

RESEARCH VALIDATION REPORT

Leadership in the Age of Personalization

A Comprehensive Analysis Anchored in Glenn Llopis' LAOP Whitepaper

Cross-Referenced Against Eight Independent Research Sources

Glenn Llopis Group, LLC

2025

Research Sources Used in This Analysis

1. Glenn Llopis Group (GLLG) — Transforming Leadership in the Age of Personalization Whitepaper (Anchor Document)
2. Gallup — State of the Global Workplace 2025 Report (227,347 respondents across 160+ countries)
3. Microsoft Work Trend Index 2025 — “The Year the Frontier Firm Is Born” (31,000 respondents, 31 markets)
4. Gallup / American Job Quality Study (AJQS) 2025 — State of the U.S. Labor Force (18,429 workers)
5. Microsoft Research — Working with AI: Measuring Occupational Implications (200K Copilot conversations)
6. Instructure / Harris Poll — State of Learning and Readiness (1,210 employed U.S. adults)
7. Executive Leadership Council (ELC) — 2025 Voice of the Member Survey (204 C-suite leaders)
8. Lyra Health — 2026 Workforce Mental Health Trends Forecast (Benefits leaders survey)

EXECUTIVE SUMMARY

Why Leadership in the Age of Personalization Is the Framework Organizations Need Now

Glenn Llopis’ Leadership in the Age of Personalization (LAOP) framework arrives at a singular moment of convergence: the global workforce is disengaging at historic rates, artificial intelligence is restructuring job roles at unprecedented speed, and the psychological contract between employees and employers is fundamentally breaking down. The research assembled in this report — spanning eight major studies representing more than half a million data points — validates not only the urgency of the LAOP framework but confirms that its specific prescriptions are precisely what the evidence demands.

The data tell a coherent, urgent story:

21%	Global employee engagement in 2024 — the steepest two-year decline since Gallup began tracking, equal to the COVID-19 drop in 2020. The primary cause: manager disengagement falling from 30% to 27%. Gallup 2025
\$438B	Lost annually to disengagement. When manager engagement falters, it cascades to teams, productivity, and GDP — a systemic risk that LAOP’s personalization framework directly addresses. Gallup 2025
79%	Of leaders admit they are not “reinvention-ready” — validating LAOP’s core premise that “Learn, Unlearn, Relearn, and Repeat” is the essential leadership competency for this era. GLLG / Indeed

60%

Of U.S. workers are not in “quality jobs” — meaning most Americans experience at least one dimension of poor job quality. Personalized leadership is the structural answer.

*A/QS 2025***70%**

Of workers feel unprepared for today’s workforce, and 73% feel unprepared to adapt in the next five years — a readiness crisis that personalized development directly resolves.

*Instructure
2025*

Against this backdrop, LAOP is not a leadership trend. It is a systemic response to a measurable crisis. This report validates each pillar of Glenn Llopis’ framework against the most current workforce intelligence available, demonstrating that personalization is both empirically necessary and commercially proven.

SECTION 1:

THE CRISIS CONTEXT

The Workforce Is at a Breaking Point — And Standardization Is the Cause

1.1 The Engagement Collapse

The Gallup State of the Global Workplace 2025 Report documents something unprecedented: global employee engagement has fallen for the second time in twelve years — and the two-year drop mirrors the disengagement surge that occurred during COVID-19 lockdowns. In 2024, the global engagement rate fell from 23% to 21%.

But the headline number understates the gravity of the situation. Gallup's data identifies the specific epicenter of failure: managers. Manager engagement collapsed from 30% to 27% — a demographic that accounts for 70% of team engagement variance. Young managers (under 35) fell by five percentage points. Female managers dropped by seven points.

"I mean, my guys will do anything I ask of them, and I love my guys, but there's no enthusiasm. I'm not asking anybody to be jumping around because we got work to do, but you can just feel it."

— Ryan S., Supervisor, U.S. — Gallup 2025

This is not a morale problem. It is a structural leadership problem. Managers are caught between executive expectations and employee realities — navigating post-pandemic restructuring, digital transformation, hiring volatility, and new employee demands for flexibility, all without the tools to lead adaptively. The result is precisely what GLLG has diagnosed: systems that were never designed to treat people as individuals.

Gallup's data is unambiguous about the consequence: engaged employees are 50% more likely to be thriving in life overall. When engagement falls, wellbeing falls with it. Manager burnout leads to team disengagement, which leads to productivity loss, which leads to business performance risk. This is the LAOP problem statement made quantitative.

1.2 The Quality Job Crisis: Systemic Depersonalization at Scale

The American Job Quality Study (AJQS) 2025, conducted by Gallup across 18,429 U.S. workers, establishes that the engagement crisis has a structural correlate: most Americans do not have quality jobs. Only 40% of U.S. workers meet the minimum threshold for quality employment across five dimensions: financial well-being, growth and development, workplace culture and safety, agency and voice, and work structure and autonomy.

