



Fuel50 Global Talent Mobility Best Practice Research

Your Leaders & Why Leadership Matters

Part 4/6



Fuel50 conducted best practices research on current talent mobility experiences, best-in-class talent mobility, and the imperatives for talent mobility in the future across high-performing organizations around the world.

This report is the fourth of a six-part series detailing the key findings from our research study and extensive analysis of workforce and talent mobility trends.

The goals of the study were as follows:

- To understand current trends in internal talent mobility and workforce reskilling across the globe
- To learn what best-in-class career growth and talent mobility looks like today
- To ascertain the key imperatives for talent mobility in the coming decade

Read more about our research design and audience [here](#).



Your Leaders & Why Leadership Matters

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Leadership is an integral part of any organization.

Your leaders have a strong influence over company culture, employee experience, and as a result employee retention. Leaders set the tone and the benchmark for all others in your employ.

We asked HR Leaders from across the globe to rate the top strategic HR priorities within their organization for the next two years. 85% said their number one priority was improving their leadership capability. Our findings show that organizations all around the world are looking to power up and enable their leaders.

As reported by Development Dimensions International (DDI), the future of leadership and squad-building is here. Organizations with effective leaders have higher talent retention and engagement and are 13X more likely to outperform their industry competitors.¹

Effective leadership has also been linked with a variety of other positive business outcomes, including improved customer satisfaction, sales, revenue, and productivity, to name a few.² Good leaders can generate employee engagement and passion, which ultimately leads to higher levels of customer loyalty, service, innovation, and profit. In other words, effective leadership is good for business.

Increasingly, we are seeing strong demand for human-centric leadership. Leaders across the globe are being required to put their people first and focus on facilitating learning and growth experiences, often virtually, to transform the people experience within their organization.

According to China Gorman, former CEO of the Great Place to Work Institute, "It all really comes down to leadership, the kind of relationship you have with your employees, whether you tell the truth or not, and whether you have a personal relationship. The best rule of thumb I have for leaders is be honest, be real, be human."³

Organizations need to support their leaders to meet this demand. And that's why leader enablement and coaching are both crucial right now.

Leader enablement is the strategic, iterative process of providing leaders with the tools, training, and coaching they need to lead more effectively within the flow and context of leading their teams toward achieving organizational goals.

Coaching is a highly individualized learning intervention, where the coaching process supports the development of the individual's awareness, attitudes, mindsets, and behaviors.⁴

Active leadership involvement in employee development leads to increased business performance

We identified the organizations that represented the top 25% of our sample in terms of business performance. These organizations boasted higher revenue growth, total revenue, revenue per employee, percentage of market share, net promoter score, and sales growth year on year.

And we found there was strong evidence to suggest that those organizations with leaders who role modelled and provided developmental support for their people, were more likely to achieve better business performance.

Top business performance organizations said their leaders are paving the way when it comes to learning and development. Their leaders are equipped to address the developmental needs of their team and they have the means to deliver learning and development opportunities to all their employees.

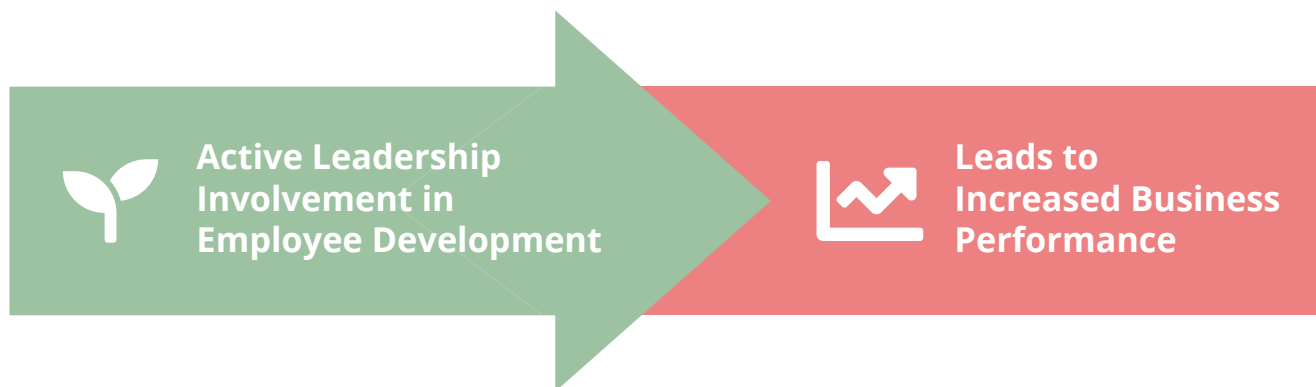
The elements that had the strongest correlation to business performance were:

Organizations giving all employees access to learning and development opportunities.

