

Understanding and Addressing the “Post Recession” Leadership Damage, Deficit, and Opportunity

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Agenda

- Remembering the Talent Wars
- The Leadership Impact of the Recession
- Assess your Organization Recession Leadership
- Assess your current Organizational Leadership
- Drive Post Recession Organizational Transformation

Outcomes

- Complete a Recession Organizational Leadership Assessment
- Complete a current Organizational Leadership Assessment
- Be more relevant than the CFO
- Craft the start of an Organizational Transformation Plan

Where were you during the Talent Wars?

- Dot.com of the late 1990s!!
- ¹Dot.com crash 2001 unemployment rose to 6.3% in June 2003 and declined to 5% by mid-2005 (5% viewed as full-employment)
- July 1st 2005 *HR.com* ARAMARK's Secret Weapon: The New Recruiter

Where were you during the Talent Wars?

- 2006 Talent War!!
- Recession starts early 2008
- ²Current unemployment 7.3% and peaked at 10.3% in 2010
- Ere.net is lighting up with current talent war articles

The Career Brand!



Organizational Justice



Our Research

- Published in Career Development International
- Research highlighted in Nov. 2012 *HR Magazine* and on Fox News
- Over 400 laid off during recession surveyed
- 25% unemployed for over 2 years
- Mean length of unemployment 11.25 months

Respondent Comments

“When I was laid off I was told it was "random" and numbers (of people) were "just being decreased". However, in my severance package was a paragraph that clearly stated the reasons were lack of skills and lack of ability to learn new skills.”

I received NO severance package whatsoever and was told on the morning of my lay off by my direct manager that everything in the company was fine and the business was going in the right direction. Two hours later, the CFO laid me off without my manager even knowing about it.

How did your leaders handle the recession?

³Distributive Justice & Procedural Justice

- Willingness to Endorse (+)
- Potential Rehire (+)
- ¹Organizational Citizenship Behavior (+)
- ¹Organizational Commitment (+)
- ¹Turnover Intention (-)

