



Predict Workplace Performance

# Unprecedented Times?

## Leadership Guidance for 2024

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# Unprecedented...

Named the 2020 word of the year by Dictionary.com



- “Having no precedent . Never existed in the past.”
- 1918 flu pandemic killed 50 million people worldwide.
- World War II was at a scale that overshadows the current conflicts in Ukraine and Israel.
- The changing social landscape of work, education, and human rights compares in many ways to the Civil Rights unrest of the 1960’s.
- So, what are we really facing as leaders in business in the modern world?

# So... What does work look like in 2024?

*There won't be one  
homogenous trend to define  
work in 2024 but many.*

*Let's look at some of the  
current and emerging trends.*



# Employee Engagement

# Employee Engagement

## Definition

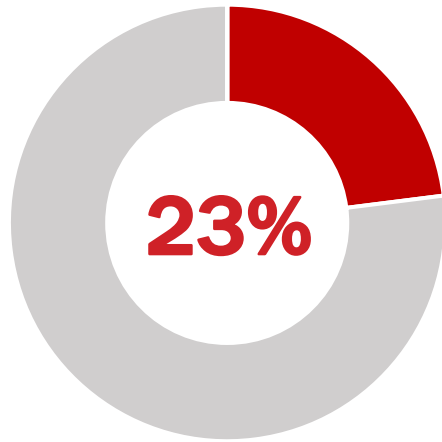


- A HR concept that describes the level of enthusiasm and dedication a work feels towards their job.
- Engaged employees care about their work and the performance of the company.
- Engaged employees often consider their well-being linked to their performance and they often feel instrumental to their company's success.
- “Work is more than a paycheck.”

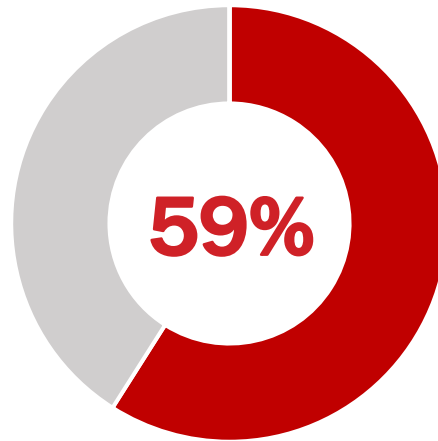


# Employee Engagement

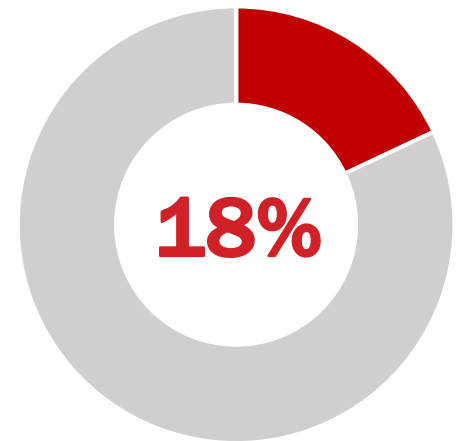
## Risk vs. Opportunity



Thriving at Work  
(Engaged)



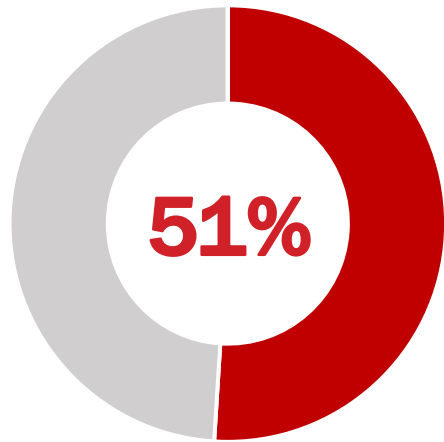
Quiet Quitting  
(Not Engaged)



Loud Quitting  
(Actively Disengaged)

