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Leading Into the Future:
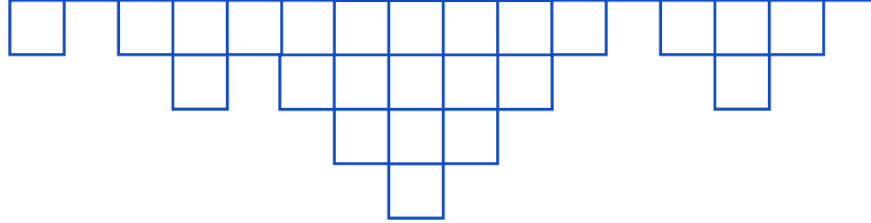## Embracing the Changing Needs of the Workforce

Kristin Barry

Director of Hiring Analytics

Woo | Strategic | Positivity | Relator | Communication
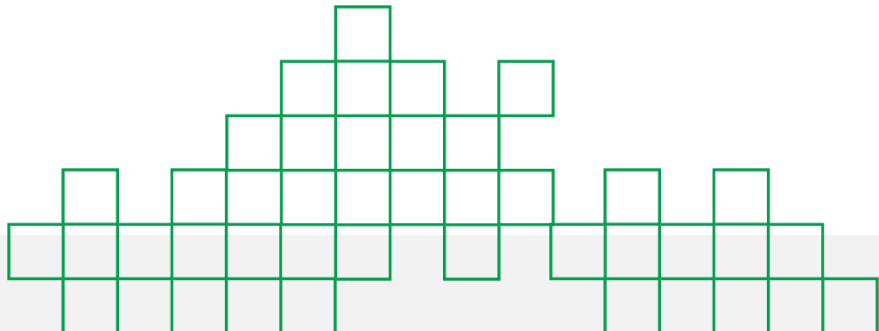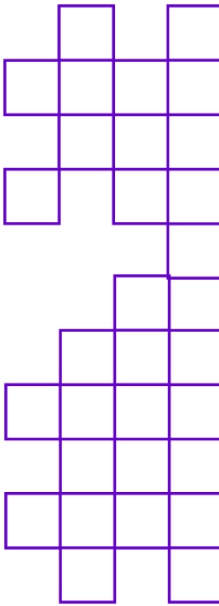
Agenda

1 **How are the needs of the workforce changing?**

2 **What do we need from leaders to respond to these changes?**

3 **What are Gallup's Leadership Expectations for Excellence?**

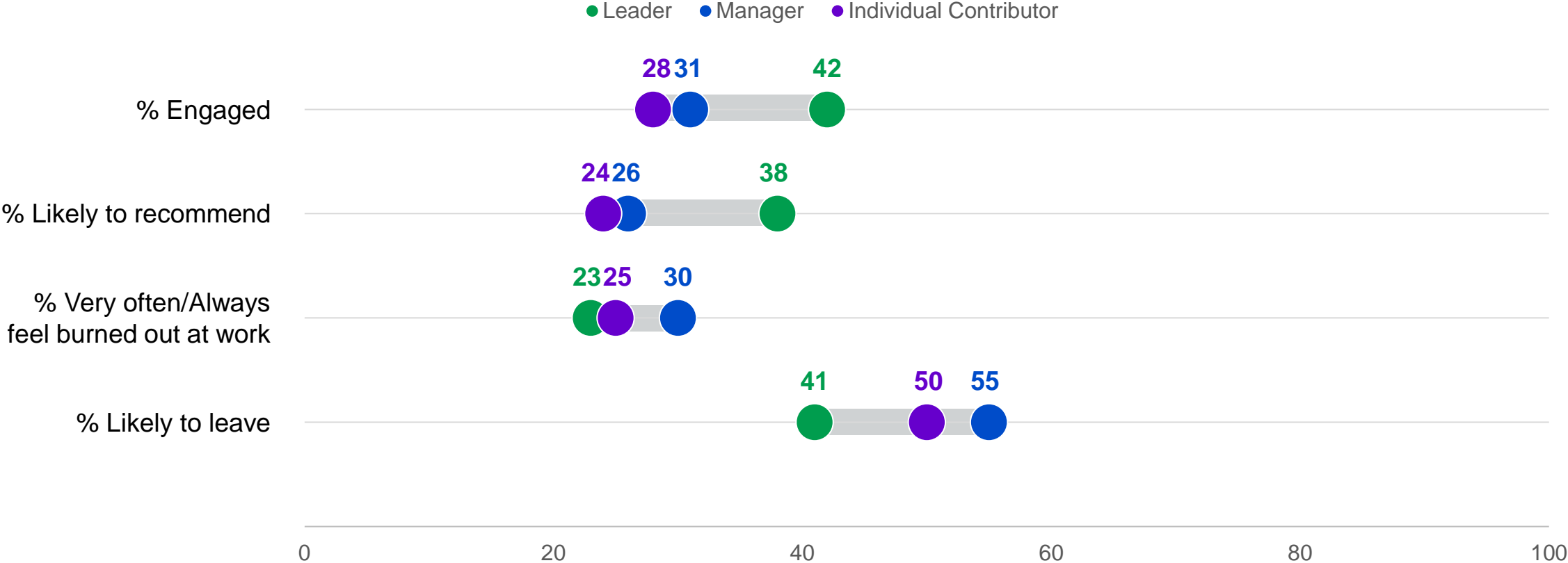**4** **How do we prepare managers and high-potential leaders for future-ready leadership?**

