

# Leading and Empowering in the Time of Covid, Hybrid Work and Rapidly Changing Workplaces

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We didn't start the fire  
it was always burning  
since the world's been  
turning  
we didn't start the fire  
no we didn't light it  
but we tried to fight it

3:23-3:45

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# State of the Workplace

## Going into 2023



**US Unemployment Rate (Jan '23):**  
3.4%

**VA Unemployment Rate (Jan '23):**  
3.0%

**Employee Engagement:** 21%

**Workforce with a Thriving Well Being:** 33%

**Inflation Rate (Dec '22):**  
6.45%

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<https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

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# State of the Workplace

## Going into 2023

### Current and Anticipated Employee Work Locations for Remote-Capable Jobs

Work Location	Pre-Pandemic 2019	February 2022	Anticipated Location in 2022 and Beyond	Preferred Location
Exclusively Remote	8%	39%	24%	32%
Hybrid (0-100% On-Site/Remote)	32%	42%	53%	59%
Fully On-Site	60%	19%	23%	9%

GALLUP

<https://www.gallup.com/workplace/390632/future-hybrid-work-key-questions-answered-data.aspx>

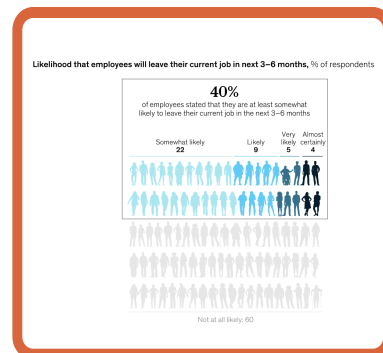
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# Great Attrition or Great Attraction?

The fundamental elements of good employee-manager relations:

1. Empathy, compassion, and vulnerability
2. Gratitude
3. Positivity
4. Awareness and self-care

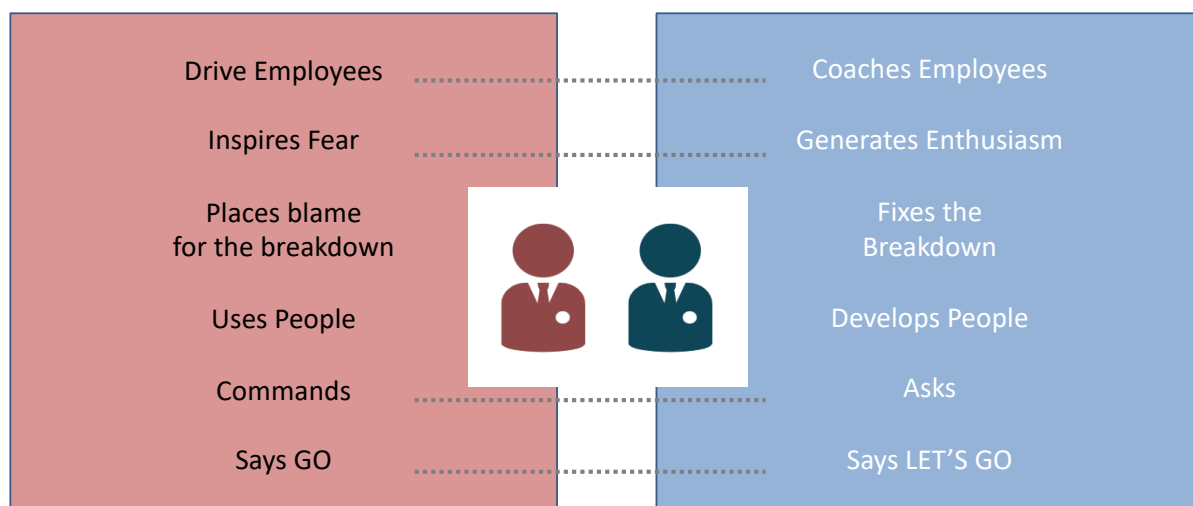


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<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/great-attrition-or-great-attraction-the-choice-is-yours>

