

Clark University

Clark Digital Commons

School of Professional Studies

Graduate Student Works

5-2023

A Guide to the Advancement of Leadership Post Covid

Kelly Grace Dolan

Clark University, kedolan@clarku.edu

Follow this and additional works at: https://commons.clarku.edu/graduate_school_professional_studies



Part of the [Organizational Behavior and Theory Commons](#)

Recommended Citation

Dolan, Kelly Grace, "A Guide to the Advancement of Leadership Post Covid" (2023). *School of Professional Studies*. 9.

https://commons.clarku.edu/graduate_school_professional_studies/9

This Capstone is brought to you for free and open access by the Graduate Student Works at Clark Digital Commons. It has been accepted for inclusion in School of Professional Studies by an authorized administrator of Clark Digital Commons. For more information, please contact larobinson@clarku.edu, cstebbins@clarku.edu.

A Guide to the Advancement of Leadership Post Covid

Kelly Dolan

Capstone Practicum MPA3999-02-S23

4/17/2023

Abstract

An article posted January 13th, 2023, stated that 96% of workers are actively looking for a new job. “This is phenomenally high,” even compared with the numbers at the height of the “great resignation,” said Vicki Salemi, career expert at Monster. 60% of those surveyed stated their workplace is either toxic and/or that they have no room to grow in their current role. (Dickler, 2023).

If the pandemic taught us anything, it’s that we have seen a monumental shift in the employee experience. We cannot leave employee satisfaction unattended. Talent is walking out the door, productivity will suffer, reputation will tarnish, and retention will be an item of the past.

A study conducted in 2022 showcases that the following ten traits are what employees are looking for in 2023 from their employer.

1. A competitive salary
2. Healthy workplace culture
3. Career development opportunities
4. Constructive feedback
5. Flexibility
6. Autonomy
7. Work-life balance
8. Purpose-driven work

9. Stability

10. Diversity and inclusion. (Murphy, 2023).

This capstone will focus on the post-pandemic shift in employee ethics and engagement.

The emphasis of this relies on what leadership will look like as we push forward.

Table of Contents

Chapter 1: Introduction5

Chapter 2: Literature Review9

Chapter 3: Organizational Overview14

Chapter 4: Recommendations for Best Practices20

Chapter 5: Conclusion25

Appendix: Project Charter27

References:31

Chapter 1: Introduction

An article posted January 13th, 2023, stated that 96% of workers are actively looking for a new job. “This is phenomenally high,” even compared with the numbers at the height of the “great resignation,” said Vicki Salemi, career expert at Monster. 60% of those surveyed stated their workplace is either toxic and or that they have no room to grow in their current role. (Dickler, 2023).

If the pandemic taught us anything, it’s that we have seen a monumental shift in the employee experience. We cannot leave employee satisfaction unattended. Talent is walking out the door, productivity will suffer, reputation will tarnish, and retention will be an item of the past.

A study conducted in 2022 showcases that the following ten traits are what employees are looking for in 2023 from their employer.

1. **A competitive salary:** Unfortunately, the global cost of living crisis has put increased financial pressure on many employees in 2023, so compensation is more important than ever. One piece of research found that 48% of US employees planned to ask for a raise in 2022. Leaders should, at the very least, be exploring the possibility of salary increases if they’re to hold onto top talent.

2. **Healthy workplace culture:** A huge amount of research on company culture was published in 2022, warning leaders of the negative effects of toxic workplace cultures on business success and employee mental health. We learned, for example, that toxic corporate culture is 10 x more powerful than compensation in predicting a company’s attrition rate.

3. **Career development opportunities:** Several reports in 2022 carried the same message - lack of career development and advancement are the number one reason why people are leaving their jobs.

4. **Constructive feedback:** It's widely assumed (and proven in research) that employees want to hear praise and recognition for their performance, and that, when they get it, they're more productive.

5. **Flexibility:** We know that, when flexible work is offered, almost everyone seizes the opportunity - 87% of people according to a recent study. Flexibility is also the number one thing that would convince non-traditionalist employees - freelance or gig workers, or people who left the workforce during the pandemic - to take a full-time role.

6. **Autonomy:** Although related to flexibility, autonomy goes beyond when and where people work. It's also about how people collaborate, which projects they prioritize, and how many interruptions they field in a day. And while employees have always craved autonomy, the pandemic increased our appetite for it.

