



The future of **Leadership** and **AI**

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THE SCIENCE OF PERFORMANCE

①

Why is leadership getting harder?

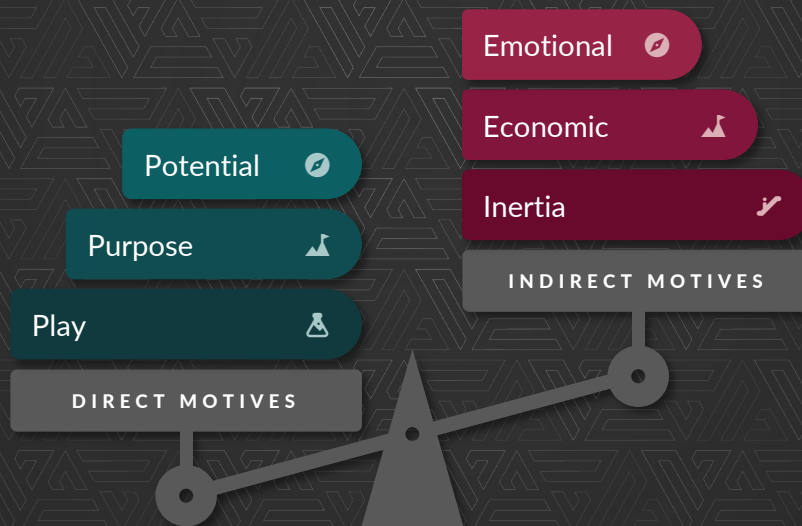
Tactical and adaptive



②

What is the secret behind great leaders?

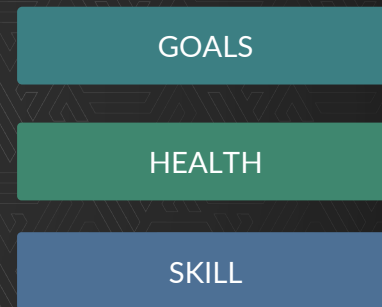
Total motivation



③

How do we unlock leaders' full potential?

Three quarterly routines



77%

OF PEOPLE EXPERIENCE
BURNOUT IN THEIR JOBS

84%

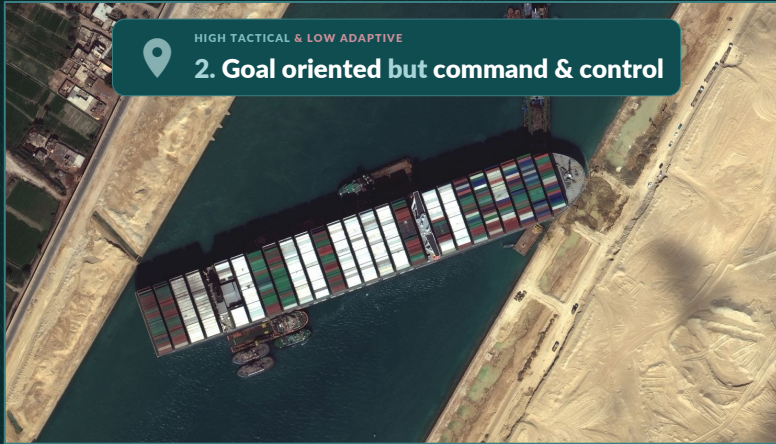
OF LEADERS FEEL AT-FAULT
FOR EMPLOYEE BURNOUT

- 👤 Convergence
- 👥 Repeatability
- 📅 How well we stick to the plan



- 🧠 Divergence
(problem solving)
- 🔧 Improvement
(creativity, innovation)
- 👤 How well we **don't** stick to the plan

HIGH TACTICAL
PERFORMANCE



HIGH TACTICAL & LOW ADAPTIVE

2. Goal oriented but command & control



HIGH TACTICAL & HIGH ADAPTIVE

4. Sustainably high performing

LOW TACTICAL
PERFORMANCE



LOW TACTICAL & LOW ADAPTIVE

1. Reactive but chaotic



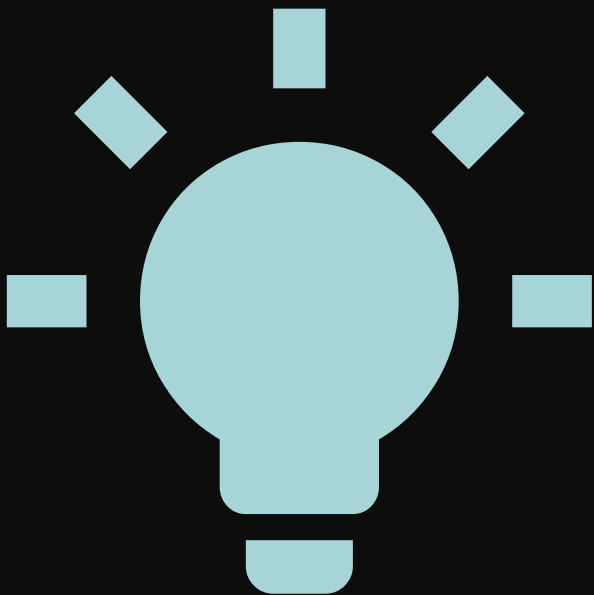
LOW TACTICAL & HIGH ADAPTIVE

3. Problem solving but fragmented



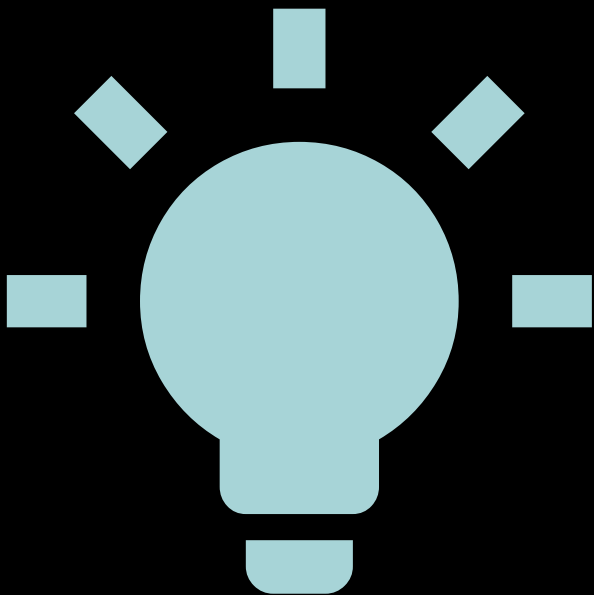
LOW ADAPTIVE
PERFORMANCE

HIGH ADAPTIVE
PERFORMANCE



KEY CONCEPT

A leader's job is to manage tactical and adaptive performance.



KEY CONCEPT

Tactical work is getting automated. Leading the adaptive is harder. It requires new mindsets, behaviors, and skills.

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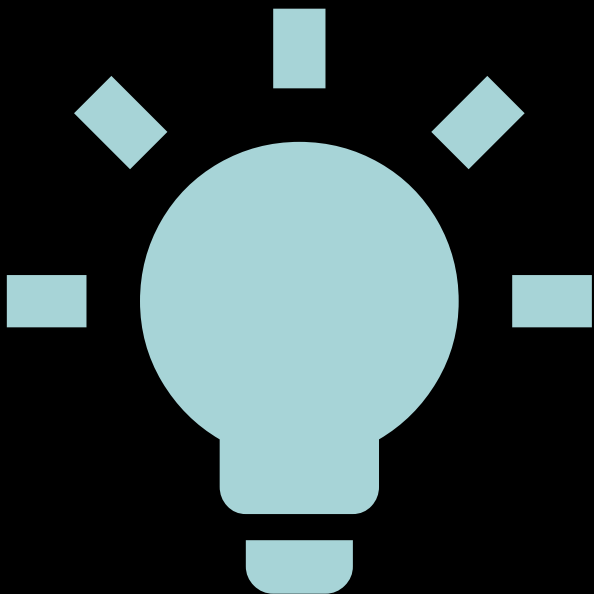
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What is the secret behind great leaders?

