



Schachter Monthly

By Ephraim Schachter • Jun 16, 2026

Smart Brevity® count: 4.5 mins...1233 words

☀️ Enjoy this **June edition!**

🏆 **Let's be great leaders!** Here are some straightforward insights and actionable tools & tips.

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🎵 **See you in September!** We're taking the summer off. 🌴

1 big thing: Cooperative leaders rise to CEO faster

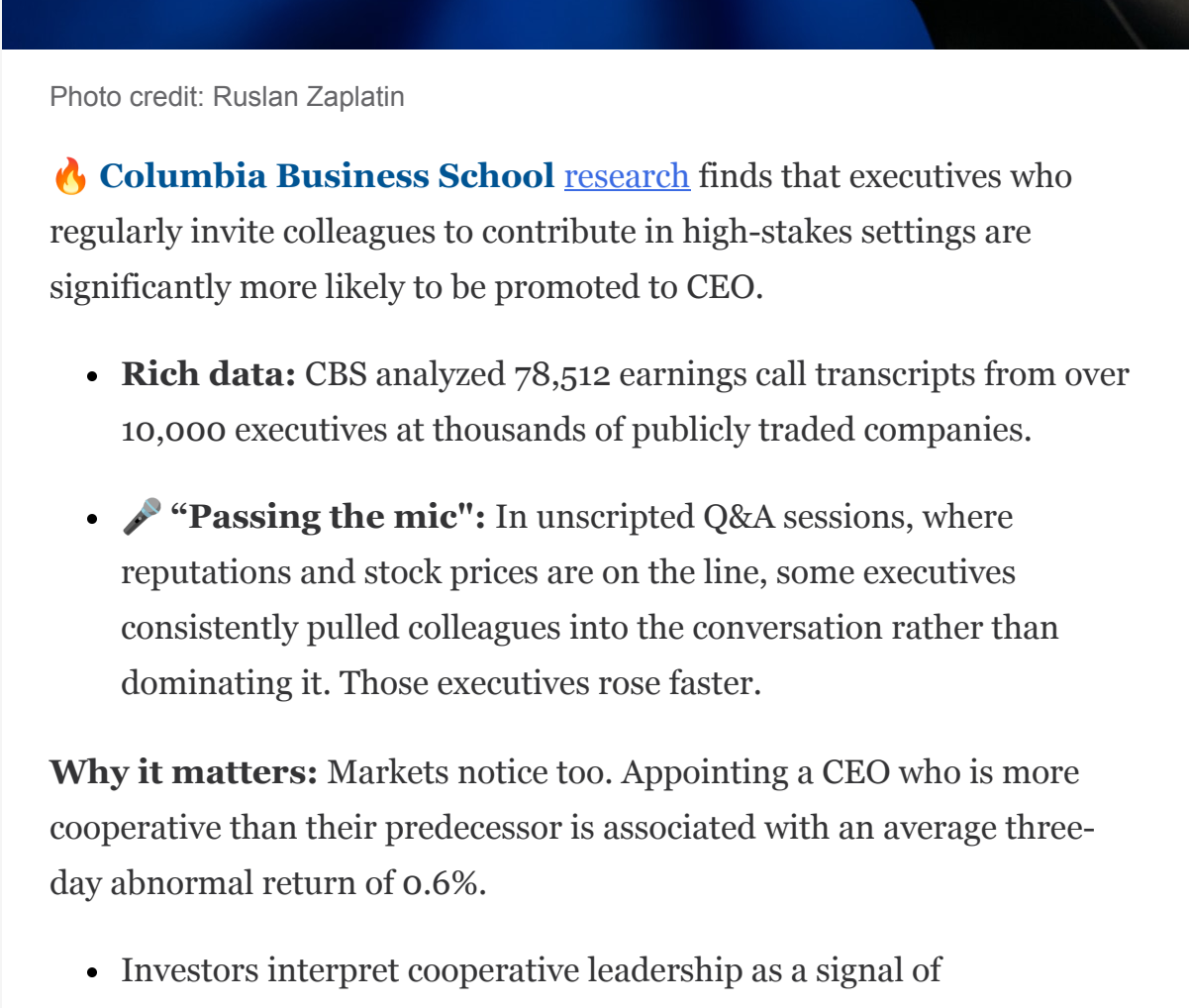


Photo credit: Ruslan Zaplatin

🔥 **Columbia Business School research** finds that executives who regularly invite colleagues to contribute in high-stakes settings are significantly more likely to be promoted to CEO.

