

SHRM26

**LEADERSHIP EFFECTIVENESS
THAT DELIVERS RESULTS:**
EIGHT ORGANIZATIONAL DIMENSIONS

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**Symptoms show up one person
at a time.**

Conditions show up as patterns.

Leadership Challenges Are Rising

Burnout

Disengagement

Retention Risk

Leadership Gaps

Change Fatigue

AI Distruption

The Reality of HR

Performance

Benefits

Engagement

Leadership Development

Conflict

Retention

Succession

Recruiting

Compliance

The Problem

Organizations treat downstream symptoms instead of upstream leadership conditions.

Organizational Leadership Dimensions = The Arden 8™

1

**Emotional
Intelligence and
Self-Awareness**

2

**Communication
Skills and Styles**

3

**Empowering and
Developing Others**

4

**Execution and
Accountability**

5

**Difficult
Conversations and
Feedback**

6

**Strategic Thinking
and Decision-
Making**

7

**Executive
Presence and
Influence**

8

**Navigating Change
and Uncertainty**

What Organizations See

Escalations to HR

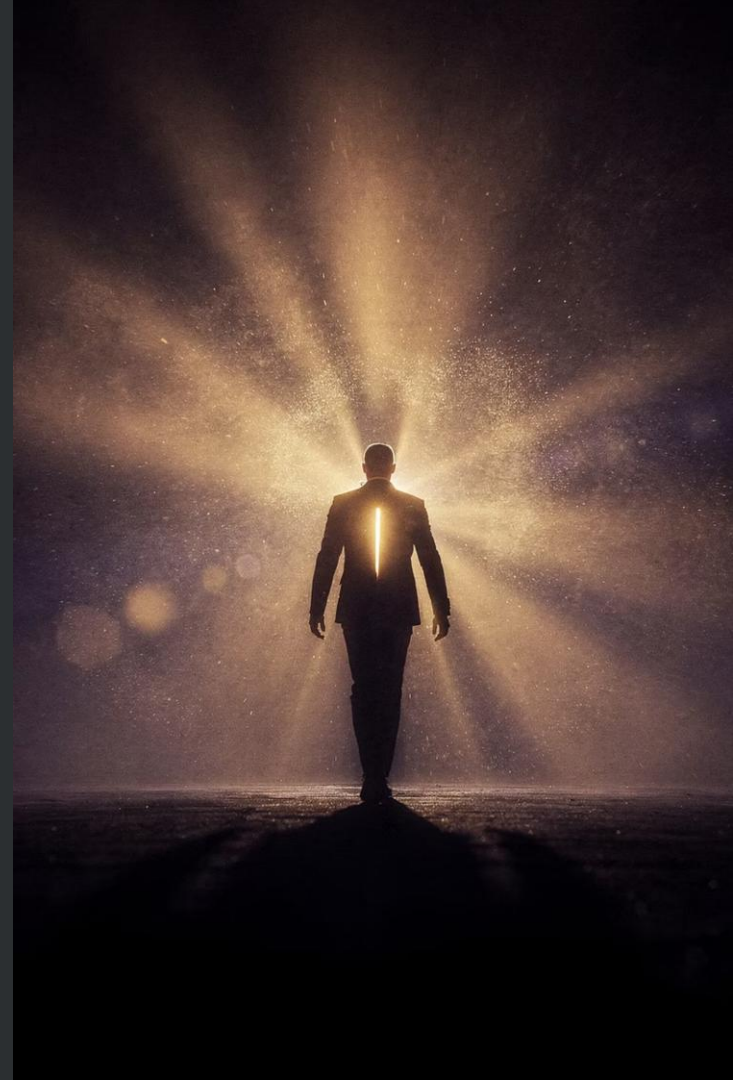
Low Engagement

Attrition Risk

Delayed Performance Reviews

People Working Around Leaders

Difficult Conversations and Feedback





**Psychological safety
is not the absence of
discomfort.**

**It means people trust
they can survive
honesty.**

What Organizations Need

**A stronger relationship with
discomfort and courage.**

Which Creates More Trust?