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How do we unlock the full potential of our leaders?





KEY CONCEPT

**Why we work
determines
how well we work**



THE MOTIVE SPECTRUM

The activity / work itself

Your identity / values / beliefs

External forces

DIRECT MOTIVES

Play



Purpose



Potential



INDIRECT MOTIVES

Emotional pressure



Economic pressure



Inertia



DIRECT
MOTIVES

Play



Purpose



Potential

↑ Tactical
performance↑ Adaptive
performanceINDIRECT
MOTIVES

Emotional pressure



Economic pressure



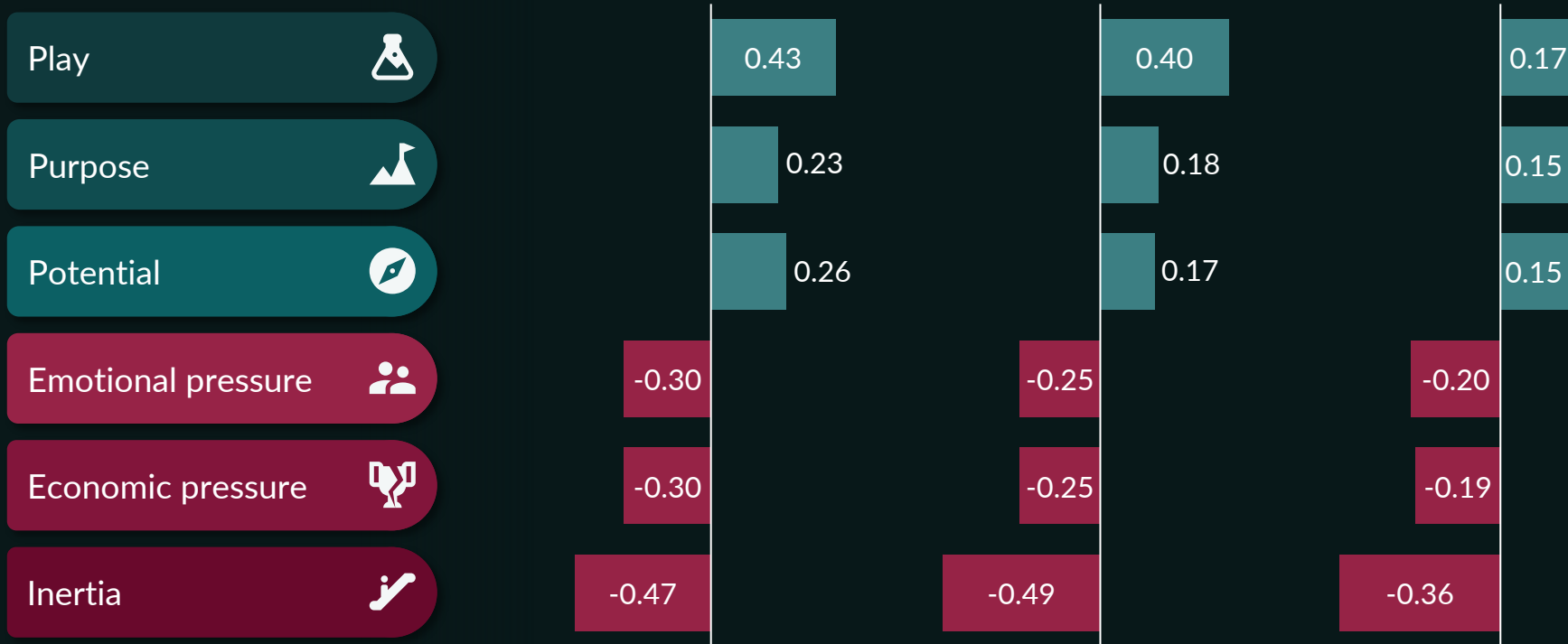
Inertia

↑ Tactical
performance↓ Adaptive
performance

Correlation to
couple's problem
solving behaviors¹

Correlation to
marital
happiness

Correlation to
high-school
achievement²



¹ Blais, Marc R., Stéphane Sabourin, Colette Boucher, and Robert J. Vallerand. "Toward a Motivational Model of Couple Happiness." *Journal of Personality and Social Psychology* 59 (1990): 1021–31.

² Ratelle, Catherine F., Frédéric Guay, Robert J. Vallerand, Simon Larose, and Caroline Senécal. "Autonomous, Controlled, and Amotivated Types of Academic Motivation: A Person-Oriented Analysis." *Journal of Educational Psychology*, 2007.

³ Lonsdale, Chris, Ken Hodge, and Elaine Rose. "Athlete Burnout in Elite Sport: A Self-Determination Perspective." *Journal of Sports Sciences* 27 (2009): 785–95.

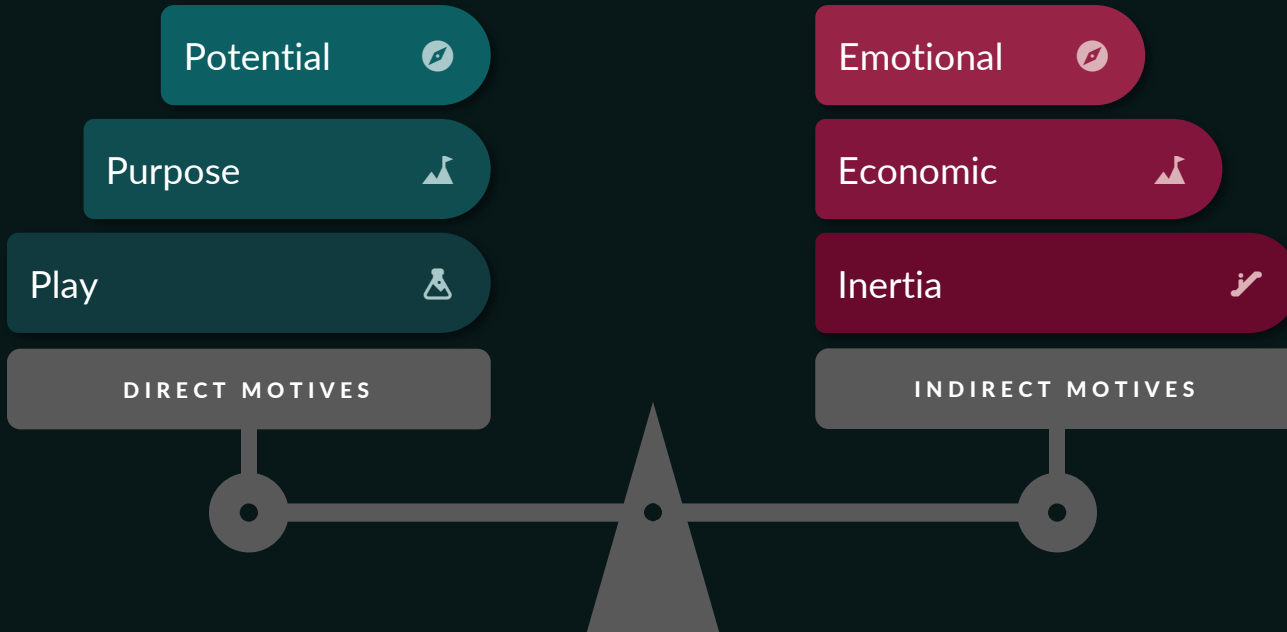
Correlation
to marital
happinessCorrelation to
high-school
achievement²Correlation to
athlete grit³

1 Blais, Marc R., Stéphane Sabourin, Colette Boucher, and Robert J. Vallerand. "Toward a Motivational Model of Couple Happiness." *Journal of Personality and Social Psychology* 59 (1990): 1021–31.