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1

How are the needs of the workforce changing?

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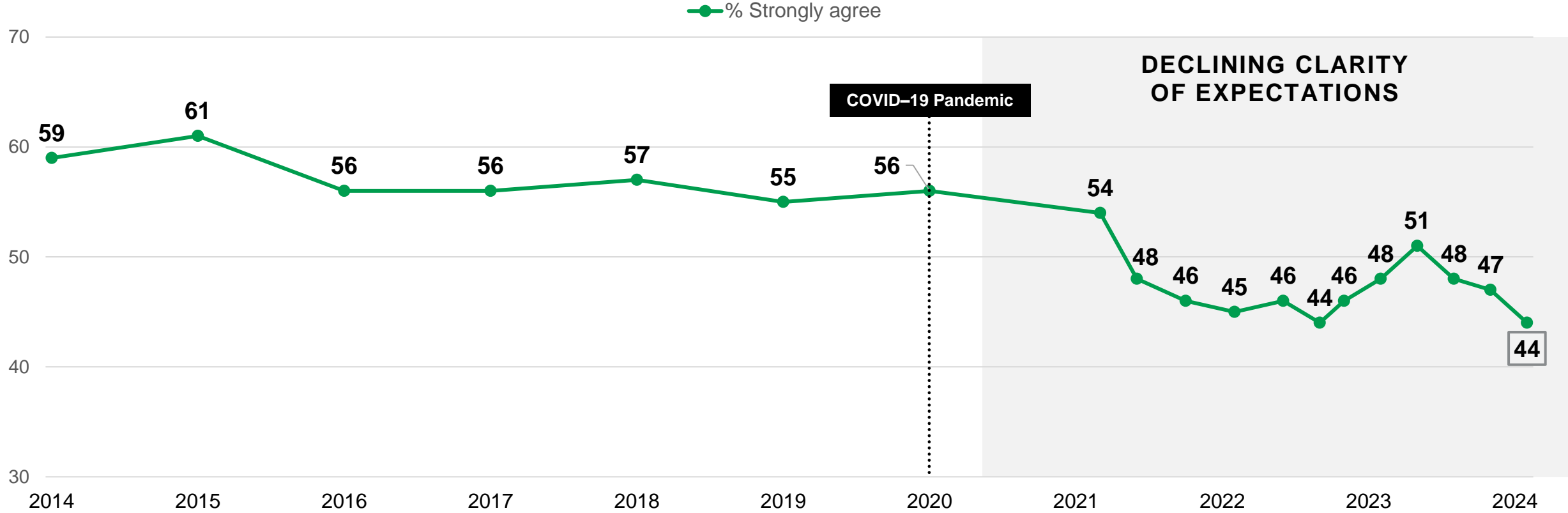SUMMIT

The Current State of the U.S. Workplace

Leaders have the most positive experiences. Individual contributors are struggling with the lowest engagement and likelihood to recommend, while managers have the highest burnout and likelihood to leave.

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Expectations Are Less Clear

I know what is expected of me at work.

