

Welcome!

The webinar will begin shortly...

3:00

minutes

until the webinar starts

While you wait, here are some fast facts about HR outsourcing:

Companies that outsource HR to a professional employer organization (PEO) are **58% less likely** to have permanently closed.



The webinar will begin shortly...

2:00
minutes
until the webinar starts

While you wait, here are some fast facts about HR outsourcing:

Companies that use a professional employer organization (PEO) are **32% less likely** to have seen a negative overall effect on business from the pandemic.



The webinar will begin shortly...

While you wait, here are some fast facts about HR outsourcing:

1:00
minute
until the webinar starts

G&A Partners has an average Net Promoter Score (NPS) that is **35x higher** than that of the HR outsourcing industry.



"NPS Benchmarks for B2B" Inavero, 2014

Before we begin...

We are recording this webinar. The on-demand recording will be available on our website by the end of the week.

This webinar has been pre-certified by the Human Resources Certification Institute (HRCI) and The Society for Human Resource Management (SHRM) for one hour of recertification credit.

If at any time during the presentation you have a question that you'd like us to answer, please send it to us using the "Questions" tab in the GoToWebinar menu bar.

About G&A Partners

G&A Partners delivers world-class HR solutions that help build thriving businesses and make a difference in the lives of the clients and employees we serve.

G&A Partners has a local presence in the following markets:





How to Become A Leader Employees Will Want to Follow

Leadership isn't just about leading, it's about serving your followers



Poll Question

According to the Association for Talent Development (ATD):

- **More than 77% of organizations report that leadership is lacking.**
 - True
 - False
- **83% of businesses say it's important to develop leaders at all levels. Yet less than 5% of companies have implemented leadership development across all levels.**
 - True
 - False

Learning Objectives

- How to become more self-aware so you can better serve others
- The difference between a leader and a manager
- How to build a leadership brand within your organization
- Four critical elements required to create a high-performing team
- How to identify and cultivate future leaders, setting them up for success

Becoming more self-aware

Self-Reflection
Take Psychometric Tests
Get Regular Feedback

Johari Window



Self-awareness strategies

- Quit treating your feelings as good or bad
- Observe the ripple effect from your emotions
- Know who and what pushes your buttons
- Stop and ask yourself why you do the things you do
- Seek feedback
- Visit your values

Evolution of leadership and management

Theory X

- Employees thrive when they have outside motivation from their manager
- Work to earn an income
- Requiring regular supervision to meet company goals
- Highly involved in the work of their employees in order to create a consistent output from their business
- Rewards and punishment approach

Theory Y

- Employees are motivated by work that is fulfilling and do not require supervision in order to succeed
- Employees have a strong work ethic if they find their work fulfilling, and the company's mission is important to them
- Hands-off approach to management
- Focuses on helping employees build pride in their work in order to self-motivate

Which of these approaches would you prefer your manager used with you?

What is the difference?

Management

- Creates goals
- Maintains status quo
- Controls risk
- Relies on proven skills
- Builds systems and processes
- Directs

Leadership

- Creates a vision
- Change agent
- Takes risks
- Grows personally
- Builds relationships
- Coaches



Leadership Brand



Poll Question

Guess what percentage of employees (surveyed in a recent Gallup poll) saw their leaders as fundamentally *uninspiring*?

- 25%
- 66%
- 82%
- 90%

Leadership thought question

Think about the *best* leader you've known...

- How did they add value to your life?
- What qualities did they have?
- How many of these qualities have *you* mastered?



Your leadership values drive your brand

**Oprah
Winfrey**



**Steve
Jobs**



**Mother
Theresa**



**Richard
Branson**



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Living, Breathing Values (LBVs)

LBVs are the drivers of our leaders' and employees' behaviors – the principles and beliefs that form the core of our culture and brand. They are decision-making tools, to be used by everyone in the company – from our CEO to our interns.

