



Why Leadership Development is more important than ever

There's a famous quote in hiring and recruiting circles that, once you hear it, you can't forget: "People join a company. They leave a boss."

Recruiting site Glassdoor recently did a survey and found that it's true, at least in part. It found the top three reasons people choose to leave their positions for a new job elsewhere are more money, a bad boss and they're bored with no career development.

If you've had open positions to fill within the last year or so, you know it's a job seeker's market out there. The unemployment rate is at rock bottom, with no signs of changing

anytime soon. That's great for the economy, but not so great when your star salesperson leaves for greener pastures and you're the one in charge of replacing her.

Hiring the right people is, and always has been, mission critical, but now retaining those people is even more important than ever before. In any economy, the downtime as you search for a replacement and subsequently as that replacement gets up to speed is a drain on any company's bottom line, but now, finding that replacement is more difficult.

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What makes great leaders great?

Look around at your current leadership — managers, supervisors, the C-suite. Now take a look at the pipeline of possible successors. What do you see? Do you have a robust team of current leaders at the helm, and a pipeline of future leaders being developed to succeed them?

The first place to start in answering those questions is to think about what makes a great leader. It has often been said that great leaders aren't large and in charge, running the show solo with the kind of brilliant decision-making only they can supply. Rather, great leaders are committed to the people *in their charge*, making sure everyone along the food chain succeeds, develops, grows and is happy.

The 12 Most Fundamental Skills CEOs Expect From Their Leaders:

- Communication
- Customer Focus
- Decision-Making
- Delegation
- Developing Productive Teams
- Leading Through Change
- Managing Energy and Time
- Negotiation
- Planning and Prioritizing
- Problem Solving
- Recruiting and Retention
- Strategic Thinking

How do your leaders stack up to that list? The fact is, people can spend their entire careers acquiring these skills through hard-won experience. But, in this marketplace when it's more critical than ever to keep good people, not only at the leadership level but all along your company's food chain, who has that kind of time?



Pain points in the workplace

Challenges in today's workplaces mean the need for developed, caring, skilled managers who can navigate the changing seas of today's employees. Here are just a few of the issues leaders are facing:



Multiple generations:

Five generations are in the workplace today, more than ever before. Each has its own learning styles, communication preferences and management styles.



#MeToo:

The #MeToo movement brought workplace harassment to the forefront, and companies need to act to end harassment in all forms.



Glassdoor:

Employer brand is more important than ever, with sites like Glassdoor offering employees the opportunity to post anonymous reviews of what it's really like to work in their company. Leaders can't just talk the talk anymore. They must walk the walk.



Multiple generations

We've got five generations in the workplace today. Traditionalists, born before 1946; Boomers, born between 1946 and 1964; Gen X, born between 1965 and 1976; Gen Y, or millennials, born between 1977 and 1997; and Gen Z, born between 1997 and 2011.

Multigenerational workplaces mean a diversity of thought and intention, and that's a good thing. But that also means great diversity in how people need and expect to be managed, developed and treated.

It requires leaders who are adept at communicating, empathizing and understanding.

Our workplaces
are more
multigenerational
than ever before.



We're not living in our father's workplace anymore. The #MeToo movement extended beyond its origins in Hollywood to workplaces nationwide, with women and men alike demanding freedom from harassment at work. It's about time they got it, and it's up to leadership to make sure everyone from the boardroom to the break room treats their colleagues, co-workers and subordinates with respect and dignity.

People aren't just demanding respect and dignity in the workplace, they're taking it in front of a judge if they don't get it, with help from the U.S. government. The **U.S. Equal Employment Opportunity Commission (EEOC)** is on a mission to end workplace harassment and filed 66 lawsuits in 2018 against companies that failed to protect their employees and won judgments of nearly \$70 million for victims. That's twice the number of lawsuits and judgments the EEOC filed and won in 2017.

This movement has gone far beyond sexual harassment and included diversity of gender, age, gender identification, pay equity and a whole host of other issues.

The #MeToo movement isn't limited to U.S. workplaces, not by a long shot. According to research by the law firm Littler, which surveyed senior employees at European companies, #MeToo has prompted 79 percent of European employers to take action to end sexual harassment in the workplace. One in five European employers have taken that one step further, reopening past sexual harassment investigations. This

step is especially noteworthy, signaling further investigation and legal action against past harassers. Other steps European companies are making:

- Implementing new tools and procedures to deal with harassment complaints
- Instituting open design and opening up common areas
- Addressing pay equity issues

The EEOC filed
66 lawsuits
against
companies that
failed to protect
their employees
from sexual
harassment and
won judgments
of **\$70 million**
in 2018.



Too many one-star ratings on Glassdoor from disgruntled employees, and a great candidate will not even show up to talk to you.



Glassdoor

If you've been involved in recruiting and hiring, you've no doubt heard of the juggernaut that is Glassdoor. Like Indeed.com, it's an online site where employees can post anonymous reviews of what it's really like to work at their companies. They rate the CEO, and rate the company as a whole. Imagine for a moment that you've got a bad manager in your mix. How do you think a job candidate is going to feel when that bad manager's latest tirade appears, verbatim, on Glassdoor?