Comfort

Saying what feels safe.
Avoiding friction. Keeping the
peace.

Honesty

Saying what is true. Accepting
discomfort. Building real trust.

SURFACE ISSUE

Jacob needs feedback.

LEADERSHIP CONDITION

The organization lacks courage and systems for feedback.

Systemic HR Lever

**Increase organizational
courage and
institutionalize
feedback mechanisms
in all directions.**



Individual Signals

Address Signals



Escalations to HR



Feedback to Leader

Low Engagement



New software

Delayed Performance Reviews



Reminders on importance of reviews

People Working Around Leaders



PIP

Attrition Risk



Workshop on Feedback

**Individual
Signals**



**Organizational
Leadership
Dimension**



**Systemic
HR Lever**

Escalations to HR
Low Engagement
Delayed Performance
Reviews
People Working
Around Leaders
Attrition Risk



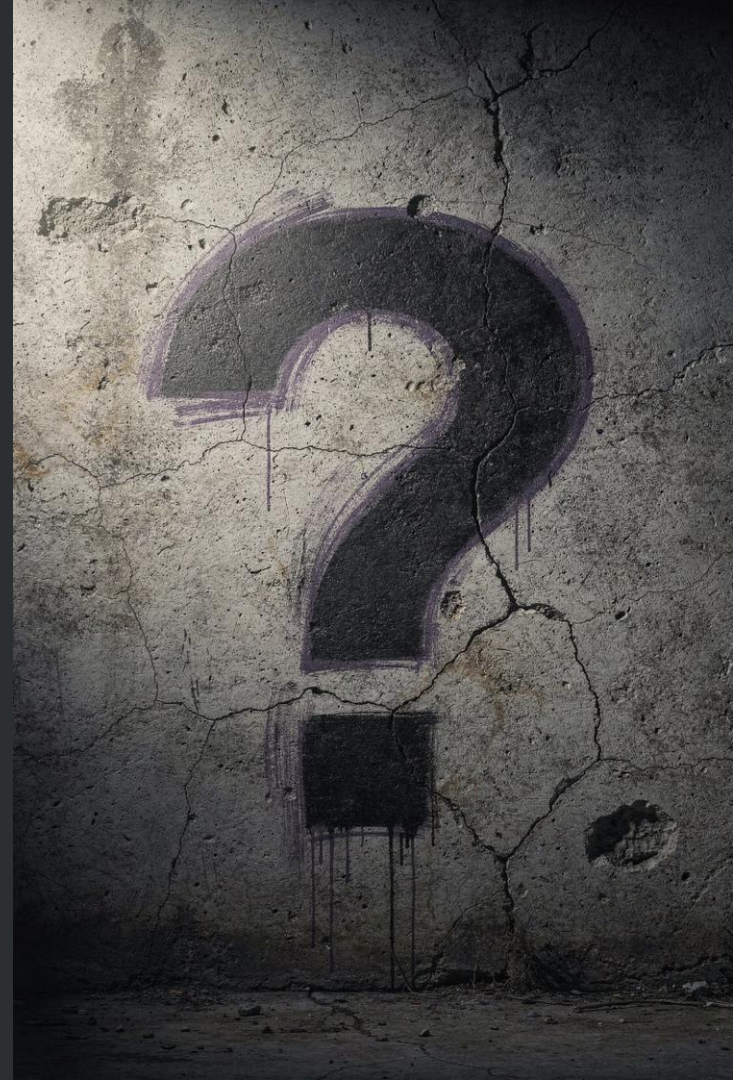
**Difficult
Conversations &
Feedback**

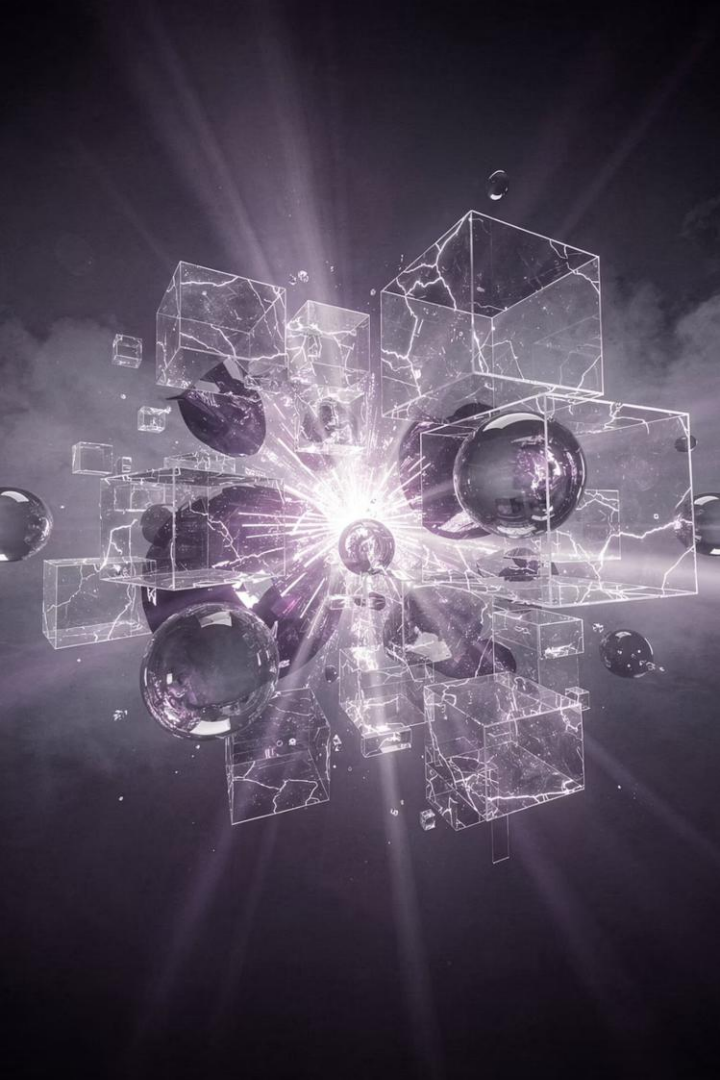


Increase
organizational
courage and
institutionalize
feedback
mechanisms
in all
directions.