- **Put people first**--Care for our employees and clients as if they were family and extend this empathy to the communities we serve.
- **Love what you do**--Have passion for your work and the impact you're making every day.
- **Create phenomenal experiences**--Deliver exceptional service and memorable interactions that make people smile.
- **Lead by example**--It all starts with you. Take ownership. Respond quickly. See tasks through to the end and help others to do the same.
- **Communicate consistently and openly**--Build trust by listening with the intent to understand and responding quickly and thoughtfully.

What is your leadership brand?



Think about the leadership brand you currently have...

- Then, think about the leadership brand you *want* to have.
- Describe your leadership values that support your brand.
- How will your leadership brand and values support your team?

Effective leadership at G&A

Leaders need to:

- Be a good **communicator** – listen and share information effectively
- Support **career development** for their teams
- Be a good **coach**
- **Influence, persuade, or convince** employees to support the effort
- **Empower** their teams and not micromanage
- Create an **inclusive** team environment, showing trust, respect, and concern for their employees
- Know how to **problem solve** and hold themselves and their teams **accountable**

Poll Question

A high-performing team requires more than just pulling together a group of talented people with the right skills. It requires careful development and the nurturing of key characteristics, behaviors, and best practices.

- True
- False

What creates a high-performing team?

- Trust
- Rapport
- Safety
- Respect



Trust builders and busters

Builders

- Keep your word
- Tell the truth
- Be transparent
- Give without conditions
- Show people you care about them

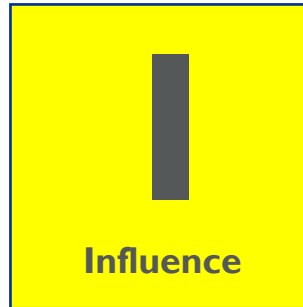
Busters

- Lack of follow through
- Gossip
- Cliques
- Act falsely/are fake
- Inconsistent with directives and guidance



- Accommodating nonverbals
- Ego suspension
- Validate your team
- Ask how? When? Why?
- Practice reciprocity and give gifts without an agenda
- Match your style to that of others

High-level overview – DISC behavioral styles



Voice

| | | | |
|--------------------------------------|---|----------------------|--------------------------------|
| Strong, Clear, Confident, Fast-Paced | Animated, Friendly, Rambling Explanations | Low Voice Tone, Warm | Monotone, Precise, Cool, Aloof |
|--------------------------------------|---|----------------------|--------------------------------|

Volume

| | | | |
|---------|-------------|------|-------|
| Loudest | Fairly Loud | Soft | Quiet |
|---------|-------------|------|-------|

Body language

| | | | |
|---|-----------------------------------|---|---|
| Direct eye contact, points finger, leans toward you | Smiles a lot, expressive gestures | Small hand gestures, relaxed, non-emotional | Few hand gestures, Direct eye contact, Controlled |
|---|-----------------------------------|---|---|



D

Dominance

Adjust Your Voice: Rapid Pace, Limited Emotion

DO

- Be quick
- Get to the point
- Expect them to be blunt

DON'T

- Ramble or chitchat
- Waste their time
- Offer assurances you can't deliver
- Challenge them

Communicating with I's



Influence

Adjust Your Voice: Rapid Pace, Friendly

DO

- Be empathetic
- Expect them to show emotion

DON'T

- Be curt or cold
- Be too business-like
- Be impersonal
- Talk down to them

S

Steadiness

Adjust Your Voice: Slower Pace, Warm

DO

- Listen attentively
- Expect them to be calm and methodical

DON'T

- Force a quick response
- Interrupt them
- Mistake their willingness to go along for satisfaction ("ok" does not equal "I agree")

Communicating with C's

C

Compliance

Adjust Your Voice: Slow Pace, Competent

DO

- Respond logically
- Expect them to want lots of info

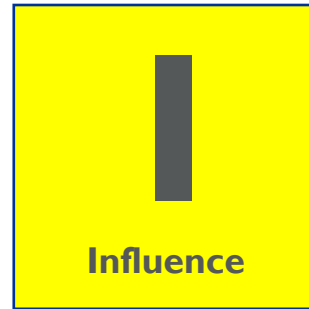
DON'T

- Be too personal or informal
- Get too close to them
- Be disorganized

Perceptions – under stress



Impatient
Lacking Tact
Aggressive
Argumentative
Opinionated
Demanding



Self-Promoting
Overly optimistic
Gabby
Unrealistic



Non-demonstrative
Unconcerned
Hesitant
Inflexible



Pessimistic
Fussy
Picky
Overly Critical

What to do with this information?



