

Lead with Impact:  
**Trends Shaping  
Leadership  
Dynamics**



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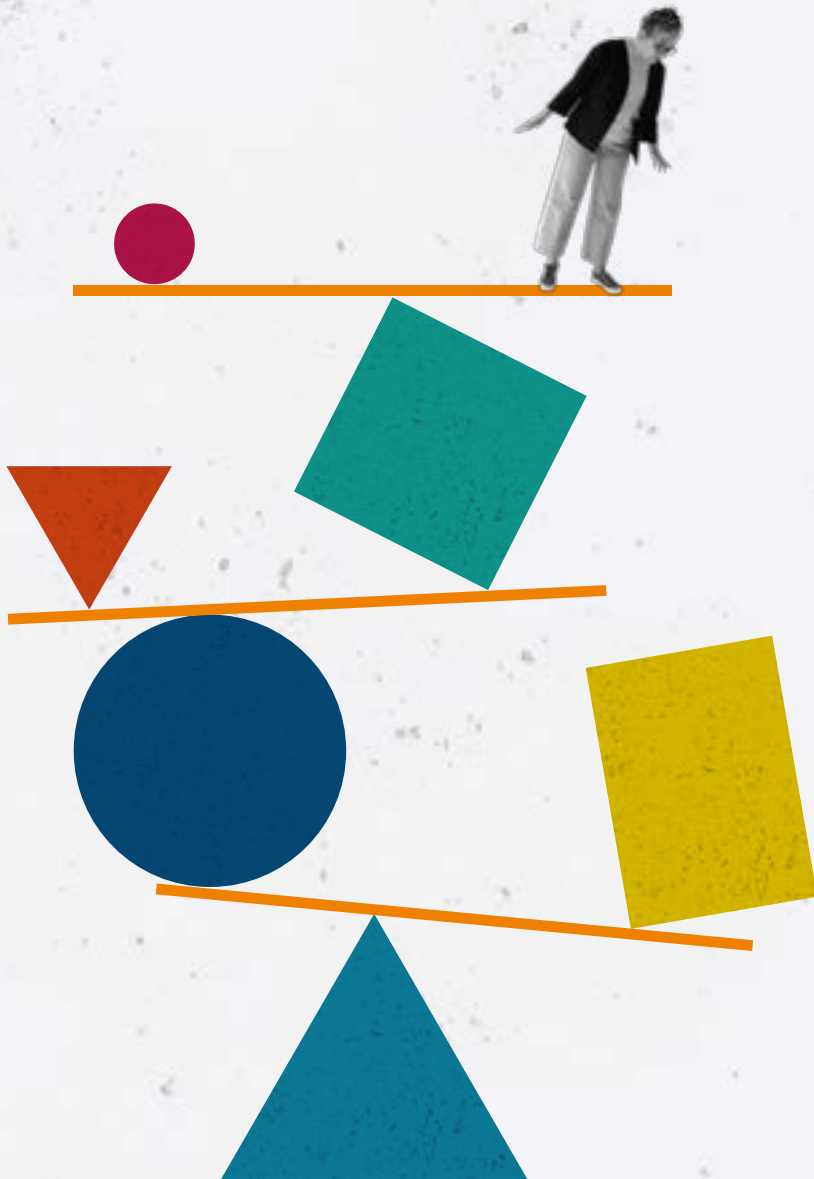
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# The State of Leadership

