



VELKOMMEN TIL FROKOSTMØTE

Hvordan lykkes du med lederutvikling?



Hvordan koble seg på medarbeiderne?

Hvordan trening, tilstedeværelse og
tilbakemeldinger er nøkkelen

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Hvem er vi?



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'The Great Resignation': almost one in four UK workers planning job change

Manufacturing, construction, tech and logistics workers are most confident about finding a new role



A survey of 6,000 workers by Randstad UK found 69% felt confident to move to a new role in the next few months. Photograph: Sverhnova/Getty Images/iStockphoto

Almost a quarter of workers are actively planning to change employers in the next few months, a report has claimed, as part of a "great resignation" prompted by a high number of vacancies and burnout caused by the pandemic.

A survey of 6,000 [workers](#) by the recruitment firm Randstad UK found that 69% of them were feeling confident about moving to a new role in the next few months, with 24% planning a change within three to six months.

Business Nov 27th 2021 edition > **Bartleby**
How to manage the Great Resignation

High staff churn is here to stay. Retention strategies require a rethink



Paul Blow



A shopper passes a hiring sign while entering a retail store in Morton Grove, Ill., on July 21. (Nam Y. Huh/AP)

In the United States, the phenomenon dubbed as the "Great Resignation" seems to be picking up speed. A [record 4.3 million U.S. workers quit their jobs](#) in August, according to new data from the Labor Department — a figure that expands to 20 million if measured back to April. Many of these resignations took place in the retail and hospitality sectors, with employees opting out of difficult, low-wage jobs. But the quitting spans a broad spectrum of the American workforce, as the toll of the pandemic — and the tortuous path to recovery — keeps fueling what [Atlantic writer Derek Thompson has described](#) as "a centrifugal moment in American economic history."

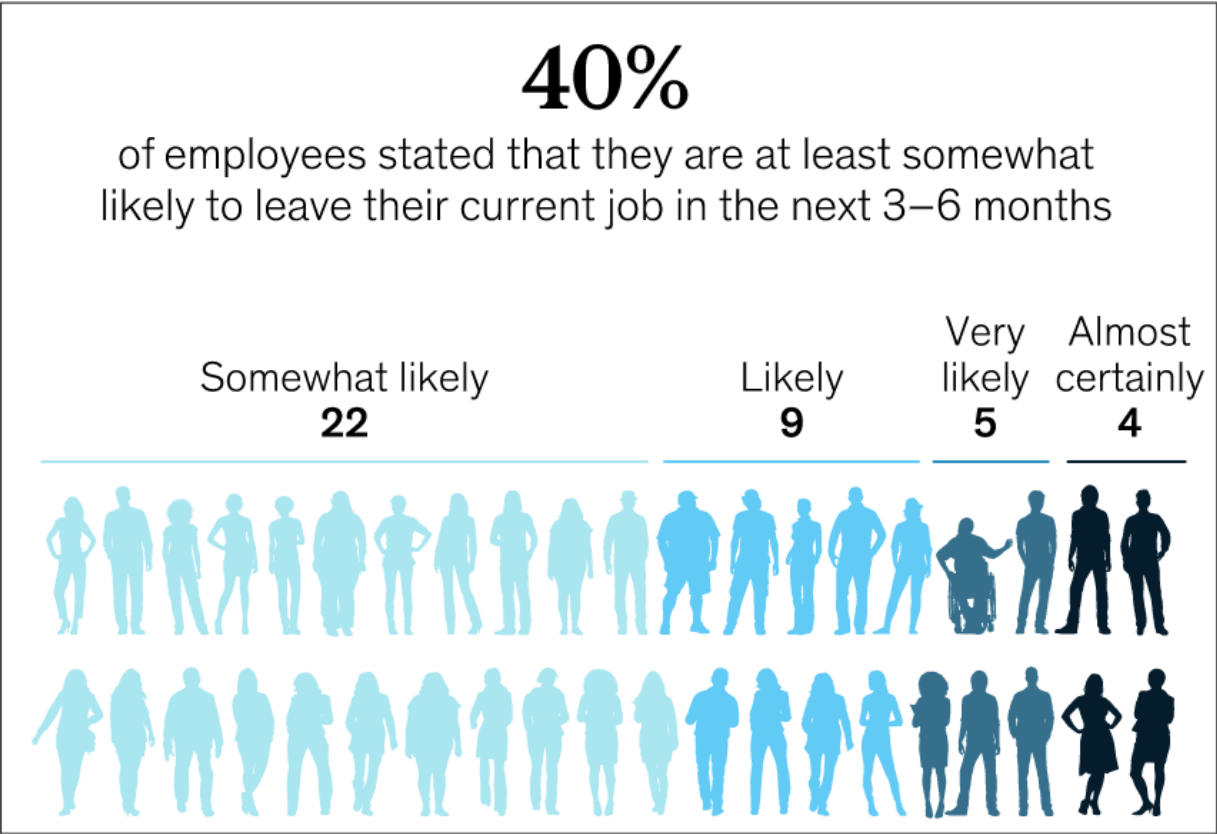
MANAGEMENT | MANAGING YOUR CAREER
America's Workers Are Leaving Jobs in Record Numbers
U.S. workers handed in nearly 20 million resignations this spring and summer



