

CHALLENGING PEOPLE TO
THINK DIFFERENTLY

2020 Leadership

The Changing Face of Leadership

Our view from working with a wide range of organisations from investment banking to construction and retail is that the expectation we have of our leaders is experiencing a fundamental shift. There are a number of factors that are creating this transition.

Dan Pink talks about the fact that millennials, those born between 1980 - 2000, have significantly different needs from their leaders. Their key motivators are:

Autonomy

A chance to make progress

A clear purpose

Millennials like the autonomy to get on with their work without close supervision and micromanagement. They have a strong desire to develop, receive regular and frequent feedback via informal check ins with their manager and be supported and coached to progress rapidly, not being prepared to sit and wait for promotion and greater responsibility as perhaps older generations did. Finally, they need a clear purpose and direction from their manager and feel they are involved in making a worthwhile contribution. Are you spending enough time developing your people not just for today but for their next role?

Leaders need to be coaches, give more time for feedback and actively focus on the development of their people if they are to engage them to perform at their best.



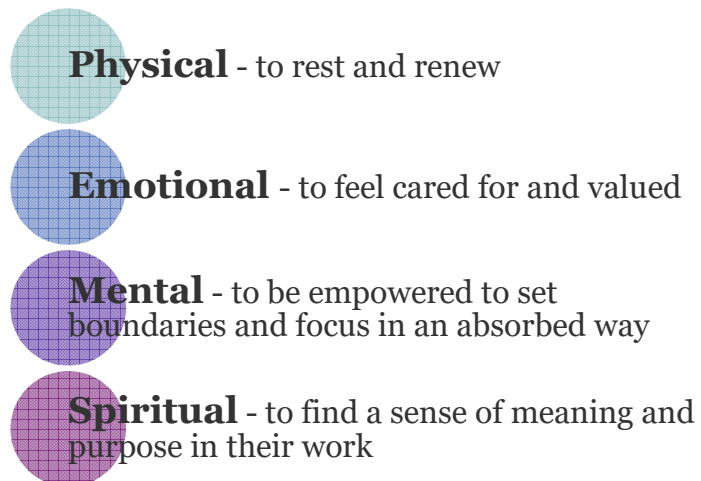
4 Key Employee Motivators

Millennials will interweave their work time and personal time, seeing no need for clear boundaries between these two aspects of their lives. They are interested in engaging in causes that they feel strongly about and want to work for organisations and leaders who create a flexible working arena where they can ideally pursue their personal and professional agendas in parallel.

Are you recruiting people not just because they have the technical skills but because they have a similar value set to your organization? Having a close alignment between personal values and organizational values creates higher engagement which is directly linked to higher performance

Some leading investment banks encourage their people to go to the onsite gym during the day in order to regenerate and come back to their desk feeling more energized and ready to focus. Asos employs graduates who work from home on a laptop and go in to the office to engage socially with colleagues and play football. This is not a clock watching generation. This is a generation who want to achieve, work hard and play hard.

However, it is not just the millennial generation who are changing the landscape. **The Human Energy Study** conducted by **Harvard Business Review** in **2014** found that there were 4 key motivators for employees (not just millennials).

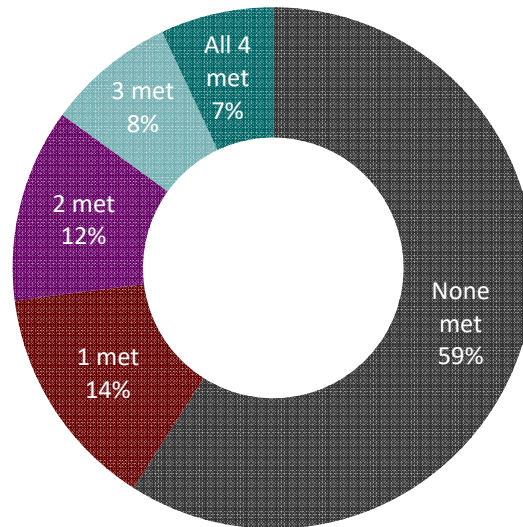


Source: November 2013 – June 2014, What Is Your Quality Of Life @ Work? HBR.org & The Energy Project (n=19,900+)

What is Your Quality of Life @ Work?

