

The five essential steps to team leadership success

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The engagement challenge

“If attaining high employee engagement has become one of the most important ambitions of leadership, why is it that our practices appear to be doing more harm than good?”

“We have to get the basics right if we want great engagement.”

(Harter, 2014)



Getting the basics right

- Clear direction
 - Inspire a shared vision
- Clear expectations
 - Model the way
- Give people what they need to do their job
 - Enable others to act
- Be extremely generous with praise and recognition
 - Encourage the heart
- Look for opportunities to innovate
 - Challenge the process

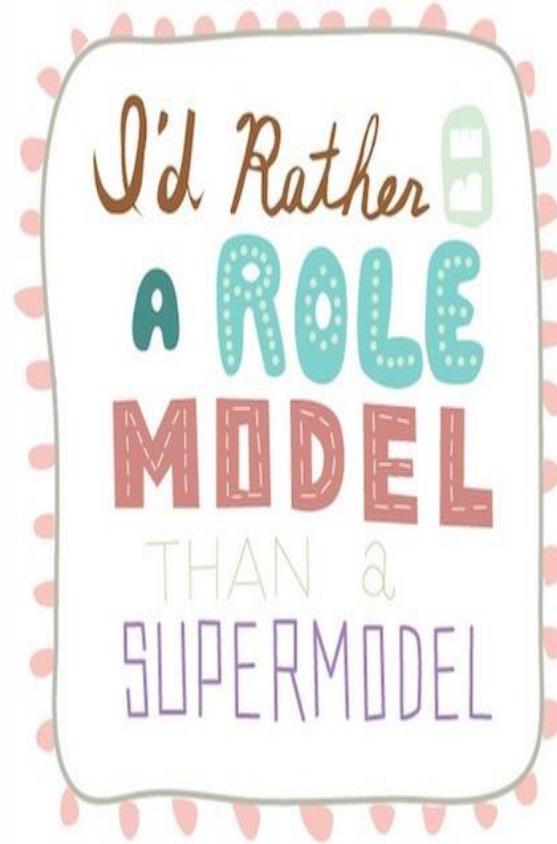
(Crowley, 2013; Kouzes and Posner, 2002)

Clear direction



- talk about future trends
- talk enthusiastically and positively about the future
- develop a shared team vision – appeal to your team to share the dream
- speak with conviction about work
- show your team members how their interests can be realised

Set clear expectations



- clarify their expectations – take the time to find out about their wants and needs
- clearly articulate your expectations
- set an example of what is expected – follow through
- be clear about your philosophy of leadership

Give people
what they
need



- have ordinary person-to-person conversations
- treat people with dignity and respect – listen to their views
- give them a sense of ownership – let them thrive
- let people choose how they do their work
- support their decisions
- ensure people grow in their jobs

Be generous with praise and recognition



- praise people for a job well done
- express confidence in people's abilities
- provide appreciation and support
- recognise people for their commitment to shared values
- creatively reward people and find ways to celebrate accomplishments

Encourage innovation



- take initiative to overcome obstacles
- look outside for ways to improve
- experiment and take risks
- ask: “What can we learn?”
- challenge people to try new ways
- seek challenging opportunities yourself

Leadership

is about making others better
as a result of your presence and
making sure that impact lasts in
—— your absence. ——

— Sheryl Sandberg
COO of Facebook



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