———● % Strongly agree

DECLINING CLARITY OF EXPECTATIONS

COVID–19 Pandemic

Year	Value
2014	59
2015	61
2016	56
2017	56
2018	57
2019	55
2020	56
2021	54
	48
	46
2022	45
	46
	44
2023	46
	48
	51
	48
	47
2024	44

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The Focus on Wellbeing During the Pandemic Has Waned

— % Company cares about my overall wellbeing (strongly agree)

PANDEMIC ERA

21 · 22 · 25 · 29 · 49 · 43 · 35 · 24 · 21 · 26 · 24 · 21
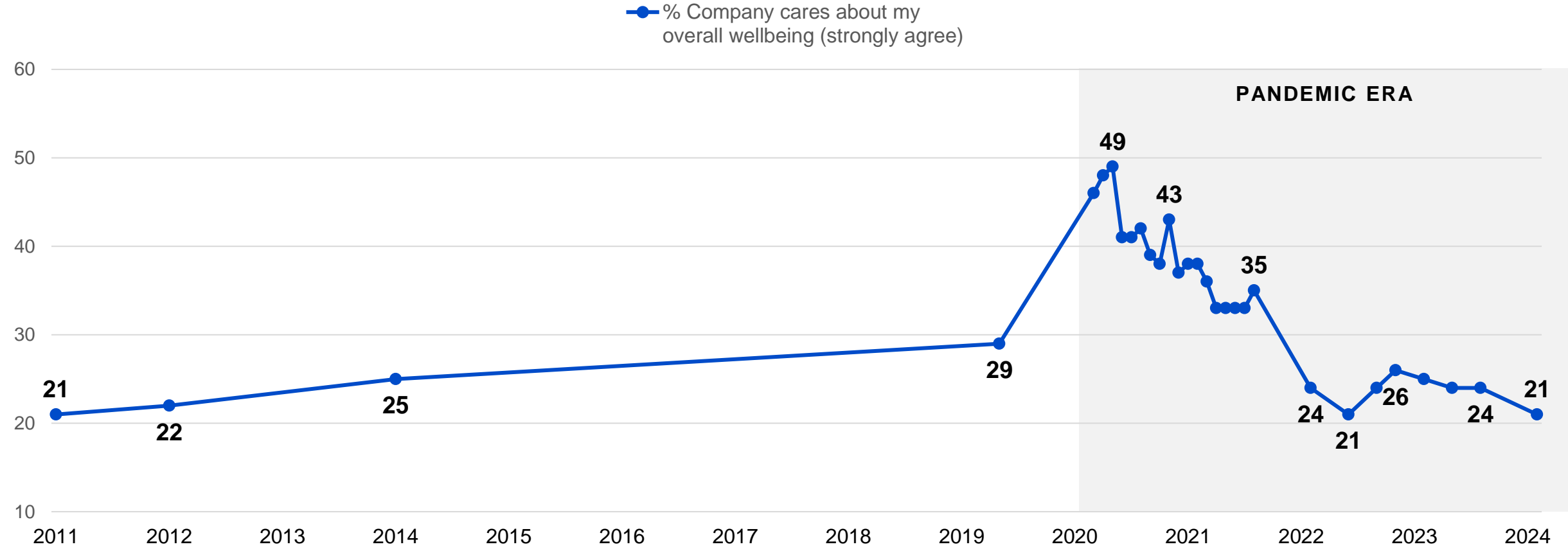
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Leaders and Managers Feel Especially Disrupted

"Extensive" Disruption by Job Level
In the past year, to what extent has your organization/job changed in a way that has been disruptive?

