



FEBRUARY BREAKFAST PROGRAM



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Atrium Hospitality



Dave Edmondson
Account Executive, Financial
Services Industry
Workday



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Director of Talent
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Morehouse School of Medicine



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OUR PROGRAM

Self Aware & Empathetic Leadership



TESSA MISIASZEK, PHD
HARVARD DIVISION OF CONTINUING EDUCATION





KORN FERRY

Authentic & Empathetic Leadership

Presented by Korn Ferry International

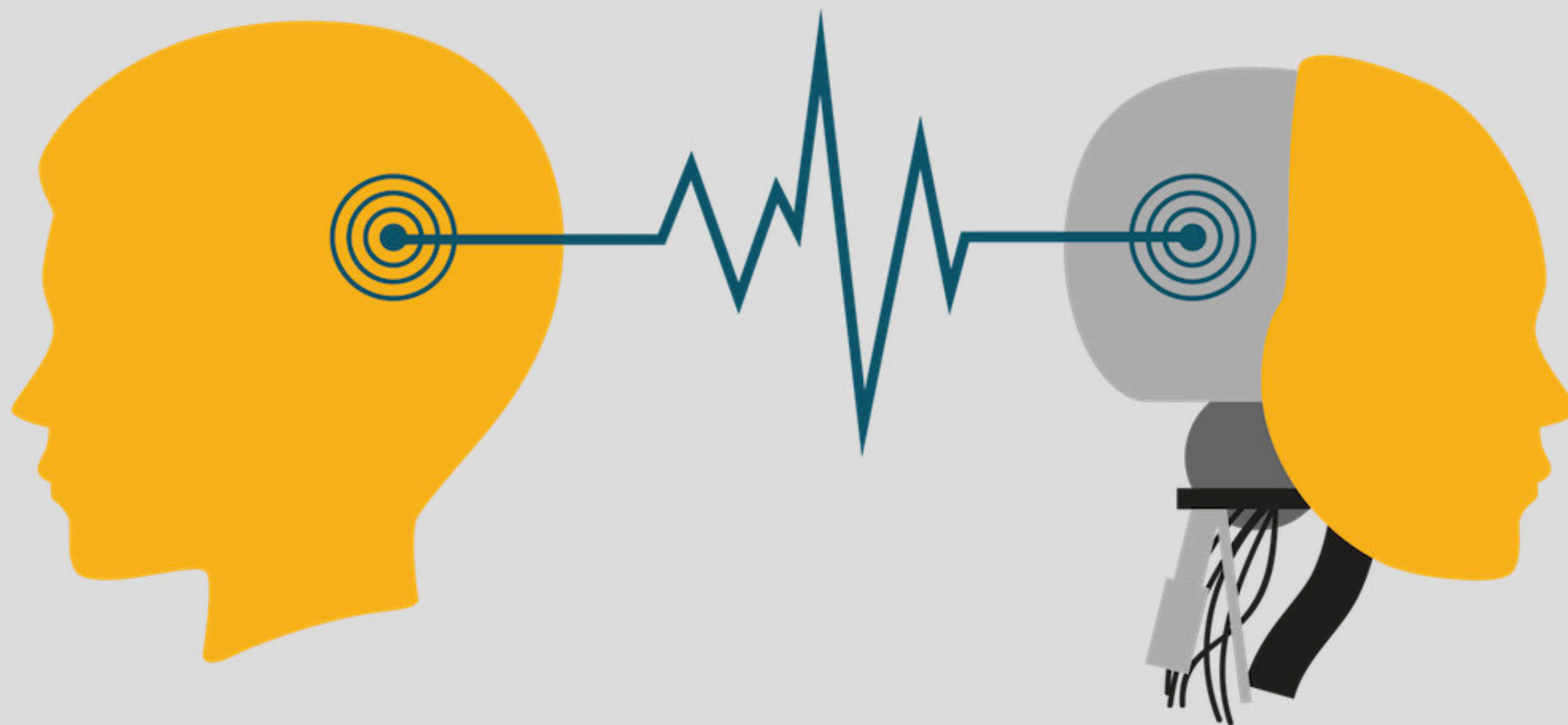
Tessa G. Misiaszek, PhD

“In the past, jobs were about muscles, now they’re about brains, but in the future, they’ll be about the heart.”

