



Leadership Impact on Culture

**Performance, Motivation, and
Accountability in the Real Workplace**








Meet Me

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HR and Leadership Consultant

ABOUT US

-  West Michigan based with national reach
-  Community of fractional HR professionals
-  We provide talent when and where you need it



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 youth solutions

MICHIGAN
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By working with us, you're investing in something bigger.

Kinexus Group has a family of nonprofit organizations that connect people, resources, and organizations with services that make Michigan, a great place to do business.

Leadership

CULTURE AT ITS BEST

WHY LEADERSHIP MATTERS

KEY DRIVERS & BEHAVIORS OF STRONG LEADERS

MOTIVATION & “THE WHY”

ACCOUNTABILITY FACTOR



CULTURE & ENGAGEMENT



Quality &
Safety



Retention



Work-life
Balance



Customer
Satisfaction



Profitability

Leadership

58%

Employees who quit a job due to workplace culture say that their managers are the main reason they ultimately left.

69%

Employees say their leader directly impact their mental health

A leader can be **anyone** who has influence or authority, regardless of title, and sets the tone for organizational culture.

This influence over others can be either positive or negative.

Leadership culture is important to building organizational culture. It's **how leaders interact with one another and their team members** and it's about the everyday working environment: behaviors, interactions, beliefs, and values.

\$223 billion

Cost of turnover in the past five years.*

7 Ways Leaders Can Focus on Culture

Performance

- ① Be a role model
- ② Be observant

Motivation

- ③ Open Communication
- ④ Act on feedback

Accountability

- ⑤ Empower employees
- ⑥ Remember - failing is not failure
- ⑦ Recognize a job well done

PERFORMANCE



MODEL



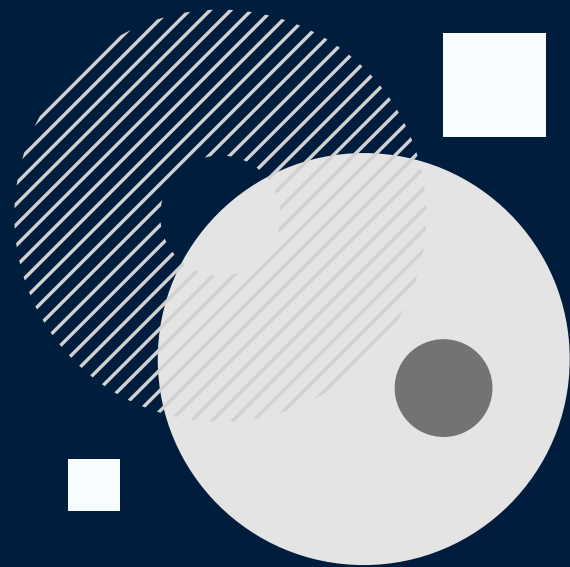
OBSERVE



COMMUNICATE

Performance

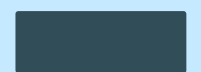
MODEL - OBSERVE – COMMUNICATE



Positive
Emotion...



Negative
Emotion...



