The Leadership Perception Gap

18 November 2020

HR Solutions

CRISPIN RHODES

Introductions

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How to ask questions
HR
Solutions

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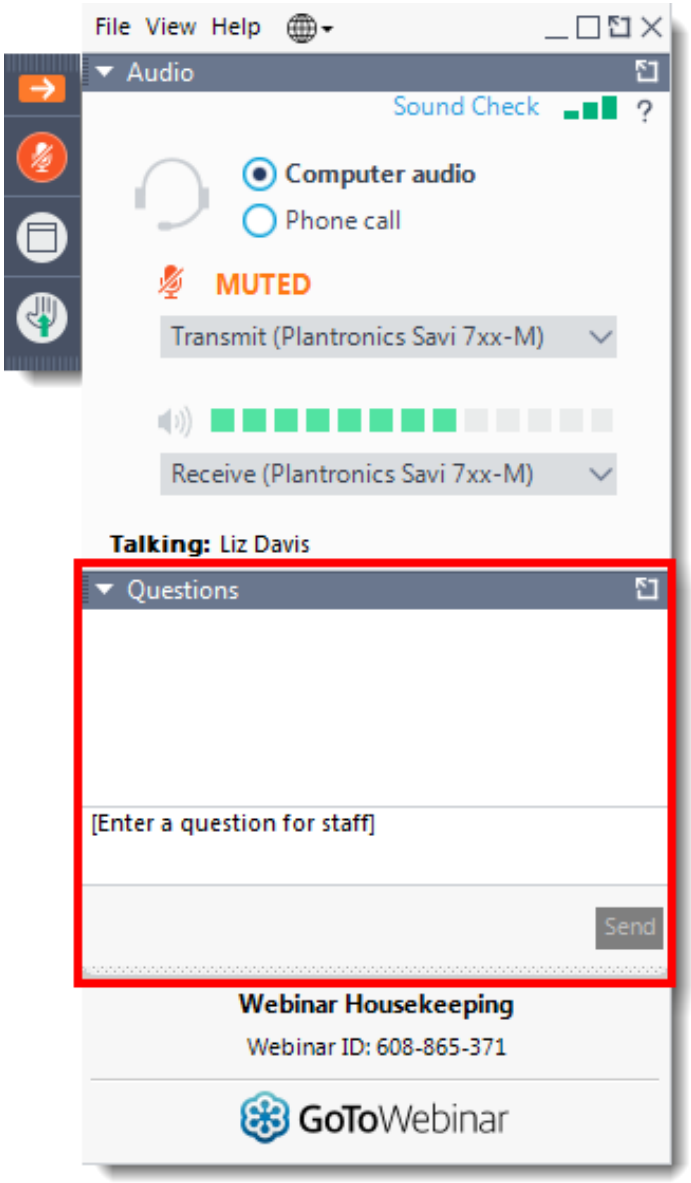
GoToWebinar Housekeeping: Time for Questions



Your Participation

- Please continue to submit your text questions and comments using the Questions panel

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POLL

WELCOME
THE LEADERSHIP PERCEPTION GAP
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THE LEADERSHIP PERCEPTION GAP

Steve Middleton
Senior Business Engagement Manager

EngagementMultiplier®

TODAY'S WEBINAR

- Leadership and its critical importance in today's world
- The 7 essential leadership qualities
- Defining, and solving, the Leadership Perception Gap
- Simple strategies to succeed immediately
- Q&A

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A business, successful or not, is merely a reflection of the character of its leadership

S Truett-Cathy

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A lack of strong leadership can have a profoundly negative impact:

- Loss of profits
- Poor performance
- Less innovation
- Change doesn't stick
- Projects veer off-course, initiatives languish, and service levels slip
- Employee engagement erodes
- Good people leave the company
- Competitors win
- Businesses fail

It's horrible!!!

