



Schachter Monthly

By Ephraim Schachter • Sep 06, 2023

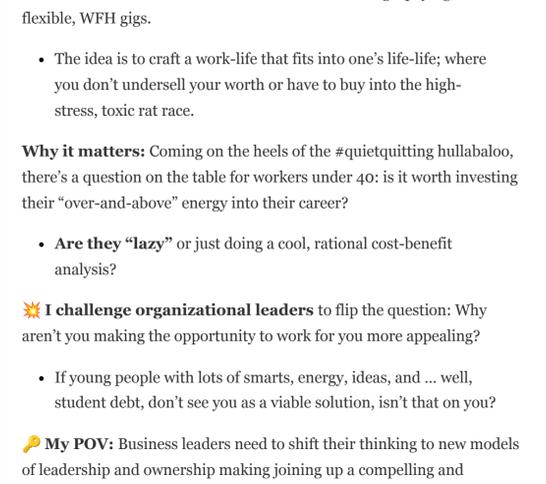
Smart Brevity® count: 5 mins...1332 words

🍎 **Happy September** to my senior, executive and HR leaders across industries and academia! Hope you and yours had a great summer!

🏆 **Let's be the best leaders we can be.** Here are more straightforward insights and actionable tools & tips.

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1 big thing: Competing for early-career talent



📌 **There was viral attention** this summer to the #lazygirljob TikTok trend. A Gen Z influencer coined the term to mean high-paying, time-flexible, WFH gigs.

- The idea is to craft a work-life that fits into one's life-life; where you don't undersell your worth or have to buy into the high-stress, toxic rat race.

Why it matters: Coming on the heels of the #quietquitting hullabaloo, there's a question on the table for workers under 40: is it worth investing their "over-and-above" energy into their career?

- **Are they "lazy"** or just doing a cool, rational cost-benefit analysis?

🌟 **I challenge organizational leaders** to flip the question: Why aren't you making the opportunity to work for you more appealing?

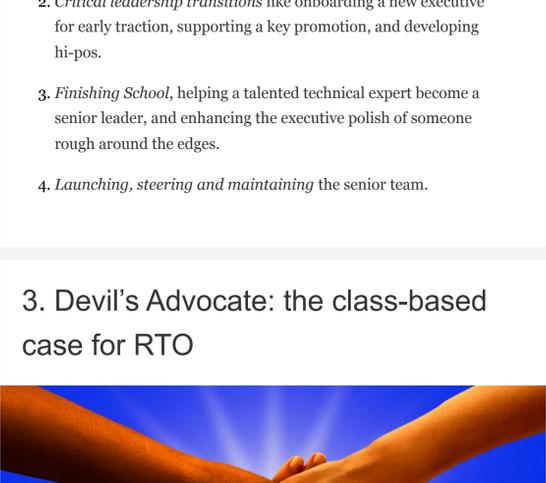
- If young people with lots of smarts, energy, ideas, and ... well, student debt, don't see you as a viable solution, isn't that on you?

💡 **My POV:** Business leaders need to shift their thinking to new models of leadership and ownership making joining up a compelling and competitive idea. At a minimum, they need to think about:

1. Formulating short term incentives,
2. Creating opportunities to connect the work to values, and
3. Promoting early career-pathing activities that offer meaningful learning and milestones that begin early and proceed consistently.

The bottom line: Leaders ought to sell their chief competitive advantage: to be expert motivators, caring mentors, and career champions.

2. When an executive coach produces maximum benefit



🏢 **Corporate America** is practically overrun by executive coaches. I mean, we're everywhere: 34,000 of us in North America, alone, enjoying over \$2 billion in annual revenue, per [ICE](#).

- When I left law practice to start in this field, back in 1997, it seemed there were, maybe, ten of us.

💬 **My thought bubble:** Executive coaching is remarkably effective when deployed correctly. Regrettably, it's too often misprescribed.

🛑 **Message to CXOs:** don't hire an executive coach if what you're really after is:

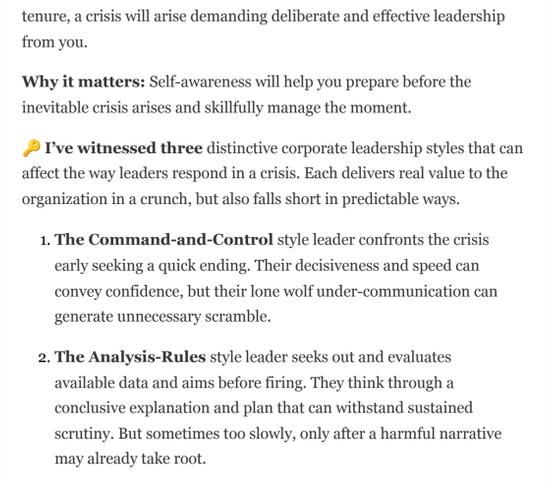
- **Someone else to manage** a challenging direct report. If you're "too busy" to manage this leader, then *you* need the coach.
- **A step in preparation** to terminate an underperformer. Do this once and the next time you hire a coach, your intentions will be suspect.

🎯 **The sweet spot** for executive coaching, i.e., when the benefit is a multiple of the cost, is where its purpose is to help a key leader become self-aware and deliberately choose behavior(s) to optimize results.

Look for one or more of the following scenarios:

1. *Realizing executive leadership potential* by accelerating the assimilation of targeted skills.
2. *Critical leadership transitions* like onboarding a new executive for early traction, supporting a key promotion, and developing hi-pos.
3. *Finishing School*, helping a talented technical expert become a senior leader, and enhancing the executive polish of someone rough around the edges.
4. *Launching, steering and maintaining* the senior team.

