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CONSULTING

Practical Leadership Effectiveness Examples – Working in a new reality

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Leadership Effectiveness Examples

Build and maintain a deeply CONNECTED team

What to do	Practical, real-life examples of how to do it
Run daily stand-ups (virtual or in-person)	- 15 minute stand-ups (or virtual stand-ups) to check-in to say hello, agree daily priorities and check on any barriers or blockers - When teams are virtual, experiment with different meeting durations throughout the day (for example 20 minute meetings allow breaks before the following session)
Maintain Social Connection with colleagues, especially when working remotely	- Retain a portion of daily or weekly meetings for no agenda, social catch-ups. Encourage broad participation. - Run specific social meetings (The Friday Zoom call) to socialise and celebrate the week. Change the format and frequency to keep it fresh - Virtual fitness classes - Virtual yoga and meditation - For competitive teams, introduce elements of competition (virtual fitness challenges, steps challenges, running clubs using apps, trivia games) - WhatsApp group – make sure the whole team is included - Virtual morning coffee breaks (optional – so you get a different group and different chat each day) - Virtual team lunches – can be social or 'lunch and learn' - Introduce the family and the dog - Virtual sharing groups – for example hints and tips on home schooling
Conduct frequent Employee Sentiment Checks (How are they feeling?)	- Use a system (for example Qualtrix, Peakon, Menti). I like Peakon as it is very tailorable and directs the results straight to individual managers for action - Simple email, text or WhatsApp check-ins. For example, ask your team members to state on a scale of 1 to 10 how Enthusiastic they are feeling and on a scale of 1-10 how stressed are they? Track this weekly (you can reduce frequency over time) and look for outliers and trends. Also, look for who is NOT participating – a sure sign of a disconnected (or maybe just very busy) individual. But worth checking-in. - Collect and analyse data on absenteeism, performance, aspirations and compare with sentiment data to identify correlations and trends
Over-communicate	- Deliver the same important messages using a variety of media (intranet, email, WebEx, town-hall, WhatsApp, social media). On average it takes hearing something new 7 times before it is fully taken on board - Give updates (on things like Return to Work / Not return to Work) very frequently (at least weekly) even if the update is that there is no update
Run very regular one-to-one check-ins	- Ideally use Teams. Switch camera on. - Use phone, text other media when the personal connection is strong - Be really personal and authentic - Rotate / vary the topics – Well-being, business, career, performance, ambition, non-work

Leadership Effectiveness Examples

Create a SAFE and SUPPORTIVE Culture

What to do	Practical, real-life examples of how to do it
Ask "Are you OK?"	- The first priority in the current climate (and arguably at all times) is to check in on the physical and mental health and well being of team members. Ask, listen and care in a genuine and authentic manner. See some hints on Empathetic Listening here
Create a team environment that has a culture of 'Psychological Safety'	- Share ownership of tasks out amongst the team - Encourage, praise and reward risk taking - Do not punish mistakes, unless they are repeated to the point of carelessness and negligence - Encourage diversity (in terms of personnel and thinking) - Ensure that there is lots of recognition (badges, awards, social media posts, a simple personal "thank you") - Take time to read and educate yourself fully on Psychological Safety in the workplace
Conduct regular one-to-ones	- Focus the conversation first and foremost on mental and physical health, family health, personal circumstances (childcare, caring responsibilities, isolation, commuting worries, any other worries) - Reassure that it is Ok if they are not OK and discuss how you can help - Introduce a system of 'buddy' / peer coaches in circumstances where individuals are new, vulnerable, isolated, lonely, etc. Encourage team members to talk and support each other. Note, this should be in addition to manager one to ones (not an alternative).
Keep a physical regular track of individual circumstances	- Create an excel tracker of peoples circumstances. Include, for example, details of health, caring responsibilities, childcare situation, commuting circumstances, work location preferences, working routines including black-out periods, agreed shifts / rota, office / equipment set-up, training needs. - Take responsibility to resolve issues and progress relevant escalated requests
Over-communicate	- Be transparent and open - Use a variety of media. For example, align manager messages with MD Webcasts and Q&A sessions. - See previous section on CONNECTED team for more on communication

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How-to-foster-psychological-safety-in-virtual-meetings   Psychological Safety: Learnings from Google

Leadership Effectiveness Examples

Work to create an environment of SUSTAINED PERFORMANCE	
What to do	**Practical, real-life examples of how to do it**
Conduct frequent Employee Sentiment Checks (How are they feeling?)	- Sustained performance starts with enthusiastic, motivated, capable individuals. See previous section on building and maintaining a CONNECTED team. There is little point in tracking performance if the motivation, or the ability, to perform is not there. - Look for signs of energy drops (not attending calls, switching off camera hen they usually have it on, not participating in surveys, not volunteering for roles). Intervene and offer support accordingly.
Show Trust	- Move away from a culture of "presenteeism" (measuring time at the desk, workstation or online) and into a world of measuring performance by outputs and outcomes. - Agree outcomes and timelines and then support (where required) the development of a plan to achieve this - Trust your team to deliver agreed outputs or outcomes - Be explicit is saying that you trust in their ability to deliver and in their ability to self-manage to achieve delivery
Encourage self tracking	- Encourage team members to plan and track against their own milestones. This is for their own benefit and will help them in their conversations with you about their priorities and tasks for the day/ week/ month. This is particularly important if there are any performance concerns or where an individual is finding a move to more flexible working to be challenging.
Training / Capability development	- In one-to-one meetings, check that skills are up to date and ability to do the job is there. For example, there may be skill or confidence gaps in the use of Microsoft Teams or Microsoft Office that have a greater impact in a work-from-home scenario than they had in a previous face-to-face environment. - Introduce 10-minue snapshot training in team meetings. Rotate ownership of content across the team. Note, that traditional, day-long "classroom" training is largely ineffective in a virtual environment. Long meetings (greater than 1 hour) are also a challenge. - Allow dedicated fixed amounts of self learning time for online training / reading. For example, 4 hours per week. You will find that if this is encouraged, some team members will do more than this in their own time. - Encourage / sign-up your team members for webcasts, virtual conferences, etc - Create a library of self learning resources – there is a wealth of free content on most topics nowadays

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