Engaging and Developing Leaders to drive Transformation and Growth

Neda Songin, PhD

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Best leaders create an environment in which people are **WILLING** to go the extra mile…
…and thus deliver top performance which is **30%** ahead of that from teams led by a poor leader

Source: Korn Ferry Hay Group

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These days' organizations confront complex public pressures to go *beyond* optimizing shareholder value. More than ever before, they are also asked to take responsibility for not only how they affect their employees, but how they impact the environment, their communities, and society as a whole.

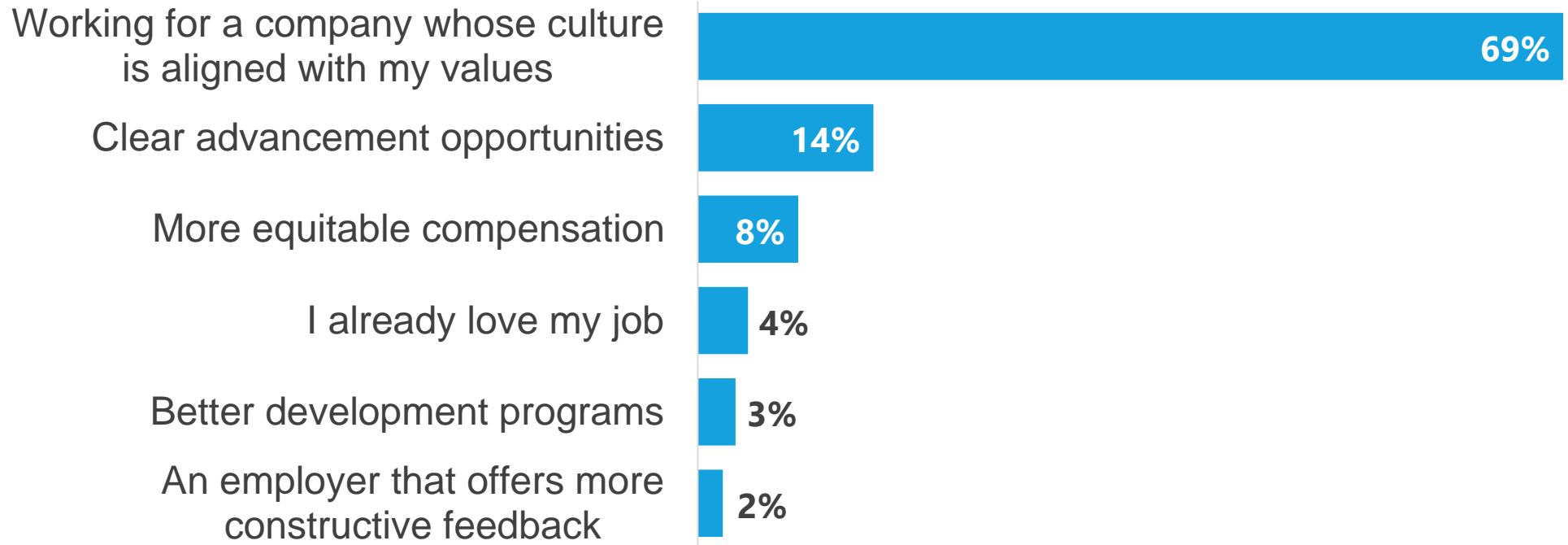# Organizations face a giant challenge due to the lack of engagement among leaders

