A top-down view of a wooden table where several people's hands are stacked together in a circle, symbolizing teamwork. The hands are of various skin tones and are wearing different colored sleeves (brown, pink, tan, grey). Scattered around the hands are business-related items: a laptop on the left, a tablet on the right, an open notebook, and several papers with charts and graphs. The lighting is warm and focused on the hands.

FIRST & FIRST CONSULTING • MARGOT FARACI • 09/20/23

LOVE LEADERSHIP

METHODOLOGY

OUR TOOLS & APPROACH

PROJECT OVERVIEW

We launched a survey to dive deeper into motivations and pain points of Fear-Based Leaders, understanding how these translate into fear and avoidance in the a corporate environment.

OUR APPROACH

1. SURVEY DESIGN

We collaborated with Margot and The Bravery to create a survey to identify Fear-Based Leaders. The online survey targeted "Emerging Leaders" aged 25-54 working in a corporate office.

2. SURVEY LAUNCH

Through Pollfish, we launched the survey on August 25th and closed fielding on September 13th, capturing responses from 2,203 respondents in the U.S., U.K., and Australia.

3. ANALYSIS

After collecting responses, we analyzed "Fear-Based Leaders" vs. "Regular Leaders" to understand what factors influence someone's leadership style.

DATA OVERVIEW

SAMPLE SIZE

2,203 respondents

TIMEFRAME

08/25/23 – 09/13/23

TARGET AUDIENCE

Ages 25-54
Lives in U.S., U.K., or Australia
Work at corporate company greater than 500 employees
Emerging Leader, working as:
Junior Manager, Mid-Level Manager, Senior Manager, Team Lead/Supervisor, Project Manager, or Specialist/Analyst

FEAR-BASED LEADER DEFINITION

- Respondents were asked how often they experienced the following: *Micromanagement, Anxiety, Imposter Syndrome, Resentment, Lack of work-life balance, Fear of being wrong, Anger, Dissociation, Pressure to demonstrate value, Unwillingness to receive feedback, Hesitancy to speak up, Complacency, Lack of motivation, Quiet quitting*
- Respondents that answered "always", "often", or "somewhat often" to more half of these factors were defined as a "Fear-Based Leader"

EXECUTIVE SUMMARY

A person in a light-colored, long-sleeved shirt is seated at a wooden conference table, typing on a silver laptop. The laptop screen displays a document with text. In the background, another person is visible, writing in a notebook. On the table in the foreground, there is a clipboard with a document, a pair of glasses, and a black pen. The scene is set in a professional meeting environment.

U.S. FEAR-BASED LEADERS

THEY FAIL TO DIFFERENTIATE BETWEEN THE INFLUENCE OF FEAR-BASED AND LOVE-BASED LEADERSHIP.



PRIORITIZES THE JOB

They are results-focused, acting in a way they believe will better the company. They expect their team to successfully meet their high demands and are not interested in foregoing productivity to improve direct reports' personal wellness.

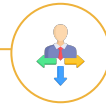
58% recognize their direct reports are "unhappy with their job"



CHOOSING STRESS

These leaders return to the chaotic pressures of a stress-induced environment to get sh*t done, finding it the most effective and efficient way to motivate their direct reports to complete responsibilities at hand.

39% "strongly agree" stress can be positively harnessed



THAT'S NOT ON ME

They're superficially confident in their ability to perform their job and lead, because as things go awry, they fail to take ownership of their mistakes and misplace the blame on their direct reports.

43% expect their direct reports to handle unexpected situations



TOUGH LOVE

These leaders lose sight of positive leadership styles they've been accustomed to amidst the chaos of their responsibilities, resulting to what feels the most natural and gives them the most control, including micromanagement.

53% are likely to suffer from decision fatigue

U.K. FEAR-BASED LEADERS

U.K. FEAR-BASED LEADERS FEEL BURDENED BY EMPLOYEE HEALTH AND TEAM RELATIONSHIPS.



PRIORITIZES THE PERSON

They recognize how fear-based leadership directly impacts the mental well-being of direct reports. They're trying to find a balance between leading and remaining cognizant of the larger effect they have on their employees' health.

49% understand the mental toll working in a corporate setting has



ADOPTING LEADERSHIP

They have not been offered professional development opportunities given previous toxic manager relations, resulting in reduced confidence, especially in leading, as they seek change from what they experienced.

45% had a micromanager and 43% had a hands-off manager



COLLABORATIVE EFFORT

U.K. Fear-Based Leaders realize how unsustainable harnessing stress can be as they are left piecing together fractured teams, rebuilding team trust, and remedying toxic work environments.

50% believe productivity declines stems from a toxic work culture



UNDERSTANDING STRESS

While some admit there are benefits for harnessing stress to achieve goals, these leaders understand the inner workings of the lasting impact stress has, but still struggle to let go of fear-based leading.

17% "disagree" in harnessing stress for a positive outcome

AUSTRALIA FEAR-BASED LEADERS

THEY RECOGNIZE TOXIC ENVIRONMENTS, YET STRUGGLE TO CHANGE FAMILIAR, CONVENIENT HABITS.



BROKEN COMMUNICATION

They recognize the poor communication habits of their team at large, however fail to understand how Love-Based leadership changes will positively impact communication.

2 in 3 attribute leadership failures to poor communication while only 38% recognize the positive impact open communication will have on the team



RESULTS ABOVE ALL ELSE

They acknowledge the counter-productivity of micro-managing as it relates to team culture, yet believe harnessing stress turns unmatched positive results.

51% of Fear-Based Leaders recognize how micromanagement impacts the team yet 25% "strongly agree" stress can be harnessed for a positive impact



KEEN ON THEIR INTUITION

AUS Fear-Based Leaders have fairly high self-intuition. They rely on what they believe to be the best when handling unexpected situations, lending themselves to be untrusting of others, especially their direct reports.

48% "Don't Trust" their Direct Reports to handle situations as they may arise



MENTORING GROWTH

AUS Fear-Based Leaders emphasize the importance of a positive work environment, showing interest in investing in Love-Based Leadership practices to foster personal growth and team cohesion.

64% are both keen on mentoring their direct reports and creating a positive culture of belonging

SURVEY ANALYSIS

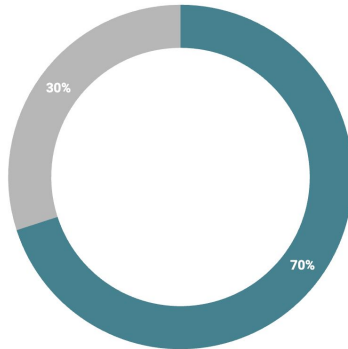


UNDERSTANDING FEAR-BASED LEADERS

DESPITE JOB SATISFACTION BEING FAIRLY HIGH AMONGST ALL SURVEYED LEADERS, ABOUT 1 IN 3 SUBCONSCIOUSLY CREATE AN ENVIRONMENT OF FEAR WITH DIRECT REPORTS.

