

Engage & Mobilize

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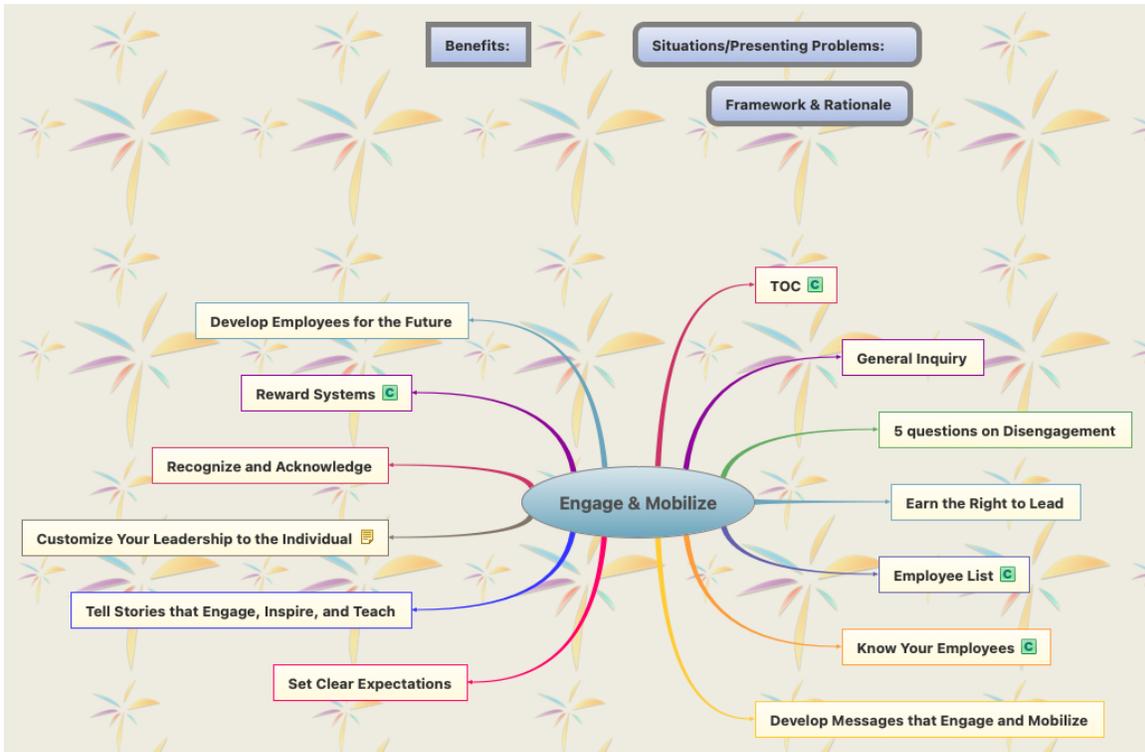
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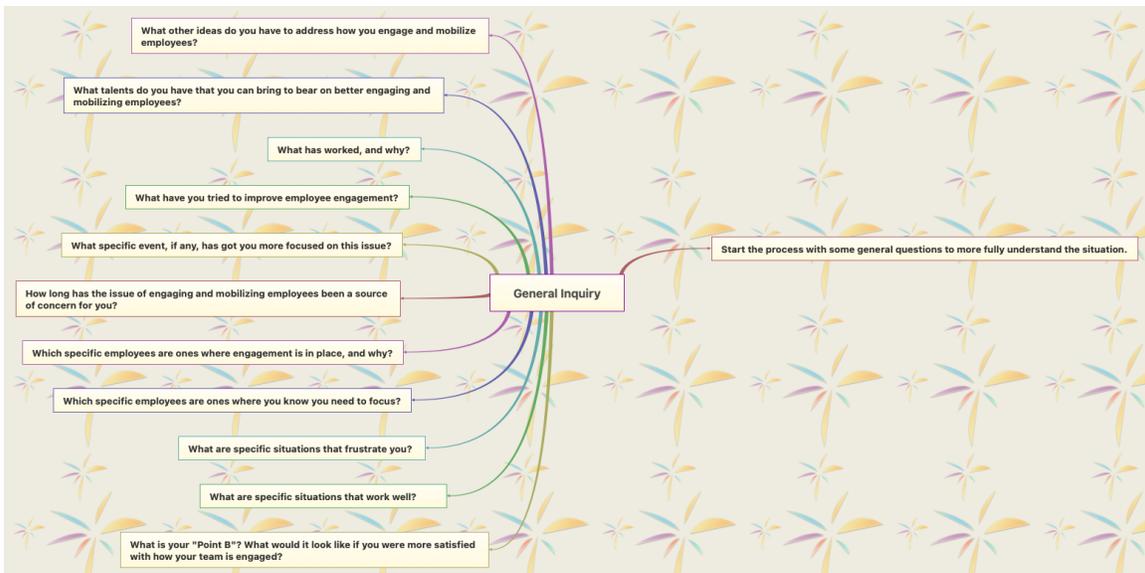
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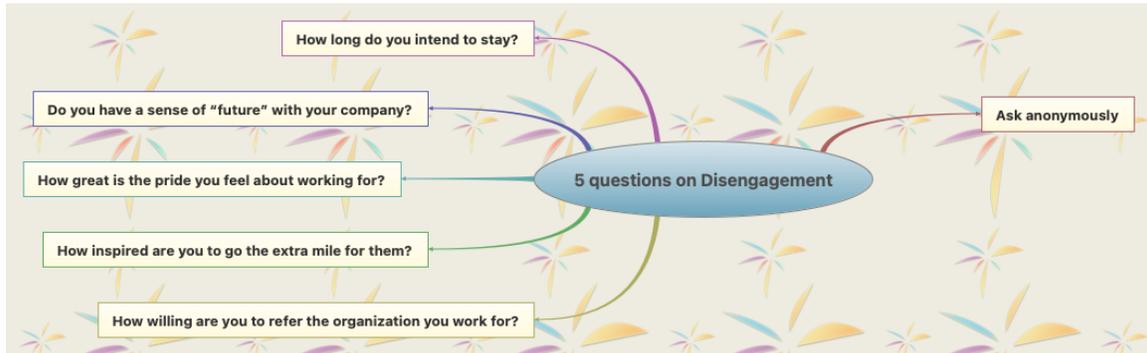
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3. 5 questions on Disengagement