- **Rich data:** CBS analyzed 78,512 earnings call transcripts from over 10,000 executives at thousands of publicly traded companies.
- 🗣️ **“Passing the mic”:** In unscripted Q&A sessions, where reputations and stock prices are on the line, some executives consistently pulled colleagues into the conversation rather than dominating it. Those executives rose faster.

Why it matters: Markets notice too. Appointing a CEO who is more cooperative than their predecessor is associated with an average three-day abnormal return of 0.6%.

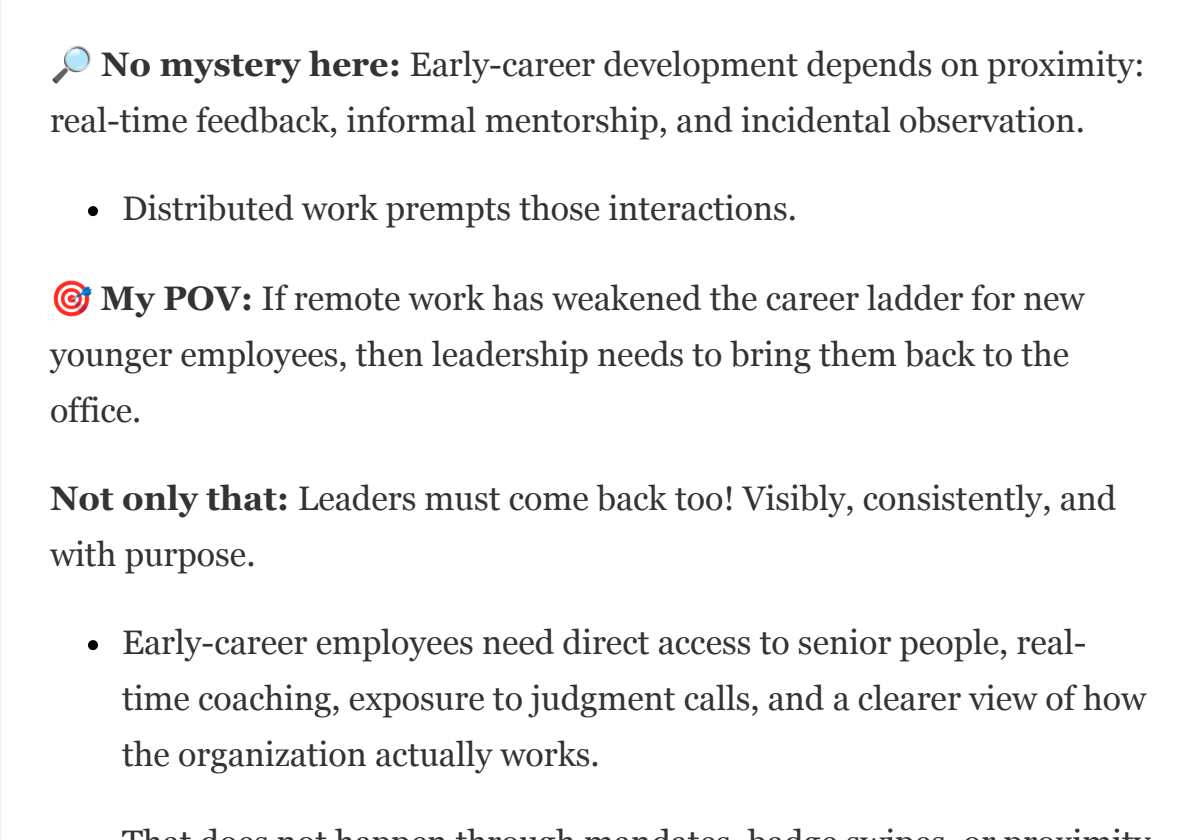
- Investors interpret cooperative leadership as a signal of organizational effectiveness.