PHOTO: RUTH GWILY

The 'Great Attrition' is real, and appears widespread across industries.

Likelihood that employees will leave their current job in next 3–6 months, % of respondents



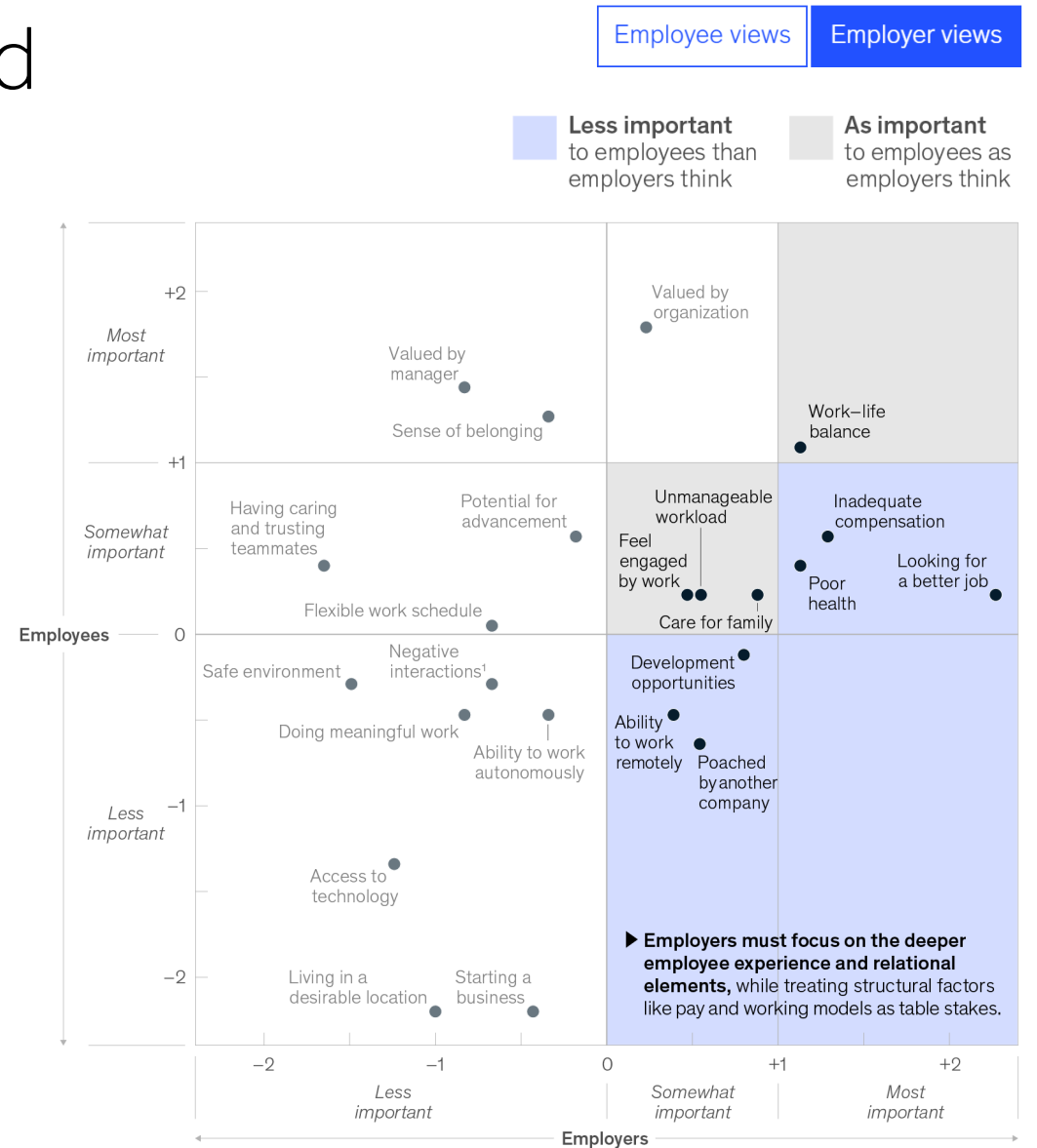
(McKinsey, 2021)

