



CENTER FOR RETAILING

WE WILL START IN A FEW MINUTES

CFR EARLY INSIGHT #29

LEADING PEOPLE IN AN UNCERTAIN RETAIL LANDSCAPE

Center for Retailing (CFR) at the Stockholm School of Economics has a mission to provide high-level academic education and to conduct world-class research on retailing in close collaboration with the Swedish retail industry. CFR Early Insight is a breakfast seminar series through which CFR faculty members share insights from ongoing research projects. The series provides a platform for employees at our partner companies to meet and discuss current challenges in retailing.



THE GREAT RESIGNATION

Are you ready to **join the movement?**



73%
of workers want
remote work to stay

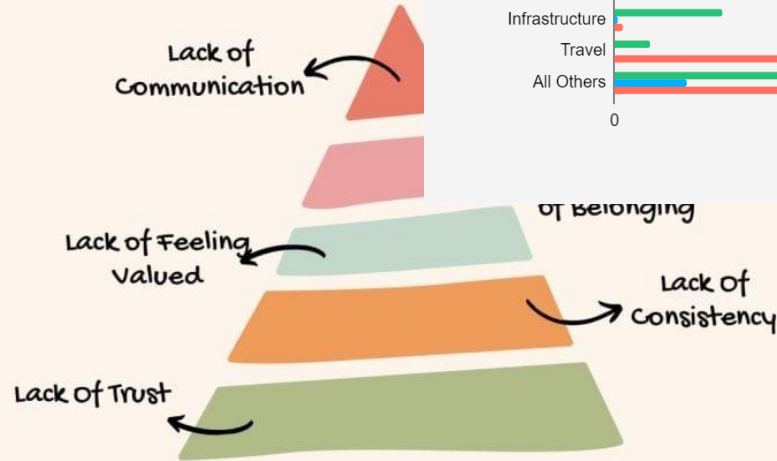


54%
are tired of feeling
BURNT OUT

40%
of the
global workforce
is ready to
QUIT

*Figures shown are from the 2021 Microsoft Work Index.

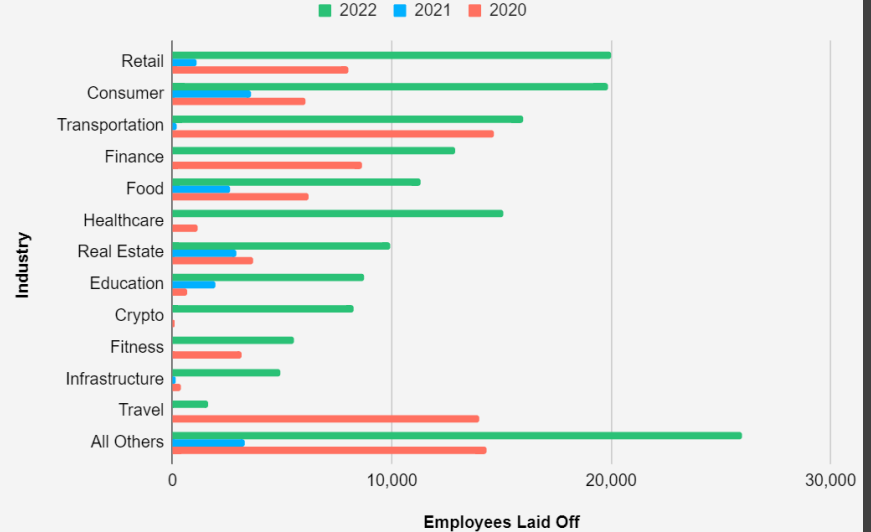
Pyramid of Quality



Jason Kaplan

Tech layoffs by industry since COVID-19

Source: <https://layoffs.fyi>





Plan For This Morning

The Context

- How do employees feel?
- What are their main issues/concerns

What Can Be Done

- Adjust your leadership style to “serve”
- Provide “strategic transparency”
- Advocate for (all) workers

Benefits

- Psychological Safety
- Resiliency / Engagement

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State of Employees

Exhaustion at Work



Inflation at Home



Inequality in Society



State of Employees

Exhaustion at Work

- Covid required “adaptation”
- Bottom-line mentality
- No one listens
- Less room for humans
- Burnout