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The ‘new normal’

- How we work has changed forever
- Rapid change is a core competency
- Resilience is key
- Rapid evolution of the employee experience

…and all represent changes leaders must address:

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The Leadership Perception Gap

The Leadership Perception Gap: *the difference between the perception executives have of the effectiveness of their organisation's leaders, and the perception of their employees.*

When the perceptions differ too greatly, the resulting gap represents a real impediment to the successful execution of company initiatives.

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THE 7 CRITICAL QUALITIES LEADERS WILL NEED IN A POST-COVID WORLD

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COURAGE

Courageous leaders *embrace the good, the bad and the ugly*

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COURAGE

Scarcity

- I bury my head in the sand, and hope problems simply go away
- I avoid confrontation
- I don't enjoy leading people
- "It's my way or the highway"
- I'm above getting feedback from subordinates

Abundance

- I don't believe ignorance is a strategy
- I align difficult decisions with values
- I embrace accountability
- I'm confident in a crisis
- I seek and accept constructive feedback

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The impact of a courageous leader

Courageous leaders bring energy and excitement to the organisations they lead, increasing engagement, productivity and performance.

Resulting employee impact: I am confident in my leader because he/she makes good, fair decisions and is open to receiving honest feedback from employees

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CREDIBLITY

Credible leaders *walk the talk*

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CREDIBILITY

Scarcity

- I make the rules, I don't follow them
- Do as I say, not as I do
- I'm entitled to special privileges
- I delegate more work than they do
- I'm happy to take credit I haven't earned

Abundance

- I show up the same way they expect others to
- I don't ask others to do what I wouldn't do myself
- I live the company's value and purpose
- I enjoy leading people
- I'm energised by growing my team/s and developing people

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The impact of a credible leader

The reciprocal energy makes the leader's job easier. In turn, they (and the business) become more productive, creating a self-fulfilling prophecy cycle.

Resulting employee impact: My leader motivates me by leading by example and displaying the same standards he/she expects from employees.

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CONSISTENCY

Consistent leaders *are aligned with the company's purpose and strategy*

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CONSISTENCY

Scarcity

- I march to the beat of my own drum
- I prefer to be spontaneous and “shoot from the hip” when coaching or giving feedback
- I focus my team on the things I believe are most important for my career development.

Abundance

- The direction I provide is aligned with the company's broader goals
- I track and measure progress, and share it with my team
- My communications amplify the company's message
- I regularly communicate the company goals - and our progress toward them – to my team.

The impact of a consistent leader

Consistent leaders lead team that deliver consistent results.

Resulting employee impact: I consistently have productive two-way review meetings with my leader and as a result, I understand how my role contributes to the business's goals.

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CONFIDENCE

Confident leaders *believe outcomes win over inputs*

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CONFIDENCE

Scarcity

- If I'm not on people 24/7, I won't get the best work from them
- If I know how everything is being done every single step of the way, I know it will be right
- If I allow team members flexibility, chaos will ensue.

Abundance

- I trust my team to get the job done without the need for micromanaging
- I consistently practice accountability-based leadership with team members, focusing on outcomes rather than inputs
- I understand the value of other peoples' input and welcomes it.

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The impact of a confident leader

Leaders' time is spent less on micro-managing and the day-to-day, more on leading, providing clarity/direction, coaching, and developing their teams. Employees' capabilities grow and the business becomes far more self-managing.

Resulting employee impact: There is mutual trust between me and my leader. I am trusted to get my job done without micromanagement knowing I can call on my leader's support when I need it.

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CONNECTION

Connected leaders *have a one purpose, one team mindset*

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CONNECTION

Scarcity

- I don’t always remember team members’ names
- The team don't need to know about the big stuff, they just need to worry about the small things they're doing
- I think purpose and values are just business mumbo-jumbo that get in the way of getting on with it.

Abundance

- I’m 'in touch’ with what's going on
- I understand my employees’ objectives and relate these to the broader company goals
- I communicate the “big picture’ to employees, ensuring everyone understands how their role contributes.