Make no mistake, it matters. Just as the majority of people today won't buy anything online without looking at customer reviews, the majority of job seekers won't even accept an interview with a company before checking

them out on Glassdoor or Indeed.com.

Too many one-star ratings from disgruntled employees, and a great candidate will not even show up to talk to you.

What all of this boils down to is an urgent need for leadership development. Bad or even mediocre management just won't cut it anymore.

That's why we developed, and continuously improve, our interactive leadership development program proven to deliver sustained behavior change. Ask about our new monthly subscription model, enabling affordable development and continuing education.



The proven solution: Bullet Proof® Manager

The Bullet Proof Manager is a monthly interactive, live-facilitated leadership incubator where leaders grow their skills, exchange ideas and share what's working now within their organizations.

It consists of 12 sessions, one per month. Each session is approximately four hours long and concentrates on two management or leadership skills, each with a subject matter expert, and an online Learning Portal for further engagement and accountability.

Leaders can join the Bullet Proof Manager at any time — the sessions are all standalones, and don't build on the previous session.

Topics include:

- Communicate With Impact
- Captivate Your Customer
- Leadership Influence Through Emotional Intelligence
- Ignite a Culture of Accountability
- Bridging the Multigenerational Gap in the Workplace
- How to Inspire Innovation
- Strategic Thinking for Future Success
- Managing Time for Maximum Results

Let's do a deeper dive into a few of those topics. Here are a few of the courses we offer:

Leadership Influence Through Emotional Intelligence

What does emotional intelligence have to do with leadership success? Corporations around the world are recognizing that possessing emotional intelligence is one of the strongest predictors of performance. Emotional and social intelligence is the foundation from which influential leaders are built.

- **Challenge leaders to evaluate their proficiencies in four critical areas:** self-awareness, self-management, social awareness and relationship management.
- **Recognize triggers and name emotions:** Triggers are accompanied by emotions. Reactions accompany those emotions. In any given situation, the reaction has the potential to damage relationships. Acknowledging the trigger and accurately naming the emotion are the jumping-off point for each of the four critical areas of emotional intelligence.
- **Five-point model:** Provide a clearly defined model for managing emotionally charged situations to reach proactive rather than reactive responses in the workplace. You will learn new concepts and tools that will strengthen your emotional intelligence and propel you to a new level of influential leadership.
- **Create high-performance teams:** By applying the proficiencies and key takeaways introduced, leaders will recognize and build teams that have a strong influence on financial performance. Creating and sustaining a healthy company culture allows for continued growth and maximized earning potential.





Bridging the Multigenerational Gap in the Workplace

In today's workplace, you may be leading up to five different generations. Your ability to identify and leverage the talent of your age-diverse team will allow you to shift intergenerational behaviors into optimized team performance.

Course instructor Amy Lynch explored how each generation has its own personality and culture (though every individual in the

generation may not epitomize the exact typecast); as well as areas of commonality. Managers and leaders should avoid stereotyping persons from a generation and need to keep all generations working together by understanding the differences, as well as commonalities, in communication styles, priorities and mindset.



Communicate with Impact

There are ways to become a more effective communicator, explains Andy Bounds, author of “The Jelly Effect: How to Make Your Communication Stick.” It begins by determining what your employees find most interesting and crafting your messages to them thoughtfully and purposefully.

- Explain topics to people as if they are new to them. Imagine someone knows nothing about the subject you are introducing. This requires you to paint them a clear, vivid picture, explains Bounds. The best way you can do this is by delivering a message that’s interesting, short, relevant and interactive.
- Use stories that make a clear point and realize that communication never ends. Leaders need to understand what appeals to their employees and then pick stories and anecdotes to share that directly relate to the message they are delivering.
- Understand how memory-making works and only deliver a few key messages.
 - **Early bias:** The tendency to remember what we see first.
 - **Recency bias:** Remembering what we’ve seen most recently.
 - **Repetitive bias:** Remembering what is repeated.
 - **Outstanding bias:** Remembering things that are different or jump out.

Deliver the messages at the beginning; mention them at the end; repeat them; and deliver them in a different way.



How to Inspire Innovation

Innovation — it's what makes businesses great, yet it can be rare. Why? According to Ron Crossland, an expert in the study of innovation, it's because of three barriers that block creativity.

- Employees fear that their bosses won't support them.
- Workers can become discouraged by bureaucracy and rules.
- Workers lack self-confidence and stop believing that they can have an impact.

If we can get past the barriers, the results have the potential to unleash the “ordinary genius” in all of us.

- Encourage the generation of ideas and allow people to be stimulated.
- Allow for prototyping and don't be afraid to fail.
- Use storyboards to keep ideas flowing.



Summary

The need for excellence in leadership is critical for any company today. It's a brave new workplace out there, with five generations under one roof, harassment and diversity at center stage, and a popular forum, Glassdoor, where anyone and everyone can see what's wrong at your company and its management with the click of a mouse.

At Crestcom International, our leadership development program is proven to change behavior, and we've won the international awards to prove it.

Some of the most admired firms in the world have turned to us for more than 30 years to develop their managers into leaders. Are your managers really leading? Is this the year you unlock the hidden potential of your team?

CRESTCOM[®]
interactive leadership development that produces real results

Interested?

Contact us at [Crestcom](#) to learn more.