# Employee Engagement

## Risk vs. Opportunity

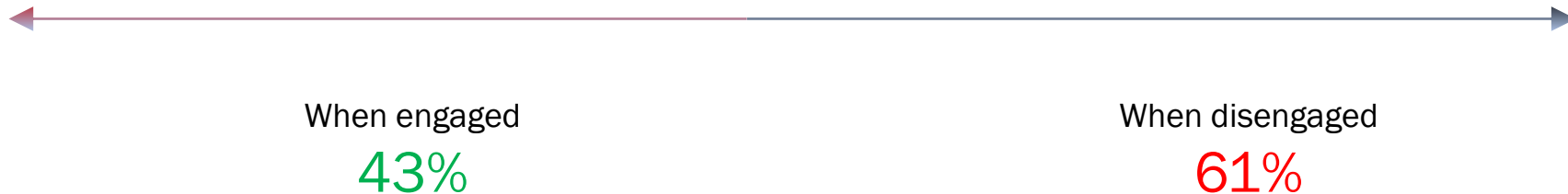


Over half of all global employees express some level of intent to leave their current job.

# Employee Engagement

## Risk vs. Opportunity

Percentage of employees watching for  
or actively seeking a new job





# **Remote vs. Hybrid vs. Onsite**

# Where We Work?

## Remote and Hybrid Work Continues to Grow



- Traditional office work is far from obsolete, but remote and hybrid work models will continue to grow in Europe.
- The highest percentage of remote workers are aged 24-35.
- 57% of workers surveyed report that they would leave their current job if their employer stopped allowing remote work.
- In 2024, 40% of European employees are expecting to work remotely at least some of the time.

# The Challenges of Remote/Hybrid Work

## Where do workers struggle?



- Increased burnout from digital communication tools.
- Lack of connection to their coworkers and leaders.
- Average working hours often increase for hybrid workers.
- Disparity in employee experience (remote vs. in office)
- Fragmented culture and values.

# Occupational Well-Being

# What is Occupational Well-Being?

**How someone's working life affects their sense of purpose and meaning.**



- Factors that contribute to occupational well-being: work environment, job satisfaction, engagement, and work culture.
- Perceptions of occupational well-being can differ from country to country, and even from company to company.
- However, the workforce increasingly expects an articulated position from organizations about occupational well-being.
- Leaders are increasingly expected to lead with well-being in mind.

# Summary of the Trends

# Trends & Themes



**Employee Engagement**



**Where we work: Remote vs. Hybrid vs. On-Site**



**Occupational Well-Being**



**The employee experience is the dominant focus**



**Attracting and retaining talent will increase demand for a better employee experience.**



**Improving leadership and team development is critical.**

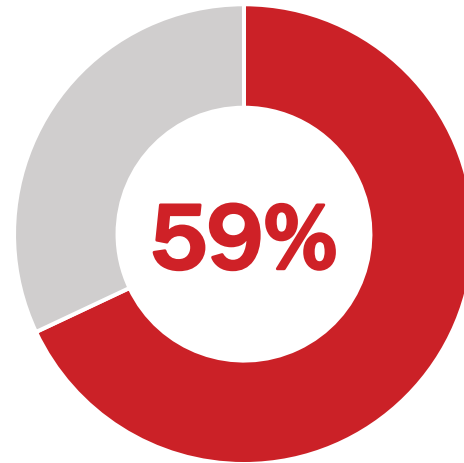
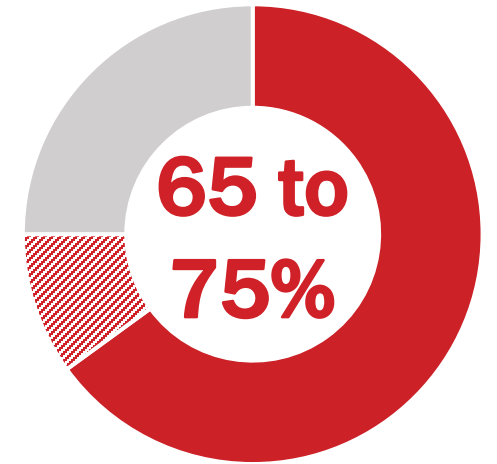


