GLOVER & CO. · THE CONCIERGE

Frontline leaders are about to be in short supply.

If your 2027 plan asks them to do more, it also needs a plan to keep them.

Glover & Co.

Erin Glover, SHRM-SCP · gloverco.ai

We're closing the books on 2026. The focus is 2027 and beyond.

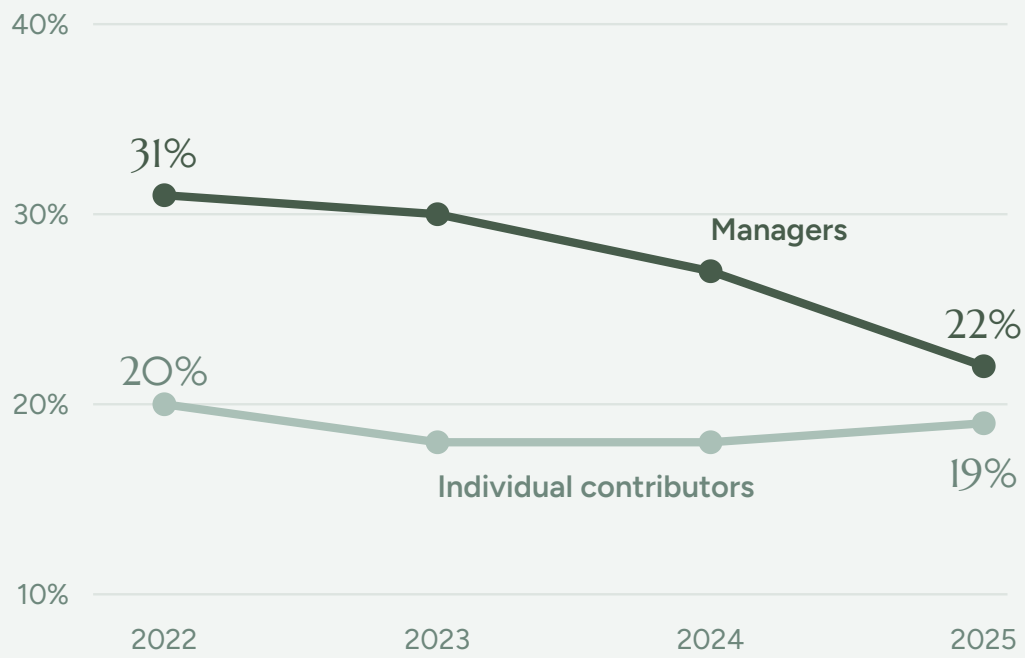
As you reshape your leadership roles, particularly your frontline leadership roles, I hope you're also making a plan to keep those roles attractive, both to the people in them and to the people you'll need next.

Frontline leaders will carry much of the change ahead. They answer every question about it, and they support every employee through it.