% To a large/very large extent

■ Leader ■ Manager ■ Individual Contributor

Organization Disrupted: Leader 28, Manager 28, Individual Contributor 18

Job Disrupted: Leader 26, Manager 25, Individual Contributor 15
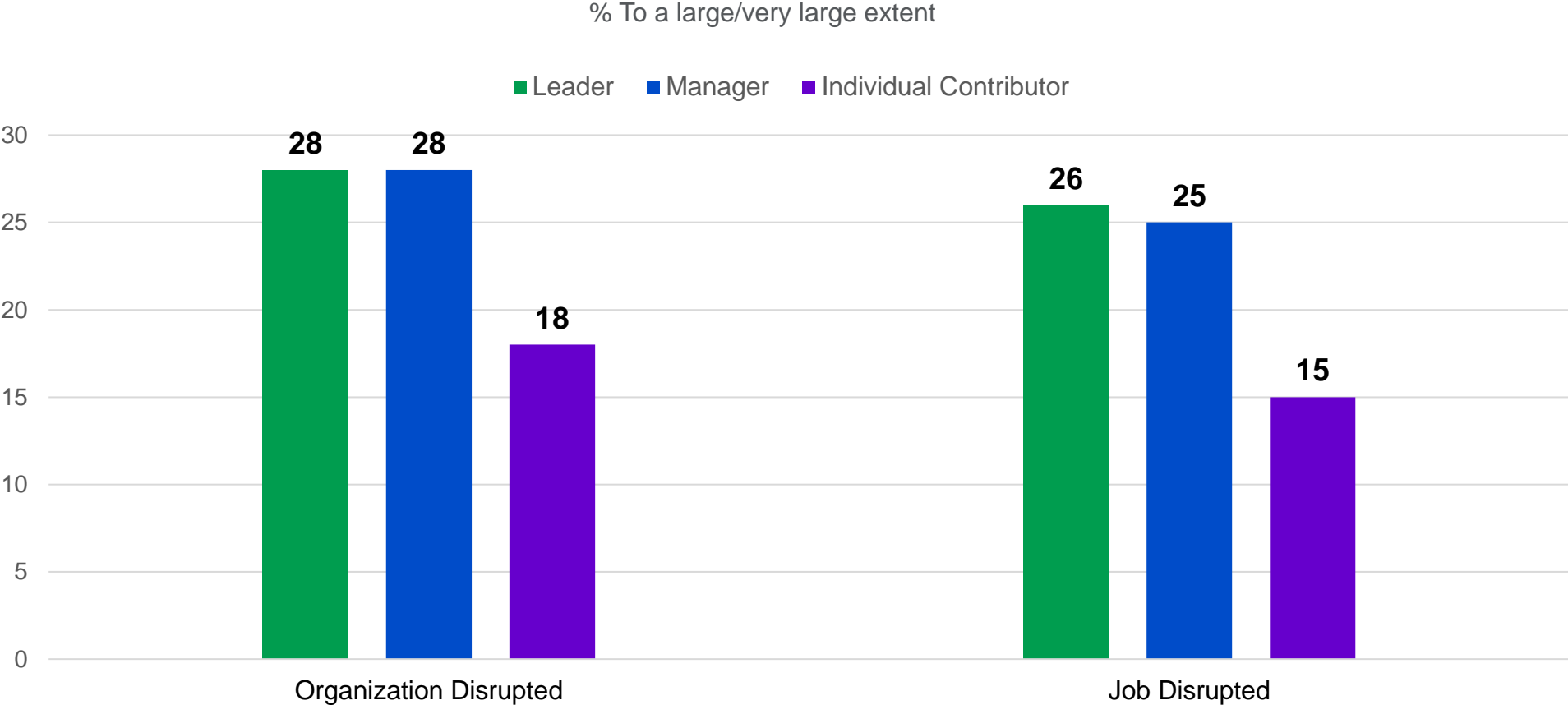
WF Q3 2023, U.S. Employees; Leader MOE: ±5 points, Manager MOE: ±4 points, Individual Contributor MOE: ±2 points

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Vast Majority of U.S. Remote-Capable Employees Expect and Prefer Remote or Hybrid Work

% Remote-capable employees working (or expecting or preferring to work) at each location

● Exclusively remote ● Hybrid ● On-site

Peak Remote Work

FUTURE LOCATIONS AND PREFERENCES

Exclusively remote (green): 8, 70, 48, 39, 29, 28, 26, 28, 29, 27, 27, 27, 25, 33

Hybrid (blue): 32, 18, 31, 42, 49, 50, 53, 52, 52, 51, 52, 54, 54, 60

On-site (purple): 60, 12, 21, 19, 22, 22, 21, 20, 20, 22, 21, 20, 21, 7

X-axis: 2019, 2020, 2021, 2022, 2023, 2024, Expected Long-Term Location (as of Feb. 2024), Preferred Work Location (as of Feb. 2024)

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Connection to Mission and Purpose Is Eroding Among Remote-Capable Workers

The mission or purpose of my company makes me feel my job is important.