- Remember: communication styles are an explanation, *not* an excuse.
- Learn to recognize your tendencies and how you come across to others.
- Learn to recognize, understand, and appreciate others and yourself.
- Practice adapting your style to communicate more effectively.

Create psychological safety at work



- Make psychological safety a priority.
- Encourage everyone to speak up.
- Establish norms for how failure is handled.
- Embrace productive conflict.

- **Respect on a team starts with self-respect**
 - **Recognize each other's value**
 - **Respect is reciprocal**
 - **Engage in healthy conflict**



Identifying Future Leaders

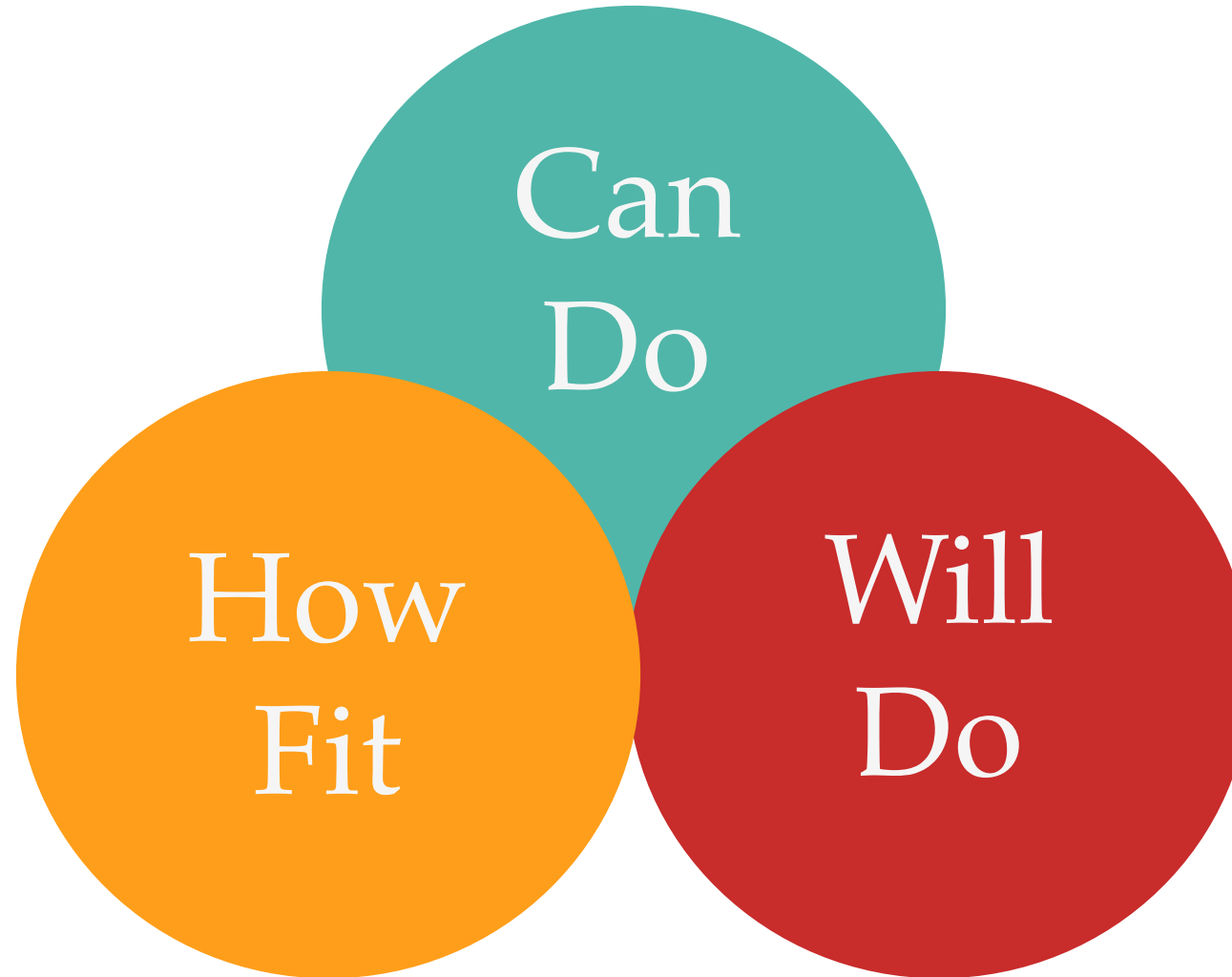


The role of a **great leader**

**is not to give greatness to human beings,
but to help them extract the greatness
they already have inside them.**

-J. Buchan

