

# Lead, Motivate and Inspire your Dream Team

Guide a team the right way to achieve your business goals

## SUMMARY CHECK-LIST

- ✓ Many small business owners start either alone or with a partner
- ✓ As the company grows, they add team members
- ✓ The entrepreneur needs to develop skills to manage their team
- ✓ You need to foster a culture of innovation
- ✓ Team members need to feel appreciated and supported
- ✓ You are the leader and changes must start with you
- ✓ Until recently most companies were top-down organizations
- ✓ Orders were given and team members were expected to follow them
- ✓ Today leadership is established through integrity and similar traits
  
- ✓ Kurt Lewin outlines three main types of leadership:
  - Authoritarian
  - Democratic
  - Laissez-faire
- ✓ Authoritarian leaders
  - Command and control
  - Establish a clear line between leader and employee
  - Decisions come from the top and are carried out by the team
  - They're often seen as controlling
  - Leads to less creativity and engagement
  - Best for quick decisions
- ✓ Democratic leaders
  - Offers guidance only & lets team members provide input for decisions
  - Fosters more engagement
  - Everyone feels like they are a valued member
- ✓ Laissez-faire leaders
  - Offers little or no guidance
  - Best approach when team members are highly skilled
  - Can lead to lack of engagement and to confusion
  
- ✓ For small businesses, a democratic style is best
- ✓ Other styles may be employed when needed
- ✓ Also, consider your mindset and how it influences creativity

## **Adopt Innovative and Entrepreneurial Mindsets**

- ✓ Be Positive
  - Position things for growth and opportunity
  - Reflected in both how you think and speak
  - Don't sugar-coat – frame in a certain way
- ✓ Accept Failure
  - There will be failures along the way
  - Be accepting of failure
  - Look at the positives and move on
- ✓ Delegate
  - Get comfortable with delegating work to others
  - Micromanaging means you can't foster creativity
  - Your business will stagnate without it
- ✓ Embrace Learning
  - A good team has a love of learning
  - Your ability to learn and master new things is essential to success
  - Take every opportunity to learn
- ✓ Be Flexible
  - Be ready to adapt to shifts in the environment
  - Continuous change is only of the only constants
  - Be willing to try new ways of doing things

## **Master Communications Skills that Foster Collaboration and Innovation**

- ✓ Communicate by Listening
  - Listen more and talk less
  - If you're dominating, you're not getting enough input
  - Ask questions and listen to answers
- ✓ Be Approachable
  - Do team members feel comfortable sharing?
  - If not, make yourself available
  - Let team members know you're there for them
- ✓ Share Information
  - Do you keep team members up to date with what's going on?
  - Do they understand your vision?
  - Do they know what your goals are?
  
- ✓ We often forget to tell team members what we're working towards
- ✓ Plan to have regularly scheduled meetings where you share your vision and goals
- ✓ Keep it informal and encourage team members to contribute

## **Learning Objectives**

- ✓ Adopt a leadership style that encourages independence, solution resolving and collaboration
- ✓ Foster a culture of collaboration and innovative thinking among team members
- ✓ Motivate your team to be self-directed
- ✓ Use proven techniques to guide your team towards achieving business goals

## Create a Culture of Collaboration and Innovation

- ✓ Creating a culture that nurtures collaboration & innovation is essential
- ✓ You'll learn tips for hiring the right people
- ✓ Simple strategies for encouraging an environment where innovation will flourish

### Hiring the Right People

- ✓ There are certain qualities that are universal in an innovative team:
  - Results-oriented
  - Energetic and positive
  - Comfortable taking risks and trying new things
  - Always looking to grow
  - Loves working with teams and collaborating
  - Able to multi-task while remaining focused on goals
- ✓ Take some time to create interview questions that would reveal these qualities such as:
  - "You're on your way to the first meeting of a new project team. What questions are on your mind?"
  - "Is it possible to be a good team player and still disagree with your manager?"
  - "When was a time you failed to achieve your goals. What did you learn or what was the result?"
  - "You have to work in multi-person teams at one time. How do you change your approach from one to another?"
- ✓ Ask potential hires for examples of when they exhibited the above traits
- ✓ When contacting references, ask them about the traits and for examples