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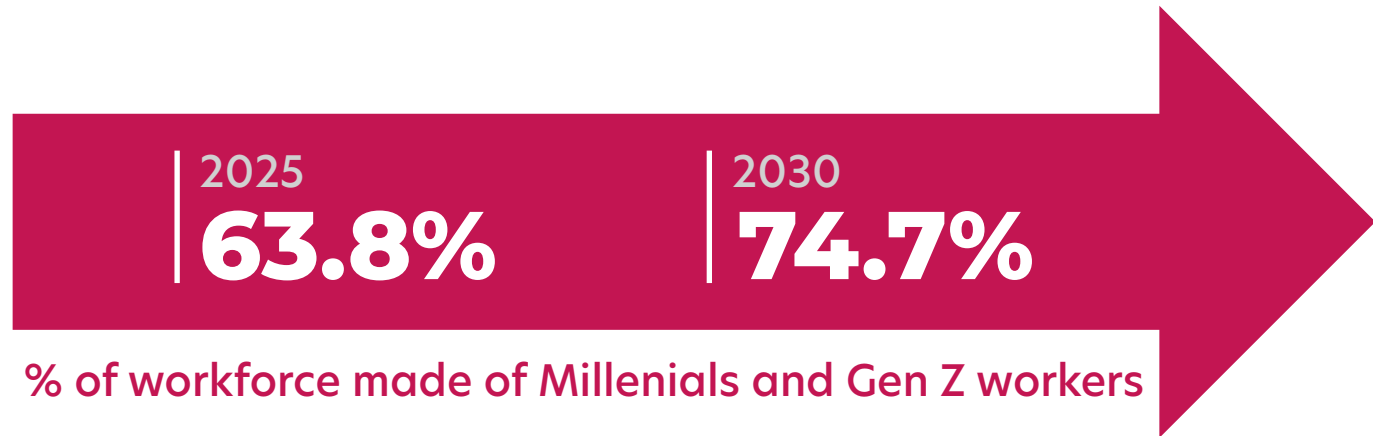
After years characterized by high levels of trust and engagement—which ironically took place during some of the most difficult moments of the pandemic—the relationship between leaders and their teams is beginning to fray. There is a newfound tension between leaders and their teammates, driven by uncertainty concerning economic, global, and political challenges, as well as hybrid work and the looming impact of artificial intelligence.

In this eBook, we will cover five factors that are contributing to this friction and discuss strategies for how leaders can adjust to better engage and lead employees.



# The Five Factors Impacting Leadership

# Generational Influences



Each generation of leaders is influenced by the generations that came before them, who have created a blueprint for leadership that, while often modified, has largely been followed by those that came after.

Millennials and GenZers, perhaps more than other generations, are taking that blueprint and rewriting it. They are redefining what career success looks like on their terms. As technology-driven individuals, they are using the latest innovations to not only manage