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The impact of a connected leader

Connected leaders enjoy strong relationships with team members and open lines of communication which enable them to know what's going on across the organisation without resorting to micromanagement.

Resulting employee impact: My leader demonstrates enthusiasm for our Purpose and is a strong communicator who keeps employees up to date with progress and news.

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CARING

Caring leaders *believe that when everybody grows, everyone wins*

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CARING

Scarcity

- I'm here to get a job done, not pay attention to employees' lives
- I use fear and intimidation as a management tactic
- I'm not worried about employee retention – you can always hire someone else.

Abundance

- I'm sensitive and efficient when dealing with business issues that impact employees, never forgetting the human side of the business
- I see people as individuals, not a commodity
- I provide mentorship to enable people to grow and be the best they can be
- I place a premium upon employees' personal wellbeing.

The impact of a caring leader

By creating an environment that encourages cooperation and helping others, caring leaders develop their people, continually raising the bar on their teams' skills - and everybody wins.

Resulting employee impact: My leader treats me as a valued team member and actively seeks to help my personal development.

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COMMITMENT

Committed leaders *are focused on the future*

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COMMITMENT

Scarcity

- I'm using the role as a stepping-stone and are only focused on the short term
- I self-promote and take credit from others
- I focus on low hanging fruit and easy wins, rather than tackling more complex projects that move the business forward.

Abundance

- I'm fully invested in the business, department and team
- I focus intentionally on the future, making improvements and communicating ongoing plans
- I'm consistently willing to go above and beyond in order to help the business and the individuals within it thrive.

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The impact of a committed leader:

Focused on the future and committed to the company and its employees, committed leaders inspire loyalty and confidence from employees, who themselves become more personally invested in the company's success.

Resulting employee impact: My leader inspires confidence in me by demonstrating his/her commitment to the future success of the business.

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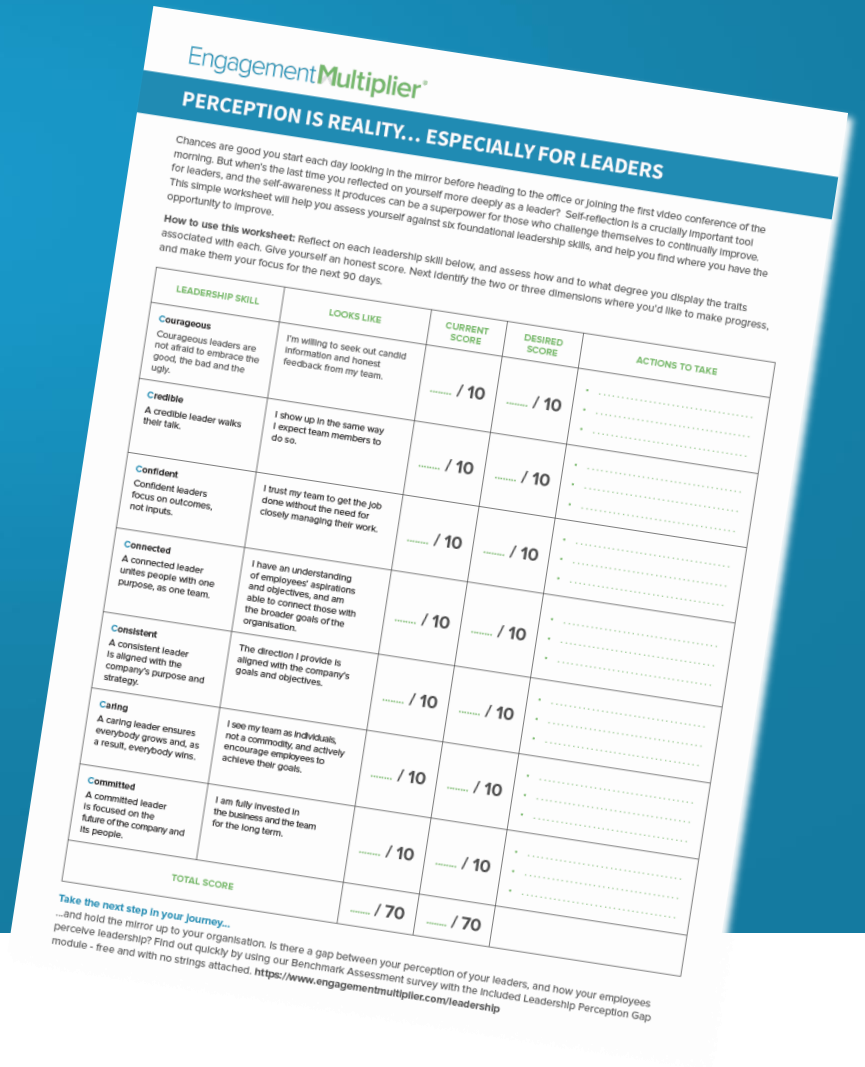
An opportunity for self-reflection

