Insperity

Inspiring Business Performance®

TAKING THE LEAD

The Insperity® Guide to Leadership and Management

PITFALLS
How to recover from a bad call and other leadership mistakes.

CONNECTIONS
How to build relationships and have tough conversations.

DEVELOPMENT
Create a leadership pipeline and get the most from your high performers.

3 Struggles That Leaders Face

Managers and leaders are responsible for inspiring and serving the people entrusted to you to help your company grow and prosper. You are called to coach, train and support your team. Your ability to understand individual styles will help you be a resource for their personal and professional development.

Create a vision for the company
- Be the torchbearer – others will follow
- Have a mission, vision and values
- Convey your company culture

Have tough conversations
- Don't stick your head in the sand
- Develop relationship skills
- Be fair and consistent
- Focus on follow-through and follow-up

Develop yourself and your employees
- Find and mold the next leaders of your company
- Know that most leaders are held back by behavior, not skills
- Coaching is one of the top skills of a good leader

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.   - Jack Welch

Are You an INFLUENCER or a CONTROLLER?

As a leader, you have the ability to affect people's lives. From your employees to your clients, how you go about doing your job makes a difference. Basically, there are two options: Be an influencer or a controller.

Controllers get their way by overlooking others and promoting themselves. They focus on self-interest and manipulation. As Pete Hinojosa writes in his book *Influencer Incorporated*, "Controllers brighten up a room when they leave."

Going forward, know that you can do much more as an influencer than as a controller.

Influencers build up their teams and elicit enthusiasm. They seek mutual benefit to gain success and have a desire to help others.

*Source: Influencer Incorporated by A.G. "Pete" Hinojosa

How to Do Your Best Work as a Leader

Keep up with your bustling business without burning out by following these quick tips:

- **Build a culture** that fosters collaboration.
- **Delegate** routine responsibilities so you can spend more time on strategic projects.
- **Surround yourself** with positive employees who will keep you positive while helping your business succeed.
- **Stay at your physical best** by incorporating simple exercises into your workday.

5 Mistakes That Can Kill Employee Engagement

01
Erratic Expectations
Be clear in your own mind about what you want your employees to do before starting a new project.

02
Favoritism
Don't let personality preferences interfere with how you respond to or measure employees.

03
Micromanagement
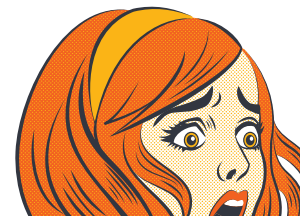Too much control tells employees you don't trust their work and judgment. It also saps your time.

04
Distractedness
Don't be aloof. Manager interaction is a huge driver of employee engagement.

05
Burnout
If you're working too much, your employees probably are too – or at least feel pressured to do the same.

How to Deal With Difficult Employees

Negativity and lack of productivity can be corrosive to the work environment. By dealing with it quickly, you'll gain the respect of all.

- **Don't ignore the problem**. Confrontation isn't easy, but speak with the employee in a private setting about the problem before it gets out of hand.

- **De-personalize the conversation**. Stay away from "you" statements. Avoid generalities and give examples and instances that were offensive.

- **Don't make assumptions**. Find out if they're aware of their behavior or if there are external, personal factors involved.

- **Follow through**. Be respectful and professional. Show and explain what is expected, then let the employee know you're staying on top of the situation.

6 STEPS TO RECOVERING FROM A BAD CALL

1. **Take responsibility:** Be frank about what happened. Explain why decisions were made and what caused the failure.
2. **Rebuild trust:** Explain what you learned from the experience; your employees will appreciate humility. Show you're a team member, not an unapproachable boss.
3. **Maintain motivation:** Keep everyone focused on goals. Show how their efforts contribute to company success. Focus on the positives; reward and recognize the good things.
4. **Make adjustments:** Find ways to capitalize on what went wrong and build on lessons learned. Quickly adjust and make changes.
5. **Keep taking risks:** When making decisions, consider the impact if the risk doesn't work out. Sometimes you just go for it.
6. **Ignore the noise:** Tune out opinions that have no influence on your goals. The opinions of your employees and clients are what matter.