Leadership role-modelling and developmental support for their team.

- Leaders at our organization lead by example and are seen to be developing themselves ($r = .199^*$)
- Leaders identify appropriate ways to address the developmental needs of their team ($r = .219^*$)
- All employees are provided learning and development opportunities ($r = .207^*$)

Why should organizations power up their leaders?



Source: Fuel50, Global Talent Mobility Best Practice Research



Driving Business Performance

Give your leaders access to Talent Resources and encourage leadership behaviors that support learning and development

While leadership is a complex and multifaceted discipline, our research has shown that there are two key focus areas for supporting your leaders to unlock increased business performance.

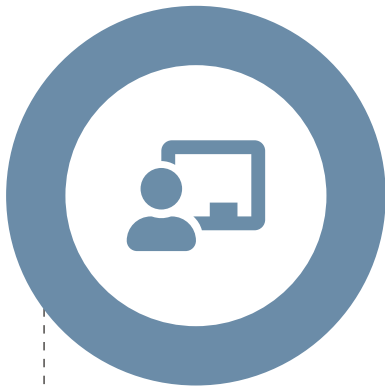
Step 1: Give leaders career development tools and resources.

Step 2: See an increase in leader career developmental behaviors.

Outcome: Increased organizational performance and HR Best in Class.

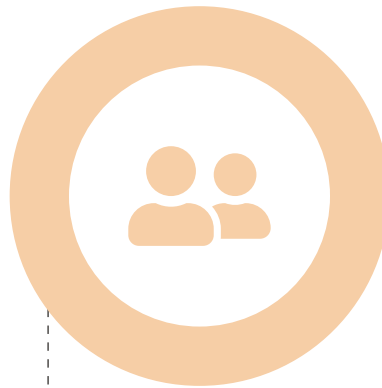
Here is a breakdown of what our research revealed to be the developmental tools, resources, and leadership behaviors needed to drive business performance.

Support Your Leaders to Unlock Increased Business Performance



• Step 1

Give leaders career development tools and resources.



• Step 2

See an increase in leader career developmental behaviors.



• Outcome

Increased organizational performance and HR Best in Class.

Source: Fuel50, Global Talent Mobility Best Practice Research

What resources do leaders typically have versus what do they need?

Leaders have:

40% said their leaders have visibility to talent bench strength **within their team**.

40% said their leaders have visibility to talent bench strength for **critical roles**.

Talent bench strength = capability strengths and needs.

VS

Leaders need:

Skills and resources to help employees develop their careers.

60% said their leaders do not have the tools to search for skills and capabilities across the organization and build talent pipelines autonomously of HR.

Source: Fuel50, Global Talent Mobility Best Practice Research

What TOOLS & SUPPORT do leaders need to drive employee development?

Visibility to employee capabilities and skills

- Leaders need to be provided visibility to the talent bench strength (i.e., capability strengths & needs) within their team and for critical roles.
- Only 40% said their leaders currently have this across their teams and for critical roles.

There are clear business benefits to having high visibility to talent bench strength. These include lower voluntary attrition, lower recruitment costs, lower unfilled positions, higher internal mobility, higher employee productivity, and higher training and development spend, as best-in-class organizations invest more in training and development to achieve these gains.

Companies that have full visibility to all the different types of talent at their disposal, with a true line of sight to how work is getting done, by whom, with what skills, performed where and at what value, will have an immediate and significant competitive advantage.

For organizations to mine employee capabilities and skills internally and externally, they need technology to enable visibility to their talent bench strength.

“ Organizations need technology to enable visibility to their talent bench strength.

Tools to search for skills and capabilities to build talent pipelines

- Leaders need tools to search for skills and capabilities across the organization and build talent pipelines autonomously of HR.
- 60% of respondents said their leaders DO NOT have this, suggesting a focal point for improvement.

Smart, forward-thinking organizations will focus on prioritizing this demand for talent visibility and will work to implement a new set of norms that both enable and encourage internal mobility.

We are predicting that acquiring technology to enhance talent visibility will be a strategic priority for organizations over the next 24 months to ensure that they can effectively leverage the capabilities and skills available to them. This prediction is supported by our finding that one in four respondents intend to increase their scope of visibility to talent within the next 12 months.

Leaders need targeted development to help them amass skills to help employees develop their careers

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- However, only 1 in 4 said they are currently providing their leaders with training aimed at developing skills to support career development.