REGULAR LEADERS VS. FEAR-BASED LEADERS

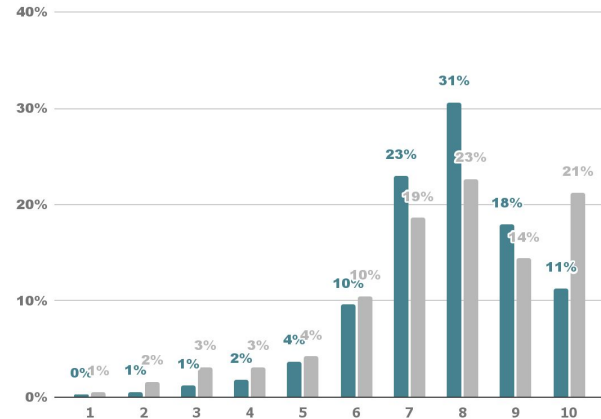
Almost 1 in 3 respondents indicated they were a Fear-Based Leader based in response to survey question 6.



● Regular Leaders ● Fear-Based Leaders

JOB SATISFACTION

1 in 4 Fear-Based Leaders are extremely satisfied with their current position, with 3 in 4 having a satisfaction level above 7.



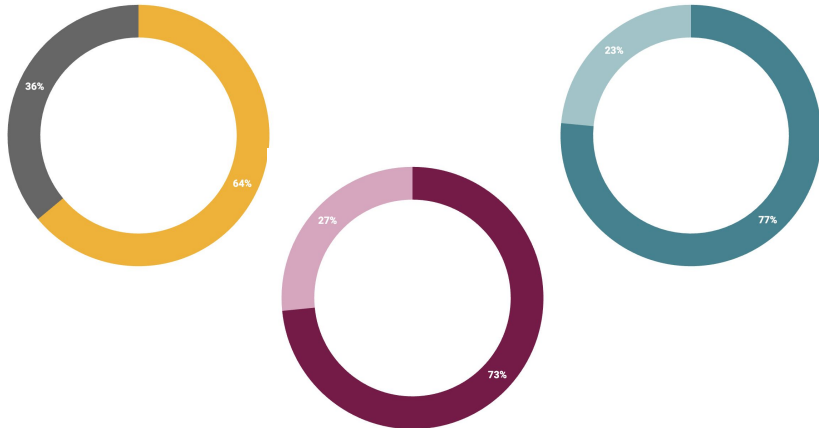
Question: How often do you experience the following as a leader?* | On a scale of 1 to 10, with 10 being extremely satisfied, how satisfied are you with your current professional role? | Audience: Respondents (n=2486)

UNDERSTANDING FEAR-BASED LEADERS

COMPARATIVELY, THE U.S. HAS A HIGHER PROPORTION OF LEADERS EMPLOYING FEAR-BASED LEADERSHIP DESPITE HAVING HIGHER EXTREME JOB SATISFACTION.

REGULAR LEADERS VS. FEAR-BASED LEADERS

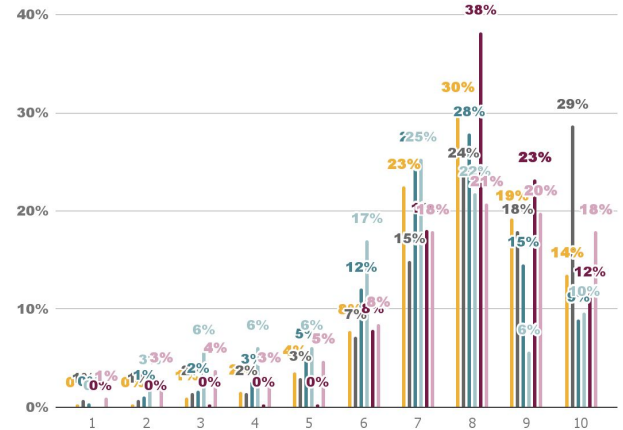
Fear-Based Leaders are more prone to exist within U.S. corporate environments.



● U.S. Regular Leaders
 ● U.S. Fear-Based Leaders
 ● U.K. Regular Leaders
 ● U.K. Fear-Based Leaders
 ● AUS Regular Leaders
 ● AUS Fear-Based Leaders

JOB SATISFACTION

More U.S. Fear-Based Leaders extremely like their jobs than U.S. Regular Leaders, while AUS Regular Leaders generally enjoy their jobs.



Question: How often do you experience the following as a leader?* | On a scale of 1 to 10, with 10 being extremely satisfied, how satisfied are you with your current professional role? | Audience: Respondents (n=2486)

HOW LEADERS VIEW THEMSELVES

FEAR-BASED LEADERS ARE TRYING TO CONVINCE THEMSELVES THEY ARE CONFIDENT, COMPASSIONATE, AND EMPATHETIC.

		CONFIDENT	AMBITIOUS	INTUITIVE	CHARISMATIC	DISCIPLINED	ASSERTIVE	DILIGENT	ENTHUSIASTIC	ANALYTICAL	CREATIVE
VIEW OF SELF	REGULAR LEADERS	64%	40%	30%	20%	31%	19%	29%	23%	30%	27%
	FEAR-BASED LEADERS	60%	34%	32%	23%	28%	23%	23%	16%	28%	26%

		SENSITIVE	COMPASSIONATE	EMPATHETIC	COLLABORATIVE	MISTRUSTING	PATIENT	APATHETIC
TREAT OTHERS	REGULAR LEADERS	19%	47%	40%	43%	7%	27%	3%
	FEAR-BASED LEADERS	33%	50%	41%	33%	17%	23%	8%

Question: Which of the following words best describes you as a leader? Select top 5 answers. | Audience: Respondents (n=2486)

HOW LEADERS VIEW THEMSELVES

U.S. AND AUS FEAR-BASED LEADERS ARE SIGNIFICANTLY MORE CONFIDENT THAN THOSE IN THE U.K., HOWEVER LACK THE SAME SENSE OF COMPASSION.

VIEW OF SELF

	CONFIDENT	AMBITIOUS	INTUITIVE	CHARISMATIC	DISCIPLINED	ASSERTIVE	DILIGENT	ENTHUSIASTIC	ANALYTICAL	CREATIVE
U.S. REGULAR	68%	46%	29%	20%	36%	19%	31%	20%	31%	29%
U.S. FEAR-BASED	67%	34%	31%	27%	30%	23%	20%	13%	26%	33%
U.K. REGULAR	57%	35%	28%	17%	26%	18%	28%	27%	31%	27%
U.K. FEAR-BASED	45%	29%	28%	16%	27%	22%	23%	21%	35%	17%
AUS REGULAR	71%	43%	35%	27%	30%	20%	29%	23%	22%	21%
AUS FEAR-BASED	62%	44%	44%	26%	24%	25%	31%	17%	20%	17%

TREAT OTHERS

	SENSITIVE	COMPASSIONATE	EMPATHETIC	COLLABORATIVE	MISTRUSTING	PATIENT	APATHETIC
U.S. REGULAR	16%	42%	34%	43%	7%	24%	3%
U.S. FEAR-BASED	34%	43%	40%	31%	17%	19%	10%
U.K. REGULAR	22%	50%	46%	45%	7%	32%	3%
U.K. FEAR-BASED	32%	64%	46%	38%	17%	31%	5%
AUS REGULAR	19%	48%	39%	40%	6%	24%	2%
AUS FEAR-BASED	34%	49%	34%	31%	11%	22%	8%

Question: Which of the following words best describes you as a leader? Select top 5 answers. | Audience: Respondents (n=2486)

UNDERSTANDING THEIR CONFIDENCE

POKING HOLES IN LEADERS' CONFIDENCE, IT IS APPARENT HOW FEARFUL AND FRAGILE THEY ARE.