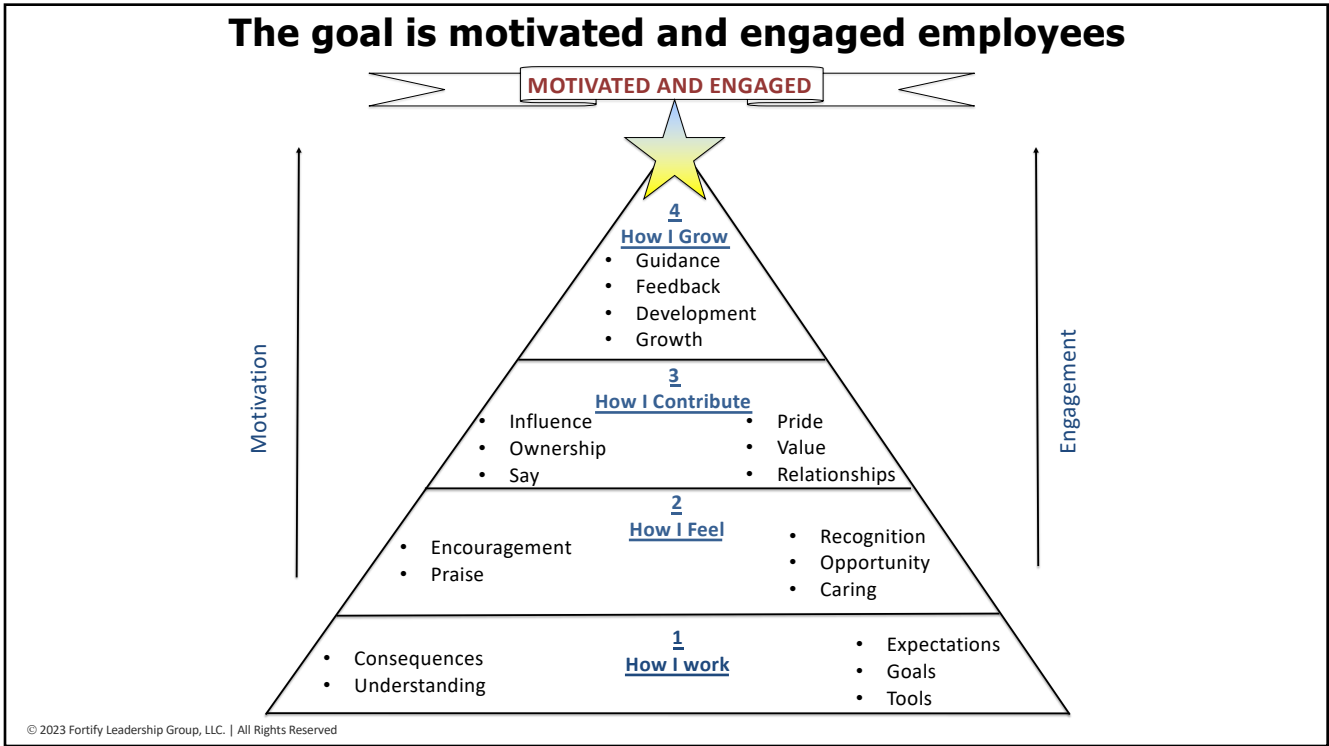
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# From Boss to Coach