The perfect structure



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PERCEPTION IS REALITY... ESPECIALLY FOR LEADERS

Chances are good you start each day looking in the mirror before heading to the office or joining the first video conference of the morning. But when's the last time you reflected on yourself more deeply as a leader? Self-reflection is a crucially important tool for leaders, and the self-awareness it produces can be a superpower for those who challenge themselves to continually improve. This simple worksheet will help you assess yourself against six foundational leadership skills, and help you find where you have the opportunity to improve.

How to use this worksheet: Reflect on each leadership skill below, and assess how and to what degree you display the traits associated with each. Give yourself an honest score. Next identify the two or three dimensions where you'd like to make progress, and make them your focus for the next 90 days.

LEADERSHIP SKILL	LOOKS LIKE	CURRENT SCORE	DESIRED SCORE	ACTIONS TO TAKE
Courageous Courageous leaders are not afraid to embrace the good, the bad and the ugly.	I'm willing to seek out candid information and honest feedback from my team.	..... / 10	..... / 10	. . .
Credible A credible leader walks their talk.	I show up in the same way I expect team members to do so.	..... / 10	..... / 10	. . .
Confident Confident leaders focus on outcomes, not inputs.	I trust my team to get the job done without the need for closely managing their work.	..... / 10	..... / 10	. . .
Connected A connected leader unites people with one purpose, as one team.	I have an understanding of employees' aspirations and objectives, and am able to connect those with the broader goals of the organisation.	..... / 10	..... / 10	. . .
Consistent A consistent leader is aligned with the company's purpose and strategy.	The direction I provide is aligned with the company's goals and objectives.	..... / 10	..... / 10	. . .
Caring A caring leader ensures everybody grows and, as a result, everybody wins.	I see my team as individuals, not a commodity, and actively encourage employees to achieve their goals.	..... / 10	..... / 10	. . .
Committed A committed leader is focused on the future of the company and its people.	I am fully invested in the business and the team for the long term.	..... / 10	..... / 10	. . .
TOTAL SCORE		..... / 70	..... / 70	

Take the next step in your journey...

...and hold the mirror up to your organisation. Is there a gap between your perception of your leaders, and how your employees perceive leadership? Find out quickly by using our Benchmark Assessment survey with the included Leadership Perception Gap module - free and with no strings attached. **https://www.engagementmultiplier.com/leadership**

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4 CRITICAL QUESTIONS

- How would you score yourself?
- How would you score your leaders?
- How would your leaders score themselves?
- How would your employees score their leaders?