% Strongly agree

● % Exclusively remote ● % Hybrid ● % On-site (remote-capable)

Q1 2024

% Hybrid: 43 (2019), 41 (2020), 43 (2021), 36 (2022), 35 (2023), 33 (2024)

% On-site (remote-capable): 38 (2019), 38 (2020), 39 (2021), 32 (2022), 32 (2023), 29 (2024)

% Exclusively remote: 36 (2019), 37 (2020), 36 (2021), 32 (2022), 30 (2023), 26 (2024)

Y-axis: 20, 30, 40, 50

X-axis: 2019, 2020, 2021, 2022, 2023, 2024
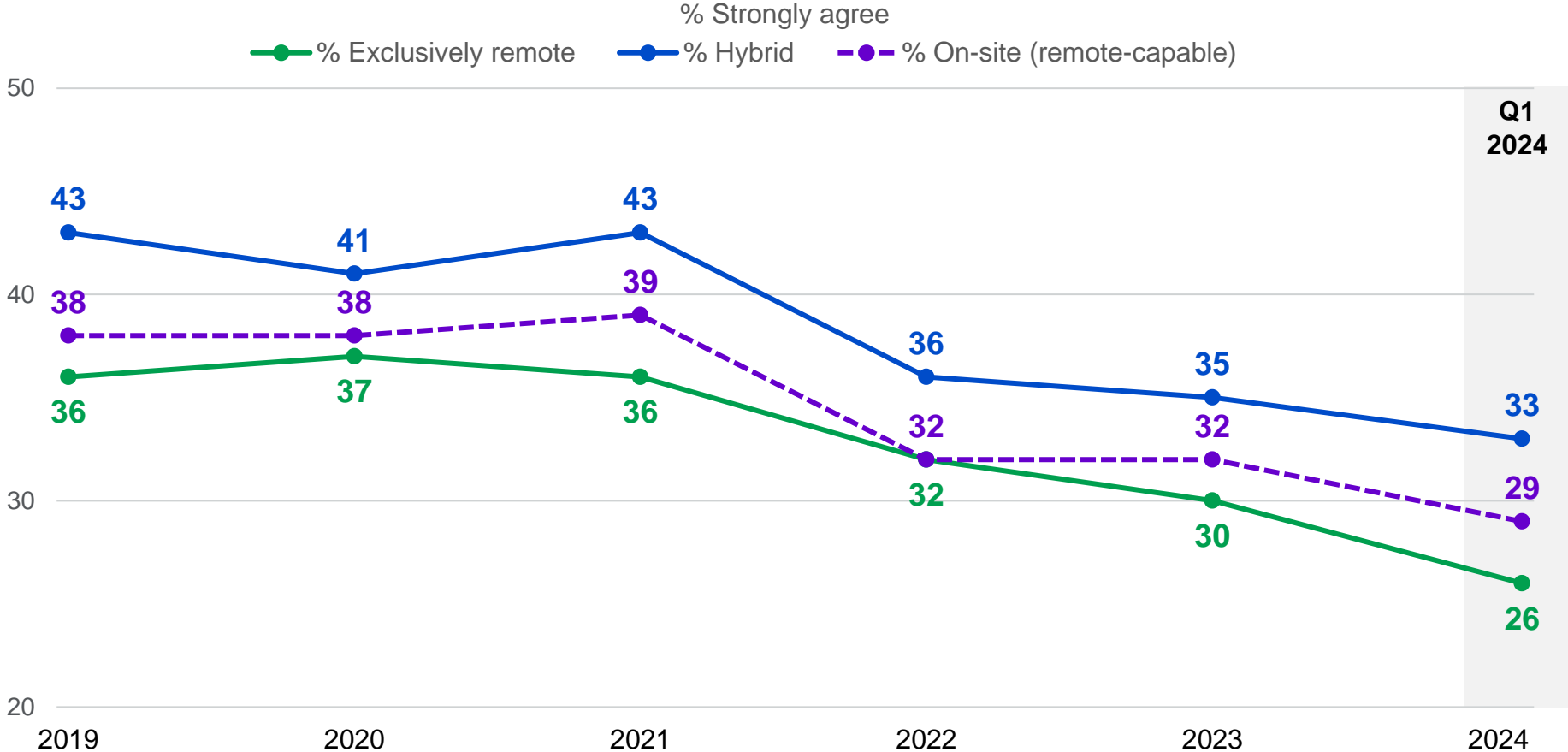
Detachment is greatest for **fully remote workers,** tying a record low set in 2011.