3.1. Ask anonymously

3.2. How willing are you to refer the organization you work for?

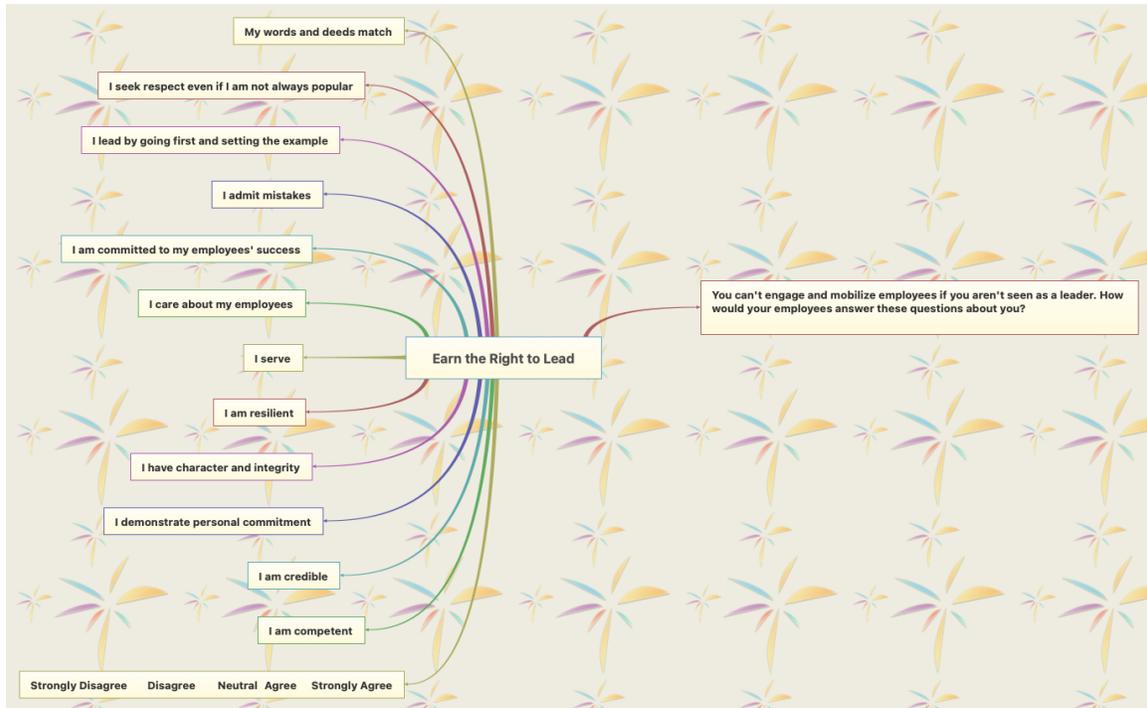
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3.5. Do you have a sense of “future” with your company?