How to identify future leaders



Questions to Consider

Where do you see yourself in 1-2 years?

What is the one decision you wish you didn't make?

**Tell me about a time when you used influence instead of
authority to get things done?**

Recommended next steps

Step 1

- Foundation: understanding what great leadership looks like

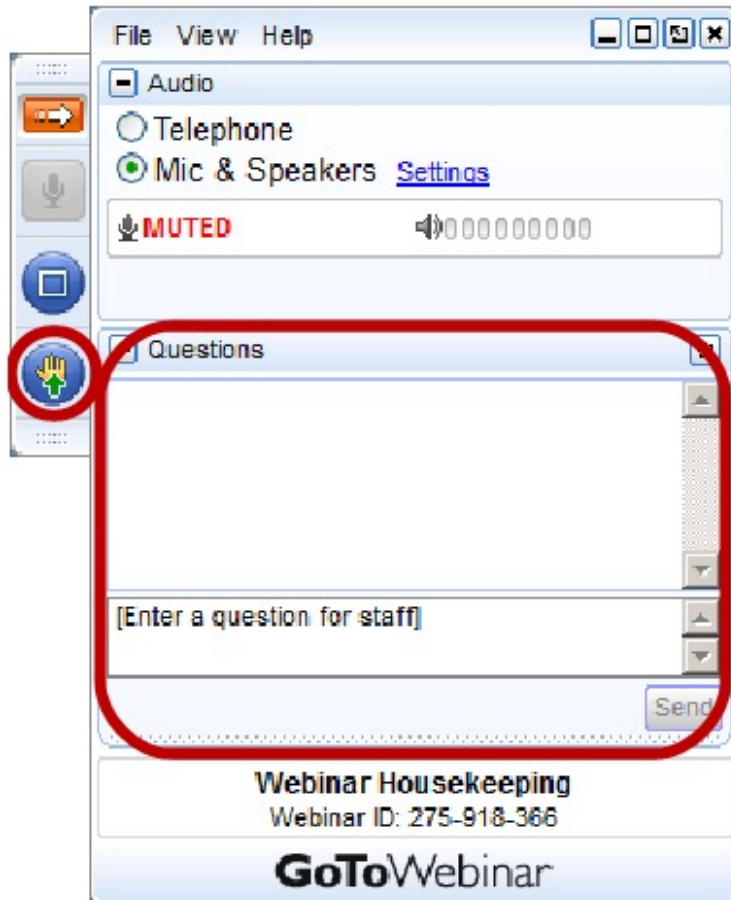
Step 2

- Feedback:
 - Leadership assessment and survey
 - Employee survey

Step 3

- Development: closing the gap between where you are and where you want to be

Questions



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If we don't get to your questions during the Q&A session of this presentation, you can email them to info@gnapartners.com.

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our on-demand webinars, visit:
gnapartners.com/resources**