



Great Places to Work Cultivate Leaders (Not Leavers)

SPECIAL REPORT

(UPDATED FOR 2023)

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7 SIGNS OF GREAT PLACES TO WORK

There are several factors that go into making a great workplace - from the company culture to the physical environment. While every company is different, there are some key things great places to work have in common.

GREAT LEADERS - Leaders shape organizations, teams and communities. Great leaders communicate openly, form great relationships and authentic connections, maintain a positive attitude, and keep things moving while positively impacting others in the process.

GREAT SYSTEMS - Operational systems are the backbone of any business. They keep things running smoothly and efficiently; they also play a big role in creating an environment where employees can do their best work.

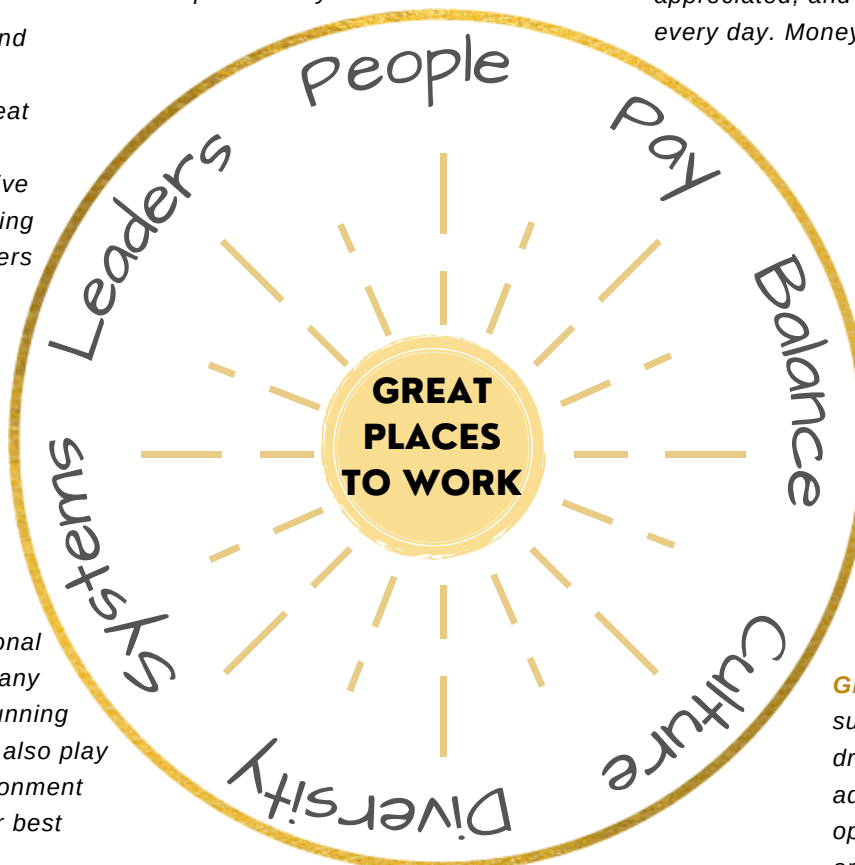
GREAT PEOPLE - Being surrounded by great people makes employees feel valued and respected at work. It affects their happiness, engagement and productivity.

GREAT PAY - The combination of a supportive, positive environment with good compensation just makes employees feel more valued, appreciated, and excited to come to work every day. Money Talks!

GREAT BALANCE - You don't have to choose between your job and your personal life - you can enjoy both and thrive personally and professionally.

GREAT CULTURE - A sustainable and purpose driven organization advances the strategic and operating priorities of the organization while helping employees feel good about who they are and what they do.

GREAT DIVERSITY - The workplace is filled with people from all walks of life, it creates a unique energy that can be difficult to find in more homogenous environments. Diversity inclusion matters because it allows people of different ages, races, genders, and backgrounds to feel comfortable and respected in their environment.





WHAT THE NUMBERS SAY

Although we know the criteria for great places to work, the research highlights an interesting trend.