An average of

ONLY

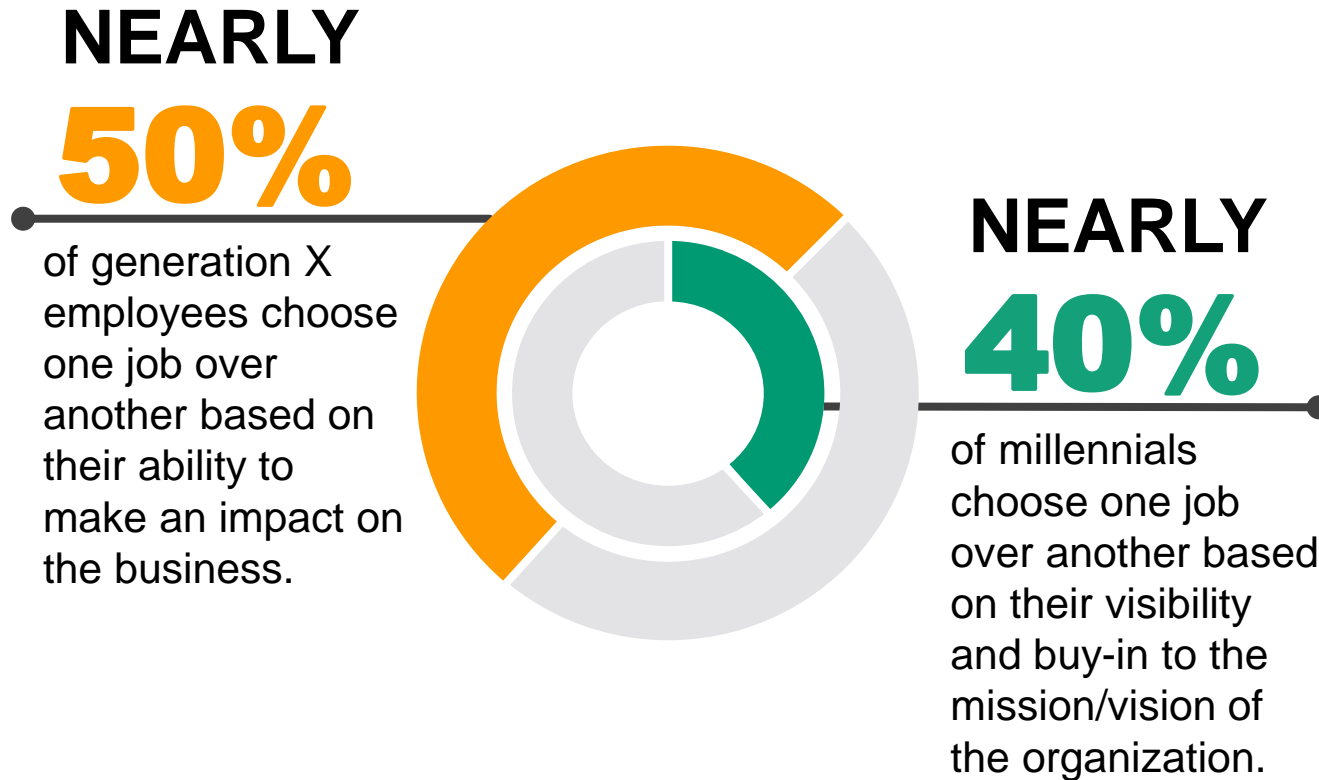## 36%

Of organizational talent is highly engaged
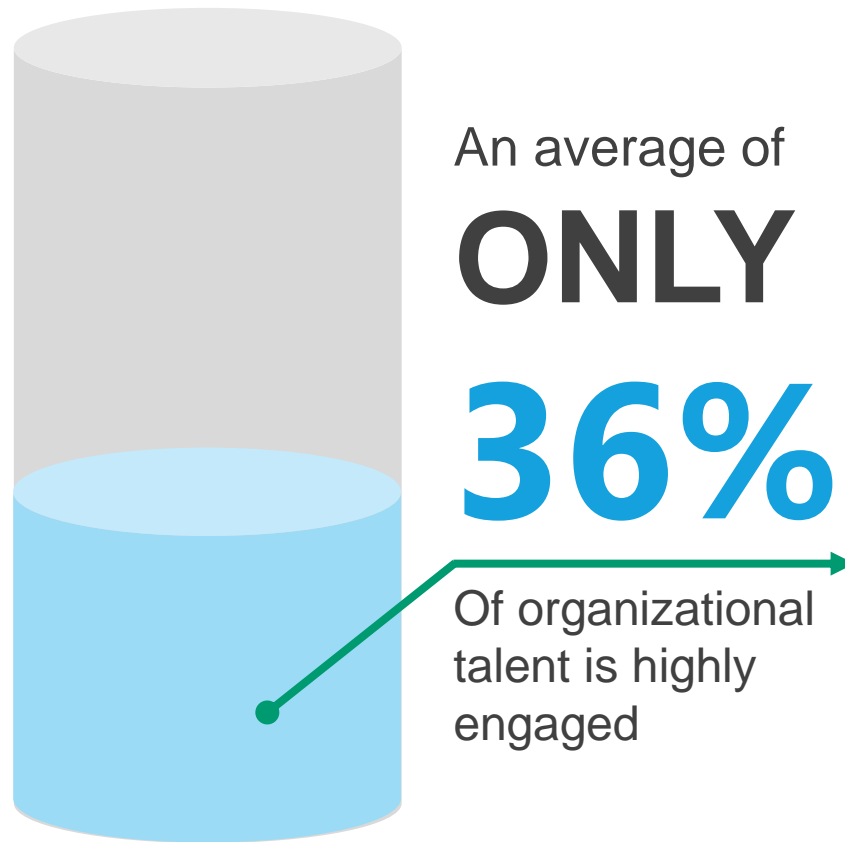
- C-suite leaders are the most highly engaged, at **63%**