Building a culture of trust delivers huge benefits in terms of employee engagement (an increase of 76%) and stress levels (a decrease of 74%). But it also looks like autonomy could be the critical piece in the hybrid work puzzle.

7. **Work-life balance:** Employee satisfaction took a nosedive in 2022 - according to one study, 39% of employees described the work-life balance at their company as excellent or very good in 2022, compared to 48% in 2021.

8. **Purpose-driven work:** In 2021, 52% of employees said the pandemic made them question the purpose of their work, prompting Gartner to report that purpose-driven work is

essential for high-performing teams. Company purpose, company culture and employee experience are the only aspects of purpose where leadership have direct control, whereas purpose from work is a little trickier to influence.

9. **Stability:** In early 2022, when employees were surveyed about their reasons for staying with their current organization, stability was shown to be the second biggest influencer after compensation.

10. **Diversity and inclusion:** A whopping 78% of employees say working at an organization that prioritizes diversity and inclusion is important to them but whether this is a dealbreaker or a nice-to-have for these employees is more difficult to establish. (Murphy, 2023).

This project will result in a comprehensive set of 'best practices' for our current and future leaders. We will explore leadership types, relationship building and the importance of both our very own storytelling abilities and active listening in the workplace.

Analysis criteria and methods

Research from the literature review is based on secondary research and no surveys were conducted due to time constraints. The research conducted showcases that there is a vast need to hybrid the 'manager vs leadership' traits. A soft definition of the two, shows that leadership and management are two distinguishing different approaches of action and reaction in human beings and though no one is better than the other, the reality is, they are both successful characters and are necessary for the overall success in today's labor environment. This Capstone will exhibit evidenced-based research that encompasses what it takes to be an effective, valuable, respected, and relatable leader in our future business environment.

Capstone Limitations

As a professional who left her position as a Vice President in a high profit and highly public employment setting due to an overwhelming lack of leadership and a monstrosity of autocratic management, I, like many others am acutely aware of the paradigm shift that has transpired since the pandemic. This capstone will be focused on the reasons for the monumental shift in employee satisfaction and employee values along with an emphasis on what is needed to create positive, productive, and safe working environments for our staff.

Key stakeholders in this capstone project include myself and my capstone advisor, Mary Piecewicz. Community-based stakeholders include those in upper management/impact-driven positions and those who seek such positions. Other stakeholders are those who are supervised by these people and on a more personal level, the families who are directly impacted by the health of one's employment atmosphere.

Chapter 2: Literature Review

*This literature review is intended to explore you, the readers memory bank of the leaders you have known in your life, the managers you once worked for and the experiences that shaped your current style and moral at work. This literature review will encompass those experiences with a primal focus on what's next. What does the employee in you need? What does the leader in you need? What does the next generation of those arenas need to be successful? The research shown here indicates that today's workforce seeks the importance of life's treasures come in the form of our time well spent with family and secondary is our work. The crucial difference now is that the new wave of employee mentality has made it evident that our work environment needs to work for **us**, and no longer an, **I** need to work for **you** mentality.*

How many times have you heard the phrase, 'I left my employer, I didn't leave the job'? Or 'I'd give anything to not have to work for that man/woman'? Or perhaps you've known people who have stated they need to leave their workplace for the job has taken a toll on their mental health and/or interfering with their personal/family life.

We spend a third of our life working, that equates to spending a third of the twenty-four hours we have in a day working with the other 16 hours being divided into recreation and rest...all thanks to the scholar, Henry Ford who influenced this notion in 1926 as he felt the 24 hours in a day shall be divided into thirds for work, recreation, and rest.

Ford implemented this because he recognized his employees were working six days a week at 12 hours a day and though the hours of operations were at high, the productivity was low. Ford knew his crew was tired and unhappy, so he cut hours of operation to a five-day work

week at eight hours a day to give time for rest and family and just as he imagined, productivity and morale increased. Thus, the eight-hour workday was implemented. (History, 2009)

Now when you think about the math above, and you think about the areas of your life that are going well – do they all intertwine? If work life is stressful, your sleep and homelife might not be all that stable, happy, etc. If your work life is healthy and motivating, your sleep and personal life might be a bit more balanced. It is truly not a complicated equation.

