



THE FUTURE OF WORK

Leadership Innovations to Create Meaning Through Engagement & Resilience

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Dr. Rob Simpson works to strengthen the critical role that leaders play in supporting organizational resilience and transformation:

- As a leadership consultant, practicing licensed clinician, executive coach and former health system CEO, he understands the challenges and benefits of individual, team and leadership transformation.
- He is extremely effective in assisting new and seasoned leaders to accelerate expectations for developing a leadership presence through effective communication and targeted skill acquisition that reinforces the transformation of the organization.

Education: Amherst College (BA), Simmons University, (MSW), Harvard University (MPH), and the University of Utah (DSW).

Leadership Acknowledgements:

- **Massachusetts State House and Senate Official Citations** in 2005 & 2006 for his “Dedication to the Profession of Mental Health & Assistance to the People of Western Massachusetts.”
- **American Hospital Association Grassroots Champion 2010** award “Singles out one hospital CEO leader from each state who effectively advocated tirelessly on behalf of patients, hospitals and the community served.”
- **Behavioral Healthcare Champion by Behavioral Healthcare Magazine 2014** “For his unique brand of dedication, courage, inspiration and excellence as a behavioral healthcare leader.”
- **Anna Marsh Award 2015 - Brattleboro Retreat:** *“In Recognition of a Lifetime of Advocacy and Leadership on Behalf of People with Mental Illness and Addiction.”*
- **Southern Vermont Leadership Award 2015** for Excellence in Economic Development.
- **Henry A. Butova Award 2019 National Football Foundation and College Hall of Fame** (Western Massachusetts Chapter) *“To a former football captain and player who is “devoted to the game of football and who has distinguished himself in later life.”*

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We Are Here Today to Address the Crisis in Employee Engagement & Retention

➤ As the Pandemic has Moved through 3 COVID Waves:

❖ Employers have been Searching for Innovative Engagement Strategies to:

- ✓ Accommodate and Shift Away from Acute Disease Management characterized by tactical Sprints which slowly turned into Marathons *Adorned by Masks, Remote & Hybrid work.*

❖ These Prior Efforts were Made to Create Safety & Support Employee Resilience & Enthusiasm for their Work:

- ✓ In Order to Sustain Engagement Through Tactical Sprints in a time of Fear and Uncertainty that focused employees on day-to-day work.

❖ They Addressed and Embraced:

- ✓ Both Employee Grief & Enthusiasm for a Changed Work, Life and Relationship Landscape defined by Remote and Hybrid Work.

Partial Solution = Remote Virtual Work



“Trading an Office For Safety, a Child and an Experiment in Testing Remote Work”

The New Transformational Framework:

- **Now** Employers are moving away from a more Transactional & Tactical Approach to Survive the 3 COVID Waves and are:
 - ✓ **Exploring Employee Enthusiasm for Innovative ways to Work that may Incorporate Elements of Virtual Work but that also address Burnout and Synergize Personal & Organizational Purpose.**
- **Therefore,** Organizations Require New Innovative Strategies to Engage Employees to Survive & Thrive as Organizations Seek to Solidify their New Work Rules & Cultural Shifts.
- **This Requires Innovations that Shift the Conceptualization of Work from a Transactional (Focus & Drive) to a Transformational (Coaching & Mentoring) Leadership Focus on Purpose by Leaders.**

Therefore, This is What I Will Do Today

- I will Share what I have learned about Emerging Best Practices in Engagement through my consulting within Healthcare, Pharmaceutical, Energy and General Business Organizations.
- I will Underscore what Leaders have learned about Burnout and then Engagement strategies throughout the 3 Waves of the COVID Pandemic.
- I will Outline a Transformational Framework of 7 Key Leadership and Employee Engagement Innovations designed to foster Employee Engagement (**or Disrupt Disengagement**) & Retention.
- At the End I will Lead a Discussion that will Focus on your Reactions to these Specific Innovations.