Reflection

**Which conversation
in your organization
is everyone aware of,
but nobody is having?**





Empowering and Developing Others

What Organizations See

Burnout

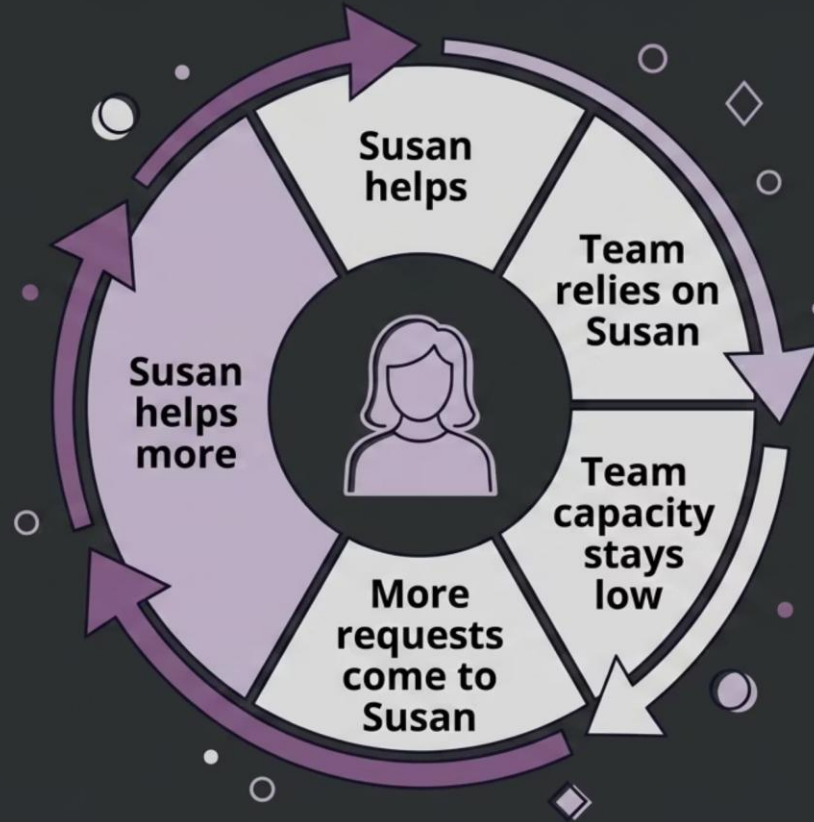
Slow Decisions

Weak Bench Strength

Decision Bottlenecks

Lack of Development

The Vicious Cycle



Helpful $\neq$ Empowering

Individual Signals

Address Signals



Burnout



Vacations

Bottlenecks



More meetings

Slow Decisions



New software

Lack of Succession
Pipeline



Hiring

Attrition Risk



Bonuses

**Individual
Signals**



**Organizational
Leadership
Dimension**



**Systemic
HR Lever**

Burnout

Bottlenecks

Slow Decisions

Lack of Succession Pipeline

Attrition Risk



**Empowering &
Developing
Others**



**Reward
leaders for
building
capacity,
not
dependence**

**Capacity is not created when leaders
do more.**

**Capacity is created when leaders
enable others to do more.**

Systemic HR Lever

**Reward leaders for
building capacity,
not dependence.**





Navigating Change and Uncertainty

What Organizations See

Change Fatigue

Rumors

Confusion

Resistance

Turnover Risk

Communication Breakdowns

A Leader's Job

A leader's job is not to eliminate uncertainty.

It is to get people through uncertainty without breaking them or the system.



The Reorganization

Necessary.

Strategic.

Poorly explained.



Leadership Saw:

Growth

Global Coordination

Preparation

Future Capacity

Employees Saw:

Profit Grab

Confusion

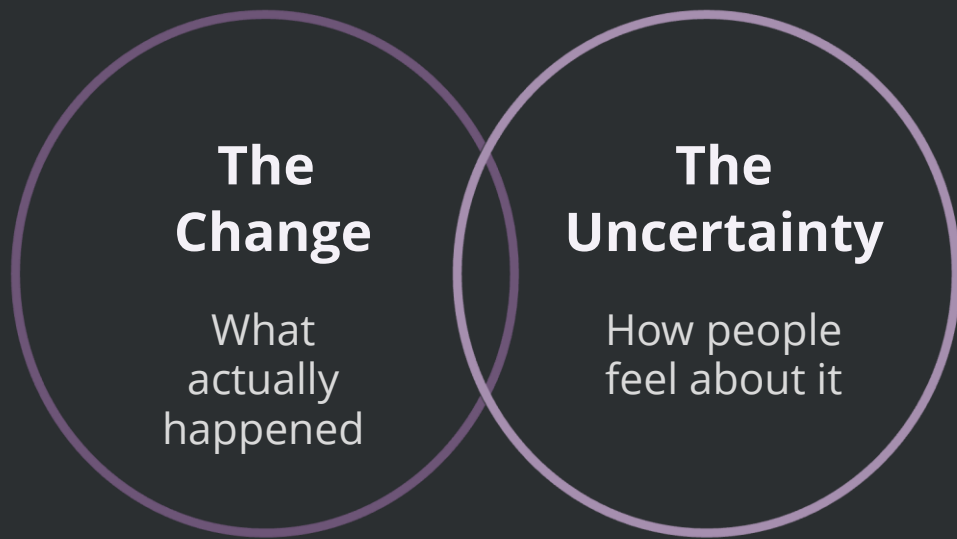
More Distance

SURFACE ISSUE

**The reorganization
created confusion.**

LEADERSHIP CONDITION

**Leaders did not create
enough trust and clarity
during uncertainty.**



The change and the uncertainty are not the same thing.

Systemic HR Lever

Build leaders' ability to communicate transparently, stay steady, and sustain trust through uncertainty.