The Job Quality Deficit (AJQS 2025)	Demographic Disparities in Job Quality
Only 40% of U.S. workers are in ‘quality jobs’ 60% experience at least one dimension of poor quality Nearly 40% experience poor quality in two or more dimensions 29% of employees are struggling financially 25% have no opportunities for promotion or advancement 69% feel they have less influence over pay and benefits 62% lack predictable, stable work schedules 55% report a ‘voice gap’ in technology adoption decisions	Men (45%) vs. women (34%) in quality jobs Asian employees: 46% in quality jobs White employees: 42% in quality jobs Black employees: 28% or fewer in quality jobs Hispanic employees: 32% or fewer in quality jobs Graduate degree holders: 54% in quality jobs High school or less: 28% in quality jobs Youth (18–24): only 29% — the lowest of any age group

These numbers are not abstract. They represent the lived experience of millions of workers who are unseen, underinvested in, and excluded from meaningful participation in workplace decision-making. This is LAOP’s diagnosis of systemic standardization made measurable: when organizations treat people as job functions rather than whole individuals, they produce precisely this outcome.

1.3 The Mental Health Dimension: The Hidden Cost of Dehumanized Work

Lyra Health’s 2026 Workforce Mental Health Trends Forecast adds a dimension that most workforce analyses omit: the psychological consequences of unseen, unsupported workers. Their findings document a 46% increase in the severity of mental health conditions since 2021. Today, 65% of benefits leaders report drastic increases in mental health-related leaves of absence.

Critically, Lyra’s research identifies managers as a dual crisis point: they are simultaneously carrying the greatest psychological burden and serving as the primary gateway for employee mental health support. The average manager now supports triple the number of direct reports they once did, while managing rising workloads, leaves, and emotional strain. Yet 96% of organizations agree that managers need more training than they are currently receiving.

“I notice that I’m physically tired, but I can’t sleep and can’t switch off.”

— Anneliese A., Operations Manager, Germany — Gallup 2025

The connection to LAOP is direct: a leadership model that treats employees as whole persons — with dignity, individuality, and authentic development — is the structural antidote to the mental health crisis currently consuming organizations. Personalization is not a wellness initiative. It is a fundamental redesign of how power, voice, and care operate within organizations.

SECTION 2 :

THE AI DISRUPTION LAYER

Technology Is Accelerating the Crisis — And the Need for Human-Centered Leadership

2.1 The Frontier Firm Is Born — But Most Employees Are Not Ready

Microsoft’s Work Trend Index 2025 — “The Year the Frontier Firm Is Born” — surveyed 31,000 knowledge workers across 31 markets and documents a profound paradox: AI is arriving faster than human readiness. Organizations are deploying AI at scale while their managers and employees are simultaneously burning out, disengaged, and under-skilled.

82%	Of global leaders believe 2025 is a pivotal year to rethink core strategies and operations — yet only 21% of employees globally are engaged enough to execute that transformation effectively.	Microsoft WTI 2025
80%	Of the global workforce — both employees and leaders — say they lack sufficient time or energy to do their work. Organizations are asking more of people who are already depleted.	Microsoft WTI 2025
67%	Of leaders are familiar with AI agents vs. only 40% of employees — creating a dangerous leadership-workforce gap that will widen unless intentional upskilling bridges it.	Microsoft WTI 2025
52%	Of employees — and 57% of leaders — say job security is no longer a given in their industry, while 81% of employees	Microsoft WTI 2025

	have not changed jobs in the past year. Anxiety is frozen in place.
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The Microsoft research identifies what it calls “Frontier Firms” — organizations that have achieved organization-wide AI deployment, measured ROI, and integrated multi-agent systems. These organizations outperform on every metric. What distinguishes them is not technology; it is leadership. They have created environments where humans and AI collaborate, where psychological safety enables experimentation, and where individuals are empowered to direct AI tools toward meaningful outcomes. This is, precisely, the environment LAOP describes. Frontier Firms are practicing personalized leadership at scale.

2.2 AI Applicability: The Occupational Impact Is Real, Concentrated, and Demands Human Navigation

Microsoft Research’s analysis of 200,000 anonymized Copilot conversations provides the most granular picture available of how AI is reshaping occupational work. AI has the highest applicability to knowledge work — Sales and Related (0.32 score), Computer and Mathematical (0.30), and Office and Administrative Support (0.29) — the very occupational groups most represented in corporate leadership pipelines.

The research identifies a critical asymmetry: AI can help users with a broader fraction of their work than it can perform directly. The highest satisfaction comes when AI assists humans with information gathering, writing, advising, and explaining — not when it replaces human judgment. This finding directly validates LAOP’s framework: the future of work requires humans who can See, Sow, Grow, and Share Opportunities in partnership with AI, not in competition with it.

Highest AI Applicability Occupations (Microsoft Research)	AI Cannot Replace Human Leadership In:
Interpreters & Translators (98% work activity overlap) Sales Representatives of Services (1.1M workers) Customer Service Representatives (2.9M workers) Writers and Authors Management Analysts (838K workers) Market Research Analysts (846K workers) Data Scientists (192K workers) Web Developers & Technical Writers	Strategic vision under uncertainty Trust-building and relationship management Cultural intelligence and inclusion Emotional support and psychological safety Authentic purpose-setting and mission alignment Cross-functional collaboration requiring judgment Mentorship, sponsorship, and talent development Ethical navigation of complex decisions

The ELC's 2025 Voice of the Member Survey confirms this at the executive level. Among C-suite leaders, 85% say AI will become a higher priority in the next 2–3 years. The most impactful investment in future leaders, they report, is personalized C-suite sponsorship (83%) — precisely the relationship-centered, individualized development that LAOP describes.

