

# Future of Leadership

Equipping leaders to lead in a hybrid working world

April 2022



The better the question. The better the answer.  
The better the world works.

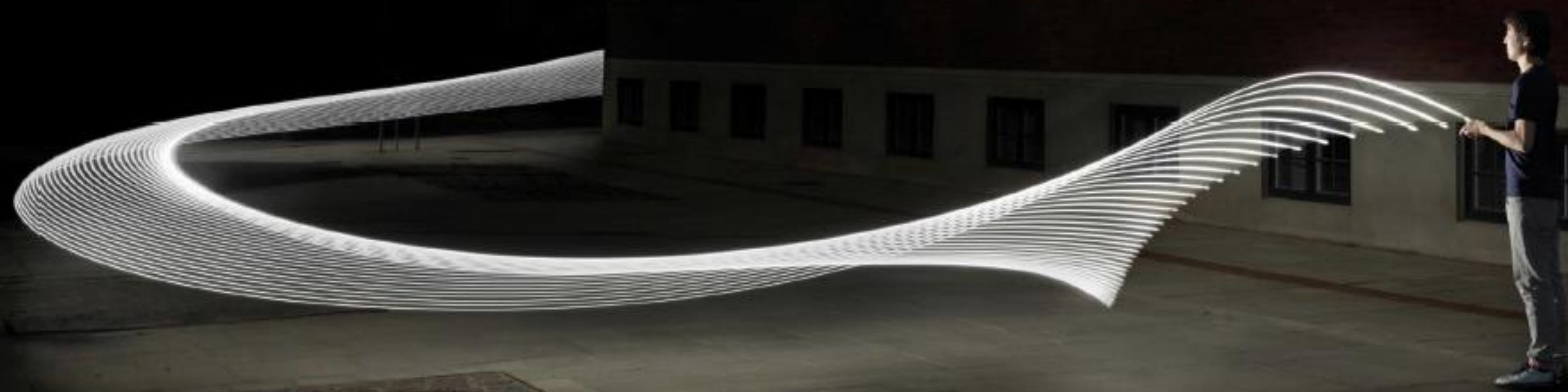
The EY logo, consisting of the letters 'EY' in a bold, white, sans-serif font, with a blue triangle pointing upwards and to the right above the 'Y'.

Building a better  
working world





We live in  
**the age of change**







Years like no others.





Humans@  
center

# RESERVE

We all we need to



# Today's objectives

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**1** Highlight why good leadership has never been more important

**2** Highlight why we need to listen to our employees now more than ever.

**3** Understand the ideal leadership behaviours for leading in the future of work (FOW).

**4** Discuss how to nudge leaders towards these ideal, enabling behaviours and how to bring these behaviours to life.

## Today's Speaker



**Lindsay Falkov**

Associate Partner, Workforce Advisory,  
Toronto

# Let's get the conversation started... we want to hear from you!

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As leaders, the decisions and actions you take can meaningfully influence your employees, the future of your industry, and the lives of billions around the globe.



1. Visit [www.menti.com](https://www.menti.com) using your phone or computer
2. Type in the code **1658 0044**
3. Submit your response

Q1: What is the #1 thing that comes to mind when you think about leadership?

Q2: What is the #1 capability your leaders need to lead your organization in the FOW?

# Why we must listen to our employees

After two years of the pandemic, our employees are **redefining what's important to them** and making decisions accordingly.

Over  
**40%**

of employees across the globe and multiple industries are considering leaving their current job this year<sup>1</sup>