Individual Signals

Address Signals



Frustration



Feedback on tone

Gossip



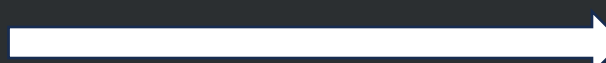
Compliance training

Misalignment



Communication Workshop

Burnout/Fatigue



PTO Policy adjustment

Resistance



Performance issue noted

**Individual
Signals**



**Organizational
Leadership
Dimension**



**Systemic
HR Lever**

Frustration

Gossip

Misalignment

Burnout/Fatigue

Resistance



**Navigating
Change &
Uncertainty**



**Build leaders'
ability to
communicate
transparently,
stay steady,
and sustain
trust through
uncertainty.**

Three of Eight Organizational Dimensions

1

Difficult Conversations & Feedback

2

Empowering & Developing Others

3

Navigating Change & Uncertainty





The Process

From symptoms to dimensions.
From dimensions to levers.
From levers to change.

30-Day Challenge

For the next 30 days:

Notice recurring symptoms

Map them to the 8 Dimensions

Mark each occurrence

Look for clusters

Choose the systemic HR lever

MAPPING ORGANIZATIONAL SIGNALS TO LEADERSHIP DIMENSIONS

Leadership challenges rarely appear as leadership challenges. They show up as organizational signals: recurring frustrations, bottlenecks, tensions, delays, and patterns that cross drug across teams and departments. Use this guide to identify the signals you are seeing most often and map them to the Arden 8™ Leadership Dimensions.

ORGANIZATIONAL SIGNALS	ARDEN 8™ LEADERSHIP DIMENSIONS
☐ 1. Recurring team conflict or tension	1 Emotional Intelligence and Self-Awareness
☐ 2. High turnover concentrated around specific leaders	2 Communication Skills and Styles
☐ 3. People work around specific leaders rather than through them	3 Empowering and Developing Others
☐ 4. Work frequently needs to be redone or clarified	4 Execution and Accountability
☐ 5. Poor cross-functional collaboration	5 Difficult Conversations and Feedback
☐ 6. "Why do we keep having the same conversation?"	6 Strategic Thinking and Decision-Making
☐ 7. Work slows when a particular leader is unavailable	7 Executive Presence and Influence
☐ 8. Weak team's "decision currency"	8 Navigating Change and Uncertainty
☐ 9. "Why does everything stop when she's on vacation?"	
☐ 10. Projects start strong but lose momentum	
☐ 11. The same problems appear on meeting agendas month after month	
☐ 12. "I thought someone else was handling that."	
☐ 13. Consensus surface strong HR instead of directly	
☐ 14. People seem inspired by performance discussion	
☐ 15. Small issues become large issues before being addressed	
☐ 16. Constant urgency / fire drills	
☐ 17. Teams regularly with decisions before feeling permission given	
☐ 18. "Something is a priority right now."	
☐ 19. Decisions are revisited repeatedly after meetings	
☐ 20. Stakeholders wait for someone else to weigh in before moving forward	
☐ 21. "Everyone cancelled in the meeting, but nothing happened afterward."	
☐ 22. Rumor / lack of transparency	
☐ 23. People spend significant time discussing about what's happening	
☐ 24. "Nothing seems to be where we're headed."	

REFLECTION

1. Which leadership dimension resonates most often?

2. Which dimension resonates to cause the greatest organizational drag?

3. What patterns are emerging across teams, leaders, or leaders?

4. What patterns are emerging across teams, leaders, or leaders?

NEXT STEPS

1. Complete the Arden 8™ Organizational Leadership Assessment to explore these dimensions more deeply.

2. Use the Arden 8™ Systemic HR Levers Guide to identify the highest leverage organizational interventions.

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ARDEN 8™ SYSTEMIC HR LEVERS GUIDE

Moving from leadership conditions to organizational action.

