

THE LEADERSHIP PRESCRIPTION

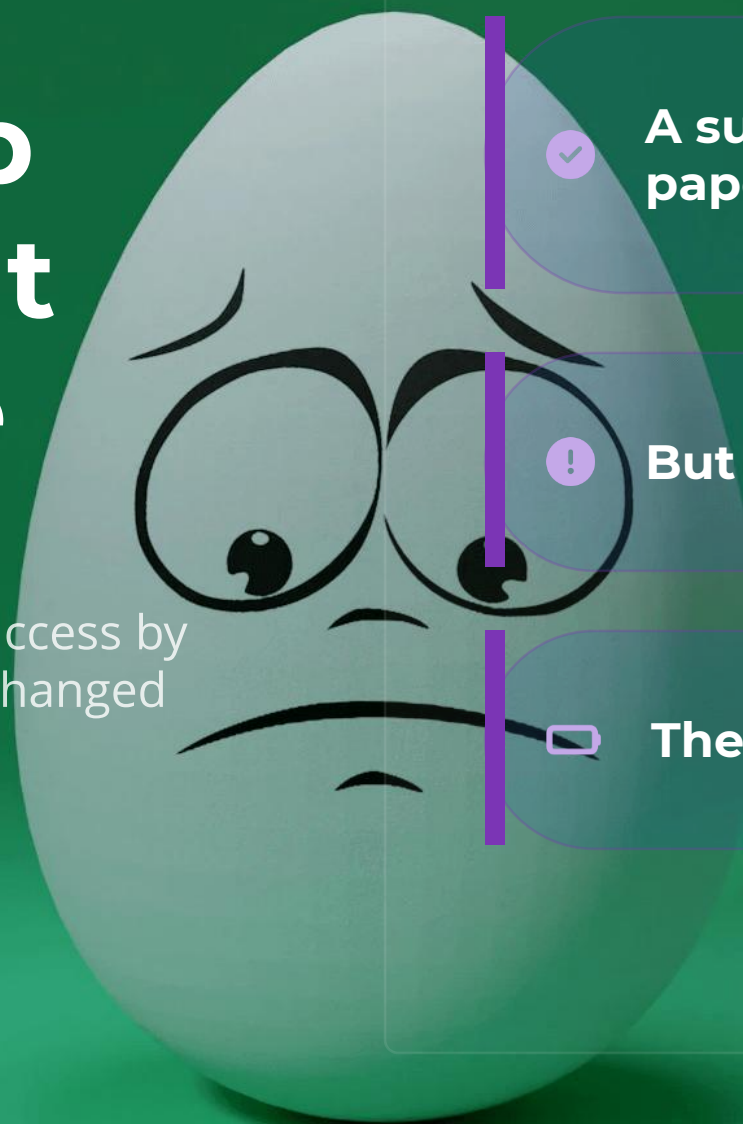
Fix What's Broken • Fuel What's Next

 Prescribed by:

Robert Palmer Jr., SPHR, SHRM-CP

A Leadership Moment That Changed Me

Early in my career, I measured success by metrics alone. Until one project changed everything.



A successful initiative... on paper



But something felt off



The people looked exhausted


The Diagnostic Question


**“What does leadership
actually feel like for the people
experiencing it?”**




The Leadership Mirror

"Close your eyes."

 Think of a leader who was difficult to follow.

 What did they do?

 Did they create energy... or drain it?

Leadership Is Remembered Through Experience

- People forget initiatives.
- They remember environments.
- Leadership shapes how work feels.

WE MOVE FAST

But are we moving forward — or just moving?