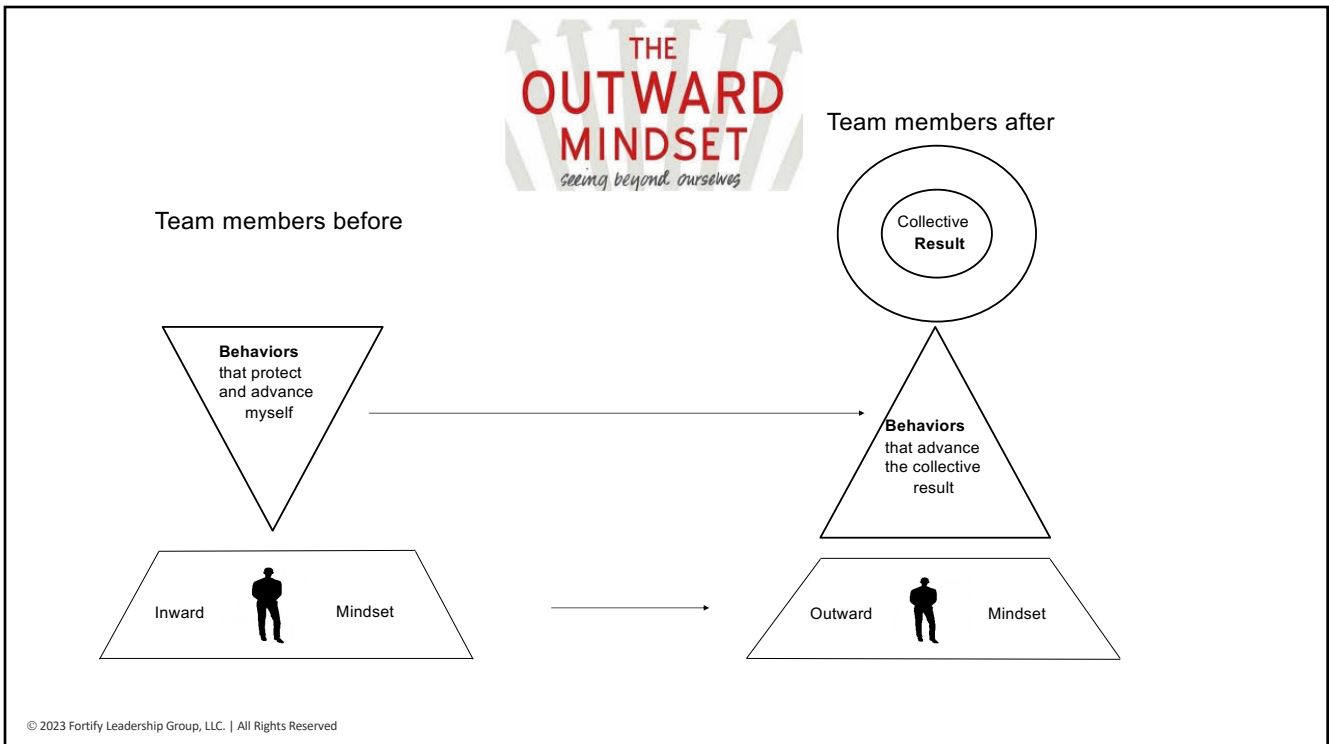


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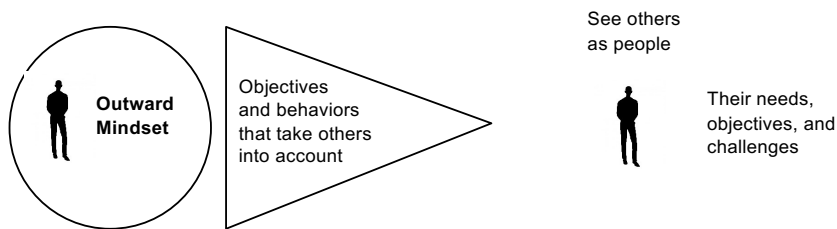
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Diagram 7. The Outward Mindset and Others