ENHANCES CONFIDENCE

Leaders attribute their confidence to years of experience and expertise in the field. They are extremely certain of their abilities and feel assured they can anticipate expectations.

"I'm naturally confident spanning from years of experience. I'm bold and not also scared to speak up my thoughts so I either get praised or corrected.."

"I am very confident to my ability to do my job right. I have the correct skills, training, and communication skills to handle my job correctly."

"Ability and work experience."

"Highly confident due to past success, thorough preparation, and positive feedback. Hindrances might stem from inexperience or uncertainty about external factors."

"I know the job well and am able to guide others."

HINDERS CONFIDENCE

Many leaders admit their confidence is intertwined with approval and recognition from others, namely their bosses. This wavering confidence keeps them tense, anxious they will slip up and make a mistake.

"Confidence can be influenced by various factors. Enhancers may include past successes, positive feedback, and self-belief. Hindrances might include past failures, criticism, or self-doubt."

"The experience of success will enhance self-confidence. Each time you overcome a challenge or achieve a goal, you can increase your confidence."

"It's all based on my performance so if I'm not feeling confident I don't think my work will be up to par."

"Because i am afraid that i may make some mistakes or my employees would not like to listen to me."

"Not being given enough respect by the senior management in front of peers"

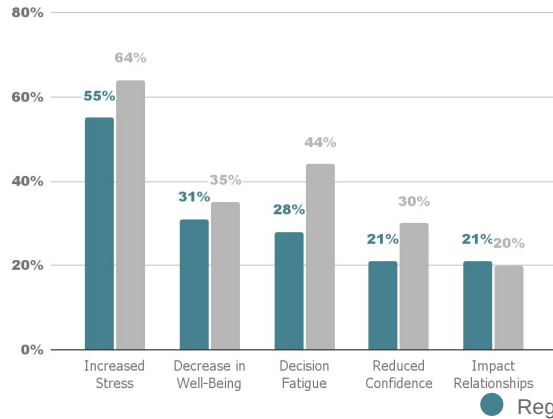
Question: Why? What Specifically enhances or hinders your confidence? | Audience: Respondents (n=2486)

WHAT IMPACTS LEADERSHIP STYLE

FEAR-BASED LEADERSHIP IS ROOTED IN INEXPERIENCE AND A LACK OF SELF-CONFIDENCE, LEADING TO ADDED STRESS AND FATIGUE WHEN MAKING DECISIONS.

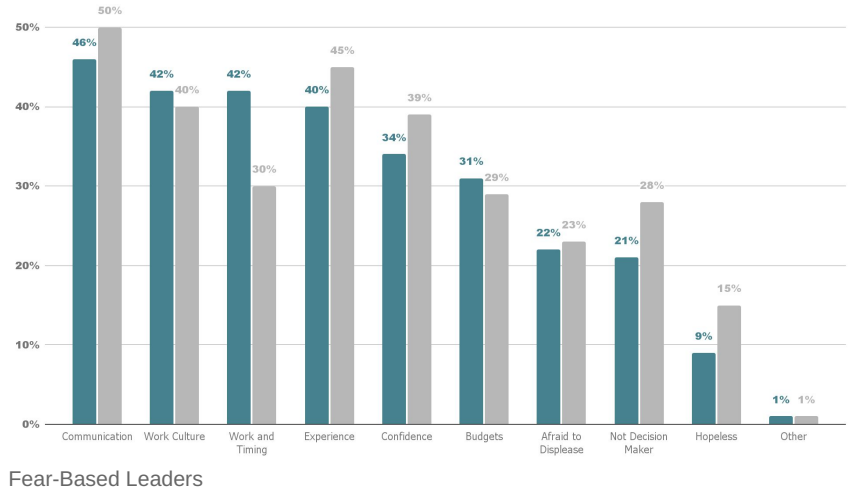
EFFECTS OF CURRENT ROLE ON LEADERSHIP

Fear-Based Leaders admit they are overwhelmed with stress and decision-making, lacking any sort of self-confidence.



WHAT IMPACTS ABILITY TO LEAD

Fear-Based Leaders admit that a lack of confidence and experience impacts their ability to lead.



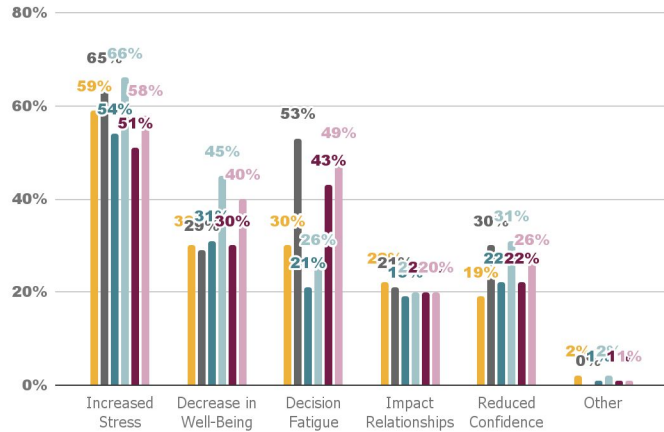
Question: Does your job significantly result in any of the following? Select the top 2 responses. | What impacts your ability to lead, influence, and make impactful decisions within your current role? Select the top 3 responses. | Audience: Respondents (n=2486)

WHAT IMPACTS LEADERSHIP STYLE

WHILE ALL FEAR-BASED LEADERS SUFFER FROM STRESS, THEY SEE IT MANIFEST DIFFERENTLY AS WORK FATIGUE IN THE U.S. AND AUS, OR MENTAL FATIGUE IN THE U.K.

EFFECTS OF CURRENT ROLE ON LEADERSHIP

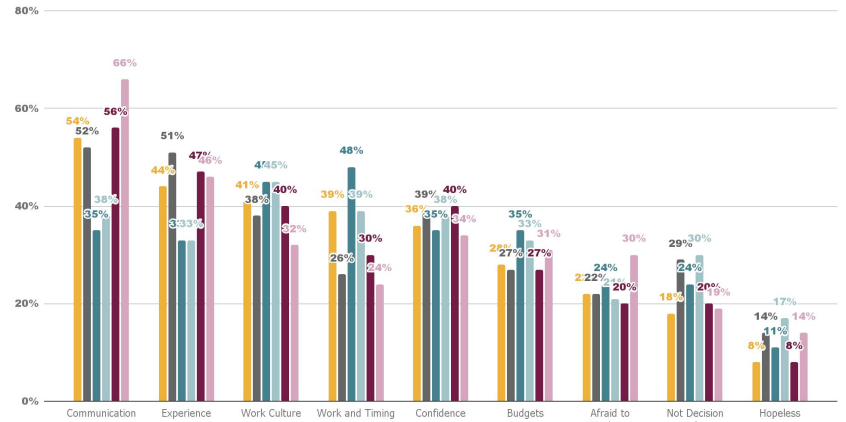
U.S. and AUS Fear-Based Leaders struggle with decision fatigue while U.K. Fear-Based Leaders see a decline in their mental well-being.