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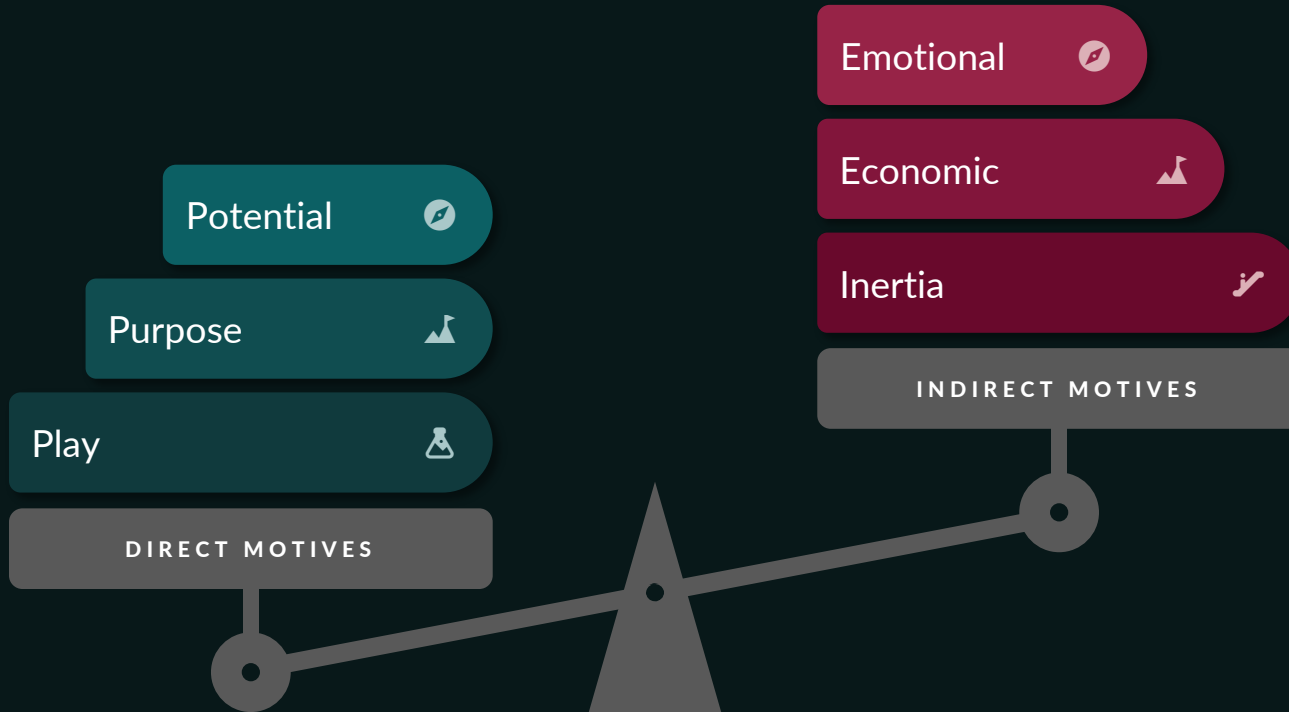
3 Lonsdale, Chris, Ken Hodge, and Elaine Rose. "Athlete Burnout in Elite Sport: A Self-Determination Perspective." *Journal of Sports Sciences* 27 (2009): 785–95.