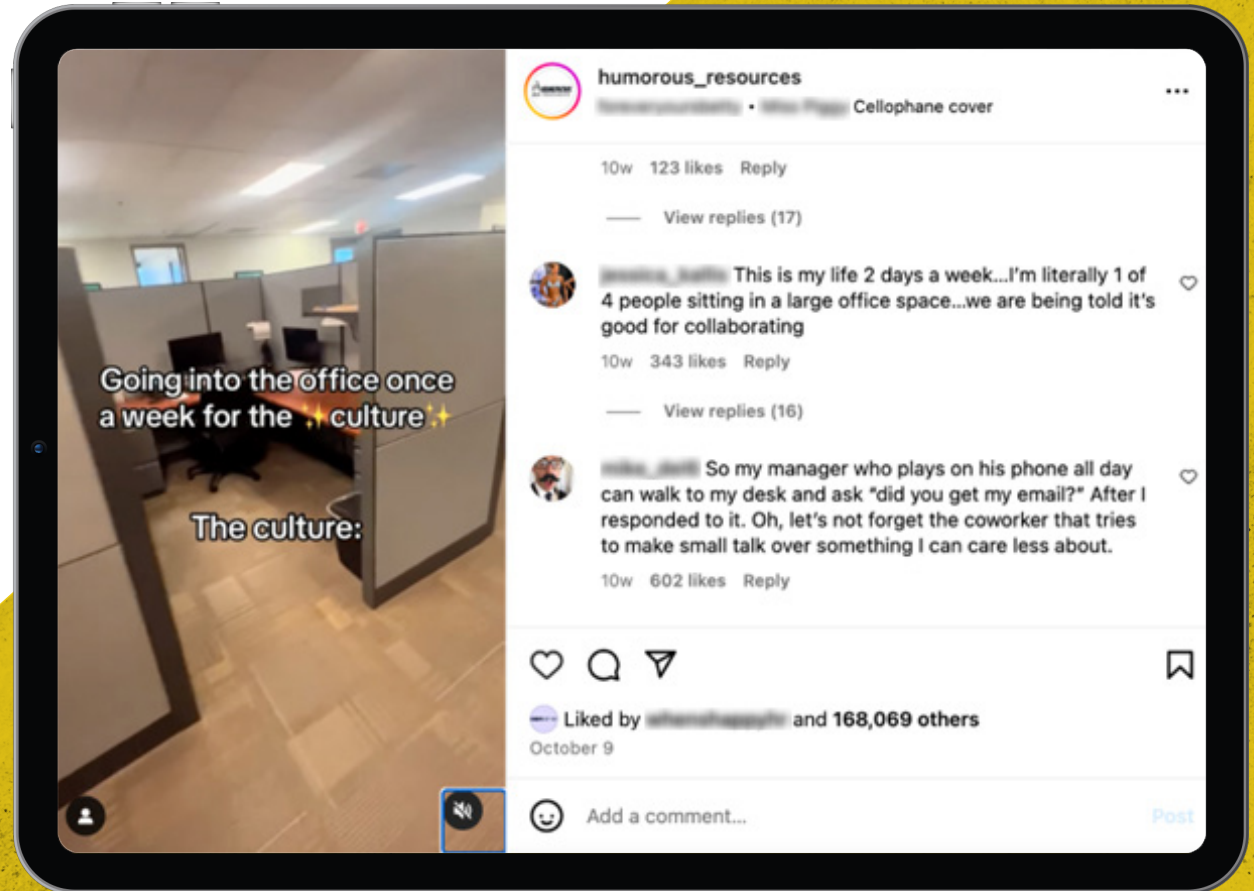
their lives but redefine the way they work. That means using technology to work remotely or to seek out entrepreneurial or gig efforts to supplement their “traditional” jobs. What’s more, many employees are reshaping their careers to follow non-traditional and nonlinear paths that allow them to take a decidedly different approach to their careers. For leaders, connecting with these Millennials and GenZers means understanding what’s important to each employee and helping them define their own meaning of career success.

Source: “Tomorrow’s Talent: How To Hire, Retain, & Keep Them Talented”, Learn In.



# Distributed Workforce

The tug-of-war over distributed work continues to create tension between leaders and employees. From fully remote to mandated on-site attendance, organizations are taking a stand on what they consider to be the optimal work scenarios. While many employees are adapting to these requirements, others are questioning on-site mandates or taking their own stand by refusing to come in. Hybrid work remains a complex and ongoing puzzle, one that continues to challenge leaders. The fact is that regardless of location, leaders must redouble their efforts to stay connected with their people and work harder to combat employee fatigue and burnout.



# The Rise of Artificial Intelligence (AI)

**75%** of organizations expect to **adopt AI technology** in the **next five years**.

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**50%** anticipate it will lead to **job growth**.

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**25%** anticipate it will lead to **job losses**.

Awareness of AI is continuing to grow, but its full impact remains unclear. While 75% of organizations say they will adopt AI in the next five years, 50% say it will add jobs, and 25% say it will eliminate jobs. The truth is that the precise impact is murky, and that murkiness is stoking fear. When leaders do talk about AI, much of the conversation focuses on its danger and how to regulate its use. Further uncertainties surround the impact AI will have on the skills of people leaders. With so many organizations already adopting AI, leaders need to shift their focus to begin treating AI as an advantage and embrace skills such as coaching, change management, and critical thinking that set themselves and their employees up for success.

Source: "Climate action and AI can create more and better jobs. Here's how", World Economic Forum.