● U.S. Regular Leaders ● U.S. Fear-Based Leaders ● U.K. Regular Leaders ● U.K. Fear-Based Leaders ● AUS Regular Leaders ● AUS Fear-Based Leaders

WHAT IMPACTS ABILITY TO LEAD

While U.S. and AUS Fear-Based Leaders see poor communication as their greatest hindrance, a toxic organizational culture has the greatest impact on U.K. Fear-Based Leaders.



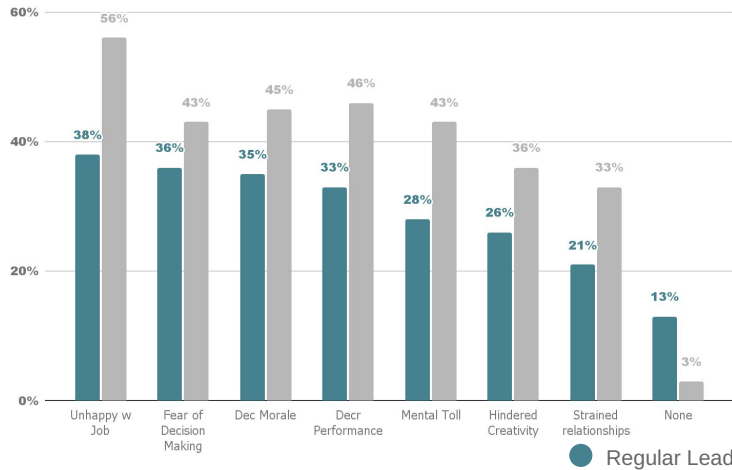
Question: Does your job significantly result in any of the following? Select the top 2 responses. | What impacts your ability to lead, influence, and make impactful decisions within your current role? Select the top 3 responses. | Audience: Respondents (n=2486)

HOW LEADERSHIP INFLUENCES DIRECT REPORTS

FEAR-BASED LEADERS RECOGNIZE THE NEGATIVE IMPACTS THEIR LEADERSHIP STYLE HAS ON DIRECT REPORTS, MORE SO THAN REGULAR LEADERS.

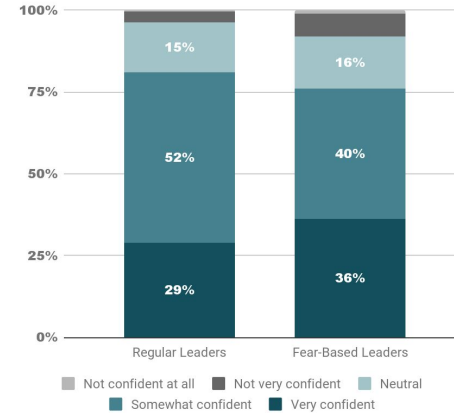
EFFECTS OF LEADERSHIP ON DIRECT REPORTS

Fear-Based Leaders recognize the negative impact of their leadership on their Direct Reports, namely how unhappy they are with their role.



CONFIDENCE IN LEADING DIRECT REPORTS

Fear-Based Leaders' confidence in leading direct reports exists across the spectrum, especially in the "very" extremes.



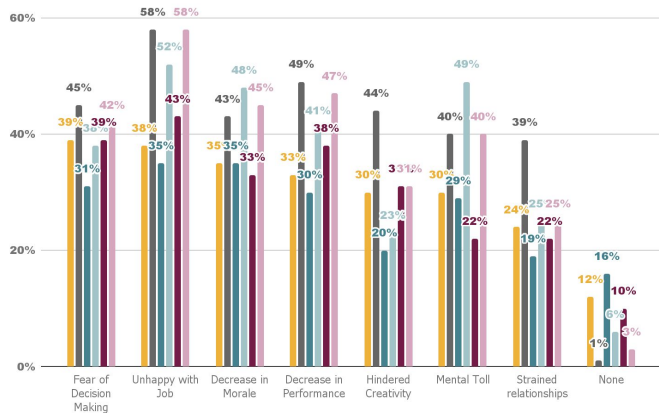
Question: Do you frequently observe the following as a leader amongst direct reports (subordinates) and team members? | How do you perceive your ability to influence either your direct reports (subordinates) or those in a level above you, and make decisions within your current role? Select one. | Audience: Respondents (n=2486)

HOW LEADERSHIP INFLUENCES DIRECT REPORTS

U.S. AND AUS FEAR-BASED LEADERS ARE MORE AWARE OF EMPLOYEE DISSATISFACTION, WHEREAS, U.K. FEAR-BASED LEADERS ARE MORE ATTUNED TO THEIR DIRECT REPORT'S MENTAL NEEDS.

EFFECTS OF LEADERSHIP ON DIRECT REPORTS

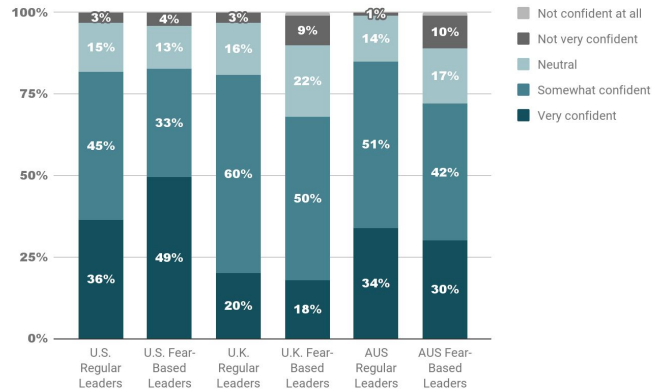
U.S. and AUS Fear-Based Leaders recognize employee unhappiness when it impacts company performance, whereas U.K. Fear-Based Leaders recognize the morale and mental health of direct reports.



● U.S. Regular Leaders ● U.S. Fear-Based Leaders ● U.K. Regular Leaders ● U.K. Fear-Based Leaders ● AUS Regular Leaders ● AUS Fear-Based Leaders

CONFIDENCE IN LEADING DIRECT REPORTS

U.S. Fear-Based Leaders are most likely to note being “very confident” in leading direct reports compared to their U.K. and AUS counterparts.