Total motivation



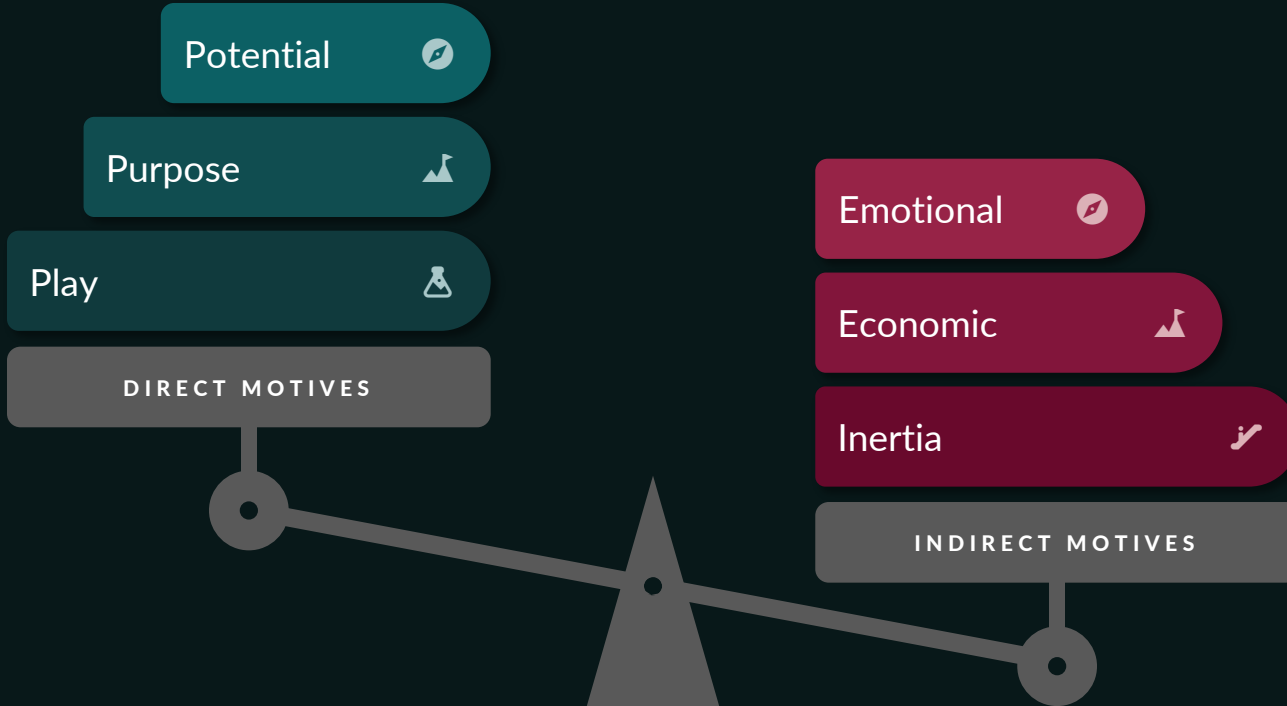
High total motivation

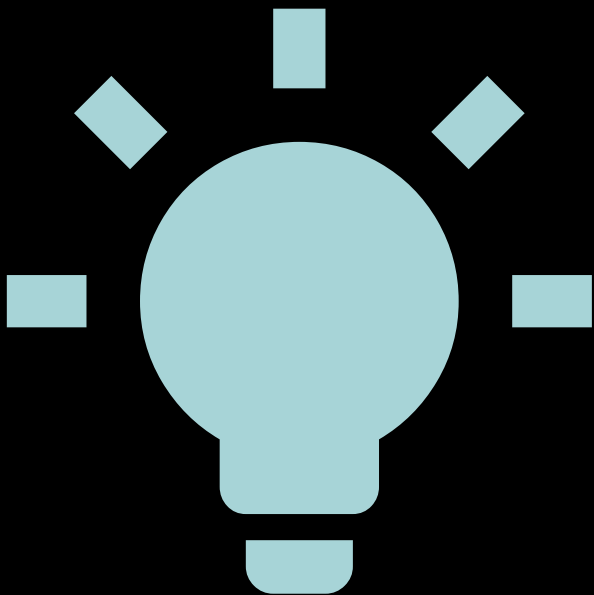
HIGH-TOMO



Low total motivation

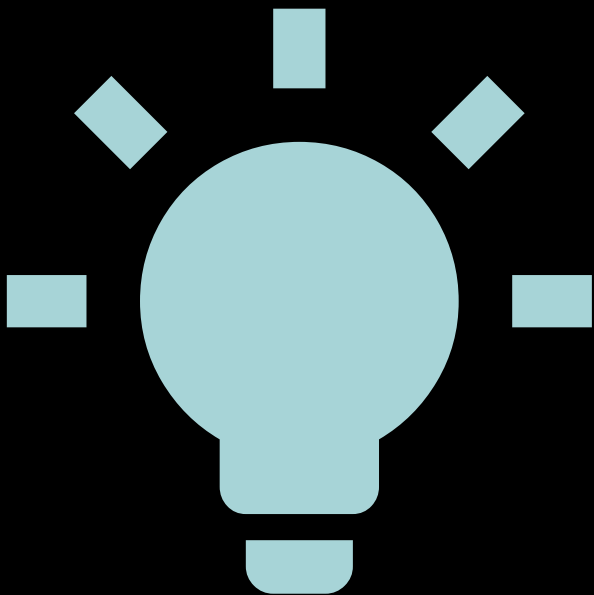
LOW-TOMO





KEY CONCEPT

**Great leaders inspire the
right motives.**

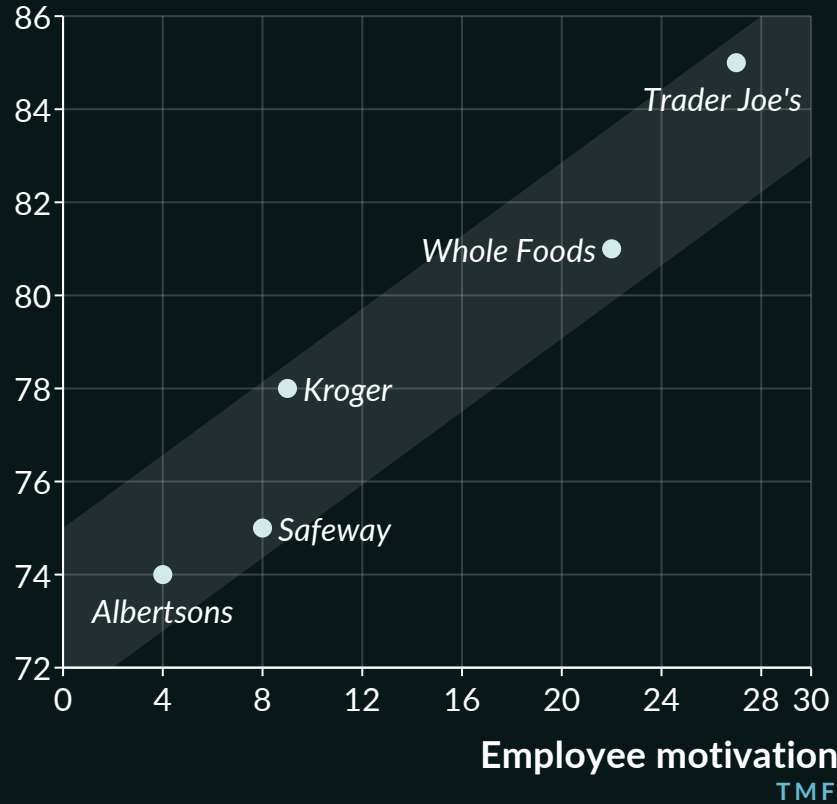


KEY CONCEPT

Great leaders realize that being “nice” and being “high-performing” are not opposites

Customer satisfaction

GROCER INDUSTRY



Albertsons

Kroger

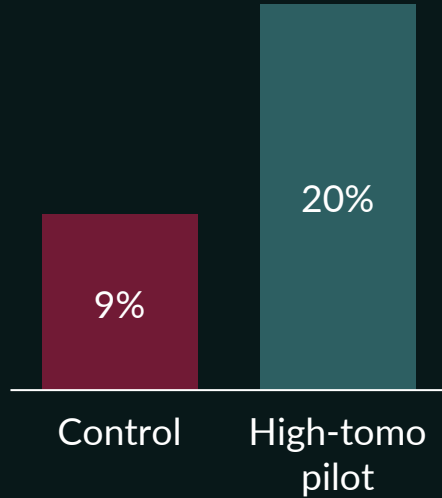
Safeway

Trader Joe's

Whole Foods

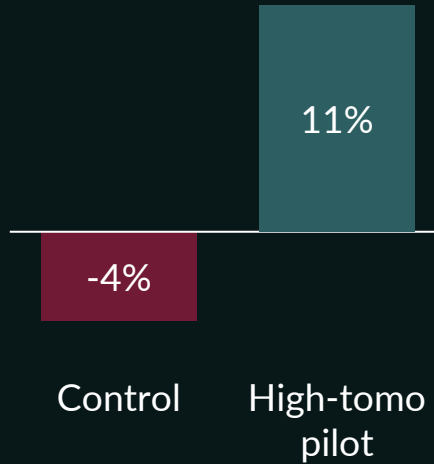
REVENUE / EXPENSE

2017 vs 2016 percent change



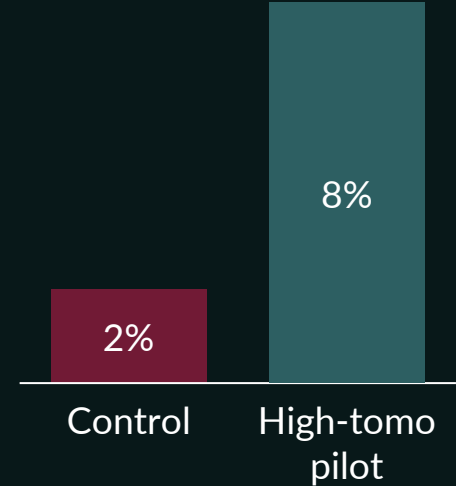
NPS

2017 vs 2016 percent change



CROSS SALES

2017 vs 2016 percent change



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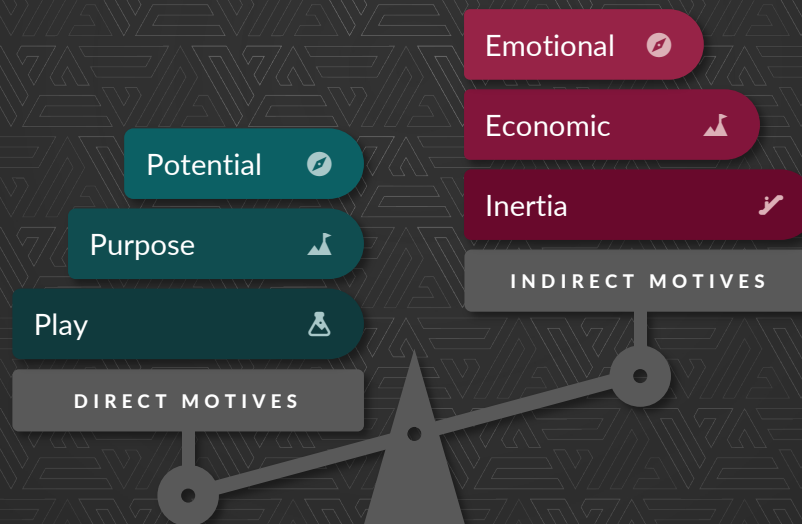
Why is leadership getting harder?