3.6. How long do you intend to stay?

4. Earn the Right to Lead



4.1. You can't engage and mobilize employees if you aren't seen as a leader.

How would your employees answer these questions about you?

4.2. Strongly Disagree Disagree Neutral Agree Strongly Agree

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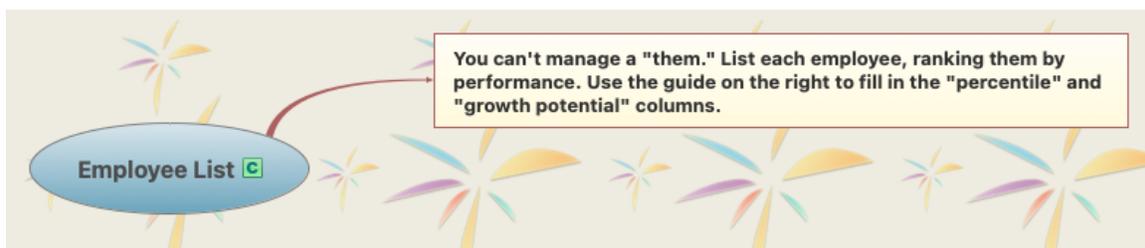
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5. [Employee List](#)



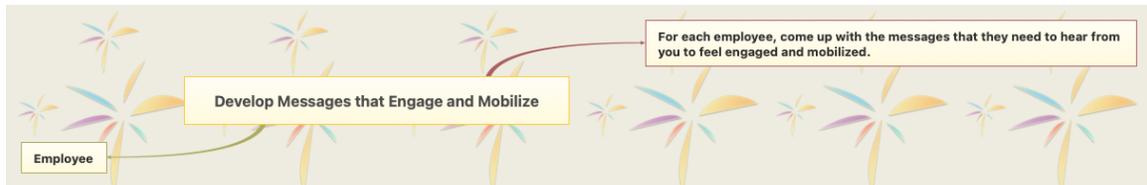
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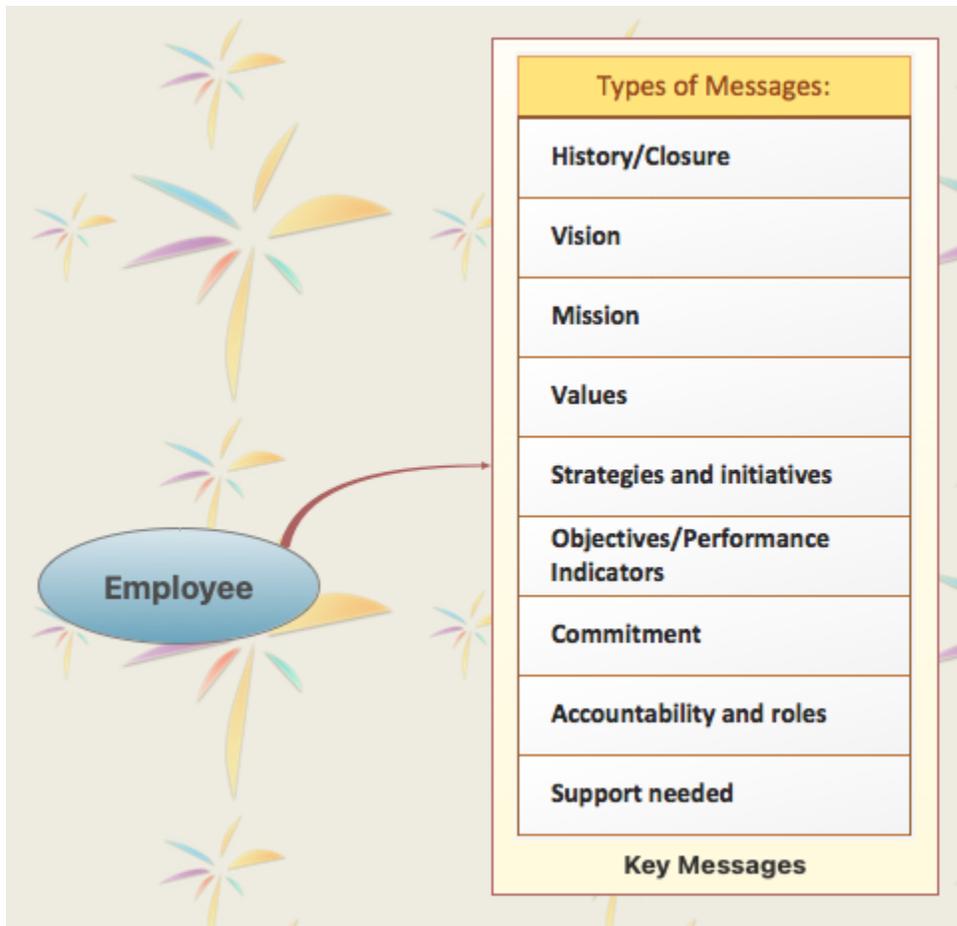
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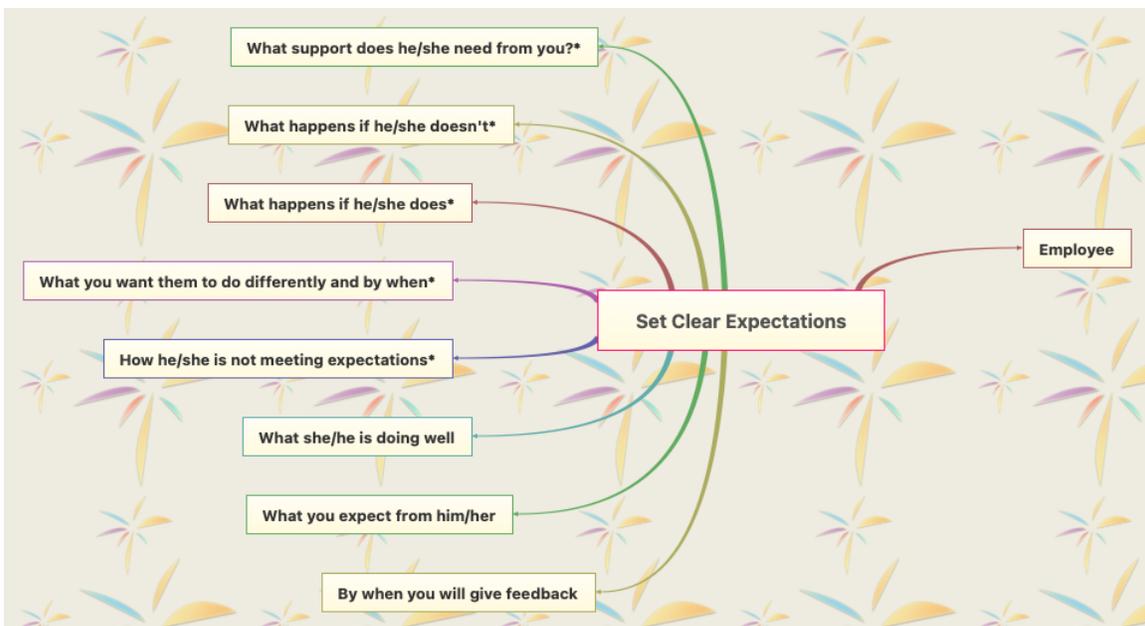
7.2. Employee



7.2.1. Key Messages

Types of Messages:
History/Closure
Vision
Mission
Values
Strategies and initiatives
Objectives/Performance Indicators
Commitment
Accountability and roles
Support needed

8. Set Clear Expectations



8.1. Employee

8.2. By when you will give feedback

8.3. What you expect from him/her

8.4. What she/he is doing well

8.5. How he/she is not meeting expectations*

8.6. What you want them to do differently and by when*

8.7. What happens if he/she does*

8.8. What happens if he/she doesn't*

8.9. What support does he/she need from you?*

9. Tell Stories that Engage, Inspire, and Teach

Tell Stories that Engage, Inspire, and Teach

Idea Joggers:

- Overcoming a challenge or adversity
- Learning from a failure
- Key lesson about being a better leader
- How a team came together despite difficult circumstances
- The best leader you ever worked with, and what you learned
- The worst leader you ever worked with, and what you learned
- Insights about your own shortcomings and how you overcame them
- How the organization has evolved, and where it is headed
- Someone you know who learned a key lesson that is relevant to your work

Possible Ideas

9.1. Possible Ideas

Idea Joggers:
Overcoming a challenge or adversity
Learning from a failure
Key lesson about being a better leader
How a team came together despite difficult circumstances
The best leader you ever worked with, and what you learned
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10. Customize Your Leadership to the Individual



%

Read the descriptions; reflect on your own most & least dominant styles. In the left column, allocate 100 percentage points to reflect the relative weight of each style in your leadership approach.