—Minouche Safik

Poll Question

What does she mean
“...in the future [jobs] will
be about heart?
(Open ended response)



Top 5 Skills for the Future Workforce



Skill #1: Adaptability

- **Adaptability is the ability to embrace changes and make the most of them.**
- **Adaptable leaders can meet new challenges, remain comfortable with uncertainty, and quickly shift to search for solutions.**
- **Individuals with a strong ability to adapt embrace new possibilities and stay focused on driving business success.**



Skill #2: Collaboration



- **Collaboration involves a 'We before I' mindset, focusing on team success over individual achievement.**
- **In the evolving work landscape, collaboration enhances personal brand and builds trust among coworkers.**
- **Collaboration fosters psychological safety, encouraging creativity and experimentation.**

Skill #3: Communication



- **Leaders need strong communication skills to share a clear and compelling narrative about the company's future**
- **Multiple communication avenues benefit an organization**
- **Real-time communication is a key aspect of modern work environments**

Skill #4: Critical Thinking

- **Critical thinking is essential for navigating complexity and making informed decisions.**
- **It involves the ability to analyze data, manage risk, and identify strategic opportunities.**
- **In the context of workforce transformation, critical thinking drives impactful change and supports organizational growth.**



Skill #5: Empathy

- Empathy is the ability to sense others' feelings and understand their perspective.
- It is crucial for connecting with people from diverse backgrounds and experiences.
- Empathetic leaders show genuine concern for others and leave them feeling understood, valued, and motivated.



Underutilized skills,
otherwise known as
trapped skills, are
often caught in old
patterns of work.



**Money can't buy
loyalty.**

**It just rents it for
awhile.**



What makes a difference to employees?



Source: Korn Ferry employee survey data analysis

What differentiates Gen Y/Z from Boomers & Gen X?

- **Loyalty to a company** is harder to cultivate for younger generations.
- Wellness is a priority.

Key Drivers Predicting Engagement	Gen Y/Z %Fav	Gen X & Boomers %Fav	Gaps
Given your choice, how long would you plan to continue working for the company?	53%	66%	-13
My work makes a real contribution to the success of the company.	75%	83%	-8
How likely is it that you would recommend this company's products and services to family or friends?	50%	58%	-8
The company encourages employees to take part in the health and well-being programs available at work.	72%	79%	-7

*Based on the KF General Industry Benchmark

What differentiates Gen Y/Z from Boomers & Gen X?

- Mentorship, coaching, and support for learning and development are key drivers for engagement of employees across generations.

Key Drivers Predicting Engagement	Gen Y/Z %Fav	Gen X & Boomers %Fav	Gaps
I have opportunities for advancement at the company.	60%	50%	10
I have had at least one mentor (formal or informal) in the company who has played an important part in supporting my career development.	66%	56%	10
My immediate manager coaches me to help improve my performance.	72%	65%	7
My immediate manager supports me in my learning and development.	76%	70%	6

*Based on the KF General Industry Benchmark

Breakthrough Employee Value Proposition (EVP)

You

Your culture. Your strategy.
Your brand. Your future.

Authentic

A story only you can tell.

Meaningful

Speak to what matters most to
your people.

Real

Reflected in employees' everyday
experiences.

Discussion

- Given the generational differences in engagement drivers, how can you create an employee value proposition all employees will appreciate?
- Which of the discussed “Skills for the Future” are most closely aligned with your company’s brand values?

Case: Women Advancement in the Workplace



Advancing women in the workplace

Overview: Recent research by Korn Ferry Institute (KFI) highlight the multifaceted challenges women face in the workplace, spanning from senior executives to the emerging gen Z workforce. This summary underscores the need for targeted support and policies to foster a more inclusive and supportive work environment for women.

Senior Executive Women

Menopause Impact: About 25% of senior executive women are at risk of leaving or have left the workforce due to menopause-related issues, with 13% already having left their jobs and an additional 12% considering leaving. A notable 75% of these women have not disclosed menopause as their reason for departure.

C-Suite Aspirations: Women CEOs have shared insights on their journey to the top, emphasizing the need for acknowledging diverse experiences and providing mentorship to navigate career pathways.

Generational Shifts

Gen Z Values: Younger generations, particularly Gen Z, prioritize work-life balance over traditional high-performance corporate culture. Companies need to realign their total rewards programs to match these evolving values.

College-Educated Women: For the past decade (since 2014), the percentage of women graduating from college has surpassed men. Upon entering the workforce, women and men are essentially equal in the representation in the workforce during their “prime working years” at approximately 76%. However, in 2023, women dropped 10 points to 32.2% of senior executive level roles (VP, C-Suite).

Labor Force Participation Decline for Less

Educated: Since the pandemic, there has been a significant decline in women's participation in the labor force. Notably, 1 million women are missing from the labor force compared to pre-pandemic levels and disproportionately, these are women without a college degree or less educated.

Pandemic Induced Challenges

Increased Vulnerability to Layoffs: Women were more susceptible to layoffs during the pandemic, particularly in roles most impacted by economic downturns.

Burnout: A staggering 1 in 4 women considered leaving or changing careers due to burnout in 2020, with the number rising to 1 in 3 subsequently.