If not managed intentionally, **physical separation can lead to psychological separation.**

WF Q1 2024, U.S. Employees; Exclusively Remote MOE: ±3 points, Hybrid MOE: ±2 points, On-Site (Remote-Capable) MOE: ±3 points
FT employees only

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Focal Points for Leaders Are Evolving Rapidly

DIVERSITY, EQUITY AND INCLUSION

REMOTE AND HYBRID WORK

BUSINESS TRANSFORMATION AND AGILITY

BUSINESS CONTINUITY

WELLBEING

GLOBAL MINDSET

ENVIRONMENTAL, SOCIAL AND GOVERNANCE STANDARDS
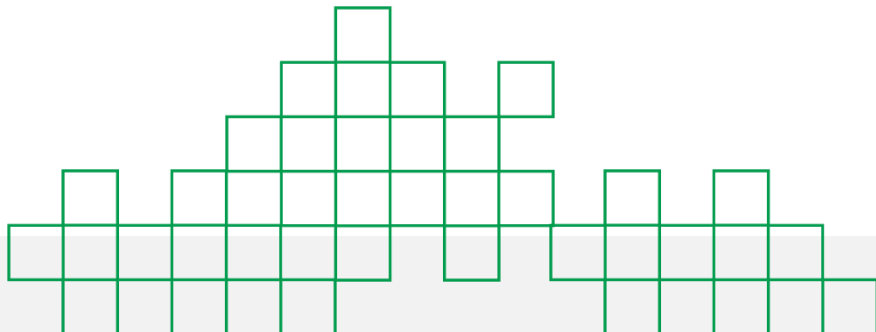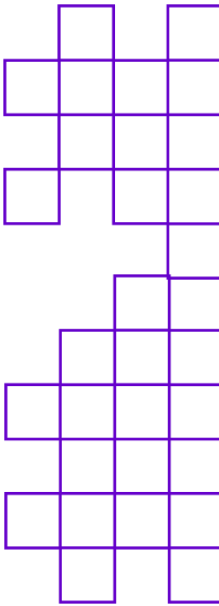
NEXT GENERATION LEADERSHIP READINESS

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LET'S DISCUSS

Which of the changing needs is of highest priority for you or the leaders you work with to address and why?
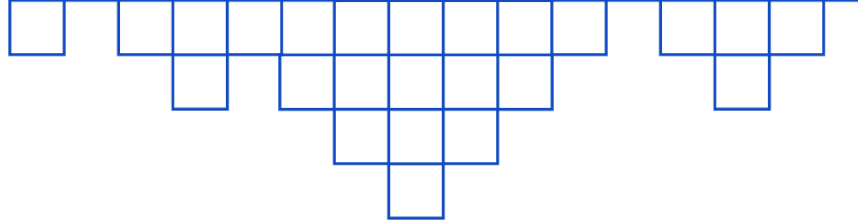
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2

What do we need from leaders to respond to these changes?

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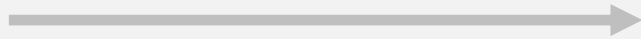# Organizations Need More From Leaders Now Than Ever Before

THE PAST

→

Hierarchical, command and control relationships

Span of control focused on employees' work lives

Deliver returns for the business

Cooperation with leadership peers
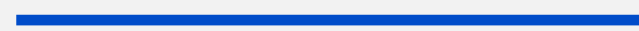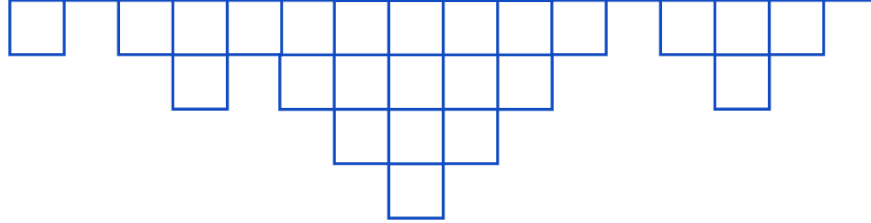
Impenetrable and strong

Directive

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Organizations Need More From Leaders Now Than Ever Before

THE PAST → | **THE FUTURE**

THE PAST	THE FUTURE
Hierarchical, command and control relationships	**Fluid, multi-dimensional, matrixed relationships**
Span of control focused on employees' work lives	**Span of control must consider employees' whole lives**
Deliver returns for the business	**Deliver returns *and* make an impact on the world**
Cooperation with leadership peers	**Interdependence among leadership teams**
Impenetrable and strong	**Authentic and human**
Directive	**Empowering**

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3

What are Gallup's Leadership Expectations for Excellence?