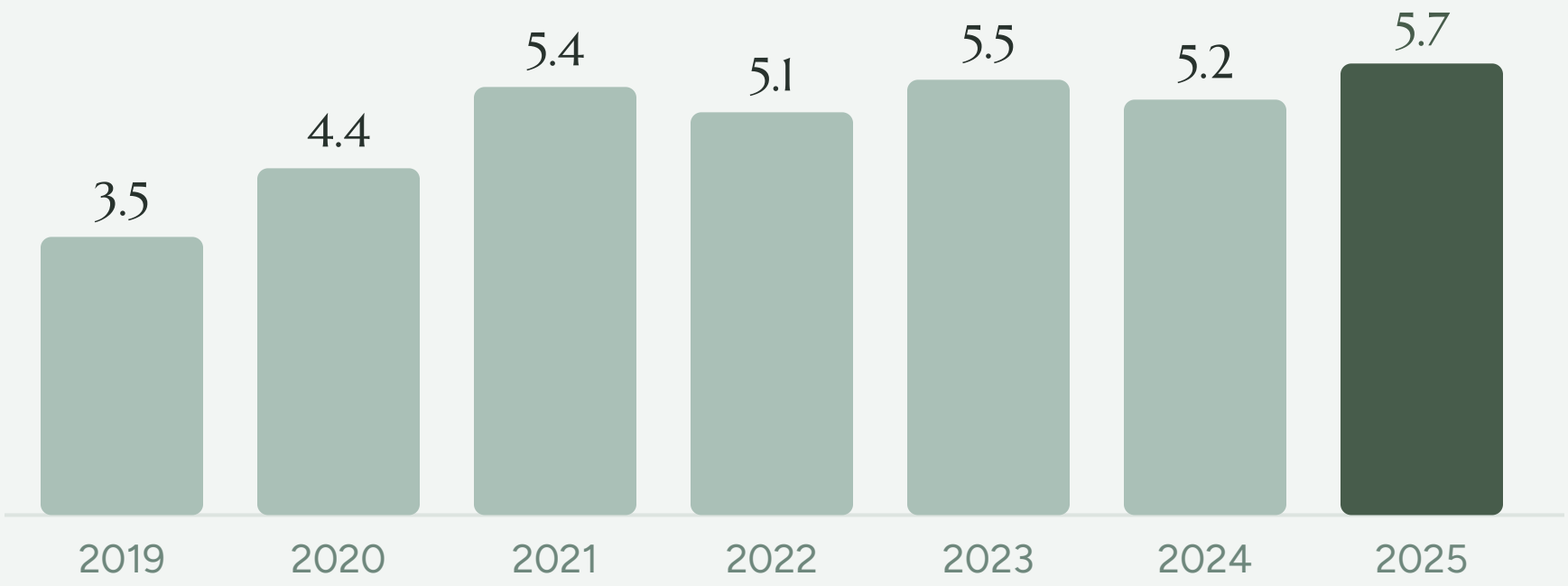
Here are the concerns I'd put on the table.

Managers are pulling back. New businesses are at a record.

PERCENT ENGAGED AT WORK, GLOBAL



U.S. BUSINESS APPLICATIONS, MILLIONS



Gallup, State of the Global Workplace 2026. U.S. Census Bureau, Business Formation Statistics (applications, not all become employers).

12.1

direct reports for the average manager in 2025, up from 10.9 just a year earlier.

Gallup, 2026

−42%

fewer job postings for middle managers, spring 2022 to late 2024. Flatter companies mean fewer leaders carrying more.

Revelio Labs

75%

of HR leaders say managers are overwhelmed by their growing responsibilities.

Gartner, 2024

6%

of Gen Zs and millennials say a leadership position is their primary career goal.

Deloitte, 2026

57%

of Gen Z professionals in the U.S. don't want a middle management role.

Robert Walters, 2024

40%

of leaders under increased stress have considered leaving their leadership roles. 71% of leaders report more stress.

DDI Global Leadership Forecast 2025

The interest in leading is there. The job, as it's built today, is what's getting in the way.

Every hour policing attendance is an hour not spent coaching.

Hybrid adherence tracking grows from an occasional report into a weekly chore. Coffee badging is next in line for the frontline leader's plate.

Name the business goal it serves. University of Pittsburgh researchers found no significant improvement in profitability or market value after S&P 500 return-to-office mandates, while employee satisfaction fell.

When the strategic mindset gets buried under administrative work, the business loses it.

Your frontline leaders are especially well positioned to leave.

36%

of the U.S. labor force are millennials, the largest generation at work. Gen Z is another 18%.

U.S. Department of Labor, 2024

49%

of new businesses in 2024 were started by women, up from 29% in 2019.

Gusto

Money is one of the biggest barriers to starting a business, and leaders generally earn more. They've already led people. Add the flexibility they're craving and AI tools that can teach them almost anything, and their own business starts to look like the better offer.

Freedom, creativity and real impact on the work make the job worth choosing.

Small

Less infrastructure, more room to build. Let leaders shape how things get done and create what doesn't exist yet.

Mid-sized

You're adding structure for the first time. Invite frontline leaders to help build it.

Large

More layers and red tape. Ask frontline leaders for feedback, and give them a real way to change what slows them down.