- Engagement levels drop to **50%** for senior Executives

- The drop is even more significant to:

  - **33%** for high potentials

  - **20%** for mid-level leaders

  - **15%** for first-level leaders

Employees increasingly judge organizations by the meaning of their values

What factor would most dramatically improve your feelings about your job?

Working for a company whose culture is aligned with my values	69%
Clear advancement opportunities	14%
More equitable compensation	8%
I already love my job	4%
Better development programs	3%
An employer that offers more constructive feedback	2%

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For millennials and generation X reputation and vision of the organization is increasingly becoming a major criteria to determine which jobs to accept

NEARLY

50%

of generation X employees choose one job over another based on their ability to make an impact on the business.

NEARLY

40%

of millennials choose one job over another based on their visibility and buy-in to the mission/vision of the organization.

The #1 FACTOR that improves **job satisfaction** is working for a company whose culture is aligned with personal values.

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"People who are inspired by the ability to make a difference in the world will find more meaning and engagement in their work."

Noah Rabinowitz, Senior Partner and Global Head Korn Ferry Leadership Development

"To lead is to define a common purpose that transcends individual self-interest to an organization's shared interest."

Gary Burnison
CEO Korn Ferry
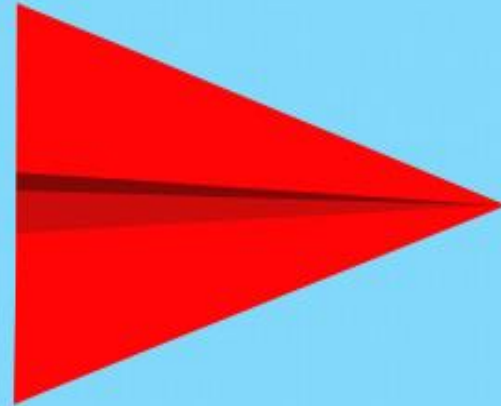
...by creating and implementing the right organization culture

