

VISION

A woman with dark hair, wearing a white collared shirt, is looking out of an airplane window. The word "VISION" is written in large, white, 3D-style letters across the center of the image. The background is a night-time aerial view of a city with lights and a river.

Leadership Development

The role of financial leaders in advocating for development

WIPFLI

LEARNING OBJECTIVES

01

The burning platform – how **major disruptors** are affecting industry in the US

02

How **demographic shifts and industry choices** are affecting the availability of talent in the US

03

The **ROI of highly engaged teams** and the necessary shift to “retain first”, “attract last”

04

What is at the **heart of good leadership** how higher performing organizations can be realized

A large blue circle is positioned on the left side of the image, partially cut off by the edge. To its right, a blue L-shaped line extends from the top edge down towards the bottom edge. The background is solid black.

**What disruptors
are we facing?**

Disruptors

01

Talent Shortage

Of the 76M original boomers, only 41M are still available and there are 20% less GenX to fill the void. Birth rates down 20%.

02

Alternate Industries

You are no longer just competing within your industry. You are competing across all industries.

03

Values Shift

Along with new industries Millennials have different views on the value of how work gets done and the mission of companies.

04

The Unexpected

The asymmetrical risks associated with geo-political events and a global economy.

05

Unprepared Leadership

What are you doing to set the tone, develop leaders? What investment choices are you making and why does it matter?



**Demographic
shifts & choices**

Talent shortage trends

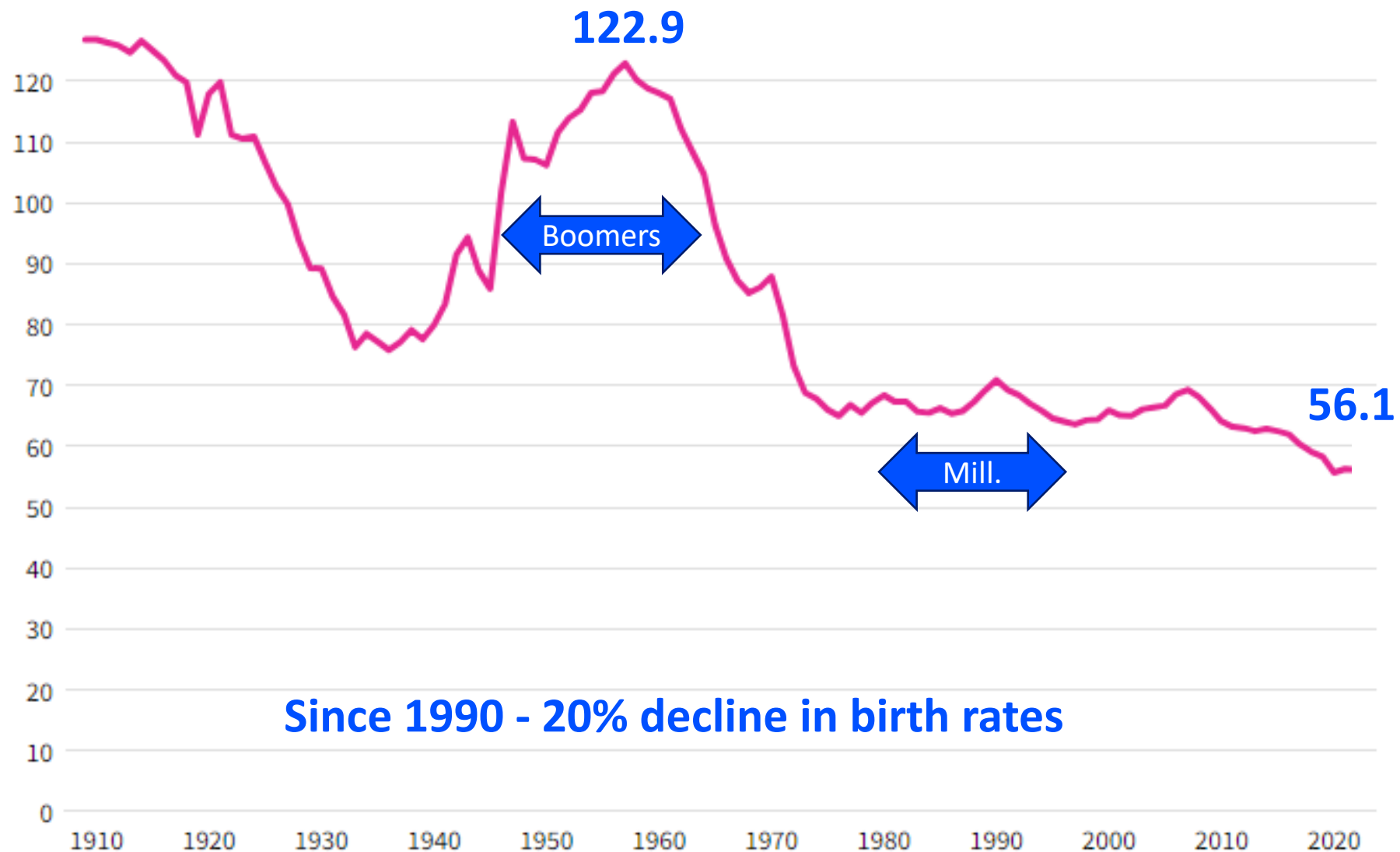


Source: US Census Bureau, International Database; US Bureau of Economic Analysis, Current Employment Statistics; TIP Strategies. Notes: Updated as of March 5, 2021. Population estimates and projections are for the resident population. The US population components shown in the IDB may not match the official population components for the United States, in part, due to differences in how they are displayed (calendar year versus midyear-to-midyear estimates).