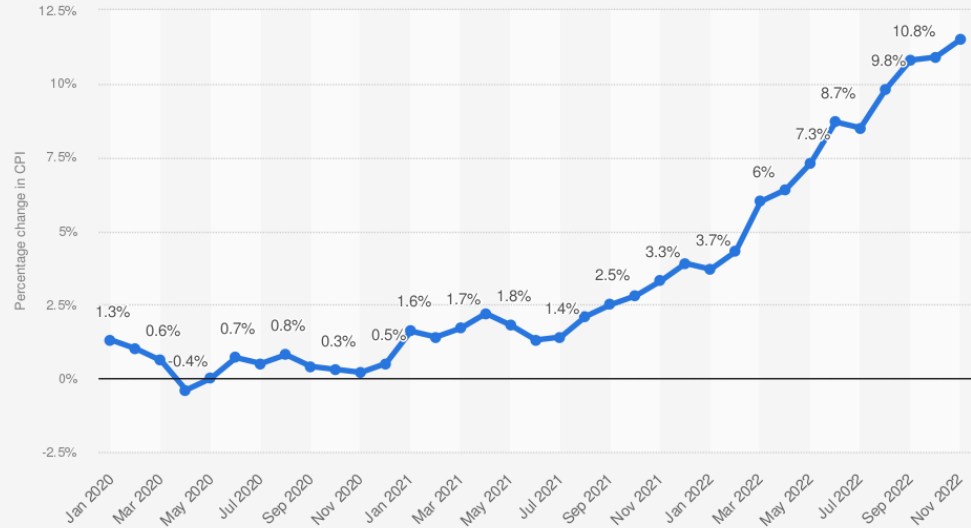


State of Employees

Inflation at Home

- Same work, less income
- Housing more expensive
- Less security
- Stress

Annual change in the monthly Consumer Price Index (CPI) in Sweden from January 2020 to November 2022



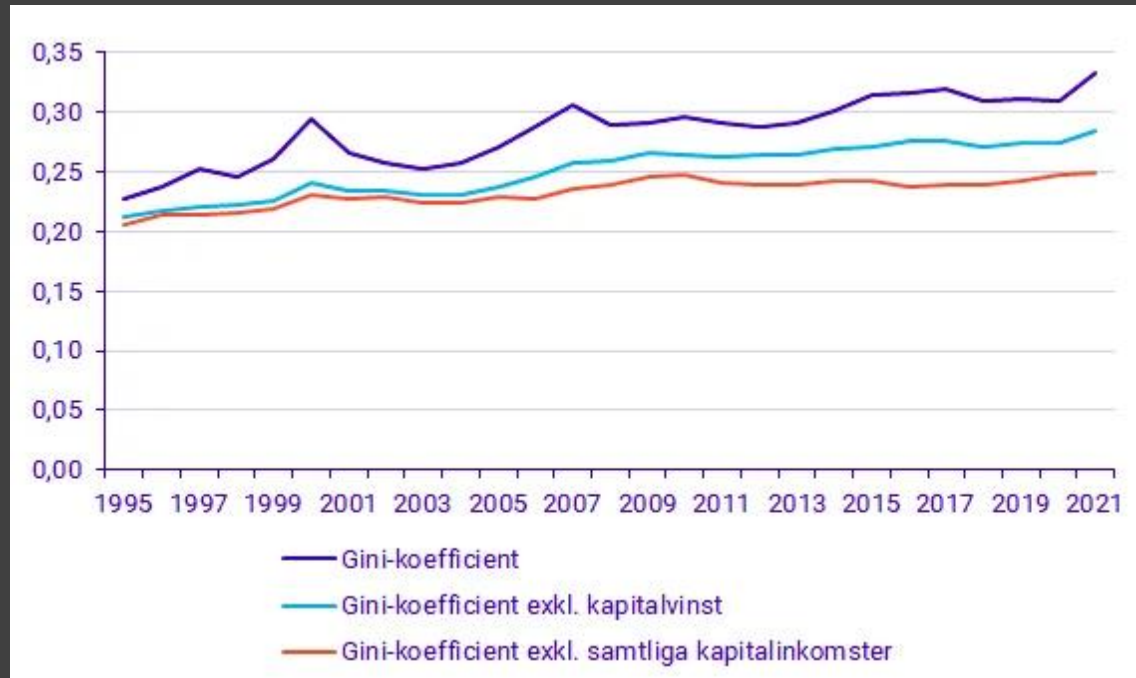
Source
Statistics Sweden
© Statista 2023

Additional Information:
Sweden; January 2020 to November 2022; Change compared to the same month one year before