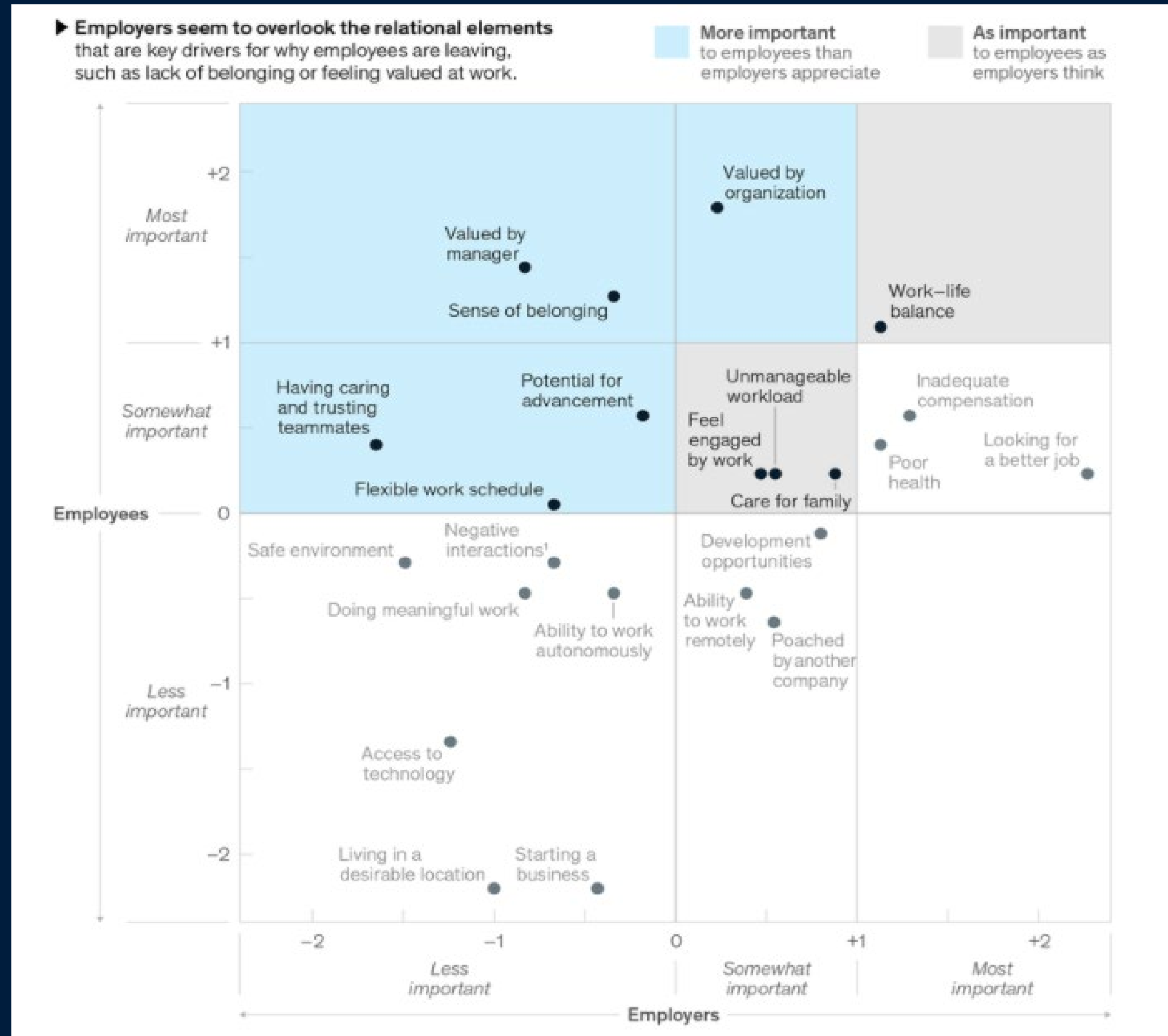
Motivation

HAS THE *WHY* CHANGED?