The highest performing organizations are prioritizing leadership development. They said their leaders are upskilled and role model by developing themselves.

According to Harvard Business Review, the need for leadership development has never been more urgent. Companies of all shapes and sizes are realizing that to survive in today's volatile, uncertain, complex, and ambiguous environment, they are going to need leadership skills and organizational capabilities different from those that helped them succeed in the past.⁵



Leaders need access to resources to help employees develop their careers

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- But only 1 in 3 said that their leaders currently have access to career development resources.

People are actively looking to grow and develop and are seeking opportunities to move forward in their careers. Organizations need to power up their leaders to be ready, willing, and able to support with their employee's learning and development.

HR teams and leaders must also work to understand the goals and aspirations of each of their people and then help make them happen. The more people feel supported in their individual goals, the more they will be engaged and feel the organization is doing everything possible to offer them growth experiences, help build their career, and, ultimately, keep them on board.

Best-in-class organizations said their leaders take an active role in developing others and they are given tools and resources to support employee development.

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Leadership Tools & Resources Needed to Drive Business Performance



Visibility to employee capability and skills

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Source: Fuel50, Global Talent Mobility Best Practice Research

What BEHAVIORS should leaders be demonstrating to support employee development?

Create a learning culture

Leaders need to:

- Lead by example and be seen to be developing themselves. Currently only 1 in 3 leaders are doing this.
- Encourage internal mobility. 41% of leaders are currently doing this.
- Ensure the organization's strategic vision and priorities are reflected and embedded in opportunities made available to employees. 43% of leaders are currently doing this.

Be fair and focus on diversity & inclusion

Leaders need to:

- Distribute projects and learning opportunities in a fair and transparent manner. Currently only 1 in 3 leaders are doing this.
- Actively address diversity risk factors within their team. This is one of the lowest observed leadership behaviors from our study, with only 23% of leaders reporting currently doing this.

Provide guidance and direction

Leaders need to:

- Support people in making better, smarter investments in themselves. Half of all leaders are currently doing this.
- Identify appropriate ways to address the developmental needs of their team. 1 in 3 leaders are currently doing this.

Assign learning and development

Leaders need to:

- Assign training and development to their teams/employees. 41% of leaders are currently doing this.
- Provide stretch assignments that allow team members to grow their strengths. 42% of leaders are currently doing this.
- Draw relevant internal opportunities to the attention of their team members. 37% of leaders are currently doing this.

Leadership Behaviors Needed to Drive Business Performance



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Source: Fuel50, Global Talent Mobility Best Practice Research



Enable your leaders to become world-class career coaches

As quoted in [Fuel50's recent article on coaching](#), "The world has changed. Today's employees want a manager who is invested in their personal and professional development. They want frequent feedback -- and opportunities to do more of what they do best. They want to consistently grow as they pursue a compelling purpose. In this new world, the best path to an exceptional employee experience -- not to mention, high performance -- is for employees to have a coach, not a boss."⁶

Internal coaching marketplaces are becoming a critical part of an organization's employee experience, and they allow everyone and anyone to be a stretch coach. By providing access to internal coaching in this way, and not just for leaders but for everyone, you can create a true learning culture that is completely enabled by your staff -- the most democratized approach to learning yet.

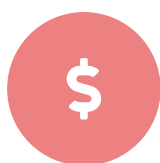
Josh Bersin, Global HR Industry Analyst, comments that, "In the past, coaching was typically limited to senior executives because the per-hour cost was so high. Now, AI-enabled solutions can match you to just the right coach at a fraction of the cost, bringing the power of coaches to every manager, leader, and executive in your company. [...] Intelligent coaching has just begun, and as more digital tools become available, we'll all have coaches whenever we feel we need help."⁷

This is the future of coaching – where people are smart-matched to internal coaches within a marketplace based on their skills, talents, and development goals. As Bersin highlights, "Fuel50 can connect people to coaches intelligently and can immediately create an internal coaching network." Fuel50's Team Coach view enables leaders to access coaching tips for each employee, identify retention risks, and gives them visibility to their talent pipe bench strength. Leaders, managers, and coaches can see their direct reports as well as their retention risk score and top engagers. They can also define, set, and track goals and objectives and use them to create action-based coaching moments.



According to a recent survey a Fortune 500 company, 77% of respondents indicated that coaching had a significant impact on at least one of nine business measures. Overall productivity and employee satisfaction were the most positively impacted areas (which impacts customer satisfaction, employee engagement, quality, annualized financial results, and more).⁸

Benefits of Internal Career Coaching



Lower cost



Flexible scheduling and more contact opportunities



More control and consistency on delivery methods



Greater inclusion of organization culture



Brand-building for internal thought leaders



Supports internal HR strategy

(i.e., leadership development)

Source: SHRM, Should Your Organization Use Internal Coaches?

