



# Addressing the Talent Tsunami with Transformative Leadership

December 6, 2021

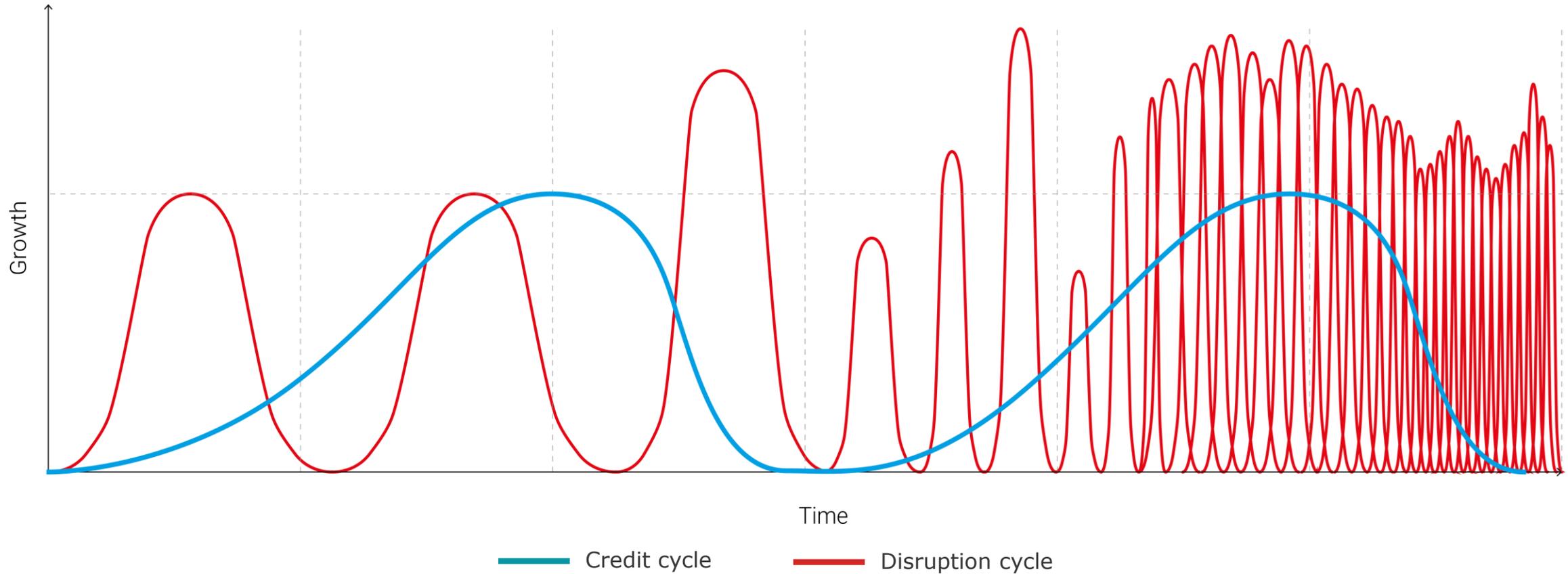
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# Disruption is the new economic driver