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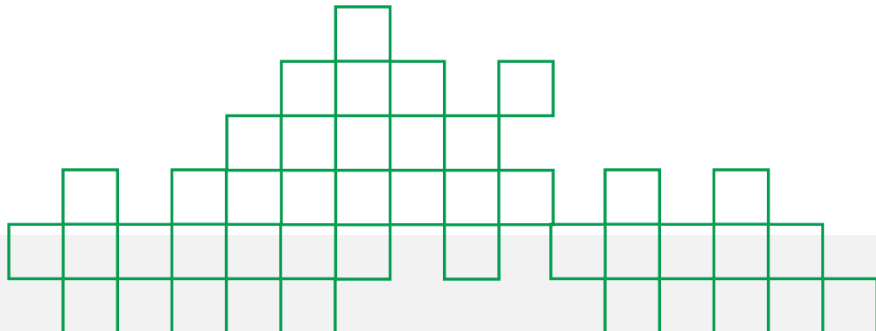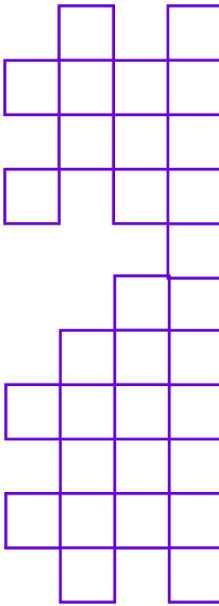
What is the job of a leader?

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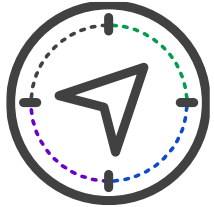
Leaders drive the purpose and performance of the organization by bringing multiple teams together and making great decisions.
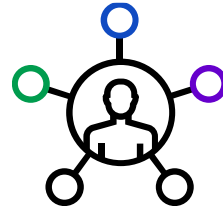
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Gallup's 7 Leadership Expectations for Excellence

PURPOSE

Inspire Others

Communicate Clearly
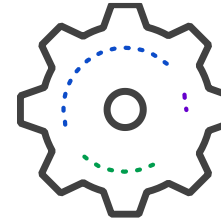
Generate enthusiasm and foster connection to purpose through setting vision, giving recognition, listening intently and communicating effectively.

PEOPLE

Build Relationships

Develop People

Build partnerships and teams through trust and collaboration.
Develop talent with strengths-based expectations and coaching.

DECISIONS

Think Critically

Lead Change

Make good decisions by anticipating, evaluating and applying knowledge. Identify opportunities for improvement and lead purposeful change.
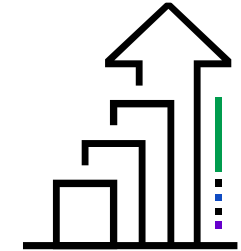
PERFORMANCE

Create Accountability

Get results by holding self and others responsible for performance.

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How do we prepare managers and high-potential leaders for future-ready leadership?

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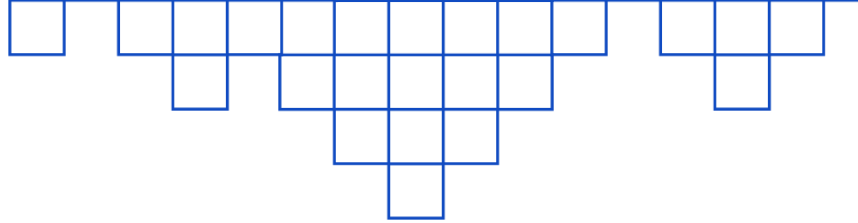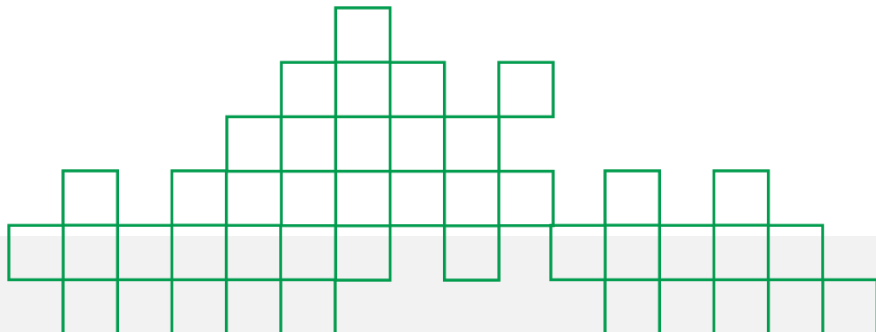# Preparing Future-Ready Leaders

EXPECTATIONS — Clarify expectations and responsibilities of leaders.

