



LEADERSHIP SKILLS 2023 REPORT



ZENGER | FOLKMAN

Research and
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1

BUILDING GREATER TRUST IN TEAMS



In a high-trust team, you can relax and concentrate on your job. But when trust is low, it puts everyone on edge. You become unsure about your future and are more likely to think about quitting openly or quietly.

64%

of teams with below-average trust have members thinking about quitting.

Percentage of team members willing to put forth extra effort when team trust is LOW.

19%

27%

The average engagement percentile score of those in a LOW trust team.

3 ELEMENTS OF TRUST

- 1. Expertise/ Execution**
Each team member should be involved and trusted to accomplish their part of the work.
- 2. Consistency**
Trust is built when each member accepts responsibility for delivering on all of their promises.
- 3. Relationships**
Effective teams have team members who are quick to praise and slow to criticize each other.

Improving trust will significantly increase team members' willingness to stay, achieve goals, find new solutions to problems, and make a real difference in the broader organization.

4 ^{Problematic} TEAM PROFILES

01

Nothing is Ever Good Enough Team

Team members are on the lookout for problems and anything done wrong. There is very little recognition and few rewards.

02

Blame Game Team

There is a constant effort to blame others for mistakes or problems. Team members resist responsibility.

03

Micromanaged Team

People learn quickly that they should only do work that is requested, complete it in an approved way, and never innovate or take initiative to try something new.

04

Poor Execution Team

This team is held back because of poor systems and ineffective processes. They are often accused of a lack of employee motivation.

MEASURING TEAM TRUST

In order to establish a better foundation, team members need a clear understanding of where trust is lacking and flourishing. We found that teams with scores above the 75th percentile on all three elements of trust (consistency, relationships, and expertise) had engagement scores in the 88th percentile!

TRUST

Have you ever worked in a team where you loved coming to work, felt lucky to be part of that group, and were willing to invest extra time and effort to achieve goals and objectives? **High TRUST is a key element in creating that kind of team.**

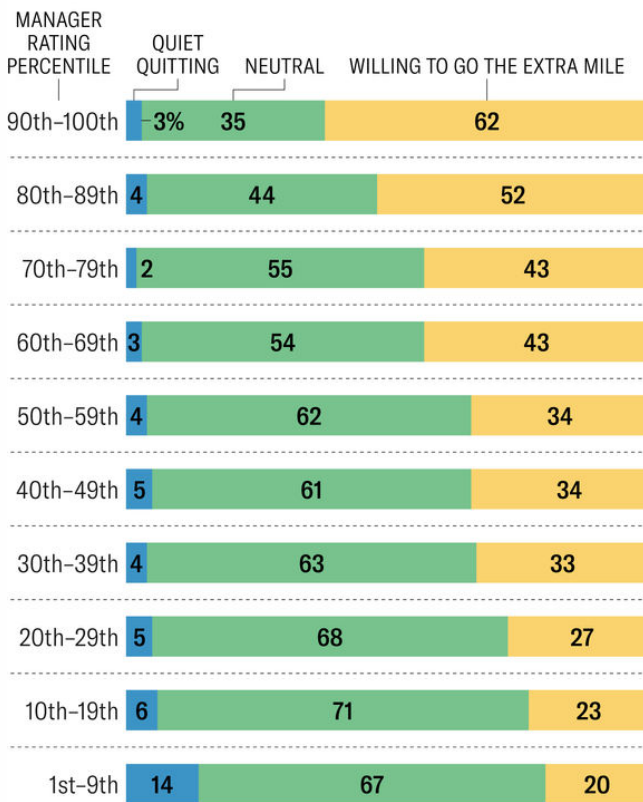
Explore Zenger Folkman's microlearning team session, **The Trifecta of Trust.**

2

EMPLOYEE RECOGNITION IN THE WAKE OF QUIET QUITTING

Extent to which direct reports say their “work environment is a place where people want to go the extra mile”

Based on direct reports’ rating of managers’ ability to “balance getting results with a concern for others’ needs”



KEY LEARNING:

Our data indicates that quiet quitting is usually less about an employee’s willingness to work harder and more creatively and more about a manager’s ability to build a relationship with their employees where they are not counting the minutes until quitting time.

IS YOUR WORK ENVIRONMENT A PLACE WHERE PEOPLE WANT TO GO THE EXTRA MILE?

Zenger Folkman looked at data from 360 leadership assessments since 2020 and compared more than 13,000 employees’ ratings of 2,801 managers. Managers who were rated highest on balancing relationships with results saw **62%** of their employees willing to give extra effort and **only 3% quietly quitting**.

HOW CAN MANAGERS CULTIVATE GOOD RELATIONSHIPS?

The Connection Between Recognition and Engagement

The better a leader is at giving recognition, the more engaged their employees are.



EMPLOYEE

IMPROVE THE SUBSTANCE

- Appreciation that is specific is far more powerful than a general “good job” comment.
- While feedback from peers is appreciated, for most people, recognition from their immediate manager is the most meaningful.
- While recognizing outcomes is valuable, it’s also important to recognize those actions that led to the positive outcome.