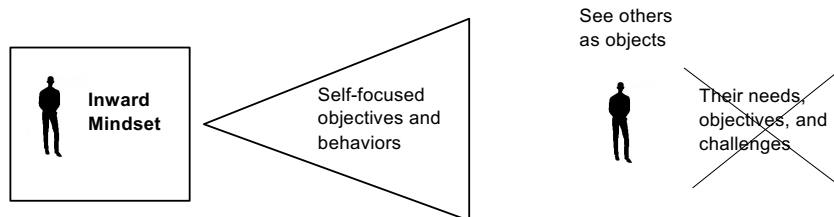


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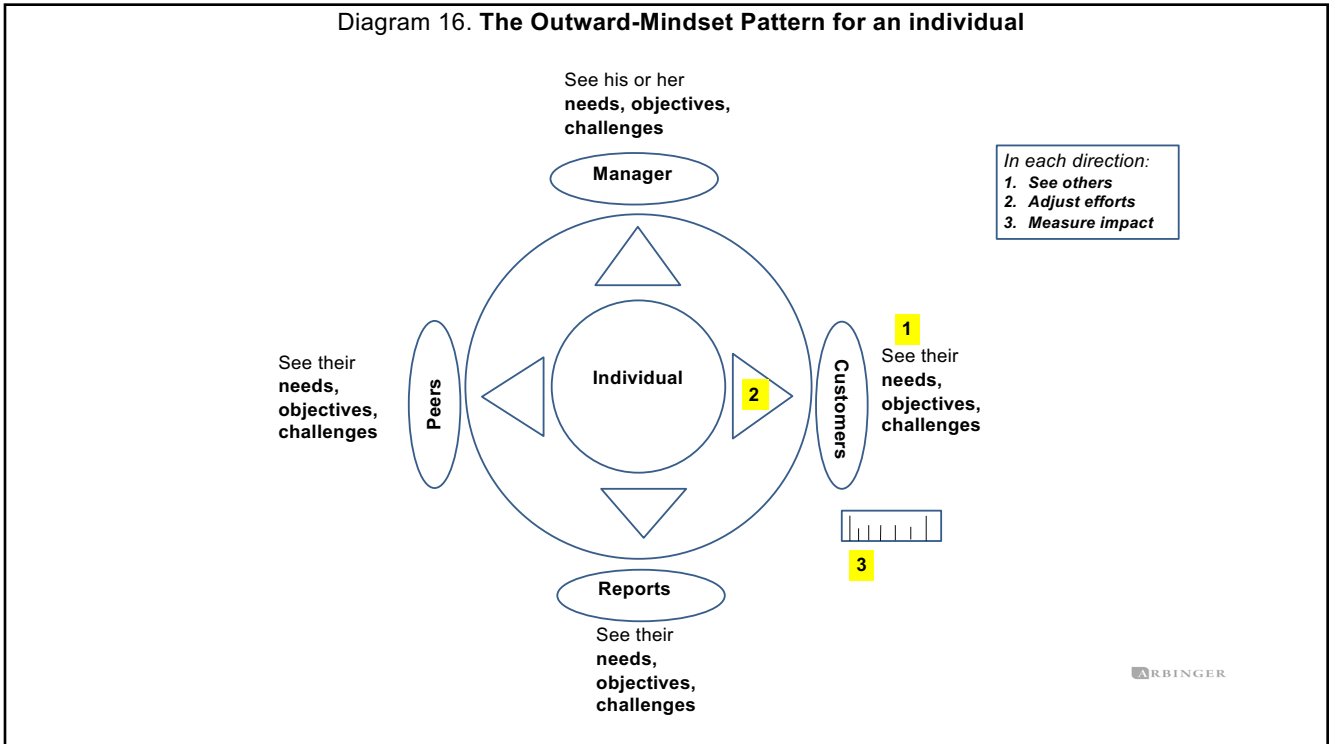
Diagram 8. The Inward Mindset and Others



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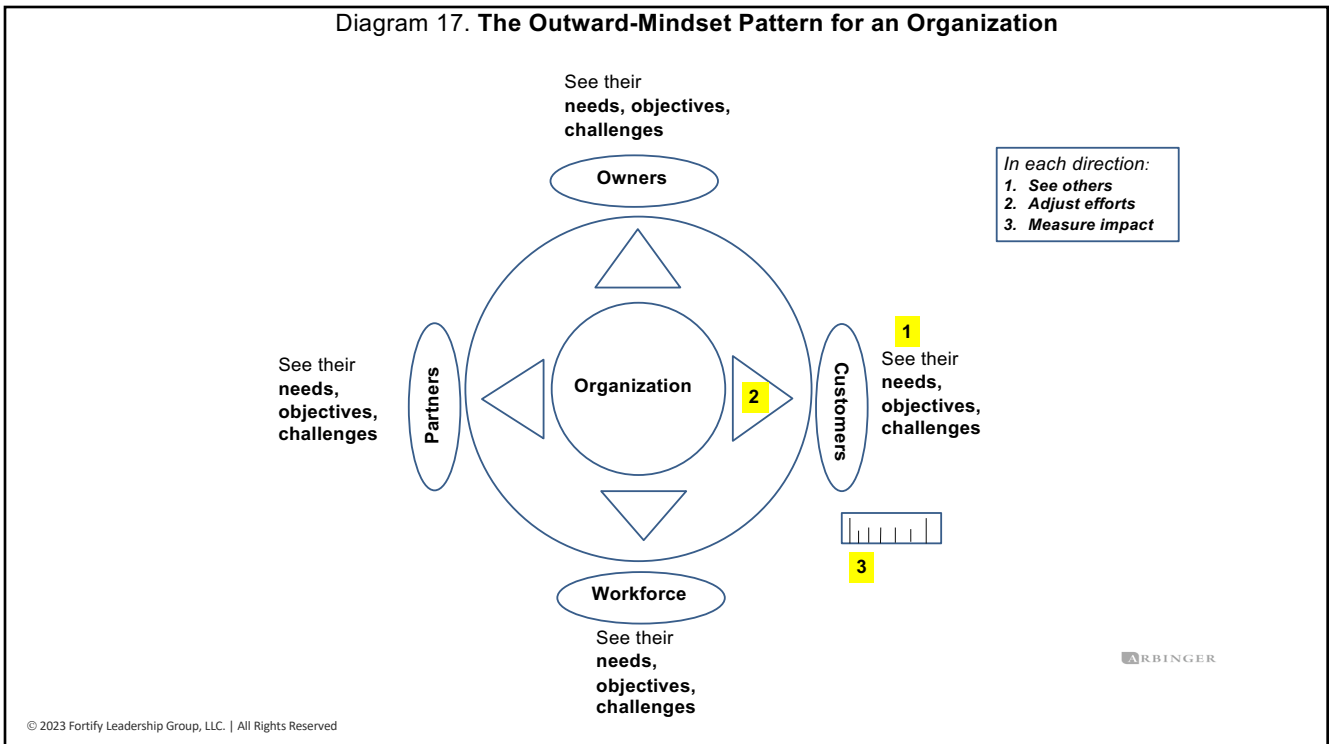
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Diagram 16. The Outward-Mindset Pattern for an individual