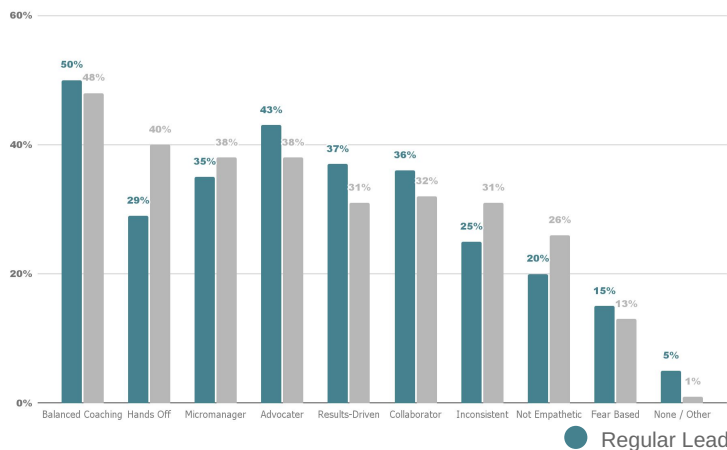
Question: Do you frequently observe the following as a leader amongst direct reports (subordinates) and team members? | How do you perceive your ability to influence either your direct reports (subordinates) or those in a level above you, and make decisions within your current role? Select one. | Audience: Respondents (n=2486)

UNDERSTANDING LEADERSHIP STYLE

FEAR-BASED LEADERS LEVERAGE PAST EXPERIENCE WITH POOR MANAGERS AS SELF-CONFIRMATION ON WHAT MAKES A SUCCESSFUL LEADER.

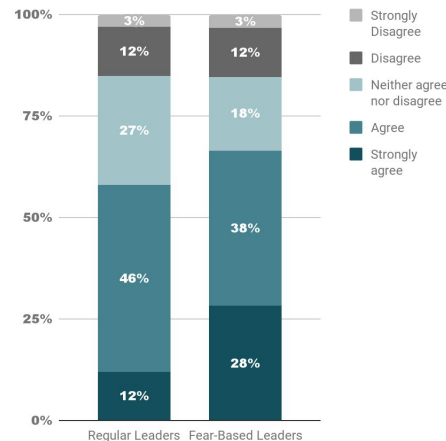
PRIOR MANAGER'S LEADERSHIP STYLE

Besides largely positive past environments, many Fear-Based Leaders struggled with the challenges of navigating expectations with hands-off and unavailable managers.



CAN STRESS BE HARNESSSED FOR A POSITIVE OUTCOME

Fear-Based Leaders are more likely to strongly agree to harnessing fear to achieve performance goals while Regular Leaders feel more neutral.



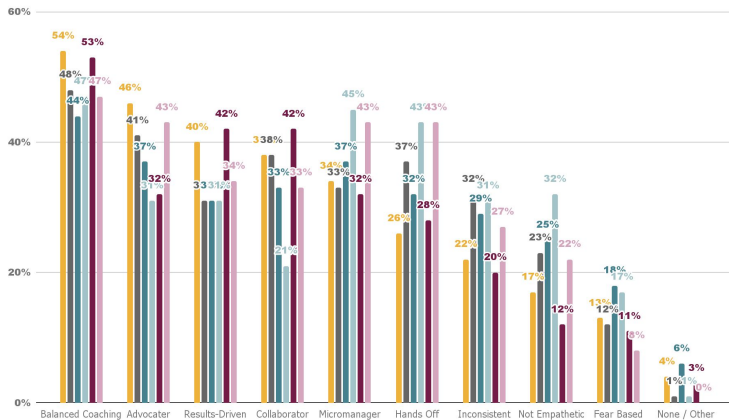
Question: Which of the following manager behaviors have you previously worked under or are currently working under? Select the top 3 responses. | In your view, can stress or pressure be harnessed as an asset for positive leadership outcomes? | Audience: Respondents (n=2486)

UNDERSTANDING LEADERSHIP STYLE

WHILE PAST POOR EXPERIENCES “JUSTIFY” THE U.K. FEAR-BASED LEADER’S BEHAVIOR, U.S. AND AUS FEAR-BASED LEADERS EQUIP FEAR TO ENHANCE PERFORMANCE AND DRIVE RESULTS.

PRIOR MANAGER’S LEADERSHIP STYLE

U.S. and AUS Fear-Based Leaders had exposure to supportive, collaborative environments, while U.K. Fear-Based Leaders were forced to adapt to situations with incredibly hands-on or hands-off managers.

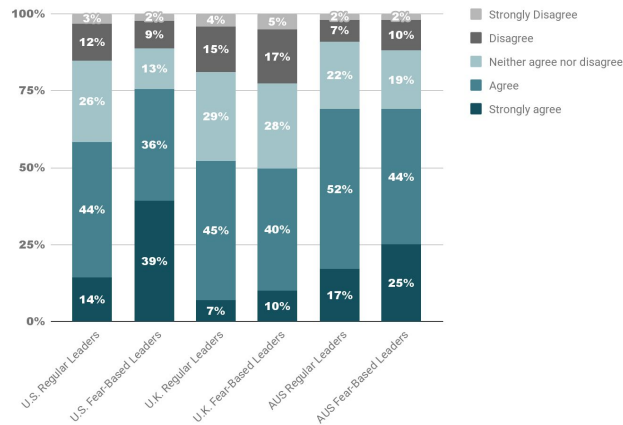


● U.S. Regular Leaders ● U.S. Fear-Based Leaders ● U.K. Regular Leaders ● U.K. Fear-Based Leaders ● AUS Regular Leaders ● AUS Fear-Based Leaders

Question: Which of the following manager behaviors have you previously worked under or are currently working under? Select the top 3 responses. | In your view, can stress or pressure be harnessed as an asset for positive leadership outcomes? | Audience: Respondents (n=2486)

CAN STRESS BE HARNESSSED FOR A POSITIVE OUTCOME

U.S. and AUS Fear-Based Leaders unashamedly believe in the power that comes from wielding fear to achieve their agenda.



POSITIVE IMPACTS OF STRESS IN THE WORKPLACE

LEADERS FIND APPLYING THE RIGHT AMOUNT OF PRESSURE CREATES MOTIVATION.

FOSTERING ENCOURAGEMENT

Through investing time and energy into employee's growth, leaders confirm they are able to positively incentivize employees to achieve more.

"Recognize and appreciate the efforts and accomplishments of team members and encourage them to keep up the good work through incentives such as awards, recognition and promotions, turning pressure into motivation."

"Leaders foster growth through stress by promoting resilience, setting goals, and offering support."

KNOW WHEN TO PUSH AND PULL

Leaders know it's a fine line in being strategic about when and how often they can push employees to increase performance.

"By using stress and pressure as an incentive for success, we tell them that without motivation there is no success."

"First, leaders should recognize that stress isn't necessarily a bad thing. A moderate amount of stress can motivate teams to work more efficiently and creatively. It can help people focus, tackle challenges, and achieve goals."

EMOTIONAL ATTUNEMENT

Respondents emphasize the importance of understanding how leadership impacts employee's emotions, offering up stress relief programs to bring peaceful balance.

"Improve employee treatment, humanized management."

"By adopting stress relief programs within the office to foster less pressure."

"It can be done through various means such as promoting a positive work culture, providing resources for stress management."

Question: How might leaders effectively use stress or pressure as a catalyst for positive change and growth? | Audience: Respondents (n=1496)

NEGATIVE IMPACTS OF STRESS IN THE WORKPLACE

ULTRA-STRESSFUL ENVIRONMENTS CREATE UNWORKABLE AND UNPRODUCTIVE CONDITIONS.

UNSUSTAINABLE EXPECTATIONS

Respondents emphasize how too much stress completely counteracts motivation, eliminating morale and triggering a decline in productivity.

