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# Leadership Spotlight: Insights and Potential

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Survey Results and Analysis

December 2021

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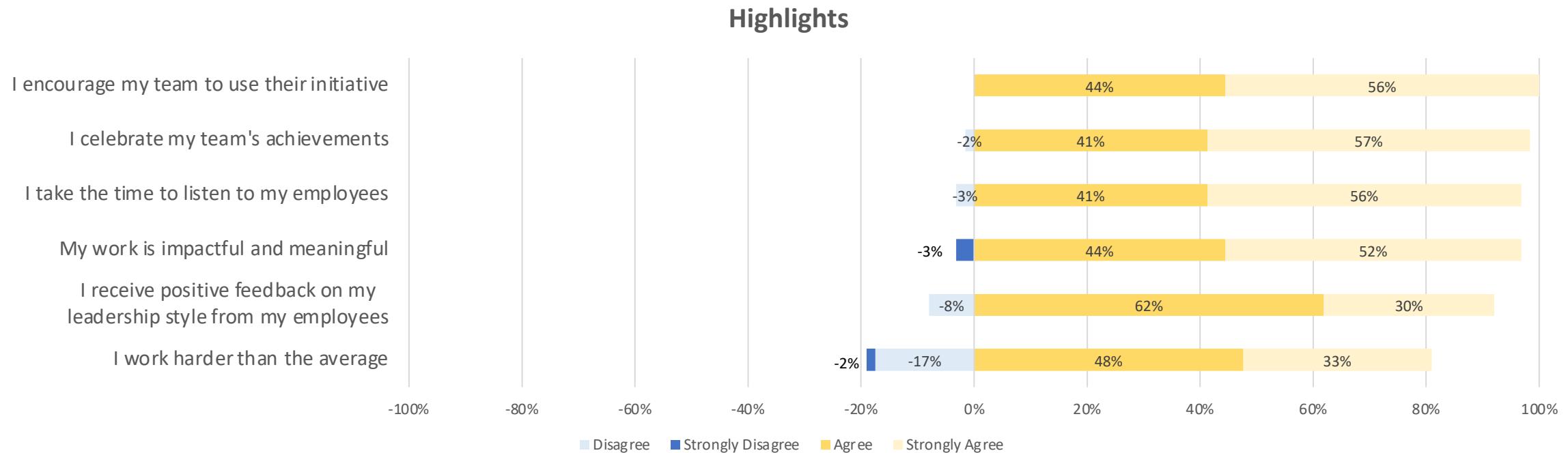
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# Introduction

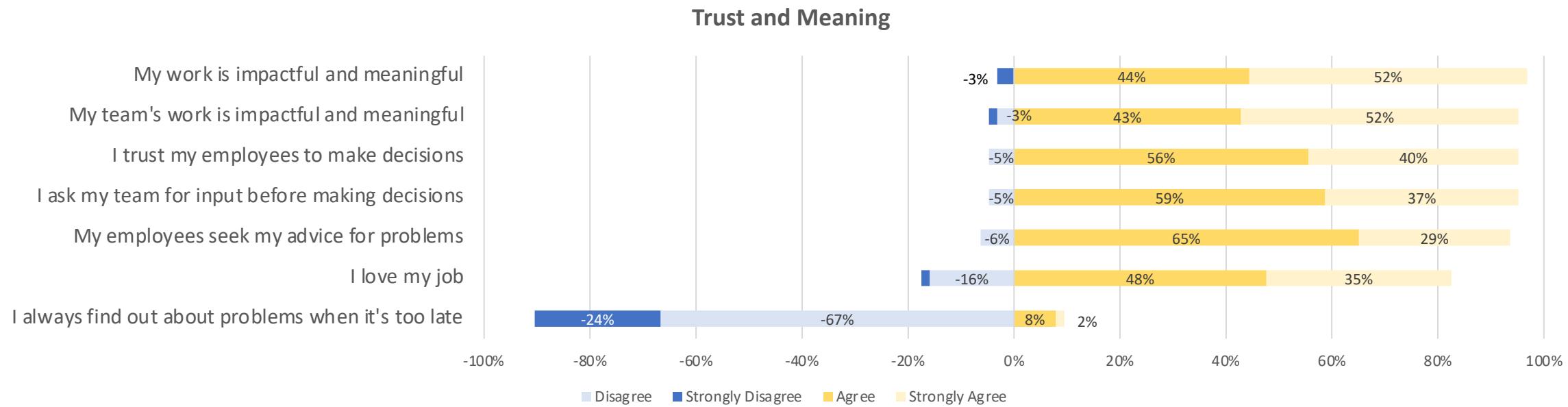
- This international survey of leaders with staff responsibilities was performed in August-September 2021 to get insights on leadership during a global pandemic.
- Results indicate a high level of positive leadership behaviours, aimed to increase engagement, delegate and distribute responsibility and recognize and reward performance.
- However, the survey identified factors that point to staff considering quitting:
  - Individuals **complaining** about work more than usual
  - Falls in **performance** by otherwise productive staff members
  - Leaders' intuition that a member of staff may be **questioning** whether they're in the right job
- The survey concludes with a structured offering to address the challenge of a far higher level of resignations than before the crisis.