So why are so many people in leadership roles making life so difficult for folks to feel appreciated, respected and simply safe with their employment. With all the motivational and self-help books out there, how are there so many unhappy, unhealthy employers and employees out there? We will discuss topics as such and especially dig into the direct correlation between an employee's work environment, engagement, communication, appreciation, productivity, etc. and the role this plays on our mental health and decision making.

So, what does our future leadership, upper management, employment longevity look like moving forward? Are we at a crossroads? Are we on the brink of something new or do we remain the same?

1. Leadership vs Management

1.1 The difference between

Back in 1990 in the Harvard Business Review, John Kotter, a Professor at the Harvard Business school wrote a piece on the distinction between these two traits and the need for them to balance each other. Management is about coping with complexity. Its practices and procedures are, for the most part, responses to the emergence of large, complex organizations in the twentieth century. Leadership, by contrast, is about coping with change. Part of the reason leadership has become so important in recent years is that the business world has become more competitive and more volatile. More change always demands more leadership. Most U.S. corporations today are over-managed and under-led. They need to develop their capacity to exercise leadership. Successful corporations don't wait for leaders to come along. They actively seek out people with leadership potential and expose them to career experiences designed to develop that potential. Indeed, with careful selection, nurturing, and encouragement, dozens of people can play important leadership roles in a business organization. But while improving their ability to lead, companies should remember that strong leadership with weak management is no better, and is sometimes actually worse, than the reverse. The real challenge is to combine strong leadership and strong management and use each to balance the other. (Kotter, 2001)

2. History of leadership types

2.1 The most prominent types of leaderships

If you google 'types of leadership' you will find a plethora of articles explaining the most popular styles along with the authors list of 'pros and cons' to each type. Whether you are a

seasoned leader and or are searching for your influential style, I intend to do more of a synopsis below of each as you look further into what you have experienced by the leaders in your life as that will have a profound influence in your style along with what you may strive to be as you evolve. It is important to note here that there is not a type or form that is better than the other and/or no 'one size fits all' mentality to leadership. As a matter of fact, the more agile and understandable you are in your leadership, the better you can assist those who need your guidance and support. Lastly, this is a **Master of Public Administration** program with a focus on **Senior Leadership** – it is in my opinion, imperative to not only know your value and style but to understand what the future of your leadership shall look like. This is intended to challenge and grow your professionalism and career path.

1. Transformational Leadership - This leader achieves to transform and or inspire their employees to work towards their objective/goal. This type of leadership is highly focused on the success of business and not necessarily the employees. That said, this style does create a highly engaged employee environment where people work together towards the specific task at hand.

2. Autocratic Leadership - This type of leader is someone who's focused primarily on results and team efficiency. Autocratic leaders often make decisions alone or with a small and hand-picked group of people and expect employees to do as asked without question.

3. Democratic (participatory) Leadership - This is often defined as a combination of the autocratic and laissez-faire types of leaders because these leaders value group discussions and encourage participatory work environments where everyone shares their ideas and are characteristically rational and flexible.

4. Transactional Leadership – This type of leader believes in setting goals with a clear indication of what will happen if the employee reaches said goal and what will happen if they do not. It is a very hot and cold environment. This is the type of transactional relationship with an employee that can motivate some to ‘work harder’ and can leave others in a state of working out of fear as they do not want to be ‘punished’ for not achieving the goal.

5. Delegative Leadership – This type is more about hiring the right people and letting them thrive in their form of leadership. This allows competent employees to do their job, showcase their talents and innovation. This can be highly rewarding for all, but it requires the leader to continue to challenge and motivate their employees so growth is still happening amongst the team.

6. Bureaucratic Leadership – The expectation is that their employees will follow the policies and procedures as they are recorded. This is a detail oriented and task focused work environment that allows folks to solely follow the rules and not exceed the scope of their practice.

7. Servant Leadership – These leaders place a heavy emphasis on employee satisfaction and collaboration because they take an approach where they feel they work for the employees. They tend to communicate effectively and take on a coaching mentality to their teammates.

8. Coaching leadership – This type of leader is a phenomenal listener. They listen to the employees’ stories and recognize the person’s strengths and weakness and develop a plan on how to coach them to a higher level. This type of leader spends quality time with their team and sets realistic but challenging goals and provides ample feedback for maximum development. They set clear expectations and thrive to create a purposeful and positive environment.

Leadership types taken by (ProjectCo, 2023).