The 7 Key Leadership & Employee Innovations

➤ 5 Leader Engagement Innovations:

1. Leaders Developing Leaders (LDL) Programs to Self & Team Teach
2. Leadership Coaching Programs (Including Mentoring & Peer Coaching) that Focus on Engaging Employee Purpose
3. The Leaders' Box – Self-Assessment to Address EQ
4. Lencioni's "The 6 Types of Working Genius"- Self + Team Assessment to Address Team Balance
5. Employee Driven Strategic Planning & Tracking Software, "Achievelt" to decrease Burnout while Increasing Efficiencies

➤ 2 Employee Engagement Innovations:

6. People First Purpose Programs – Team Charters to Engage Employees
7. Employee Driven Performance Improvement, "FAST CARS" to Inspire.

"Practice Makes Permanent – Creates a Ritual of Management"

Step 1

What Have We Learned as Leaders
Throughout the 3 Waves of the
Pandemic?

The Main Theme: The Goal is to Target Transformational Strategies that *“Disrupt Disengagement”*

The Research & Experience:

- Leaders & Employees Benefit in improving Engagement & Morale when they are Coached to Align their Personal Sense of Purpose to Organizational Purpose.
- Leaders & Employees Benefit from the Development of an **Intentional Framework** that Incorporates:
 - ✓ Transformational Leadership Skills for Leaders
 - ✓ Coaching Development & Training of all Leaders.
 - ✓ Employee Partnering in Performance Improvement Initiatives Meant to Engage, Inspire & Combat Burnout

Key Point:

The Bosses We Remember “Fostered Emotional Connection”



Step 2

The Data on Employee Burnout And the Breakdown of Trust

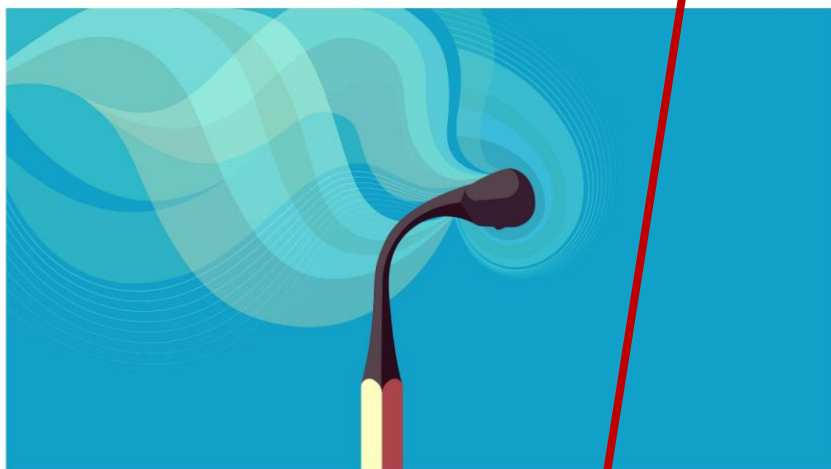
However, Employers Learned that Chronic Stress was Rampant even before the Pandemic and that Leaders could no longer Ignore it.



Harvard
Business
Review

The Big Idea Series / **The Burnout Crisis**

Managing People



Beyond Burned Out

Chronic stress was rampant even before the pandemic. Leaders can't ignore it any longer. **by Jennifer Moss**