# **The State of Leadership**

# The State of Leadership

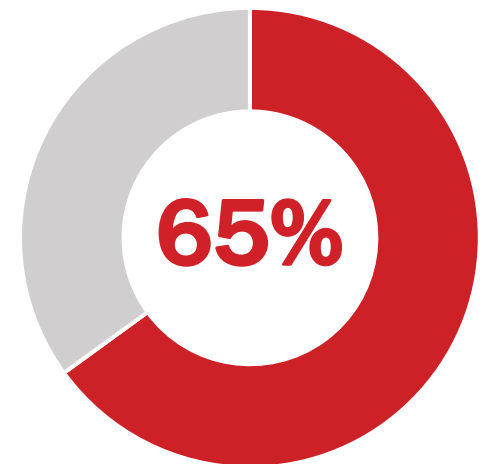
100% of the workforce say they have worked for an intolerable boss

U.S. workers saying the **worst**, most stressful **part** of life is their boss



Nearly **60%** of the global workforce who are **alienated and disengaged**

Americans who would **rather fire their boss than** receive a pay raise



# The Perception of Leadership



my boss is|

- my boss is
- my boss is **toxic**
- my boss is **a micromanager**
- my boss is **incompetent**
- my boss is **jealous of me**
- my boss is **drunk at work**
- my boss is **mad at me for resigning**
- my boss is **mean**
- my boss is **condescending**
- my boss is **too busy for me**

## 8 out of 10 people have cried at work, so just know you're not alone

By [A.J. Willingham, CNN](#)  
Updated 3:27 PM ET, Fri August 16, 2019



Ah, the pitter-patter of teardrops falling on a keyboard.

(CNN) – According to a new study from job search company Monster, 8 out of 10 people have cried at work, which means the other two are either lying or wait to have their existential crises in the parking lot.



Hannah Whitfield

EXPERT MARKET  
Researcher

- **22%** hate their boss
- **52%** name their boss as main cause of dissatisfaction
- **12%** have fantasized about killing their boss

# VUCA

**Volatile. Uncertain. Complex. Ambiguous.**

- Handling VUCA crises is just another part of leading an organization effectively.
- Because crises are so common, responding well to VUCA challenges is a crucial capability for leaders today.
- A significant indicator of effective leadership is versatility, which is defined as “the ability to read and respond to change with a wide repertoire of complementary perspectives, skills, and behaviors.”
- VUCA responsiveness is an important component of strategic self-awareness in leadership development.

# Socioemotional Skills

## Supports Employee Well-Being

- The modern leader should be able to perceive and understand the emotions, needs and motivations of others.
- Leaders need to be attuned to verbal and nonverbal cues impacting performance within their team.
- Socioemotional skills impact the levels of trust, goodwill, and cooperation within a team, and how the team views the leader.

# Emotional Intelligence

## Emotional Perception. Emotional Control. Emotional Sharing.

- Emotional perception encompasses the degree to which a person seems in touch with their emotions and can decipher the emotions of others.
- Emotional control refers to the capability to regulate and influence the emotional state of self and others.
- Emotional sharing represents the degree to which a person communicates desired emotional states and responds to the emotional states of others.
- These abilities can make leaders effective in managing stress and instilling confidence in employees, building collaborative teams, creating a healthy organizational culture, and making sensitive and empathy-driven decisions that benefit employee well-being.

# Humility

**Modesty. Acknowledging Limitations. Seeking Feedback.**

- Charismatic leadership is recipe for disaster in organizations.
- Humble leaders excel at balancing the needs of individuals or team with organizational needs.
- Humble leaders have an open mindset to understand what is needed to create occupational well-being.
- They are open to feedback to improve employee engagement and likely to build an environment where people have the freedom to share their views safely.



# Hogan Definition of Leadership

<b>Traditional View</b>	<b>Category</b>	<b>Hogan View</b>
People in charge	<b>Definition of leader</b>	People who build teams
Get to the top	<b>Goal of leader</b>	Outperform rival teams
Serve the leader	<b>Subordinates' roles</b>	Help the leader
Charisma & confidence	<b>Key attributes</b>	Humility & competence
Conferred - title/status	<b>Legitimacy</b>	Conferred-subordinates' approval
Optional	<b>Role of training</b>	Essential
On successful individuals	<b>Focus</b>	On successful teams
Competition within teams	<b>Role of ambition</b>	Competition between teams
Normative	<b>Good leadership</b>	Exception

# Hogan Definition of Leadership



## Leadership is the ability to build & maintain a high performing team

- Leadership evaluated in terms of the **performance of the team**, not a leader's status.
- Leadership is a **resource for the group**, not a source of privilege for incumbents.
- Good leaders **build effective** teams, bad leaders **destroy teams**.