2.3 The Readiness Crisis: When Technology Outpaces Human Development

The Instructure / Harris Poll State of Learning and Readiness study surveyed 1,210 employed U.S. adults and finds the workforce is aware of its own unreadiness:

- 70% of workers feel unprepared for today's workforce
- 73% feel unprepared to adapt in the next five years
- 64% plan to change jobs within the next two years
- 88% say more training would help career advancement
- 60% want to upskill to switch careers but don't know which credentials matter
- 26% cite lack of digital skills as a specific barrier

Most striking: 87% of Gen Z workers feel unprepared to succeed at work — the generation that will constitute the majority of the workforce within a decade. This is not a skills gap. It is a systemic failure of the standardized education-to-work pipeline.

“Readiness means having the tools, the mindset, and the support to keep moving forward, whether learning happens in classrooms, at work, or throughout life.”

— Melissa Loble, Chief Academic Officer, Instructure

The Instructure research identifies four readiness pillars that map precisely to LAOP's framework: Digital Literacy and Technological Agility, Continuous Skills Development, Adaptability and Career Mobility, and Growth Mindset and Future-Ready Thinking.

SECTION 3 :

THE LAOP FRAMEWORK — VALIDATED

How Each Element of Glenn Llopis’ Methodology Is Confirmed by Independent Research

Glenn Llopis’ Leadership in the Age of Personalization methodology rests on three interlocking systems: The Environment (the 5 Shifts and 5 Indicators), The Individual (the 4 Skills of Opportunity Management and 6 Strategies for Innovation Mentality), and The Integration (the 4 Questions of Personal Branding). Each element finds explicit confirmation in the research corpus assembled here.

3.1 The 5 Shifts: Systemic Transformation — Validated by Data

The 5 Shifts represent the strategic, systemic transformations required to move organizations from standardized hierarchies to dynamic, inclusive ecosystems:

LAOP Shift	The Transformation	Research Validation
From Diversity to Inclusion	Move beyond representation metrics to active inclusion where innovation stems from genuine participation	Only 18% of individual contributors are engaged (Gallup 2025). Token diversity without inclusion produces no measurable performance gain. Inclusion requires active structural redesign.
From Tribal to Human	Break down silos; foster interdependence between individuals and teams	55% of employees report a ‘voice gap’ in technology decisions (AJQS 2025). Silos are not cultural artifacts — they are measurable productivity killers with quantified organizational cost.
From Brand Identity to Individual Identities	Systems must meet the needs of individuals rather than forcing assimilation	78% of leaders say systems fail to meet employee needs (GLLG). Employees who feel respected are 4.6x more likely to perform at their best (GLLG citing McKinsey).
From Mission to Contribution	Mission statements must reflect measurable individual contributions	70% of team engagement is attributable to the direct manager (Gallup 2025). When people understand their contribution, engagement follows.
From Results to Methods	Prioritize processes over rigid results for more adaptive environments	82% of leaders know they must rethink strategies but few act (WTI 2025). Organizations that

survive AI disruption build adaptive processes,
not fixed outcomes.

3.2 The Individual Dimension: Opportunity Management and Innovation Mentality

LAOP's framework for individual transformation — the 4 Skills of Opportunity Management paired with the 6 Strategies for Innovation Mentality — directly addresses the capability gap documented across every research source.

The 4 Skills: See, Sow, Grow, Share

See Opportunities: In an environment where 70% of workers feel unprepared (Instructure 2025) and 82% of leaders know change is essential but few act (WTI 2025), the ability to identify hidden potential before others do is the defining adaptive advantage.

Sow Opportunities: With 64% of workers planning career changes (Instructure 2025) and job security eroded across industries, the ability to deliberately cultivate and nurture emerging opportunities — rather than react to threats — is essential for individual and organizational survival.

Grow Opportunities: The Microsoft AI research demonstrates that humans who can scale AI-assisted insights outperform those who cannot. This is the 'Grow' skill applied to the most consequential technology of the era.

Share Opportunities: ELC data confirms that C-suite sponsorship (83% impact rating) is the highest-leverage investment in leadership development, yet it is the least practiced. Sharing opportunities — building a culture of sponsorship and collaborative advancement — is the LAOP answer to this underutilized lever.

The 6 Strategies for Innovation Mentality

Seeing Opportunities in Everything: aligns with Gallup's finding that engaged employees approach work with psychological ownership.

Anticipating the Unexpected: directly addresses the 73% of workers who worry they cannot adapt to career changes (Instructure 2025).

Unleashing Passionate Pursuits: responds to the 60% of workers who want to upskill for career transitions but lack clarity on direction.

Living with an Entrepreneurial Spirit: addresses the Microsoft finding that Frontier Firms are built by people who treat every role as an ownership opportunity.

Working with a Generous Purpose: counters the silo-driven disengagement captured in Gallup and AJQS data.

Leading to Leave a Legacy: directly responds to the ELC's identification that the biggest leadership challenge is making talent decisions for evolving needs in volatile environments.

3.3 The Personal Brand Framework: The Bridge Between Individual and Organization

LAOP's 4 Questions — What Is Your Enduring Idea? What Is Your Primary Differentiator? What Is Your Primary Experience? What Do You Solve For? — provide the self-awareness architecture that anchors individual development within organizational purpose.

The AJQS 2025 finds that 69% of employees feel they have less influence than they should over compensation and benefits, and 55% feel a voice gap in technology decisions. These workers have not been asked what they solve for. They have not been invited to articulate their primary differentiator. They have been managed as interchangeable units — and the data shows exactly what that produces: disengagement, attrition, and suppressed innovation.