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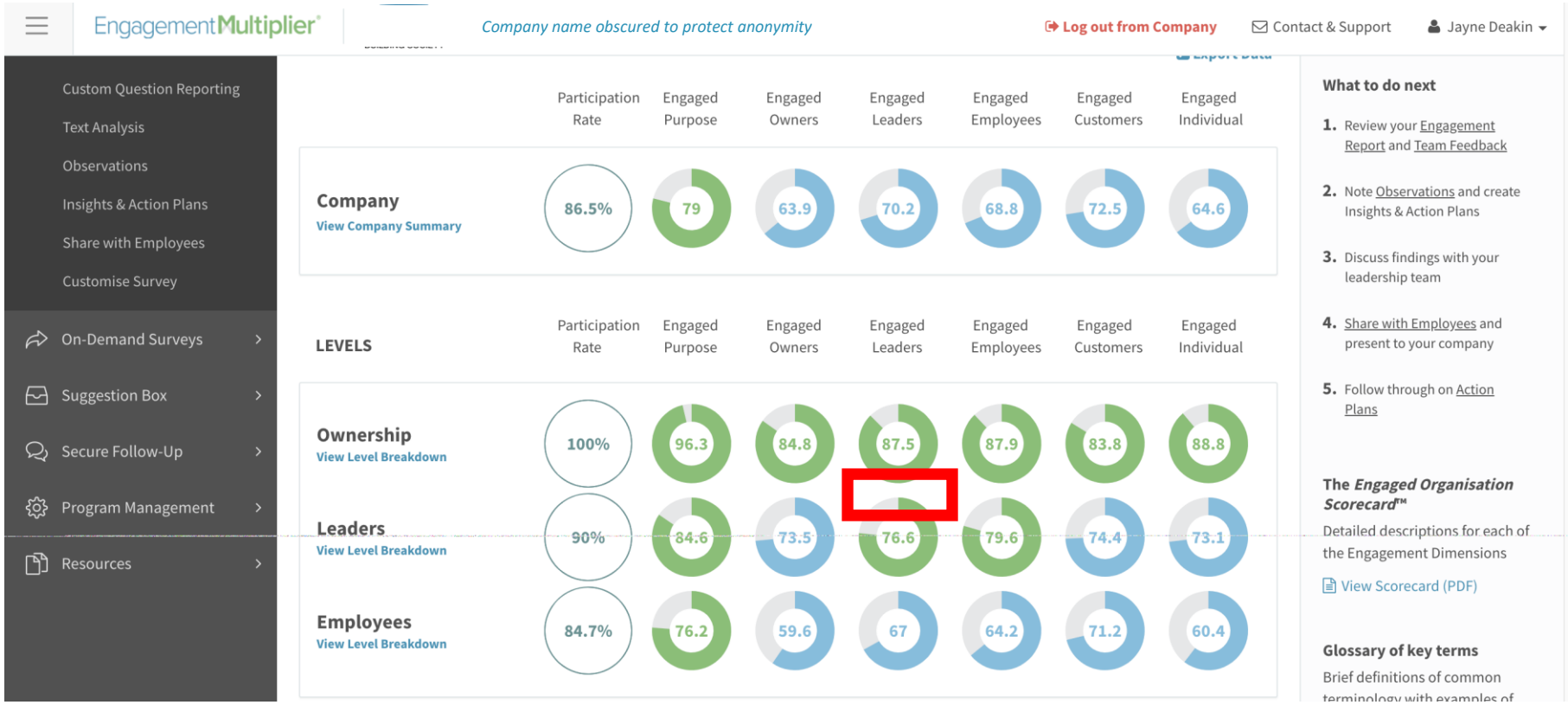
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Company name obscured to protect anonymity
Log out from Company
Contact & Support
Jayne Deakin
Custom Question Reporting
Text Analysis
Observations
Insights & Action Plans
Share with Employees
Customise Survey
On-Demand Surveys
Suggestion Box
Secure Follow-Up
Program Management
Resources
Participation Rate
Engaged Purpose
Engaged Owners
Engaged Leaders
Engaged Employees
Engaged Customers
Engaged Individual
Company
View Company Summary
86.5%
79
63.9
70.2
68.8
72.5
64.6
LEVELS
Ownership
View Level Breakdown
100%
96.3
84.8
87.5
87.9
83.8
88.8
Leaders
View Level Breakdown
90%
84.6
73.5
76.6
79.6
74.4
73.1
Employees
View Level Breakdown
84.7%
76.2
59.6
67
64.2
71.2
60.4
What to do next
1. Review your Engagement Report and Team Feedback
2. Note Observations and create Insights & Action Plans
3. Discuss findings with your leadership team
4. Share with Employees and present to your company
5. Follow through on Action Plans
The Engaged Organisation Scorecard™
Detailed descriptions for each of the Engagement Dimensions
View Scorecard (PDF)
Glossary of key terms
Brief definitions of common