LEARNING — Prioritize thoughtful learning to build knowledge and skills.

EXPERIENCES — Intentionally provide challenging experiences for growth.

COACHING — Coach leaders to increase self-awareness and develop strengths.

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As you think about how you are/your organization is preparing future-ready leaders, in which one of the following areas have you primarily focused your efforts?

- Expectations
- Learning
- Experiences
- Coaching

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EXPECTATIONS ── Clarify expectations and responsibilities of leaders.

- Determine a set of expectations for all leaders.

- Describe the behaviors of success.

- Connect expectations to performance.

- Check in at regular intervals to ensure alignment.

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LEARNING

Prioritize thoughtful learning to build knowledge and skills.

- Determine knowledge and skills that are important for success.

- Prioritize and dedicate time for leaders to get out of their environment to learn.

- Design action-based and collaborative learning opportunities.

- Focus on real-world application and connect to business performance.

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EXPERIENCES —— Intentionally provide challenging experiences for growth.

- Provide leaders opportunities to practice applying their knowledge, skills and talents.

- Identify lessons learned from key experiences of successful leaders.

- Intentionally offer experiences where these lessons can be acquired.

- Develop leaders "on the edges."

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COACHING — Coach leaders to increase self-awareness and develop strengths.

- Support leaders in obtaining coaching (internally or externally).

- Help leaders uncover their natural talents and learn how to productively apply them.

- Incorporate feedback from constituency to help leaders increase self-awareness.

- Focus on maximizing areas of strength; determine strategies or partnerships to fill gaps.

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Developing Leaders Increases Readiness and Retention

Primary Reason for Leaving Last Job	2023 %
1. Pay/Benefits	**16**
2. Advancement, development or career opportunities	**12**
3. Direct supervisor/manager or senior leadership	**12**
4. Relocation	**10**
5. Personal reasons	**9**
6. Unrealistic job expectations and responsibilities	7
7. Job fit or work no longer interesting	6
8. Not treated with respect	4
9. Work-life balance	3

WF Q4 2023, U.S. Employees MOE: ±4 points. 2023 results are among employees who voluntarily left their job between November 2022 and November 2023. 2022 results are among employees who left their job and remained in or came back to the workforce between November 2021 and November 2022. Respondents could choose one response.

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Key Takeaways

→ Leaders must show up differently to respond to the changing needs of the workforce.

→ Excellence in leadership is accomplished through Purpose, People, Decisions and Performance.

→ We need to prepare future-ready leaders by setting clear expectations and developing them through learning, experiences and coaching.

TAKE ACTION

Review your current leadership development plan.

- Where do you need to further clarify expectations for leaders?

- How consistently are you offering development through learning, experiences and coaching?

- How can the content of your development program be updated or expanded to prepare leaders to respond to the changing needs of the workforce?

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Questions?

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Change your workplace a little to a lot every day.

Connect with me for more content about leadership and talent strategy.

in

Kristin Barry

Director of Hiring Analytics, GALLUP

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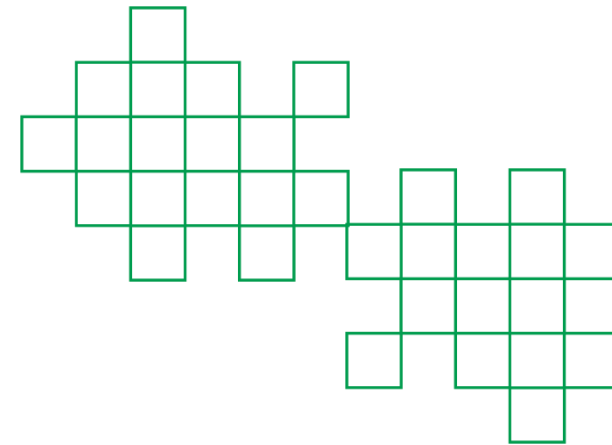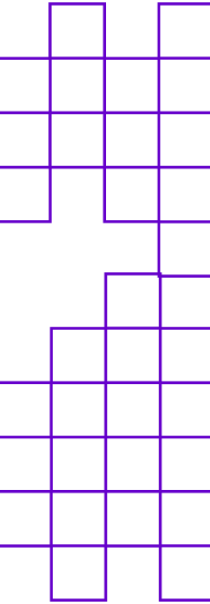
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