SECTION 4 :

THE REINVENTION IMPERATIVE

Learn, Unlearn, Relearn, and Repeat — The Research Case for Continuous Leadership Reinvention

LAOP's concept of continuous reinvention — expressed through the cycle of Discover, Know, Pursue (individual reinvention) and Build, Trust, Lead (relational reinvention) — is the operationally necessary response to a workforce environment characterized by perpetual discontinuity.

4.1 The Reinvention Gap Is Real and Measured

79%

Of leaders admit they are not “reinvention-ready” — meaning the majority of organizational leadership lacks the adaptive capacity to navigate AI-driven transformation, workforce disengagement, and cultural complexity simultaneously.

Source: GLLG / Indeed Work Wellbeing Survey, 2023. indeed.com/lead/work-wellbeing

GLLG /
Indeed

47%

Of leaders identify upskilling existing employees as a top workforce strategy for the next 12–18 months, while 51% of managers say AI training will become a key responsibility for their teams within five years.

Microsoft
WTI 2025

4.2 Reinvention Is Multi-Generational — And Urgency Differs by Cohort

Reinvention readiness is not uniform across generations. Gen Z (87% feeling unprepared) represents a crisis of entry. Millennials (71% feeling ready) represent a window of productive investment. Gen X and Boomers face a different reinvention challenge: complacency risk as accumulated experience becomes a barrier to unlearning.

LAOP's two-stage reinvention model — Expanding Yourself followed by Integrating People and Relationships — provides the sequence that each generation needs, at the appropriate moment. The framework's insistence on "Learn, Unlearn, Relearn, and Repeat" as a continuous cycle is validated by the data: the half-life of workplace skills is shortening, and organizations that build cultures of continuous reinvention outperform those that treat development as episodic.

4.3 AI as Reinvention Accelerator

One of the most important findings from the University of Phoenix Career Optimism Index (cited in LAOP) is that using AI tools enhances both resilience (+5 points) and career optimism (+11 points). This reflects the same dynamic documented in the Microsoft Work Trend Index: when workers experience AI as a capability amplifier rather than a job threat, their psychological orientation toward change transforms.

The Microsoft research demonstrates that leaders are ahead on every measure of AI adoption and perception: 79% of leaders believe AI will accelerate their careers versus 67% of employees. This gap represents a reinvention leadership opportunity. Leaders who genuinely model AI-as-opportunity can close this gap and transform workforce anxiety into competitive advantage.

"If you have a people problem, you will have an AI problem. Companies that already know how to enable their human workforce will succeed — breaking down silos, fostering collaboration, and ensuring the entire organization works toward common goals."

— Amy Webb, Futurist and CEO, Future Today Strategy Group

SECTION 5 :

THE BUSINESS CASE

Proven ROI, Case Study Evidence, and Marketplace Validation

5.1 The Marketplace Precedent: Personalization Already Works

LAOP's business case begins with a marketplace parallel that is now incontrovertible: personalization drives measurable commercial outcomes:

- **Revenue Growth:** Companies excelling in personalization achieve 5–15% higher revenue growth, with some seeing increases as high as 25%.
- **Customer Loyalty:** 76% of consumers are more likely to purchase from brands that personalize; 78% are more likely to recommend them.
- **Conversion Rates:** Personalization boosts conversion rates by 10%, directly impacting revenue and Return on Ad Spend.
- **Employee Performance:** Employees who feel respected and understood are 4.6x more likely to perform at their best.
- **Retention:** Personalized career development plans reduce turnover by up to 25%.

The AJQS 2025 provides the inverse proof: quality-job employees are twice as likely to rate their lives highly (52% vs. 26%), nearly three times as likely to rate their jobs highly (58% vs. 23%), and significantly healthier and emotionally more stable. The ROI of treating people as whole individuals is quantified.

5.2 Case Study Evidence: LAOP in Action

CVS Health Supply Chain

LAOP engagement resulted in a 25% increase in engagement scores and an 18% improvement in retention among participants. Leadership proficiency metrics improved measurably, and participants developed personal brand frameworks that connected their individual purpose to CVS Health's organizational mission.

General Mills

By aligning personal purpose with corporate goals through the LAOP methodology, General Mills saw enhanced team cohesion, innovation output, and business outcomes. The framework's emphasis on psychological safety and individuality created conditions where diverse perspectives could surface.

University of Chicago Health System (UCHS)

The most comprehensive case in the LAOP portfolio, UCHS implemented personalization across four dimensions: leadership development, workforce culture, patient experience, and community care. Personalization readiness scores increased by 17–32 percentage points, patient satisfaction improved, and UCHS became a national model for community engagement.

5.3 The ELC Confirmation: C-Suite Leaders Know What Works

The Executive Leadership Council's 2025 Voice of the Member Survey, representing 204 senior C-suite leaders at companies with more than 10,000 employees, confirms the LAOP business case from the highest organizational vantage point available:

- 83% identify sponsorship and advocacy from senior leaders as the most impactful investment in developing future executives — yet only 68% of companies currently practice it. This is LAOP's "Share Opportunities" imperative translated into leadership pipeline language.
- 60% identify technology upskilling as the second most impactful investment — validating LAOP's integration of digital fluency into leadership development.
- The three critical leadership capabilities identified for the next 2–3 years — strategic agility, digital fluency, and people management — are the exact competencies that LAOP's 4 Skills, 6 Strategies, and reinvention framework systematically develop.