5 Proven Ways to Connect With Your Team

The better you know your employees – understanding their interests, recognizing their strengths – the better position you'll be in to help them, and your company, continue to succeed. Good communication helps maintain engagement, develop loyalty and increase productivity. **How can you help develop lasting relationships?**

One

Learn to put yourself in your employees' shoes and look at things from their perspective. This helps you gain insights into their challenges.

Two

Be vulnerable. The fastest way to earn respect is to be real. For your employees to trust you, they have to see you as a regular person who is willing to admit mistakes.

Three

Make sure you're invested in your employees. Be their advocate, give them exposure to other parts of the company, and help develop them.

Four

Strike a balance between listening and talking. Being attentive to employee input counts as much as communicating individual and company goals.

Five

Avoid over-communicating or micromanaging. Be sure to give employees a degree of latitude to use their best judgment toward solving problems.

The Importance of
Setting Expectations

Having your employees understand what is expected of them should not be set on auto-pilot. Things change throughout the year, and those changes need to be communicated. Without clear expectations, the most productive efforts by employees may be misaligned with the company's needs.

The more often you meet with your employees – individually, as a group, or both – the better understanding there will be among everyone involved. The meetings do not have to take long, but the objective is to achieve clarity about roles and accountability between you and your team.

1 Connect individual expectations to the company's goals so that your employees understand how their roles fit in with those goals.

2 Work on developing solid relationships with employees so they feel comfortable enough to trust you and your decision-making.

3 Follow up on each conversation about expectations with your employees – in writing.

Three Tips for Dealing With Conflict

It's not unusual for disagreements to occur in the workplace. Miscommunication is a frequent source of conflict, which can range from not setting clear expectations to making false assumptions about other employees. On the other hand, conflict can be a good thing when opposing views are discussed openly in determining best practices. When discord occurs under your watch, keep these in mind:

1 **Avoid using the term "conflict."** Many see it as a strong negative. Use "disagreement" instead.

2 **Have conversations individually**. Be objective and listen carefully to all sides.

3 **Consider a pre-emptive approach** by organizing conflict-resolution sessions led by a trained professional. Left to their own devices, people will avoid, confront, or seek neutrality when conflict happens. Conflict resolution helps your employees develop skills to solve disagreements on their own.
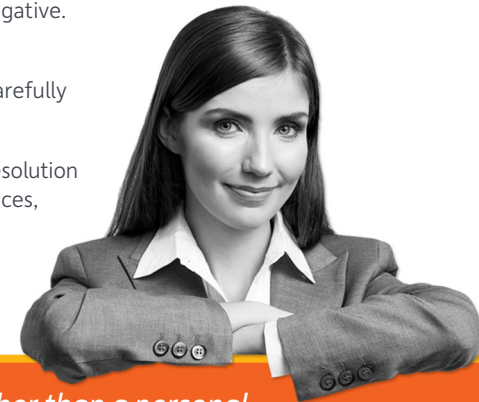
Remembering that you have a business rather than a personal relationship with others can help keep things professional and polite.

Invest the Time in Building Chemistry

Develop a good relationship with each employee to build your team. There are some characteristics that cohesive teams share:

Integrity The employees you want to have on your team are committed to doing what's right. Having integrity sets the foundation for you and your employees to respect and trust one another.

Accountability If your expectations are clear for your employees, they will perform to the best of their ability, knowing that everyone on the team is accountable.

Improved processes This gets better with time. Your employees get to know each other and how they work, which can lead to better results for your company.

