

What Next Gen Leaders Want





Hire, Promote, and Develop Exceptional Leaders

The Given: Flexible Work is Here to Stay



60% of HR executives say that the majority of their employees work remotely



40% of workers would consider quitting if their bosses made them return to the office full time

Insights from Global Leadership Forecast



Attract and Retain Next-Gen Leaders

Authenticity

Empathy

Inclusion

Coaching

Feedback

Attract and Retain Next-Gen Leaders

Authenticity

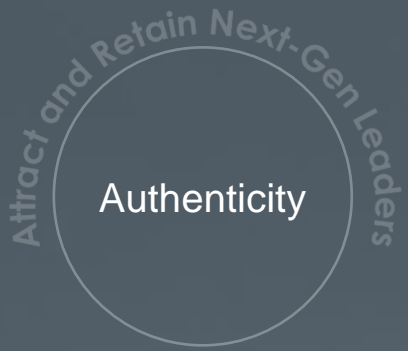
Openly Discloses

Stays True to Self

Acts With Integrity



Transparency reduces uncertainty,
and authenticity meets the strong
primal need for a positive social
connection.



Being authentic and transparent requires the right balance of sharing information within an organization.



Communicate information frequently

Make personal disclosures sparingly

Have an established relationship

Make it relevant to work

Avoid being personal

Attract and Retain Next-Gen Leaders

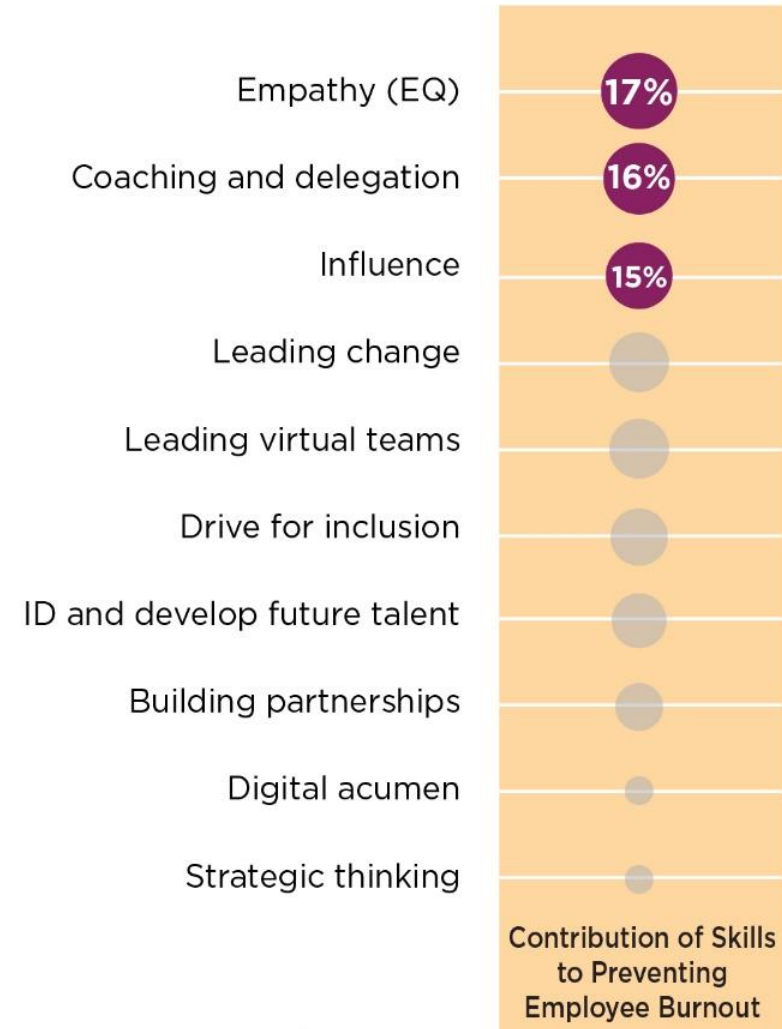
Empathy

WE HEAR YOU.



Start with Empathy

Leader Skills Mitigate Employee Burnout



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The Empathy Formula

Remember to include the **feelings** and **facts**:

“It sounds like you’re (feeling) because/about (facts).”

||| Pause and Listen |||

*“...Listen, it sounds like you are buried and overwhelmed **(feeling)**. This is normal, and I want to protect you. Let’s look at your active projects and figure out how to get a bit more balance. **(facts)**”*

Attract and Retain Next-Gen Leaders

Empathy

Let's Practice!
Draft a text **or email**



EVERYONE IS

WELCOME

Why D&I Training Goes Wrong



**Completion
Over Change**



**Stops at
Awareness**



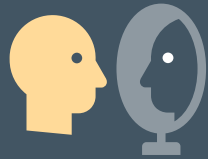
**Focusing on
only one level**



**Separate from
other training**

DDI's Holistic Approach

Multi-touchpoint Learning Journey



Awareness

- Business case
- Unconscious bias
- Personal strengths and weaknesses



Commitment

Build empathy and authentic motivation to behavior change



Allyship

Build inclusive leadership skills into everyday habits

7 Key Leadership Behaviors to Drive Inclusion



Build Empathy



Coach for Individual Growth

Communicate Inclusively



Resolve Conflict Fairly



Run Inclusive Meetings



Delegate for Opportunity



Give Honest Feedback



E₁ N₁ C₃ O₁ U₁ R₁ A₁ G₂ E₁

Leaders tend to feel most comfortable coaching people like themselves.