WHO ICD-11 DEFINITION

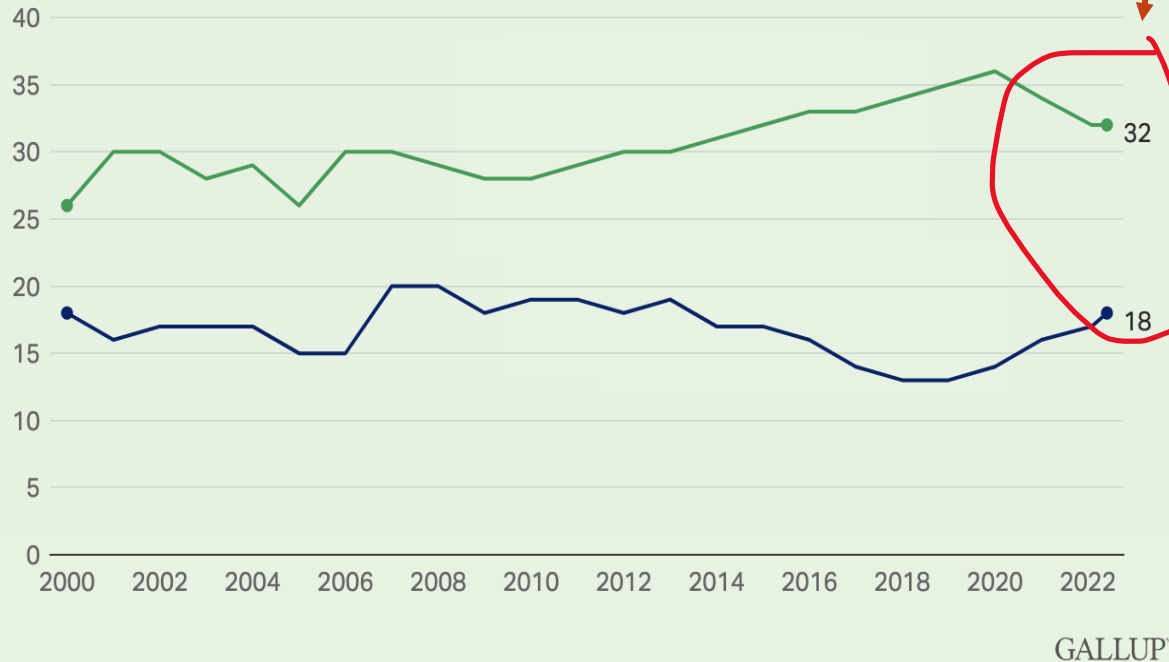
- Feelings of energy depletion or exhaustion.
- Increased mental distance, or feelings of negativism or cynicism related to one's job.
- Reduced professional efficacy.

Gallup US Employee Engagement Trends

U.S. Employee Engagement Trend, Annual Averages

The percentage of U.S. employees who are engaged at work

— % Engaged — % Actively disengaged



•U.S. employee engagement dropped two percentage points in early 2022.

•Hybrid and remote workers are more engaged than on-site workers.

•And Engagement is higher for organizations that focus on culture and wellbeing!

The Great Resignation: *“It’s About How I’m Treated”*

<https://www.bbc.com/worklife/article/20210629-the-great-resignation-how-employers-drove-workers-to-quit>

- The Great Resignation began in 2021 as workers sought out higher pay, greater fulfillment and work-life balance.
- But for many, many others, the decision to leave came as a result of the way their employer treated them during the pandemic.
 - Ultimately, workers stayed at companies that offered support, and darted from those that didn’t.
 - Workers who, pre-pandemic, may have already been teetering on the edge of quitting companies with existing poor company culture saw themselves pushed to a breaking point.
- The data over the years has always shown that the thing people care about most is how companies treat their employees.

Step 3

The Desired Behaviors of Leaders

THE REAL FIX?

Better Trained Leaders in the Workplace

Leaders Need To Be Better Listeners, Coaches, Team Builders And Collaborators:

- ✓ Help Colleagues learn, grow and meet their Purpose
- ✓ Recognize their Colleagues for doing Great Work
- ✓ Make their Colleagues truly feel Cared About

Step 4

Where Do We Go Now As
Leaders?

THE RESPONSIBILITY OF LEADERS

- ✓ **Leadership is about the Responsibility of Listening to the Trends in Society Affecting the Work of the Organization at Critical Moments and Assimilating them into a Vision for the Organization:**
- ✓ ***As we move toward the 4th Covid Wave, Leadership Must:***
 - Focus on the Ability to Engage Others in a Shared Meaning
 - Create a Distinctive and Compelling Voice & Message
 - Provide An Adaptive Capacity, An Applied Creativity, An Ability to Transcend Adversity and Emerge Stronger Than Before
 - **Create Emotional Safety for Employees in a Re-designed Organization Through Innovations that Engage Employees.**

Step 5 – 5 Leader Engagement Innovations

Innovation #1

Leaders Developing Leaders (LDL)

Leadership Developing Leaders (LDL) Program

Educational Component: 9 Core Leadership Skills Development Modules	Assessment Component:
	Leadership Assessment Tools <i>ALAQ, Myers Briggs, etc.</i>
Skills of Transactional & Transformational Leaders	Team Assessment Tools <i>TEA, Lencioni Working Genius</i>
Purpose, Mission, Vision, Values, Brand & Team Charters	Leadership Bio & Timeline <i>Leader's Box</i>
Innovation	Coaching Component
Change Management	Executive Team Members Trained as Mentors & Coaches
Strategic Thinking	Outside Coaches Assigned as Indicated
Developing Emotional Intelligence	Outcomes Targeted
Culture Management	Institute Component:
Coaching & Mentoring	Executive Team, Board Members and Management Team rotate through chosen Leadership Institute Annually
Performance Management	
Project Management	