Quick, fair decisions in the moment.

Erin brings the context a leader wouldn't have on their own: what to write down today, when to get curious first, and how to stay consistent across teams.



Shown with a sample company. All people are fictional.

The right step, without the guesswork.

Six plain questions work out whether it's a coaching plan, a written warning or a PIP, then build the document and the conversation guide.

CORRECTIVE ACTION, ONE FORM

Something is off course. Let's get them back.

Answer six plain questions. Back on Course works out which step fits, builds the document and the conversation guide beside you, and tells you straight when the case belongs with Erin instead. No ladder for its own sake: when a first offense is serious enough, it says so.

Start a case | See the five headings



1 **Check Your Bearings**
A coaching plan. The early, informal step: here is the gap, here is what good looks like, here is what we will do to help.

2 **Course Correction**
A written warning. The rule, what happened, what is expected from now on, and what follows if it recurs.

3 **The Route Plan**
A performance improvement plan. Waypoints, dates, measurable expectations, and what back on course

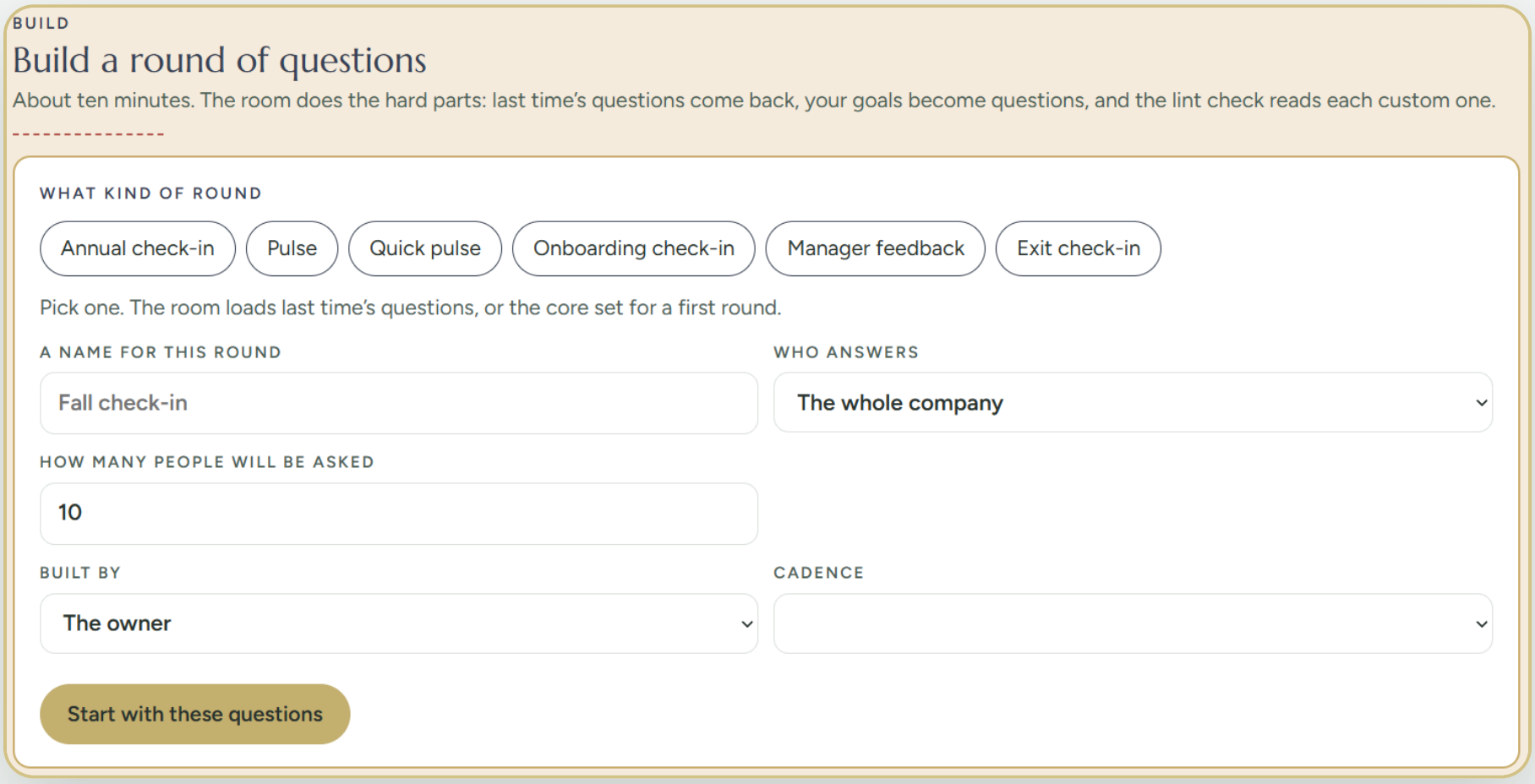
4 **Final Heading**
A final warning. Reached after the Route Plan, or on its own when the severity warrants it. Those go to Erin for review first.