### Creating a Culture of Innovation

- ✓ Make a list of characteristics you're looking for

- ✓ Show this to team members and ask them to discuss them
- ✓ Ask them how they think you could foster them as a team
- ✓ Gather feedback and listen to ideas
- ✓ Get ideas you can implement and test
- ✓ Envision how these characteristics would look when implemented in the workplace
- ✓ Discuss with your team if you want to change your own leadership style
- ✓ Represent qualities visually
- ✓ Create posters and have them in the office, or send them out digitally
- ✓ Use quotes that embody the values you're aiming for
- ✓ Create a program to reinforce cultural values
- ✓ Reward behaviours you're aiming to develop
- ✓ Embody the values you expect team members to adopt
- ✓ Set aside time to work on your team's culture
- ✓ You'll need space to plan and implement

## **Culture Killers**

- ✓ Office Negativity
  - It's ok to have a bad day from time to time
  - But office negativity needs to be handled quickly
  - Resolve every member's issues
- ✓ Gossip
  - Gossip splits teams into factions and turns them against each other
  - It also distracts and leads to negativity
  - Discourage gossip when you hear it
- ✓ Blaming Others
  - Reinforce the idea that everyone plays an important role
  - Mistakes are not to be feared
  - Set the example by taking responsibility for your own failures
- ✓ Over-Sensitivity to Feedback
  - Over sensitive team members are less likely to share
  - Create an environment where feedback is given in a positive way
  - Reinforce that there are no mistakes and failures
- ✓ Negative behaviors are less of an issue with virtual teams
- ✓ Reduce issues by encouraging employees to work remotely
- ✓ You can ask them to come in when there's a specific event

## **Build Your Team's Value through Learning Opportunities**

- ✓ Hiring and training takes a great deal of time, effort and resources

- ✓ Keep people happy and encourage them to develop skills
- ✓ Offer learning and development opportunities
- ✓ There are plenty of impactful and inexpensive ways to inject learning:
  - Onboarding activities
  - Skill/knowledge development
  - Transitioning to new roles
  - Soft skills
  - Other types of initiatives

## **Onboarding**

- ✓ Someone should be appointed with the task of educating new team members
- ✓ This can be as simple as having a check-in with them once a week
- ✓ Mentors will help make new team members feel more comfortable

## **Ongoing Learning and Development**

- ✓ If you're working with professionals, they may need to learn new skills from time to time
- ✓ All team members will benefit from learning new skills or improving them
- ✓ Today there are many free programs online

## **Transitioning to New Roles**

- ✓ Consider carefully how to track team members to advance them
- ✓ Shifting responsibilities leads to happier employees
- ✓ Identify potential leaders early on and let them know of plans to promote them
- ✓ Strategies include:
  - ✓ Cross Training
    - For small teams
    - Inexpensive and will help motivate team members
    - Members shadow one another to learn new skills
  - ✓ Mentoring
    - For team members who hope to be promoted
    - Can be mentors from inside or outside the organization
    - Mentor someone yourself
  - ✓ Team Role Rotations
    - Rotate members through various roles
    - Good training for the more economic environment
    - Keeps team members more interested and engaged
- ✓ Office Champions

- Have a rotating team member who gives a presentation about their role
- Give other members a chance to learn what each other does
- Make this fun
- ✓ **Soft Skills Training**
  - Essential for the entrepreneurial mindset
  - A combination of people, social and communication skills, and career attributes
  - Pair up a team member who needs help with another who is better at that skill
- ✓ **Work Process Improvements**
  - Assign teams challenges to solve
  - Make it a contest
  - It could be something simple

## **Coach Your Team to Maximum Success**

- ✓ By coaching team members with goal-oriented behaviors you'll encourage them to do their best work
- ✓ Coaching is the most valuable skill you can use as a leader