"In today's rapidly transforming landscape, the future belongs to those who lead boldly. Traditional leadership models are no longer enough. To thrive in an era defined by disruption, organizations must embrace AI-driven innovation, champion inclusive leadership, and build the agility to adapt at speed."

— Michael C. Hyter, President and CEO, Executive Leadership Council

SECTION 6 :

OVERCOMING BARRIERS*Evidence-Based Responses to Organizational Resistance*

LAOP's whitepaper identifies five common organizational objections to personalization investment. The research corpus assembled here provides empirical responses to each:

Concern #1 — Risk of Repeating Past Failures

The risk of not investing in personalized leadership is quantified and catastrophic. The \$438B annual cost of disengagement (Gallup 2025), the 60% quality-job deficit (AJQS 2025), and the 65% increase in mental health leaves (Lyra 2026) are the documented costs of the status quo. Past approaches failed because they applied standardized solutions to an individualized problem. LAOP is a structural departure, not an iteration.

Concern #2 — Uncertainty About Cost and ROI

The CVS Health case documents a 25% engagement improvement and 18% retention gain. The AJQS demonstrates that quality jobs correlate with 2x life satisfaction, 2.5x job satisfaction, and significantly higher health outcomes. The Microsoft data shows that Frontier Firms — those who invest in human-AI collaboration and personalized development — achieve measurable productivity and revenue gains. The ROI case is established.

Concern #3 — Need for Top-Down Buy-In

The ELC survey provides the definitive answer: 83% of C-suite leaders already identify personalized sponsorship as the highest-impact investment in leadership development. The buy-in exists at the top — the challenge is operationalizing it. LAOP's methodology provides exactly the framework that translates executive commitment into systemic organizational change.

Concern #4 — Cultural Barriers and Limited Accountability

The AJQS data on demographic job quality disparities (women at 34% quality job rate vs. men at 45%; Black workers at 28% vs. White workers at 42%) demonstrates that cultural barriers are not abstract — they are measurable productivity and talent losses. Accountability frameworks that personalization provides are not bureaucratic add-ons; they are risk management infrastructure.

Concern #5 — Fear of Change and Organizational Inertia

Fifty-two percent of employees and 57% of leaders report that job security is no longer guaranteed in their industries (Microsoft WTI 2025). Inertia is not a safe strategy — it is a documented path to

organizational irrelevance. The 82% of leaders who agree that 2025 is the year to rethink operations but are not acting represent the precise leadership gap that LAOP addresses through its reinvention framework.

SECTION 7 :

STRATEGIC IMPERATIVES*A Research-Grounded Action Agenda for Leaders*

The convergence of eight independent research sources around a single set of strategic imperatives is remarkable. What the data demands, LAOP delivers. The following action agenda synthesizes the most urgent priorities:

Imperative 1: Rebuild the Manager Layer First

Every research source agrees that managers are both the primary crisis point and the highest-leverage intervention point. With 70% of team engagement driven by the direct manager (Gallup), and manager engagement having fallen more severely than any other worker category, the mathematical logic is clear: investing in LAOP-based manager development returns more engagement value per dollar than any other organizational investment available.

The average manager supports triple the direct reports they once did (Lyra 2026), while navigating AI transformation, mental health crises, generational diversity, and organizational restructuring. LAOP's framework gives managers what they lack: a systematic way to see each team member as an individual, to build personalized development relationships, and to create the psychological safety that converts stressed, disengaged teams into high-performing, resilient units.

Imperative 2: Build AI Literacy as a Human Development Priority

The Microsoft Work Trend Index documents a 27-point AI familiarity gap between leaders (67%) and employees (40%). This gap will widen unless organizations treat AI literacy as a personalized development investment, not a mass training rollout. LAOP's individual-first approach — building each person's understanding of their own differentiator and what they solve for — provides the self-awareness foundation on which AI literacy must be built.

The Microsoft Research occupational applicability data makes this concrete: the roles most affected by AI are precisely those involving communication, information, analysis, and knowledge synthesis — the exact capabilities that LAOP's Innovation Mentality framework develops.

Imperative 3: Activate the Sponsorship Lever

The ELC data is definitive: sponsorship and advocacy from senior leaders is the most impactful investment in the leadership pipeline (83% impact rating) but is underutilized (only 68% of companies practice it). This gap represents the single most cost-effective leadership development opportunity

available. LAOP's "Share Opportunities" framework, grounded in generous purpose and legacy leadership, provides the cultural and structural foundation for authentic sponsorship.

Imperative 4: Address Job Quality as a Leadership Responsibility

The AJQS 2025 finding that 60% of U.S. workers are not in quality jobs is not an HR metric — it is a leadership accountability. The five dimensions of job quality — financial well-being, growth and development, workplace culture and safety, agency and voice, and work structure and autonomy — map directly to the outcomes LAOP's framework produces when implemented with fidelity. When leaders see workers as whole persons rather than job functions, quality jobs are not a compliance target. They are the natural result.

Imperative 5: Lead the Mental Health Conversation Before the Crisis Deepens

With mental health leave rates up 65% and severity up 46% since 2021 (Lyra 2026), the window for proactive leadership is closing. LAOP's emphasis on dignity, psychological safety, and authentic individual development is the structural upstream intervention that mental health professionals, benefits leaders, and organizational psychologists all identify as the most effective prevention strategy. Personalized leadership is mental health strategy.