⚑ **Call the Navigator**
Erin. Terminable cases, any risk flag, and anything you are not sure about. Urgent cases reach her the same day.

Shown with a sample company. All people are fictional.

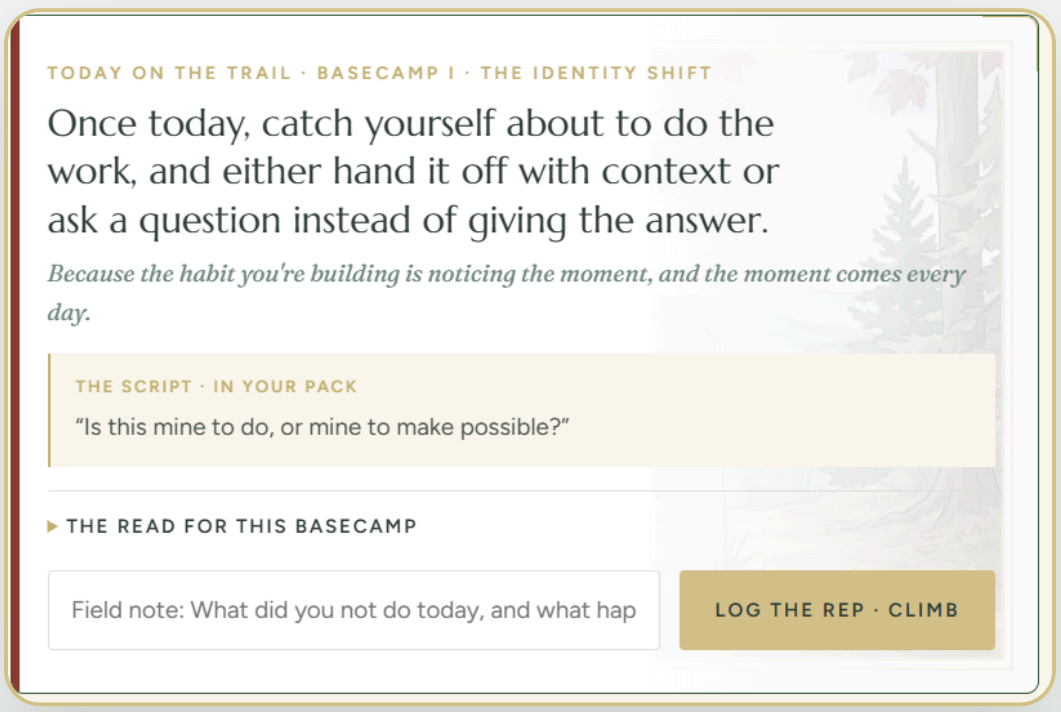
Ask your people how it's really going.