Employers do not fully understand why employees are leaving

Factors that are important to employees versus what employers think is important

- Instead, employers overindex on transactional factors, which are not primary drivers. These include external factors (such as workers job-hunting) and structural aspects (compensation, for example).

(McKinsey, 2021)

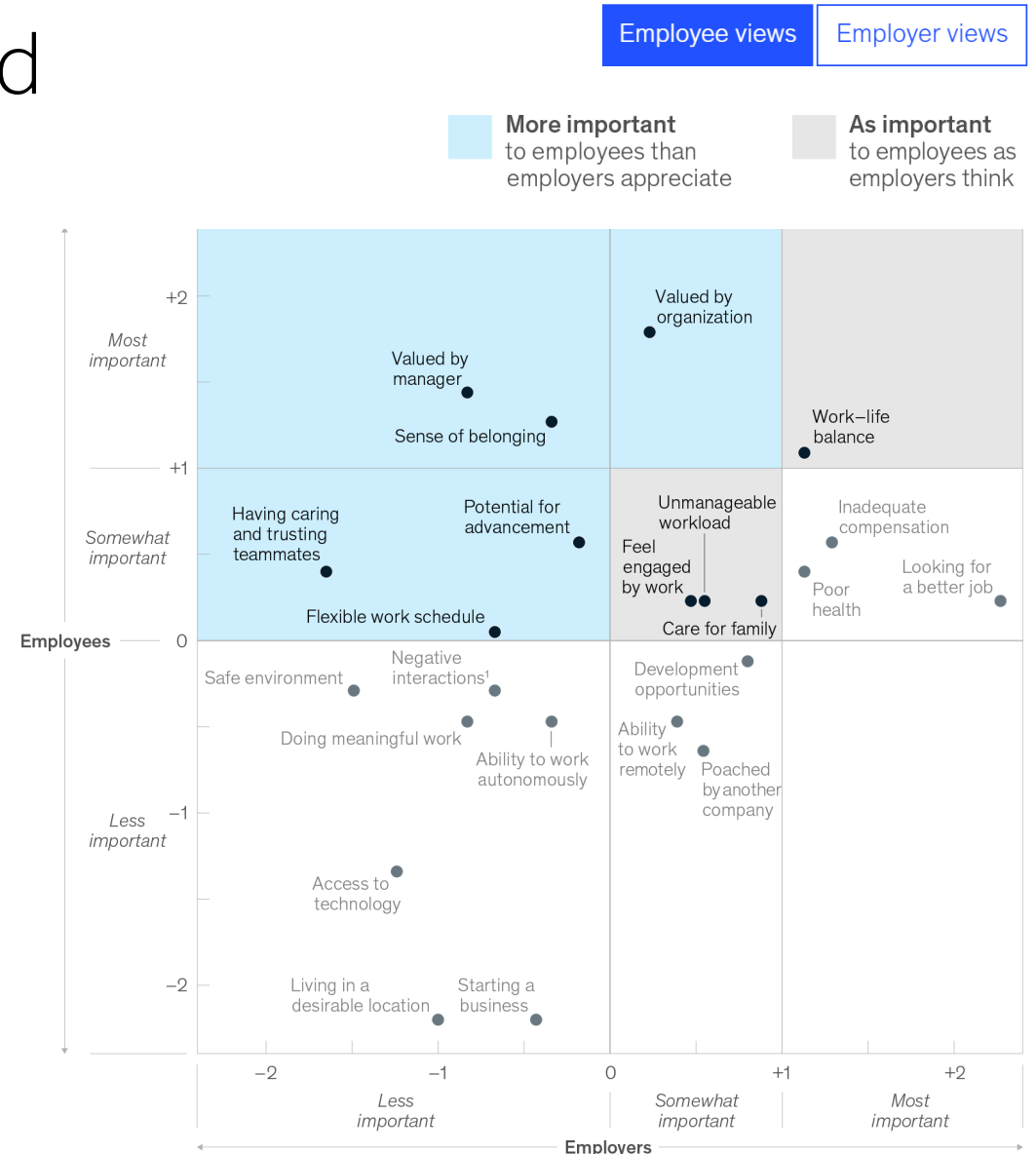


Employers do not fully understand why employees are leaving

Factors that are important to employees versus what employers think is important

- Employers seem to overlook the relational elements that are key drivers for why employees are leaving, such as lack of belonging or feeling valued at work.

