

Leadership

87 – 132

John Quincy Adams \

**If your actions
inspire others to
dream more, learn
more, do more and
become more, then
you are a leader.**

\ 6th U.S. President

Stephen Covey \

**Leadership is
a choice not
a position.**

\ Businessman

We Are All Leaders Playing to Our Strengths

Leadership

Leadership is so much more than a job title, in fact, it's really nothing to do with your job title as most 'senior' positions in many businesses are 'management' roles, whereas anyone could be a leader in any role, leading by example, to inspire, encourage and get the best out of everyone around them.

(As mentioned in Chap – 2 and Chap – 5) at Anglepoise we use the Excellence Model (courtesy EFQM) to help guide our business planning, prioritisation and execution. The following section is taken from the excellence model and sets out what excellence in leadership could look like, and where appropriate points to specific sections in this book that explains our approach to it.

Leading with Vision, Inspiration & Integrity (Excellence Model, EFQM)

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

In practice, we find that excellent organisations have leaders who embody the following:

\ Culture of Involvement

Inspire people and create a culture of involvement, ownership, empowerment, improvement and accountability through their actions, behaviours and experience.
(see Chap – 2)

\ Clear Direction

Set and communicate a clear direction and strategic focus; they unite their people to share and achieve the organisation's Mission, Vision and strategic goals. (see Chap – 2)

\ Innovation

Promote a **culture** which supports the generation of **new ideas** and new ways of thinking to encourage **innovation** and organisational **development**. (see Chap – 5)

\ Role Models

Champion the organisation's **values** and are **role models** for integrity, social responsibility and ethical behaviour, both internally and externally.

\ Flexibility

Are **flexible**; they demonstrate their ability to make sound, timely **decisions**, based on available information, previous experience and knowledge, with consideration of their potential **impact**.

\ Integrity

Are **transparent** and **accountable** to their stakeholders and society at large for their **performance** and ensure their people act **ethically, responsibly** and with **integrity**.
(see Chap – 1, and Chap – 3)

Here are two statements that all Leaders and Managers at Anglepoise should aspire to:

Engaging Leaders are at the **heart** of an **organisations culture** – they **facilitate** and **empower** rather than control or restrict their team; they treat their team with **appreciation** and **respect** and show commitment to **developing**, increasing and **rewarding** the capabilities of those they lead.

Engaging Leaders offer **clarity** for what is **expected** from individual team members, which involves some **stretch**, and much **appreciation** and **feedback / coaching** and training. They also **treat** their people as **individuals**, with **fairness** and **respect** and with a concern for their **wellbeing**. Lastly, leaders have a very important role in ensuring that work is designed **efficiently** and **effectively**.

Our Leadership & Management Behaviours

The behaviours and qualities of Leadership & Management are very different things, but can, and should complement each other very well in different roles.

There are many definitions available for what is a Leader or a Manager (and many are contradictory), so the definitions below aim to help clarify this.

Leader

[lee-der] *noun*

A **Leader** is someone who **leads by example**, so that others are **inspired** and **motivated** to **follow** them. They **influence** a group of people towards the **achievement** of a plan or goal.

Manager

[man-i-jer] *noun*

A **Manager** is responsible for **planning** and **directing** the work of a group of individuals, **monitoring** their work, and taking **corrective action** when necessary. They are also often responsible for **budget** and **expenditure** and are normally the decision makers.

The following table further sets out the behaviours that are expected from all Leaders and Managers at Anglepoise:

All Leaders / Managers should	What this means
Let your team know what you expect from them	Be clear about the outcomes you want, and what the boundaries are (e.g. time, budget, customer requirements, etc.). Check that you have communicated with them effectively , and they can reflect back their understanding to your satisfaction.
Share information with your team	We all need to know what is going on and why. There has to be a very good reason to keep information confidential.
Allow team members to do it their own way (set clear boundaries and outcomes)	If we do it our own way, we can play to our strengths . If we do it our manager's way, we cannot play to our strengths. So, manage on outcomes (with clear boundaries such as complying with company policies and procedures), not the way we get there. Also seek feedback for understanding from your team to ensure everyone is aligned.
Let your team do more (delegate)	We must not believe that only we can do some things. Take a risk and delegate more (taking into account their experience, skills and abilities).
Trust all colleagues and believe the best of them	Trust does not need to be earned by our colleagues. We trust each other to do the right thing (again taking into account their experience, skills and abilities).
Celebrate mistakes... and learn from them	We learn and grow by making mistakes and learning from them. No one makes a mistake on purpose so when they happen let's get to the underlying cause and improve the system.

