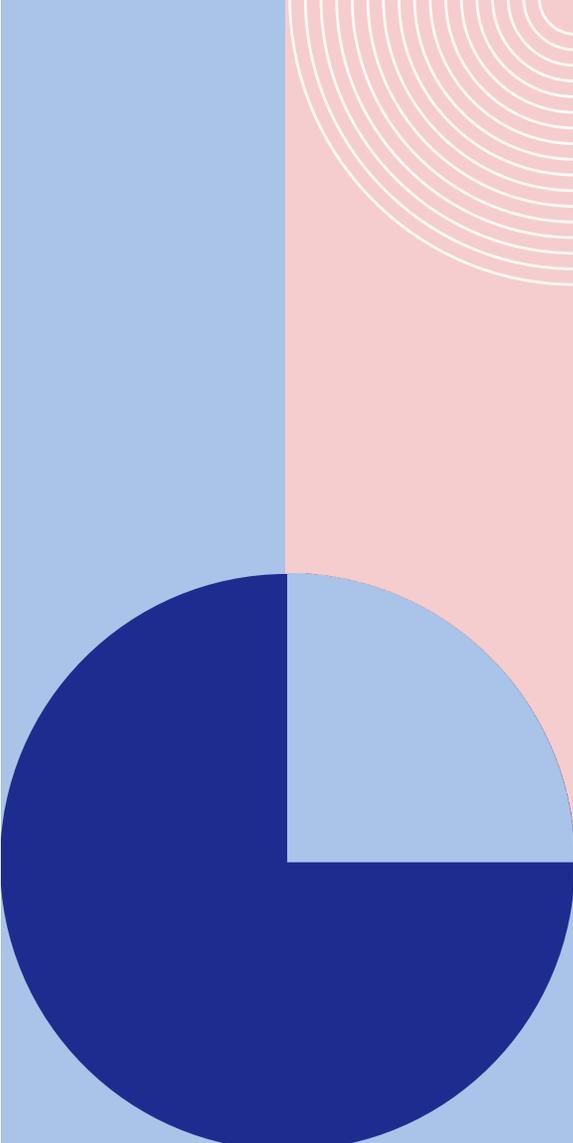
BUILDING RESILIENT TEAMS

CHARACTERISTICS OF A HIGH-PERFORMING TEAM:

- Trust

- Effective leadership

- Diverse backgrounds

- Well-defined roles and clear expectations

- Good communication

- Shared responsibility for common goals and objectives

- Empowerment, autonomy

- Create pathways for growth

- Create a feedback culture (a safe space)

- Listen

- Collaborate skillfully

- Develop elasticity

- Engage with and resolve conflict

- Make it fun

- Embrace failure…and learn from it

THANK YOU

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