QUESTION 1

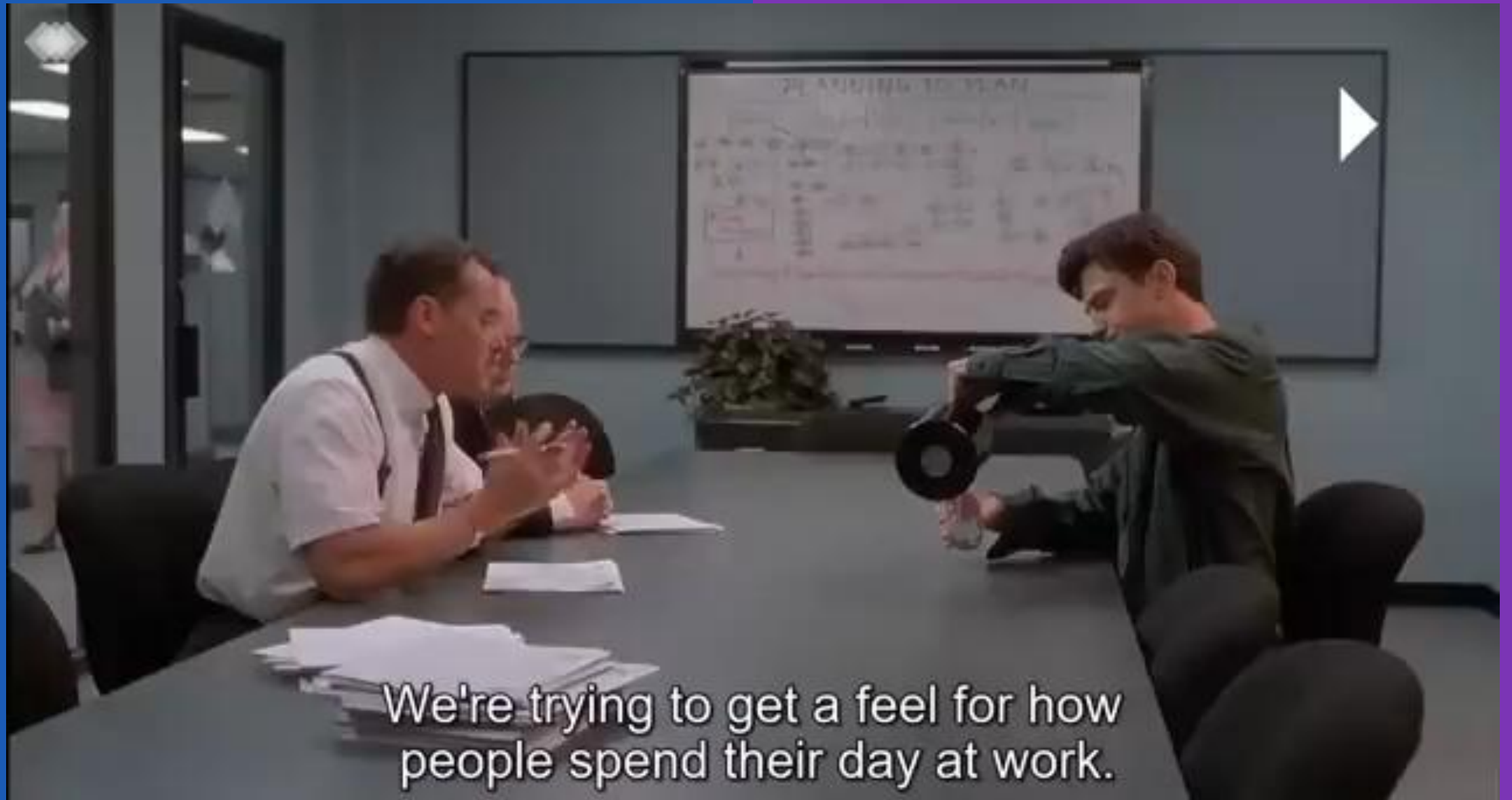
What Do I
SEE?



QUESTION 2

What Do I
FEEL?

Play Video: Leadership Perspective



We're trying to get a feel for how people spend their day at work.

The Current Dose of Reality

DOSAGE: HIGH
FREQUENCY

5x

More organizational change experienced by employees than a decade ago.

Source:
Gartner

ACTIVE
INGREDIENT

70%

Of the variance in team engagement is determined solely by the manager.

Source:
Gallup

FAILURE
RATE

60–70%

Of change initiatives fail due to leadership behavior and cultural barriers.

Source:
McKinsey

DIAGNOSIS CODE:
ICD-11

OFFICIAL

! Burnout is now classified as an occupational phenomenon.

