Leadership in People Management
WHAT WE WILL DISCUSS

• Explore key characteristics of a future leader

• Share research on career development and retention in Fleet Management Sector

• Facilitate an interactive discussion on:-
  - The ways in which the Fleet Manager role is shifting
  - Opportunities to attract people to a career in fleet management
  - The barriers that exist to developing a career in fleet management
  - The best ways to remove career barriers and retain people in the sector

• Summarise and draw conclusions so feedback can be shared with decision makers within organizations to drive positive change.
FUTURE LEADER - KEY CHARACTERISTICS
CHALLENGES

Speed of changes:-
- Technological
- Social
- Economic
- Multi-Generational Work-force

Here are the seven generations:-
- The Silent Generation (born 1925-1945)
- Generation Baby Boomers (born 1946-1964)
- Generation-X (born 1965-1980)
- Generation Alpha (born 2000-2015)
• 40% of American’s today work for a boss younger than they are

• Changing management techniques isn't easy

• Different personalities coupled with different generational expectations mean that no situation will ever be resolved with a one-size-fits-all approach

• New normal in leadership style = "servant leadership"

• You can adopt this leadership approach by:-
  ✓ focusing on being self-aware
  ✓ always asking how your actions impact others
  ✓ working to improve your listening abilities
  ✓ strive to coach your team members rather than seeking to control their actions
QUESTIONs

✓ What generation do you identify with?

✓ Do these new challenges call for a new breed of leaders?

✓ Are our leaders ready for the future?
NEW COMPETENCIES = NEW CONTEXT

• Combine traditional leadership expectations and outcomes with a set of new competencies and recognition of the new context

• Our research shows that whilst organizations expect new leadership capabilities they are still promoting traditional models and mindsets

• Leadership pipelines and development at a crossroads
NEW COMPETENCIES = NEW CONTEXT

- Leaders needs skills to:
  - manage operations
  - supervise teams
  - make decisions
  - manage the budget

but also

- meet demands of a rapid changing technology driven environment
- be tech-savy
- manage increasing complexity
- changing customer and talent demographics
- handle national and cultural differences
KEY CHARACTERISTICS OF A FUTURE LEADER

1. Listen More, Speak Less
2. Promote Holistic ‘Systems Thinking’
3. Find Common Ground
4. Set Shared Expectations For Success
5. Let Employees Help You Bridge The Gap
6. Build A Culture Of Accountability
7. Promote Cross-Training And ‘Day In The Life’ Experiences
KEY CHARACTERISTICS OF A FUTURE LEADER

8. Empower Employees To Do Their Jobs
9. Become More Flexible
10. Foster Appreciation For Differences
11. Implement Cross-Generational Mentorship Programs
12. Encourage Empathy
13. Stop Promoting Generational Gaps And Stereotypes
RESEARCH FINDINGS
- Lack of understanding of the role of fleet management
- Generally classified as a junior or entry level role
- Incumbents contributions underestimated and undervalued
- Role often reserved for national staff so limited international opportunities
- Not regarded as a priority, normally the first to feel the impact of downsizing
- Grading disparities
- Career development and advancement prospects better in other divisions
- Lack of recognition for the work they do
RECOMMENDATIONS

- Create understanding of role of Fleet Managers
- Respect ideas and opinions and recognize the contribution of the Fleet sector
- Value staff members by having them participate in major decisions
- Understand employee goals and careers and provide opportunities for growth
- Recognize positive performance
- Define objectives and goals to avoid ambiguity
RECOMMENDATIONS

- Respect for gender equity, equality and parity
- Encourage staff to take part in projects outside of their immediate responsibilities in order to promote wider vision
- Building knowledge and giving global exposure; assign mentors
- Create a defined career plan for fleet
- Global recognition for the necessity of Fleet Management
QUESTIONS

✓ Do you agree with these statements?

✓ Should the role of a Fleet Manager change and how?

✓ What are the barriers to developing a career in fleet management?

✓ What are the best ways to remove these career barriers and retain people in fleet?
CONCLUSION
Responsive agile leadership is critical
Need to design a new roadmap to respond to new opportunities and challenges
Move forward and blend traditional with the new and find the best of both
Changing the techniques you've used to manage employees for years or decades isn't easy
Be willing to do things differently, be more open to the teams you lead and you will no doubt surprise yourself
5 SIMPLE STEPS

1. Pay attention to your employees
2. Recognize your employees
3. Provide career development and leadership advancement
4. Allow employees decision making privileges
5. Remove the bias in your recruitment process
The truth is, what we all want regardless of age:

- Meaning and purpose in our work
- Regular feedback from our bosses
- Career development opportunities in organizations that will invest in us
- Recognition for doing good work
- Freedom to make our own choices
THANK YOU