(McKinsey, 2021)



A close-up, low-angle shot of a person's legs and feet. They are wearing bright orange and blue sneakers with a black swoosh logo. The person is standing on a concrete step, with their right foot on the lower step and their left foot on the upper step. The background is a textured concrete wall.

Å trene ledere

Styrkebasert ledelse



Ledere som fokuserer på medarbeiders styrker har mer enn **2 ½ ganger større sannsynlighet for å ha engasjerte medarbeidere** enn ledere som fokuserer på svakheter

(Rath, 2007)

A photograph of two children dressed as superheroes. The child on the left is a boy with short brown hair, wearing a teal mask and a teal shirt with a red cape. The child on the right is a girl with curly brown hair, wearing a red mask and a red shirt with a blue cape. Both children have their right arms raised in a heroic gesture. The background is a solid light blue color.

Den beste versjonen av meg!

A blue-tinted background image showing a group of people giving thumbs up. The text is overlaid on this image.

Styrkebasert samhandling = holdning + handling

identifisere, bruke og forsterke egne og andres styrker

Leder - medarbeiderrelasjon

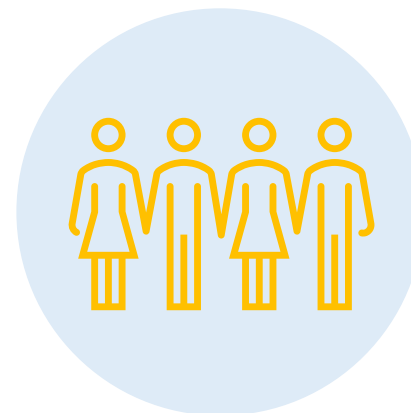


Forskningsmessig viser undersøkelser at **relasjonen** medarbeideren opplever å ha til sin leder er vesentlig



En kvalitetsrelasjon er basert på:

- Opplevd støtte
- Tillit / Autonomi
- Anerkjennelse



Relasjonsledelse bygges gjennom måten ledere møter medarbeidere på:

- **Åpenhet**
- **Tilstedeværelse**
- **Tilbakemeldinger**



Vi kan med andre ord trene på det!

Lederstøtte

Judge 2004

Bommer et al 2013

Lederstøtte = 38%
bedre resultater

- Min nærmeste leder bryr seg virkelig om mine meninger
 - Min nærmeste leder viser interesse for at jeg har det bra på jobben
 - Min nærmeste leder tar hensyn til mine mål og verdier
 - Min nærmeste overordnet bryr seg egentlig ikke særlig mye om meg
-
- 550 medarbeidere: 75 bensinstasjoner
 - Dysvik og Kuvaas (2012)

Dialogferdigheter

- Å være tilstede
- Stille åpne spørsmål
- Balansere egne meninger med det å lytte
- Sikre forståelse