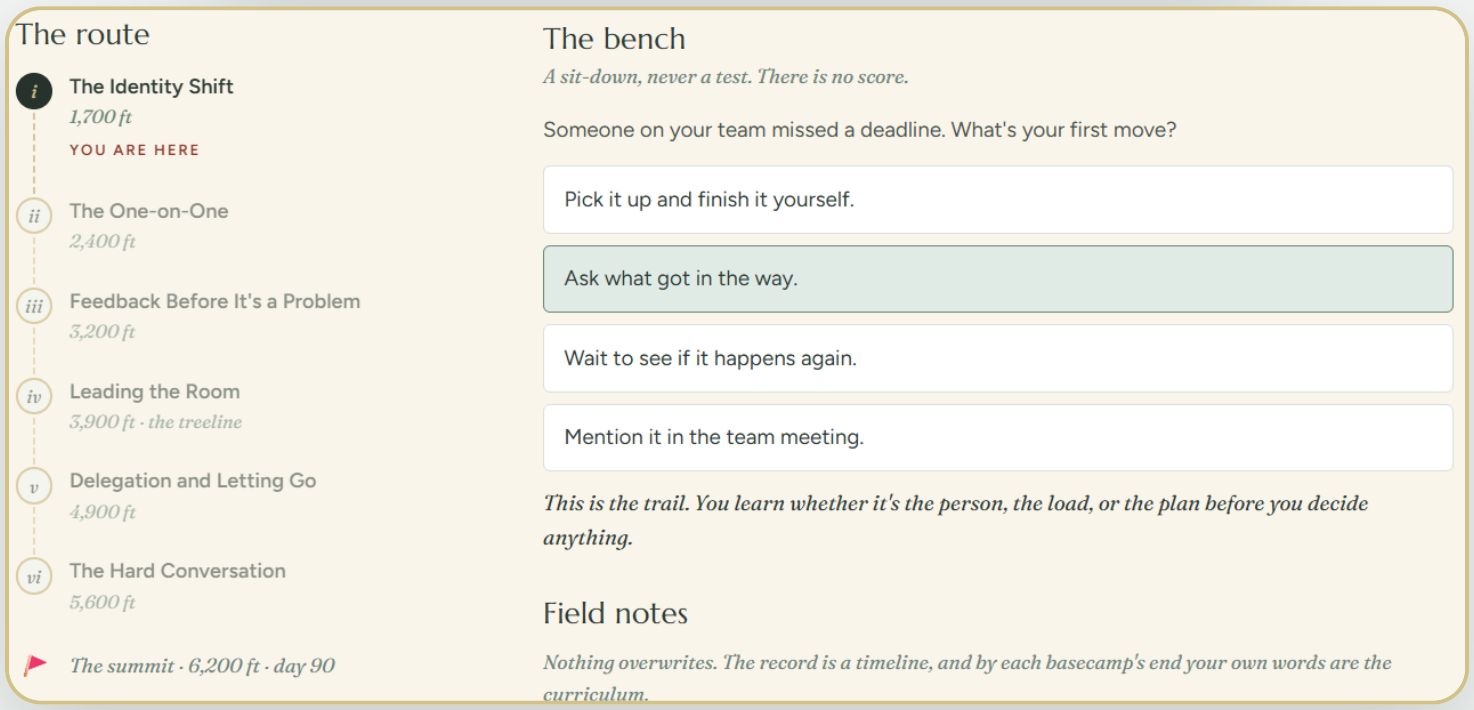
Build your own pulse surveys and check-ins, choose who answers, and set your rhythm. A manager feedback round shows where a leader may need more support.



Growth a leader keeps, wherever they go next.

Ninety days for first-time managers across six basecamps. Each day brings one rep, a script for their pack, and a practice scenario with no score.





Before you add to the frontline leader role:

- [ ] Name the business goal each new task serves.
- [ ] Write down what you'll take off their plate in return.
- [ ] Ask your frontline leaders how the job is going, and listen.
- [ ] Answer this: what makes this a rewarding role to do?
- [ ] Put a retention plan for your leaders next to the plan for what they'll deliver.

Leaders will be in short supply. Make a plan to keep yours.

What's changing at your company, and in your tools, to support the people leading your frontline?

Read the full essay on the Glover & Co. Blog. The link is in the post.

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