### **Coaching vs. Mentoring**

- ✓ They use some of the same skills and approaches but have major differences
- ✓ Coaching is task or goal-based
- ✓ Mentoring is a longer-term approach

### **One-on-One Coaching Sessions**

- ✓ Coaching successfully involves holding one-on-one touch points with team members
- ✓ They don't need to be formal
- ✓ Touch base with team members for 20 to 30 minutes once every two weeks or so
- ✓ If you have a larger organization, focus on your core team
- ✓ Then set up protocols for managers to hold similar sessions with their team members
- ✓ Some ways to lighten the workload include:
  - Shorten session times
  - Carry out basic coaching via email
  - Set aside a time for members to report back to you
  - Schedule sessions less often
  - Use an online communication method

## **Tips on Running Your Coaching Sessions**

- ✓ The team member should do most of the talking
  - Your job is to check in and see how you can help
  - Listen to progress and ask open-ended questions
  - Your main involvement should be to remove obstacles
- ✓ Keep the conversation positive
  - Use tips discussed to turn negatives into positives
  - Risks, threats and failures should be seen as opportunities
  - Always add some positive reinforcement
- ✓ Keep your meetings informal and encourage your team member to take notes
  - Use note taking tools if necessary
  - Notes are for their reference to recall what went on during the session
  - At each session ask them to refer to notes from before

## **Anatomy of a One-on-One Coaching Session**

- ✓ Measure team member's progress against
  - Business goals
  - Learning & Development goals

## **Business Goals**

- ✓ Those that are directly related to core business objectives
- ✓ Make sure team members' individual goals support overall business goals
- ✓ Identify which team members can influence particular goals and set related goals for them

## **Learning and Development Goals**

- ✓ L&D goals are broader
- ✓ Examples include communication or sales skills
- ✓ These may be group goals that trickle down to individual team members
  
- ✓ Discuss progress and support for both business and L&D goals
- ✓ You'll often find there's some overlap
- ✓ A team members' personal development will affect their work performance

## **Stage 1: Preparing for Your Coaching Sessions by Setting Annual Goals**

- ✓ You should have 3-5 key things you want to accomplish in a given year
- ✓ These goals revolve around sales, efficiency or profitability, and keeping people happy
- ✓ Break down annual goals into milestones and actions
- ✓ You're not dictating to your team members
- ✓ Present the problems and they come up with solutions
- ✓ Have them suggest actions to carry out
- ✓ Be open and transparent about goal setting
- ✓ Team members have ideally been involved along the way to provide input to help the business grow
- ✓ Also think about the learning and development goals you're trying to accomplish

## **Stage 2: Rolling out Your 1:1 Coaching Session**

- ✓ The next step is to set up regular meetings
- ✓ Decide on your own what frequency works for you
- ✓ Meetings should cover business and L&D goals
- ✓ Plan your agenda in advance and share it beforehand
- ✓ Be specific about how much time you'll spend
- ✓ Ask your team members what they'd like to discuss

### Sample 1:1 Coaching Session

- ✓ Part 1: Business Goals
  - What progress has been made?
  - What are some specifics?
  - What changes need to be made?
  - What challenges are in the way?
- ✓ Part 2: L&D/Innovation Goals
  - What progress has been made?
  - What have you learned?
  - What changes need to be made?
  - Where do you need support?
- ✓ Part 3: Moving Forward & Action Steps
  - What will you do between now and the next session?
  - What do you need me to do?
  - Agree on next steps and next meeting time

## **Celebrating Successes**

- ✓ Continue to have other team events to share updates
- ✓ Formally recognize and celebrate everyone's successes
- ✓ Detail everyone's involvement



## Conclusion and Next Steps

- ✓ You've learned an effective way to coach your team to solve problems, be accountable and work more effectively with others
- ✓ You learned how to examine your own leadership style
- ✓ You identified key attributes you'd like to encourage
- ✓ You looked at easy ways to include L&D opportunities for team members
- ✓ You learned how to build a 1:1 coaching agenda
- ✓ Make sure you complete all of the elements discussed and get started