# Participants see themselves in a very favorable light. Is that the full story though?



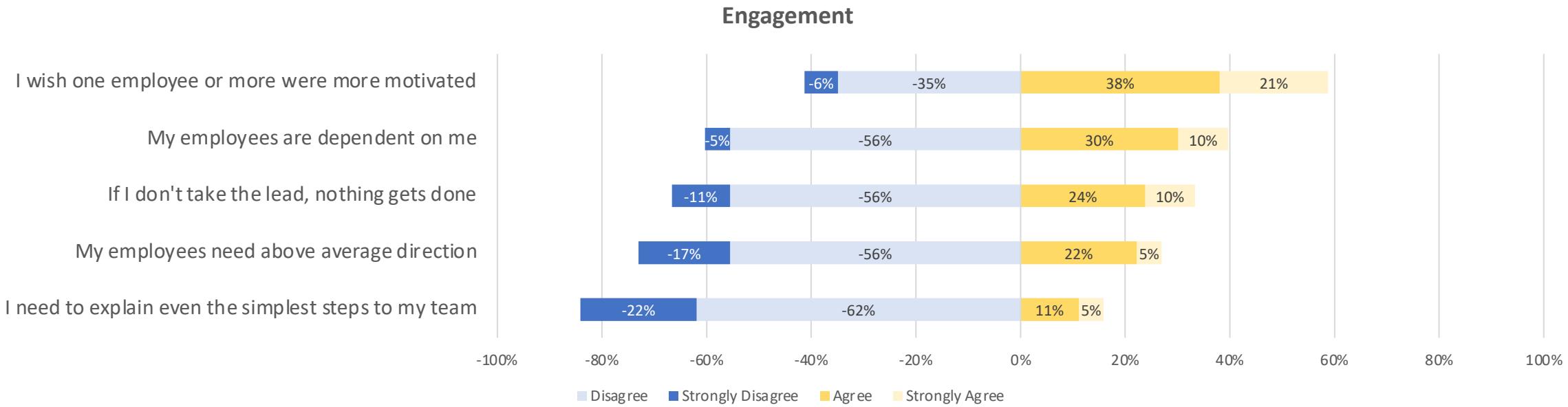
In a nutshell, our managers care about their employees and consistently support and celebrate their successes. They also have meaningful jobs and receive favorable feedback from their team. At the same time, they report having to work well above average. But why is this necessary to this extent if their teams are engaged and productive?

# Trust and the meaning of work receive high marks from participants



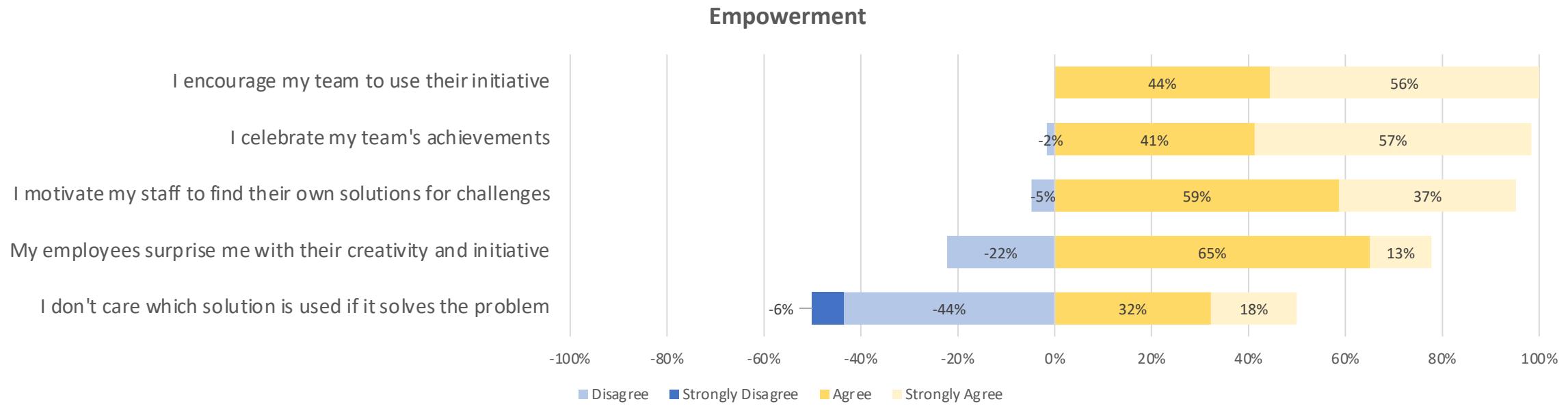
For the majority, trust has been established and the majority also sees meaning in their respective roles. For up to 10%, there appears to be an issue around trust from the employee towards the manager.