→

All Leaders / Managers should	What this means
Get your team the things they need to do a good job	Ensure your team have access to the tools, material and support they need to deliver the outcomes you want.
Let your teamwork things out for themselves	We learn by trying things . If we have all the answers our colleagues will never have a chance to learn.
Listen and enquire – be able to receive feedback	Listen to what your team is saying and ask questions to help you genuinely understand . You must be able to receive feedback (good or bad), and focus on the issue , not the person providing it – i.e. is the feedback valid; can it be cross checked; what will you do about it.
Provide constructive feedback to your team, whatever the circumstances	You must be able to give feedback (good or bad) to your team and individuals, and not shy away from the tough issues that may confront you.
Set up your team to succeed, exploit strengths	Give your team the opportunities to play to their strengths and do what they do best every day .
Help your team to feel good about themselves	Happy colleagues deliver better service. As leaders it's a key part of our role to give regular recognition and praise .
Take full responsibility for your life at work	The only person we can control is our self . If we want things to change, we must do something about it our self. If we wait for someone else to fix our problems, we may have a long wait.
Encourage your team to discover how they want to develop and help and support them	Anglepoise will continually improve if we all individually improve. Leaders must help their team to develop in their chosen way.

As leaders we must constantly reflect on what we do, and then learn and develop better ways of using our own strengths to live out these principals.

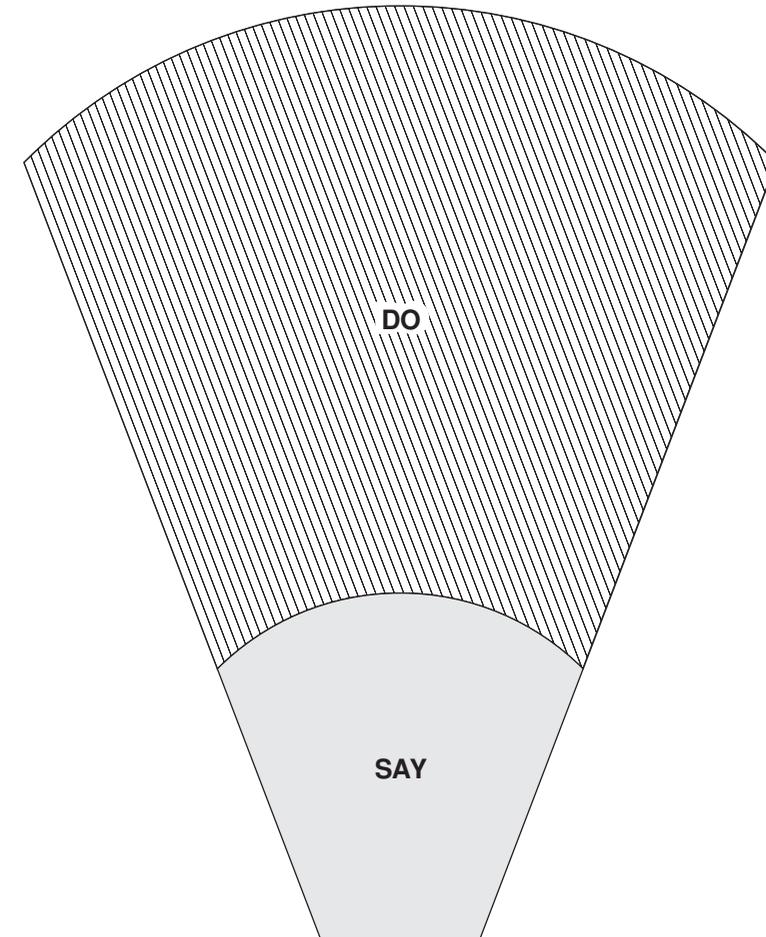
Leading by Example

(acting as a Role Model)

The most common saying around good leadership is to always 'Lead by example' or 'Act as a Role Model' – of course this works both ways in that if you're setting a poor example with your behaviours and actions then you can't expect others to follow and exhibit different, better, behaviours.

