Uncovering and Recognizing Leadership Blind Spots
And Discovering the Pathway to Motivating Your Employees
Study Results: Cross-Cultural Leadership

- Identify key leadership characteristics that motivate and inspire people here in the U.S. and around the world

Explore our potential blind spots as leaders

- Consider perceptions of our own leadership and ways we can be more effective
86% cite leadership as their organization’s most important challenge

6% believe their leadership pipeline is “very strong”
The Engagement Challenge

ONLY 24% of employees are very satisfied in their current job.

...and 45% of employees want to leave their job in the next year.
How does LEADERSHIP impact ENGAGEMENT?
Satisfaction with Leaders Drives Engagement

Fully Engaged

- 66% Of employees who are VERY satisfied with their immediate supervisor...

Disengaged

- 13% Of employees who are VERY satisfied with senior leaders...

- 5%
How Important is Effective Leadership?

75% of employees don’t quit their jobs; they quit their managers.
Effective Leader

Brought out the best in you.

• What characteristics made them “effective”/“good”?
• How did they motivate or inspire you?
Ineffective Leader

Didn’t bring out your best.

- What characteristics made them “ineffective” / “bad”?
- Why didn’t they motivate you?
Want to increase employee motivation and business results?

*Provide employees with more effective leaders.*
The Research
Objectives

1. Uncover critical leadership behaviors
2. Compare the effects of leadership characteristics on motivation across cultures
3. Reveal gaps between the importance of behaviors and performance of leaders
Methodology

Online, web-based survey

3,300 respondents

4 regions; 14 countries

Full-time employees 21+

All levels, industries, company sizes
Survey Questions

1. Select among pairs of leadership characteristics most likely to inspire you (tradeoff analysis).

2. Identify leadership behaviors that impact your motivation most and indicate how often your own supervisor exhibits those behaviors (gap analysis).

3. Tell us about your level of satisfaction with your job and the likelihood you’ll stay.
The Findings
What Leaders Do That Most Inspires and Motivates

4 Key Findings

Sincere appreciation and praise are essential

Employees demand leaders who can admit when they’re wrong

Honesty and integrity in action drive engagement

Effective leaders truly listen to and value their employees’ opinions
The Gap Analysis: Importance vs. Performance

USA

- Somewhat or Very Important to Inspiring Employee's Best Work

Bar Chart:

- Truly listens: 28%
- Respects opinion: 19%
- Sincere appreciation: 26%
- Values contribution: 26%
- Uses Name: -3%
- Admits when wrong: 33%
Effective Leaders Drive Satisfaction and Retention

When leaders exhibit the most important behaviors:

- **65%** Satisfaction
- **27%** Likelihood to stay in job for two years or more
Honesty and Integrity in Action

When a leader is honest and trustworthy with others, employees are 10\times more likely to be satisfied in their job.

When a leader is rarely or never honest with themselves, 54\% of employees are looking for a new job within a year.
The Johari Window: Looking for Blind Spots

- **Known to self**
  - Known to both you and others: Open
  - Known to you, but not to others: Hidden

- **Unknown to self**
  - Unknown to you, but known to others: Unknown
  - Unknown to both you and others: Blind Spot

- **Known to others**
  - Known to both you and others: Open
  - Known to you, but not to others: Hidden

- **Unknown to others**
  - Unknown to both you and others: Unknown
  - Unknown to both you and others: Unknown
Group Exercise

For EACH of the behaviors, discuss with your group examples of how you’ve seen leaders effectively practice these behaviors.

4 Key Findings

- Open
- Blind Spot
- Hidden
- Unknown

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Effective leaders truly listen to and value their employees’ opinions
“Knowledge isn’t power until it is applied.”
— Dale Carnegie
Connecting with You

- How relevant are the research findings to your work environment?
- What are you and your organization doing to address blind spots?
Thank You!

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