The logic is clear: leaders who invite others in signal maturity, confidence, and enterprise orientation. In high-stakes settings, they show they can draw out expertise, reduce blind spots, and create the conditions for better decisions.

👤 **From my C-Suite perch:** Yes, but senior level promotions often go to leaders who are not only trusted by others, but also clearly associated with a strategic direction, a commercial thesis, and a visible leadership signature.

The bottom line: To be seen as CEO material, execs will have to make their own strategic voice unmistakable and, at the same time, invite contribution and followership.

2. Remote work undermines early-career growth



! **The Jury is in!** Remote work is the primary driver of rising unemployment among college graduates, accounting for an estimated 64% of the increase since the pandemic, per [new research](#) by economists at the NY Fed, Harvard, and UVA.

Why it matters: This is a leadership design problem, not an AI problem. If your organization has normalized remote or hybrid work without a deliberate plan for developing junior talent, you are likely producing a two-tier workforce:

1. **experienced professionals** who are fine, and
2. **early-career** colleagues who are falling behind.

🔍 **No mystery here:** Early-career development depends on proximity: real-time feedback, informal mentorship, and incidental observation.

- Distributed work preempts those interactions.

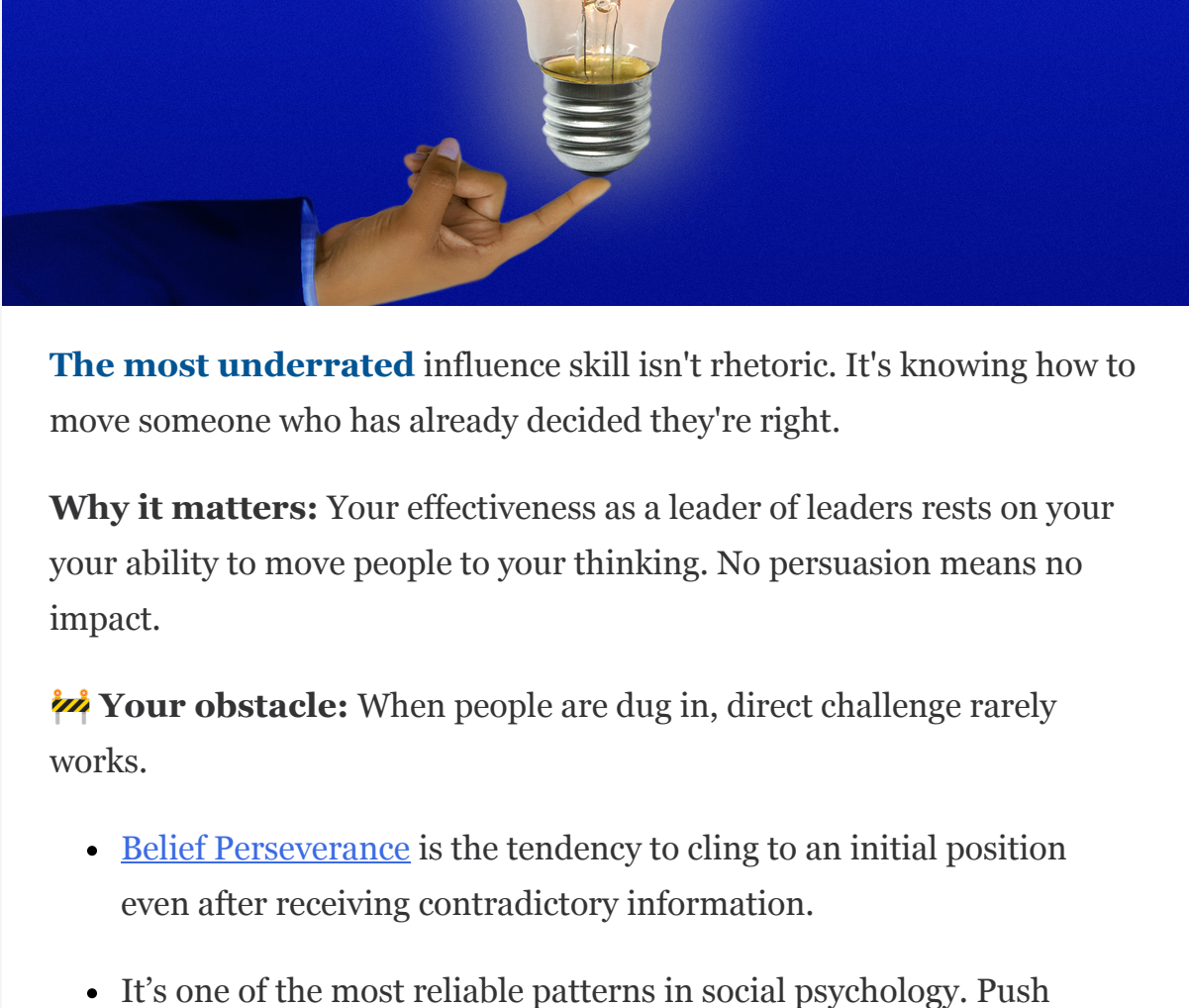
🎯 **My POV:** If remote work has weakened the career ladder for new younger employees, then leadership needs to bring them back to the office.