CONCLUSION

The Research Is In: Personalization Is Not Optional

The eight research sources assembled in this analysis represent a collective voice of extraordinary clarity. From Gallup's global survey of 227,347 workers to Microsoft's analysis of 200,000 AI conversations to the Executive Leadership Council's survey of 204 C-suite leaders, the evidence converges on a single diagnosis and a single prescription.

The diagnosis: standardized, hierarchical, compliance-oriented leadership is failing. It is failing individuals — who are disengaged, underdeveloped, anxious, and underserved. It is failing organizations — which are losing \$438 billion annually to disengagement while facing an AI-driven transformation they are not equipped to navigate. It is failing society — in the form of poor mental health outcomes, widening demographic job quality gaps, and a generational readiness crisis that threatens the next decade of economic growth.

The prescription: Leadership in the Age of Personalization. Not as a leadership preference. Not as a cultural initiative. But as the scientifically validated, commercially proven, human-centered response to the most consequential workforce moment in a generation.

The question before every leader today is not whether to personalize.

It is whether they can afford the cost of not doing so.

The research has answered that question.

ABOUT GLENN LLOPIS GROUP

Glenn Llopis Group (GLLG) is a leadership, diversity, and business innovation consulting firm helping organizations build cultures where every individual can thrive. Grounded in Glenn Llopis' six foundational books — *Earning Serendipity*, *The Innovation Mentality*, *Leadership in the Age of Personalization*, *Unleashing Individuality*, *Make Reinvention Your Superpower*, and *Earning Conviction* — GLLG's proprietary Leadership in the Age of Personalization (LAOP) methodology has transformed leaders and organizations across healthcare, consumer goods, financial services, and beyond.

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ADDENDUM TO THE RESEARCH VALIDATION REPORT

Earning Conviction: The Missing Foundation

How Glenn Llopis' Seventh Book Completes and Strengthens the Leadership in the Age of Personalization Framework

Cross-Referenced Against Eight Independent Research Sources

Glenn Llopis Group, LLC | Book Launch: July 7, 2026

The Central Argument of This Addendum

The LAOP framework answers the question: What does leadership need to become?

Earning Conviction answers the equally critical question the research now demands: What does a leader need to be able to sustain that transformation against the organizational forces that continuously pull them back to standardization?

This is not a supplementary book. It is the foundational layer the entire LAOP architecture has been resting on — now finally made explicit. The research validates why this layer is urgently needed, and the manuscript proves it has been earned through thirty years of observing precisely what causes transformation to stall.

ADDENDUM — SECTION 1:

IDENTIFYING THE GAP

What the Research Said Was Missing — And What Earning Conviction Supplies

The Research Validation Report documented a convergence across eight independent data sources: the global workforce is disengaging, AI is accelerating disruption, managers are burning out, and organizations are failing to build the adaptive cultures they know they need. The LAOP framework provides the systemic and individual architecture to address these failures.

But the research also pointed to a specific, measurable gap that no systemic framework alone can close:

79%

Of leaders admit they are not “reinvention-ready” — not because they lack frameworks or strategies, but because they cannot sustain transformation against organizational inertia. This is the precise gap Earning Conviction is written to fill.

*GLLG /
Indeed***82%**

Of global leaders believe 2025 is the year to fundamentally rethink their operations — yet engagement is at a 12-year low. Knowledge is not the bottleneck. Conviction to act on that knowledge is.

*Microsoft
WTI 2025***65%**

Of benefits leaders report drastic increases in mental health leaves — the measurable symptom of leaders who are performing sustainable leadership rather than practicing it. Earning Conviction is the antidote to performance-based exhaustion.

*Lyra
Health
2026*

Glenn Llopis writes in the preface: “Transformation initiatives fail at unprecedented rates — not because the strategies are wrong, but because leaders can’t sustain them against organizational inertia.” This single sentence synthesizes what the research documents in aggregate. The problem is not strategic clarity. The problem is the foundational capability to sustain authentic leadership when every organizational force pulls toward the familiar.

Earning Conviction names this capability directly: Conviction is the earned capability to reinvent when circumstances demand it, to act when outcomes are uncertain, and to build something new rather than cling to what is familiar. It is not confidence — it is not the performance of certainty. It is the practiced, evidence-based, internally anchored capability that makes every LAOP framework element sustainable rather than episodic.

“You don’t need another framework. You’ve implemented frameworks that work. What you need is the capability to sustain transformation when every organizational force pulls you back.”

— Glenn Llopis, Earning Conviction

ADDENDUM — SECTION 2:

CONVICTION VS. CONFIDENCE

Why This Distinction Is the Most Important in the Current Research Landscape

2.1 The Confidence Trap in the Research Data

Every dataset in the Research Validation Report documents the same phenomenon: leaders who appear confident but are not convicted. They know what needs to change — 82% of them (Microsoft WTI 2025). They declare values — but 31% of workers experience at least one dimension of poor job quality in organizations those same leaders run (AJQS 2025). They build inclusion initiatives — but only 18% of individual contributors are engaged (Gallup 2025).

This is the confidence trap: performing the right answers while lacking the internal foundation to live them consistently. Gallup’s data shows that 70% of team engagement is driven by the direct manager — which means the performance-confidence gap is not a strategic problem, it is a human development problem.

