LEADING WITH IMPACT

Introduction

With an increasingly remote workforce, changing technology, and shifting market conditions, world-class leaders are facing pressures to achieve outcomes that go beyond business goals and do more than just meet targets. It's not surprising, therefore, that seven in ten companies report that they do not feel their leaders are able to lead their organizations into the future[1].

To meet the twin challenges of constant change and a decades-long skills shortage, Right Management, a ManpowerGroup Talent Solutions line of business, has developed 'Leading with Impact.' This new framework supports organizations in identifying and prioritizing the outcomes that are most important, enabling them to assess their leaders against a refreshed and relevant leader framework, and map development and coaching. Organizations that successfully address and resolve the leadership challenges they face will be able to drive world class impact.

7 in 10 COMPANIES REPORT THAT THEY DO NOT FEEL THEIR LEADERS ARE ABLE TO LEAD THEIR ORGANIZATIONS INTO THE FUTURE

[1]Robert Velasquez, 13 Shocking Leadership Development Statistics, Infopro Learning, 2020

A New World of Work

The impact of the COVID-19 pandemic has exponentially increased the pressure on leaders. It accelerated digitization and the normalization of remote working. It shifted work-life balance and changed our perception of leaders and the roles we expect them to play in our organizations and in the world. The pandemic was an unexpected wake-up call. It separated the dynamic and resilient leaders who can truly lead, from those who failed to grasp and adapt to evolving challenges.

The pandemic is not the only pressure leaders must contend with. Workforces are changing, and the world is undergoing seismic social and economic shifts that put an increased focus on sustainability, diversity and equity.

"*Every leadership challenge is context specific, but when the challenge in question is a global pandemic seen only once a century, it is hard to overuse the word 'unprecedented,' downplay the stress, or predict what's next. What does it mean for leaders? Two things: they have nowhere to hide, and they cannot rely on their past experience or expertise to manage this challenge.*"

-Tomas Chamorro-Premuzic, Chief Talent Scientist at ManpowerGroup and a
 Professor of Business Psychology at University College London (UCL) and Columbia University

MILLENNIALS IN THE WORKFORCE

Nearly half (48%) of the workforce is now made up of millennials[2]. The vast **MAJORITY OF MILLENNIAL EMPLOYEES (91%) PLAN TO STAY IN THEIR CURRENT JOB FOR NO MORE THAN THREE YEARS.**

91% WILL NOT STAY IN THEIR JOBS FOR LONGER THAN 3 YEARS

75% OF COMPANIES WILL EXCEED FINANCIAL TARGETS IF USING DIVERSE DECISION-MAKING

CHANGING PRIORITIES

MORE THAN HALF of the US online adults said they **ACTIVELY CONSIDER COMPANIES' SOCIAL, ENVIRONMENTAL, MORAL, POLITICAL OR RELIGIOUS VALUES** when choosing which brands and products to buy[3].

Gartner analysis predicts, through 2022, 75% of companies **WITH DIVERSE AND INCLUSIVE DECISION-MAKING TEAMS WILL EXCEED THEIR FINANCIAL TARGETS**[4].

Increasingly, leaders are accountable not only to delivering business results but are also subject to significant scrutiny on how they deliver those results. The model for successful business and leadership has imploded — and leaders are feeling ill-equipped to respond.

> "*The world could change by Monday, and we've seen that with COVID. And so, how do leadership teams manage the ambiguity and still prioritize the key things that are going to move our work forward and help us meet our P & L objectives?*"

-Melissa Lenk, Honeywell

Organizations are calling out for leaders who can help them meet the challenge of a changed business world. In response, we have created a new framework for a modern business environment in which it is not enough for people to lead – they must Lead with Impact.

[2]Robert Velasquez, 13 Shocking Leadership Development Statistics, Infopro Learning, 2020
[3]Stanhope et al., The Future Of Enterprise Marketing Technology, Forrester, 2020
[4]Sakpal M., Diversity and Inclusion Build High-Performance Teams, Gartner, 2019

"Ongoing evaluation is key and necessary to ensure business priorities are reflected. Do you seek to understand the nature and culture of your company? Are you trying to determine where you are now and, more importantly, where you are going and at what speed? If you can measure effectively along the journey, you can plug in and engage the talent needed to take you there."

-Adriana Holt, ENGIE North America

Why Leadership Frameworks Are Critical

Today, individual leaders must balance exponentially complex competing priorities, and they are understandably confused about what is expected of them. It is therefore vital for organizations to support leaders through this chaos. Organizations must articulate what they expect from their leaders, and provide the support needed to navigate the ambiguity that is our current reality. A roadmap to your company-specific Leadership Framework is essential to your future success.

DEVELOP LEADER PIPELINES
84% of organizations anticipate a shortfall of leaders in the next five years[5]. Identifying and developing the right leadership talent has arguably never been so important.

LEVERAGE ASSESSMENT AND DATA
Identify and select the right leaders aligned to culture and values using psychometric tools and predictive performance to better understand what leaders are capable of doing rather than just what they have done. This will also help remove bias.