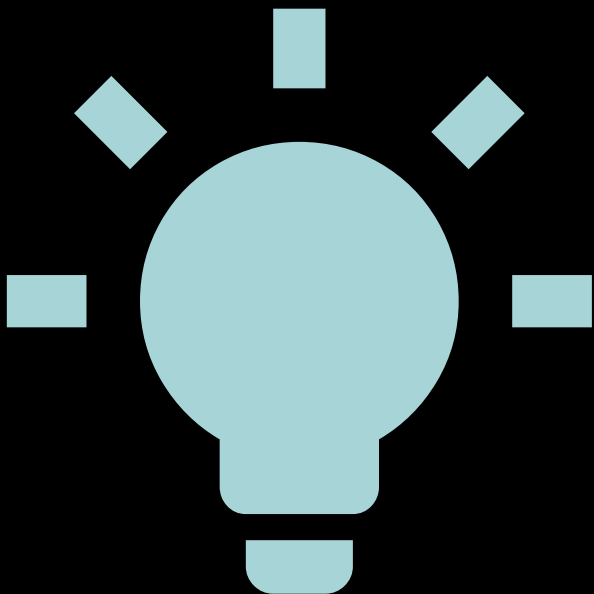
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What is the secret behind great leaders?

③

How do we unlock the full potential of our leaders?





KEY CONCEPT

Leaders can produce significant results with three quarterly routines. AI makes those easy.

GOALS

Define the right tactical and
adaptive goals

HEALTH

Work effectively to
accomplish those goals

SKILL

Build the skill to accomplish
those goals

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Define the right tactical and
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NO GOAL

“Do your best”

PERFORMANCE

“Increase market share from 7% to 21%”

PROBLEM SOLVING

“Identify and test six different ideas to improve market share”

Which goal leads to the highest performance?

A

B

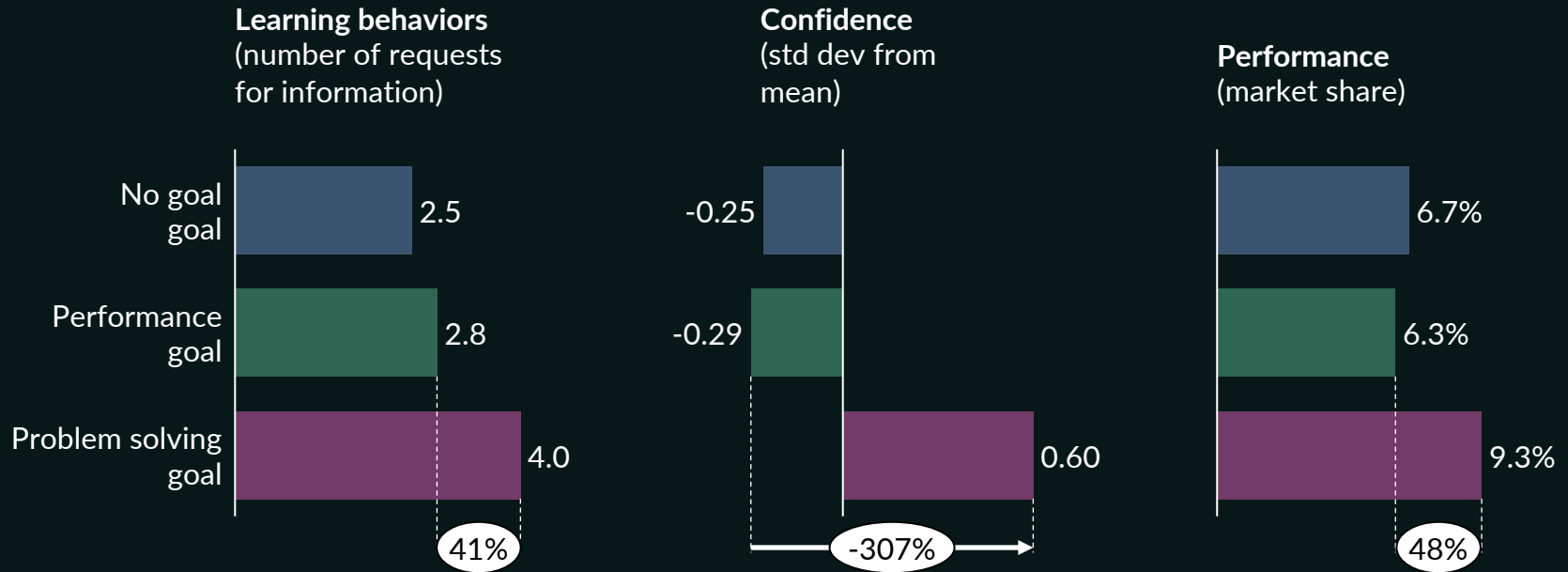
C

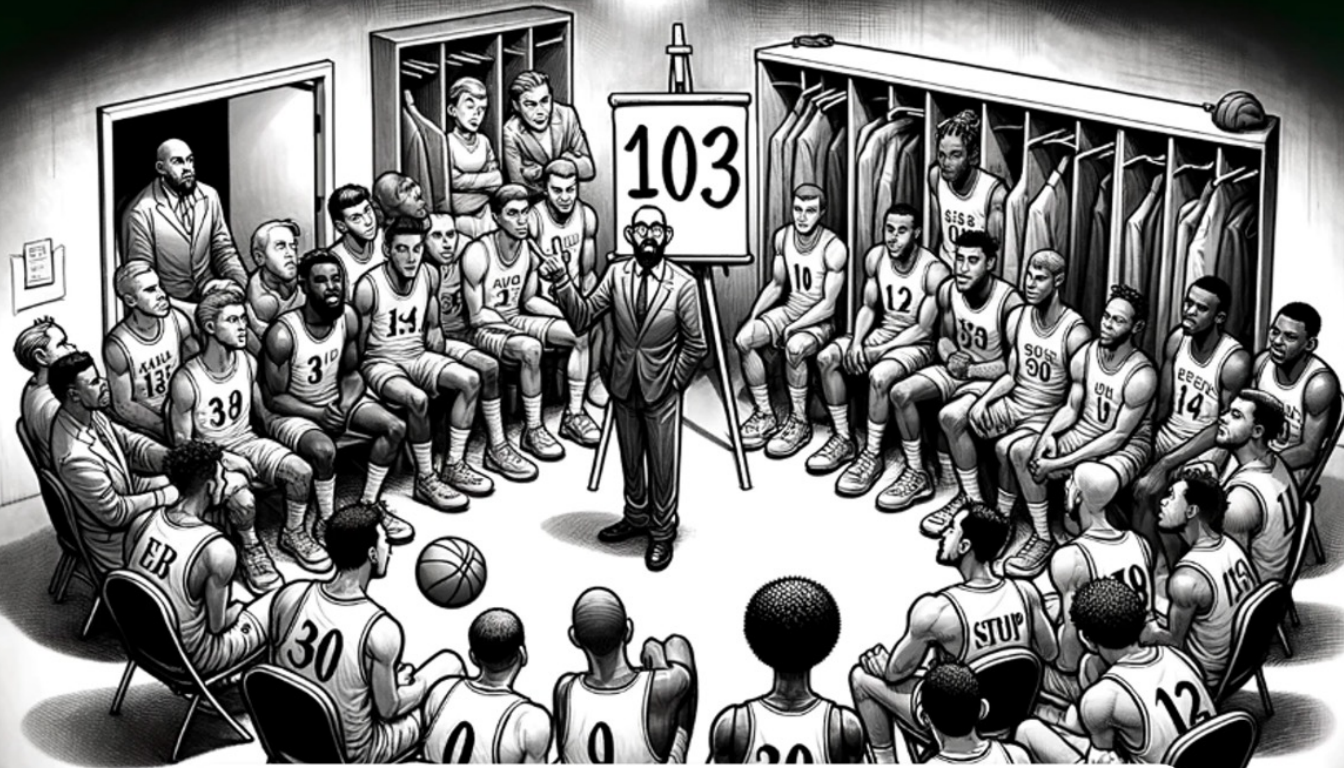
Which is your organization most likely to use?