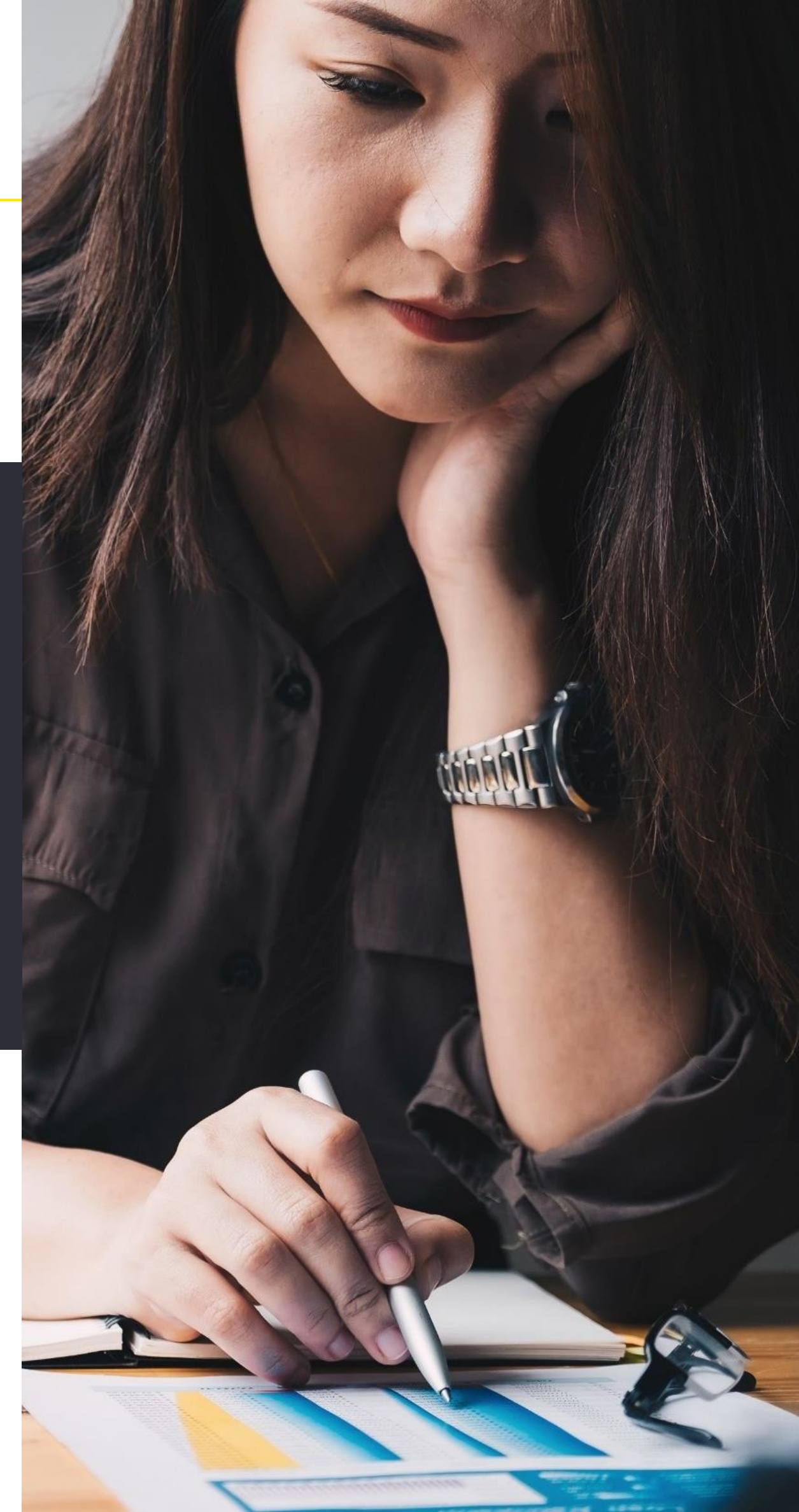
Nearly  
**20 million**

US workers have quit their jobs since April 2021<sup>2</sup>

Only  
**18%**

of leaders feel confident to help employees avoid burnout<sup>3</sup>

To thrive, leaders need to understand the changing preferences and expectations of employee's towards work, and what this means for how they lead in the new world of work.





# Top 6 workforce demands

Employers are confronted by and responding to the “great resignation” - many of the well-intentioned interventions (e.g. pay raises) are at best table stakes, and at worst misplaced. Below are the **top 6 workforce demands, illustrating what employees truly want.**

AS AN EMPLOYEE I WANT...