State of Employees

Inequality in Society

- Feeling left behind
- Haves vs Have Nots
- Looking for “justice”
- Shirking / Quiet Quitting



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Benefits

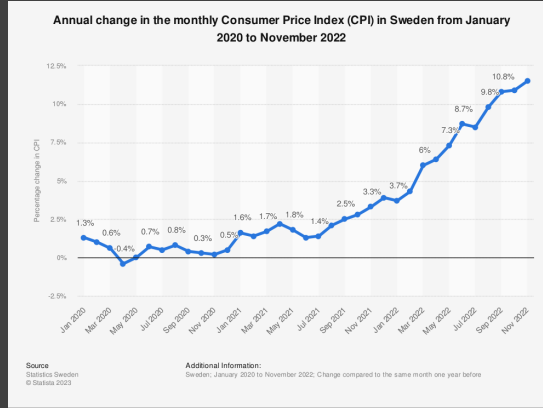
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- Resiliency / Engagement

What managers face



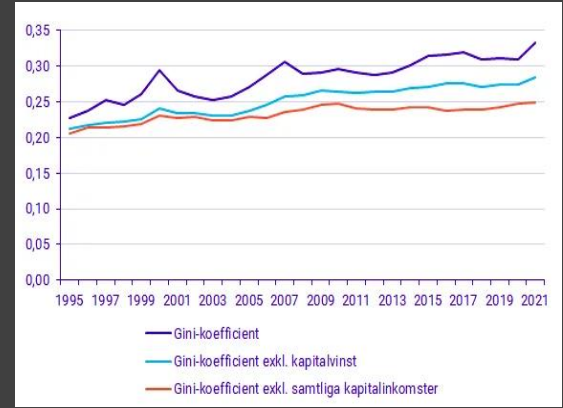
Less Room for Humans

Serve The People



Less Security

Make it Predictable



Looking for Justice

Support “Beyond”

What managers face



Less Room for Humans

Serve The People

Serve the People

Servant Leadership

- “It begins with the natural feeling that one wants to serve. The best test is: Do those served grow as persons?” (Greenleaf)

Why

- Employees feel “overlooked”
- Want voice
- Want to develop



How to Practice Servant Leadership



**DISCOVER THE
STRESSORS
IN EMPLOYEES'
LIVES**



**UNDERSTAND
EMPLOYEES
AS INDIVIDUALS, NOT
JUST AS WORKERS**



**SHOW
APPRECIATION
FOR EMPLOYEES**



**UNDERSTAND
MOMENTS THAT
MATTER IN
EMPLOYEES' LIVES**



**REMOVE
EMPLOYEES'
OBSTACLES**

Benefits

Respect

- Leader-Member Exchange

Trust

- Employees feel safe

Commitment

- Willing to go the extra mile

Performance

- Team Effectiveness

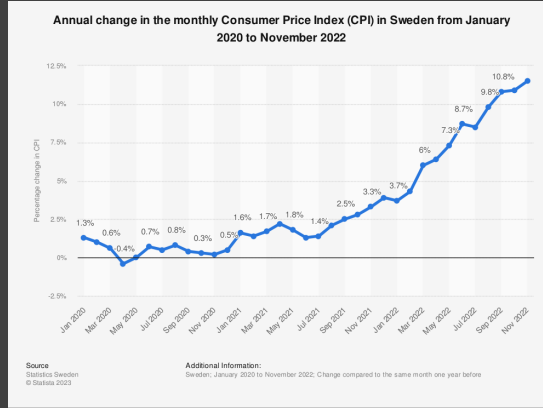


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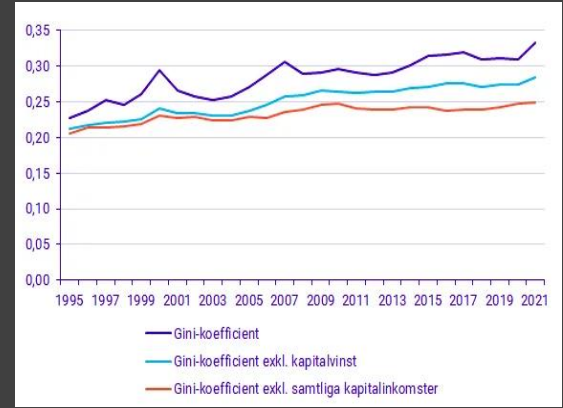
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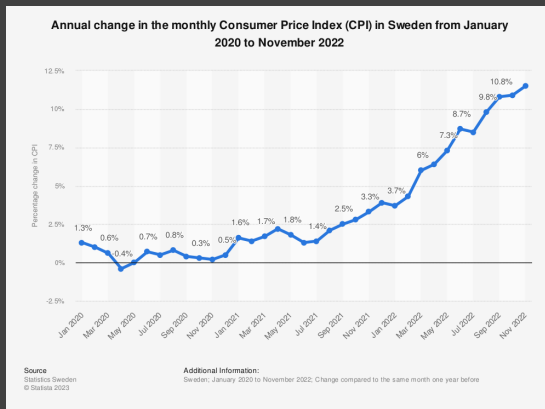
Make it Predictable