AFFILIATIVE: An affiliative leader promotes collegial relationships within the group. She/he recognizes that effective teamwork depends on fostering good relations and communication among team members. An affiliative leader is as interested in the personal health and welfare of her/his team members as in the task or job they are performing. She/he is easy to get along with and spends time on teambuilding. She/he has a high level of trust in her/his team members and gives them great flexibility in how they do their jobs. She/he gives positive feedback frequently yet may be uncomfortable holding others accountable. Thus she/he will usually avoid difficult confrontations. Some team members may feel that she/he should be more authoritative or forceful.

COACHING: A coaching leader is concerned with supporting the efforts of others on the team and developing their skills. She/he helps them identify their strengths, weaknesses and potential. Coaching leaders support others (especially new or inexperienced team members) to acquire new skills and develop professionally. She/he uses listening skills and open-ended questions to help others resolve work challenges. A coaching leader provides ongoing performance feedback and seeks to understand the reasons for underperformance. Mistakes and underperformance are seen as learning opportunities. Coaching leaders excel at delegating and giving others challenging assignments. Some team members may want this person to “lead” more and “coach” less.

COMMANDING: A commanding leader provides clear direction and expects others to follow. She/he often takes decisions with little (or no) input from others. In crisis situations, she/he is comfortable making quick decisions and making them unilaterally. She/he does not hesitate to confront others when they are underperforming or making mistakes. She/he will take disciplinary action to hold others accountable (getting rid of underperformers), yet will also reward those who are excelling in their work. Some team members may feel that this person should listen more.

DEMOCRATIC: A democratic leader encourages participation from her/his team regarding the directions the team should take and what actions they should prioritize. She/he will solicit input from others as a way to build “buy-in”. When faced with a complex problem, she/he will elicit ideas from others, listen attentively and consolidate the many differing points-of-view. She/he encourages participation and exchange of ideas. A democratic leader facilitates consensus-building processes. Some team members may feel that she/he should “decide” more and “facilitate” less.

PACESETTING: A pacesetter leader “sets the pace”. She/he sets high-performance standards for herself/himself and expects others to do the same. She/he leads by example: i.e. she/he is tireless, exudes self-confidence and focuses on achieving results. A pacesetter leader interacts most frequently with other outstanding performers on the team – expecting the others to catch up if and when they can. If someone’s performance is lagging, a pacesetter leader will reassign the job to someone she/he considers more competent. Pacesetters focus on individual effort and expect others to be competent in their roles. Some team members may feel that this person needs to be more sensitive and tolerant of other team member views and working styles.

VISIONARY: A visionary leader focuses on the “big picture” and “long-term” goals rather than on the immediate tasks and details. She/he will have compelling ideas about what should be done and is persistent in communicating these to others. She/he will circumvent existing policies or procedures if they get in the way of getting things done. She/he easily mobilizes or inspires others to action. Some team members may feel that this person needs to spend less time “thinking” or “talking” and more time “doing” or paying more attention to the immediate problem(s).

10.1. Employee Name

10.2. Best leadership style now



10.2.1. AFFILIATIVE

10.2.2. COACHING

10.2.3. COMMANDING

10.2.4. DEMOCRATIC

10.2.5. PACESETTING

10.2.6. VISIONARY

10.3. Rationale

11. Recognize and Acknowledge



11.1. Consider The 5 Love Languages for reference

11.2. Employee

11.3. Preferred form of acknowledgement

11.4. What I will tell him or her

11.5. How I will recognize and/or acknowledge him or her

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12. Reward Systems



12.1. How are the organization's rewards systems aligned, or not, with engaging and mobilizing employees?

13. Develop Employees for the Future



13.1. Goals

13.2. Results, performance, and achievements

13.3. Initiatives started/completed

13.4. Attitudes/behaviors demonstrated

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13.9. Meet key people, develop mentors, form new relationships