Fertility (Birth) rates in the US

The US fertility rate has mostly decreased since 1957.

Number of births per 1,000 women ages 15-44



Note: Data for 2022 is preliminary.

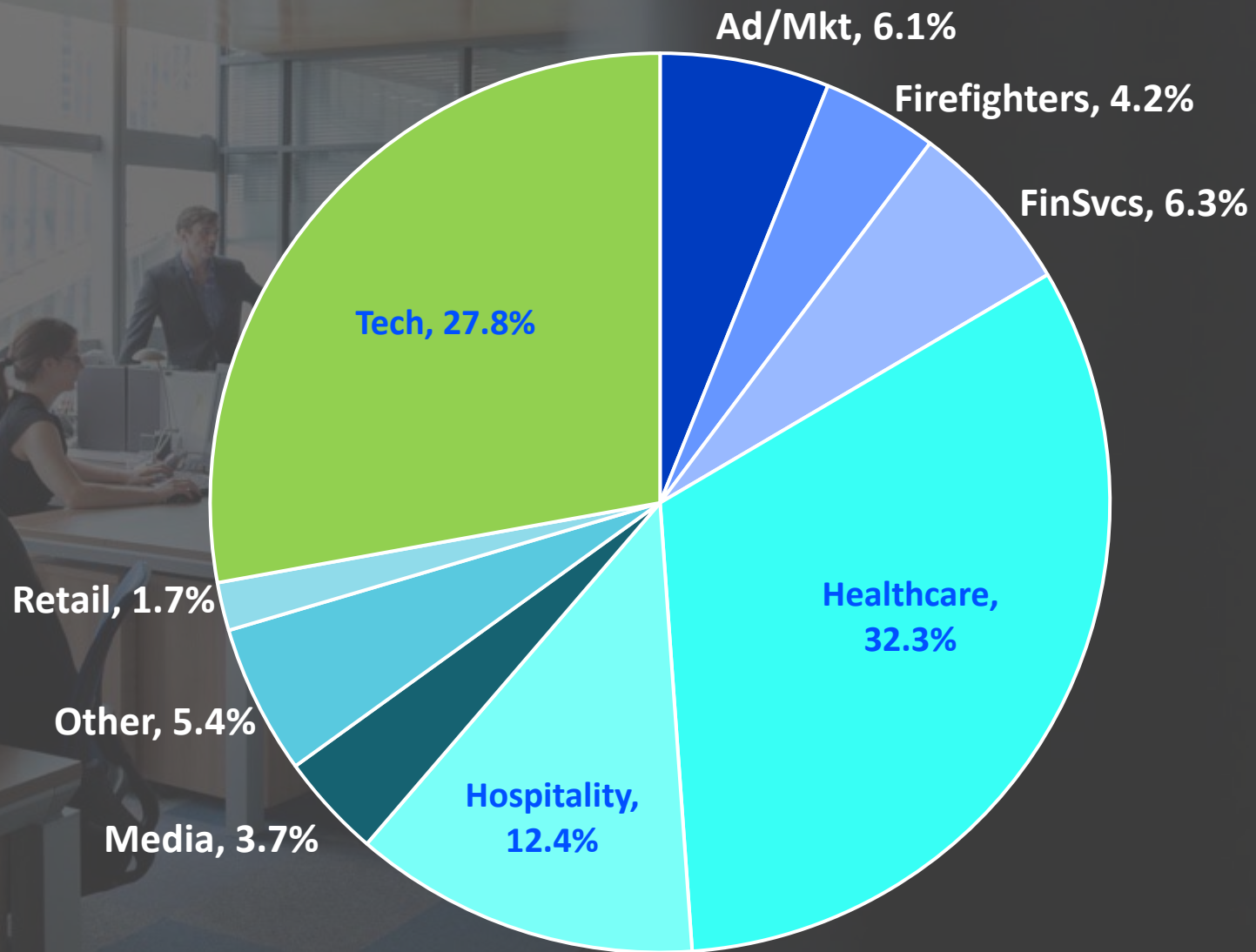
Source: [Centers for Disease Control](#) • [Get the data](#) • [Embed](#) • [Download image](#) • [Download SVG](#)

Of the original **76M Boomers**, only **41M** are available to the workforce, and not all are working