Not only that: Leaders must come back too! Visibly, consistently, and with purpose.

- Early-career employees need direct access to senior people, real-time coaching, exposure to judgment calls, and a clearer view of how the organization actually works.
- That does not happen through mandates, badge swipes, or proximity alone. It happens when leaders treat developing younger talent as a core responsibility.

The bottom line: The scaffolding that develops early-career talent doesn't rebuild itself. That's your job.

3. Your managers want some love



📊 **For years, managers** were the most engaged people in your organization. That advantage has collapsed, per Gallup's [State of the Global Workplace 2026](#).

📊 **Manager engagement** has dropped nine points since 2022.

- **The gap** between manager and individual contributor engagement has gone from +11 points down to +3.
- Managers are now barely more engaged than the people they lead!

Why it matters: The entire architecture of organizational culture depends on a “Manager Engagement Premium.”

- **Managers are the link** between the company's plans and what people actually do every day. When managers disengage, the message never makes it to the team.
- **Most consistent finding:** managers account for 70% of the variance in team engagement. The premium was essential and not a “nice-to-have.”

💬 **My take as a coach:** Many senior leaders I work with track [team](#) engagement but not [manager](#) engagement. Okay, some are thriving.

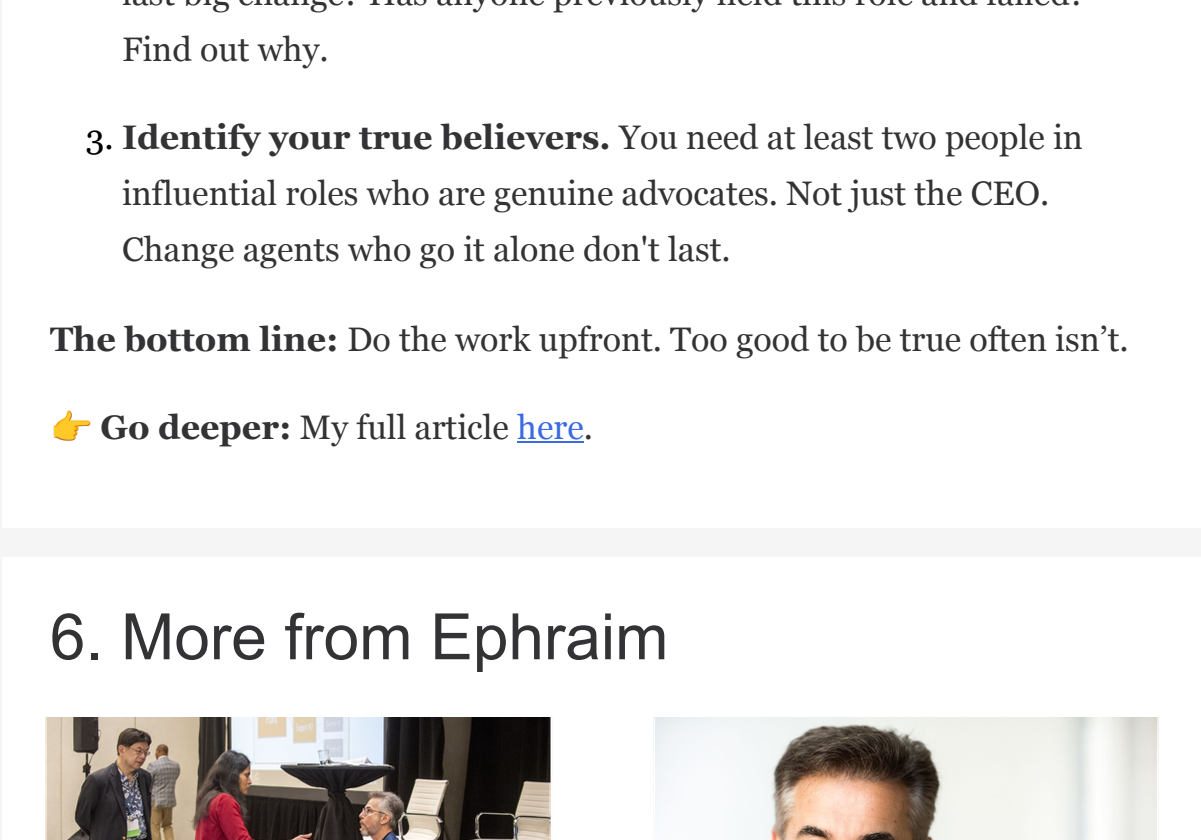
- But, it turns out, others might be one bad quarter away from leaving.

🎯 **My POV:** This is a structural risk. Identify your most overburdened managers now, before the attrition data tells you who you lost.

- **The cost** of replacing a manager who held your culture together is not quickly recoverable.

The bottom line: Tend to your managers.

4. June pro tip: Stipulate to influence



The most underrated influence skill isn't rhetoric. It's knowing how to move someone who has already decided they're right.