ILLUSTRATIVE

Traditional credit cycle versus disruption cycle



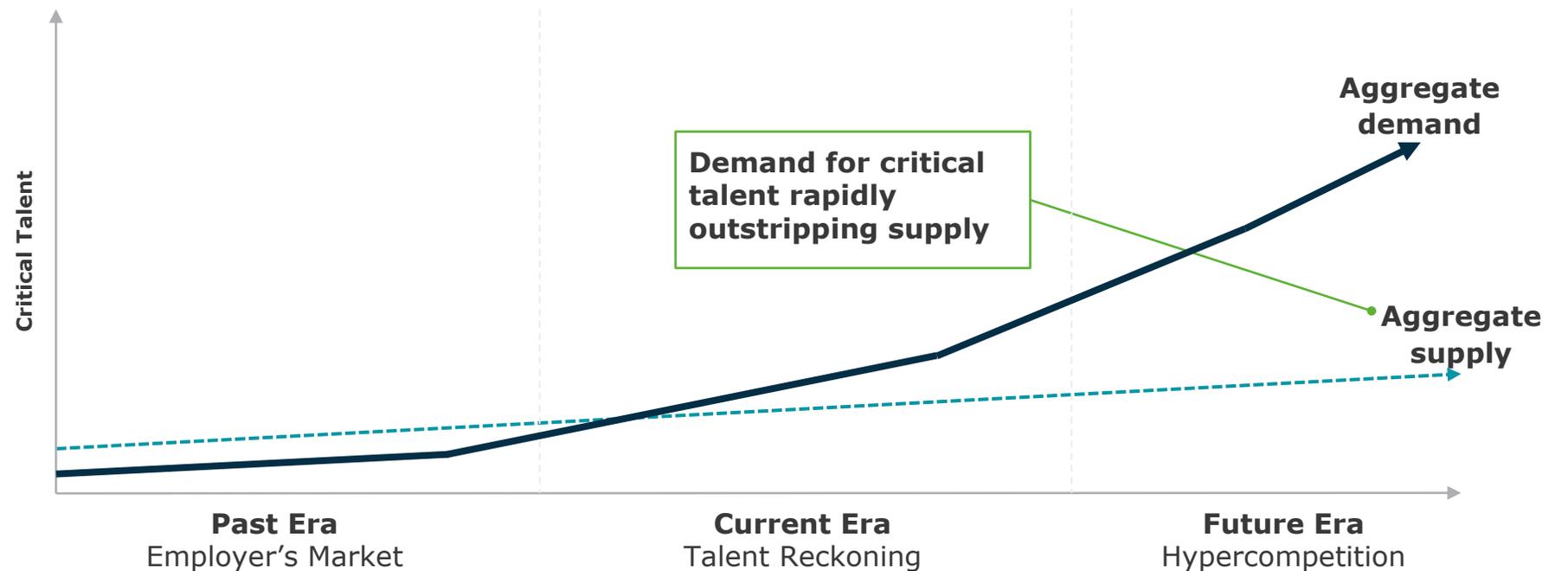
# The Great Talent Reckoning

- The old labor market is rapidly evolving in the midst of disruption post-COVID
- How organizations and leaders adapt to meet this new 'Talent Reckoning' will likely have long-term ramifications

## Graphical example: The supply and demand for critical talent

### Prediction:

COVID-19 will serve as an accelerant to talent competition



## The impact of disruption on culture

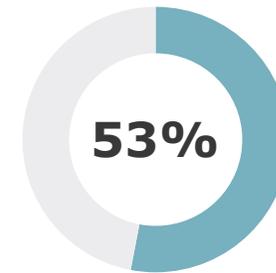
**62% of HR professionals** agree it has been difficult to maintain workplace culture during the pandemic

**97% of executives** agree their actions have a direct impact on workplace culture

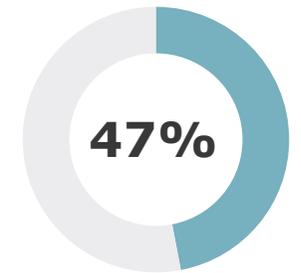
Working Americans who work in person are most likely to indicate they leave work feeling exhausted



Work in person



Remote workers



Hybrid workers

Americans who **work in person** are most likely to indicate they leave work feeling exhausted (**65 percent**), as compared to **remote workers (53 percent)** and **hybrid workers (47 percent)**

**94% of people managers agree a positive workplace culture creates a resilient team of employees**

# Better leadership is an antidote to disruptions



## Disruption

Disruptions are pervasive and multiple

- A new digital revolution
- Public health (pandemic & mental health)
- Racial & social justice
- Climate crisis
- How work gets done



## Leadership & Culture

- Paradigm shift in leadership
- Leadership transformation is an antidote to disruption
- Leaders must be values-based, trustworthy, and authentic
- Robust, resilient cultures will weather future disruptions



## Talent

- Four generations in the workforce
- New remote and hybrid configurations
- Hyper-competition for talent
- Mindset over experience
- Acute need for upskilling

# Employee values vary amongst generations and employers must tailor their employee value proposition

What attracts employees across different generations



## Baby Boomers

1946-1964

1. Organization's leadership is ethical
2. Organization cares about employees' wellbeing
3. Organization's financial stability



## Gen X

1965-1979

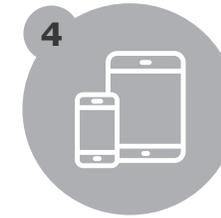
1. Organization's leadership is ethical
2. Organization cares about employees' wellbeing
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## Older Millennials

1980-1988

1. Organization cares about employees' wellbeing
2. Organization's leadership is ethical
3. **Organization's leadership is open and transparent**



## Young Millennials/Gen Z

1989-2001

1. Organization cares about employees' wellbeing
2. Organization's leadership is ethical
3. **Organization is diverse and inclusive of people**



According to Gallup, Gen Z and Millennials now make up **approximately 46% of the fulltime workforce** in the US

Organizations that want to attract and retain this huge mass of talent need to be asking themselves:

“**What do our younger employees want from their leaders?**”

# What's a differentiator for leaders who want to navigate the 'Great Talent Reckoning'?

Emotional Intelligence (EQ) or Emotional Leadership (EL)

**EQ:** the capability of leaders to recognize their own emotions, those of others, and to use emotional information to guide their leadership actions, thinking, and behavior



**Relies heavily on the ability to empathize with another person**



**By showing empathy, leaders normalize and mobilize their people into action**



**EQ makes leaders stronger communicators**



**EQ leaders build loyalty and motivate stakeholders to put values into action**

**Key success factor to winning the 'Great Talent Reckoning' will be leaders' own abilities to demonstrate EL while staying closely tied to their espoused values**



# Discussion

# **AlixPartners**

**WHEN IT REALLY MATTERS.**