



# Three Components of Human Leadership



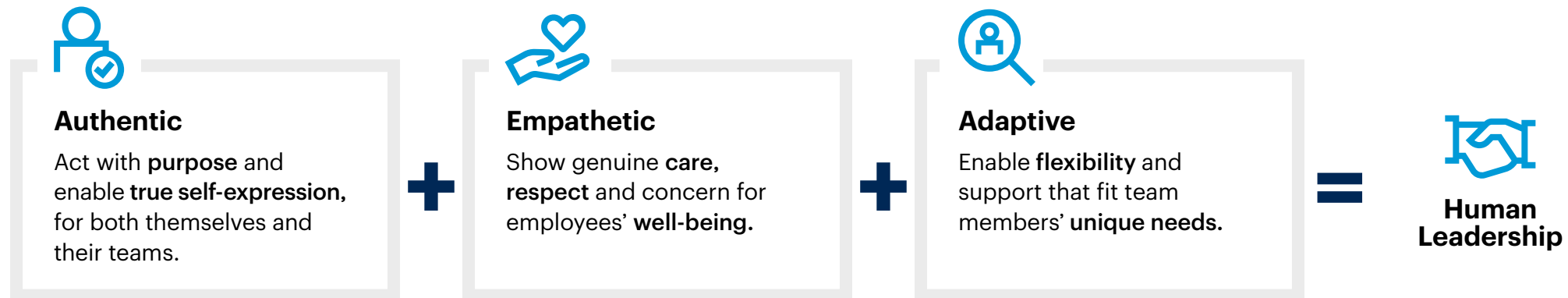
# Leaders need a new approach

2024 Trends and Their Impact on Core Leader Responsibilities

	Core Leader Responsibility		
	 Role-Model Behavior	 Support Teams	 Deliver Results
Prior Approach	<b>Professional</b> Enabling workplace boundaries	<b>Employees</b> Addressing work needs	<b>Efficient</b> Managing standardized workflows
Emerging Challenges	Anxiety, confusion and mistrust in the employee-employer relationship	Blurring boundaries, fatigue and uncertainty as organizations grapple with skills shortages and productivity demands	Variety in/transformation of work norms as organizations cope with skills shortages and adapt to disruptive technologies
New Approach	<b>Personal</b> Enabling safe self-expression at work	<b>People</b> Addressing life needs	<b>Individualized</b> Managing tailored, flexible workflows

Source: Gartner

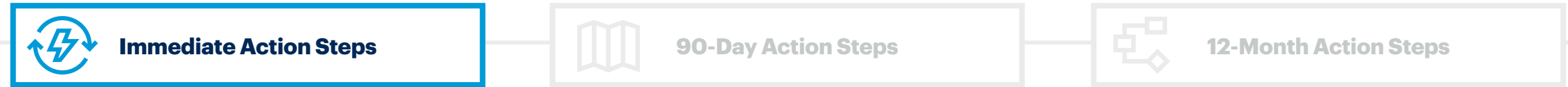
# 3 components of human leadership



Source: Gartner

Note: Human Leadership is measured via an index of 9 survey items. Human Leaders are defined as those who score highly on the index.

## Creating Human Leaders



### Monday Morning: Identify Barriers and Opportunities

#### Evaluate the Current State of Human Leadership

- ☐ Review the three types of leaders ineffective at human leadership and assess which types are most common in your organization.
- ☐ Take stock of current HR leader support to determine which leader types it is primarily designed to address.
- ☐ Compare existing HR support to common approaches to achieving commitment, courage and confidence to flag improvement areas.
- ☐ Focus initial efforts on prevalent leader types where existing HR support is limited or similar to common approaches.

#### Identify Key Opportunities and Resources to Build Commitment, Courage and Confidence

- ☐ Identify successful human leaders in high-impact roles as trusted sources to define and support your organization's human leadership vision.
- ☐ Determine equitable selection criteria to identify employees who can share diverse perspectives with leaders as mentors to expand leader mindsets.
- ☐ Catalog high- and low-stakes opportunities for leaders to display vulnerable human leadership.

### Potential Partners

- C-suite
- Business unit leaders
- Leaders (in particular, those who exhibit human leadership behaviors)
- A diverse and selected set of employees

### Recommended Resources (Available to Gartner Clients)

- Broadridge's Reverse Mentoring Program to Expand Mindsets
- FibroGen's Failproof Vulnerable Leadership Support

## Creating Human Leaders



### Next 90 Days: Establish Resources for Change

#### Set the Stage for Leader Discovery

- ☐ Establish employee-leader mentorship groups where employee mentors share how their perspectives impact the business directly with leaders.
- ☐ Appoint successful human leaders to an annually evolving group that defines the new leadership style the organization needs in today's environment.