Power up your leaders to boost business performance

Organizations have an important role to play in developing their leaders. We now need to create a new modality of leader enablement, which is more critical in today's talent economy. We must help our leaders step up and meet the strong demand for human-centric leadership that we are seeing.

With work-from-home and hybrid workplaces here to stay, it is in every organization's best interest to ensure that their leaders have the right tools and technologies they need to drive and support employee learning and development effectively, regardless of where they are located.

Best-in-class organizations will look to invest in coaching technology that facilitates internal coaching in the digital workspace. Not only will this make sure new employees have the support needed to hit the ground running, but it will also provide their existing workforce with an abundance of opportunities to grow and develop their skills.

About the Authors



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Founder & CEO of Fuel50

*Master of Social Sciences - Industrial/Organizational Psychology
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Anne Fulton the author of *The Career Engagement Game* (a blueprint for workforce agility), worked 20 years as an Organizational Psychologist, and is currently founder and CEO of Fuel50. Josh Bersin, Global HR Industry Analyst, describes Fuel50 as the leader in its thinking, conceptualization, and execution of the Talent Marketplace. Anne is recognized as a talent futurist, with her team supporting some of the world's leading organizations and brands like United Nations, Verizon, HPE, Coca-Cola and CVS, and many more who are innovating on the employee career experience. Anne is a true thought-leader in the HR space - and has been described by SIOP as "one of the best keynotes I have heard over the last three decades of attending conferences in our field."



Marija Potter - Research Leader

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Marija is an Industrial/Organizational Psychologist and leads Fuel50's team of Workforce Architects. Marija is responsible for Fuel50's career architecture design approaches, and ensuring they drive business outcomes. Marija supports across Fuel50's clients, leading the design and delivery of career architecture. Marija's experience spans over 15 years of high impact consulting working in organizations such as IBM (London & Auckland), Kenexa, Imperial Tobacco and more. Marija is a sought-after speaker in the well-being, career management and organizational change space.

Research Design

Fuel50's Global Talent Mobility Best Practice Research was conducted to understand current talent mobility practices, best-in-class talent mobility, and the imperatives for talent mobility in the future across high-performing organizations around the world. We invited both HR Leaders and Employees to complete the survey via social media posts, direct email reach outs to Fuel50's valued community of clients and thought leaders, and by asking attendees at our virtual FuelX Conference in April 2021 to respond.

Within the sample of HR Leader respondents, the largest proportion worked for organizations within the industries of Professional, Scientific, and Technical Services (25%), followed by Finance & Insurance (9%). 37% of the HR Leaders were from organizations with over 10,000 employees. The majority of respondents organizations had a presence in North America (74%), followed by Europe (44%) and Asia (42%).

Within the sample of Employee respondents, 41% have been in paid, full-time employment for over 20 years, with 35% identifying as being in an Individual Contributor/Specialist role and 29% as a Senior Specialist. Most respondents (41%) worked in the industries of Professionals, Scientific, and Technical Services.

More than half (53%) of the sample were in North America, with the remainder located in Australasia (Australia and New Zealand) 17%, Europe 11%, Asia 11%, and the rest of the world 9%. [Click here for more details on the research design.](#)



References

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⁸ Rhythm Systems. The ROI of Business Coaching; Executive Coaching ROI Statistics (Updated).

<https://www.rhythmssystems.com/blog/the-roi-of-executive-coaching>



Thank You

This report is the fourth of a six-part series detailing the key findings from our research study and our extensive analysis of workforce and talent mobility trends.

We would love to hear from you. If you have any questions, suggestions, or feedback, please contact us at hello@fuel50.com.

We look forward to sharing more learning with you!

Fuel50 is the AI Talent Marketplace solution that delivers internal talent mobility and workforce reskilling.

With hyper-personalized AI and a deeply embedded commitment to diversity and inclusion, Fuel50 activates your talent. Fuel50's ethical AI matches your people to opportunities in real-time, automatically maps your workforce architecture, and provides deep data insights for predictive talent and workforce planning.

Over 80 organizations around the globe saw immediate impact since deploying Fuel50, with up to 65% increase in lateral movement, 35% increase in internal recruitment, and 60% reduction in employee churn.

Fuel50 powers the workforce of the future.

Learn more: www.fuel50.com