Therefore as we strive to lead with the behaviours described above, it's worth returning to the importance of having no '**SAY / DO gap**' (as mentioned in Chap – 3), we should always strive for no SAY / DO gap as this is the best way to lead by example.

So stop talking about stuff, actually do it, plan it in and get it done, how much time do we spend talking about the things that we should just get on with – **say what you're going to do, why you're going to do it, and get it done.**



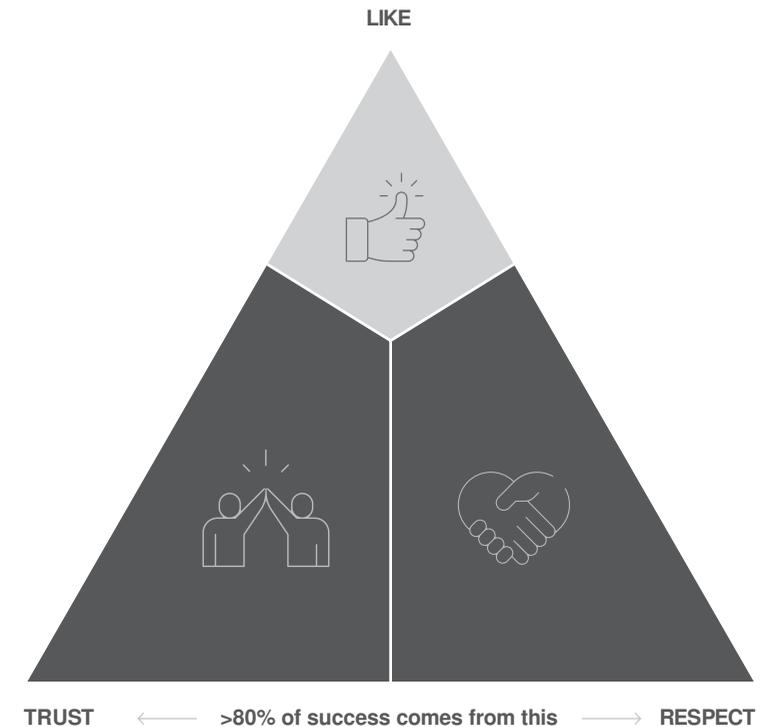
Teamwork \ Built on Trust

You can't be a leader without a team around you, and we fundamentally believe that all team work starts with **trust**, and this trust does not need to be earned, but is taken as a given – that everyone wants to do a good job, and so believe the best in them and trust them.

There is also strong research on consistent high performing teams that of the 3 keys traits or behaviours for success – **Trust, Respect and Like** – that the 'Like' element is really not that important compared to Trust and Respect for long term sustainable high performing teams. In fact, >80% of the sustainable success of the team is due to them all trusting and respecting one another, whereas liking each other has a much smaller part to play.

Leaders who focus disproportionately (perhaps manipulatively) on their colleagues 'liking' them will only get short term success, if there isn't the strong core of team trust and respect.

Traits of High Performing Teams

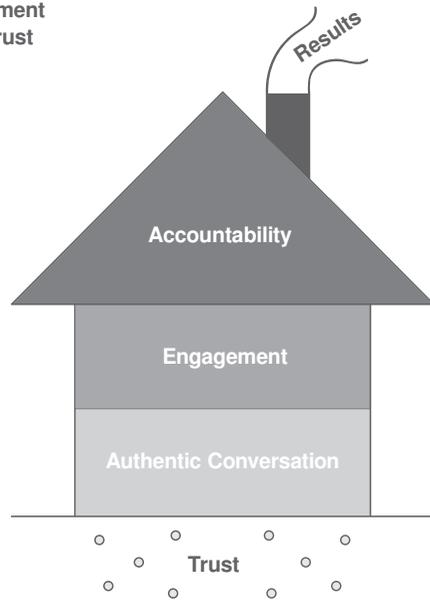


Trust is the Foundation for People Engagement

Another area we believe is crucial for People Engagement (see Chap – 2) is that **trust must also be the foundation for engagement**, which then leads to outstanding **results**.

