



Stacey Kauffman

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CalSAE ELEVATE
Annual Conference 2024

The Grounded Leader

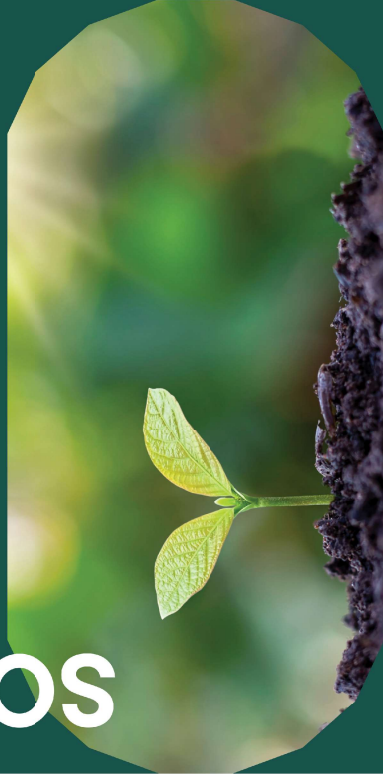
Reconnecting to Your People and Purpose

From “Up in the Air”



to Grounded Leader

SO THAT...



01

Rediscover your purpose
to reconnect with your yes to
re-energize yourself and your team

02

Reframe your challenges
to get unstuck and overcome
obstacles,

03

Re-engage with your team
to improve company culture,
engagement and performance...

...and all with a renewed sense of fulfillment!

01 **Organizational
Culture**

Employee Engagement

02 **Organizational
Performance**

Results and outcomes

03 **Individual
Fulfillment**

Of both the leader and
the employee

FOCUS



A 2023 Gallup study* found...

*Gallup State of the Global Workplace Report 2023.

\$8.8 Trillion

the global cost of employee
inactive engagement or
disengagement,
about 9% of the global GDP

~6 in 10

employees fell into the category
of “quiet quitting”

01

**Rediscover Your
Purpose**

01

Rediscover Your Purpose



There are many ways to earn a living.
But, *something* made you say yes to THIS...

- 1) role
- 2) company
- 3) industry

Why did you choose THIS way?

Why have we lost our connection? Downsizing, management squeeze + stress

64% 71% 69% 62% 46%

of employees have been given additional responsibilities in 2023 ¹	of Gen Z reported ⁴ burnout. 59% of employees under the age of 40 report daily stress, versus those at or over 40 (46%). ²	of Hispanic employees reported at least a moderate level of burnout. ⁴	of US and Canadian employees report experiencing “a lot” of work stress the previous day. ¹	of middle managers reported they were likely to quit their job within a year due to stress in a 2023 study by the Workforce Institute ³
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1. Gallup Workplace Trends Leaders Should Watch in 2024,” Dec 18 2023. Ben Wiggert, <https://www.gallup.com/workplace/547283/workplace-trends-leaders-watch-2024.aspx>

2. Gallup State of the Global Workplace Report 2023, pg 1.

3. “2023 Was The Year Managers Cracked...” Fortune. Chloé Berger. 11.26.23.

4. Aflac 2022-2023 Workforces Report.

Self-Reflection: Rediscovering Your Purpose

PAST:

- What was I excited about?
- Why did I say yes to the role/company/industry?

PRESENT:

- What has changed?
- How do I feel?
- Do I know where and why the disconnect started?
- How might I restore that disconnect? What resources are available?
- Who might be able to help me?
- What have I learned?

FUTURE:

- Why does our mission matter?
- How do I see myself and role impacting that mission?
- How does that align with my mission and vision for myself?
- What am I excited about moving forward?



Self-Reflection: Rediscovering Your Purpose

If I'm still feeling disconnected, what might I be missing?

- Access to information/perspective?
- Feedback from supervisor or customer?
- Connectivity to the work?
- Practicing gratitude?
- Inspiration? Phone a friend/customer/peer!

Lastly, but probably most importantly... Am I taking care of myself?

- How is my sleep?
- How is my diet?
- How is my environment / who am I surrounding myself with?
- What is one thing I am doing for my self-care?



Self-Reflection: Rediscovering Your Purpose



Outcomes:

What did I discover?

What is the one thing I connect the most with?