1

2

3





“Team, from now on, we’re using OKRs. I’ll tell you how many points to get, and you figure out the rest.”

Anna

GOAL

“Fill 60 job openings by
end of quarter”

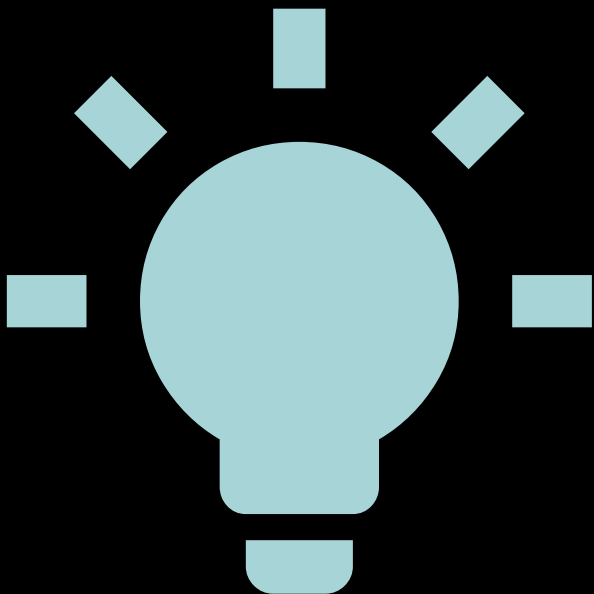
Anna's prompt:

We need to fill 60 job openings by end of quarter. This is a challenge because typically we fill 30 job openings per quarter, so we need to figure out creative ways to double our productivity.

The screenshot shows the Factor AI interface with a navigation bar at the top containing icons for TYPE, FUNCTION, CONTEXT, CARDS, and OWNERS. Below the navigation bar, it says "Factor AI is thinking..." and has two toggle switches: "Create multiple stacks" (which is turned on) and "Use only one stack" (which is turned off).

The main content area is divided into three columns: STACK, CARDS, and KEEP?.

- STACK:** Contains a single card with the text "How might we enhance our recruitment marketing?" and a "KEEP?" checkbox that is checked.
- CARDS:** Contains a list of five cards, each with a "KEEP?" checkbox that is checked:
 - Launch a referral program with incentives for current employees
 - Partner with professional ass[essors]
 - Increase soci[al media]
 - Host virtual [workshops]
 - Add a new idea or deliverable



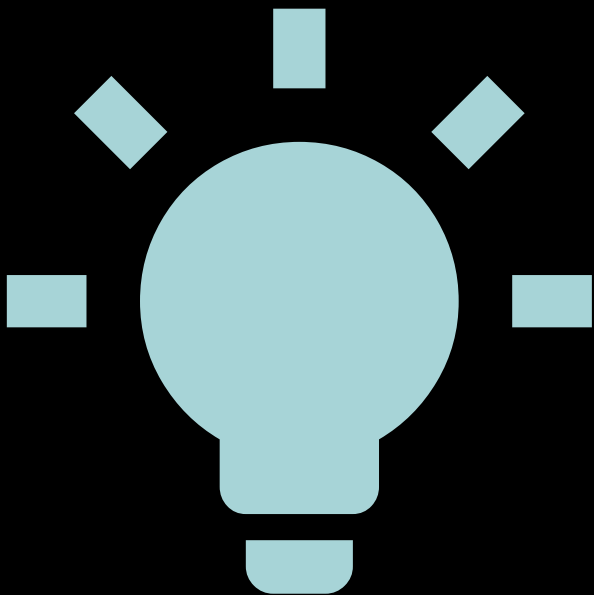
KEY CONCEPT

An effective goal setting process doesn't just result in a number.

It is not a task list.

It is a set of problems to solve to accomplish an ambitious outcome.

Ideally, it also includes your top ideas to solve those problems.



KEY CONCEPT

Great leaders help their teams refresh their goals each quarter. They don't start with a blank piece of paper.

GOALS

Define the right tactical and adaptive goals

HEALTH

Work effectively to accomplish those goals

SKILL

Build the skill to accomplish those goals

“How do I keep my team motivated?”

“How do I keep my team working effectively together?”

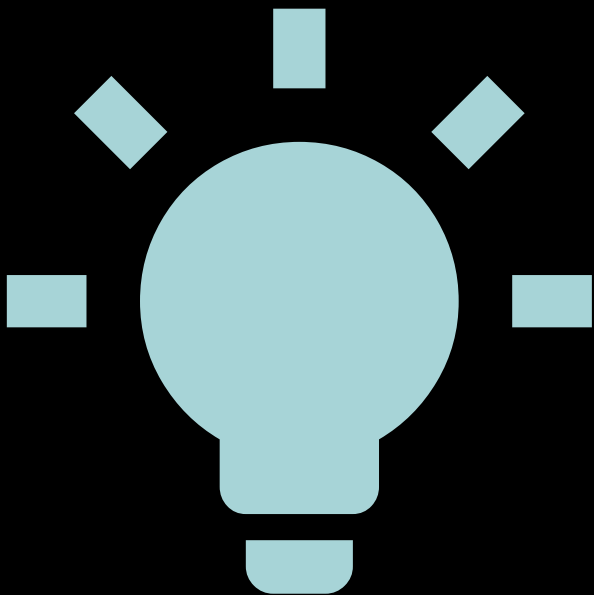


It was at this point that Neel realized that he messed up.

“Let’s conduct a retro of what went wrong last quarter”

“Let’s fill out a survey to complain to HR”

“Let’s tell our leaders what they’re supposed to fix”



KEY CONCEPT

**Manage team health
through forward-looking,
science-based, action
planning**

Your team has valuable strengths and has room to improve.

⋮ Total motivation



⋮ 👤 Emotional pressure

Lower is better



AI synthesizes the team's comments in real time into hypotheses for discussion.

HYPOTHESIS 1: LACK OF CLEAR COMMUNICATION AND ALIGNMENT

The least motivating aspect would be any drastic changes in our business direction that would alter our roadmap.

Long drawn alignments and change in aligned aspects which are not communicated to the broader team.