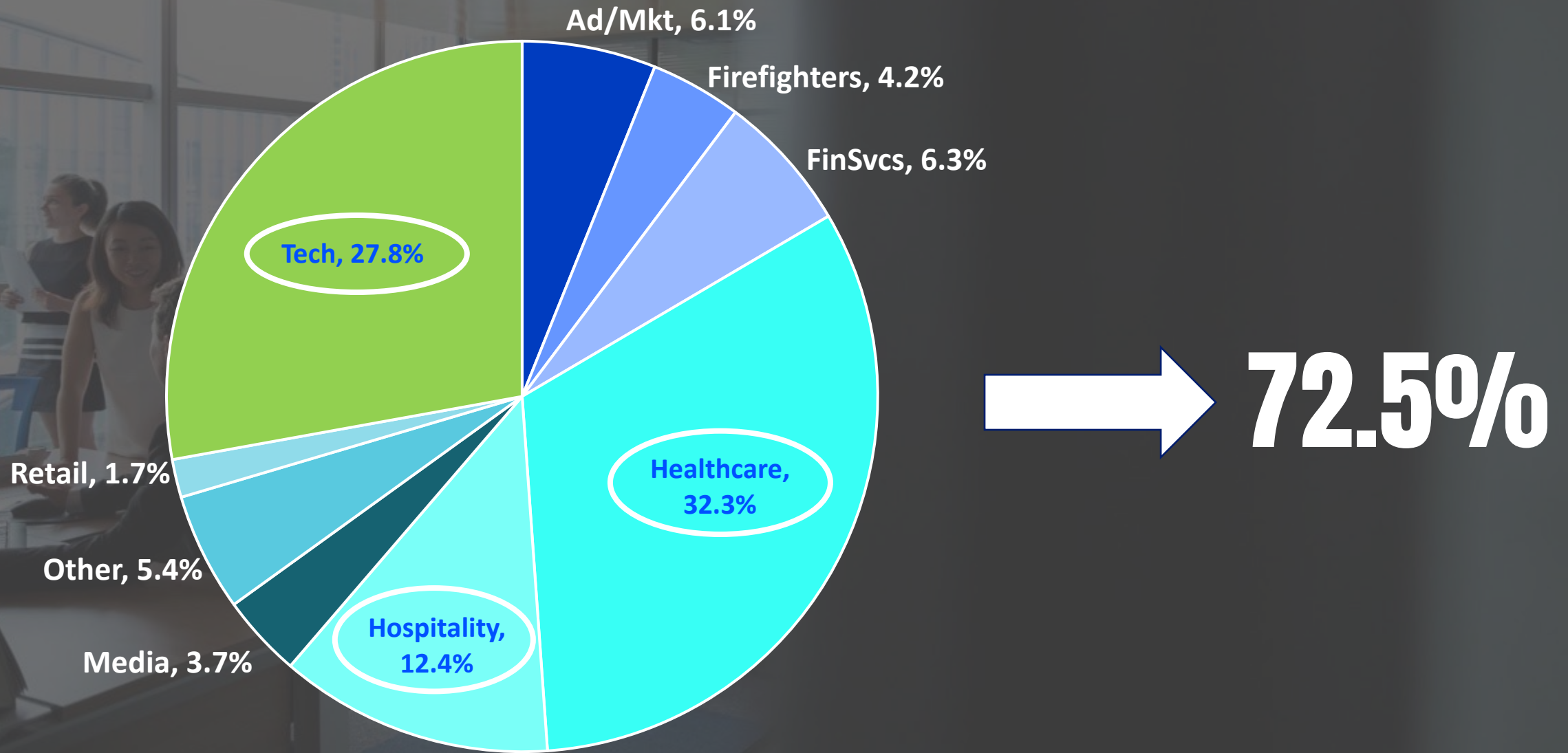
Over the last 20 years, **Boomers** have been **exiting** the available workforce at an average rate of approximately **1.8M per year**

GenX is approximately **20% lower** in total births vs. Boomers

Alternate industries - millennials



Alternate industries - millennials



Values shift - millennials

A woman with long dark hair, wearing a white blazer and white top, is pointing her right hand towards the left. She is standing in a crowd of people, which is blurred in the background. The overall tone is professional and forward-looking.

- Value purpose over paychecks
- Skill development
- Coaches, not bosses
- Regular feedback
- Radical transparency
- Work-life cohesion & flexibility

The unexpected

Covid-19:

- Economy shrank by over 30% in Q2 2020
- Unemployment peaked at 14.8% in April 2020
- By April, 43% of businesses had closed
- Retail, entertainment, hospitality, personal services hardest hit
- 75% of businesses only had enough cash to survive two months

Russia/Ukraine:

- US economic growth slowed to 3.1% from a projected 5%
- US contributions of \$174B, to date (Sep 2024)
- Estimated cost to rebuild Ukraine \$349B, which is larger than its annual GDP
- Russian oil reliance disruption and pivot for Europe
- Risk of a global conflict that will disrupt the economy

Middle East:

- If a full-scale conflict erupts, crude oil could jump from \$74 to \$130 per barrel (Oxford Economics)
- Israel has historically received over \$300B from the US annually
- Adds to the risk of a global conflict that will disrupt the economy