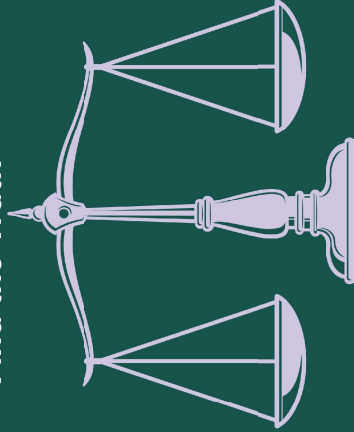
What is one action I can take as a result of this self-reflection?

How can I do a better job maintaining my connection moving forward?

02

Reframe your challenges

Find the Truth



Be Curious



Shift your Mindset

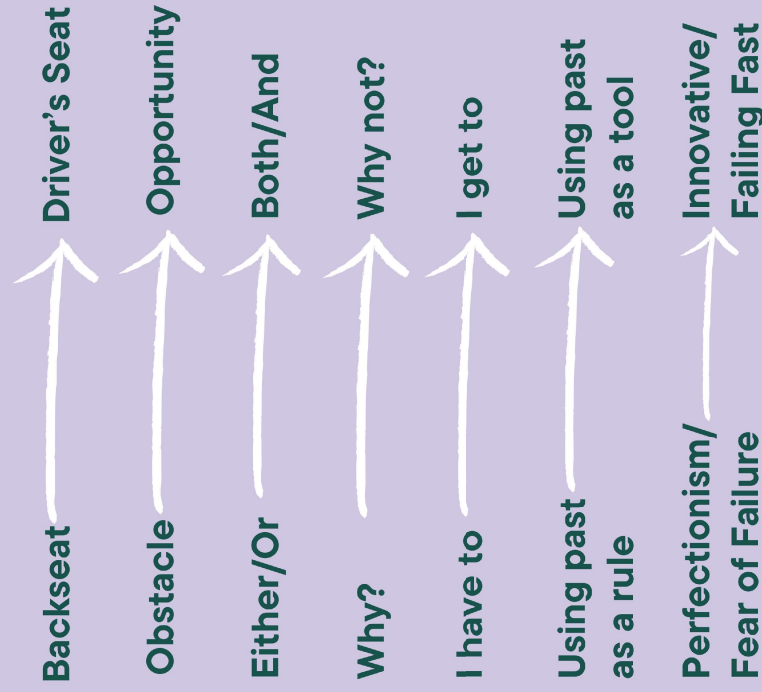


You will find what you seek



Mindset Shifts

In the presence of new information, great leaders have the awareness and humility to change their mind.



What is the problem I'm trying to solve?

Turnover /Retention

Why am I experiencing this?

Compensation. Remote Work. Laziness. Etc.

Why does it matter?

costs ~33% of an employee's salary

"Great Resignation is now the Great Regret." Fortune. Eleanor Pringle. 2.9.23.

8 in 10

of employees who quit during the "Great Resignation" regretted it.



"Great Resignation is now the Great Regret." Fortune. Eleanor Pringle. 2.9.23.

Mindset Shift

Out of my Control

Competitors' Comp Structures

Competitors' Flexible Work Policies

In my Control

Employee Engagement

Fulfillment of Purpose & Passion

Mentorship & Career Development

Connection & Companionship

Self-Reflection:

Reframing Challenges

Ask yourself these questions to help uncover opportunities to get unstuck and discover new paths to overcoming obstacles.



What is the problem we should be trying to solve?

A situation or challenge where I feel stuck:

Why does it matter?

Why does that matter?

What is the outcome of solving this?

What is the outcome or risk of not solving this?

Am I treating the symptom or the ailment?

Self-Reflection: Reframing Challenges

Ask yourself these questions to help uncover opportunities to get unstuck and discover new paths to overcoming obstacles.



Why are we stuck?

What beliefs do I hold about this challenge?

What do I actually know to be true in this moment?

What assumptions have I made that I might need to fact check today?

What obstacles or factors are truly out of my control?

What do I have access to, within my control, to overcome that?

If I were coaching myself, what might I recommend as a next step

If I walked in new today without any background....

What questions would I ask? What might I challenge?

What would I be excited about?

03

Re-connect to your people

**Employee Engagement
+ Retention**

**Connected, Mission-
Driven Culture**

**Company Results +
Performance**

Why?