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Diagram 17. The Outward-Mindset Pattern for an Organization



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## Outward Mindset ?'s

- When I am with others, who are my thoughts primarily focused on, myself or others?
- Today, what would happen if I simply focused on helping others succeed?
- Who am I am working with that I could be more helpful toward?
- Identify one person who needs more from me than I am currently delivering?
- If I held nothing back, what more could I begin to contribute today?
- What could I do to make their work easier?

Begin doing it!

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## What is "Change"?

Movement from the current state to a future state in which

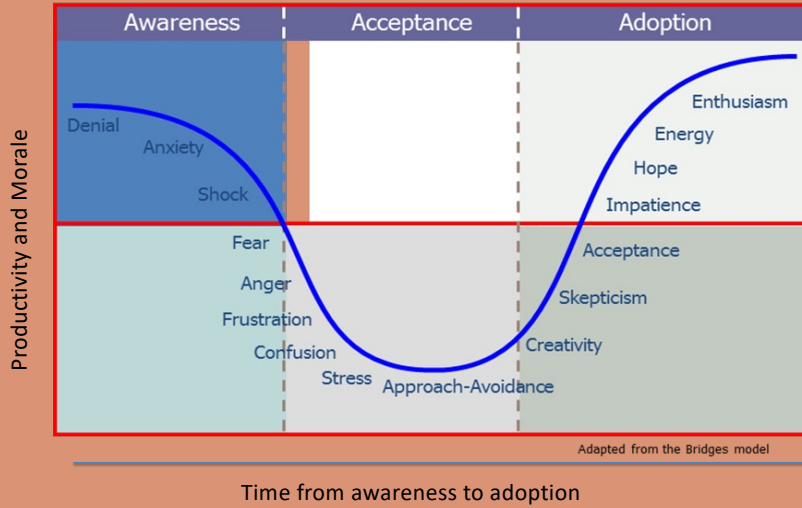
- ...individuals need to learn new things
- ...behave in different ways
- ...interact with others in meaningful ways
- ...to create a culture to sustain what is different



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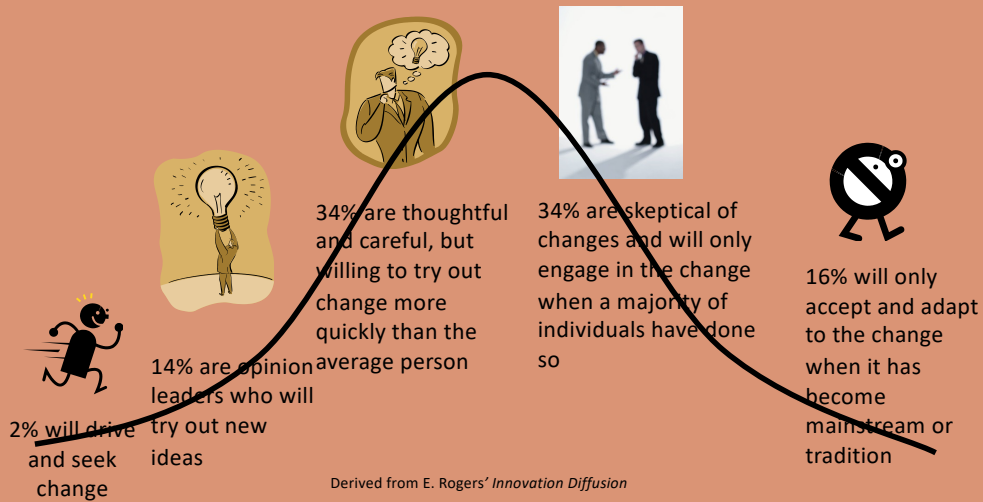
## What is going on when we learn about a change?