Chapter 3. Organizational overview: How unhealthy work environments affect our personal life

3.1 Work-life balance

The concept of a ‘healthy work-life balance’ has grown from peer-to-peer conversations at a local watering hole and made its way into mission statements at company’s all around the world in the last few years. Employers are treating this notion as an enhanced benefits package for employees due to the mass exodus of talent that has left the workforce since 2020 and the expanding need for quality workers in today’s market.

Companies and their upper management folks are realizing that they need their employees to host a more balanced lifestyle in efforts to retain, motivate and ultimately preserve their productivity. When a manager demands more effort and more time from their employees, it lessons morale, motivation, and desire to do the work. The onset of this type of stress to the employee tends to lead to much bigger problems such as depression, health complications, stress on their loved ones, etc.

Most of us work to live, not the other way around, so to say that your two worlds, private/family/home and professional/work worlds will and most certainly do have an enormous effect on one another is an insight we all can appreciate.

A healthy work-life balance involves several mutually dependent factors. The art of achieving this balance is to know what *your* definition of a healthy working environment looks like, and what a healthy private life feels like. Then, you master the craft of blending these elements together.

While trying to master these elements there will be conflict with which life is taking up more time, which is more stressful, and which essentially bleeding into the other. You must answer, is it work overflowing into life and or life overflowing into work.

In 2018 Drs. Arnold Bakker and Evangelia Demerouti, explain below what they call the **spillover effect** regarding work and home life.

Spillover happens when you bring your work stress home with you and end up working at home or worrying and ruminating about work at home. Spillover is an individual experience. The basic idea is that we don't always leave work at work and instead end up focusing on work at the expense of focusing on our social or family lives when away from work.

Crossover happens when the work stress you brought home starts to affect your partner. The stress is from your job is effectively crossing over to a separate person. This can happen through the transfer of negative emotions or even burnout (complete exhaustion due to overwork and job stress). Researchers have found that exposure to a burned-out partner increases one's own level of burnout. This is an interactive process between two people.

The model says that spillover leads to crossover. Spillover is contained within one person. When you feel stressed at work, you might also feel stressed at home. Crossover by definition must impact more than one person. In a study of spillover crossover among dual-earner parents, Dr. Demerouti and her team found that job demands impact life satisfaction and that experiencing work-family conflict explains how job demands influence life satisfaction. In other words, experiencing more job demands leads to increased work-family conflict which then impacts life satisfaction.

Fortunately, the spillover-crossover model is just as likely to work in a positive direction as a negative one. It is not all about bringing stress home and burdening your partner. Positive experiences at work like satisfaction can spillover to feeling more satisfied at home which can then influence your partner's satisfaction in a positive way. Other attributes research has shown spillover and crossover include quality of life, autonomy, social support, work engagement, and vigor. (Dorrance Hall, E. 2018)

What qualities today's leader needs

3.2 How to be effective, relatable, and successful in your leadership.

Despite your leadership style, the leaders of tomorrow need to encompass a few common denominators to achieve optimal success with employee retention, satisfaction, success, and profit.

Simon Sinek did a TED Talk on 'why good leaders make us feel safe' and he noted that in the military, 'they give medals to people who are willing to sacrifice themselves so that others may gain. In business, we give bonuses to people who are willing to sacrifice others so that we may gain. We have it backwards.' (Sinek, TED2014)

Sinek goes on to explain that it's the environment we create that encompasses trust and dedication to both the rapport of the employee/leader and the morale in the workplace. In this case the military example he referred to was so poignant because each soldier, when asked, why would you go into the military to serve, to sacrifice, etc. The response revolves around the fact that it's equal, safe, trusting, and respectful. That each person including and most impactful

being their leaders, would all sacrifice the same as the soldiers believed in their leaders and the mission.

Belief is the major factor in building your environment in our daily work-life. When leaders display their beliefs and then hire those who believe in them, they in turn create an environment that is built on trust. When one can get this type of environment right it creates the ability for each person in the company to do amazing things because it is built on mutual respect, and dedication.

Empathy is one of the most humanist behaviors we all encompass. Empathy is comprised of emotional, cognitive, behavioral, and moral capacities to understand and respond to others.

Evidence shows that since the COVID-19 pandemic, we have seen a substantial increase in people experiencing stress in their lives – both professional and personal as nothing has truly gone back to the way it was and we must accept that some things are just going to look and operate differently now. Here is a look at some data regarding the effects of stress due to the pandemic.