In the 'Engagement House' below you can see the foundation of trust creating authentic conversations, leading to team engagement, then personal accountability, all accumulating in consistent, outstanding results (the following two sections are adapted from work by Warwick Cavell).

Teamwork & People Engagement is built on a Foundation of Trust



Terminology

What do we mean by each term?

\ Trust

You will look after my **best interests** when I'm **vulnerable** (works all ways: Individuals ↔ Colleagues ↔ Anglepoise).

\ Accountability

Everyone takes **intellectual** and **emotional ownership** of their tasks.

\ Authentic Conversation

Meaningful, open, honest involvement and **two-way** communications.

\ Results

Consistent and **outstanding** performance and results.

\ Engagement

Creating an **environment** where everyone is **motivated** to want to connect with their work and really **care** about doing a **great** job.

Creating **opportunities** for everyone to **connect** with their colleagues, managers and wider organisation. It is a concept that places **flexibility, change** and **continuous improvement** at the heart of what it means to work at Anglepoise.

Trust and the Behaviours we look for at Anglepoise?

OPENNESS
"I give & ask for feedback freely"

- \ Being non secretive
- \ Volunteering information
- \ Keeping people informed (no surprises)
- \ Sharing your feelings (good and bad)
- \ Asking for feedback
- \ Adequate access to each other
- \ I can ask for help when in need

RELIABILITY
"I'll do what I say I'll do"

- \ Keeping promises (I'll get my task done)
- \ Being dependable (I won't let the team down)
- \ Maintaining confidences
- \ Being punctual
- \ Following through on detail
- \ Accepting responsibility
- \ Competence

CONGRUENCE
"What I say is what I mean"

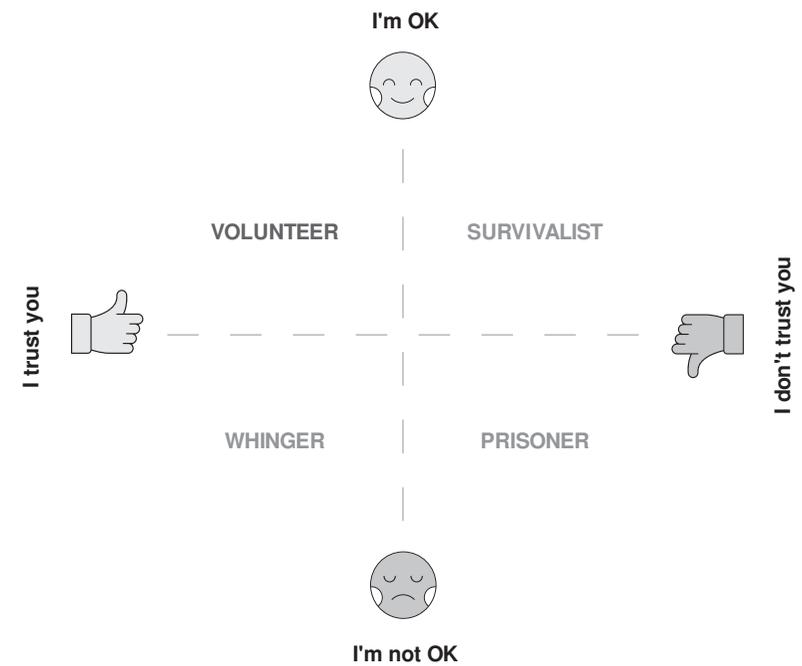
- \ Being direct with people
- \ Saying no when you mean no
- \ Clarifying expectations of others
- \ Practicing what you preach
- \ Facing up to conflict
- \ Honesty

ACCEPTANCE
"Who you are is OK with me"

- \ Non-judgemental of people
- \ Non-critical of people's differences
- \ Not talking down to people (jargon)
- \ Mutual respect
- \ Permission to make mistakes
- \ Listening

Trust, Self-worth and Motivation

The diagram below also underlines the importance of trust (in Anglepoise and each other), including how engaged you are. We strive for everyone to be a genuine **Volunteer** (real people engagement leads to this).