Why it matters: Your effectiveness as a leader of leaders rests on your your ability to move people to your thinking. No persuasion means no impact.

🚧 **Your obstacle:** When people are dug in, direct challenge rarely works.

- [Belief Perseverance](#) is the tendency to cling to an initial position even after receiving contradictory information.
- It's one of the most reliable patterns in social psychology. Push harder and they push back harder.

🎯 **My POV** to get over this hurdle: Stipulate what you can.

- **By affirming** the other person's position first, you lower their defenses and create the conditions for actual thinking.
- **Be clear:** You're not conceding the argument. You're making room for one.

💡 **The technique:** [Ted Koppel](#), the original *Nightline* anchor, used a deceptively simple phrase to open up his interviewees: "Let us, as the lawyers say, stipulate that your point is correct..."

Try these others, too the next time someone signals stubborn resistance, try it. Follow "Let's stipulate that you're right" with:

- "What if we also considered..."
- "Couldn't we say that..."
- "What might happen if we..."

👉 **Go deeper:** My [webinar](#) to Boston University on how to influence with or without authority.

5. Career Corner: Beware the change agent role

👤 **A recruiter calls** and the role sounds compelling: high-profile, direct line to the CEO, mandate to drive change at a well-known organization. What could go wrong?

- Well, everything.

A hidden trap? Organizations frequently hire outside change agents not because they lack internal talent. They hire them because they can't stomach driving the needed changes themselves.

- **In other words:** What if the role is real, but the mandate is not?!

💬 **My thought bubble:** The most common failure pattern is rarely the candidate. The organization wants the appearance of transformation without the discomfort of it.

🎯 **My POV:** Do rigorous due diligence!