Trening: Ledersimulator

Vi trener på relasjonskvalitet



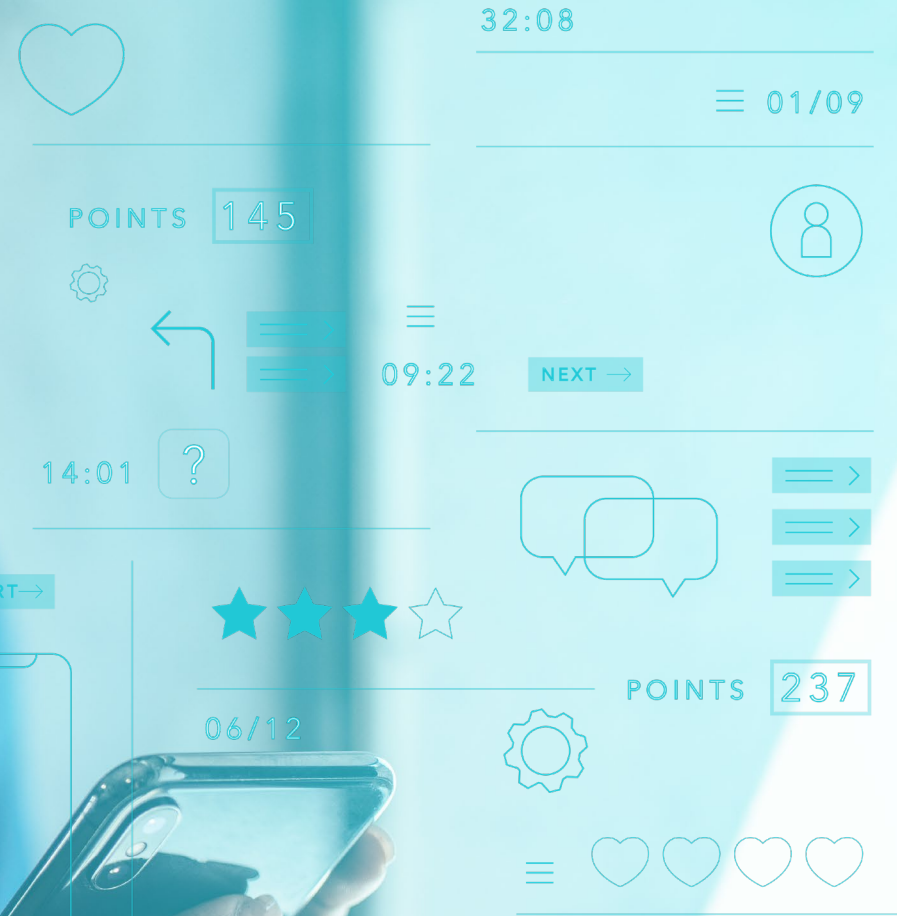
The image features three 3D rendered characters against a light yellow gradient background. On the left is a woman with reddish-brown hair, wearing a brown sleeveless top and dark pants. In the center is a young man with brown hair and blue eyes, wearing a light blue button-down shirt and dark pants. On the right is an older man with grey hair and blue eyes, wearing a light blue button-down shirt and dark pants, with his arms crossed. A semi-transparent blue banner is overlaid on the left side of the image, containing the text 'Persongalleri' and 'Assessit Ledersimulator' in white.

Persongalleri

Assessit Ledersimulator

Spillfiserete simuleringer...

70



32:08

01/09

POINTS 145

09:22

NEXT →

14:01 ?

START →

06/12

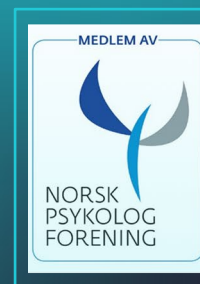
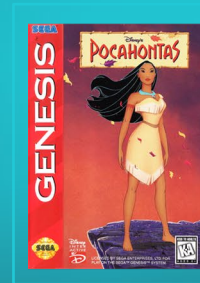
POINTS 237

INNLEDNING

OM ATTENSI
OM SIMULERING
OM SPILLIFISERING

Gaute Godager:

- 51 år, bor på Oppegård.
- Gift, 3 gutter (19,14,11)
- Psykologspesialist
Creative Director Attensi AS.
- Grunnla Funcom 1993, jobbet der i 15 år. Utgitt flere titler.
(«Conan», «Anarchy Online» mm)



POINTS 145

POINTS 237

06/12

← BACK

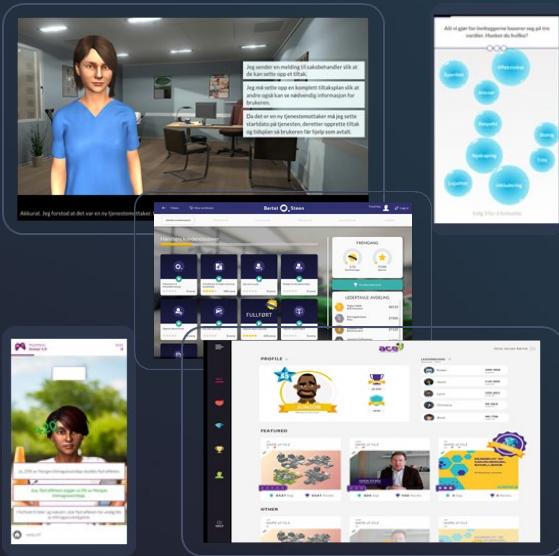
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5

Delivering solutions on a global scale | Empowering companies and their employees