The Transformation Process

- Transformation in an Organization is complex, stressful but exhilarating!
- But the Transformation process *itself* can be transformed when key steps are taken to Train Leaders to Follow this Process:
 1. **Start** with clarifying the Purpose, Mission, Values, Vision and Brand Statements as vehicles to communicate the need for Transformation.
 2. **Engage** Employees & Stakeholders in the Operational Implications of these Statements, department by department.
 3. **Provide Tools** cascaded down that address and manage Change and Performance Improvement project efforts.
 4. **Track** Process and Key Performance Indicator Outcomes
 5. **Coach & Mentor** to Assure Engagement & Support Resilience
 6. **Celebrate** successes!



Remember!

*Team Leadership is **the** Essential Skill in All Organizations!*

Step 5 – 5 Leader Engagement Innovations

Innovation #2

Coaching & Mentoring Programs The Key Piece

Coaching As Leadership Innovation



“Coaching done well may be the most effective intervention designed for human performance.”

- Atul Gawande MD

WHAT IS COACHING?

The process of coaching is partnering with leaders in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. The process of coaching often unlocks previously untapped sources of imagination, innovation, productivity and leadership.

<https://coachingfederation.org/about>

Step 5 – 5 Leader Engagement Innovations

Innovation #3

The Leader's Box

A Method to Assess a Leader's Development Needs

Step 5 – 5 Leader Engagement Innovations

Innovation #4

Lencioni's
“The 6 Types of Working Genius”

The Lencioni Process: “The Six Types of Working Genius”

Each Leader takes the Assessment Tool and the Team then Discusses the Fit Dynamics through a Team Generated Report on all Team Leaders



The Genius of Wonder: the natural gift of pondering the possibility of greater potential and opportunity in a given situation.

The Genius of Invention: the natural gift of creating original and novel ideas and solutions.

The Genius of Discernment: the natural gift of intuitively and instinctively evaluating ideas and situations.

The Genius of Galvanizing: the natural gift of rallying, inspiring and organizing others to take action.

The Genius of Enablement: the natural gift of providing encouragement and assistance for an idea or project.

The Genius of Tenacity: the natural gift of pushing projects or tasks to completion to achieve results.