Q5

**The ROI of
engagement**

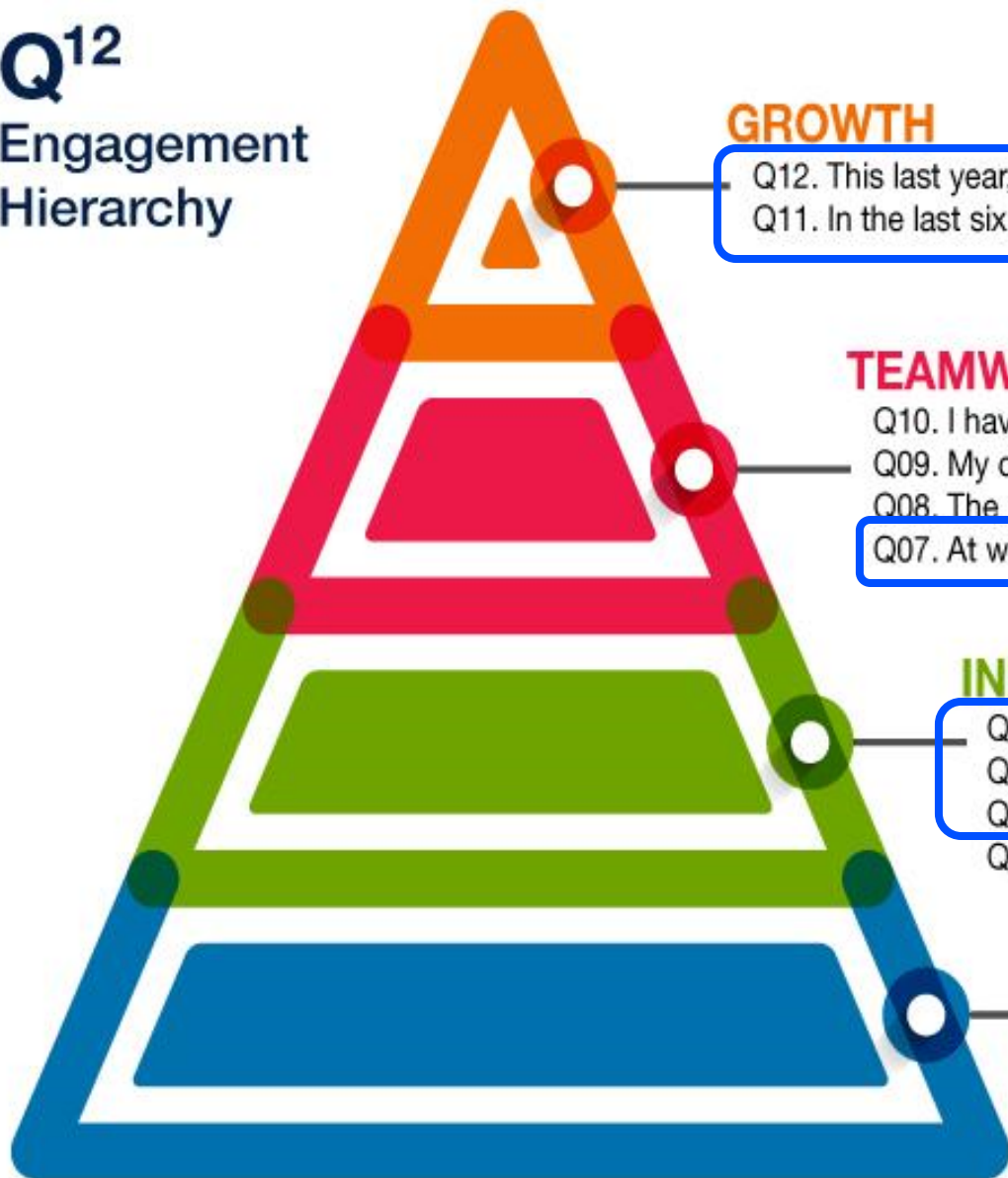
66%

**The percentage
of disengaged
employees in the US**

52%

**The percentage
of employees
who do not plan to stay
for the long term**

Q¹² Engagement Hierarchy



GROWTH

- Q12. This last year, I have had opportunities at work to learn and grow.
- Q11. In the last six months, someone at work has talked to me about my progress.

TEAMWORK

- Q10. I have a best friend at work.
- Q09. My coworkers are committed to doing quality work.
- Q08. The mission or purpose of my company makes me feel my job is important.
- Q07. At work, my opinions seem to count.