World-leading Tech



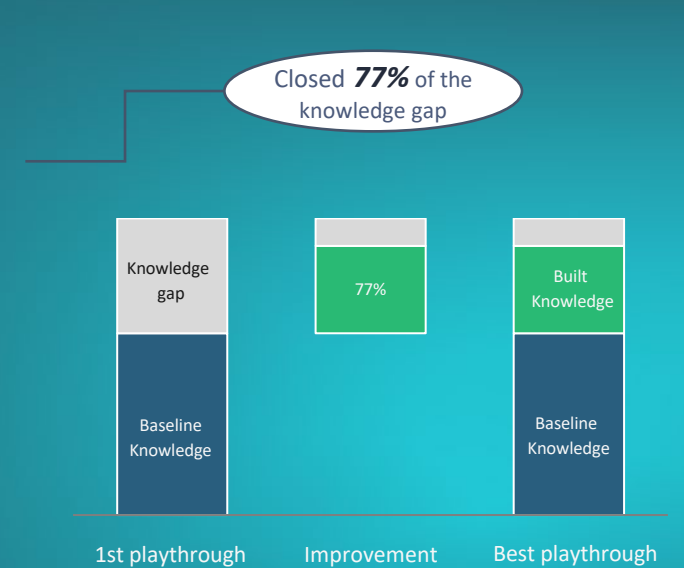
World-leading technology focused on delivering **real-life impact for companies** by empowering their employees

Trusted by global brands



Trusted by some of the world's **biggest brands** to train their workforce in business-critical areas

Creating next level impact



Use data-driven insights to **measure the effect and impact** of the training and make more informed business decisions



SIMULERING – Å TRENE DER/DET DU GJØR

POINTS 145

★ ★ ★ ★

06/12

POINTS 237



HVA ER SPILLIFISERING?

SANSEMETNING



RELASJONER



PROBLEMLØSING



KREATIVITET



Og mye mer...



Effekter fra forskning

Datasimulering kombinert med veiledning *beste form for prosess trening som finnes*. *1

Gir mange *meta* kunnskap og innsikt *1

Simulering bedre enn noen annen metode for å lære Konseptuell Endring (verdier, følelser, holdninger) *1

2 / 3 av spillfiserte studier fant positiv effekt (ingen negative) i RCT *2

50% fant psykologiske effekter (liker mer) og 50% fant atferdsendring. *2

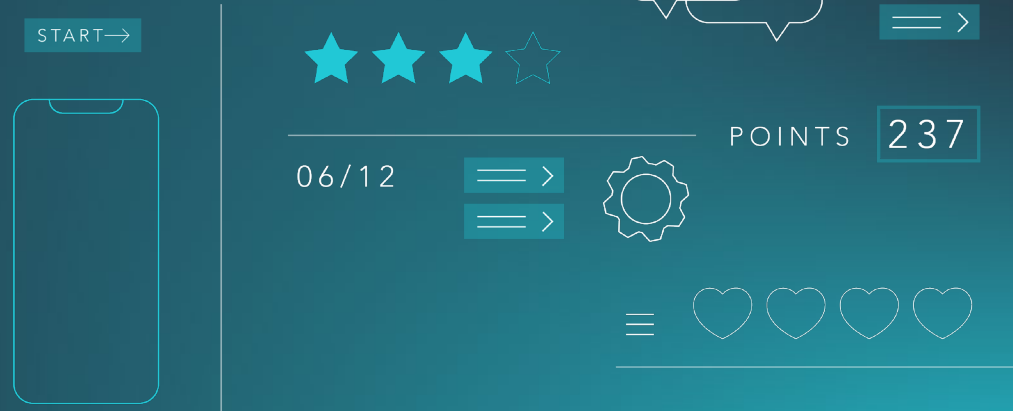
Effekt av spillfisering mer avhenging av implimentering enn simulering *2

*1 - Lara Kathleen Smetana & Randy L. Bell (2012) "A critical review of the literature"

*2 - Hamari, J., Koivisto, J., & Sarsa, H. (2014). Reviewd **24** empirical studies focusing on "Does gamification work".



UNIKT BRA FOR... Kjedelig



Motoriske ferdigheter

Feil=nyttig

Samarbeid

Innsikt = unyttig

Konkurranse

Repetisjon & automatisering

Holdning

Følelser

Nøyaktighet

Takk for at du deltok



Vil du høre mer om Digital Ledertrening med DN?
Jeg tar gjerne en prat med deg!

Ava Ghobad

Strategisk Rådgiver - Digital Ledertrening

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