Trust, Self-worth & Motivation

\ Prisoners

At the darkest end of the workplace lives the Prisoner. This person has low self-worth and also hates the company, their leaders and workmates. They act as though they are in a jail, saying, "I have to get out of here", and "I can't wait to escape on Friday".

\ Whingers

Whingers are people with low levels of self-worth, created from whatever reasons – personal, family, peers or environment. They have high levels of trust in those around them and thus become dependent on those people. In the case of the leader or manager, this often emerges as complaints, demands, cries for help and criticism of others to the boss.

\ Survivalists

Survivalists are those people who have high levels of self-worth, but for whatever reason do not have a high regard for their colleagues, leaders or the company. They will follow all published rules, appear as Volunteers, but at the moment of Truth will fall away and look after their own interests before everything else.

\ Volunteers

Volunteers have high levels of trust and self-worth – they will give everything for their job, their colleagues and the business. They both engender leadership and energise people to follow them – this is where we all want to be.

Team Building & Excellent Team Working

The following section is from our **Team Building training** and helps us all to understand the important of our teams and why and how they will always outperform the individual.

What is a Team?

In current society 'teams' are considered familiar and commonplace, but many years ago workplaces were mainly based on vertical hierarchies with rigid job descriptions that defined the individual's contribution to the whole.

These days organisations are generally much 'flatter' and there is an expectation for more flexible roles. Also, life is far more democratic now and the involvement and consultation of everyone to achieve a common goal is much more normal, and in most cases essential.

Teams could be considered as:

Groups of people with a **common goal** who use the **unique** strengths of **each member** and the **combined** strengths of the group to achieve that goal.

Teams within Anglepoise or any business could include: Sales and Marketing, Accounts, Warehouse, Customer Support, Design, Leadership, Board of Directors, the whole company, etc. So, in all businesses, large and small, there are many teams, some fixed, some more transient, but all crucial to the success of everyone else.

Characteristics of High Performing Teams

The following are typical characteristics and behaviours of high performing and effective teams:

Trust, value and respect other members of the team, leading to openness and constructive feedback (no fear of reprisal).

Committed to excellence and delighting the customer.

Persistent in pursuit of goals – action oriented and creatively flexible in getting there.

Prepared to confront people and situations obstructing progress.

Tenacious and inventive in removing obstacles.

High expectations of themselves and others.

Inspired with a strong sense of purpose whilst understanding strategy and 'the bigger picture'.

Actively build networks of people who can help them and welcomes advice from others.

Visible and accessible.

Communicate strongly what they stand for and within the team, encourage paraphrasing to avoid miscommunication.

All team members are considered equal, irrespective of position in organisation.

Ensures every team member is involved and understands reasons for decisions.

Operation of the team is informal, 'people friendly' and they have fun and enjoy themselves.

Driven by success and thrive on it.

Responds quickly and positively to problems and opportunities.

Expect leader to fight for support and resource.

Prepared to take legitimate risk.

Constantly looking for ways to improve.

As you've read through the recommendations above, consider what behaviours you most exhibit and try and create and build upon these characteristics within the teams that you work in.