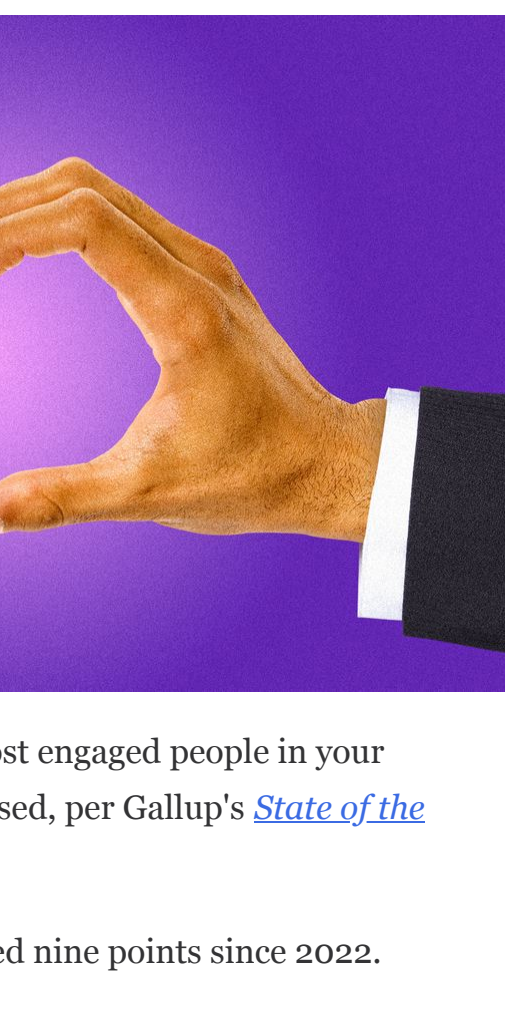
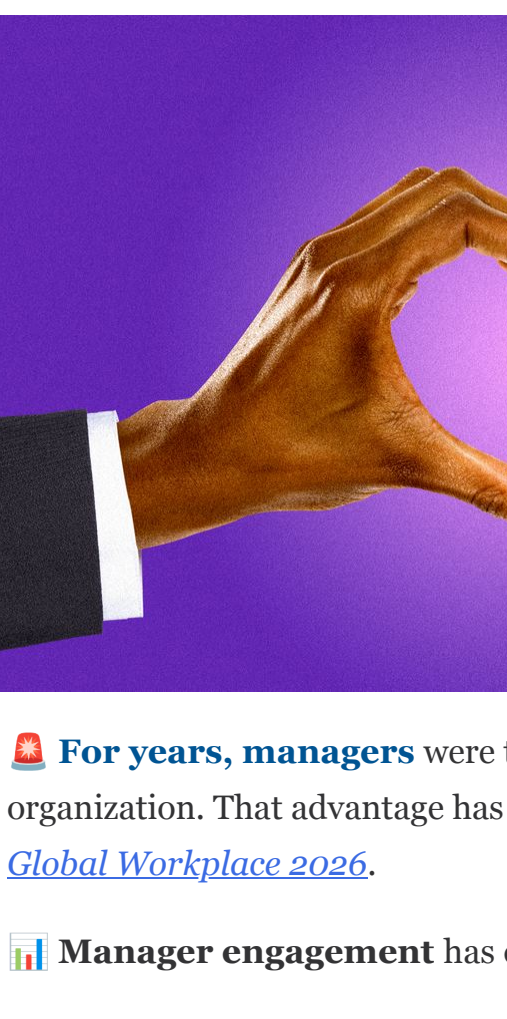
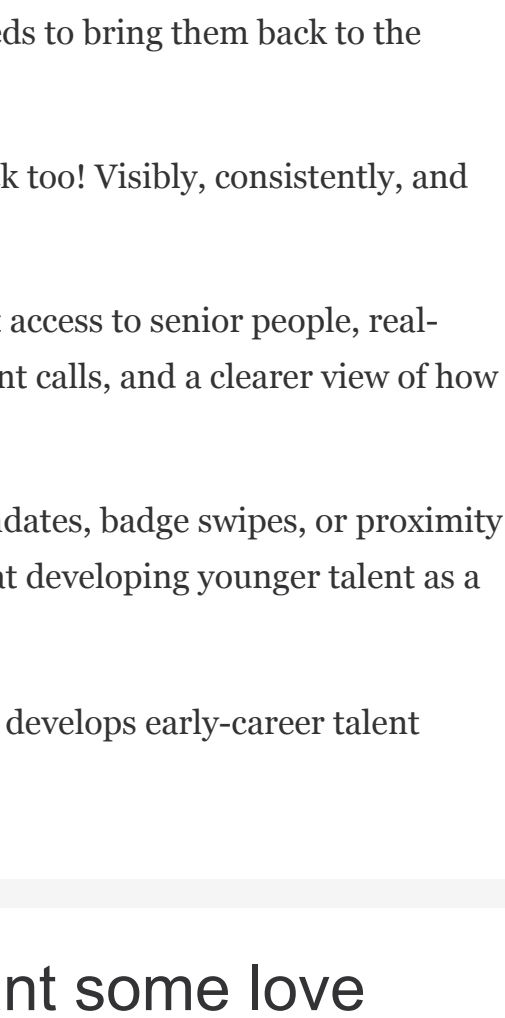
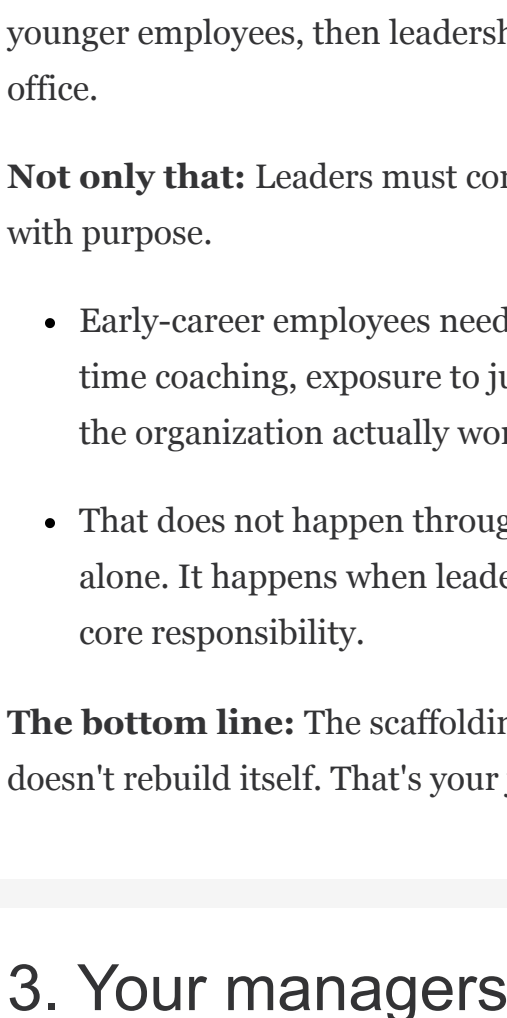
Thread the needle: Three things to assess before you say yes:

1. **Test for aligned expectations.** Does the top of the house describe the change the same way? Inconsistency at the top is your first warning sign.
2. **Gauge change elasticity.** How did this organization handle the last big change? Has anyone previously held this role and failed? Find out why.
3. **Identify your true believers.** You need at least two people in influential roles who are genuine advocates. Not just the CEO. Change agents who go it alone don't last.

The bottom line: Do the work upfront. Too good to be true often isn't.

👉 **Go deeper:** My full article [here](#).

6. More from Ephraim



Ephraim Schachter is an award-winning C-Suite Coach and Leadership Strategist. For the past 25 years, he has helped organizations excel by developing their leaders' capabilities to accelerate trust, navigate obstacles and communicate influentially.

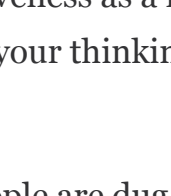
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💡 **Parting wisdom:** *"Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led."*

— Mary Parker Follett

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