Looking for Justice

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What managers face



Less Security

Make it Predictable

Make it Predictable

Operational Transparency

- Who does what

Strategic Transparency

- Outlining reasoning
- Open for discussion
- Develop new ideas

Do It With Care...



Benefits

Better relationships

- Both within and outside companies (Buell et al., 2017)

Voice and Innovation

- Increases voice/engagement (Mishra et al., 2014)
- Leads to innovation (Arend et al., 2017)

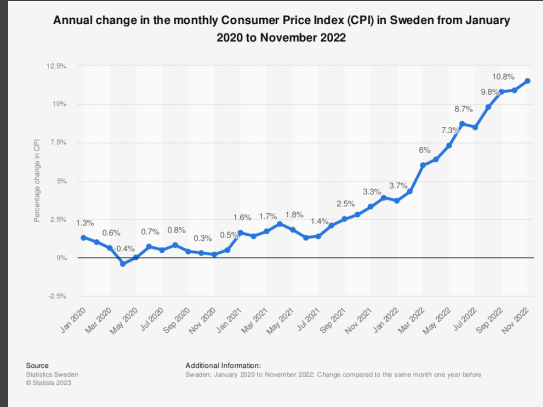


What managers face



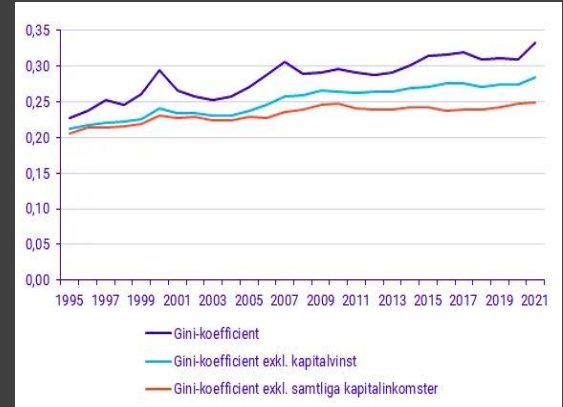
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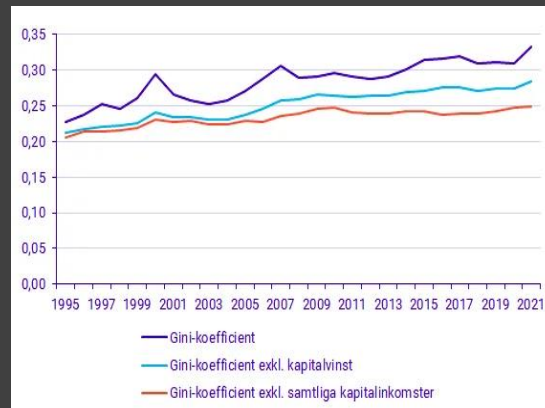
Make it Predictable



Looking for Justice

Support “Beyond”

What managers face



Looking for Justice

Support “Beyond”

Support “Beyond” Boundaries

Support Employees Who Leave

- Understand strengths
- Find new opportunities

Survivor Syndrome

- Fired employees need help
- ...but so do those staying!
- Dealing with guilt of staying



Benefits

Understand Market Better

- Informs internal choices
- Foreseeing future (Maltz & Kohli, 1996)

Improves Employee Engagement

- Current workers feel supported
- Able to fail and have support
- Increased psychological safety (Edmondson, 1999)



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Benefits

- Psychological Safety
- Engagement
- Resiliency

Outcomes



Better relationships



Engaged Employees



Psychological Safe Workspace





Questions, Comments, Research?

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MAY 10

TOPIC TBA

CFR EARLY INSIGHT

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