# Leading Creative, High Performing Teams

## The Skills that Pay the Bills.



- Creative teams are those that find new solutions to existing problems and then implement those solutions.
- Leading creative teams requires five skills:
  - **Expertise:** Being a resource for the group
  - **Conflict Resolution:** Coexist, cooperate, and communicate.
  - **Drive for results:** Wanting to win and beat the competition.
  - **Psychological toughness:** Dealing with pressure.
  - **Ability to recognize talent:** Hire the right people.

# Strategic Self-Awareness



At Hogan, we believe that strategic self-awareness has three components:

- Understanding our own strengths and opportunities for change and growth
- Understanding how our strengths and challenges relate to those of others
- Understanding how to adapt our behavior to increase our effectiveness

# Strategic Self-Awareness



- Identity vs. reputation...
- Leaders who are egocentric, narcissistic, non-conforming, unemotional, arrogant, focused on the past, closed off to others, and overly serious are unaware of what other people think about them.
- On the contrary, leaders who were self-critical, insecure, curious, humble, and open-minded had a better grasp on others' perceptions of their behavior and leadership style.



# **Developing Strategic Self-Awareness**

# Developing Strategic Self-Awareness

## You need a diagnostic tool



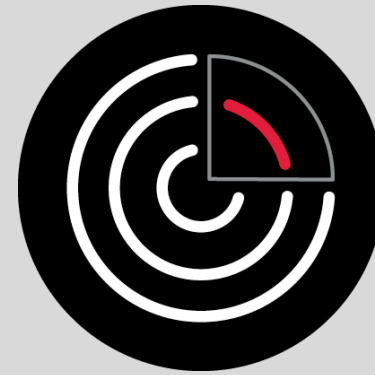
- You have to know your strengths, derailers, and values in order to optimize your performance as a leader.
- Personality is the most stable predictor of job performance over time.
- A job-related, reliable and thoroughly validated personality assessment is requisite for leaders to develop and improve their work performance.



# Personality's Importance in Business



Insight into how we execute business strategies, and manage change, conflict, and people.

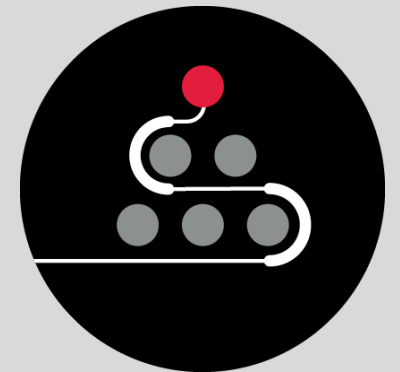


Influences our effectiveness at leading people.