We can’t predict the future, but if we can accurately learn from the past, we can confidently act in the present and thrive in the future.

With accurate data you can close the perception gap.

Stefan Wissenbach, Founder, Engagement Multiplier

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The Leadership Perception Gap

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When the perceptions differ too greatly, the resulting gap represents a real impediment to the successful execution of company initiatives.

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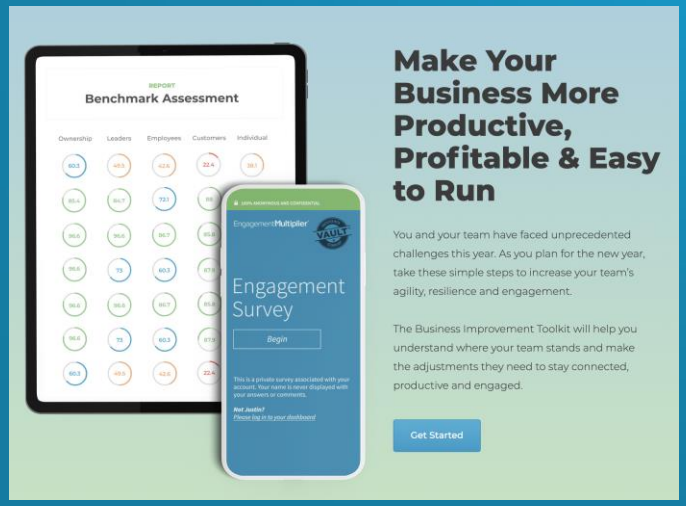
Business Improvement Toolkit



A year-long programme combining our Benchmark Assessment with focused on-demand surveys. The program provides you with:

- A clear understanding of the state of your business and the mindset of their employees
- Clear actions leaders can take to resolve key issues and unlock opportunities from within your team
- An easy-to-manage cadence of surveys, along with white glove support, that reduces workload
- A program that is proven to work – over 93% achieve Engaged status within their first year

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Business Improvement Toolkit

Announcing our fourth survey in a series to enable your business to emerge stronger than ever…

The Leadership Perception Gap will enable you to understand how to strengthen your organisation's leadership and create alignment.

Working from Home & Winning
engaging remote teams

The Leadership Perception Gap
strengthening leadership and creating alignment

Emerge Stronger
capturing innovation from rapid change

Kickstarting Innovation
creating a culture of ideas

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Q&A
steve@engagementmultiplier.com
bit.ly/EM-HRS

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THANK YOU

ENGAGING YOUR STAFF

The Engagement Multiplier Tool helps business leaders quickly understand how their teams are adjusting to working remotely...

... and what adjustments need to be made to help employees stay connected and productive.

Engagement Multiplier

[FREE TRIAL]

www.hrsolutions-uk.com/engagement-multiplier

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UPCOMING WEBINARS

Why do we manage Health and Safety? Surely it's easier not to!

25 November, Wednesday | 12pm – 1pm

2021 – Planning for the year ahead

10 December, Thursday | 10am – 11am

WATCH THIS SPACE…..
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