Cognitive culture + Emotional culture
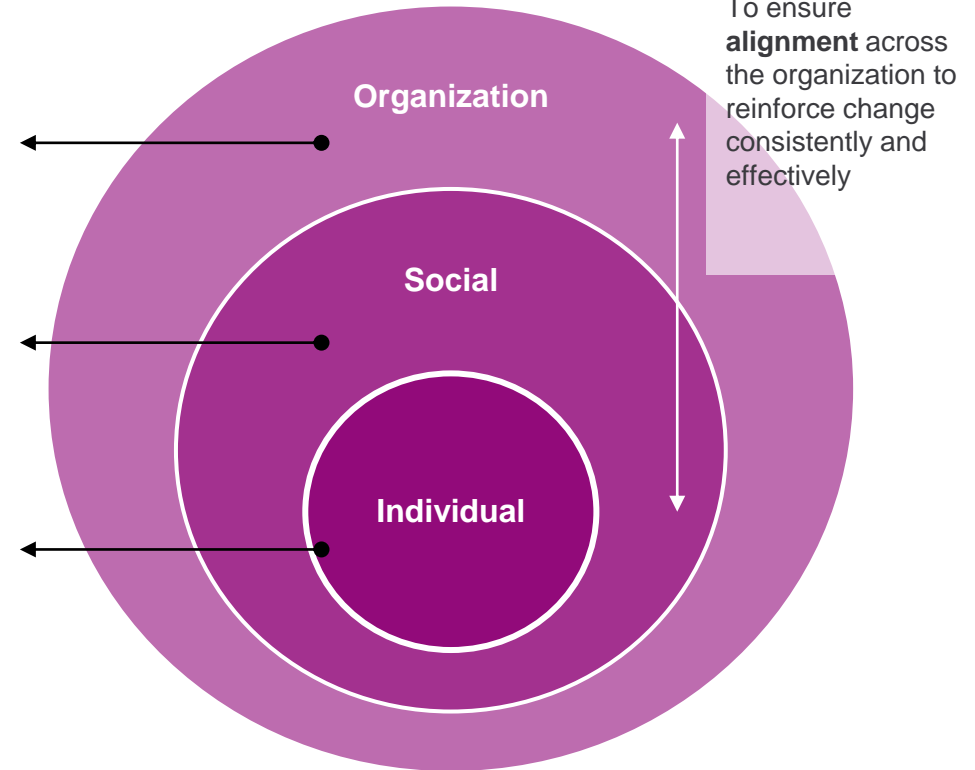
Why does the organization exist?
- Purpose and meaning

What is being reinforced by the organization?
- Management processes, systems, structures

How do people relate to each other?
- Patterns of social interaction
- Influenced by national cultures

What drives people?
- Values and beliefs of the founders/owners/executives
- Motives and values of the leaders

Organization

Social

Individual

To ensure **alignment** across the organization to reinforce change consistently and effectively

Strategic Intent → Culture Transformation → Business Results

87%

of organizations that leverage corporate social responsibility to develop leaders say it positively impacts overall engagement and performance.

"Social responsibility has to connect with the organization's core purpose to be sustainable and drive performance."

Elaine Dinos
Principal, Global Consumer Market
Korn Ferry

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CSR stands for **corporate conscience**, **corporate citizenship** and **responsible business**

Leaders of our region are good in capitalizing CSR and ensuring results "here and now"

Use and capitalize corporate social responsibility

Communicate strategic priorities to people

Develop people so they can perform well

Measure performance and reward for results

Source: Korn Ferry Hay Group, 2015

… thought they could do more in achieving personal and organization success by...

- ...Fostering emotional, not only cognitive aspects of organizational culture

- ...Giving people assignments / projects that would bring them more personal meaning

- Helping them to reach better work life balance

- Creating awareness on how career development might help people to develop personally

- Fostering and supporting (by concrete actions and/or means) cross-functional collaboration

CSR – practical ground to develop leaders

Purpose: A social responsibility agenda that is derived from an organization's core identity can help individual leaders connect their inner purpose with their company's purpose. This can be a powerful part of leadership development.

Engagement: Employees who feel they contribute to something greater than themselves will be much more engaged.

Recruitment: Most people want to work for organizations with humane values and those that try to serve society. The more leaders and organizations are perceived as giving back, it helps attract the talented and committed people they want.

Branding: Authentic plans and programs for social responsibility create a distinct and positive identity for organizations with their customers, suppliers, distributors, investors, and other stakeholders.

Sustainability: Social responsibility plans and initiatives help to ensure the long-term health and sustainability of organizations by encouraging them to act for society's good.

Leadership transformation takes time...

Systems
Structures
Processes & Roles

"You have to do it"

Daily behavior of managers

Values and Attitudes

Meaning
and common goals

"We want to work differently "

…Because leaders of the future will need to be adept **conceptual** and **strategic** thinkers, have deep integrity and intellectual **openness**, find **new ways** to create **loyalty**, lead increasingly **diverse** and **independent teams** over which they may not always have direct authority, and relinquish their own power in favor of **collaborative** approaches inside and outside the organization…

Thank you!