"

Our emerging workforce is not interested in command-and-control leadership. They don't want to do things because I said so; they want to do things because they want to do them.
Irene Rosenfeld

Our chief want is someone who will inspire us to be what we know we could be.
Ralph Waldo Emerson

By leadership we mean the art of getting someone else to do something that you want done because he wants to do it.
Gen. Dwight Eisenhower

Our ambitions must be broad enough to include the aspirations and needs of others, for their sakes and for our own.
César Chávez

No man will make a great leader who wants to do it all himself or get all the credit for doing it.
Andrew Carnegie

Surround yourself with the best people you can find, delegate authority, and don't interfere....
Ronald Reagan

A leader ... is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.
Nelson Mandela

My grandfather once told me that there were two kinds of people; those who do the work and those who take the credit. He told me to try to be in the first group; there was much less competition.

Indira Gandhi

A leader is one who knows the way, goes the way, and shows the way
John C. Maxwell

It is not fair to ask of others what you are not willing to do yourself.
Eleanor Roosevelt

It's all about the people at the end of the day.
Paul J. Sarvadi

A genuine leader is not a searcher for consensus but a molder of consensus.
Martin Luther King, Jr.

Management is doing things right; leadership is doing the right things.

Peter F. Drucker

A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.

Rosalynn Carter

The most important thing to do if you find yourself in a hole is to stop digging.
Warren Buffett

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

Sheryl Sandberg

So What is a
Company Culture?

In the simplest of terms, your company culture is the personality of your organization. It's what you stand for, and its cornerstones are your mission, your vision and your values.

You and your executive team need to devote time and effort to lay this foundation. If you don't, someone will fill in the gap. And you'll look around one day and say, "This isn't what I planned. What happened?"

Begin with the basics:

Your mission	A good vision	Values
statement tells the world why you're in business. Keep it brief.	statement describes what your company aspires to be down the road. It should have emotion and motivate.	are what you and your employees believe, and how you'll behave. Build your culture from your values.

Many business owners are redefining their company culture in order to create a more appealing workplace that will win over candidates who can afford to be choosy.

Does Your Culture Need Resuscitating?

It's not too late to revive a culture that's flat-lined. You can design a workplace your employees won't want to leave. **Start by asking these questions:**

How well do your employees enjoy their work?
Coming to work shouldn't bring feelings of dread.

Is there a level of accountability and responsibility?
Taking ownership makes employees feel connected.

Are your employees engaged?
Believing what they do matters to the company and its mission leads to committed employees.

Is there a sense of camaraderie and respect?
People like to be involved and know their word and work are trusted.

How do you invest in your employees?
Recognition and rewards (monetary or otherwise) for a job well done show that you value the work of your employees.

Answer these questions honestly. Now you're ready to begin the task of recreating a company culture that will make your competition envious.

7 Steps to Building an Effective Culture

An effective company culture makes employees feel good, but your focus should be on helping your employees do their jobs better, so your business runs as efficiently and effectively as possible. **These seven components help you foster a positive company culture.**

1 Set clear and specific expectations.
Make sure your employees know the purpose behind their jobs, so they can focus on goals and help your company forge ahead.

2 Explain the big picture connection.
Knowing how their work contributes to your business gives your employees a sense of belonging and value that is motivating.

3 Get your leadership team on the same page.
Your leaders must focus on the same goals and destination to avoid wrong turns.

4 Hold employees accountable.
Let your employees own their work. Don't micromanage, but hold each person responsible for pulling his or her own weight.

5 Maintain open, honest communication.
Talk. Listen. Share ideas. Be honest. Sweeping issues under the rug won't solve problems and may make things worse over time.

6 Take time to recognize success and learn from failures.
Tell your employees when they do well. You'll be surprised how far a "thank you" or "good job" can go. Recognize their successes in front of the entire team.

7 Give them room to grow.
Expanding their skill sets and applying them can be more attractive to many employees than a larger paycheck.

4 Ways to Sabotage Your Company Culture

Don't worry about candidates before you hire them.
Job candidates want an experience with your company, and that's your job. Follow up in a timely manner. Exhibit an interest, ask questions. Streamline your interview process to respect your candidates' time, and they'll be more enthusiastic, whether they're hired or not.