The onset of the pandemic fueled the **Great Resignation** where an unprecedented number of employees left their jobs at top companies to pursue other opportunities.

Retention dropped to an all-time low as "quit statistics" became the highest numbers recorded since this data started being collected in 2000.

Whatever way you look at it, the bottom line is...**People are leaving and companies are bleeding!**

What's driving the mass exodus from great organizations and what might be the root cause?



48M

*Average number of
Americans quit in
2022*

4M

*Average number of
Americans quitting
their job each month
(2021-2022)*

60%

*Number of people
emotionally detached
at work*

40%

*Average percentage
of people considering
quitting in the next
few months*

Gallup's State of the Global Workplace 2022 Report, suggests leaders have a key role in the solution. The report sights the following:

“*The real fix is this simple:
Better leaders in the
workplace.*

-Global Workplace Report, Gallup, 2022

”



TOP 3 PAIN POINTS

Research shows that leaders play a crucial role in retention and should be more involved with their employees.

The reality is, great leaders are already maxed out managing direct reports, deadlines, deliverables and increasing demands.

Add in the day-to-day challenges of integrating work, life, and family responsibilities, the best leaders suffer in silence because they often have no one to talk to about their own needs.

As anchors for engagement, leaders are the guiding light for employees to thrive, so when leaders are missing or are ineffective, the company is also impacted.

A recent Deloitte article* revealed that almost 70% of leaders and executives are considering leaving their jobs for workplaces that care more for their well-being.

If we expect leaders to be anchors for keeping employees engaged, we must focus on their top pain points.

“ *The single biggest way to impact an organization is to focus on leadership.*

-John Maxwell



PAIN POINT #1:

Leaders are overworked and overwhelmed

Leadership overwhelm manifests in a myriad of ways. The demand on limited resources like time, energy, and (for those managing budgets) money also drains the best.

PAIN POINT #2

Leading through uncertain times

Keeping a team engaged and motivated at the best of times is challenging enough. But what's more troubling is not knowing how to drive team performance when everyone is mentally and emotionally recovering from a global event that affected the mental and emotional well-being of all.

PAIN POINT #3

Leaders are unhappy and disengaged

Trying to lead others is one thing, but when self-motivation is lost - it's potentially the beginning of a decline in an individual's morale and enthusiasm to engage with others.



If left unaddressed, these pain points will initially result in declining performance - and then will eventually lead to:

- ✓ Decreased productivity
- ✓ Increased absenteeism
- ✓ Decreased retention

*Deloitte Article: [The C-suite's role in well-being, 2022](#)



THE REAL PROBLEM

**LEADERS ARE LOSING THEIR
DRIVE, PASSION & AMBITION
FOR WHO THEY ARE AND WHAT
THEY DO.**

THE BOTTOM LINE...

**LEADERS ARE
LEAKING ENERGY!**



SPOTTING ENERGY LEAKS

In today's leadership landscape, even the most minor energy leaks can cause a ripple effect that negatively radiates out to others.

The **Energy Ladder of Impact** can be used to assess a leader's general energy level and related impact in the workplace.

There are six energy levels.

The bottom (or lowest level) is **Fed Up**, then, moving up the ladder, we have **Frustrated**, **Fine**, **Focused**, **Flourishing**, and the top level is **Fired Up!**

Each level of the ladder is identified by a mindset level or **STATE**.

Ascending the ladder directly correlates to better energy and enthusiasm and, as a result, increased **IMPACT**.