Coaching Tips

Foundational

- Challenge and prompt new thinking.
- Guide them to explore options.
- Move thoughts to action.
- Establish accountability.

Drive Inclusion

- Acknowledge the value of a person's authentic style.
- Ask questions to understand a person's identity and experience.
- Avoid referencing stereotypes.
- Coach others to be more inclusive.



Managers can be uncomfortable giving feedback for improvement, especially to people who are different from them.



Reflections on Feedback



Receptivity:

Are leaders open to feedback?

Skills:

Do leaders have the skills to provide feedback effectively?

Frequency:

Is it an annual event or an ongoing practice?

Culture:

Does it feel psychologically safe?

Why Frequent Feedback is Better Feedback

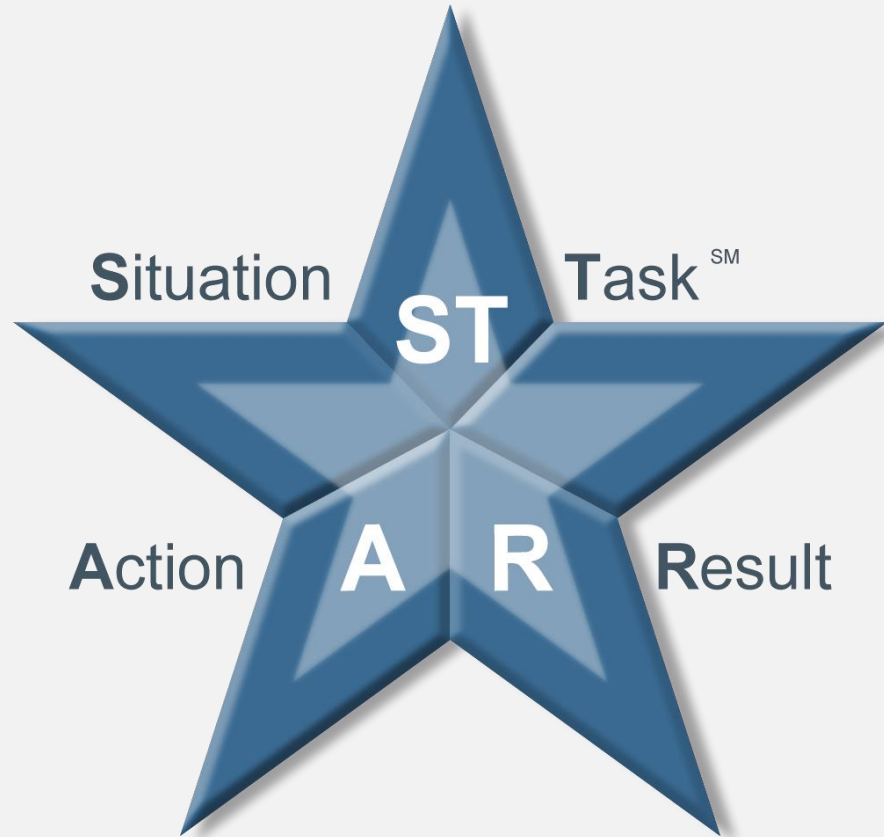
Feedback is like a compass needle... it tells you a little bit more like, “Okay, where do I need to correct course?” and NOT “Where have I been wrong for a year?” Frequent feedback is better feedback because it is not an all-or-nothing.

- From a 480 Podcast Episode: *Why Feedback Matters for Leaders*



The image shows a promotional card for a podcast episode. On the left is a portrait of a smiling man with short brown hair, wearing a dark shirt. To his right, the text reads: 'LEADERSHIP 480 PODCAST' in white on a black background, 'A 480 PODCAST' in black, 'Why Feedback Matters for Leaders' in bold black, and '28 minutes | January 4, 2022' in black. At the bottom are three buttons: 'Listen on Apple Podcasts' with the Apple logo, 'LISTEN ON Spotify' with the Spotify logo, and 'LISTEN ON STITCHER' with the Stitcher logo.

The Best Way to Give Feedback



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Empathy

Inclusion

Coaching

Feedback

**Develop leaders today who are committed
to building your future leaders.**



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- ✓ Get Benchmarks
- ✓ Build Strategy

Thank you

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