## BALANCE & WELLNESS

53% of employees are more likely to prioritize health and wellbeing over work than before the pandemic<sup>20</sup>

Companies employing a hybrid work model found a 56% increase in the well-being and fulfillment of their employees<sup>6</sup>

56% of employees said they were working more since the pandemic - 1/2 said they would switch jobs for better life-work balance



## A CREATIVE ENVIRONMENT

74% of those who work remotely are concerned about their employer monitoring when and how much they work<sup>16</sup>

Only 18% of employees strongly agree that they can take risks at work that could lead to important new products, services or solutions

Organizational psychological safety makes employees more engaged in their work and can lead to a 12% increase in productivity<sup>15</sup>

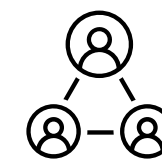


## INCLUSIVITY & FAIRNESS

Approximately 80% of employees state they desire to work for an organization that values diversity, equity, and inclusion<sup>8</sup>

1 in 4 women are thinking about reducing or leaving their work due to company inflexibility, caring responsibilities and stress<sup>9</sup>

76% of job seekers and employees today report that a diverse workforce is an important factor when evaluating companies and job offers



## RESOURCES FOR EFFECTIVE WORK

9/10 employees want flexibility in where and when they work

42% of employees say they lack essential office supplies at home<sup>7</sup>

1 in 10 employees have inadequate internet connection to perform their role<sup>7</sup>

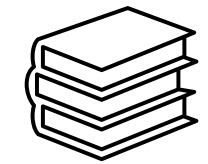


## MEANINGFUL WORK

Employees who view their jobs as highly meaningful are 69% less likely to quit in the next 6 months and will stay with the company 7.4 months longer than others<sup>12</sup>

More than 9 out of 10 employees are willing to trade a percentage of their lifetime earnings for greater meaning at work<sup>13</sup>

When employees find their work to be meaningful, their performance improves by 33% and they are 75% more committed to their organization<sup>17</sup>



## LEARNING & DEVELOPMENT OPPORTUNITIES

94% of employees say that they would stay at a company longer if it simply invested in helping them learn<sup>14</sup>

75% agree that their companies focus more on attracting new employees instead of investing in existing ones

87% of millennials rate professional or career growth and development opportunities as important to them in a job<sup>19</sup>



A man wearing a VR headset and a leather jacket, looking upwards with his hands on the headset. The scene is lit with blue and red lights, creating a futuristic atmosphere.

“

The future belongs to a very different kind of LEADER, with a very different kind of mind; creators and empathizers, pattern recognizers and meaning makers.

Dan Pink



# Where we're coming from and where we need to go - "mind the gap"

We've been conducting work in the same ways for so long. Pre-pandemic, many employers weren't questioning if these norms enabled or inhibited us from meeting the evolving needs of their business and workforce. Now, too much has changed to ignore - **it's necessary to evolve and shift to new norms.**

## FROM...

## TO...



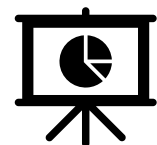
Set work times centered around "the office" - a single, physical workplace



Hierarchical organizations that are task-oriented with directions given from the top



Fixed interactions between managers and employees based on the performance management cycle



Management of employee inputs and time on task



Manual, repetitive tasks that lack meaning



Flexibility around how, when, and where people work. The office is a sense of community that can be accessed both in-person and digitally



Cross-functional/ disciplinary, self-directed autonomous teams



Regular dialogue between employees and managers, focused on feedback (course corrections), well-being, careers and experiences



Management of individual and team outputs and outcomes



Increased automation, leads to more strategic roles and increase in meaningful work



# Core attributes of the ideal leader

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... leaders have a disproportionate impact on this evolution, based on their everyday behaviours. The starting point is to identify and prioritize the leadership behaviours that will enable this shift to new ways of working.

## Data Analysis/Analytics

Collecting, analyzing and drawing insights from data; understanding and validating the needs (e.g. capabilities) of the organization through data.