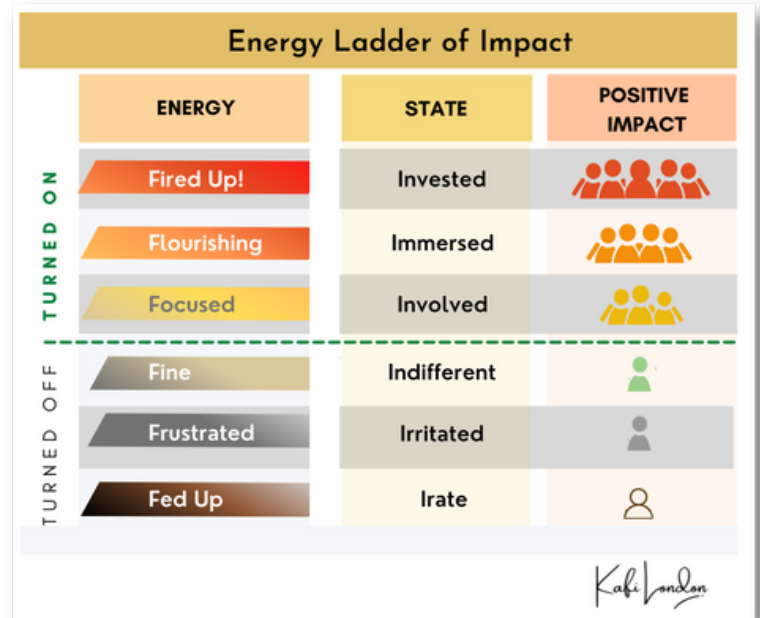
For example, leaders who identify as being **Fed up** or **Frustrated** might constantly be putting out fires and reacting to emergencies.

This common energy leak is a sign that things are not operating efficiently. Instead of thriving, they're constantly playing catch-up.

Another energy leak comes from leaders consistently reacting to things instead of being proactive.

These common energy leaks stress the leader and can eventually lead to overwhelm and burnout.

Feeling like they are no longer making a difference, they become disengaged and are considered to be **TURNED OFF**.



Alternatively, leaders who are **Flourishing** or **Fired Up** proactively manage the energy leaks that might otherwise sap motivation, focus, and inspiration.

These leaders are **TURNED ON** because they create an environment that drives employees to create great things by making them feel valued and appreciated.

As leaders begin to have a greater awareness of their energy and its impact on others, they may also notice their energy floats between levels from time to time, and with the realities of the role, this is to be expected.

From a macro level, equipping leaders with the right strategies, tools, and training to address energy leaks is the first step to improving resiliency.

FUELING CHANGE

Unhealthy leadership and the culture it creates typically spreads downward in an organization. It can quickly drain away other high-performing, energized, engaged employees, eventually decreasing the communication and collaboration companies need to stay agile and ahead of their competitors.

So, before things get to a code-red situation, it's essential to change the narrative and provide leaders with access to an integrated solution to regain control.

The **Energetic Leadership** model is a solution with three currencies of success:

VITALITY: Overworking is no longer a badge of honor. Despite most leaders being well accomplished and highly qualified - many find themselves running on autopilot - simply going through the motions of life.

Paying attention to vitality in and out of the office is key. Our physical, mental, and emotional health are all interconnected.

When we take care of ourselves in all three areas, we can show up as our best selves and become models for others.

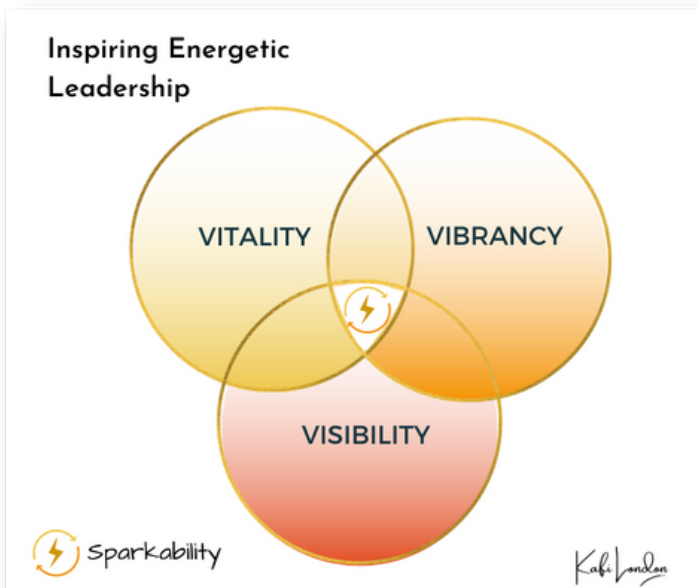
VIBRANCY: When personal values align with professional goals and organizational culture, leaders are connected to a sense of purpose and are more likely to be motivated and engaged in their work.