"Dysfunctional interpersonal relationships and work attitudes can lead to a decline in productivity."

"When pressure is consistently high, individuals may find it difficult to maintain a healthy work-life balance."

"Demotivate to do work and help customers to the best of our ability."

"Demotivate to do work and help customers to the best of our ability."

STRESS BECOMES ALL-ENCOMPASSING

Respondents share how degrading it is to the health—mentally, emotionally, and physically—to keep putting themselves in ultra-stressful environments.

"The negative side effect is that prolonged exposure to high levels of stress leads to various physical health problems, mental health problems."

"Decreased productivity, mental health dropping, more tension in the office. Not good basically."

"Ulcers, migraines, mental decline, stress, tension."

EMPLOYEE TURNOVER

Leaders realize the downfalls of high pressure, high intensity environments as they struggle through employee turnover and staff shortages.

"Employee dissatisfaction and burnout and high turnover."

"It causes burn out and employees could go absent."

"Absence, unmotivated and increases in resignations/turnaround."

"People could leave sick and stressed out."

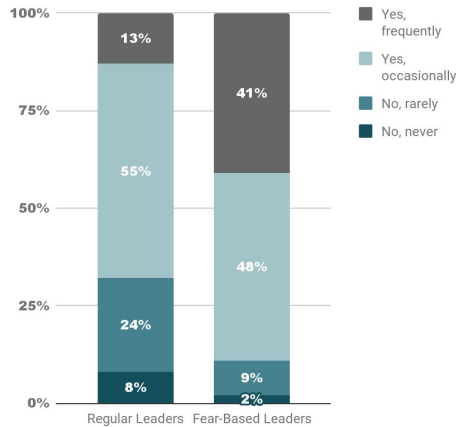
Question: What are the negative impacts of stress or pressure in the workplace? | Audience: Respondents (n=1886)

NAVIGATING UNFORESEEN CIRCUMSTANCES

FEAR-BASED LEADERS IMPLICITLY ADMIT THEY ARE RESPONSIBLE FOR PRODUCTIVITY DECLINES.

DECLINE IN EMPLOYEE PRODUCTIVITY

About 9 in 10 Fear-Based Leaders complain of regularly witnessing a decline in employee productivity.



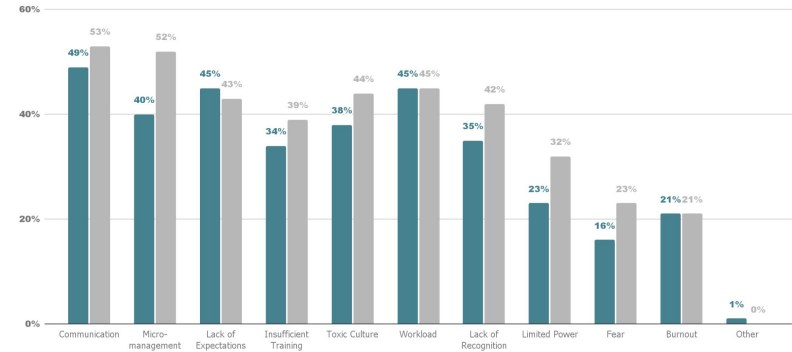
● Regular Leaders

● Fear-Based Leaders

Question: Have you witnessed instances where professional environments or relationships led to a decline in employee productivity and overall team/company performance? Select one. | What led to this decline in productivity or performance? Select all that apply | Audience: Respondents (n=2486)

CAUSES OF DECLINE IN PRODUCTIVITY

Fear-Based Leaders believe management is at fault for declining productivity, largely due to micromanagement and lack of communication.

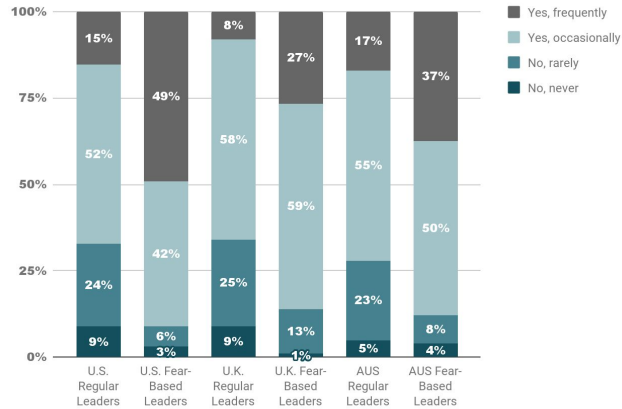


NAVIGATING UNFORESEEN CIRCUMSTANCES

WHILE FEAR-BASED LEADERS ACKNOWLEDGE DECLINES IN EMPLOYEE PRODUCTIVITY, NONE OF THEM FULLY ACCEPT THEMSELVES TO BE AT FAULT.

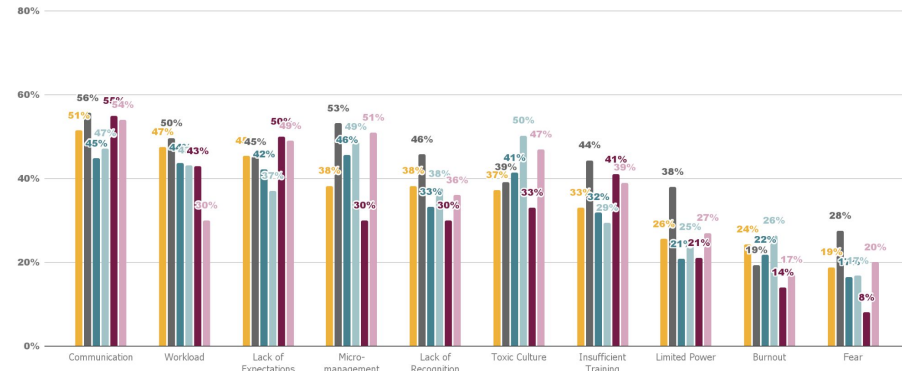
DECLINE IN EMPLOYEE PRODUCTIVITY

While U.S. Fear-Based Leaders see more “frequent” declines in productivity, Fear-Based Leaders of all countries draw correlations between toxic environments and decreases in productivity.



CAUSES OF DECLINE IN PRODUCTIVITY

U.S. and AUS Fear-Based Leaders blame productivity declines on team challenges in communication and micromanagement, with U.K. and AUS Fear-Based Leaders more readily able to recognize toxic cultures.



● U.S. Regular Leaders ● U.S. Fear-Based Leaders ● U.K. Regular Leaders ● U.K. Fear-Based Leaders ● AUS Regular Leaders ● AUS Fear-Based Leaders

Question: Have you witnessed instances where professional environments or relationships led to a decline in employee productivity and overall team/company performance? Select one. | What led to this decline in productivity or performance? Select all that apply | Audience: Respondents (n=2486)

CAUSES OF LOST PRODUCTIVITY IN THE WORKPLACE

BETWEEN INEFFECTIVE MEETINGS AND MITIGATING OFFICE POLITICS, LEADERS FIND THEMSELVES WASTING VALUABLE TIME.

NAVIGATING TEAM DYNAMICS

Respondents struggle when off-kilter team synergies and minor team conflicts completely throw off the productivity and jive of the team.