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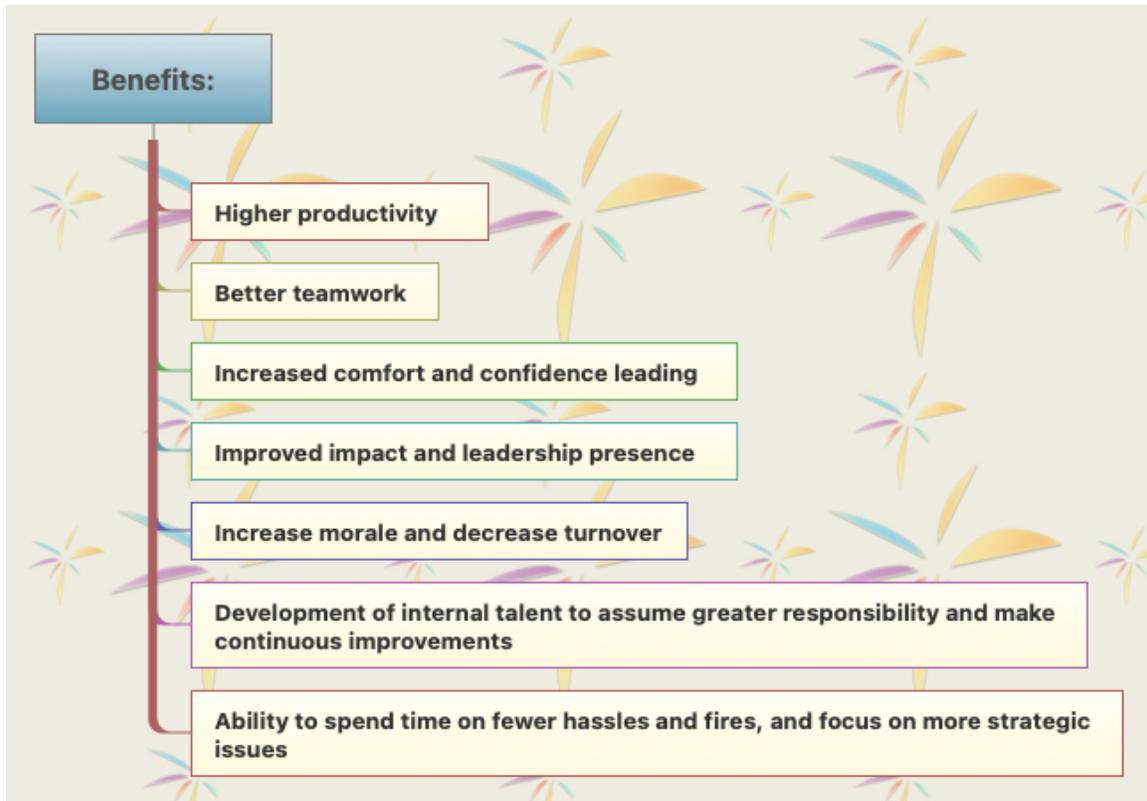
13.12. Join new organizations/networks

13.13. Read and conduct self-study

13.14. Coaching

13.15. Other

Benefits:



Higher productivity

Better teamwork

Increased comfort and confidence leading

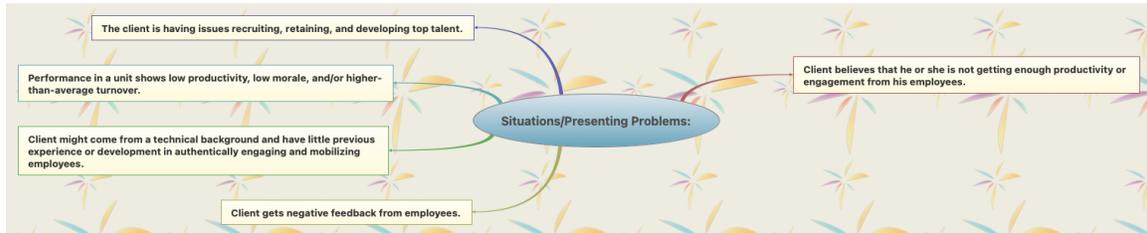
Improved impact and leadership presence

Increase morale and decrease turnover

Development of internal talent to assume greater responsibility and make continuous improvements

Ability to spend time on fewer hassles and fires, and focus on more strategic issues

Situations/Presenting Problems:



Client believes that he or she is not getting enough productivity or engagement from his employees.