INDIVIDUAL

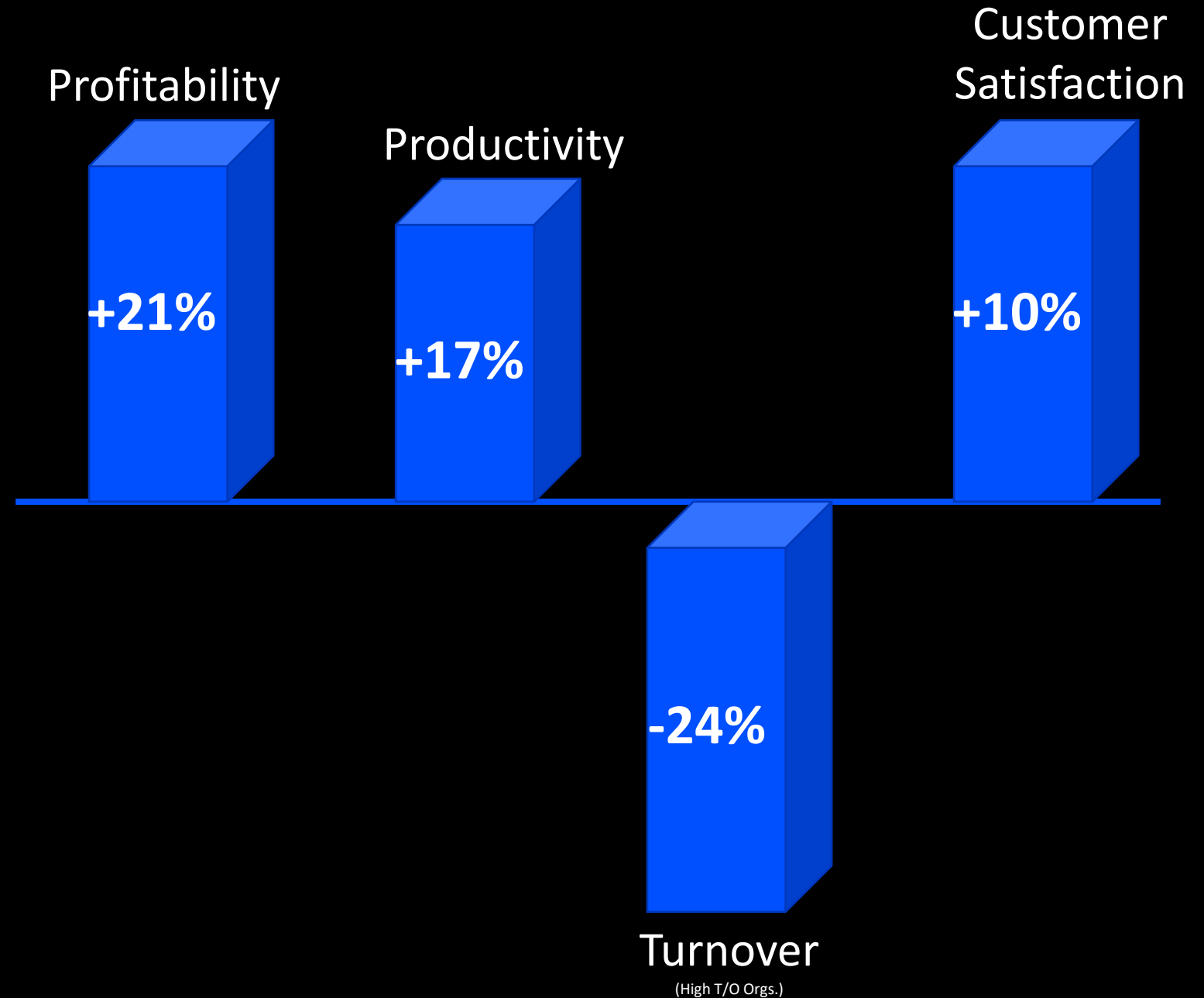
- Q06. There is someone at work who encourages my development.
- Q05. My supervisor, or someone at work, seems to care about me as a person.
- Q04. In the last 7 days, I've received recognition or praise for doing good work.
- Q03. At work, I have the opportunity to do what I do best every day.

BASIC NEEDS

- Q02. I have the materials and equipment I need to do my work right.
- Q01. I know what is expected of me at work.

Gallup 2020 engagement study:

- 456 studies
- 276 organizations
- 96 countries
- 112,312 businesses
- 2.7M employees