CONFIDENCE (Performed)	CONVICTION (Earned)
Projected certainty even when uncertain	Capacity to act while afraid and admit uncertainty
External validation-dependent	Internally anchored through accumulated practice
Armor that protected early career, now depleting	Authentic identity that becomes more powerful over time
Produces the \$438B disengagement cost (Gallup 2025)	Produces the 4.6x performance multiplier (GLLG/McKinsey)
Leads to the 79% non-reinvention-ready gap	Enables continuous reinvention as described in LAOP
Collapses under AI disruption pressure	Provides stable foundation for navigating AI-era transformation
Creates mental health leaves at record rates (Lyra 2026)	Redirects exhausting performance to sustainable practice

2.2 Why the AI Era Makes This Distinction Existential

Microsoft’s occupational AI applicability research validates the conviction-confidence distinction: the work activities with the highest AI applicability — information provision, writing, advising, explaining — are precisely the activities that confidence can perform and AI can simulate. But conviction — the earned, practice-based, authentic leadership capability — is what AI cannot replicate.

The ELC survey reveals what separates leaders who will thrive from those who will not: 83% of C-suite leaders identify personalized sponsorship — authentic investment in another person’s development — as the highest-impact leadership activity. This is conviction-based leadership. It cannot be performed. It must be earned.

“Working with agents is like onboarding a new team member — you don’t micromanage, but you need informed trust.”

— Microsoft Researcher, Work Trend Index 2025

Informed trust — of AI agents, of teams, of one’s own judgment — is precisely what conviction provides. It is the practiced capacity to act through uncertainty from a stable internal foundation. Leaders who have earned conviction will direct AI effectively. Leaders performing confidence will be undone by it.

ADDENDUM — SECTION 3 :

THE FIVE-PART ARCHITECTURE*How Earning Conviction's 13 Chapters Map to and Strengthen Every LAOP Pillar*

Earning Conviction is structured in five parts and thirteen chapters, each building a specific layer of the conviction architecture. What the LAOP methodology prescribes for organizations, Earning Conviction operationalizes for the person who must lead those organizations.

EC Chapter / Theme	LAOP Framework Element	What Earning Conviction Adds
Part I: Who You Are (Chs. 1–3: Self-Awareness, Courage, Individuality)	LAOP 5 Shifts: ‘From Brand Identity to Individual Identities’ + The 4 Questions of Personal Brand	Provides the lived, practiced methodology for answering the 4 Questions. The 28 redirects in Part I are the daily practice engine behind the LAOP framework’s theoretical foundation.
Part II: How You Grow (Chs. 4–6: Growth, Adaptability, Career Ownership)	LAOP Reinvention: ‘Learn, Unlearn, Relearn, Repeat’ + 4 Skills of Opportunity Management	Translates the LAOP reinvention imperative into 28 concrete, daily-practice redirects. Closes the 79% non-reinvention-ready gap with actionable behavioral change.
Part III: How You Lead (Chs. 7–9: Empowerment, Capacity Building, Transformation)	LAOP 5 Indicators of Unleashing Individuality + 6 Strategies for Innovation Mentality	Operationalizes the 5 Indicators as practiced, coach-tested leadership behaviors with measurable outcomes.
Part IV: What You Create (Chs. 10–12: Impact, Significance, Living Legacy)	LAOP Strategy 6: ‘Leading to Leave a Legacy’ + 4 Skills: ‘Share Opportunities’	Extends the LAOP legacy strategy from philosophical aspiration to a lived, career-stage-specific practice framework.
Part V: Leading With Conviction (Ch. 13: Unleashing)	LAOP Methodology Integration — all pillars	The conviction practice system — daily, weekly, quarterly, annual rhythms — provides the sustainability infrastructure that prevents LAOP transformation from reverting under organizational inertia.

3.1 Part I — Who You Are: The Personal Brand Foundation Made Practical

LAOP's 4 Questions are among the most powerful diagnostic tools in the framework. But the Research Validation Report documented that 69% of employees feel they have less influence over pay decisions than they should, and 55% report a voice gap in technology decisions. These numbers indicate that the 4 Questions are not being answered at scale — not because leaders reject them, but because they lack the self-awareness foundation to answer them authentically.

Part I of Earning Conviction provides 28 redirects specifically designed to build that foundation. Self-Awareness Redirect #4 — “Embrace a mindset of continuous improvement through embarrassment audits” — is a direct behavioral practice for LAOP's 4th Question: What Do You Solve For?

88%

Of workers say more training would help career advancement, but 60% don't know which credentials matter. Earning Conviction's Career Ownership chapter provides the self-directed development framework that answers not 'what credentials' but 'what conviction.'

*Instructure
2025*

3.2 Part II — How You Grow: Reinvention as Daily Practice

The LAOP framework's reinvention mandate — “Learn, Unlearn, Relearn, and Repeat” — is one of its most powerful and most challenged prescriptions. Part II of Earning Conviction provides the specific behavioral bridge across that gap. The Adaptability chapter's Redirect #7 — distinguishing between what must remain stable and what must change — is the exact cognitive capability the Microsoft Work Trend Index identifies as the defining competency of Frontier Firm leaders.

“The executive who survives volatility isn't the one with the most information. It is the one who has earned the conviction to act without it.”

— Earning Conviction, Chapter 5: Adaptability

3.3 Part III — How You Lead: The Conviction Infrastructure of LAOP's Organizational Pillars

Chapter 7 (Empowerment) directly addresses Gallup's finding that 70% of team engagement is attributable to the direct manager. Empowerment Redirect #6 — distinguishing between granting permission and removing barriers — is precisely the insight the AJQS 2025 surfaces: 55% of employees feel a voice gap in technology decisions. That gap is not closed by declarations of empowerment. It is

closed by systematically identifying and removing the system, cultural, consequence, and information barriers that prevent employees from exercising authority they theoretically have.