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## Adapting to Change



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## Trust During Times of Change

Trust - based on Predictability and Capability

**Predictable:** people want to know what to expect

**Capable:** people want to know the other person is capable of fulfilling on commitments

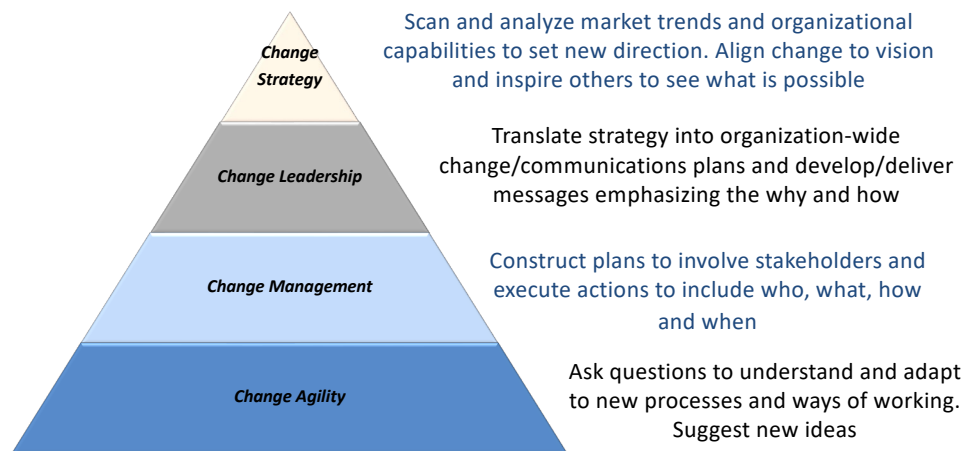
*Building trust during times of change can be challenging*

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Source: *HBR on Change*

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## What role do you play in change?



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## GROW COACHING MODEL

**Way Forward**

- What are the actions?
- Commit to action
- What are the steps?
- Timing & Action Plan

**Options**

- What can you do to bridge the gap?
- What are the options?
- Who can help you?
- What do you need?
- Brainstorm

**Reality**

- Where are you now?
- What is the reality?
- Ask for self-assessment
- Get feedback

**Goal**

- What do you want to achieve?
- What is the ideal?
- What are the objectives?

Source: <https://thebreakthroughdepot.com/2018/10/01/grow-model/>

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## Elements of Effective Feedback

**Situation**  
Understand the context and facts of what happened

**Behavior**  
Provide examples that describe the action

**Impact**  
Clarify the impact that the action had on the situation or relationships

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# Empowering Questions for Leaders

- 1 Getting Started**

What is their desired outcome?  
 Identify the outcome the person is trying to reach  
 Create clarity around the outcome
- 2 Discover Reality**

Where are they now?  
 Determine the facts of the situation  
 Discuss what's working (strengths) and obstacles (barriers)
- 3 What's Missing?**

How can they bridge the gap?  
 Ask how strengths can be used to break down barriers  
 Generate potential action steps
- 4 Move to Action**

What steps will they take? How will they stay committed?  
 Develop an action plan  
 Gain commitment and establish accountability
- 5 Progress Report**

What do they need from you? How do they want to stay in touch?  
 Agree on how progress will be communicated  
 Follow through on support requested

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## Create your Development Plan



- What is your top 1-3 priorities for 2023?
- How will you develop yourself in 2023 to hit these priorities?
- Who can help you with your priorities?

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## Questions to Empower Others

Getting Started

- What would you like to discuss?
- What would you like to achieve? Why do you want that?
- If things turned out to your ideal outcome, what would you see?
- What is the outcome you're looking for?
- Who will support you? Who won't?
- How will things be different/better when those outcomes are reached?
- What is your time-frame

Discover Reality

- Where are you now?
- What are the present facts around this situation?
- What have you tried already? What difference did those actions make?
- What has happened that led you to where you are now?
- What have you accomplished so far?
- What strengths exist? Barriers?
- What has been working? Not working?
- What resources do you have right now?
- Who else is involved in the situation?