Source: World Health
Organization

Are You Leading... or Repeating?



Leading based on how you were managed



Urgency culture as default



Survival behaviors disguised as leadership



What the system rewards vs. what people need

When Was Your Leadership in Alignment?



Authentic



Energizing




Aligned

When did leadership last feel this way for you?

Rx The Leadership Prescription

DOSE 1 OF 3




**FIX WHAT'S
BROKEN**

Diagnose

Refills: 0 Qty: 1

DOSE 2 OF 3




**FUEL WHAT'S
NEXT**

Activate

Refills: ∞ Qty: 1

DOSE 3 OF 3



**REFILL THE
HUMAN**

Restore

Refills: Daily Qty: 1

PRESCRIBE. EMPOWER. REFILL.

DOSE 1 OF 3



FIX WHAT'S BROKEN

— Diagnose Before You Prescribe —



Diagnose Before You Prescribe

Identifying the Silent Symptoms of Broken Leadership



Urgency Addiction

SYMPTOM 01



Unclear Communication During Change

SYMPTOM 02



Leaders Modeling Burnout

SYMPTOM 03



Lack of Psychological Safety

SYMPTOM 04



Constant Change Without Recovery

SYMPTOM 05

What might be broken in how we lead today?

The Leadership Prescription Pad

Prescribed by: Robert Palmer Jr.



Diagnosis

What leadership behavior is quietly hurting culture?

(Be honest...)



Prescription

What specifically needs to change?

(Get concrete...)



Outcome

What will success feel like in 6 months?

(Visualize it...)



Now share ONE thing with the person next to you.

DOSE 2 OF 3



FUEL WHAT'S NEXT

—— From Compliance to Commitment ——

INSTEAD OF

"Here's the plan."

Directing

Urgency without clarity



TRY THIS

"What are we missing?"

Involving

Clarity with purpose

When people feel heard, they move from compliance to commitment.



Trust Accelerates Change

PREDICTOR



#1

Psychological safety is the top predictor of high-performing teams.

🔍 Source: Google Project Aristotle

CORRELATION



HIGHER

Trust in leadership correlates directly to stronger support for change initiatives.

🔍 Source: Harvard Business Review

MULTIPLIER EFFECT



3.5x

More engaged employees when leaders communicate purpose clearly.

🔍 Source: McKinsey

Trust isn't soft. It's the fastest change accelerator in your organization.

DOSE 3 OF 3



REFILL THE HUMAN

—— The Leadership Skill No One Talks About ——

RESILIENCE — RENEWAL = EXHAUSTION

We Celebrate:

Hustle 

Urgency 

Performance 


Speed 

We Must Also Value:

 Recovery

 Reflection

 Renewal

 Restoration



What if restoring people's energy was just as important as achieving results?



Recovery Is a Leadership Strategy

Practical ways to refill the human tank

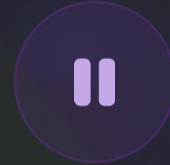
01



Model Healthy Boundaries

Leaders set the tone. If you email at midnight, you're setting an expectation regardless of what you say.

02



Create Reset Moments

Build intentional pauses after major initiatives before jumping to the next sprint. Acknowledge and restore.

03



Embed Recovery into Workflows

Make recovery part of the process, not just a benefits package perk. It's a performance strategy.

04



Wellbeing as a Leadership KPI

Move beyond HR programs. Hold leaders accountable for the energy and sustainability of their teams.



If Leadership Had a Warning Label

Handle With Care

SIDE EFFECTS MAY INCLUDE:

 **Burnout**

 **Disengagement**

 **Quiet Quitting**

 **Trust Erosion**

**What warning label would
someone give yours?**

| "Leadership isn't just about fixing what's broken."

| **"It's about fueling what's next."**


"The best leaders move organizations forward without leaving people behind."





The Leadership Prescription

Fix What's Broken • Fuel What's Next • Refill the Human


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 Fuel What's Next

 Refill the Human

2026 Ohio HR Conference | HRx

Prescribe. Empower. Refill.