This energy trickles out to employees and sets the tone for the team, who realize it's acceptable to embrace their own values, too.

VISIBILITY: Like it or not, leaders are in the business of building relationships with others.

Leaders who focus on enriching the lives of those around them are more fulfilled and create a positive ripple effect in their organizations.

By enriching others, leaders use their skills to expertly lift, shift and challenge the energy of others while driving business results.



FUELING CHANGE *...continued*

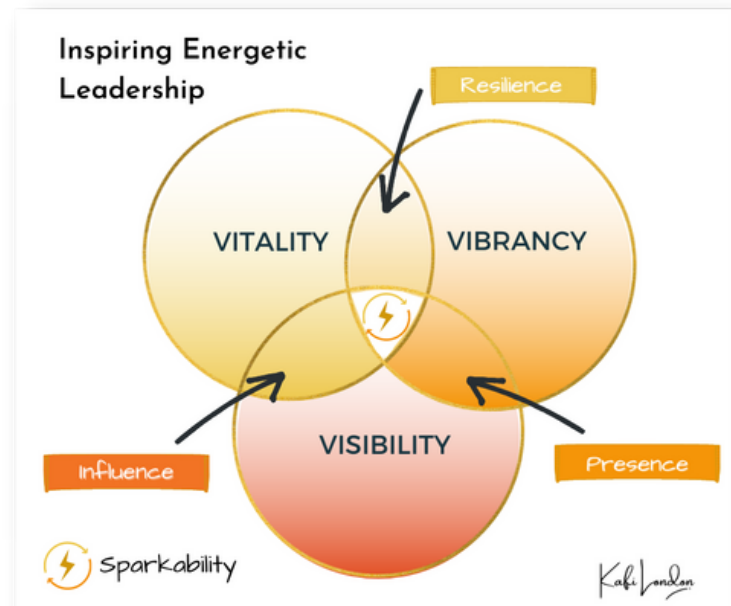
Energetic Leaders create energized teams. This means that when a leader is passionate about their work, it rubs off on their team...and energized teams are more productive, creative, and successful.

Along the way, other outcomes come into the picture.

When **Vitality** is optimized, and **Vibrancy** is aligned, leaders show up with a sense of **RESILIENCE** that keeps them in the game.

At the intersection of **Vibrancy** and **Visibility**, leaders increase their **PRESENCE** by staying true to what's important to them as others see the kind of leader they are and what they stand for.

And, when a leader shows up consistently mentally fit, healthy, and well, their **Vitality** and **Visibility** increase **INFLUENCE** which builds trust and credibility among others.



SO WHAT IS SPARKABILITY?

It is the sweet spot where three key currencies of outstanding leadership (vitality, vibrancy, and visibility) intersect.

When great leaders ignite sparkability it's contagious. People are drawn to their energy and enthusiasm.

Great leaders lead in action, live out their values and lead by example.

A leader enthusiastic about their work inspires an environment of excitement and possibility that people want to be part of - making it a great place to work.



“
**YOUR FIRST AND
FOREMOST JOB AS A
LEADER IS TO TAKE
CHARGE OF YOUR OWN
ENERGY AND THEN HELP
TO ORCHESTRATE THE
ENERGY OF THOSE
AROUND YOU.**”

- Peter F. Drucker



MEET APRIL

Director, Training & Development Fortune 500 Company

PAIN POINTS:

April, in her mid-to-late 40s, juggled a 2nd marriage with parenting two over-active teenagers and the daily deadlines and dilemmas that come with a demanding leadership role.

With over two decades into her career satisfying the executive reporting demands and serving her challenging clients, April felt like she was on a constant treadmill and was just about out of steam.