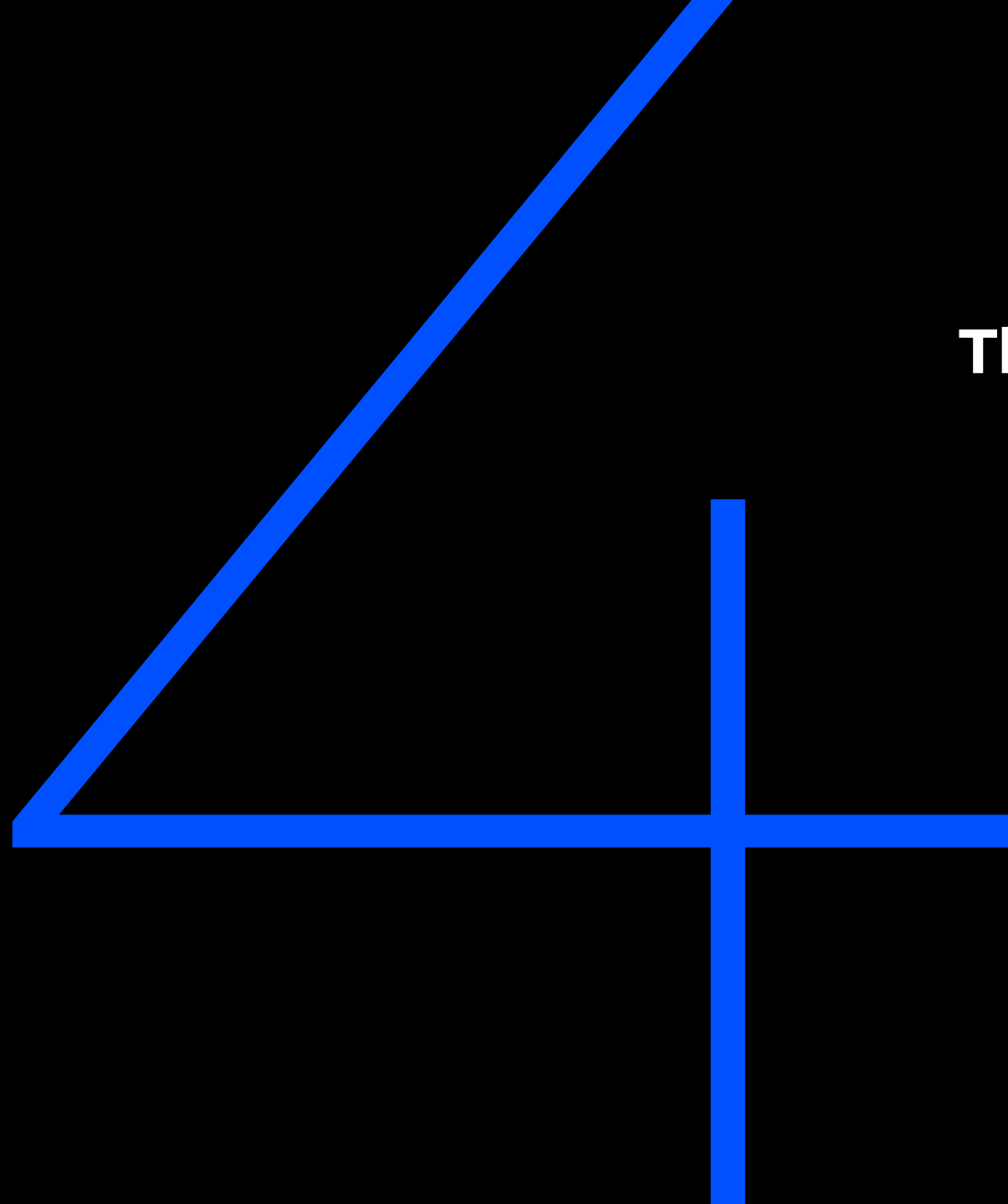
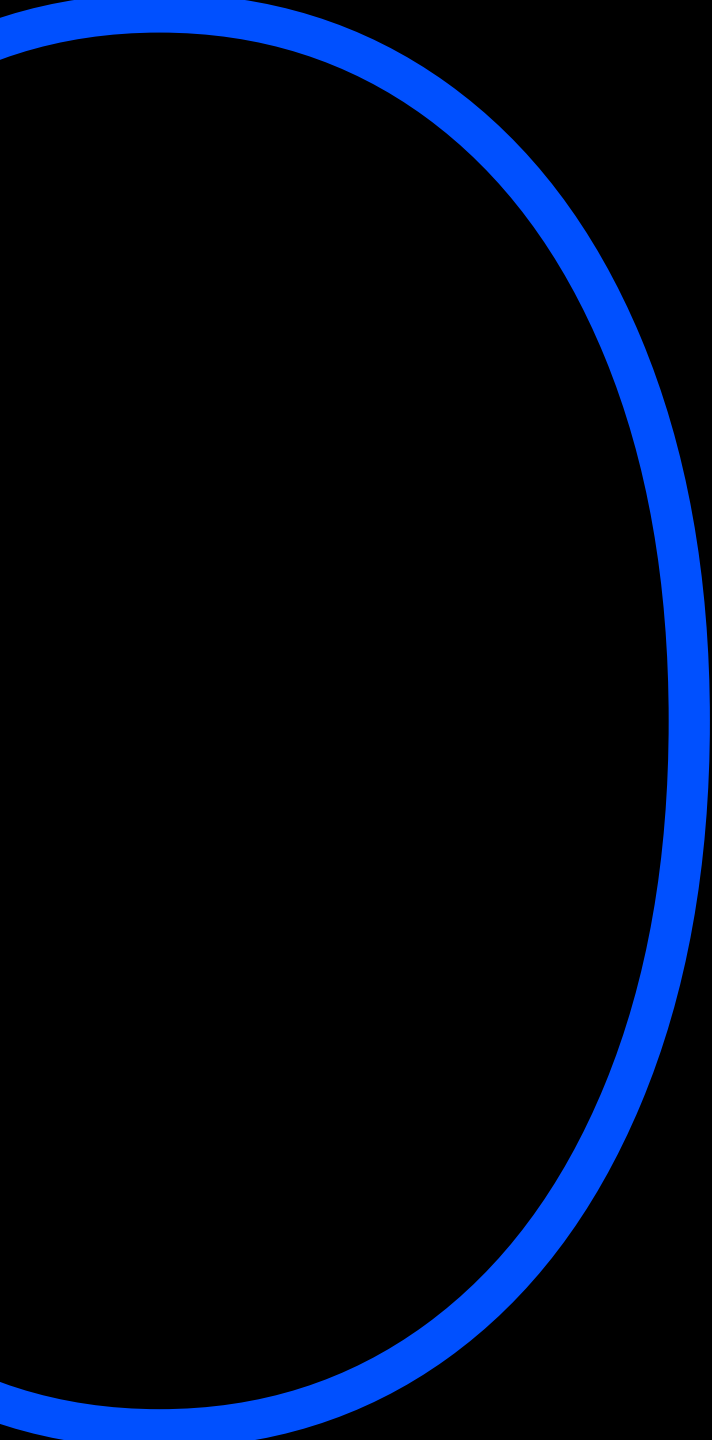
The opportunity