## Connection & Collaboration

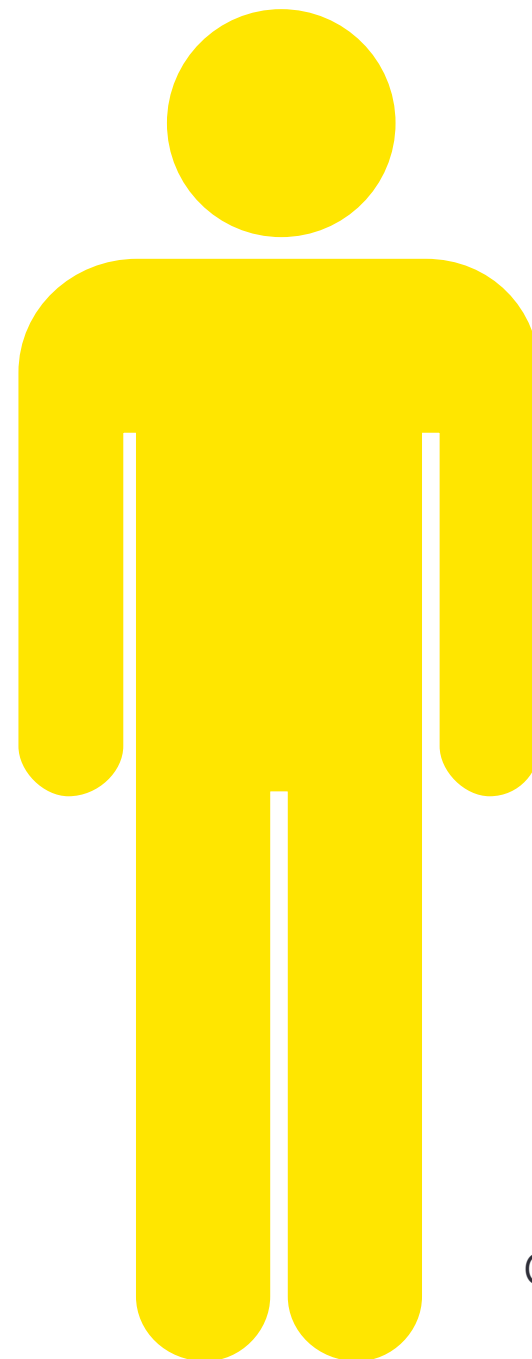
Creating high performing remote teams by forging connections and ways to collaborate; support direct reports by making work purposeful, having an influence, and enabling teams to rally behind a vision.

## Diversity, Equity, and Inclusion

Adopting a diversity, equity, and inclusion (DEI) mindset to drive fairness across work profiles; reinforcing values and culture through behaviours.

## Empathy and Compassion

Creating an environment for vulnerability and openness; encouraging direct reports to be honest about what they need and want (e.g. wellness), so they can be understood in an empathetic manner and receive support (e.g. avoid burnout).



## Adaptive

Understanding key agile roles and exercising agile practices/mindset; flexing to an evolving landscape (e.g. entrance of non-traditional competitors and partnerships).

## Digital Acumen & Innovative Mindset

Fostering an understanding of digital tools, and adopting an innovative mindset; spotting opportunities to reimagine and digitalize old processes and unblock barriers to success.

## Curiosity

Adopting a curious mindset to support uncovering client and colleague problems and finding the *best* answers and solutions. Place value on building the tools and skill sets to structure problems, ask questions and collaborate on outcomes.

## Coaching & Feedback

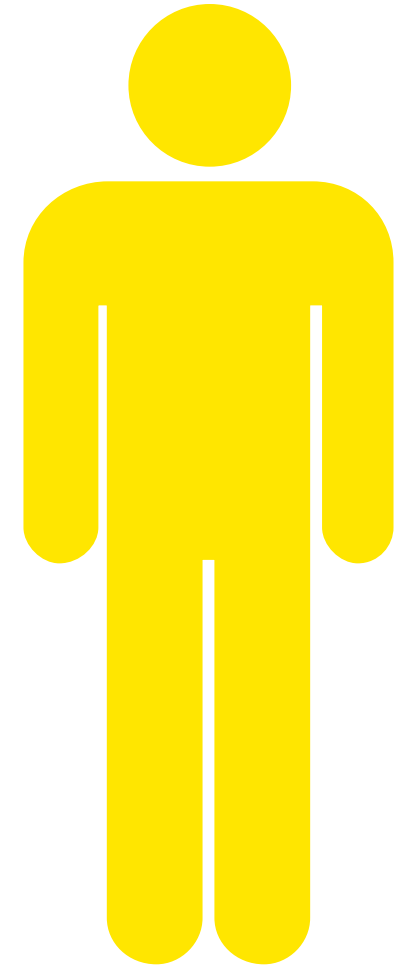
Creating an environment for candid feedback for improvement and long-term career conversations. Create forums where employees are heard, so solutions can be co-created and barriers can be unblocked. Encourage managers to adopt the role of both a manager and a coach.