FOCUSED, COACH-SUPPORTED LEADER DEVELOPMENT
Individual coaching helps workers substantially increase their productivity, resulting in an ROI of nearly seven times the initial investment[6].

REDUCE COST AND TIME TO HIRE
Often the best next leaders already work for you. A framework that's aligned to your business goals can help identify the people most likely to lead, and most capable of taking the company into the future.

ENSURE CONTINUITY WITH SUCCESSION PLANNING
Maximize the ROI of leader development programs by cultivating future leaders and preparing for smooth transitions. According to research, only 35% of organizations have a formalized plan for succession[7].

A structured interview offers a 50% chance of hiring a good fit — that increases to 80% when an assessment is added to the interview.
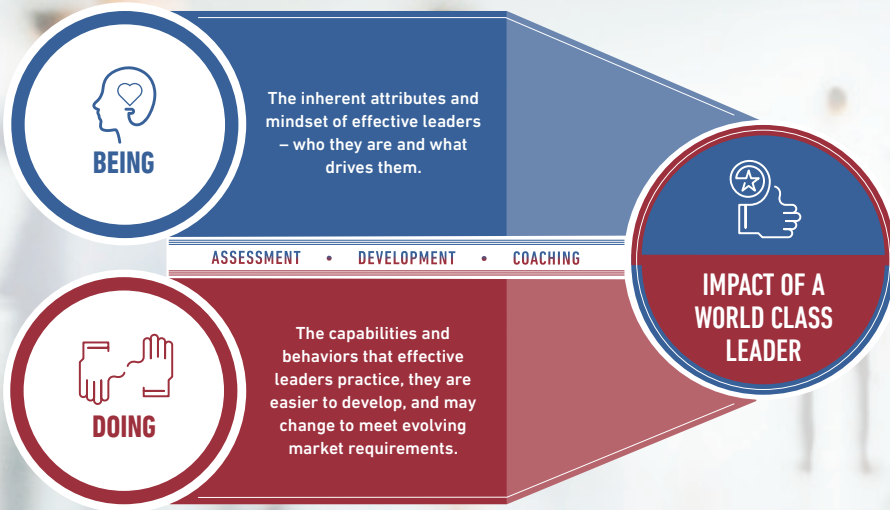
[5]Robert Velasquez, 13 Shocking Leadership Development Statistics, Infopro Learning, 2020
[6]RightManagement Employer Data
[7]Robinson S., Succession Planning: Is Your Organization Prepared?, Association for Talent Development, 2019

The Leading with Impact Framework

The Leading with Impact framework is a new model for a new era. It has been co-created with leading experts from Right Management in collaboration with a diverse mix C-suite directors, division heads, line managers, and leaders at all layers of the business hierarchy.

The framework is based on expertise, drawn from years of our own experience applying the P3 Leader Model and analysis of the use of other models of leadership. We also surveyed 160 of our own expert consultants to get a comprehensive view of the capabilities that contemporary leadership requires.

Leading with Impact means achieving outcomes that go well beyond business goals. World class leaders today need to do more than just meet commercial targets. **Leaders must be equipped to deliver against five key areas of impact:**

1. **Purpose, vision and direction**
2. **A safe, inclusive and supportive culture**
3. **Employee and career growth**
4. **Greater engagement**
5. **Sustainable business results**

To reach and surpass the performance demands of contemporary business a new framework is needed - a framework that can equip organizations to better identify, assess and develop the leadership talent who must deliver impact in these areas.

Central to the Leading with Impact framework, Right Management has identified the components that make up effective leadership. **These sit in two categories:**

'BEING' – the inherent personal strengths that create the best conditions for leader effectiveness

'DOING' – the capabilities and behaviors that effective leaders practice, that are easier to develop

BEING

'Being' characteristics are about the natural mindset of a leader, who they are and what drives them. These are the attributes that effective leaders are more likely to innately display, and which are more difficult to learn or develop.

BEING
The inherent attributes and mindset of effective leaders – who they are and what drives them.

- Reflective
- Adaptable
- Curious
- Continuous Learner
- Positive
- Resilient

- Leverage ASSESSMENT to identify strengths and opportunities for DEVELOPMENT
- COACHING and learning unlock leader's potential for impact and success.

DOING
The capabilities and behaviors that effective Leaders practice, they are easier to develop, and may change to meet evolving market requirements.

VISION
- Share a vision for transformation
- Foster innovation
- Deliver on the short- and long-term promise
- Inspire passion
- Drive social & environmental responsibility

TALENT
- Build trust
- Demonstrate emotional intelligence
- Enable inclusion
- Champion feedback
- Coach to unleash talent and careers

PERFORMANCE
- Exercise Sound Judgement
- Model Accountability
- Develop high performing teams & networks
- Communicate with Impact
- Step in/Step out effectively

IMPACT OF A WORLD CLASS LEADER
- Purpose, Vision and Direction
- Safe, Inclusive and Supportive Culture
- Employee and Career Growth
- Greater Engagement
- Sustainable Business Results

WORLD-CLASS LEADERS ARE:

	REFLECTIVE	Introspective; inform actions by considering their impact on situations and relationships
	ADAPTABLE	Able to comfortably adjust to volatility, uncertainty, complexity and ambiguity (or ongoing change)
	CURIOUS	Have a wide variety of interests, have an open mindset and nurture the decision-making processes with external perspectives and insights
	CONTINUOUS LEARNERS	Committed to ongoing personal and professional development through education, exposure and experience
	POSITIVE	Focus energy on possibilities and what can be done and the impact they can have
	RESILIENT	Tenacious, persistent, and proactive in managing challenges and setbacks

Through psychometric assessment and predictive performance analysis, recognizing talent with these 'Being' characteristics is essential. It allows organizations to identify those who can be shaped into the world-class leaders who will drive business success in the future.