What's Missing

- How can you bridge the gap between where you are and your desired outcome?
- What do you see as possible options to reach your outcome?
- Who could be a support to you?
- If you could do anything and not fail, what would you do?
- What else could you do? (ask several times)
- How can you leverage your strengths to overcome barriers?
- What is within your control?
- What action will have the biggest impact on reaching your desired outcome?

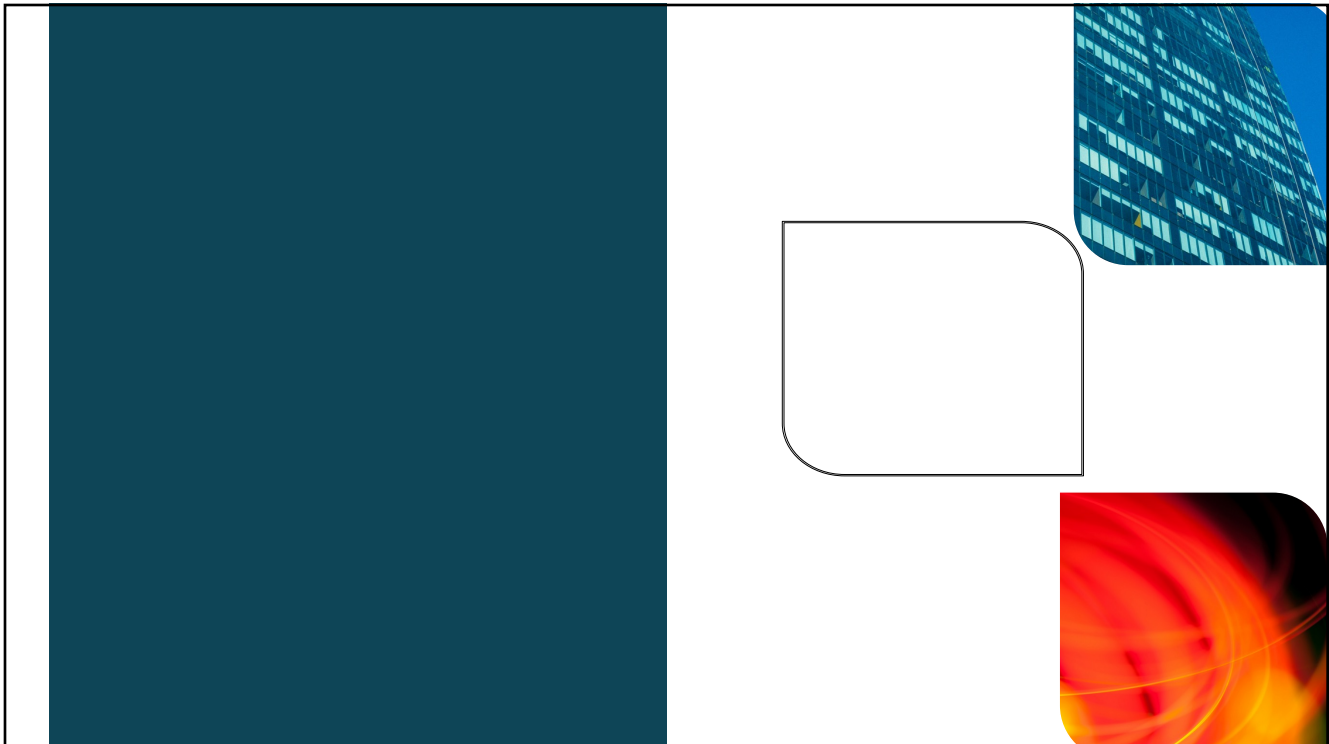
Move to Action

- What is your first step? What is your second?
- How will you say "no" to certain things so you can stay focused on your plan?
- When will you act on your first steps?
- What step can you take this week that would move you toward your goal?
- What resources/support do you need from me or others?
- On a scale from 1-10 how committed are you to your plan?
- How will you measure progress?
- How do you want to stay in touch on your progress?

Progress Report

- What progress have you made?
- What has worked?
- What has not worked? What is missing?
- Knowing what you know now, what will you do moving forward?
- What will you do more of? Less of?
- What will you start doing? Stop doing? Continue doing?
- What are your next steps?

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**Next Steps?**

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