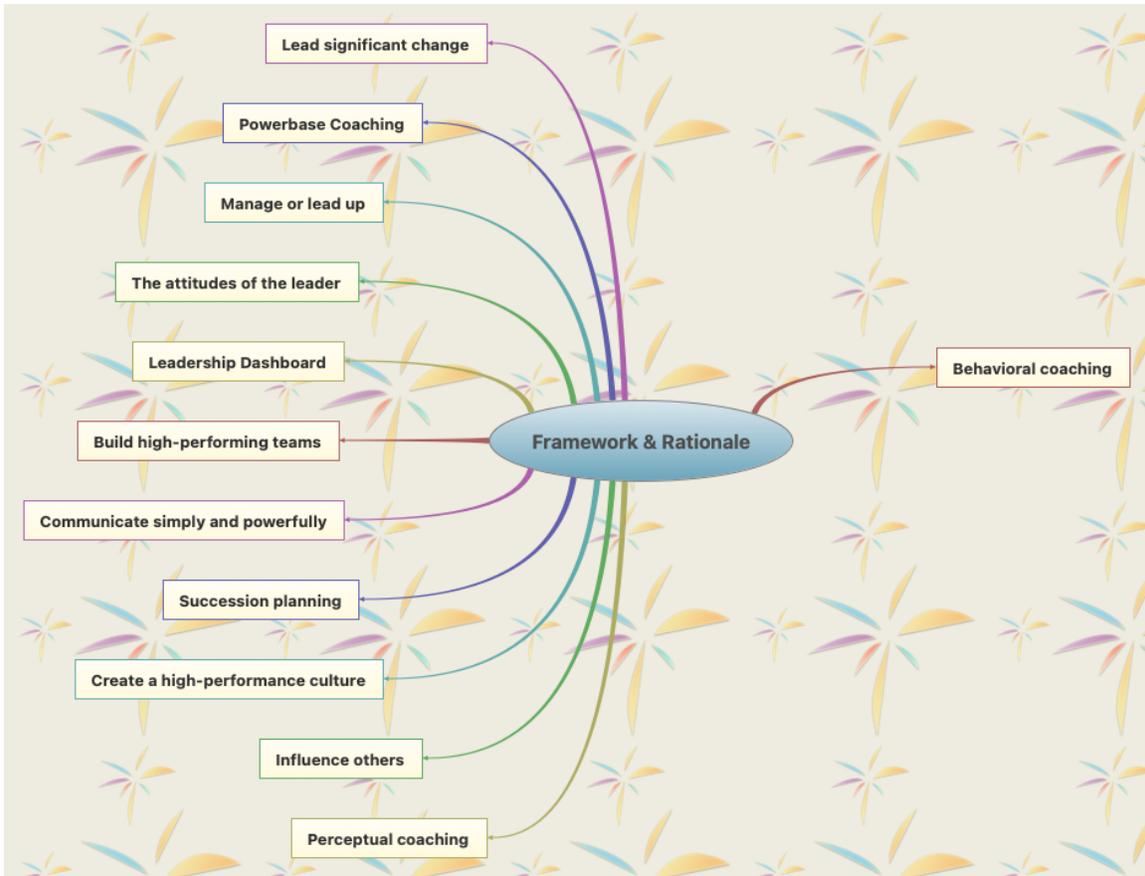
Client gets negative feedback from employees.

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Performance in a unit shows low productivity, low morale, and/or higher-than-average turnover.

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Framework & Rationale

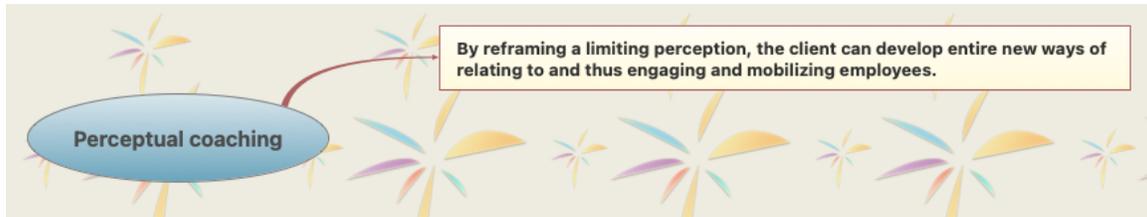


Behavioral coaching



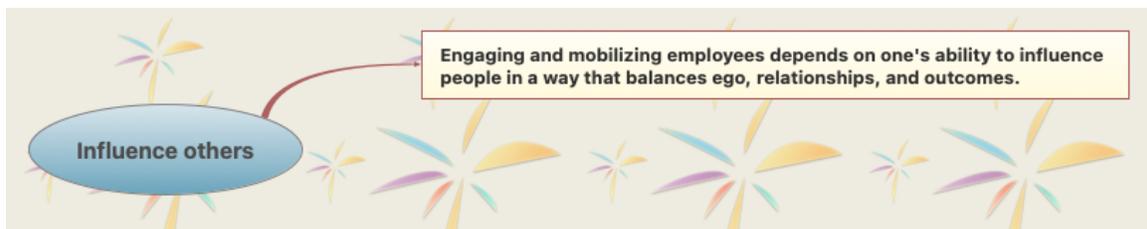
By changing a single behavior or developing a single new skill/competency, the leader can have an improved impact and stronger working relationships with direct reports.