- **Mental Health.** A global study by [Qualtrics](#) found 42% of people have experienced a decline in mental health. Specifically, 67% of people are experiencing increases in stress while 57% have increased anxiety, and 54% are emotionally exhausted. 53% of people are sad, 50% are irritable, 28% are having trouble concentrating, 20% are taking longer to finish tasks, 15% are having trouble thinking and 12% are challenged to juggle their responsibilities.

- Personal Lives. A study in [*Occupational Health Science*](#) found our sleep is compromised when we feel stressed at work. Research at the [*University of Illinois*](#) found when employees receive rude emails at work, they tend to experience negativity and spillover into their personal lives and particularly with their partners. In addition, a study at [*Carleton University*](#) found when people experience incivility at work, they tend to feel less capable in their parenting.
- Performance, Turnover and Customer Experience. A study published in the [*Academy of Management Journal*](#) found when people are on the receiving end of rudeness at work, their performance suffers and they are less likely to help others. And a new study at [*Georgetown University*](#) found workplace incivility is rising and the effects are extensive, including reduced performance and collaboration, deteriorating customer experiences and increased turnover. (Bower, 2021)

The advantage to this is that we see the importance of showcasing our ability to empathize with people, listen more and provide feedback in the form of support, planning and or understanding. This notion of empathy gives people the sense of relatability to others which in the workforce, specifically in an employee to leader relationship, helps the continuation of building confidence and value.

Lastly, but ever so importantly is **validation**.

On the final episode of her TV show, Oprah declared: "I've talked to nearly 30,000 people on this show, and all 30,000 had one thing in common. They all wanted validation."

All humans share this innate need and intense desire. When we look at Abraham Maslow's hierarchy of needs, three out of five components are related to validation: safety, love and belonging and esteem.' (Fernandez, 2007)

The key to validation is it so much more than anything tangible, it is a living feeling of being heard, understood, seen, respected, and valued. It goes back to the beginning of chapter where we speak of the importance of the environment and the safety it provides. When you're a leader and you believe in the value of validation, you believe in the health of your environment and those who are in it. In return, your team tends to perform better, retention is higher, growth seems imminent and as a result, your business reaps the rewards of profit and success on behalf of the culture that has been created.

Chapter 4: Recommendations for Best Practices

The following section composes the data collected in this capstone and showcases my suggestion of a two-step best practices approach to what I am calling the *humanistic-leadership approach*. My best practices are broken down by step 1: **Purpose and Empowerment** and step 2: **The Long Haul**.

Step 1: Purpose and Empowerment

With all that has been researched and surveyed here about ‘how to be a great leader’ there is a common theme under all the philanthropical traits to hone-in on and that is, you need to put the people first.

This approach does not dismiss the financial stability, growth or achievements that have been set forth by the company, rather, this approach enhances those goals through giving the team a sense of purpose and empowerment.

The bridge to this behavior is your ability to create an environment of belonging, community, and resiliency. As a leader it’s imperative to not only be an effective communicator but to learn from the communication you have with you team how THEY learn, work, thrive best. At the beginning of their journey with you as their leader, you need to sit and learn how each person on your team receives information best, how they view the health of their work environment, how they show their stress, what they need from their leader, and so on. Once you know these humanistic traits you can use that to show them you are working for them just as much as they are working for you, the difference is you enforce their sense of purpose within the company, growth within their scope of practice, continued connection, and sense of community.

This type of accountable communication creates the ability to understand one another, to coach up, to be coachable in return, to display empathy, to reveal your vulnerability, to impress validation, and to create an open forum for a nourishing work environment.

This all goes back to where we started here with creating you to be a more of a respected leader. Your contribution to your team in to showcase not only your value but the value each member of your team brings. You alone are responsible to take care of those you're in charge of, its not to take charge of them.

Simon Sinek has an inspiring theory called The Golden Circle that he showcased on his TED Talk 'How Great Leaders Inspire Action'. Sinek, 'people don't buy what you do, they buy why you do it'. The point he makes is that most organizations and leaders communicate from the outside in where Sinek states, 'great leaders and great organization no matter what their size communicate from the inside out'.

Figure 1.1

The Golden Circle

WHAT

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.