LEADERSHIP DIMENSION	COMMON SIGNALS	SYSTEMIC HR LEVER
1 Emotional Intelligence & Self-Awareness	• Burnout • Conflict • Turnover	Value and measure leadership impact, not just leadership output.
2 Communication Skills & Styles	• Misalignment • Confusion	Build communication systems that reward clarity, understanding, and diverse perspectives.
3 Empowering & Developing Others	• Bottlenecks • Dependence on leaders • Succession concerns	Reward leaders for building capacity, not dependence.
4 Execution & Accountability	• Missed commitments • Stalled projects • Succession concerns	Standardize ownership, accountability, and follow-through across the organization.
5 Difficult Conversations & Feedback	• Evaluations • Unresolved issues • Performance surprises	Increase organizational courage and institutionalize feedback in all directions.
6 Strategic Thinking & Decision-Making	• Constant urgency • Reactive decisions	Build prioritization frameworks and distinguish urgency from importance.
7 Executive Presence & Influence	• Weak alignment • Stalled influence • Low trust	Develop leaders' ability to build trust, credibility, and influence beyond positional authority.
8 Navigating Change & Uncertainty	• Change fatigue • Rumors • Uncertainty	Develop leaders who create trust and clarity during uncertainty.

REFLECTIONS

1. Which dimension appears to create the greatest organizational drag?

2. Which systemic HR lever could create the greatest organizational impact?

3. What is one action you can take within the next 30 days?

NEXT STEPS

1. Review your Arden 8™ Organizational Leadership Assessment results.

2. Identify the dimension creating the greatest organizational drag.

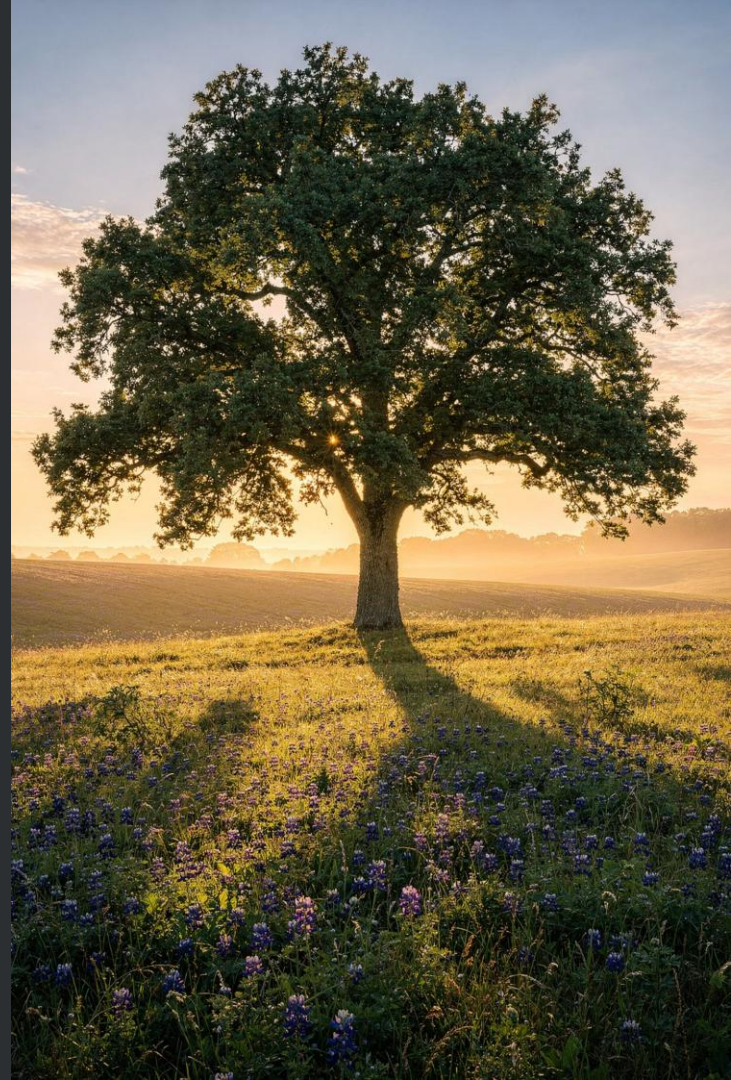
3. Focus on one systemic HR lever before expanding to others.

4. Measure progress quarterly.

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Leadership
effectiveness is not
just an individual
issue.

It is a systems
issue.



Thank You

**Maren Perry
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