

LEADERSHIP — THE AUTHENTIC WAY

THE TOP EIGHT CURRENT WORKPLACE ISSUES

By David Irvine, Best-Selling Author and Leader's Navigator

“Giving our fans value for money is the best antidote to a slumping economy,” said Calgary Flames President and CEO, Ken King in a recent interview. Not bad advice from a great leader, not only for getting through a slumping economy but also for managing those inevitable periods when we go through a slumping life. Ken’s statement inspired me to bring increased value to my clients this year.

There is no dearth of workplace challenges facing leaders and employees in our current economic reality. Here are, what I see, as the top eight workplace issues currently facing organizations:

1. Strengthen leadership presence. This is where it all starts: Your capacity to impact others through the strength of your presence (your identity and integrity as a leader) rather than the power of your position. Now more than ever, power, purpose, and privilege no longer reside at the top of an organization. They potentially live at every level. The way you amplify your impact as a leader is to be an integrated human being.

2. Manage through instability and fear. As employees feel less certain and more fearful about their security (on and off the job) how can you create cultures that engage people in meaningful ways while sustaining commitment and morale? How do you deal with the inevitable slumps in life — as you prepare yourself for when these pass? How do you turn fear into passion?

3. Deepen accountability. Accountability is more than working hard, being busy, or doing your best. It’s knowing what needs to be done and delivering the results you promised. It’s having clarity about what matters and then carrying through to completion the responsibilities entrusted to you. Accountability is ultimately the ability to be counted on.

4. Invest in people. It is always tempting to get rid of employee development when

times are tough. In reality, down-turns are the *best* time to invest in learning and personal growth. And if you don’t invest now in your people, you will have an ill-prepared workforce when the economy picks up.

5. Embrace a diversified workforce. Even if organizations have to cut back on projects or people in the short run, it won’t change the long-term demographics of a multi-generational workplace and more foreign workers learning and contributing together.

6. Create cultures that attract, retain, and unleash greatness. Finding and keeping the right people is always important, regardless of the market cycle.

7. Build bridges of trust. In a world of shaken values, entitlement, betrayal, and greed, it is time to rebuild much needed trust.

8. Make values real. Leadership is much deeper than a superficial “buy in” by employees to the corporate value statements. You have to get the laminated value statements off the wall and turn them into real values.

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David Irvine is sought after internationally as a speaker, author, and mentor. His work has contributed to the building of accountable, vital, and engaged organizations across North America. He is the co-founder of the Newport Institute for Authentic Living whose focus is to build authentic organizational cultures that attract and retain great people. David is the best selling author of five books. His most recent book is *Bridges Of Trust: Making Accountability Authentic*. These are available in bookstores or can be ordered at www.davidirvine.com

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