Perceptual coaching



By reframing a limiting perception, the client can develop entire new ways of relating to and thus engaging and mobilizing employees.

Influence others



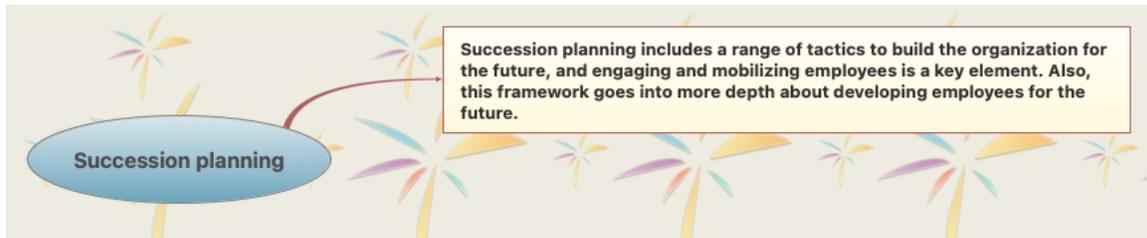
Engaging and mobilizing employees depends on one's ability to influence people in a way that balances ego, relationships, and outcomes.

Create a high-performance culture



An engaged and mobilized workforce is essential to creating a high-performance culture, and a high-performance culture tends to attract and retain highly engaged talent.

Succession planning



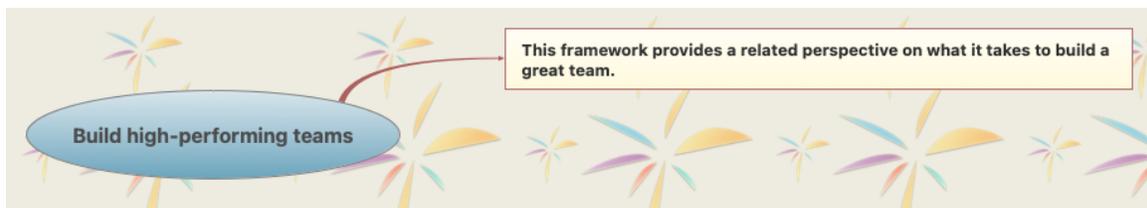
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Communicate simply and powerfully



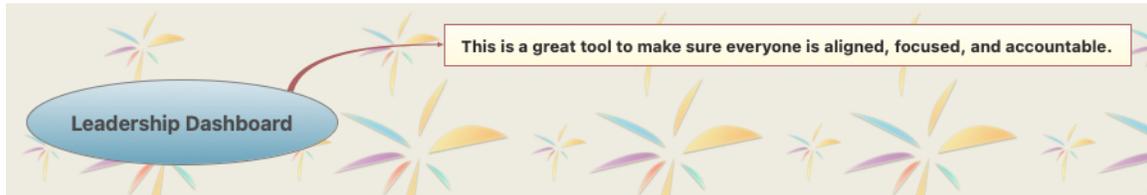
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Leadership Dashboard



This is a great tool to make sure everyone is aligned, focused, and accountable.

The attitudes of the leader



Certain specific attitudes naturally lead to effective communication, behaviors, and ways to build strong relationships with employees while also getting results.

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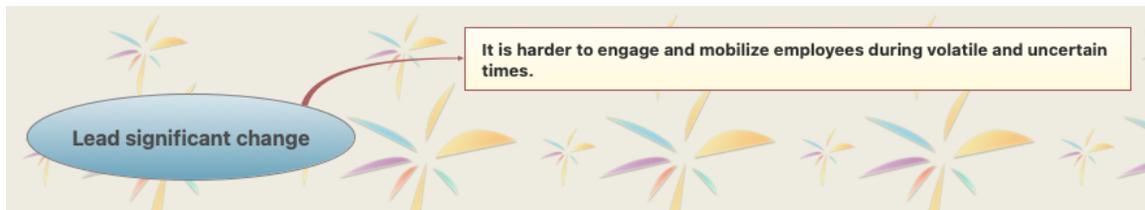
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Powerbase Coaching



If there are relationship issues with employees, there could also be relationship issues with others in the client's powerbase.

Lead significant change



It is harder to engage and mobilize employees during volatile and uncertain times.