

LEAD IN A DIGITIZED ERA

How to engage your team in a new impersonal culture

BY DANITA BYE

Consider this paradox: Millennials live in a world where one of the things they are good at—technology—may well be one of the things that undercuts their ability to flourish. They are living under the looming prediction that robots will soon take over their jobs. In contrast, those who are optimists imagine the possibility of new career opportunities developing alongside technological advances.

In either case, Christian business leaders are often perplexed by the task of leading in this ever-increasing technological world. They know they are leaders of people, yet it feels as if technology and other digital demands keep them from investing in their most valuable resource—their people. Is there a way to counteract this depersonalization and disengagement phenomenon?

Today's leaders are asking, "How can I be an engaging leader in this new impersonal culture? I feel as if I'm choosing between attracting and engaging top talent and integrating new, state-of-the-art technology."

The core principles of wise leadership are more important than ever. To leverage the digital revolution wisely, we need engaging leaders who recognize the incredible human talent they are stewarding.

Create a Win-Win-Win Culture

In 2016, the Society for Human Resource Management made a compelling case for an engaging leadership approach. Some of its findings suggest that engaged leadership will enjoy:

- 22% greater profitability.
- 21% greater productivity.
- 65% lower turnover.

You can create a win-win-win culture where everyone benefits. Engaged employees work harder and smarter, which drives profitability and growth. Your satisfied clients buy more, and the leader wins because he has invested the time to create an environment where employees flourish.

How might the message in Philippians 4:8 (NIV) help us engage our emerging leaders in a world of artificial intelligence (AI), robotics and digitization?

"Finally, brothers and sisters, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is

lovely, whatever is admirable—if anything is excellent or praiseworthy—think about such things."

Fulfill Philippians 4:8 in Business

Here are three guidelines to assist you to balance the business results with the noble, excellent and praiseworthy:

1) Listen well. Sometimes we feel our efforts to share our knowledge, wisdom and insight with emerging leaders are futile. Our excitement might get the better of us, and we talk non-stop. And then our emerging leader disengages. Why? In the world of sales, we call it the 70/30 Rule of Communication. Top performers know that to be most helpful, they need to ask insightful, thought-provoking questions so that prospects talk at least 70% of the time.

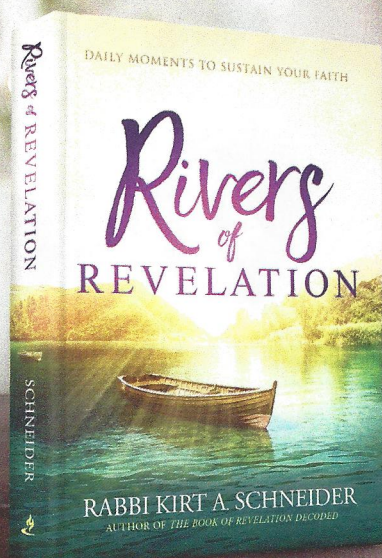
What might happen if we spent 70% of our leading and coaching time asking insightful, probing questions and then just listening? Practical experience has proven that active listening improves collaboration, deepens relationships and boosts productivity. Engaging leaders can triumph over the depersonalization phenomenon by listening deeply to their next-gen leaders. When you seek to understand what energizes and makes your emerging leader tick, you spark engagement. In this culture, you will figure out together how their valuable gifts and talents contribute to what is true, noble, right, excellent and praiseworthy.

2) Create alignment and purpose. Emerging leaders often feel stuck and struggle to see beyond the perceived drudgery of their to-do list. Then they become more prone to disengagement and boredom. Purpose, on the other hand, provides a sense of meaning to their everyday work. The more we assist our employees to catch a vision of their purpose, the more engaged they become.

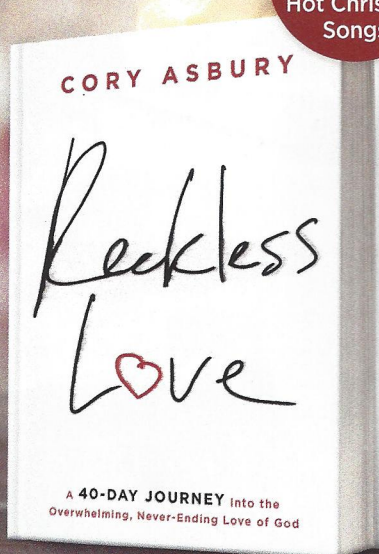
The Deloitte Global Millennial Survey 2019 reports that 46% of Millennials and 47% of Gen Zs indicated that they aspire to make a positive impact on their community or society in general. What might happen when you tap into their goals, dreams and aspirations? What might happen when you help them align those goals with their vision, mission and values?

To assist your next-gen leader to see what is noble, true and right, help them live with a high regard for their work. They need to understand how the work they are doing fits into the

REVAMP YOUR QUIET TIME



Revelation isn't just for biblical figures. It's for you too. In this powerful day-by-day devotional, Rabbi Kirt A. Schneider helps you receive fresh revelation from God.



Songwriter Cory Asbury dives deep into the heart of the song that captured the hearts of believers around the globe. Embark on this 40-day journey into God's overwhelming, never-ending love.

www.recklesslovebook.com

From
#1 Single
on Billboard's
Hot Christian
Songs



These Books Are Available Online
and Wherever Books Are Sold
WWW.CHARISMAHOUSE.COM

larger purpose of your organization. For example, when they have a clear picture of how they are helping your customers solve their problems by using their technological skills, they become more engaged in every area.

3) Value two-way mentoring. Hidden in the massive amount of fake news and bad news about Millennials and Gen Zs, we find there is good news too! Many research articles report that Millennials value mentoring and coaching from leaders they respect. They want leadership that values their opinion and seeks career development opportunities for them. Millennials thrive when they get clear guidelines and frequent feedback from an authentic, honest leader.

Our young leaders also love being able to teach others something. Have you considered harnessing their technological skills to help deliver new products and services, as well as create openings into new markets? We might not want to admit it, but they have important insights that will test and make us rethink long-standing paradigms. Engaging leaders are open to a two-way mentoring approach where they can not only teach, but also learn from their Millennial.

Your leadership role is indispensable. The message in Philippians 4:8 becomes a reality for you and your emerging leaders as you discover what is true, noble, praiseworthy and excellent in each other. Listen well, create alignment and remain open to learning from them so they find purpose in the work they are doing.

You have the experience and resources to counteract the depersonalization and disengagement phenomenon. The disruption of robotics, AI and overall digitization is here to stay. That does not mean your role as a leader of people will become obsolete. In fact, your role will become even more indispensable as the age of digitization accelerates. ■

DANITA BYE is an executive leadership coach and author of *Millennials Matter: Proven Strategies for Building Your Next-Gen Leader*. She's served as a *Forbes Coaches Council* contributor, a *Harvard Business School MBA sales coach*, a member of the board of trustees for several Christian universities and a *TEDx* speaker on Millennial leadership. Connect with her at danitabye.com.