#### Lay the Groundwork for Managing Negative Emotions

- ☐ Provide leaders with intensive preparation before they participate in high-stakes opportunities for human leadership.
- ☐ Design fear-awareness workshops to teach leaders about managing their behaviors when afraid.

#### Prepare Leaders for Expanded Scope and Ambiguity in Decision Making

- ☐ Review your employee value proposition to define specific employee experience attributes that leaders can impact.
- ☐ Help leaders understand available options for acting on employee needs to help them prioritize what actions to take and when.

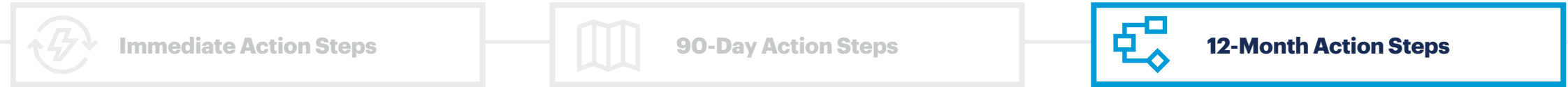
### Potential Partners

- Leaders (in particular, those who exhibit human leadership behaviors)
- A diverse and selected set of employees
- Legal team
- Employee resource groups (ERGs)

### Recommended Resources (Available to Gartner Clients)

- Akebia's Fear-Awareness Leadership Workshops
- Heartland's Gamified Leader-Employee Experience Conversations

## Creating Human Leaders



### Next 12 Months: Implement a More “Human” Approach

#### Ask Leaders to Actively Commit to Clear Expectations for Human Leadership

- ☐ Give leaders the option to actively choose between people leadership and non-people leadership pathways.
- ☐ Ask leaders who choose people leadership to recommit to a new leadership style, defined and supported by the trusted group of successful human leaders.

#### Enable Leaders to Courageously Navigate Vulnerability

- ☐ Reduce the level of support during vulnerable human leadership when you observe tangible evidence that leaders’ confidence and competence are increasing.
- ☐ Implement fear-awareness workshops to teach leaders to understand their personal fears and the impact of their fears on their leadership approach.
- ☐ Provide ongoing support for leaders to establish their own behavior management strategies when afraid.

#### Support Leaders to Use Their Judgment to Deliver on New Expectations

- ☐ Create tools that help leaders quickly identify and deliver on what matters most to employees using forced choice.
- ☐ Establish coaching and feedback based on leader-employee interactions to help leaders adapt in real time, preparing them for scenarios where there is no applicable guidance.

### Potential Partners

- Leaders (in particular, those who exhibit human leadership behaviors)
- IT leaders and managers

### Recommended Resources (Available to Gartner Clients)

- Rolls Royce’s Leader-Developed Leadership Evolution
- Sanofi’s Cues-Driven Development for Interactive Skills

# How Gartner is helping HR leaders adapt and stay ahead

The decisions HR leaders make today can impact their company brand for the next five years. It's critical to have trusted support. With our insights, actionable tools and advice, we help HR leaders adapt their strategies across a variety of mission-critical priorities to set up their organizations for success.



Diagnostics and benchmarks



Guides and toolkits



Expert inquiry



Expert research



In-person events



Peer connections



Case studies and best practices



Live webinars and online learning events



Document reviews

## Leadership support you receive as a Gartner client

### Diagnose current state



Benchmark leaders' and managers' top capability gaps, challenges in development, and employee's confidence in rising leaders.



Evaluate current levels of human leadership effectiveness and barriers to develop an action plan.



Understand current trends in succession planning and the effectiveness of those processes.

### Develop your plan



Explore approaches to build more commitment, courage, and confidence for leaders to pursue human leadership.



Understand how to improve the manager role and outcomes to avoid losing managers to burnout.



Evolve succession planning to accelerate organizational maturity and drive business growth.

### Execute and drive change



Understand how to spot and address the key predictors of manager failure before they lead to negative talent outcomes.



Measure your organizations leadership development strategy with our ignition guide.



Create effective succession plans by helping leaders identify a pool of successors and prepare for scenarios.

# Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

[Become a Client](#)

**Learn more about Gartner for HR Leaders**

[gartner.com/en/human-resources](https://gartner.com/en/human-resources)

**Stay connected to the latest insights**



**Attend a Gartner conference**

[View Conference](#)

© 2024 Gartner, Inc. and/or its affiliates. All rights reserved. CM\_GBS\_2932310

**Gartner®**