Managers influence employee engagement by

70%

...yet only

23%

reported trusting leadership

6 Workplace Trends Leaders Should Watch in 2024." Dec 18 2023. Ben Wiggert, Gallup.
<https://www.gallup.com/workplace/547283/workplace-trends-leaders-watch-2024.aspx>

Why?

employees are

2x

more likely to be engaged with a
best friend at work

of employees say work is more enjoyable with a
best friend in the workplace

22%

feel more productive

<https://www.businessnewsdaily.com/6759-friends-at-work.html>

How am I connecting with and engaging my team?

1:1

with
each
other

as a
team

Ways to Re-connect 1:1

WHAT

Scheduled, and with an agenda

Ask discovery questions about purpose, passion and goals

Identify their connection to the mission and work

Ask for feedback on how you can better support

Ask vendors, clients or peers for feedback that you can share

WHERE

Not always your office

Their office

Walk & Talk

Out of office, ie: restaurant

Somewhere creative, ie: museum

Ways to Re-connect: Team

- Organizational-wide flowchart
- Defined roles
- Town Halls
- A Day in the Life
- Gamify- competition
- Volunteerism & community service
- Training & Development
- Mentorship Opportunities
- Employee Resource Groups
- Peer-based Recognition System
- Field Trips to end users
- Interview clients and vendors to show impact of work
- Rewards/Entertainment



Self-Reflection

When is the last time I....

Did a 1:1 with my direct report?

Asked my employee about their goals?

Asked how they prefer to be recognized?

Asked what support looks like to them?

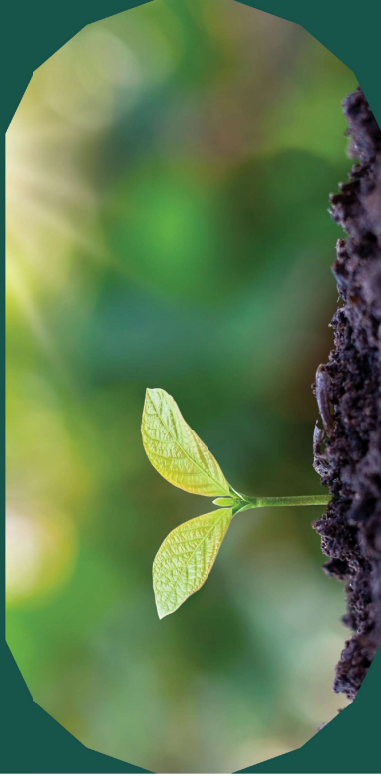
Asked my employee for candid feedback?

SUMMARY

Did you find at least one way to...

- 01 Rediscover your purpose
- 02 Reframe your challenges
- 03 Re-engage with your team

...and all with a renewed sense of fulfillment!



ACTION

What is one thing I am going to do
or do differently?

Why is it important?

What is the risk / negative outcome
if I don't make this change?

How am I going to hold myself
accountable?

Who is my accountability partner?



To connect, for worksheets,
resources and/or inquiries:



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w: www.staceykauffman.com

Resource Page

- 1 Gallup State of the Global Workplace Report 2023. pg 1.
- 2 "6 Workplace Trends Leaders Should Watch in 2024." Dec 18 2023. Ben Wiggert, Gallup. <https://www.gallup.com/workplace/547283/workplace-trends-leaders-watch-2024.aspx>
- 3 "2023 Was The Year Managers Cracked..." Fortune. Chloe Berger. 11.26.23. <https://fortune.com/2023/11/26/middle-managers-burned-out-stressed-rto-layoffs-glassdoor/>
- 4 "The Great Resignation is now 'The Great Regret...'" Fortune. Eleanor Pringle. 2.9.23. <https://fortune.com/2023/02/09/great-resignation-now-great-regret-gen-z-wish-they-had-not-quit-2022-2023> Aflac Workforces Report. <https://www.aflac.com/docs/awr/pdf/2022-trends-and-topics/2022-aflac-awr-employee-well-being-and-mental-health.pdf>
- 6 "Why it's Good to have a BFF at Work." Business News Daily. Bassam Kaado. 10.24.23. <https://www.businessnewsdaily.com/6759-friends-at-work.html>