# And yet significant numbers of participants report problems with engagement of their direct reports



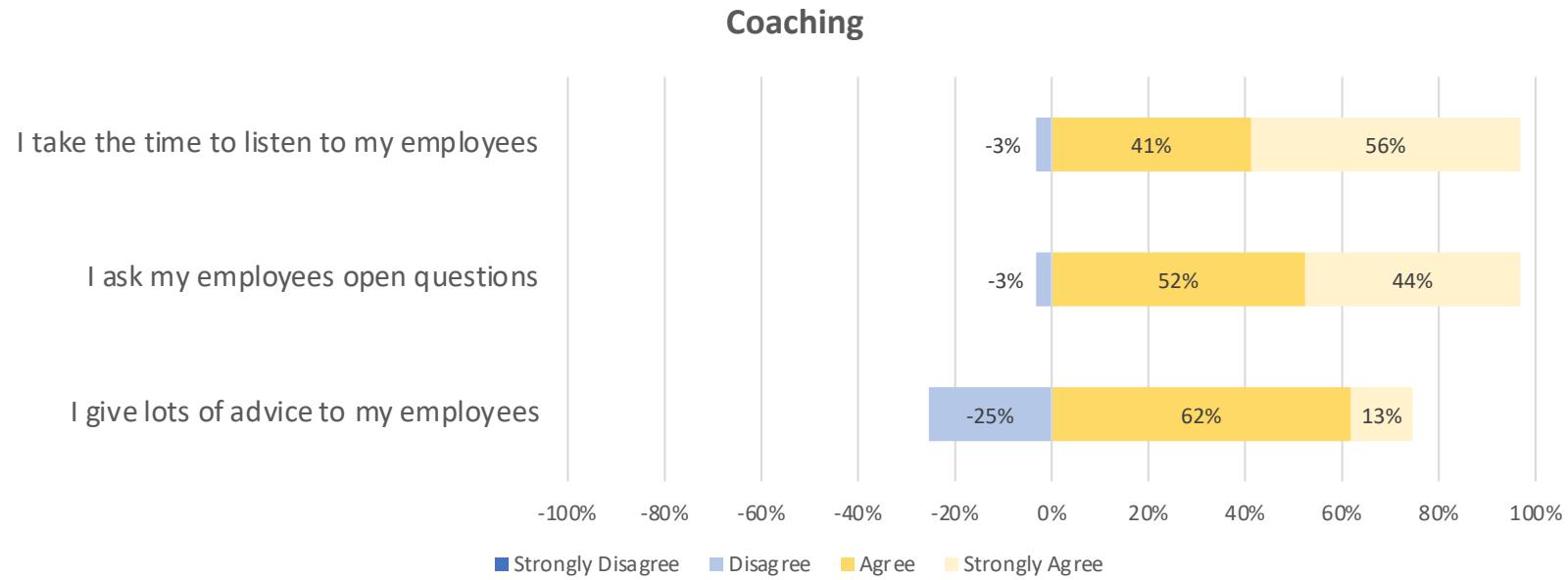
A large minority report back a lack of engagement of their employees. In 34% of cases, the managers need to step up and take the lead, even though 27% already provide above average direction. Could there be a difference in engagement perception issue between manager and staff hidden between the lines?

# Practical empowerment remains a challenge for a number of managers



The surveyed managers clearly know how to empower their direct reports verbally, they celebrate big wins and continuously encourage them. Yet this does not always translate into practical empowerment, i.e. letting them find their own way to solve a problem.