3. Devil's Advocate: the class-based case for RTO



🧠 **On my mind:** Proponents of return to work (RTO) mandates for knowledge workers often argue the organizational perspective, citing the benefits of physical presence for collaboration, productivity, work culture and mentorship.

- **Confession:** As a C-Suite coach & leadership advisor, I tend to agree.

Contra: Simultaneously, I understand that there are competing, maybe superseding values in our COVID-altered world favoring remote work, including better work life balance, location independence and more manageable child care.

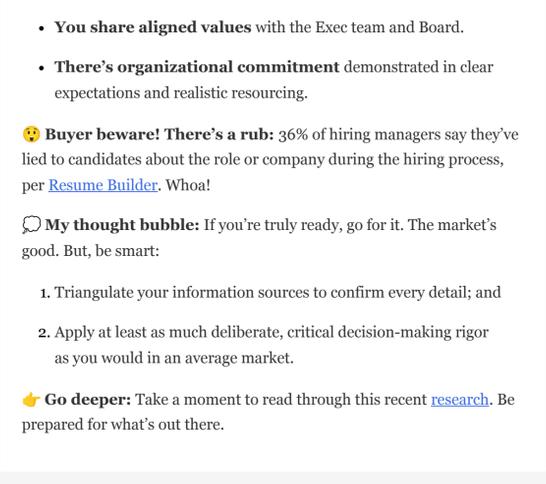
🔍 **Zoom out:** This debate matters because a more level playing field for workers benefits all of society, so we should be applying our best thinking to achieve it.

😞 **Something's missing,** though. What about essential workers? Isn't it fundamentally unfair that so-called knowledge workers get to work from home while essential workers are required to be physically present?

- **Our friends and relatives** who are nurses, sanitation workers, tradespeople, restaurant workers, farm workers (to name a few) do not have the luxury to "Zoom it in."
- **There's a class divide.** Nearly 70% of essential workers do not have a college degree, per [EPL](#). Are we saying that non-degreed job holders merit separate (tougher) treatment? Why?

The bottom line argument, should you accept it: A return to the office by knowledge workers can help bridge the class divide and restore a sense of shared societal responsibility.

4. September pro tip: Know your crisis management style



📁 **Stuff happens.** Whether [cybersecurity breach](#), [product recall](#), [natural disaster](#), or something else unexpected, at some point in your tenure, a crisis will arise demanding deliberate and effective leadership from you.

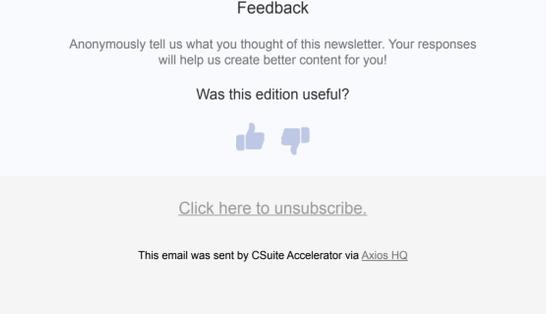
Why it matters: Self-awareness will help you prepare before the inevitable crisis arises and skillfully manage the moment.

💡 **I've witnessed three** distinctive corporate leadership styles that can affect the way leaders respond in a crisis. Each delivers real value to the organization in a crunch, but also falls short in predictable ways.

1. **The Command-and-Control** style leader confronts the crisis early seeking a quick ending. Their decisiveness and speed can convey confidence, but their lone wolf under-communication can generate unnecessary scramble.
2. **The Analysis-Rules** style leader seeks out and evaluates available data and aims before firing. They think through a conclusive explanation and plan that can withstand sustained scrutiny. But sometimes too slowly, only after a harmful narrative may already take root.
3. **The Personality-First** style leader calms and lends optimism via personal charisma and communication talent. Sometimes, this is only after the predictable eruption of temper and name-calling that harms relationships and company loyalty among other critical senior leaders.

🔍 **What's next:** Identify your own crisis management style and be prepared for the next crisis to proactively leverage your strengths and mitigate potential shortcomings.

5. Career Corner: Executive recruiters are thriving, but buyer beware



👛 **Executive Recruiters** are raking it in during this great market for senior-level leaders and their key reports, per [Hunt Scanlon](#).

- 📊 **By the numbers:** 30 of the 50 largest U.S. recruiting firms enjoyed double digit growth, or more.

😞 **Why it matters:** If you've known down deep you're seeking a change but have been awaiting the right time, it's probably now. That headhunter reaching out to you might not have the same inventory next year.

- **Not to mention,** the flow suggests that there are more attractive gigs than talented candidates. Your negotiating posture is good.

👛 **When evaluating a new opportunity,** the fundamentals always apply:

- **It's on-strategy** consistent with your long-term career goals.
- **You share aligned values** with the Exec team and Board.
- **There's organizational commitment** demonstrated in clear expectations and realistic resourcing.

😞 **Buyer beware! There's a rub:** 36% of hiring managers say they've lied to candidates about the role or company during the hiring process, per [Resume Builder](#). Whoa!

💬 **My thought bubble:** If you're truly ready, go for it. The market's good. But, be smart:

1. Triangulate your information sources to confirm every detail; and
2. Apply at least as much deliberate, critical decision-making rigor as you would in an average market.

👉 **Go deeper:** Take a moment to read through this recent [research](#). Be prepared for what's out there.

6. Want more?

Ephraim Schachter is an award-winning C-Suite coach, advisor and speaker who has been helping senior organizational leaders across industries and academia with high-integrity, high effectiveness leadership practices and career optimization for over two decades.

- **Invite** Ephraim to [speak](#) at your next event.
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💡 **Parting wisdom:** *"Who is the wise one? One who learns from all people. Who is the mighty one? One who conquers impulse. Who is the rich one? One who is happy with one's lot. Who is honored? One who honors all living beings."* Simeon ben Zoma

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