

LEADERSHIP SKILLS 2022 REPORT



ZENGER | FOLKMAN

**What the last two years
of leadership research
have taught us about
navigating the new era.**

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and Jack Zenger**

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1 Managing Remote Employees

During the pandemic, we conducted a study with 3,422 global leaders.

We discovered the five leadership behaviors most important to a remote workforce.



1. Trust

To build trust, leaders must be more intentional about making contact, checking in, and ensuring that the employee is happy and healthy.

2. Anticipate and resolve problems quickly

Leaders need the ability to anticipate problems before they occur. Leaders who do this well avoid significant minefields.

3. Customer empathy

When leaders take the time to really understand customers' needs and unique circumstances, their value to the organization increases.

4. Cultivate better collaboration and cooperation

Distance makes collaboration and cooperation more difficult and less frequent. Leaders of remote workforces need to focus on coordination and collaboration between groups to increase productivity and profitability.

5. Honesty and integrity

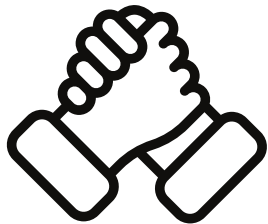
Remote work makes it easy to hide information; our research shows remote employees rate candid and open leaders more positively, even when the news is negative.

2 Meeting the Demand to Develop

Zenger Folkman's research shows three main approaches leaders use in developing colleagues.

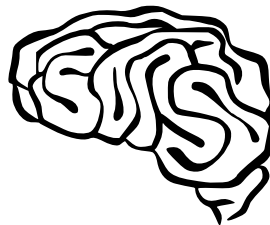
Only **1 in 3** leaders are effective at building talent

THE SUPPORTER



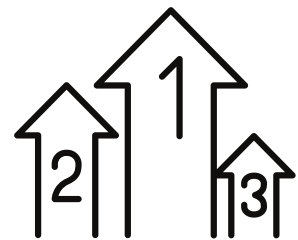
These managers had the best interest of their direct reports at heart; they encouraged their direct reports to improve and recognize their success.

THE EXPERT



This approach involves teaching, evaluating, and working alongside another person.

THE CHALLENGER



Challengers are constantly looking for growth assignments and jobs that will help their direct reports develop additional skills.

To retain talent, leaders and organizations should focus on helping team members to learn, elevate their aspirations, acquire new skills, build confidence, and create opportunities for practice.

3

Expanding Access to Coaching

BARRIERS blocking the way for coaching to reach its full potential:

- 1. Availability.** It's a challenge to qualify coaches and find those who produce good results.
- 2. Equity.** How to allocate a scarce resource among many eager and deserving candidates.
- 3. Cost.** While engaging external coaches may seem like a barrier, the benefits far outweigh the cost.



Expertise in every function is NOT required for coaching. Nor does coaching include prerequisites of being older, wiser, or more educated.

Good coaching operates with a framework.



We submit that the coach primarily brings a process or overall framework. That **framework** can be learned and applied in **every conversation** relating to a person's performance in their organization.

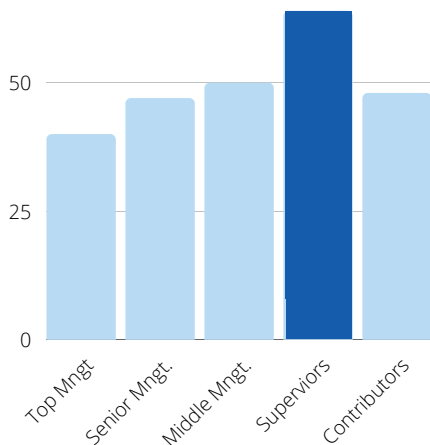
The Coaching Relationship That Works

- Provides accountability for progress
- Brings long-term sustainability of progress and change
- Offers a constructive mirror and finds blind spots for the person being coached
- Supplies a running partner on the path of personal development

4 Restoring Resilience

WHO is experiencing burnout?

75

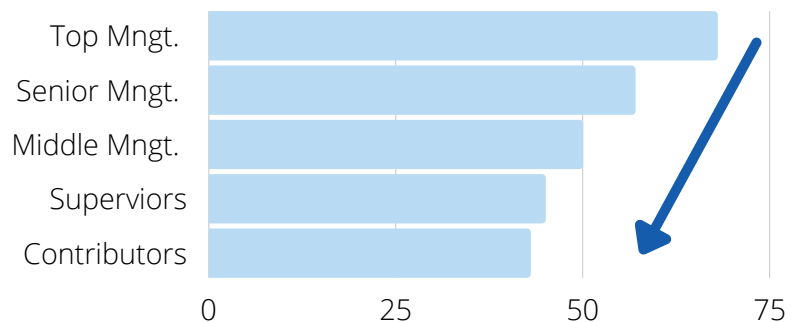


The employees feeling most overwhelmed were the **supervisors**.

Study of 537 leaders

Resilience decreases by level or position in the organization.

Study of 1,347 leaders



How can leaders help restore resilience and confidence?

1. Help employees focus on the top priorities.
2. Focus on the customer, their needs, and what you do that makes them successful and thriving. In the end, the customers can make a big difference in making employees feel valued, appreciated, and trusted.
3. Bring some energy and excitement to work every day.
4. Have the courage to make changes that will improve the organization.
5. Continually communicate the vision and direction of the organization and connect that to the work employees do at every level.



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**DISCOVER
EXTRAORDINARY LEADERSHIP
GROUNDED IN SCIENCE.
BUILT ON STRENGTHS.**

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