Groups Vs Teams

There are some fundamental differences between a 'group' of people and a 'team' and therefore why a team will always be more successful. The table below summarises some of these different qualities:

Groups	Teams
No leader	Must have a leader
No overriding vision	Vision and goals provided by the leader or by consensus
Subgroups formed randomly	Focus on working together as a single group
No communication procedure	Communication procedure in place (doesn't need to be written down, just understood by all members)
No support for each other's activities	Support for each other's activities
No group identity	Self-esteem formed through group identity
Individual contributions not encouraged or relevant	Individual contributions welcomed

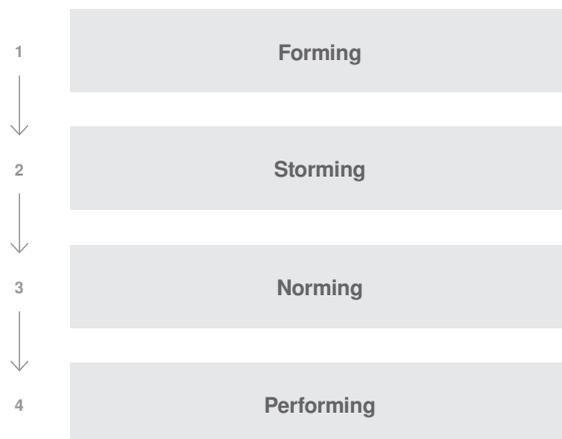


A group does not automatically become a team. It takes work and effort from each individual member to ensure that team characteristics are created within any collections of people that you work with. One of the most important competencies to achieve this is good communication.

Try to look out for when you are in a group rather than a team, and where appropriate take positive action.

Model of Team Development

So how do groups become teams and then how do teams develop? The model of team development below (by Bruce Tuckman) found that during their operational life teams may go through 4 distinct stages, these are:



1	Forming
<p>This is the settling in period. There is a certain amount of confusion and anxiety while people begin to relate to other team members. The behaviour at this stage is typically polite and superficial.</p> <hr/> <p>Actions required to move to the next stage are:</p> <ul style="list-style-type: none"> \ Clarify the team's purpose and goals \ Establish roles and responsibilities of the individual team members \ Define the process for planning actions \ Define procedures 	

2	Storming
<p>In this stage people are beginning to 'flex their muscles' in terms of their roles. Individuals may be beginning to compete with one another. Some people will try to dominate, and cliques may develop. There are various bids for power and influence, which may take the form of outright confrontation. There may be covert support for those wishing to take control on the part of the less vocal members.</p> <hr/> <p>Actions required to move to the next stage are:</p> <ul style="list-style-type: none"> \ Clarify how the team is going to work \ Define the ground rules for listening and managing conflict \ Encourage input from everyone 	



3	Norming
<p>In this stage people start to take responsibility and perform their team roles. The team acts as a team and not a group of self-interested individuals. Levels of trust increase, and the team begins to work together. Contributions from the various individuals are recognised.</p> <hr/> <p>Actions required to move to the next stage are:</p> <ul style="list-style-type: none"> \ Define stretched performance targets \ Encourage the team to challenge its way of working 	
4	Performing
<p>This is the stage where team members are cooperating fully in order to achieve goals. The team is working at peak performance.</p> <hr/> <p>Actions required to move to the next stage are:</p> <ul style="list-style-type: none"> \ Continue to monitor goals and challenge any complacency 	
5	Mourning
<p>There is also considered to be a fifth stage of 'Mourning', where the team has been disbanded or significantly changed (where it may then return back to 'Forming').</p>	

Team Roles & Personal Strengths

A significant outcome of the research carried out by Dr Meredith Belbin was that there are 8 unique roles that would prove beneficial in a **well-balanced** and consistently **successful team**.

Most of us will have **strengths** in a variety of these roles but are also likely to have **one** or **two dominant behaviours** that will significantly influence your role within the team.

By completing a brief team role questionnaire, you can determine which characteristics you have strengths in and therefore where in a team you will most enjoy being part of, and also excel in project and task execution.

Remember there is no **good or bad** with these roles, only that a team needs **balance** to be **successful**.

Also, even if you haven't completed the questionnaire, as you read through the following key different team role types think about which one you're most like and where you can therefore contribute most and be more successful within your teams (see www.belbin.com).



A **co-ordinator** is a likely candidate for the **chairperson** of a team, since they have a talent for stepping back to see the big picture. Co-ordinators are **confident, stable** and **mature** and because they recognise abilities in others, they are very good at delegating tasks to the right person.