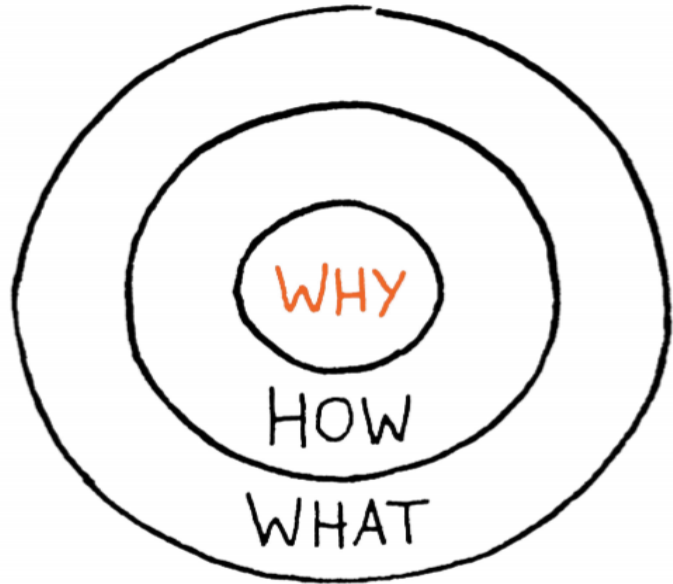


Figure 1.1 not only ties my point above together, but it is a respectable point of reference for you, the reader to reflect on how you see or make decisions. Are you someone who needs to know what or why first? Are you a leader who would start with the what or the why as you lead your organization forward?

With what we have learned thus far with humanistic emotions such as empathy and validation being at the forefront to what the future workforce needs from their leader, I find it imperative that a best practice be that we start leading with our emotional intelligence in the companies and people we are leading.

Step 2: The Long Haul

In my quest to embrace all leadership types as equal and not to typecast one as better than the other, I write this best practice as a theory to creating a healthier growth mindset within your team. The type of identification you hold yourself to regarding your leadership truly does not matter if you have people who believe in your principles as noted above. However, as mentioned in step 1 where I speak to getting to know how your employee works best upon their hire, this next step is to showcase how to retain your people and to grow with you and your company, thus, I am suggesting an Employee Education Plan (EEP).

Back in 1975 the Individual Education Plan (IEP) was first introduced into school systems and though it has gone through many revisions over the years, the point of this plan as we know it today is to specifically create an individualized plan of success for students to make ‘effective progress’ in the school system. A child gets put on an IEP when they are showing signs of little to no progress in school, they are then evaluated and put on a personalized plan.

When we grow up and leave the education system, we then move into the workforce and sometimes we fall behind and/or we stop showing signs of progress, but we don’t always have a fail-safe system that helps us or guides us to our fullest potential. When this happens, in many cases, employees get written up and put on what we do know of as an Employee Improvement Plan (EIP). But what does that do? Does it coach the person up? Usually, no, for it tends to come from the Human Resource department and not the supervisor and it also isn’t getting to the root cause of the issue and let’s be honest, most of the time it is meant to coach out rather than up.

If the Golden Circle theory shows any value here, by using the inside-out method and by implementing my humanistic-leadership approach, you would start from the date of hire with the

Employee Education Plan, and you work with your folks to constantly showcase your engagement and dedication to their needs, areas of improvement, and their overall success. This system is designed to meet as frequently as needed to not have someone fall behind and or have someone wait twelve months for their performance review to find out that over the course of the last year they have not been living up to their supervisors' standards with no coaching along the way.

This EEP is designed to showcase the purpose and investment to your team's skill development and will speak to the growth this can have on the environment, culture, productivity, and the overall success of all who make up the *why* of company and the *what* they do it for.

Chapter 5: Conclusion

Our job market is weakening due to the impacts of the Pandemic. We are seeing dramatic increases in vacancies and customer dissatisfaction due to lack of bandwidth at companies all around the world. The data listed in this capstone is only a portion of what is out there to find regarding the reasoning for this ‘great resignation’. As a result of the pandemic, workers today are not willing to sacrifice their personal life for their jobs. Today’s workers instead desire fulfilling careers where they are inspired through their leaders and encouraged to thrive as an individual and as a collective team.

The impact of this is far greater than people choosing to work from home or perhaps work for themselves, this is a root cause problem which hosts both optimistic and harmful implications.

Leaders need to take an interpersonal look at their leadership model(s) and decide if it’s truly working for not just their teams but for them as well. This cause-and-effect position that we have been put in is the prime opportunity for leaders to shift the pendulum and recognize that they work for their team just as much as the team works for their leader.