# BREAKOUT DISCUSSIONS





What is the top capability your organization needs to adopt to successfully lead the FOW?

## Key considerations:

1. What are the enablers to support / barriers to prevent leaders from demonstrating this capability today?
2. What's one thing you could do tomorrow to drive more of this capability? (e.g. consider how you could adopt new ways of thinking, change behaviours, create new habits and routines using processes, systems, etc.)



# Playback

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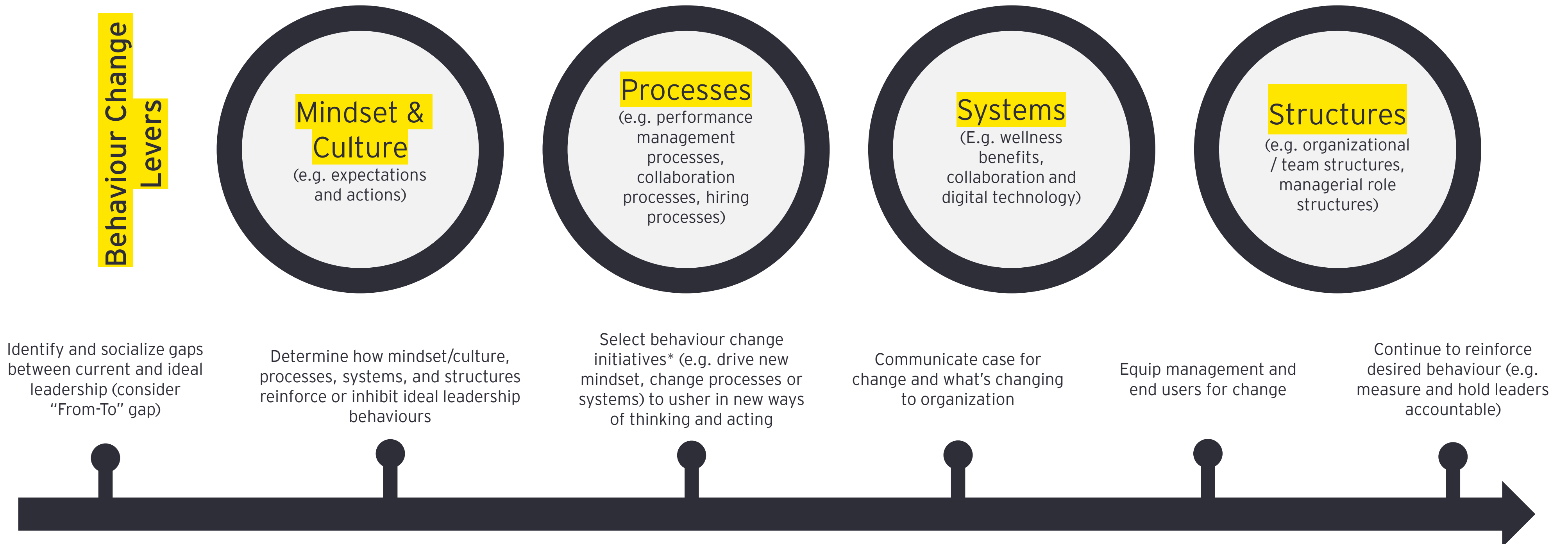
Let's hear from you.





# Call to action: Becoming the ideal leader

Becoming the ideal leader starts with changing behaviours. To start, identify the gaps between current and ideal leadership - consider "From - To" gap and what qualities are required to lead effectively. Activate these gaps through behaviour change initiatives. Reinforce and hold leaders accountable.





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We are what we  
repeatedly do.  
Excellence is not  
an act, but a habit.

Aristotle