RECOGNITION

IMPROVE THE DELIVERY

- Respect those who prefer their recognition to be private and more personal.
- People appreciate notes and cards.
- Timely recognition is important. The sooner you give the recognition after the behavior, the higher the perceived value.
- Increasing the frequency of recognition will give you more chances to practice and improve this skill.

While the data from this research isn’t necessarily groundbreaking, it’s important to tell those who report to you, your peers, and yes, even your boss, **what they need to hear, not just what you want to say.**

3

GENERATING ENERGY PUSH AND PULL



Leaders need to learn how to generate human energy.

Not just bursts of energy, but the kind that is sustainable. Zenger Folkman has found that leaders often approach motivation from two different directions: **push** (drive for results) or **pull** (inspire and motivate).

Over the past few years, there has been a call for leaders to be less demanding and more empathetic toward individual employees. More pull, less push, but this data also offers a clear warning. Your efforts to increase empathy shouldn't diminish your ability to, on occasion, push when needed.

RESEARCH

Leaders who were effective at **BOTH** pushing and pulling were ultimately the most effective.

KEY LEARNING

Your influence as a leader comes from your ability to know when to use each approach, depending on the task, the timing, and the people.



6 WAYS TO GENERATE ENERGY IN YOUR TEAM

01 DEVELOP

When it comes to igniting energy, the number one way to inspire is to help others discover what opportunities exist for growth.

02 STRETCH

Embracing a challenging goal and finding a way to achieve it breathes confidence and hope into everyone.

03 VISION

The most energizing leaders repeat and reinforce where the organization needs to go and why their work is critical.

04 COMMUNICATE

Energy slows if people don't understand the next steps. Too often, leaders don't effectively communicate the what, where, why, and how.

05 COOPERATE

Teams with close connections have more energy because they find ways to yoke themselves together with the work.

06 TRUST

If team members question your motives or feel they are being abused, energy evaporates. Trust magnifies everything.

Learn more about Zenger Folkman's **Creates High Energy** Microlearning Session.

4 ORDINARY HABITS OF HIGHLY EFFECTIVE COACHES

Based on ratings from **4,000 coaches' direct reports**, we discovered the habits of the most effective coaches. These highly effective coaches had direct reports in the **73rd percentile for engagement!**

HABIT

1 Give Ample, Focused Time and Effort to Developing Others. One of the biggest concerns leaders have when learning coaching skills is the amount of time it will take to coach another person. The difference in great coaching is not in the time spent, but in the feeling the coach creates during the interaction.

HABIT

2 Thoughtfully Select Developmental Job Assignments. If you look back on your most impactful learning and development activities, they frequently are connected with a job assignment where just doing the work helped develop new skills.

HABIT

3 Consistently Provide Specific, Honest Feedback. When many people see the word feedback, they think it means letting others know when they make mistakes, but it also includes expressions of praise and appreciation.

HABIT

4 Exude a Positive Energy that Inspires and Motivates. The best coaches create an environment where direct reports want to do something extraordinary and make a real difference. They create energy and excitement.

HABIT

5 Strive Daily to be a Role Model. Less effective leaders ask others to keep standards they themselves do not keep.

HABIT

6 Encourage Others to Stretch toward Excellence. Great learning opportunities are created when people are asked to do something difficult and outside their comfort zone.

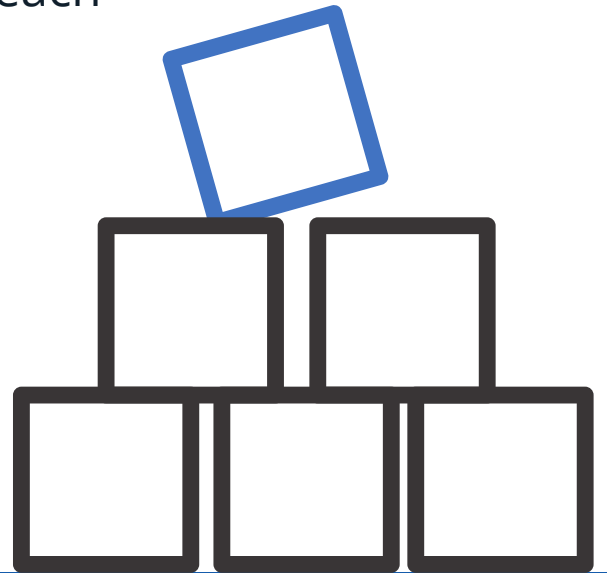
HABIT

7 Balance Obtaining Results with How It Impacts Individuals. The best coaches do an excellent job of balancing business results with the personal welfare of colleagues.

EFFECTIVE COACHES

Think of these **habits** as building blocks. The more you have, in whatever order, the higher you can build.

Unlike a chain where a missing link renders the entire chain worthless, each one of these is valuable on its own.



KEY LEARNING

The smallest daily interactions can bring about large and lasting changes.

Learn more about Zenger Folkman's **coaching and feedback offerings**.



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The discipline of leadership requires more than occasional training. Zenger Folkman helps leaders utilize their strengths and embrace a lifestyle of continuous learning and growth.

Every employee deserves an extraordinary leader.

Get Started