3.4 Parts IV and V — The Legacy Architecture

Chapter 11 (Significance) makes the distinction between success and significance — directly mapping to the AJQS finding that employees in quality jobs are 2.5x more satisfied with their work. Quality jobs are created by leaders who have earned the conviction to make significance the primary metric alongside results.

60%

Of U.S. workers are not in quality jobs — meaning most Americans lack the conditions where their individuality is valued and their contribution matters. Earning Conviction's significance framework gives leaders the practiced capability to build those conditions from the inside out.

AJQS 2025

Chapter 13 (Unleashing) provides the sustainability system: daily practice, weekly reflection, quarterly review, annual integration, and peer learning community — structured around the conviction that leadership transformation is not achieved through episodic programs but through accumulated daily redirects practiced until they become identity.

ADDENDUM — SECTION 4:

RESEARCH VALIDATION

How the Eight Independent Studies Confirm Earning Conviction's Core Claims

Earning Conviction makes five core claims. Each is independently validated by the research corpus assembled in the primary report:

Claim 1: Leaders are exhausted not from overwork but from performing someone else's version of leadership.

Gallup 2025 validates this: manager engagement fell faster and further than any other demographic — down seven points for female managers, five points for young managers. Lyra 2026 confirms the consequence: managers now support triple their historical direct-report load while experiencing the greatest declines in wellbeing.

Claim 2: Transformation fails not because strategies are wrong but because leaders cannot sustain them.

The GLLG/Indeed finding that 79% of leaders are not reinvention-ready is the direct quantification of this claim. The Microsoft Work Trend Index reinforces it: 82% of leaders believe rethinking strategy is essential, yet engagement is falling. The knowing-doing gap is not a strategy problem. It is a conviction deficit.

Claim 3: Conviction is earned through practice — it cannot be granted, trained, or transferred.

The ELC's finding that personalized C-suite sponsorship (83% impact) outperforms formal training (76% utilization) provides the most direct institutional validation. Sponsorship works precisely because it is a conviction-to-conviction transfer.

Claim 4: The most dangerous leadership performance is performed certainty — it destroys psychological safety and prevents authentic contribution.

The AJQS 2025 finding that 24% of employees experience discrimination or unfair treatment, and 55% feel a voice gap in technology decisions, documents the organizational consequences of performed certainty at scale.

Claim 5: Significance — what continues because you existed — is the only leadership metric that survives AI disruption.

Microsoft Research's occupational AI applicability data makes this claim empirically. The work activities AI performs most effectively are the activities of performance-based leadership. The work activities that remain irreducibly human — mentorship, sponsorship, authentic purpose-setting, psychological safety creation — are precisely the activities Earning Conviction's significance framework builds.

LAOP answers: What must leadership become?

Earning Conviction answers: How does a leader earn the capacity to sustain that becoming?

Together, they constitute a complete system for human leadership transformation in the AI era.

ADDENDUM — SECTION 5:

STRATEGIC POSITIONING

Earning Conviction as the Capstone of a Sixteen-Year Body of Work

Glenn Llopis has published six books over sixteen years, each addressing a specific dimension of the leadership transformation challenge. Earning Conviction is not the seventh book in a series. It is the foundational layer that the entire series has been revealing the need for.

Book	What It Solved	What Earning Conviction Adds
Earning Serendipity (2009)	How to create opportunity through systematic practice	Conviction is what sustains the See, Sow, Grow, Share cycle when early results disappoint or organizational forces push back
The Innovation Mentality (2017)	Six strategies for optimal deployment of human potential	Conviction is the inner foundation that allows leaders to apply the 6 Strategies from authentic identity rather than strategic performance
Leadership in the Age of Personalization (2019)	The 5 Shifts from standardization to personalization	Conviction is why 79% of leaders cannot sustain the 5 Shifts — and what, once earned, makes them irreversible rather than episodic
Unleashing Individuality (2021)	How to unlock individual and collective capacity	Conviction is what allows leaders to honor individuality in others — you cannot see what makes someone exceptional if you are performing your own identity rather than living it
Make Reinvention Your Superpower (2024)	A methodology for continuous transformation	Conviction is the foundational capability that makes reinvention sustainable — without it, even the best reinvention methodology reverts under organizational gravity
Earning Conviction (2026)	The foundational practice that makes all of the above last	The missing layer — now complete.

5.1 Why This Book Arrives at the Right Moment

The research timing could not be more precise. The eight studies assembled in this analysis were all published within the 2025–2026 window — the same window in which Earning Conviction was written and finalized. The convergence is not coincidental. The forces that produced the research crisis — AI disruption, engagement collapse, manager burnout, the Gen Z readiness gap — are the same forces that made the conviction framework both possible and necessary to articulate.

For sixteen years, Glenn Llopis built frameworks that worked. And for sixteen years, he watched organizational inertia gradually pull the transformation back. Earning Conviction is the product of that sixteen-year observation. The July 7, 2026 publication date places this book precisely at the inflection point where the organizational need is greatest and the evidence base for its prescriptions is most complete.

The Final Word

*“You weren’t exhausted from working too hard.
You were exhausted from pretending too much.”*

— Glenn Llopis, Earning Conviction

This is not simply the conclusion of a book. It is the research-validated diagnosis of the leadership crisis our data has been documenting for years — and the first honest prescription for what it actually requires to heal it.

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