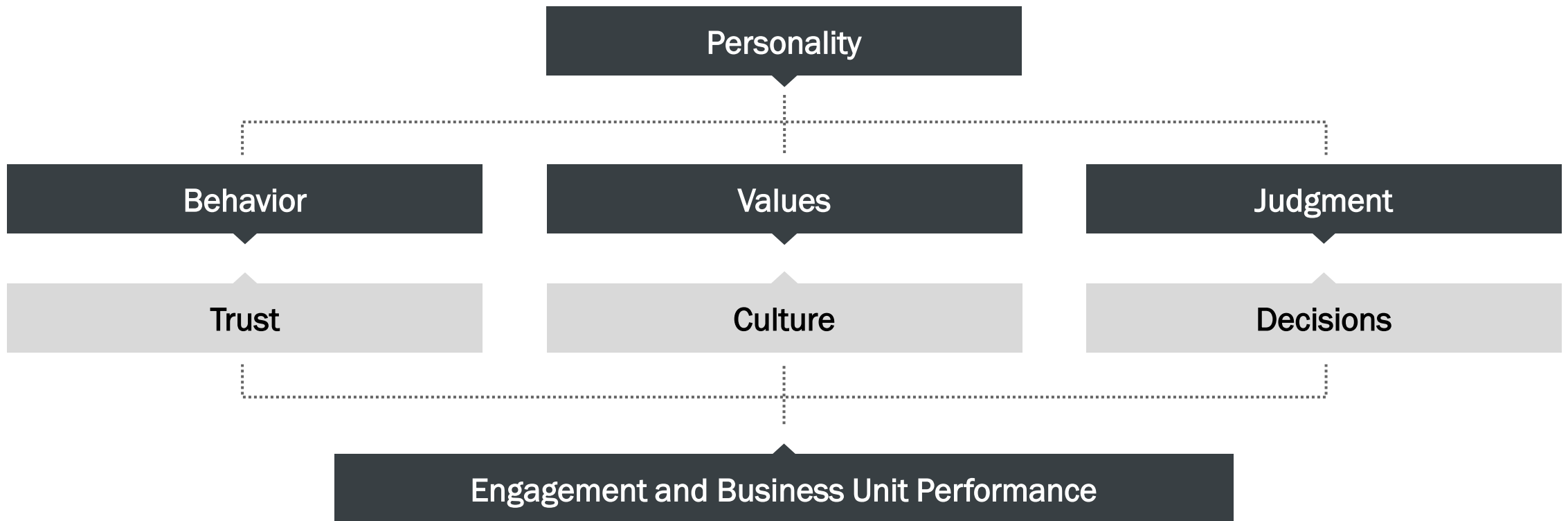
Underlies our behavior, actions, reactions, and interactions.



Information on a person's strengths, watch-outs, decision-making processes, and organizational culture.



# Why Personality Matters



# Identity vs Reputation



How We See Ourselves



How Others See Us

# Our Core Assessments

**MVPI**

## **Motives, Values, Preferences Inventory**

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The MVPI describes an individual's core values – the goals and interests that determine satisfaction and drive careers.

**HPI**

## **Hogan Personality Inventory**

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The HPI describes how individuals manage stress, interact with others, approach work tasks, and solve problems.

**HDS**

## **Hogan Development Survey**

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The HDS describes behaviors that emerge during times of stress, damaging relationships and derailing careers.

# Our Core Assessments Define:

## Values

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**Motives, Values,  
Preferences Inventory**

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### **Inside Values**

Will you like the job?



The work environment you  
will strive to create

## Strengths

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**Hogan Personality  
Inventory**

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### **Bright Side Strengths**

Can you do the job?



Characteristics you possess  
to create it

## Risks

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**Hogan Development  
Survey**

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### **Dark Side Risks**

What will get in your way?



Performance risks that  
could get in the way

# Developing Strategic Self-Awareness

## You need coaching and feedback



- You need an executive coach that is certified to use psychometric personality assessment.
- You need multi-rater feedback.
- You need a development plan specific to the leader's personality.

# An Analogy...



## **Assessment & Coaching**

Executive Coaching without a valid, predictive Assessment is like a physician treating a patient without diagnostic tests.

Or worse yet...the doctor's effectiveness rests on the patient's ability or willingness to **tell the truth** about their behavior.

