

# Emerging Communication Trends in the Workplace

2022 Global Study



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# EXECUTIVE SUMMARY

Eleview Consulting expanded significantly in 2022, allowing us to collect even more critical data points on the shifts in interpersonal dynamics at work. Through our interactive, high-energy workshops, individual and group coaching, and custom programming, we've worked with thousands of professionals across six continents to:

- ➔ **Empower individual contributors to take ownership** of their work and give their colleagues, clients, and manager peace of mind that they can be relied upon
- ➔ **Ensure leaders feel confident** giving constructive feedback to their teams in a way that's motivating and productive
- ➔ **Provide concrete frameworks** for addressing a workload imbalance before it becomes a problem
- ➔ **Incorporate science-backed active listening techniques** into everyday conversations so people feel valued and understood
- ➔ **Excite employees** about building and strengthening their professional relationships in a hybrid work environment

This global study distills the critical trends of emotional intelligence in the workplace. Use this report to:

- ➔ **Harmonize communication and understanding** across all levels of your organization
- ➔ **Evaluate your current training & development** initiatives for impact and effectiveness
- ➔ **Discuss key takeaways** with colleagues and initiate conversations about how to retain and develop your team





# THE COMPLEX ART OF DELEGATION

**Our research found that the most challenging part of transitioning from an individual contributor to a people leader is learning how to delegate work.**

Becoming a people leader means entering a bewildering landscape of new expectations, changed power dynamics, and increased responsibility. While the difficulties of embarking on a leadership path are plentiful, we've found that **32% of leaders feel that delegating work is the biggest challenge of entering this new stage of their careers.** This is followed by understanding expectations (23%), giving feedback and direction (22%), and managing client demands/workload (22%).

Upon diving deeper into this trend, we've learned that delegation becomes a challenge because it requires managerial acumen of:

- ➔ Knowing the skillset of each person on your team
- ➔ Trusting colleagues to deliver on the work
- ➔ Giving clear guidance and direction
- ➔ Providing feedback on a colleague's performance and work product
- ➔ Anticipating workload and delegating according to bandwidth

These skills are learned through a combination of experience and training. Leaders, especially first-time managers, must feel empowered and be equipped to confidently take on their new level of responsibility.





## ELEVIEW PROGRAM SPOTLIGHT: The Leadership Laboratory

Our five-part leadership accelerator program, The Leadership Laboratory, gives managers the skills and resources needed to become confident people leaders. We custom design this program based on the years of leadership experience the program participants have. All content is tailored to ensure participants get fresh, actionable advice that's hyper-relevant to their role.

Participants will:

- ➔ Apply science-backed techniques to empower and excite their team to take ownership and initiative
- ➔ Practice proven active listening skills so everyone they interact with feels valued and heard
- ➔ Reflect on the professional goals each person on their team has and create an action plan to help them make progress towards their goals
- ➔ Transform their one-on-one meetings with our TIP framework (templates, independence, and progress)
- ➔ Discuss difficult scenarios they're currently navigating in a safe, supportive environment

# WE HAVE A FEEDBACK PROBLEM

**Our research has found that the most common reason leaders avoid giving difficult feedback is because they don't want to hurt a colleague's feelings. However, 70% of individual contributors report that they want more feedback. The optimal cadence for feedback is every 7 days, yet only 33% of individual contributors receive feedback weekly.**

Good intentions are getting in the way of skill development. Many leaders dread giving difficult feedback, and our study found that **the primary driver for their hesitation is not wanting to hurt someone's feelings.**

There are several valid, understandable reasons leaders are concerned about protecting the feelings of their team:

- ➔ It's a tight talent market, and they worry their team will look elsewhere if they get difficult feedback or feel discouraged
- ➔ There's a level of unpredictability about how the other person will react to the feedback
- ➔ Quite simply, it's uncomfortable to initiate these conversations and human nature is to avoid discomfort





But it's a leader's responsibility to give advice and direction on how their team members can improve. Furthermore, individual contributors want more feedback. In fact, **70% of individual contributors told us they would appreciate more feedback.** Of that majority, 20% said they aren't receiving nearly enough feedback. Leaders have feedback to give. Employees want that feedback. There's a breakdown happening at organizations around the world.

A study by [Gallup](#) found that millennial employees are happiest when they receive feedback at least every seven days. **Only 33% of the individual contributors in our programs reported that they receive feedback weekly.** 38% state they receive feedback monthly and 10% receive feedback on an annual basis.