# Metamorphosis of DEI



**99%** of Gen Zers  
view **DEI as important.**

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An organization's focus on diversity, equity, and inclusion (DEI) looms large when individuals evaluate potential employers. While 67% of job seekers consider a company's DEI policies when determining where to work, DEI itself is in a state of metamorphosis. At one end of the spectrum, organizations are pursuing a more systemic approach to DEI and are committed to meaningful change. They recognize that past efforts have been insufficient and are intent on tackling the issue more broadly. At the other end, some organizations are backtracking, facing resistance, and even eliminating DEI efforts and roles. Strong leaders will continue to recognize the many benefits of driving a team that includes diverse perspectives and contributions.

Source: "What Companies Need To Know About Gen Z's Diversity, Equity, and Inclusion Expectations", Tallo.

Source: "What Job Seekers Really Think About Your Diversity and Inclusion Stats", Glassdoor.

# Demand for Upskilling and Reskilling

**85%** of the jobs that will exist in 2030 haven't **been invented yet.**

The Organization for Economic Cooperation and Development (OECD) predicts that AI and machine learning will transform 1.1 billion jobs over the next decade. Organizations will begin to experience wide skills gaps that their employees currently can't fill unless they implement upskilling and reskilling programs now. There will also be an increase in functions that become obsolete due to the emergence of technologies like AI. By identifying those now, leaders can help reskill individuals who are employed in these positions and prepare them for new roles rather than laying them off. Upskilling goes beyond merely meeting demands, however, and can also build internal talent pipelines, enhance job satisfaction, and contribute to improved business outcomes.

Source: "Why Upskilling And Reskilling Are Essential In 2023", Forbes.



# Small Changes Lead to Big Impact

With all these factors in play, the expectations for leaders are high. Leaders need to shift their mindset. By thinking **“head, heart, hand, and soul,”** leaders can implement small changes that demonstrate that they are focused on what organizations and their teams need to be successful, both today and in the future.

# Head



## What leaders can do:

- Audit your thinking.
- Understand AI's implications.
- Foster critical thinking in the age of automation.
- Shift mindsets on career paths and acknowledge that the definition of career success is different for everyone.
- Embrace flexibility and address the specific challenges of hybrid work.
- Rather than taking the traditional management approach, spend more time coaching your team members.

# Heart



## What leaders can do:

- Connect with your people.
- Be authentic with your own values, needs, and stressors.
- Embrace authenticity and show up as yourself.
- Understand and address burnout's underlying causes by evaluating priorities and workloads, and making genuine connections between work and people.

# Hand



## What leaders can do:

- Monitor workloads to avoid burnout.
- Help your team get the work done without getting into the weeds.
- Explore how AI can increase efficiency.

# Soul



## What leaders can do:

- Forge connections with your people.
- Connect on a larger purpose, discover shared values, and social responsibility.
- Reflect on what motivates you and understand what motivates your team.
- Share your “why.”

# What Does It Mean to Be a “Successful Leader”?

The definition of what it means to be a successful leader is changing. Leaders are no longer tied to the corner office and can achieve success and manage teams just as effectively from their homes. Traditional ways of networking are falling by the wayside in favor of a more authentic approach. The corporate boardroom, once a source of power and prestige, is less relevant in a world where many leaders are making decisions from a remote location. Both the trappings of leadership and the core of what it means to be a leader are being reshaped.

For leaders to be successful, they need to embrace uncertainty, leverage technology, and let go of past paradigms. Adjust your mindset to match those you lead and become a valued coach rather than an overbearing boss. Prioritize building connections and fostering trust while simultaneously embracing what’s new—new technology and new ways of defining success. Doing so will position you to lead effectively today and into the future.



# About the Author



## Leah Clark

### GP Strategies

Leah Clark is a leadership development professional, author, and founder of LeaderConnect, with over 28 years of experience in her field. Leah has a unique perspective on the mindsets and skillsets that are critical to leadership success and brings that perspective to her coaching and consulting. Leah's clients benefit from her collaborative approach to crafting a well-connected and thoughtful leadership development strategy. Leah holds a Master of Arts; Organizational Psychology, Columbia University, and a Bachelor of Arts; English and Sociology, Boston College.



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