HYPOTHESIS 2: INEFFICIENT MEETINGS AND LACK OF FOCUS

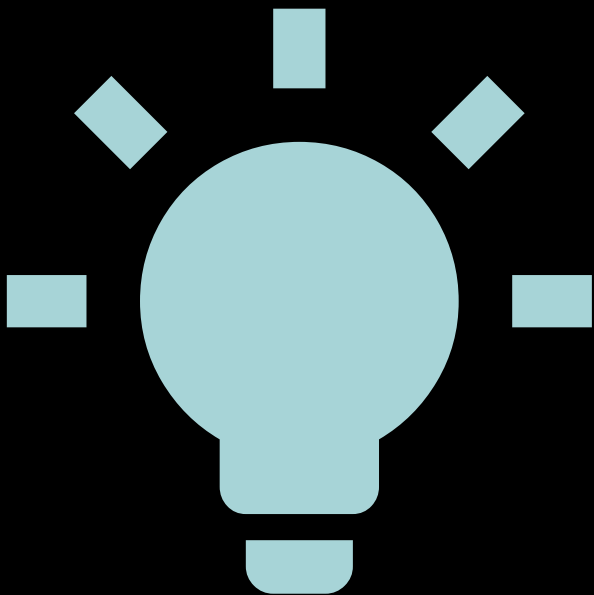
I find some of the frequent meetings, especially those without clear agenda and prior data collection, a bit less motivating to attend.

Execution is tedious, with lots of meetings and alignment discussions.

HYPOTHESIS 3: FEAR OF BLAME AND LACK OF EMPOWERMENT

Being a shared and stretched Project Manager, the pressure is outrageous.

I feel like I am expected to hold the thread of communication together with my own hands, and yet I cannot guarantee that promises are met.



KEY CONCEPT

**You can enable your team
to take ownership of its
performance and
motivation**

GOALS

Define the right tactical and adaptive goals

HEALTH

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SKILL

Build the skill to accomplish those goals

**What improves
motivation more:
good work-life
balance or learning
new skills?**

Motivation levels <i>Total motivation factor</i>	My job has poor work-life balance	My job has good work-life balance
I don't learn valuable skills on the job	-21	-8
I learn valuable skills on the job	34	46

We're in the middle of a **skill drought** that isn't going to get better. The organizations that can best accumulate and motivate skills will dominate.

Percent of employees who have not mastered the skills they need for their jobs

70%

Percent of employees who feel like they are in easily replaceable jobs

52%

Percent of executives who experience or soon expect to experience skill gaps

87%

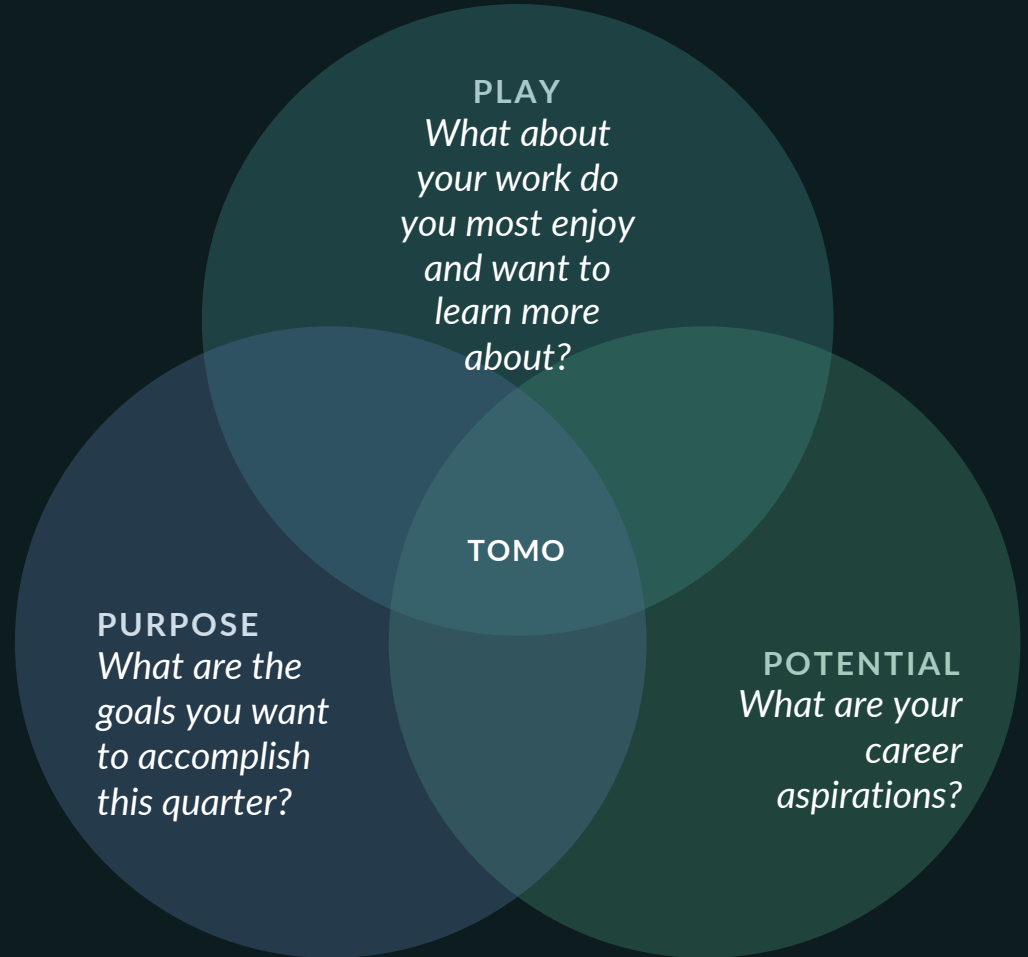
“I’m afraid I might say the wrong thing and demotivate my team”

“I’m afraid I might end up on Glass Door”

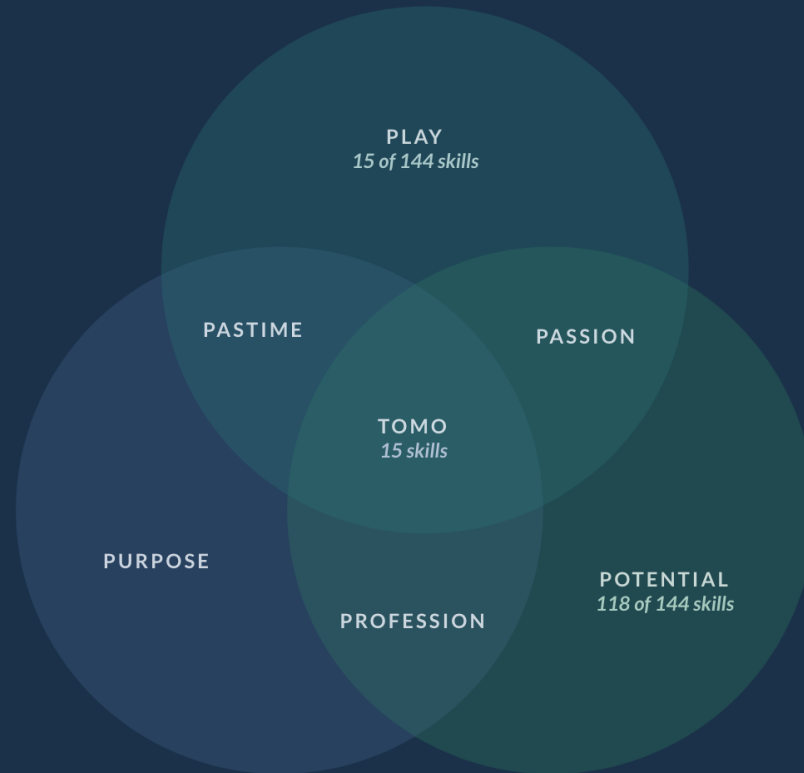
“It’s really hard to know what to coach on”


“It’s really hard to make time”

Discuss three questions



You chose these goals after you narrowed down to **15 possible skills** that are at the intersection of your play, purpose, and potential.