Don't think about work arrangements during the interview process.
Evaluate your business needs before committing to a remote work agreement, and make sure your candidates know if they'll be expected in the office every day before they are hired.

Don't keep up with technology.
Tablets, laptops and smartphones may be a cost-effective way to keep employees happy and avoid the financial drain of top talent leaving for more tech-savvy employers.

Don't expect leadership to adopt the culture.
Culture trickles down from the top. Employees want to know key decision-makers and how their jobs contribute to your business goals. Host a monthly company meeting. Or, have managers sit with their teams in an open workspace that supports team communication.

6 Ways to Foster Independence and Innovation

No one likes a micromanager. Set up your staff for self-guided success – without losing control – by creating a culture of independent thinking and creativity.

1. Provide context to your employees' work and why it matters.
2. Spell out expectations and guidelines up front, but trust employees to execute their work creatively.
3. Expect some failures. Look at blunders as a part of your training budget.
4. Deal with any issues on a case-by-case basis rather than implementing companywide policies to address a single situation.
5. Look at how you can adjust work-lifestyle requirements, like flexible scheduling, to make employees feel more trusted and happy.
6. Allow employees to develop their careers by providing opportunities to have professional achievements.

5 Factors to Consider Before Granting a Promotion

PERFORMANCE   LEADERSHIP   STRENGTHS   WEAKNESSES   NECESSARY TRAINING

Professional Development: *It's Not Just Workshops*

Once was a time when we thought attending a workshop addressed training and development needs. But learning comes in many forms.

On-the-job learning

What employees do day-to-day, taking on projects and working through new situations is probably the number one way they learn. It's often a gradual process that adds to experience and knowledge.

Mentoring

Having someone advise and guide your employees as they take on new tasks and roles is indispensable. This helps generate morale, relays institutional knowledge and builds the next leaders of your business.

Online courses

Many continuing education classes, as well as basic office skills, can be found online. This often takes the place of sending someone to a workshop – usually at a cost saving.

Workshops and conferences

Although attending conferences can be costly, the opportunity to challenge new thinking and learn from industry professionals can provide an experience that will not only increase knowledge but employee satisfaction.

One-to-one coaching

Nothing replaces the value of regular coaching and feedback conversations to help employees understand in "real time" how to accelerate or improve results.

4 Secrets to Getting the Most Out of High Performers

1 **Don't bark up the wrong tree.** Use measurable performance outputs to help identify high performers.

2 **Remove roadblocks by identifying obstacles** that might prevent high performers from doing an even-better job.

3 **Understand their motivation.** Many high performers are self-motivated and enjoy repeatedly reaching and exceeding expectations. Show them you recognize their success on a day-to-day basis.

4 **Learn from your high performers** by looking at how they produce the results you want, and sharing that information with the rest of your team.

When Employees Aren't Seeking Leadership

Got an open position for a managerial role, but no current employees are biting? You're not alone. In fact, according to CareerBuilder, only 34 percent of employees want to be a boss.

If this scenario sounds familiar, here's what you need to do next:

- **Ask employees about their aspirations.**
  Find out what keeps them motivated and engaged. It could be an informal leadership role is more up their alley.

- **Examine your company's work-life balance.**
  Is work interfering with your employees' personal lives? If so, this might be why they're unwilling to take on more responsibility.

- **Don't push employees into leadership.**
  Respect your employees' choices if they aren't interested in leadership opportunities. Simply recognize that you need highly talented workers in all roles – not just managerial positions.

Are your high performers ready to be managers?

Before you promote your staff members, ask yourself the following:

Do they have the motivation?
Are they driven to achieve or have a need to advance? When you understand the motivation of your employees, it will help predict their successes or struggles in new positions.

Do they have the skills?
Those who are already mentoring their peers, or have a good understanding of the big picture, are probably best equipped to be great leaders.

Are they prepared for leadership?
Good feedback and proper development is essential before employees move into new roles.

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