Dr. Martin Luther King might be most widely known for his “I have a dream’ speech, and the reason I bring this up is because he showcased to the people that he wanted to cast his vision, his dream of unity and equality and harmony. He did not voice to the people that he has a master plan that he wants to impose; he didn’t shout at the people who came to listen to him, no, no, rather he spoke to people about praise, power, empathy, and the influence to be cast for a better world. As stated in this capstone, people want to work for leaders who have that passion

and belief as mentioned with Dr. King, because that superpower is greater than the day-to-day operations of any company.

Remember as a child in school you would be told to line up to ‘follow the leader’ as the class would head from one area to another? This approach is the same for leadership in the workforce. The average employee wants to follow the leader that they trust in, that they believe in and that they feel hosts the credibility of the work, and the future of the company.

It seems that the EQ is the new IQ of the leadership entity. We have learned that emotional intelligence is more highly desirable than one’s ability to know the most about their scope of practice. Though no one can predict what the future of work looks like, we certainly do know that empathy, flexibility, passion, mentorship, and community is what will bring people back to the workplace.

Appendix A: Project Charter

School of Professional Studies

Project Charter

Kelly Dolan

A Guide to the Advancement of Leadership Post Covid

1 Project Overview

1.1 Introduction

How many times have you heard the phrase, ‘I left my employer not the job’? Or ‘I’d give anything to not have to work for that man/woman’? Or perhaps you’ve known people who have referred to taking another opportunity even if it pays less just to get out of where they are now...’anything is better than this’. Have you heard it, or perhaps, you have been that person?

We spend a third of our life working, yes, a full-time employee spends a third of their life working and another third sleeping and then the last third is everything in-between, hobbies, exercise, adventures, family, friends, etc. Now when you think about the math, and you think about the areas of your life that are going well – do they all intertwine? Yes, they do. Example: if work life is stressful, your sleep and home life might not be all that stable, happy, etc. If your work life is healthy, your sleep and personal life might be a bit more balanced.

So why are so many people in leadership roles making life so difficult for folks to feel appreciated and pleased with their employment. With all the ‘self-help’ and ‘how to be a better manager/leader’ books out there - how is there so many unhappy, unhealthy employers and employees out there? We will discuss topics as such and especially dig into the direct correlation between an employee’s work environment, engagement, communication, appreciation, productivity, etc. and the role this plays on our mental health.

One item to add here is you rarely hear about people staying at a job until retirement – it appears to be a thing of the past so-to-speak, but it doesn’t need to be. I plan to investigate the ‘job hopping’ climate we currently reside in for we are all searching for our ‘Cinderella shoe’ position and or company but it feels like the odds are against us...sad reality, I know!

So, what does our future leadership look like moving forward? To get a possible idea, we need to look back over the last few decades and find out what shaped point.

Are we at a crossroads? On the brink of something amazing or do we remain the same?

1.2 Major Stakeholders

Employees

Employers

Consumers

Family/friends

2 Project Goal and Scope

2.1 Project Goal *(Define the high-level goals of the project).*

This is an inclusive project for we all work and or have a loved one that does and

I would like to explore more of the psyche around what we do for work, how we are treated, how many hours are dedicated, etc. all these factors (and many more) play a role in our mental, physical, and emotional state for ourselves, our work performance and personal/family performance.

I want to showcase the different types of managers, leaders, personality tests and other tools out there that begin to define us and plug us into boxes which then leads into the types of environments we then work in. They say things flow ‘downhill’ from upper management and with a toxic workforce such as we have now, the question begs, has COVID-19 popped the lid off the toxic work environment? Will the employers have to change for the greater good because of what we as the employees will no longer deal with/stick around for?

The final point is to figure out where we are headed – what is the next stage of this evolution train look like for us and the next set of professionals to hit the workforce.

2.2 Project Scope *(The project scope details the work to be taken in order to achieve the project goal. It is just as important to explicitly state what is not included in scope as it is to state what the project will deliver).*

In Scope:

- Review the types of leaders in the last 60 -70 years
- Review the evolution of the workforce, products, education, etc. and how that plays a role in productivity and how people are managed
- Review what types of tests there are out there that have guided us to fall into a certain type of person, leaders, employee, etc.
- Review what COVID-19 did and has taught employees – how their morals and ethics differ now. Is it time to move forward and revert back? What will employers do? What have they learned?
- What does effective leadership look like post Covid?