 Factor AI found 2 skills you might like

RECOMMENDATION

 REASON


GOAL?

 SKILL

Managing projects for a group

Great project management isn't about creating

[LEARN MORE](#)

Given your goal to double the recruiting output for your HR team, mastering the skill of managing projects for a group will be crucial. It will enable you to effectively lead your team through the increased workload by using adaptive work plans. This approach will help you to 




 SKILL

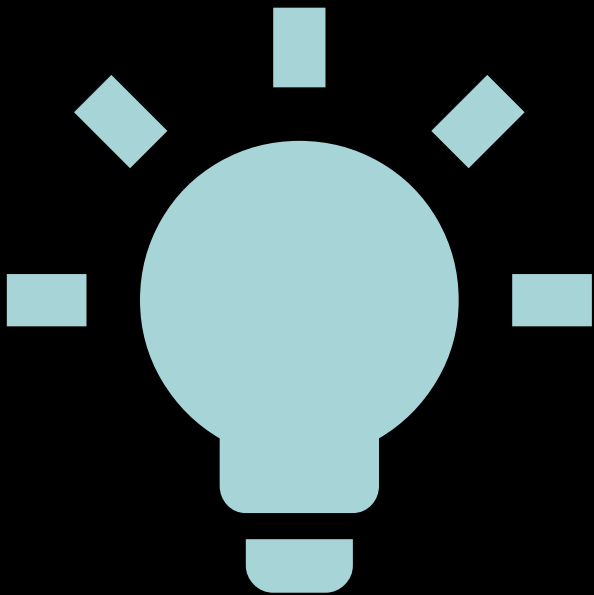
Planning behavioral change

Often a project planner's objective can only be reached if a large group of people changes their behavior in material ways. For example:

[LEARN MORE](#)

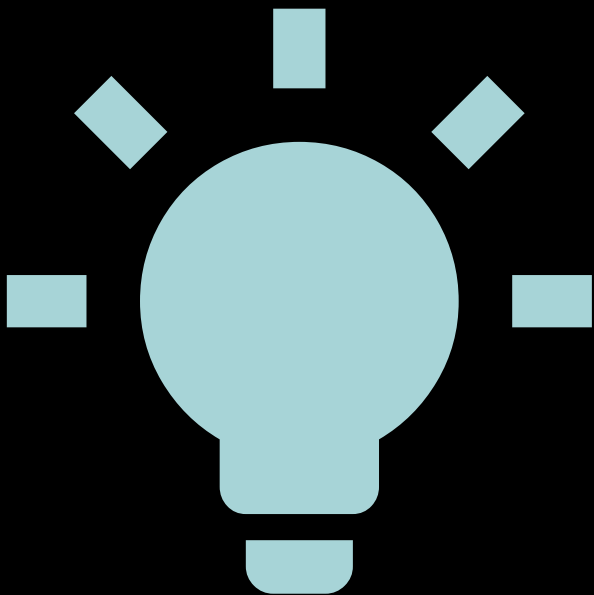
As you aim to significantly increase your team's recruiting output, understanding and implementing planning behavioral change is essential. This skill will allow you to create strategies that can influence and modify your team's behaviors and processes to support the heightened recruitment goals. By driving effective behavioral change, you can 





KEY CONCEPT

Upskill your organization in the skills that are most relevant to the future of work – the skills of adaptive performance



KEY CONCEPT

**AI can design an
apprenticeship journey for
your people: ways to learn
skills on-the-job**

STACK

STACK

How might we integrate learning into daily HR tasks?

KEEP?

CARDS

- Implement a daily 15-minute team brainstorming session on innovative recruitment strategies*
- Assign a weekly challenge related to behavioral change in recruitment processes*
- Develop a peer review system for feedback on recruit*
- Create a daily log of recruitment acti*
- Add a new idea or deliverable*

KEEP?

STACK

STACK

How might we leverage external resources for learning?

KEEP?

CARDS

- Organize monthly w*
- Subscribe*
- Partner wi*

KEEP?

Making change can be simple.

Take a step back once a quarter to align your team on goals, health, and skill.

Let AI replace the weeks of planning, the expert context, and effective facilitation.

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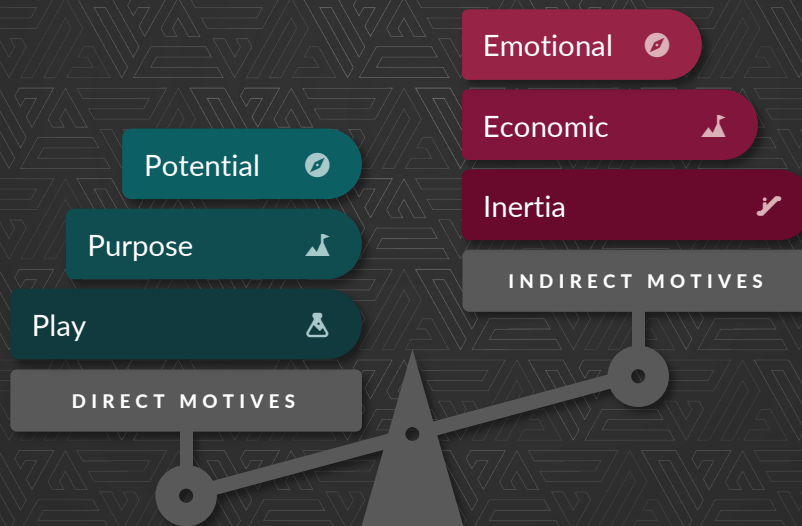
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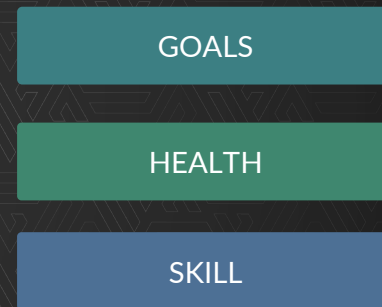
Total motivation



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How do we unlock leaders' full potential?

Three quarterly routines



THE LATEST ADVICE

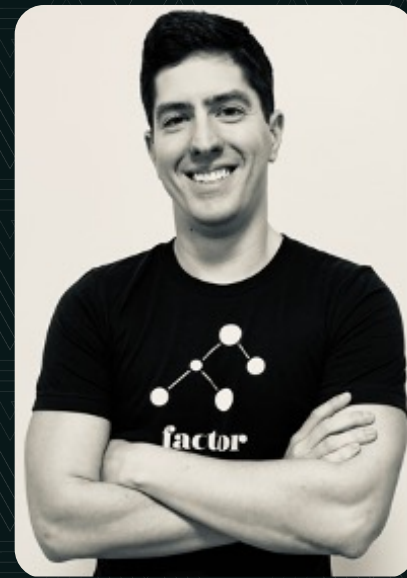
PRIMED ^{TO}
PERFORM



LINDSAY MCGREGOR



HELLO@FACTOR.AI



WILL CORBETT

To go deeper on specific concepts, check out these articles in the *Harvard Business Review*.

ORGANIZATIONAL CULTURE



Harvard
Business
Review

How company culture shapes employee motivation



ASSESSING PERFORMANCE



Harvard
Business
Review

There are two types of performance, but most organizations only focus on one



FRONTLINE PERFORMANCE



Harvard
Business
Review

How to motivate frontline employees



AGILE OPERATING MODELS



Harvard
Business
Review

Why agile goes awry—and how to fix it



REMOTE WORK



Harvard
Business
Review

How to keep your team motivated, remotely