Step 5 – 5 Leader Engagement Innovations

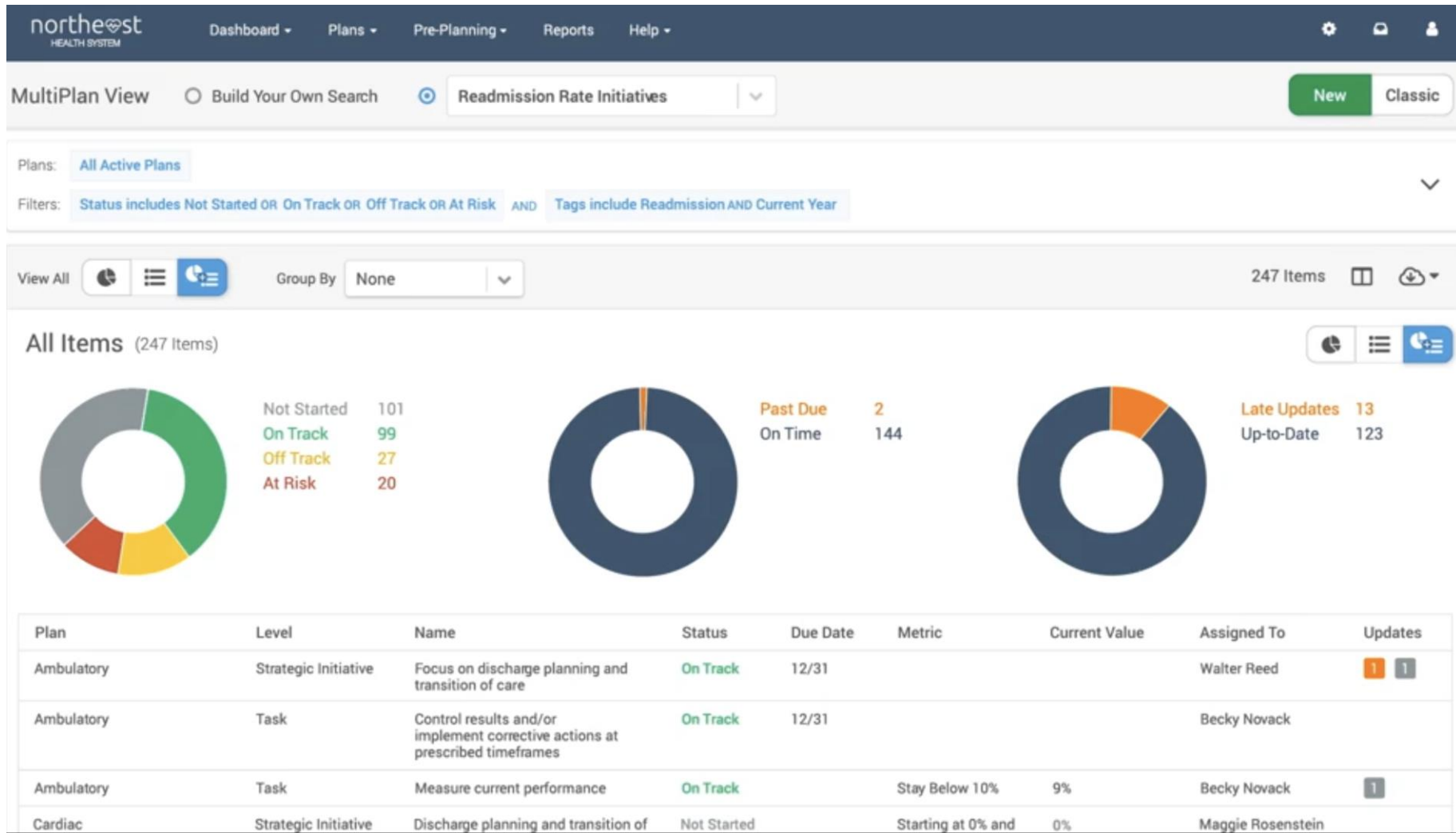
Innovation #5

Achievelt

A Method to Track Strategic Plan Initiatives

AchieveIt Strategic Plan Tracking:

All Strategic Plan Initiatives, Tactics, Assignments Made, Dated and Reported as On or Off Track



Step 6 – 2 Employee Engagement Innovations

Innovation #6

People First Purpose Programs

Operational Implications of Purpose

- **Once the Board and Executive Management** clarify the Purpose, Mission, Vision, Values and Brand statements, the operational implications must be driven down into the organization.
- **Each Department Must address** how these statements will Engage Employees and Clients.
- **Each Department must Express their own Purpose** and Mission in the context of the Organizational statements but yet specific to the unique aspects of their work.
- **Department Team Charters Led by Local Leaders Enhance Employee Commitment to Organizational Purpose!**

Components of Team Charters:

Mission, Purpose, Vision, Brand Positioning Statements

- **Purpose** = Why we do it, provides inspiration
- **Mission** = What we do, drives loyalty across generations & brings clarity of action steps
- **Vision** = Where we are going, clarifies strategy & positioning
- **Values** = Defines the desired culture we want to create
- **Brand**= How we want to position the unique strategic value proposition the organization wishes to achieve

WORDS MATTER!

Step 6 – 2 Employee Engagement Innovations

Innovation #7

Fast Car Races

A Method to Engage Employees in Process Improvement

Why Call it Fast Car Races?



Fast Car Races

Financial and Strategic Thinking
Can Achieve Results by
Revving-up a Cost Effective System

Step 7

In Summary

Summary “Playbook for Leaders”

■ Transformation in an Organization Requires Creating a

“Playbook for Leaders”

Choreographs by Chapter the Following Work Processes:

- **Start** with clarifying the Purpose, Mission, Values, Vision, Brand
- **Engage** through Team Charters Department by Department
- **Provide Tools & Leadership Training** Address Teams, Change Mgmt.
- **Coach & Mentor** to Assure Engagement & Support Resilience
- **Remove Inefficiencies** with Tracking Programs to drive down Burnout.
- **Practice Innovation** using PI/Lean
- **Celebrate** Successes!