Remember: **more than 80% of patients admit they lie to their doctors.**

# Team Development



# Team Development is Critical

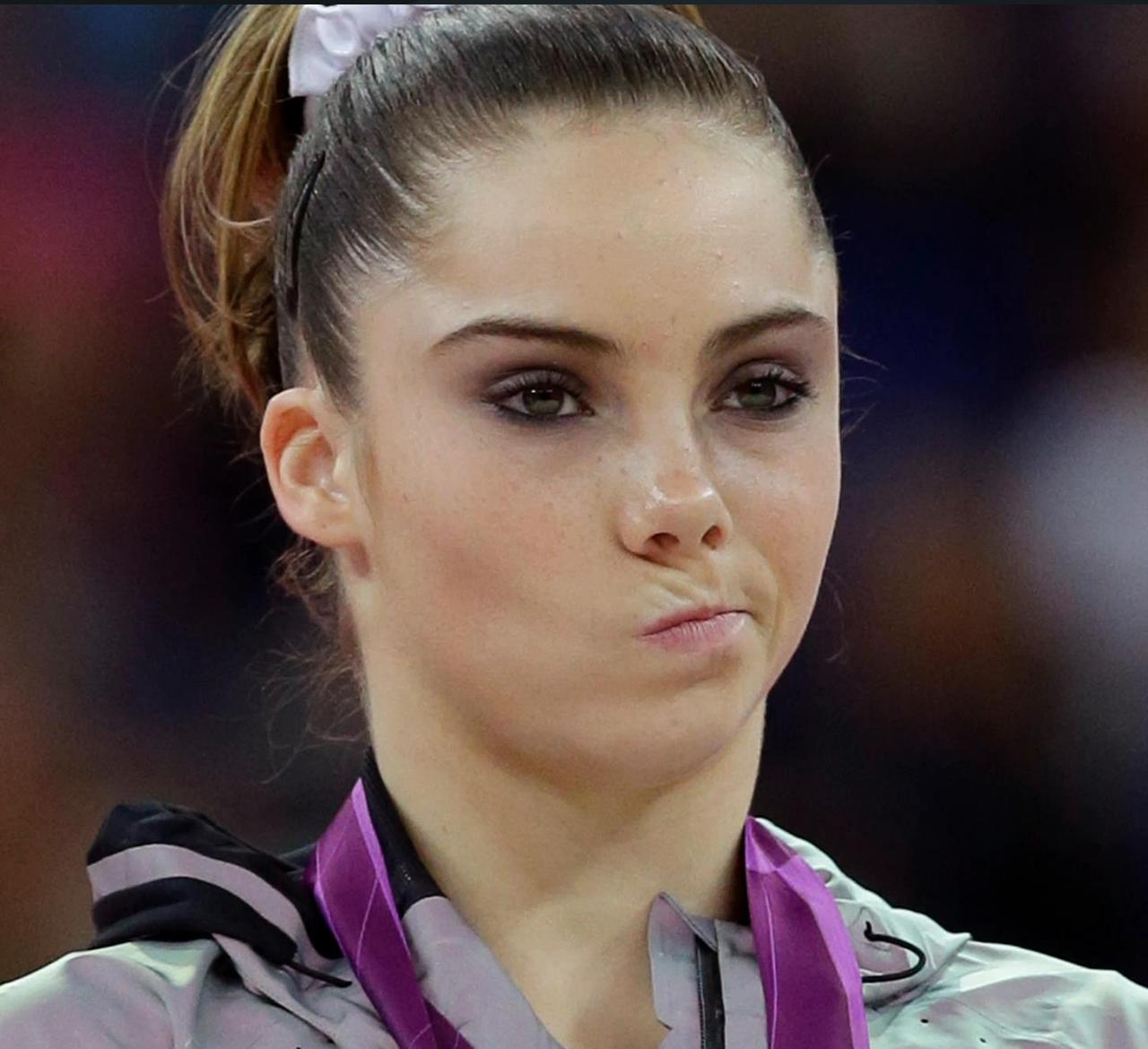
**Team performance is the biggest indicator of leadership effectiveness.**



- Leaders have to understand who they are leading.
- Companies are realizing that team development provides inherent benefits to employee experience, fiscal performance, and measuring leader efficacy.
- All team members should undergo a job-related, reliable and thoroughly validated personality assessment.
- Team members should also be offered feedback on their assessment results.

# **How Does Personality Affect Team Performance?**

# Functional Roles vs. Psychological Roles



**Finding the balance between people's actual jobs and their strengths within the team.**

- Functional roles are dictated by people's titles and reflect their professional expertise.
- Psychological roles are influenced by the individual strengths of the team members.

# Five Areas of Strengths



- Innovation
- Pragmatism
- Process
- Relationships
- Results



# Characteristics of High Performing Teams

- Team Balance
- Team Derailers
- Team Leadership



# How Can Personality Assessments Benefit Organizations?



**Greater Employee Engagement**



**Reduced Turnover**



**Increased Sales and Revenue**



**Improved Productivity**



**Lower Recruiting Costs**



**Higher Performance**



**Increased Customer Satisfaction**



**Safety**

# Curiouser and curiouser???



Questions?

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