"The entire team not wanting to work because the boss was toxically verbally abusive."

"When there has been a dispute simmering between two employees which caused a problem."

"When team members are disagreeing & both doing their own thing instead of working on the task at hand together."

OVERLOADED CALENDARS

Leaders complain of sitting in unnecessary meetings and not working towards deadlines when they already feel so overwhelmed and overworked.

"Unnecessary meetings held as a way to show how useful being in the office is."

"Scheduling unnecessary calls for problems that would be solved in 5 minutes if you just knock at my door."

"Meetings where nothing was achieved due to uncertainty and lack of understanding by those running them and briefings from higher management with a combative tone."

THE WORKPLACE ENERGY

Outside of their singular teams, leaders feel the unsustainable burdening effects of working in a pressure-cooker environment.

"A bad work environment affects employees by making them feel demoralized and disengaged."

"I have definitely seen examples of quiet quitting at my job. I work in government so the environment can be very toxic and the rules of everything are very unclear."

"There's often been a pressure cooker environment which has ultimately led to switching people off and a reduction in workload. This often hasn't been helped by ineffective senior management."

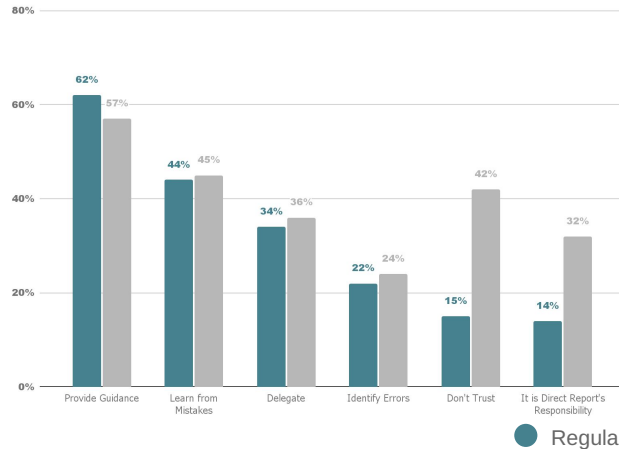
Question: What are some specific examples of occasions in which productivity was lost due to unhealthy professional environments or relationships? | Audience: Respondents (n=2486)

NAVIGATING UNFORESEEN CIRCUMSTANCES

FEAR-BASED LEADERS NOTE THE IMPORTANCE OF COMPASSION IN THE WORKPLACE, YET ENGAGE IN ACTIONS THAT UNDERMINE THOSE VALUES.

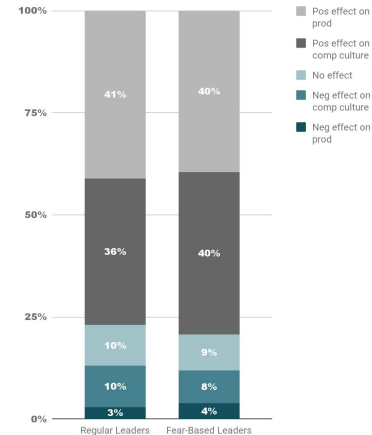
HANDLING UNEXPECTED SITUATIONS

While both leaders offer guidance and learning opportunities, Fear-Based Leaders are significantly more likely to either be fully hands-on or hands-off when it comes to trusting their direct reports.



COMPASSION IN THE WORKPLACE

Fear-Based Leaders are slightly more likely than Regular Leaders to admit the positive impact compassion and vulnerability have in the workplace.



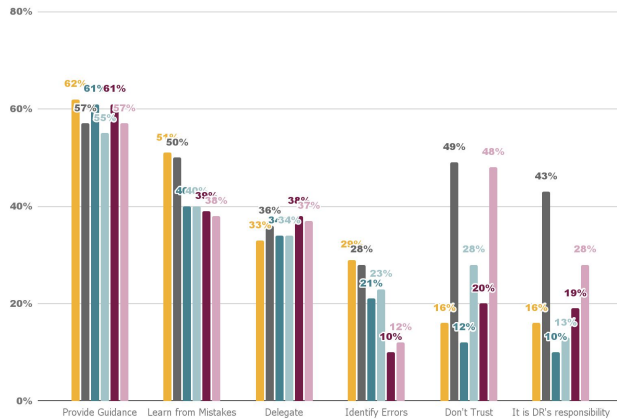
Question: How do you respond to direct reports when unexpected things come up or things go wrong? Select all that apply. | How do you perceive compassion and vulnerability in the workplace? | Audience: Respondents (n=2486)

NAVIGATING UNFORESEEN CIRCUMSTANCES

U.S. FEAR-BASED LEADERS LEAVE EMPLOYEES TO THEIR OWN DEVICES DESPITE THEIR HEIGHTENED AWARENESS OF THE INTERCONNECTIVITY OF EMPATHY AND TEAM MORALE.

HANDLING UNEXPECTED SITUATIONS

U.S. and AUS Fear-Based Leaders toe the line of being able to situationally trust Direct Report's to handle situations, they more commonly share they lack complete trust in their team.

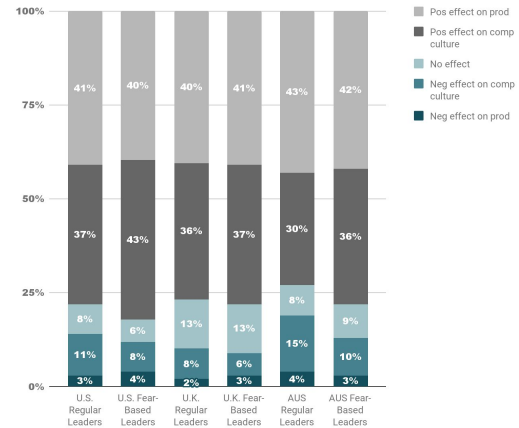


● U.S. Regular Leaders ● U.S. Fear-Based Leaders ● U.K. Regular Leaders ● U.K. Fear-Based Leaders ● AUS Regular Leaders ● AUS Fear-Based Leaders

Question: How do you respond to direct reports when unexpected things come up or things go wrong? Select all that apply. | How do you perceive compassion and vulnerability in the workplace? | Audience: Respondents (n=2486)

COMPASSION IN THE WORKPLACE

U.S. Fear-Based Leaders are the most likely to admit how showing compassion in the workplace can positively impact company culture.



IMPACT OF PRESSURE-BASED LEADERSHIP

PRESSURE-INDUCED ENVIRONMENTS MAY OCCASIONALLY SEE HIGH YIELDS, HOWEVER ARE INCREDIBLY OFF-PUTTING TO MOST.

UNCOMFORTABLE AND EMBARRASSING

Aside from individual team members feeling degraded, pressure-based environments decrease the entire trust and morale of the team in tense times.

"It makes the whole team on edge all of the time which will then lead to poor performance low moral and absence."

"Can't handle the pressure, brings negative energy to the team."

"Because of the stress the staff spirit is strained leading to fatigue so production is reduced."

ADHERE TO DEADLINES

Leaders know high intensity environments attract dedicated, results-driven employees, despite being unsustainable in the long-term.