# Most of the participants show elements of a coaching leadership style

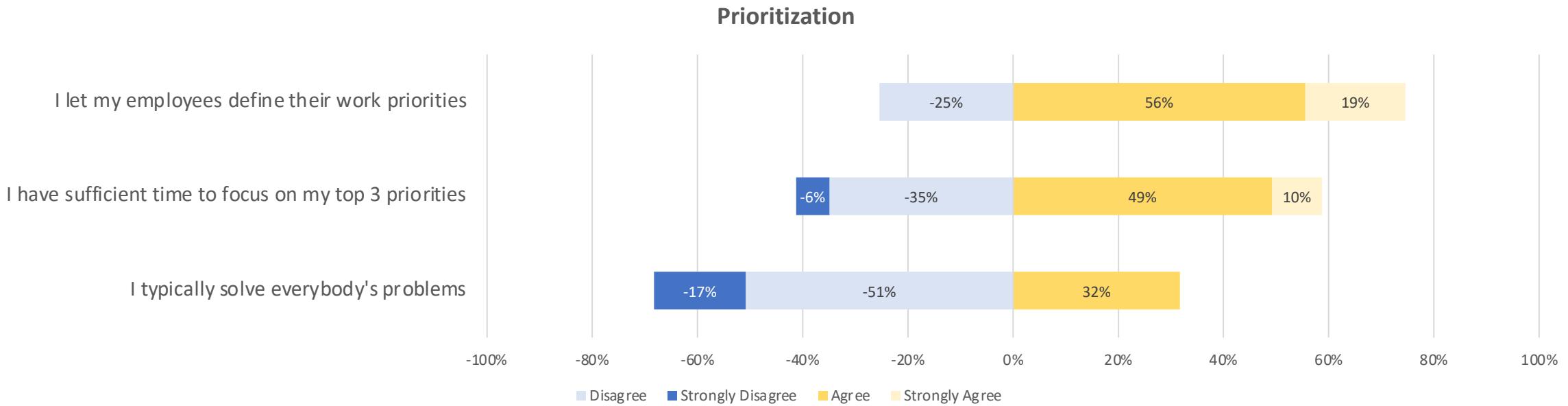


Three characteristics of a coaching leadership style are:

- Active listening
- Asking open questions
- Empowering to find own solutions

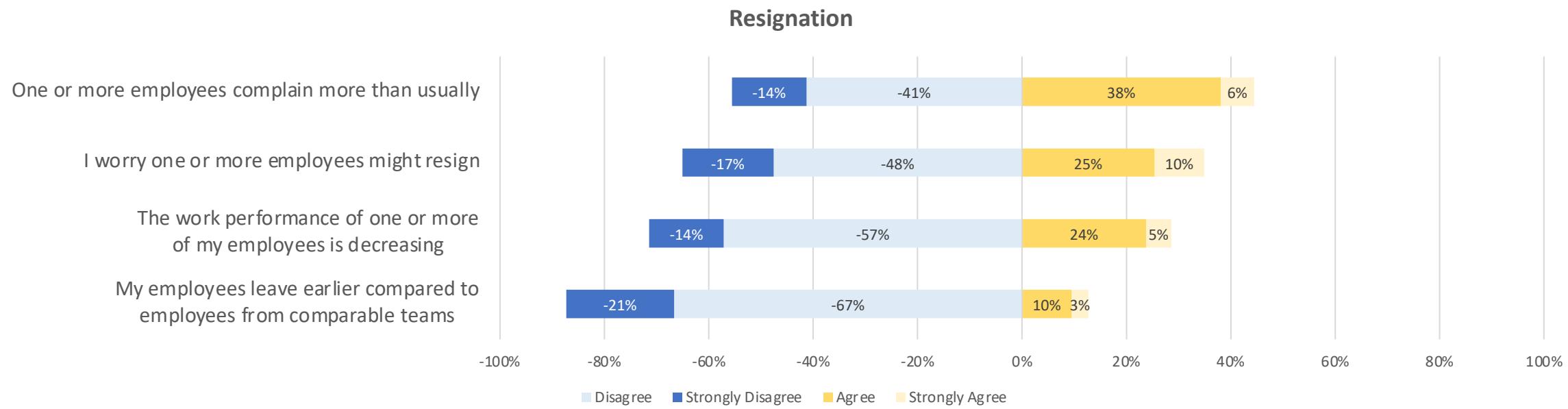
Many managers are active listeners and ask their employees open questions. The next step in the leadership development would be to empower employees to find their own solutions and to resist the urge to direct through advice.