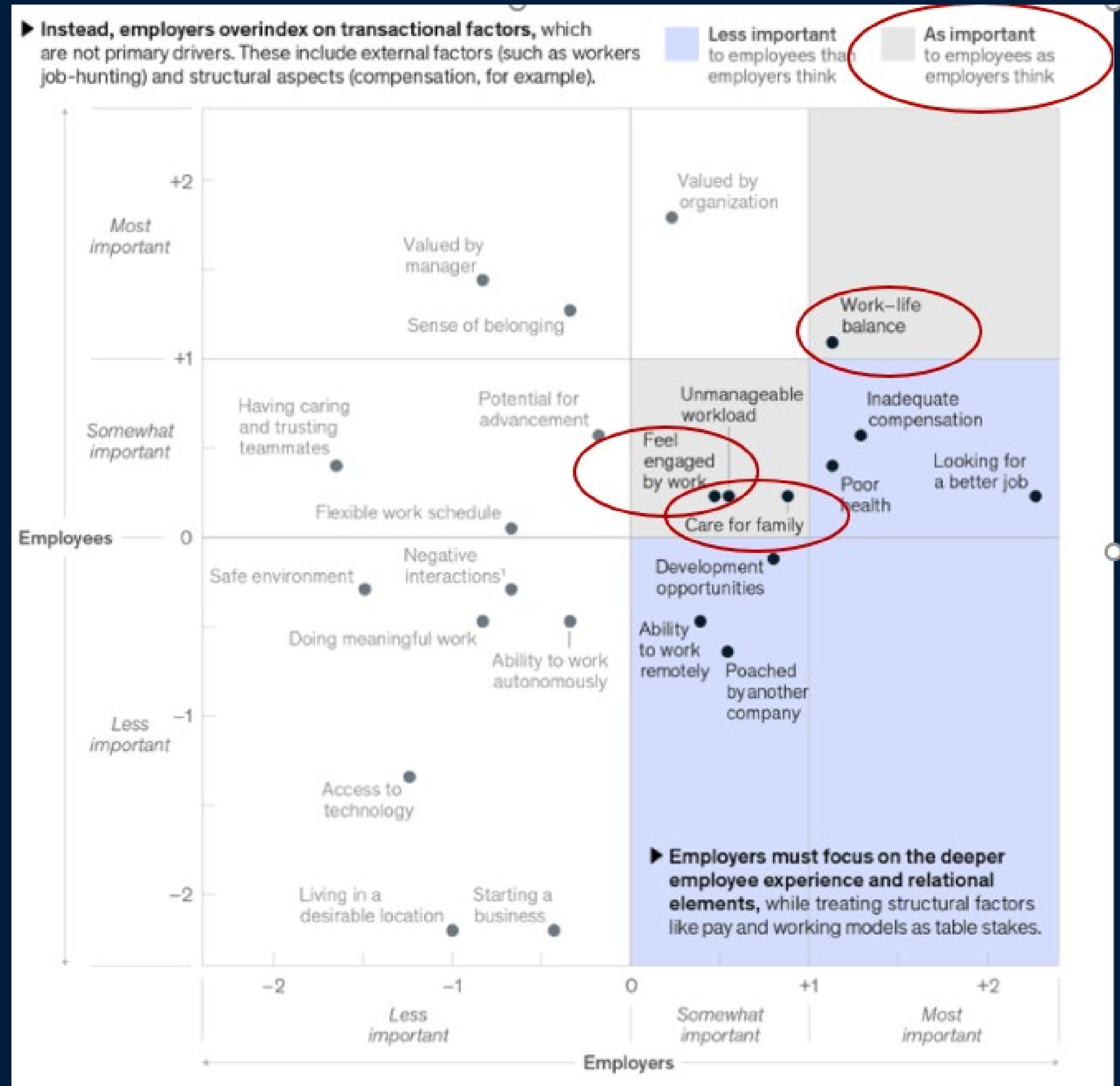
RESEARCH: McKinsey Employee Views

Factors that are important to employees versus what employers believe to be important



RESEARCH: McKinsey Employer Views

Factors that are important
to employees versus what
employers believe to be
important



“

If you hire people just because they can do a job,
they'll work for your money. But if you hire people
who believe what you believe, they'll work for you
with blood and sweat and tears.

—*Simon Sinek*

A Generation of Values

TRADITIONALISTS Born: 1925 – 1945

Dependable | Straightforward | Tactful | Loyal

Shaped by:
The Great Depression,
World War II, radio,
and movies

Motivated by:
Respect, recognition,
providing long-term
value to the company

Communication style:
Personal touch,
handwritten notes
instead of email

Worldview:
Obedience over
individualism; age equals
seniority; advancing
through the hierarchy



BABY BOOMERS Born: 1946 – 1964

Optimistic | Competitive | Workaholic | Team-Oriented

Shaped by:
Vietnam War, Civil
Rights Movement,
Watergate

Motivated by:
Company loyalty,
teamwork, duty

Communication style:
Whatever is most
efficient, including
phone calls and
face-to-face

Worldview:
Achievement comes
after paying one's dues;
sacrifice for success



GENERATION X Born: 1965 – 1980

Flexible | Informal | Skeptical | Independent

Shaped by:
The AIDS epidemic,
the fall of the Berlin
Wall, the dot-com boom

Motivated by:
Diversity, work-life
balance, their personal
professional interests
rather than the
company's interests

Communication style:
Whatever is most
efficient, including
phone calls and
face-to-face

Worldview:
Favoring diversity;
quick to move on if their
employer fails to meet
their needs; resistant to
change at work if it affects
their personal lives



MILLENNIALS Born: 1981 – 2000

Competitive | Civic- and Open-Minded | Achievement-Oriented

Shaped by:
Columbine, 9/11,
the internet

Motivated by:
Responsibility,
the quality of their
manager, unique work
experiences