"When I was at the beginning of my work, I faced a huge amount of pressure, but it yielded very impressive results."

"When management asks you to do something in an unrealistic time frame, you will be exposed to mistakes and a lack of consistency and quality of end product."

"Being asked to achieve the impossible backed up with threats. The resulted in stress related illness."

FEAR OF SPEAKING UP

As a result of offloading responsibilities and always expecting direct reports to be "on", they live in a constant state of inescapable fear.

"When you have a difficult problem, you give it to the employees to deal with, and punish the employees if you don't do well."

"He will always say to me: there is no KPI that cannot be completed, only workers who do not work hard, and sometimes I am on vacation, he will ask me to deal with emergency work."

Question: Please share a brief experience or example where you encountered pressure-based leadership and its impact on performance or outcomes. | Audience: Respondents (n=2486)

IMPACTS OF PAST LEADERSHIP

EMERGING LEADERS SEE THE OPPORTUNITY FOR BRINGING IN LOVE-BASED LEADERSHIP.

BE THE CHANGE

Those who've dealt with poor leadership in previous roles do their best to usher in a positive environment, knowing first hand how counterproductive toxic leadership is.

"I will not let the bad managers impact how I lead others and i will strive to be unlike them."

"Have shown me how I do not want to manage my team."

"I would never treat anyone that way and expect respect in return."

"I feel trusted and empowered to do better."

EMOTIONALLY & PHYSICALLY AVAILABLE

Whether it be emotional empathy or patience, leaders leverage their manager's leadership style as a north star on what they can improve on.

"They have made me more empathetic to personal issues affecting team members."

"I go above and beyond to be available for the employees that work under me."

"I try to show more compassion with time sensitive working projects and offer some of my own time to help others."

SELF-GROWTH OPPORTUNITY

Leaders challenge themselves to continue to hone their leadership, finding what works best for connecting with their direct reports and the larger team.

"It has made me better adapted to the role and the responsibilities that comes with it."

"Makes me more of a team player."

"This will play a good role in my personal learning and growth, and will also enhance my personal ability."

"Made me a better person, understand myself better. I have learnt my strengths and weaknesses the hard way."

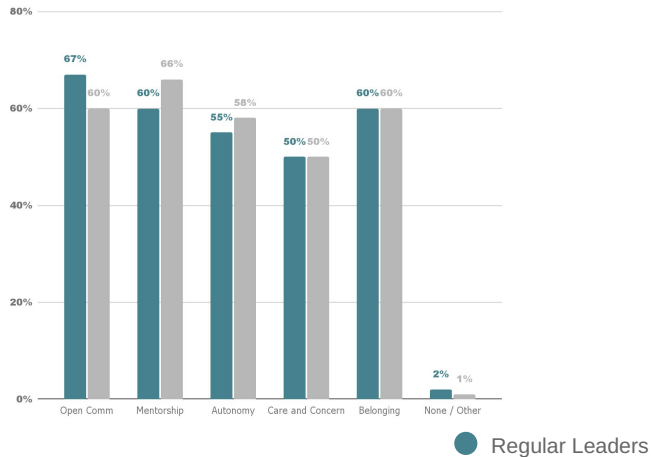
Question: How have these behaviors impacted your own leadership style? | Audience: Respondents (n=2486)

OPENNESS TO CHANGING LEADERSHIP STYLE

FEAR-BASED LEADERS SEE THE PROFESSIONAL RELATIONSHIP VALUE IN LOVE-BASED LEADERSHIP.

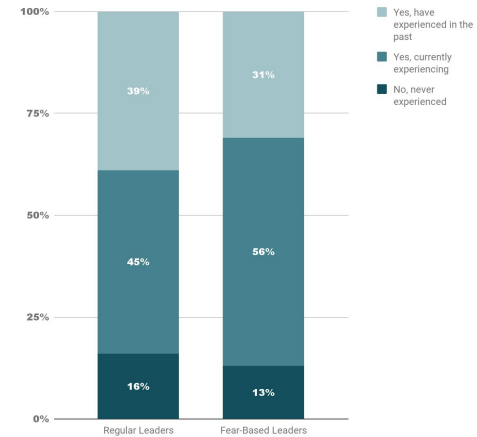
POSITIVE IMPACT OF LEADERSHIP ON WORK

While Fear-Based Leaders also value open communication, they comparatively over index in actions taken to invest in their direct reports to create long-term self-sufficient employees.



IMPACT OF LEADERSHIP STYLE ROOTED IN LOVE

Both types of leaders are about as likely to admit to experiencing leadership practices that emphasize love and growth.



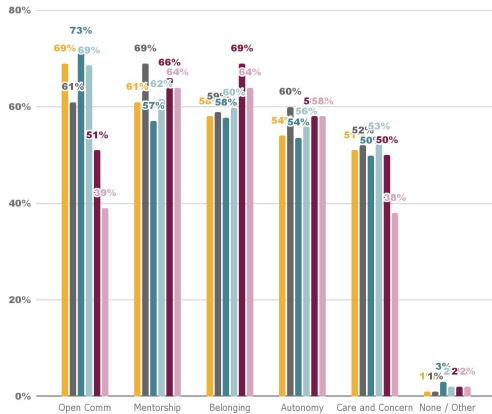
Question: In your professional experience, how have leadership approaches that emphasize empathy and support influenced team culture and productivity? Select all that apply. | Please indicate whether you are currently experiencing or have experienced in the past professional leadership practices that emphasize love and growth? | Audience: Respondents (n=2203)

OPENNESS TO CHANGING LEADERSHIP STYLE

U.S. AND AUS FEAR-BASED LEADERS WANT THE LONG-TERM BENEFITS OF LEADING A TEAM WITH LOVE.

POSITIVE IMPACT OF LEADERSHIP ON WORK

U.S. and AUS Fear-Based Leaders consider the long-term benefit of mentoring employees and instilling confidence, whereas those in the look for short-term improvements in communication styles.

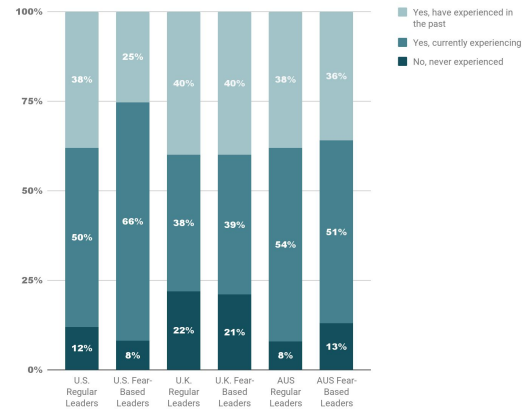


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Question: In your professional experience, how have leadership approaches that emphasize empathy and support influenced team culture and productivity? Select all that apply. | Please indicate whether you are currently experiencing or have experienced in the past professional leadership practices that emphasize love and growth? | Audience: Respondents (n=2203)

IMPACT OF LEADERSHIP STYLE ROOTED IN LOVE

U.S. and AUS Leaders have the greatest current exposure to Love-Based Leadership with U.S. Fear-Based Leaders being the most likely to currently be experiencing it.



THANK YOU!