# Our managers solve other people's problems and then don't have time for their own priorities



Prioritization appears to be more challenging for some of our managers:  
One-third take over other people's tasks and then do not have time to focus on their own priorities.  
Further, giving freedom to employees to define their own priorities is not always practised among our managers.

# A significant number of managers is worried that a direct report will leave



Despite reporting leadership styles designed to encourage engagement and agency, a significant number of participants worry that a direct report might leave. They report complaints, falls in work performance and leaving earlier than usual, all visible signs of risk of resignation.

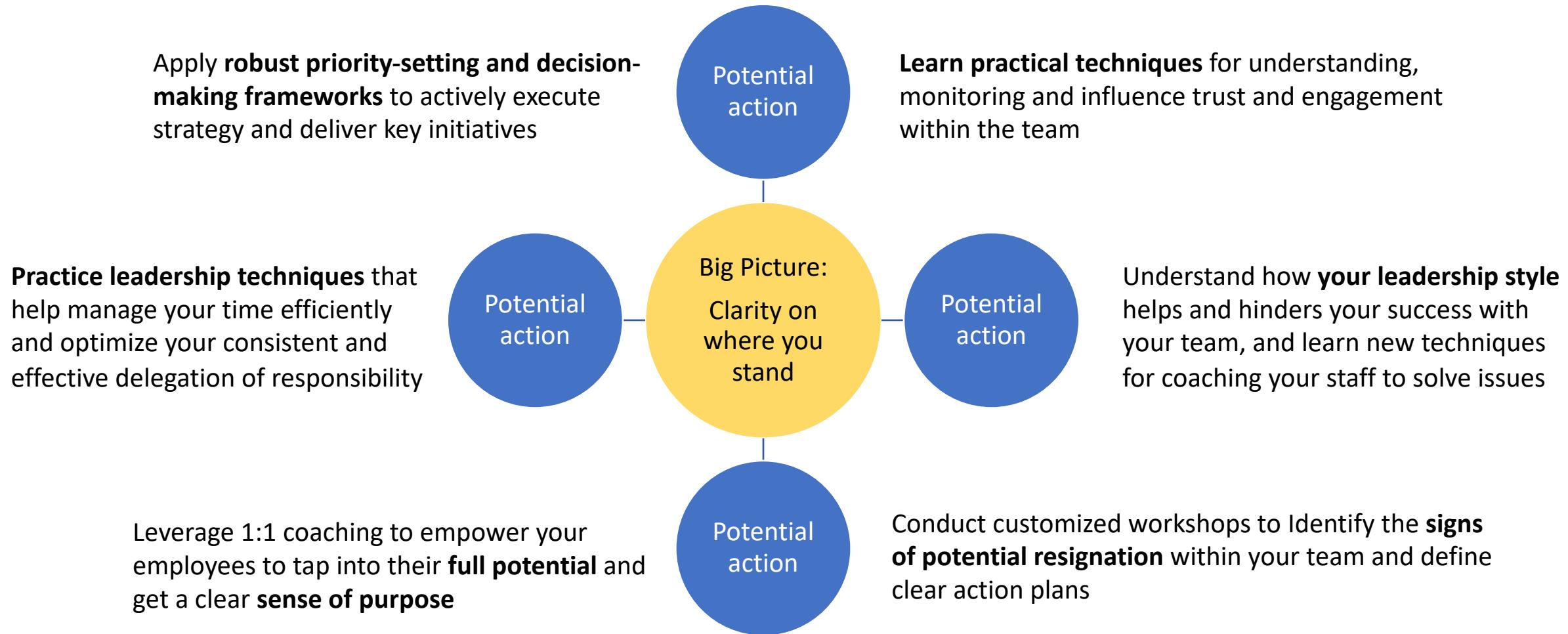
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# The Great Resignation: How do address it

- As we move out of the pandemic, many employees are questioning whether they work in the right organisation. This matches employment statistics in the US and Western Europe indicating a far higher level of resignations than before the crisis.
- Leaders can actively address this challenge with our structured process identifying the negative factors and developing customized actions.
  - # 1: Get insights on the status-quo of your employees' resignation level
  - # 2: Conduct workshops to define the target state with concrete action plans
  - # 3: Implement customized actions to improve your employees' commitment

Contact us to learn how we can support you.

# Example on how to create your own personal leadership journey



# We look forward to hearing from you!



Hanna Herbst is founder, management consultant and life coach at Delygate. She got her MBA at NYU Stern and is a Co-Active Life Coach. She is fluent in German and English.

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