Aspire to Inspire: Tools for Inspirational Leadership
Every company wants employees who are committed to achieving goals, managing expenses, and delivering results. After all, an inspired, productive workforce is a powerful differentiator in the marketplace. The ability to inspire doesn’t come naturally to everyone, but if it’s a trait you aspire to, it can be developed. Yet, according to a Gallup Poll, only one-third of U.S. workers are truly inspired at work — and that figure hasn’t changed in more than a decade.¹
What inspires today’s workforce?
Before that question can be answered, business owners and leaders need to understand that, even though overall worker engagement hasn’t changed in a decade, the employment landscape has. These changes include:

| A shift from “product” to “consumer experience,” which can be defined as the interaction a customer has with a product and the people representing it. | Increased employee collaboration and work autonomy as key employment differentiators that strongly factor into engagement. | A shift to self-motivation. Gallup studies show that employees work hardest when they believe in their company’s mission and values. |

These changes demonstrate the need for inspiring leaders. Managers can no longer rely on paychecks, traditional leadership skills, and simply issuing directives to drive performance. The ability to inspire employees is a critical attribute of successful leadership.

Seven inspiring habits
Effective leaders have the ability to energize those around them and cultivate engagement. They inspire their teams, and that inspiration extends to the front line. In today’s marketplace, strengthening your ability to inspire will give you an edge on the competition.

In his book Fire Them Up, speaker/author Carmine Gallo notes that the most inspiring leaders exhibit seven key habits that build more engaged teams. Here’s how to I.N.S.P.I.R.E.:

1. **Ignite your enthusiasm**
   Determine what you’re most passionate about and communicate that in all your conversations.

2. **Navigate a course of action**
   Express your vision in simple terms. Make it easy for people to internalize your vision.

3. **Sell the benefit**
   Help people see what’s in it for them. How can your goals help them achieve their dreams and ambitions?

4. **Paint a picture**
   Incorporate storytelling into your workplace. Make the stories educational and motivational.

5. **Invite participation**
   Solicit feedback … listen to it … and incorporate it into your plan. Employees want to feel appreciated for the impact they are making.

6. **Reinforce optimism**
   Inspiring leaders are more optimistic than average. They acknowledge short-term challenges, but keep their focus on the possibilities ahead.

7. **Encourage potential**
   When employees know you’re committed to helping them grow as individuals, they will respond with respect, loyalty, and commitment.
In addition to the INSPIRE actions, take a look at the Bain Inspirational Leadership model that follows. Leaders who want to become more inspiring should identify the traits in this chart they already possess and work to develop new traits that can help them achieve their goals.

### The Bain Inspirational Leadership Model

#### Developing inner resources

<table>
<thead>
<tr>
<th>Stress tolerance</th>
<th>Dealing with stress in a positive and constructive manner</th>
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<tbody>
<tr>
<td>Emotional self-awareness</td>
<td>Understanding your emotions, their causes and their impact on others</td>
</tr>
<tr>
<td>Flexibility</td>
<td>Adapting your responses to dynamic circumstances</td>
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<tr>
<td>Independence</td>
<td>Maintaining the conviction to follow your own course of action</td>
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<tr>
<td>Emotional expression</td>
<td>Voicing your feelings openly</td>
</tr>
<tr>
<td>Optimism</td>
<td>Remaining resilient and positive despite challenges</td>
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#### Setting the tone

| Openness | Demonstrating curiosity, creativity and receptivity to input |
| Shared ambition | Living the organization’s mission and operating principles |
| Responsibility | Taking proactive ownership, giving credit for success and being accountable for mistakes |
| Recognition | Showing appreciation for the efforts and results of others |
| Balance | Respecting the boundaries of others’ relationships and commitments outside of work |

#### Connecting with others

| Vitality | Showing passion for your work and giving energy to others |
| Humility | Maintaining a balanced ego |
| Development | Assisting others in advancing their skills |
| Listening | Paying true attention to others’ comments, ideas and feelings |
| Expressiveness | Conveying ideas and emotions clearly and compellingly |
| Commonality | Sharing mutual interests and activities |

#### Leading the team

| Vision | Creating a compelling objective that builds confidence and encourages sign-up |
| Direction | Setting the appropriate group and individual expectations |
| Empowerment | Allowing and encouraging the freedom to stretch |
| Co-creation | Trusting that collaboration can yield better results |
| Sponsorship | Engaging to help others achieve their broad career aspirations |

#### Centeredness

Engaging all parts of the mind to become fully present

While inspiration is an intangible, it’s an important part of the package. Along with inspiring words, be sure you also provide a work experience that leads to tangible productivity. Leadership is critical to any successful business, but the ability to inspire can propel you to a higher level. When you inspire your workers, you encourage every member of the team to want the business to succeed as much as you do.

**Need more inspiration?**

ADP® can help you create a more inspiring workplace. From leadership training to culture revitalization, you can partner with us to learn and leverage proven strategies.