Communication style:
IMs, texts, and email

Worldview:
Seeking challenge,
growth, and development;
a fun work life and work-
life balance; likely to leave
an organization if they
don't like change



GENERATION Z Born: 2001 – 2020

Global | Entrepreneurial | Progressive | Less Focused

Shaped by:
Life after 9/11,
the Great Recession,
access to technology
from a young age

Motivated by:
Diversity,
personalization,
individuality, creativity

Communication style:
Social media, texts, IMs

Worldview:
Self-identify as digital device
addicts; value independence
and individuality; prefer to
work with Millennial managers,
innovative coworkers, and new
technologies



TRADITIONALISTS

BORN: 1925 – 1945

DEPENDABLE | STRAIGHTFORWARD | TACTFUL | LOYAL

Shaped by: The Great Depression, World War II, radio and movies

Motivated by: Respect, recognition, providing long-term value to the company

Communication style: Personal touch, handwritten notes instead of email

Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy

Employers should:

Provide satisfying work and opportunities to contribute; emphasize stability





Baby Boomers who plan to work past age 65³

10,000

Baby Boomers reach retirement age every day⁴

BABY BOOMERS

BORN: 1946 – 1964

OPTIMISTIC | COMPETITIVE | WORKAHOLIC | TEAM-ORIENTED

Shaped by: Vietnam War, Civil Rights Movement, Watergate

Motivated by: Company loyalty, teamwork, duty

Communication style: Whatever is most efficient, including phone calls and face to face

Worldview: Achievement comes after paying one's dues; sacrifice for success

Employers should:

Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback

GENERATION X BORN: 1965 — 1980

FLEXIBLE | INFORMAL | SKEPTICAL | INDEPENDENT

Shaped by: The AIDS epidemic, the fall of the Berlin Wall, the dot-com boom

Motivated by: Diversity, work-life balance, their personal-professional interests rather than the company's interests

Communication style: Whatever is most efficient, including phone calls and face to face

Worldview: Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

Employers should:

Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development



Startup founders who are Gen Xers—the highest percentage⁵

BY 2028

Gen Xers will outnumber Baby Boomers⁶





Percentage of global workforce to be made up of Millennials by 2025⁷



Millennials ages 25–35 living at home with their parents⁸

MILLENNIALS BORN: 1981 – 2000

COMPETITIVE | CIVIC- AND OPEN-MINDED | ACHIEVEMENT-ORIENTED

Shaped by: Columbine, 9/11, the internet

Motivated by: Responsibility, the quality of their manager, unique work experiences

Communication style: IMs, texts, and email

Worldview: Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

Employers should:

Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback

GENERATION Z

BORN: 2001 – 2020

GLOBAL | ENTREPRENEURIAL | PROGRESSIVE | LESS FOCUSED

Shaped by: Life after 9/11, the Great Recession, access to technology from a young age

Motivated by: Diversity, personalization, individuality, creativity

Communication style: IMs, texts, social media

Worldview: Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

Employers should:

Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent



Gen Zers who want to interact with their boss daily or several times each day⁹



Gen Zers who expect their employer to provide formal training¹⁰





Motivation is UNIQUE

Driven by experience, background, circumstances

SEEK to UNDERSTAND

How we connect



Accountability

OUR ROLE IN REACHING THE BUSINESS GOALS



Accountability Defined



CLEAR EXPECTATIONS

Proactive Atmosphere of Responsibility



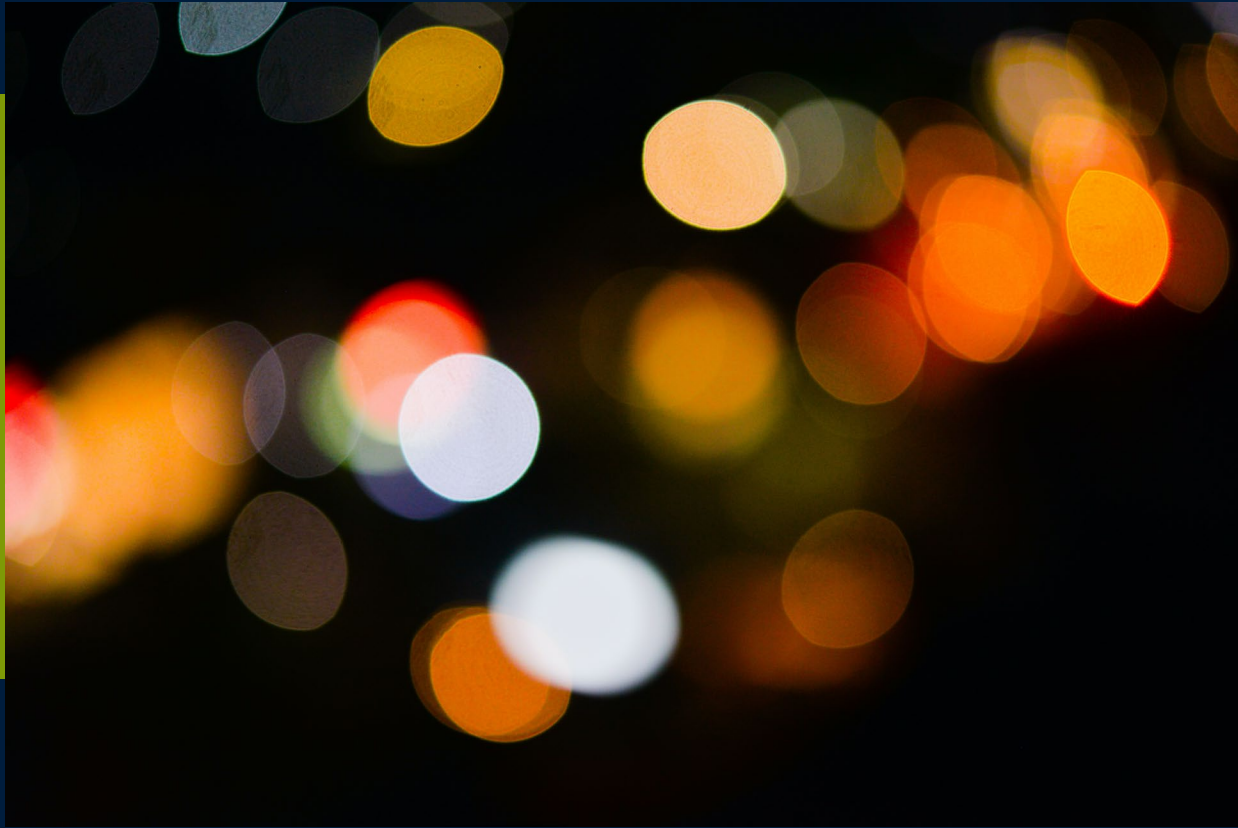
OWNERSHIP

Empowerment and Autonomy



COMMON PURPOSE

Mission, Vision, Values and Goals



ACCOUNTABILITY BARRIERS

ACCOUNTABILITY BENEFITS



Reflection & Action Planning

Remember: It starts with us

We set clear expectations & provide good feedback

Be accountable to ourselves, to each other, and to the team

What is action that you'll consider trying out with your team or sharing with a key leader in your organization?

Questions?

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HR Certification Institute's® (www.HRCI.org) official seal confirms that Terryberry meets the criteria for pre-approved recertification credit(s) for any of HRCI's eight credentials, including SPHR® and PHR®.

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[Click here to visit](https://hrcollaborative.com/strategy-session)

Resources

How to be a Great Boss

Gino Wickman and Rene Boer

McKinsey & Company

Mckinsey.com

Josh Bersin, on Enabling Performance in the Flow of Work

<https://www.betterworks.com/magazine/josh-bersin-enabling-performance-flow-of-work-webinar-recap/>

PowerDMS – Why accountability is important in the workplace

<https://www.powerdms.com/policy-learning-center/why-is-accountability-important-in-the-workplace>

SHRM – Culture Report 2019

https://pmq.shrm.org/wp-content/uploads/2020/07/SHRM-Culture-Report_2019-1.pdf?_ga=2.177931877.1947445335.1663779950-1024376007.1663779950

O.C. Tanner - How does leadership influence organizational culture?

https://www.octanner.com/insights/articles/2019/10/23/how_does_leadership_.html

The Workforce Institute – The Impact of Work on Mental Health

[https://workforceinstitute.org/the-impact-of-work-on-mental-health/#:~:text=A%20new%20global%20study%20from,spouse%20or%20partner%20\(69%25\).](https://workforceinstitute.org/the-impact-of-work-on-mental-health/#:~:text=A%20new%20global%20study%20from,spouse%20or%20partner%20(69%25).)