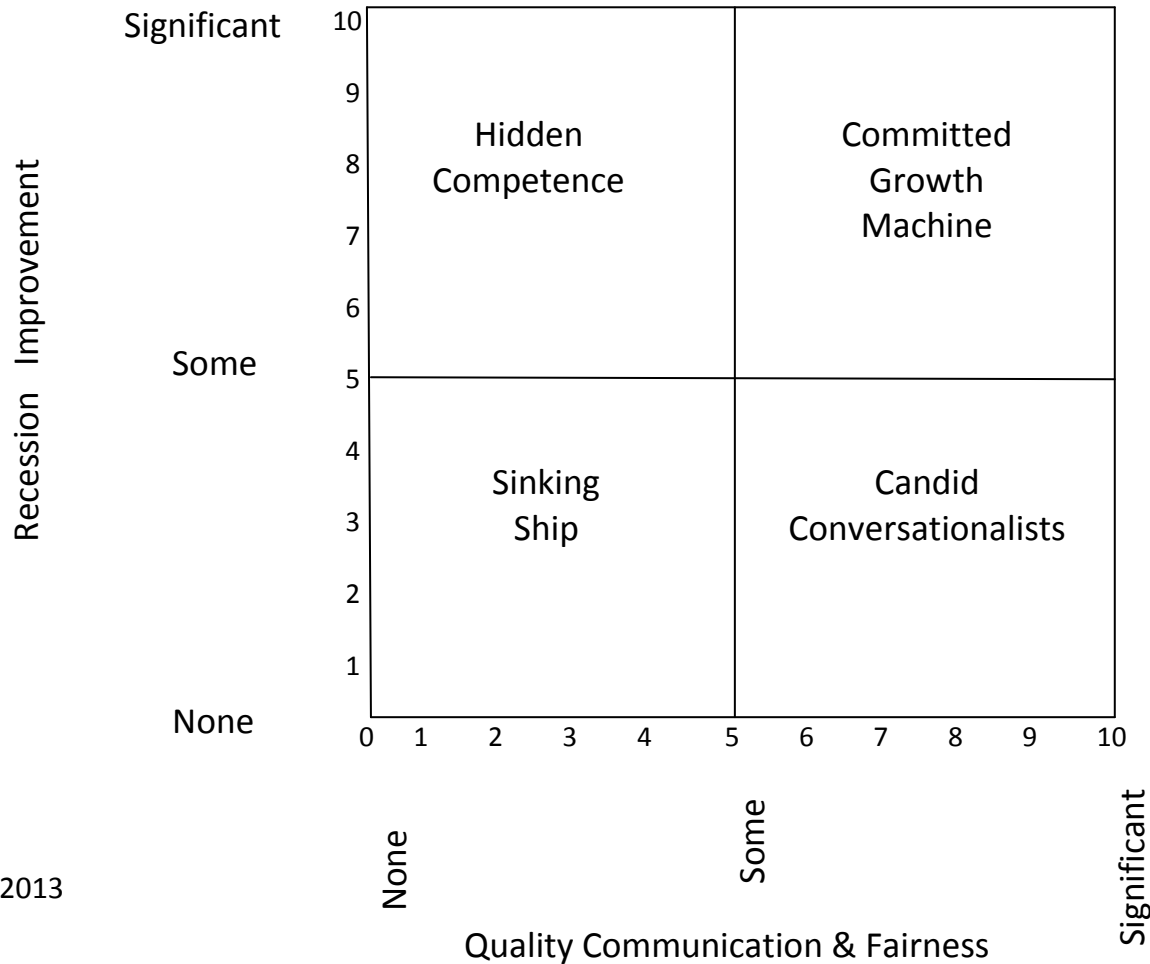
Organizational Leadership



Recession Leadership Model

- How well did your leadership “invest” in and focus on the future during the recession?
- How well did your leadership communicate transparently with employees about the hardships of the recession?
- How fairly did they treat employees impacted by the hardships?

Recession Leadership Model

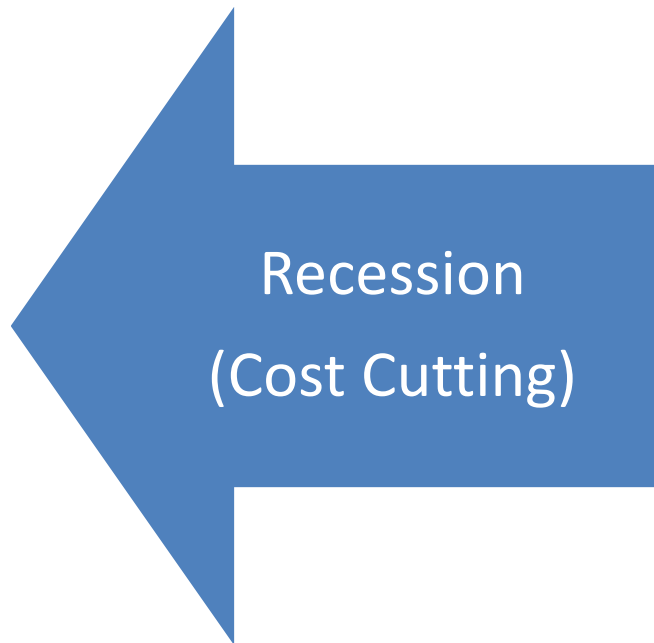


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Recession Leadership Assessment

Handout #1

Recession vs. Post Recession



What may be coming?

- 5% unemployment?
- ⁴US productivity at all time highs since 2012
- ⁵Corporate cash stockpiles near all time high of \$2 trillion
- ⁶McKinsey business moved from finance and strategy to growth and marketing
- Tech already in next “Talent War”

Recession vs. Post Recession

Recession (Cost Cutting)

- Improve Productivity
- Rationalize Products
- Squeeze Supply Chain
- Layoffs
- Eliminate Training
- Reduce Perqs & Benefits
- Shared Values & Vision Erode

Post-Recession Transformation & Change

- Attract, Develop, & Retain Top Talent
- Dyadic Leadership Behaviors
- High Performing Teams
- Learning Organization
- Readiness for Change

Post-Recession Path

Reactive

- Lose important customers
- Lose top talent
- Inability to attract top talent
- Competition pulls away
- Major negative event(s)

Strategic

- Strategic C-Suite Discussions
- Conduct Leadership Assessment
- Identify Transformation & Change Needs to Execute Strategy
- Build Transformation & Change Capability

Current Organizational Leadership Assessment

Handout #2

The C-Suite Conversation

- Are you at the table currently?
- At the table are the conversations largely growth related or are they cost focused?
- Are you looked upon more to:
 - Attract top talent or “fill positions”
 - Drive change or deal with ER issues
 - Support growth or cut costs

Dyadic Leadership Behaviors

- Shared Values
- Development
- Performance Management
- Individual Focus

High Performing Teams

- Team Development
- Productive Conflict
- Reciprocal Process

Learning Organization

- Bias Reduction
- Information Sharing
- Increasing Capacity

Readiness for Change

- Aligned senior leaders versus “camps”
- Top to bottom communication flow (formal and informal)
- Learning Organization
- Leadership Development
- Systems that allow for change
- Cross-functional and Cross-divisional collaboration

Action Steps

- Summarize the state of your Organizational assessments in 5 bullet points or less
- List the 3 most important areas of leadership that need focus in your organization

References

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