While we can't control how someone else perceives a conversation, there are proven frameworks for approaching these critical conversations to increase the likelihood of a positive, productive outcome. Here are a few tips to make feedback a little bit less painful:

- ➔ Let the other person opt into the conversation so they feel a sense of control

“

*I'd like to discuss how your presentation went this morning. When would be a good time for us to connect?*

- ➔ Create a culture of frequent, immediate feedback to normalize these conversations (the more often they happen, the less stressful they become)
- ➔ Provide specific suggestions on how to handle the same situation differently next time, and ask them if they think those recommendations are reasonable



## ELEVIEW PROGRAM SPOTLIGHT: Group Coaching Experience

Scenario analysis is one of the most popular elements of our interactive workshops, so we created a group coaching program to give individual contributors and leaders the opportunity to focus specifically on the challenges they are currently navigating. Cohorts of 6-8 individuals meet over the course of several months, with each session addressing a relevant theme. We build the highest levels of psychological safety so participants feel comfortable sharing their most pressing and important interpersonal dynamics. We also weave in the challenges their organization is working to address and develop concrete recommendations and solutions as a group. In our group coaching program, participants will:



Build camaraderie with their peers through open, honest dialogue



Be held accountable for their own growth and development



Apply new techniques and ideas after each session that allows for a more proactive approach to being a leader within the organization





# THE OPEN SEAT ON YOUR PERSONAL BOARD OF DIRECTORS

**85% of professionals believe the biggest value of having strong mentor relationships is to get advice on career decisions. This is followed by 8% who say it's to be able to ask questions about how to do the actual work.**

Importantly, the professional contact most people feel they are lacking is a *mentor who gives me sound career advice.*



In a hybrid work environment, it's particularly challenging to build and foster strong relationships. With people coming into the office inconsistently and geographically dispersed teams becoming the norm, there are fewer predictable opportunities for organic conversation. This requires individuals to take a proactive approach to initiating professional relationships.

We think of someone's professional network as their personal board of directors. Just like a large company's board of directors, each member of the board has a unique perspective and is a trusted advisor. This network is essential and must be built before there's an urgent need for guidance. Everyone needs to have the right people in their corner to advise them through the ups and downs of their career (and life, for that matter).

When it comes to mentors, 85% of our program participants feel that the biggest value of a mentor is to gain advice on career decisions.

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This vastly outweighs the second most common reason individuals value mentors which is to ask questions about how to do the actual work. This underscores the difference between a mentor (gives wise advice) and a manager (helps with the work).

**Knowing the perceived and actual value of having a trusted advisor to provide guidance on strategic career decisions, it's concerning that 44% of respondents state that their highest priority gap in their professional network is a mentor who gives sound career advice.**





## ELEVIEW PROGRAM SPOTLIGHT: Professional Relationship Building Workshop

A Harvard study found that when people think about networking they develop a sudden affinity for personal cleansing products, such as toothpaste and hand sanitizer. Networking feels “gross” for many people, and this is often attributed to the belief that you’re using people for your own benefit. We flip that mindset in our Professional Relationship Building programming. Participants walk away with a clear action plan on who they need to meet, how they can proactively reach out to them, strategies for maximizing the conversation, ways to add value to others, and techniques for staying in touch long-term. We put these concepts into practice with real-time networking in our workshops. Participants immediately get comfortable with building strong relationships.





# CLOSING MESSAGE

Thank you to our clients for trusting us with your teams. There's nothing we love more than seeing transformation happen in real time when our program participants gain the skills needed to initiate positive, meaningful change. We look forward to continuing to work with you to make emotional intelligence and interpersonal skills concrete and actionable.

We train individual contributors, leaders, and teams at companies and law firms around the world, in-person and virtually.



## **Tipping Point Skills For Individual Contributors**

Rapidly equip your intern class, early career professionals, and junior associates with the critical professional communication skills needed to succeed in our modern workplace. Our most popular skills include email responsiveness, professional presence and proactive relationship building at work.



## **Transformational Leadership Skills**

Give leaders insight into how to empower their teams, delegate work, and lead wildly effective one-on-one meetings. Our most popular skills include generational differences, difficult feedback and critical conversations, and psychological safety.



## **High Impact Group Coaching**

Invest in the ongoing development of your teams through our unique, impactful group coaching experience. In intentionally assigned small cohorts, we create an environment of honesty and trust where our cohort participants discuss the scenarios they're challenged with and are held accountable by their peers.




## **Custom Engagements For Your Team**

Show your employees you're invested in their growth with workshops for groups such as ERGs, sales professionals, and mentor programs. Our most popular skills include adapting your communication, building trust with colleagues through active listening, and internal relationship-building.

We understand your organization is unique. All of our client engagements are customized to meet your specific needs and complement your internal programming. Your input and collaboration allow us to lead impactful and engaging programs.

To schedule a consultation to discuss bringing our custom professional development experiences to your organization, or for media and press inquiries, please contact us at:

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You can see our current portfolio of programming on our website at [www.EleviewConsulting.com](http://www.EleviewConsulting.com). We appreciate your interest in our work building communication skills throughout organizations and we look forward to hearing from you!



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**ELEVIEW**

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