Concerns of exhaustion, self-doubt, and not having enough energy to get through the workday continued to sabotage her performance. She had constant thoughts about moving to a less demanding, more fulfilling role or leaving the industry altogether but the fear of losing the financial security she had become accustomed to kept her stuck.

Although she continued to turn up every day, April operated on autopilot - feeling empty, unhappy, and disengaged from her day-to-day responsibilities.

FIRED UP & ENERGIZED:

- ✔ Leads confidently in the workplace motivated by the realization she is an expert in her field and no longer has the desire to explore external opportunities.
- ✔ Prioritizes her health and well-being – resulting in more energy to get through the day and increased mental vitality.
- ✔ Sets boundaries and delegates appropriately with her team and clients giving the much-needed guilt-free free time to enjoy with family and friends.



MEET JASON

Engagement Manager, Computer Software Company

PAIN POINTS:

Jason's responsibilities include being actively customer-focused every day. In-person, on the phone and by email – whatever it takes to nurture the relationship and maximize customer satisfaction.

Additionally, his team of eight direct reports constantly need his support and guidance throughout the workday to stay accountable and on track with key performance metrics.

12-hour workdays leave Jason exhausted at the end of the day with little-to-no time to date and socialize with friends.

With a great work ethic, his good intentions to stay ahead of the game have progressively become energy-draining bad habits. This includes eating dinner late most evenings followed by 1-2 hours responding to the numerous email messages that have accumulated throughout the day. Overworked and overwhelmed his productivity is declining.

FIRED UP & ENERGIZED

- ✓ Prioritizes more rest and recovery time, resulting in better mental clarity and focus to get through the demanding workday.
- ✓ Has reorganized his team and their responsibilities to better leverage his expertise while also aligning with organizational goals.
- ✓ Shifts from a reactive to a proactive approach with customers and direct reports, allowing for more invested and supportive engagement without the overwhelm.



MOVING FORWARD

Having a great place to work is anchored on having: Great Leaders, Great People, Great Pay, Great Culture, Great Diversity, Great Balance, and Great Systems.

But what separates the best companies from the rest when it comes to employee retention?

It starts with **Energetic Leaders**.

These leaders set the tone and create an environment where people feel valued, appreciated and are "in flow." In-flow can also be expressed as having a "Vibe" or "Buzz" that fuels more engagement, increased productivity, and better retention.

Energetic leaders are the driving force behind great places to work because they possess the combination of resilience, presence, and influence that empowers others to achieve greatness.

Energetic leaders inspire and motivate those around them, and people enjoy being part of their energetic vibe and so stick around longer.

Leaders who leak energy will quickly bring down morale which will ripple through the organization and impact retention.

Cultivating energetic leaders, when done right, is the X-factor for great places to work.

**Are you Cultivating
Leaders or Leavers?**

**Stop the leak and
help your leaders
ignite
SPARKABILITY!**

GET IN TOUCH

Contact us today to learn more about how we can help you and/or your leaders stop the leak and reclaim energy to achieve organizational goals.

Interactive keynotes, workshops and experiences are available in-person or virtually. To discuss your specific needs, please get in touch, and let's chat.

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ABOUT THE AUTHOR

Hi, I'm **Kafi London**.

I spent 27 years climbing the corporate ladder working “in the trenches” of the fast-paced, high-demand world of management consulting supporting global training and organizational change initiatives. Past clients include The Coca-Cola Company, Hewlett-Packard, Kimberly-Clark and Shell Chemical Company.

After three decades of disregarding my own needs, life caught up with me and I lost my drive and inspiration. Overwhelmed, overworked and overweight, I eventually paid the price...BURNOUT!

Fast forward, I'm now helping leaders, teams and organizations like yours avoid the same mistakes I made.



"Being resilient" is a hot topic these days, but even the best-equipped leaders leak energy and struggle to stay inspired to do their best work.

At the intersection of well-being, energized leadership and engagement, I am focused on helping leaders minimize energy leaks and ignite sparkability before burnout occurs.

My work helps clients create great places to work by cultivating leaders, not leavers.

Get in touch if you are ready to stop energy leaks and ignite sparkability!

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