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The Changing Face of Employee Recognition and Reward

Human resource professionals have long considered annual performance reviews the gold standard for leaders who want to retain talented employees. But that’s changing.

The importance of employee feedback
According to a recent survey by Clutch, a leading B2B ratings and reviews website, just 15% of large business employees report not receiving any feedback from their manager.¹ In contrast,
The takeaway:
Managers must adjust to the fact that there’s no such thing as “enough feedback” if they hope to retain top employees.

**Millennials forging a new norm**
It’s only natural for employees to crave recognition and reward. And most employers over the years have made an honest effort to fill that need — typically in the form of performance reviews and rewards, as well as picnics, parties, and plaques. But many policies and incentives that have worked in the past are no longer effective. As such, companies that don’t adapt and find new ways to attract talent may face a shortage of motivated employees.

If you’re a small- or medium-sized business owner, think about performance management over shorter time periods, such as quarterly or monthly, to more accurately gauge performance. In addition, there are other opportunities to recognize employees. Due largely to millennials — an entire generation that grew up on immediate and continual feedback through social media — there’s a growing expectation for managers to provide far more frequent reviews and more elaborate reward systems. Considering that “one out of every three U.S. workers is a member of the millennial generation” — replacing Gen Xers as the largest segment of the labor force — the move toward more immediate gratification in the workplace could take root. Therefore, employers of all sizes should reconsider how to best manage and reward talent.

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42% of small- and medium-sized business employees say they don’t receive feedback or accurate, consistent evaluations from management. Not surprisingly, half of these employees feel “unfulfilled” in their jobs, leading to low morale and complacency — sure-fire productivity killers.

Regardless of employer size, one thing is clear: feedback is important to employees.

Companies that implement regular employee feedback see

15% lower turnover rates.

**Four out of 10 workers**
who get little or no feedback are actively disengaged, meaning they’re not merely disinterested, but may express their unhappiness by undermining coworkers and sabotaging projects.

Employees are two times as likely to be actively disengaged if ignored by their manager.

82% of employees appreciate receiving feedback, whether positive or negative.

But two stats in particular show the disconnect between managers and employees when it comes to giving and receiving feedback:

| 65% of employees say they want more feedback. | 58% of managers think they give enough feedback. |

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Traditional methods not dead yet
Despite the growing need to accommodate the new (younger) face of today’s labor force, leaders are fairly slow to adopt new systems of employee recognition and reward. Of the several types of feedback measured in the Clutch survey, verbal feedback is still used by 35% of small- and medium-sized businesses and 57% of large businesses — ahead of all other forms.

What does need to change, however, is the way in which managers deliver feedback — whether verbally or otherwise. Today’s workers not only want more constant feedback, they want it to be timely and genuine. The bottom line: your employees want to be recognized by you in any form. In a 2015 Blackhawk Happiness Study, millennials were happiest when they received recognition in a personal email from 1) their manager and 2) a company executive.4

Two other traditional means of recognition and reward that still resonate include providing high performing employees with “job enrichment” assignments and professional growth and development. Such opportunities help workers develop new skills, expand their knowledge, and increase visibility, all while making them feel valued and appreciated.

Trendier incentives catching on
Non-monetary rewards are gaining in popularity. Perhaps the most highly valued such reward is a flexible work arrangement. In a recent study of employee wants, 46% of workers said that having more control over their time is one of the most important factors when looking for a new job.5

Social recognition platforms are motivating to millennials as well. According to Entrepreneur magazine, 71% of this generation say that they engage in social media — including posts, photos, blogs, email, and texting — for about 5.4 hours a day.6 Considering that something as minor as a picture-perfect cannoli gets posted online, imagine the delight of sharing significant work-related recognition with peers and professional networks.

Finally, at some organizations, employees who find ways to save the company money get 10% of the savings back as reward points, which they can redeem for sports tickets and products from major brands.7 Gift cards are also an especially popular employee incentive, even over vacation and leisure packages.

Embracing the shift
Ultimately, all employees want the same thing — a kind word for a job well done. The key is how you deliver it. Depending on the makeup of your workforce, the best approach may be to blend both old and new methods of recognition and reward that encourage employees to remain engaged and productive members of your team.

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Implement what works for your company
With ADP® as your HR partner, we’ll work with you to design a performance management program that works. We’ll help you redefine how your managers offer feedback and provide them with proper training to make it part of your company’s DNA. We can also help you build or refine an employee rewards program to reinforce the award-worthy behaviors of your employees.

1 Clutch HR Employee Feedback Survey, 2016.
3 Millennials surpass Gen Xers as the largest generation in U.S. labor force, May 11, 2015.
4 Blackhawk Happiness Study, April 2015.
5 Why Workplace Flexibility Is The Linchpin to Employee Happiness, June 29, 2015.
6 Millennials Spend 18 Hours a Day Consuming Media And It’s Mostly Content Created by Peers, March 10, 2014.