Only 7% of the 20,000 people in the study were found to have all of these needs met. So leaders need to be paying attention to how they lead on a day-to-day basis if they are to motivate and engage their wider workforce.

Role modelling good practice in wellbeing by taking regular breaks, ensuring team members take a break and demonstrating that engaging in down time with colleagues is to be encouraged is all part of creating a positive physical environment.



Number of Needs Met. Source: Nov 2013 – June 2014, What Is Your Quality Of Life @ Work? HBR.org & The Energy Project (n=19,900+)

Giving people recognition for their contribution and saying thank you more frequently was shown to be an important factor in helping people feel valued.

The core needs around mental engagement resonate strongly with the work by Dan Pink. Giving people interesting work that stretches them and develops them raises motivation and engagement.

Finally, the spiritual core needs relate not to a religious sense but more a feeling that people are doing a job that provides value to others and makes a difference to their customers or society as a whole. Leaders need to spend more time on explaining WHY people need to do what they do rather than HOW they should do it. People want to be trusted and empowered to get on and do the job, being clear why it is needed and how it fits within the wider context.

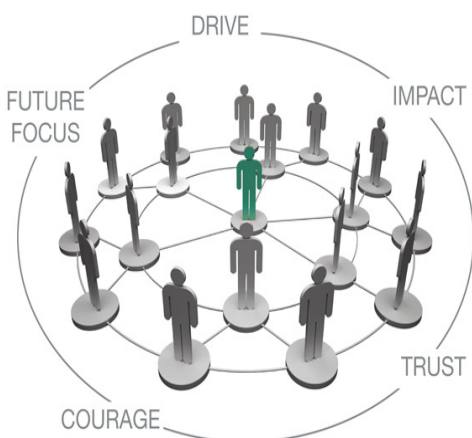


5 Factors for 2020 Leadership

So, how do we pull all these different factors and influences into a practical framework for 2020 leaders?

We have looked at the research and more importantly, taken the experience of working with senior leaders in different sectors to create our 2020 leadership framework that we feel provides a best practice model.

What do these attributes look like in terms of practical day-to-day behaviour? We have translated the 5 attributes into a set of behavioural statements that you can assess yourself against or we can provide an online 360 tool for a fuller feedback profile.



TRUST

- Builds trust by creating close working relationships
- Does what they say they will do
- Is consistent in behaviour / approach
- Owns up to mistakes / asks for help when needed

FUTURE FOCUS

- Has a strong antenna for what is happening externally and with competitors
- Spends time on long term planning and innovation
- Looks ahead and exploits opportunities
- Focuses on succession planning and development of talent

IMPACT

- Has strong presence / personal credibility
- People listen to what they say
- They listen to others
- Builds strong emotional connections with others
- People want to work with them and follow them

COURAGE

- Is prepared to have tough conversations
- Gives honest feedback, is prepared to take it as well. Stands up for what they think is right
- Acts with integrity in line with their values
- Takes unpopular decisions when needed

DRIVE

- Shows energy / passion for what they do
- Doesn't take no for an answer, will always find a way forward
- Demonstrates resilience and persistency to overcome barriers
- Shows a strong sense of self confidence
- Retains an optimistic outlook on events with a can do attitude

How do Leaders develop these attributes?

We believe that there are three key steps to developing these attributes as Leaders:



1 Raise self-awareness by feedback, 360 profiling and self-reflection



2 Work on your strengths and develop people around you to create a strong team



3 Identify the 2--3 attributes that you feel will actively enhance your performance and work with a coach or colleague to make specific behavioural changes that you can monitor and check on a regular basis.

All 5 Factors are key, if we drop just one of these, people will start to question our leadership.

We believe it is the responsibility of leaders to create the environment for their people to succeed. By investing time in developing these 5 key elements of 2020 leadership, we are creating success for ourselves, teams and key stakeholders

“Of all the things that can boost inner work life, the most important is making progress in meaningful work.”

Amabile & Kramer, 2011



Written by Rosemary Ryan
Director of Represent Ltd

Resources:

Pink, D. H. (2009). *Drive: The surprising truth about what motivates us*. New York, NY: Riverhead Books.

RSA Animate: Drive: The surprising truth about what motivates us.
<https://www.thersa.org/discover/videos/rsa-animate/2010/04/rsa-animate---drive>