Out of Scope:

- Anything not related to effective and efficient leadership in the workplace.

3 Assumptions (*An assumption is anything the project team or client considered to be true, real or certain often without any proof or demonstration. List in bullet format.*)

- That there will be adequate research on Leadership available
- That the Capstone paper will be completed on time
- Final capstone will provide insights into the future definition of Leadership.

4. Constraints (*Anything that restricts or dictates the actions of the project team. These can include the so-called 'Triple Constraint'- the 'triangle' of time, cost and scope - and every project as project drivers has one or two, if not all three project constraints).*)

- Project must be completed prior to the schedule due date
- Project will be completed with publicly available information

5 Risks (*Risk is any unexpected event that might affect the people, processes, technology, and resources negatively or positively by the project*)

What if I do not finish this by the due date of May 5th, 2023.

6 High Level Roles & Responsibilities of Project Team

(For capstone thesis/case study students this section is not required)

<i>Tasks</i>	<i>Team Members</i>				
	✕				
Project Lead	X				
Responsible for the project charter	X				
Responsible for the ensuring effective communication	X				
Responsible for the quality of the final paper	X				
Responsible for the quality of the final presentation	X				
Responsible for submitting peer reviews	X				
Problem identification and analysis	X				
Problem resolution	X				

7 Measures of Success (*Detailed measurements that will indicate that the project is a success*)

Project Outcomes	Measure of Success
History review of the evolution of management and leadership	Retention, growth, and respect levels within the two types of leadership/management
Review what has come of COVID-19 in the workforce and family/personal values. It's more of a employee run work nor than employer in many ways.	The then -v-now outlook on work/life balance and values of respect. The view from the employer and shifts they have had to make due to this.
What does the next step/generation/decade look like for leaders and employees	Outline a realistic view of what the continuation of this evolving workforce looks like for a productive, healthy and well-balanced future
Final grade	Passing this class/graduating

8 Stakeholder Sign-off

(For capstone thesis/case study students only capstone advisor signature is required)

This project charter has been signed off by the client, capstone advisor and project team members.

Kelly Dolan
Name

MPA Graduate student
Title

11/25/22
Date

References

Introducing Local Government Reimagined. (2023).

Retrieved from: <https://icma.org/articles/pm-magazine/introducing-local-government-reimagined>

96% of workers are looking for a new job in 2023, poll says: What to know before you job hop. (2023).

Retrieved from: <https://www.cnbc.com/2023/01/13/96percent-of-workers-are-looking-for-a-new-job-in-2023.html>

No One Talks About This Crucial Leadership Skill (But You Should Be and It Will Make You a Better Leader). (2022).

Retrieved from: <https://www.entrepreneur.com/leadership/how-to-lead-with-validation-and-become-a-better-leader/validation>

How to Be a Successful Change Leader. (2022).

Retrieved from: <https://www.ccl.org/articles/leading-effectively-articles/successful-change-leader/>

The Myth Of Work-Life Balance. (2019).

Retrieved from: <https://www.forbes.com/sites/forbeslacouncil/2019/01/03/the-myth-of-work-life-balance/?sh=119eafa37279>

(2014, May 19) Why good leaders make you feel safe | Simon Sinek

[video] https://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe/c

(2010, May 4) Start with why -- how great leaders inspire action | Simon Sinek |

TEDxPugetSound

[video] https://www.youtube.com/watch?v=u4ZoJKF_VuA

Empathy Is The Most Important Leadership Skill According To Research. (2022).

Retrieved from: <https://www.linkedin.com/pulse/empathy-most-important-leadership-skill-according--1e/>

The Secret to Leading Organizational Change Is Empathy. (2018).

Retrieved from: <https://hbr.org/2018/12/the-secret-to-leading-organizational-change-is-empathy>

What Employees Want in 2023. (2023).

Retrieved from: <https://www.frankli.io/post/what-employees-want-in-2023>

5 workplace trends to watch in 2023, according to an expert. (2022).

Retrieved from: <https://www.weforum.org/agenda/2022/12/work-jobs-workplace-trends-2023/>

Ford factory workers get 40-hour week (2023).

Retrieved from: <https://www.history.com/this-day-in-history/ford-factory-workers-get-40-hour-week>

The 8 Types of Leadership Styles Explained – With Examples (2023)

Retrieved from: <https://www.project.co/leadership-styles/>