> **"***It is not a model for leadership where all the dimensions have the same level of criticality but instead a framework for organizations to define what is critical to their business strategy and their values, and then select within the Leading with Impact ingredients, a limited number of dimensions to clarify the leadership they need for future success and make these a clear priority.***"**

-Jacques Quinio, Director of Coaching and Leadership Development, ManpowerGroup Talent Solutions

DOING

'Doing' characteristics are the capabilities and behaviors that effective leaders practice. They are easier to develop and may change to meet evolving market requirements. These capabilities segment into three broad groups: VISION, TALENT AND PERFORMANCE.

EFFECTIVE LEADERS EMBRACE AND DEPLOY THE FOLLOWING CAPABILITIES:

VISION

- **Share a vision for transformation –** Create, communicate, and inspire the organization by communicating a vision for the future

- **Foster Innovation –** Create an environment that fosters feedback and learning to enable the testing and implementation of new ideas

- **Deliver on the short- and long-term promises –** Mobilize the resources of the organization to deliver both quick wins and sustainable results

- **Inspire passion –** Connect to others to engage hearts and minds around a shared vision, goal or outcome

- **Drive social and environmental responsibility –** Create the conditions for themselves and others to be pro-actively involved in sustainability activities that benefit the greater good, beyond the boundaries of the organization

TALENT

- **Build trust –** Champion and reflect the organizations' values and demonstrate integrity in relationships with others

- **Demonstrate emotional intelligence –** Recognize how one's own feelings and beliefs impact others and leverage that perspective to inform actions and behaviors

- **Enable inclusion –** Embrace difference, actively seek, encourage, and value the involvement and investment of all voices and views

- **Champion feedback –** Enable colleagues by creating a safe environment to ask for, give and receive feedback to create a learning organization

- **Coach to unleash talent and careers –** Create a culture of coaching to equip individuals to reach their full potential in their careers

PERFORMANCE

- **Exercise sound judgement –** Flex decision-making approach to consider all available information before reaching the best outcome

- **Model accountability –** Enable employees with the authority and space to exercise their autonomy while providing oversight and holding them responsible for the outcome

- **Develop high performing teams and networks –** Connect individuals and networks with common purpose to create synergies and drive outstanding results

- **Communicate with impact –** Deliver clear messages to facilitate common understanding of the goal from all parties to elicit the desired response

- **Step in / step out effectively –** Moderate level of personal engagement based on the needs of the situation

Applying Leading With Impact to Your Business

Leading with Impact is a framework. Built on market research and decades of experience, it provides a structure to enable organizations to identify and develop world-class leadership today and for the future.

THERE ARE FOUR ESSENTIAL STEPS FOR ORGANIZATIONS COMMITTED TO SUPPORTING LEADERS WHO CREATE IMPACT:

Step 1 / Ensure Your Business Objectives are Relevant Organizations must be explicit about what they expect from leaders. Leading with Impact has been designed to be flexible and configurable to adapt to the specific objectives of your organization.

- **They meet priorities:** All organizations have different pressures, challenges and opportunities that leaders face. You can easily align this framework with your priorities, then cultivate leaders accordingly.

- **They use your language:** Each organization has their own lexicon. The Leading with Impact attributes translate to these with ease, allowing them to be accepted and adopted easily.

- **They reflect your culture and values:** What is important to the organization and their people shapes the qualities needed in their leadership. Leading with Impact adopts these cultural aspects when identifying and developing leadership talent.

Step 2 / Create YOUR Model and Assess Existing Leaders
The leadership framework helps your organization assess existing and potential leaders' attributes and capabilities, individually and as a group, based on a model created specifically for you. The assessment process creates a benchmark for leaders and identifies opportunities for development. Using psychometric testing and assessment, you can gauge the skills available and diagnose areas where further development is needed.

Step 3 / Commit to Develop Tailored programs and goals are created to help leaders address the gaps in their capabilities. By providing expert coaching, organizations nurture the leadership capabilities they need to drive performance and growth, and they can focus attention on accelerating change across the wider business.

Step 4 / Evaluation and Refinement Measurement is essential to evaluate leadership performance and assess progress against clearly defined goals. Organizations need to ensure that they are taking an insight-driven approach by leveraging psychometric tools to create a baseline which will help drive development and coaching. With a continuous cycle of measurement, refinement and development with clear evaluation tools, organizations can focus resources on the liability most likely to provide the greatest return in organizational performance.