Retain

Grow

Attract

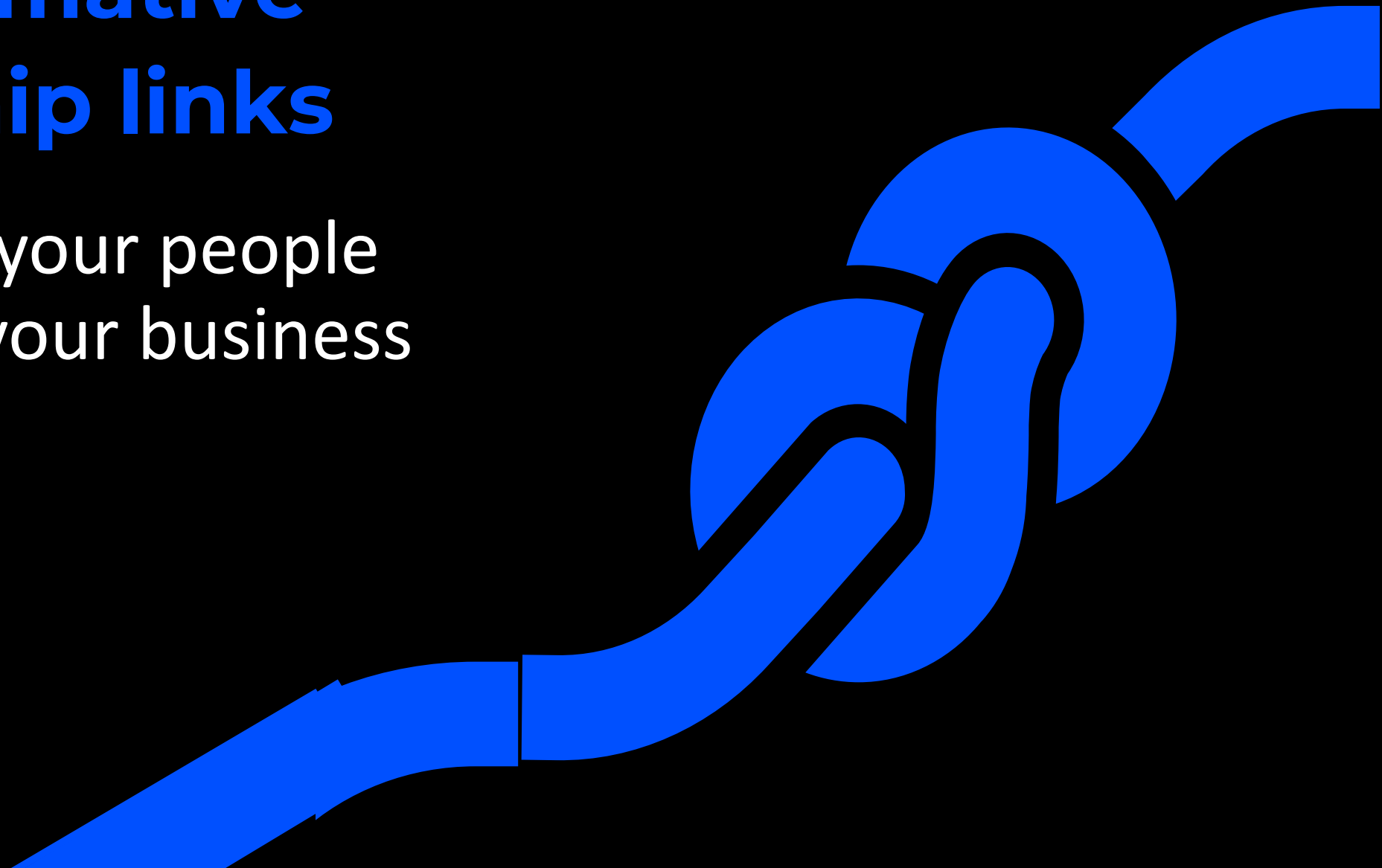




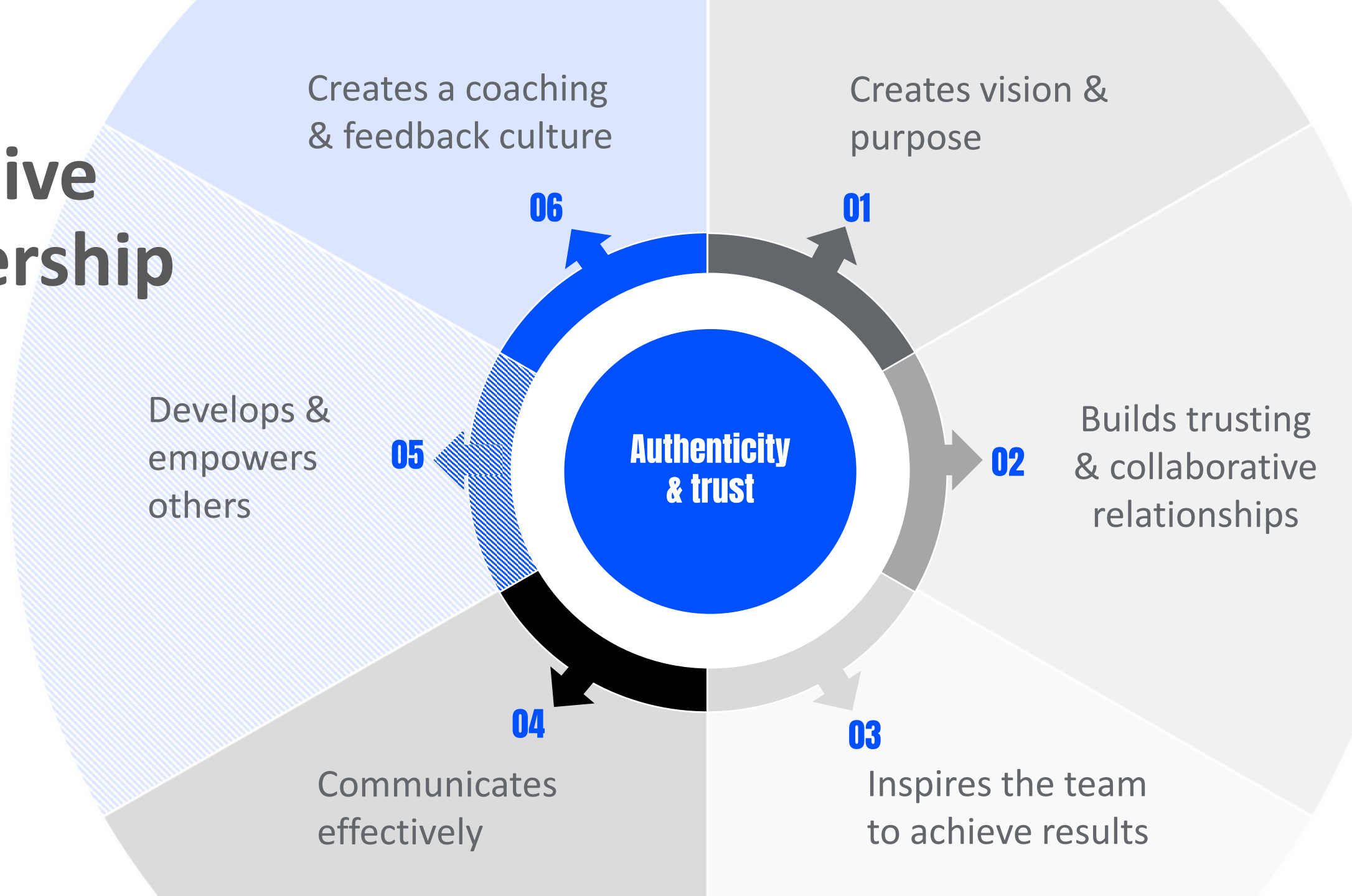
**The heart of
good
leadership**

Transformative leadership links

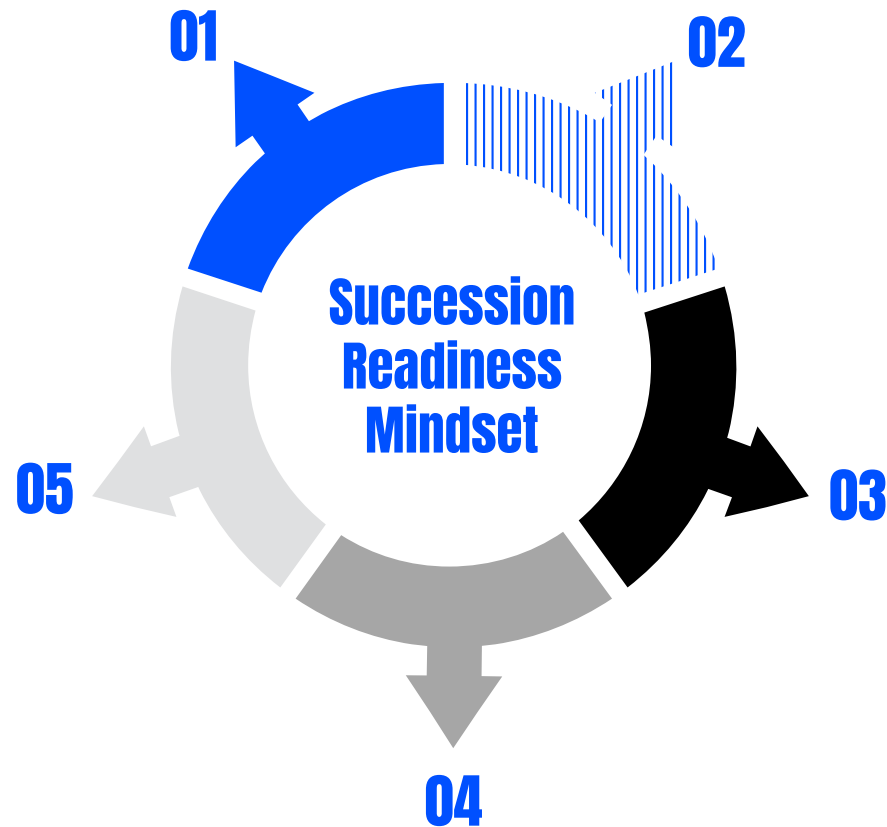
Connecting your people
strategy to your business
strategy



Effective Leadership



“Must-haves” for successful leader development



01 Organization-wide commitment

From the top down, the organization must value development and see its connection to the sustainability and success of the company

02 Predicated on objective data

Valid assessments that measure personality traits, emotional intelligence and environmental impacts must be incorporated

03 Leaders must engage

Lip service toward commitment is not enough, each leader must engage in the learning process with direct reports being developed

04 Measurable impact

The impact of any development must be measurable and the programming should provide this information outside of engagement

05 Cultural commitment to leader-led development

The organization speaks and acts in recognition that a leader's number one job is to develop others and relentlessly pursues it, always

Tom Cox, Partner

tom.cox@wipfli.com

m: 502 777 1729



Book time with me

wipfli.com

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