Childcare Crisis: The lack of accessible and affordable childcare has been a critical factor in women's decision to resign, with 58% of parents unable to find childcare and 26% unable to afford it.

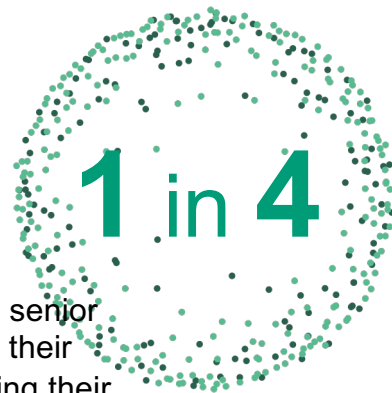
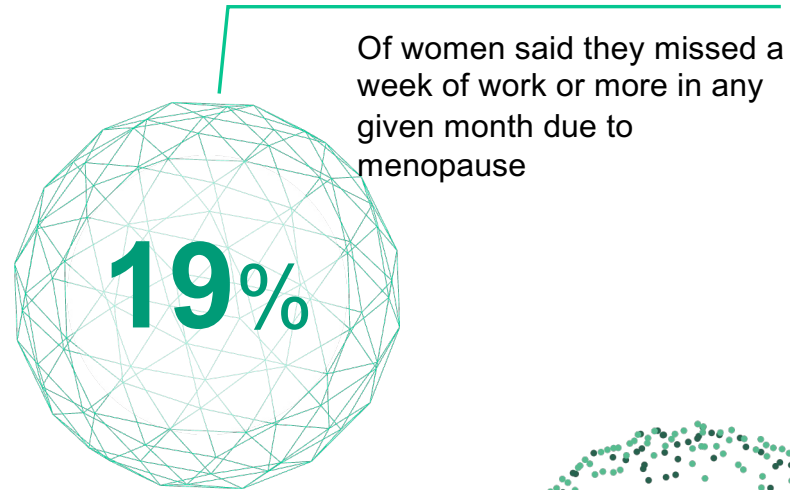
Call to Action

Tailored Support: Develop and implement policies and programs that address the unique challenges faced by women at different career stages and life experiences. Understand the levels of support that are required and foster an environment of trust and psychological safety.

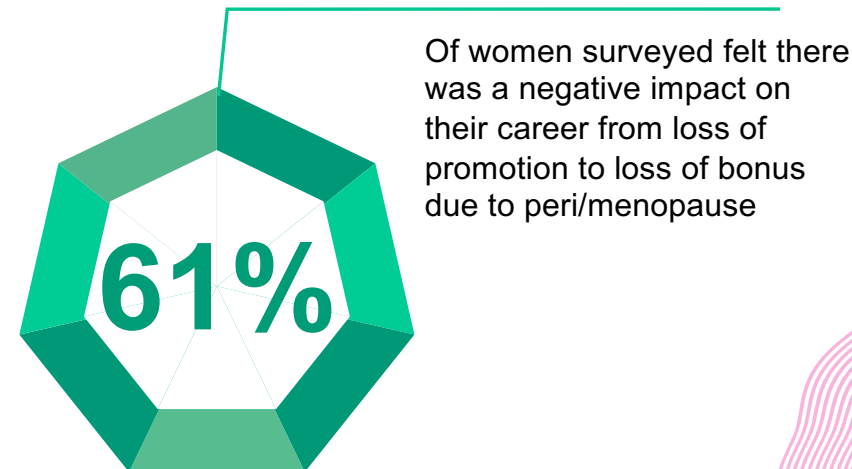
The Power of Choice: "The Power of Choice" programs have shown significant impact in advancing under-represented groups. Adopting such proven strategies can be pivotal in retaining and supporting women in the workforce, especially when going through life transitions where we often see a high level of attrition of women executives.

CONCLUSION: This research paints a comprehensive picture of the barriers women face across different generations in the workplace. It is imperative for leadership, especially in large corporations, to recognize these challenges and proactively work towards creating a more equitable and supportive work environment. Engaging in this conversation and action is not just a matter of fairness but also a strategic approach to ensuring a diverse, inclusive, and resilient workforce.

A Survey of 8000 Peri/Menopausal Women: Impact at Work



Women, disproportionately senior executives, have either left their job or are considering leaving their job due to peri/menopause symptoms.



Of women surveyed felt supported by work policies and programs

Discussion

With the importance of advancing women in the workplace, and given the stagnant figure that only 10% of women have reached the C-Suite in Fortune 500 companies:

- How can the workplace take a more empathic approach to helping women feel supported in the workplace during life transitions?
- How can the workplace develop a culture with psychological safety to allow employees to share their needs?

Thank you

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