The co-ordinator clarifies decisions, helping everyone else focus on their tasks. Co-ordinators are sometimes perceived to be manipulative and will tend to delegate all work, leaving nothing but the delegating for them to do.



PLANT

Plants are **creative, unorthodox** and **generators of ideas**. If an **innovative** solution to a problem is needed, a Plant is a good person to ask. A good Plant will be bright and free-thinking. Plants can tend to ignore incidentals and refrain from getting bogged down in detail. The Plant bears a strong resemblance to the popular caricature of the absent-minded professor / inventor, and often has a hard time communicating ideas to others.

Multiple Plants in a team can lead to misunderstandings, as many ideas are generated without sufficient discernment or the impetus to follow the ideas through to action. Plants can also create problems with the timing of their ideas. The fact that the team has decided on a valid way forward and is now in the implementation stage will not stop the Plant from coming up with new solutions and disrupting the implementation process.



INVESTIGATOR

The **Resource Investigator** gives a team a rush of **enthusiasm** at the start of the project by vigorously **pursuing contacts** and **opportunities**. They are focused outside the team and have a finger firmly on the pulse of the outside world.

Where a Plant creates new ideas, a Resource Investigator will quite happily appropriate them from other companies or people.

A good Resource Investigator is a maker of possibilities and an excellent networker, but has a tendency to lose momentum towards the end of a project and to forget small details.



SHAPER

The **Shaper** is a **task-focused** individual who **pursues objectives** with **vigour** and who is driven by **tremendous energy** and the need to **get things done** – for the Shaper, achieving is the name of the game. The Shaper provides the necessary drive to ensure that the team is kept moving and does not lose focus or momentum.

Shapers are people who challenge the team to improve. They are dynamic and usually extroverted people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered and that the team does not become complacent.

Shapers could risk becoming aggressive and bad humoured in their attempts to get things done. Shapers often see obstacles as exciting challenges, and they tend to have the courage to push on when others feel like quitting.



EVALUATOR

Monitor Evaluators are **fair** and **logical** observers and judges of what is going on in the team. Since they are good at detaching themselves from bias, they are often the ones to see all available options with the greatest **clarity** and **impartiality**.

They take a broad view when problem-solving, and by moving slowly and **analytically**, will almost always come to the right decision. However, they can become very critical, damping enthusiasm for anything without logical grounds, and they have a hard time inspiring themselves or others to be passionate about their work.



TEAMWORKER

A **Teamworker** is the oil between the cogs that keeps the machine that is the team running smoothly. They are **good listeners** and **diplomats**, talented at smoothing over conflicts and helping parties understand one another without becoming confrontational.

Since the role can be a low-profile one, the beneficial effect of a Team worker can go unnoticed and unappreciated until they are absent, when the team begins to argue, and small but important things cease to happen. Because of an unwillingness to take sides, a Team worker may not be able to take decisive action when it's needed.



IMPLEMENTER

The **Implementer** takes their colleagues' suggestions and ideas and **turns** them into **positive action**. They are **efficient** and **selfdisciplined** and can always be relied on to deliver on time.

They are motivated by their loyalty to the team or company, which means that they will often take on jobs everyone else avoids or dislikes. However, they may be seen as closed-minded and inflexible since they will often have difficulty deviating from their own well-thought-out plans, especially if such a deviation compromises efficiency or threatens well-established practices.



COMPLETER

The **Completer Finisher** is a **perfectionist** and will often go the extra mile to make sure everything is **"just right"** and the things they deliver can be trusted to have been double-checked and then checked again.

The Completer Finisher has a strong inward sense of the need for **accuracy** and sets his or her own high standards rather than working on the encouragement of others. They may frustrate their teammates by worrying excessively about minor details and by refusing to delegate tasks that they do not trust anyone else to perform.

An effective team does not need to include every role, but from research over many years it has been found that a successful performing team must at least include one person from each of the left and right sides in the diagram below. It is also important to recognise that in the execution of a task or project, different roles become important at different stages in the process.

Team Based Project \ Task Execution using Belbin Roles



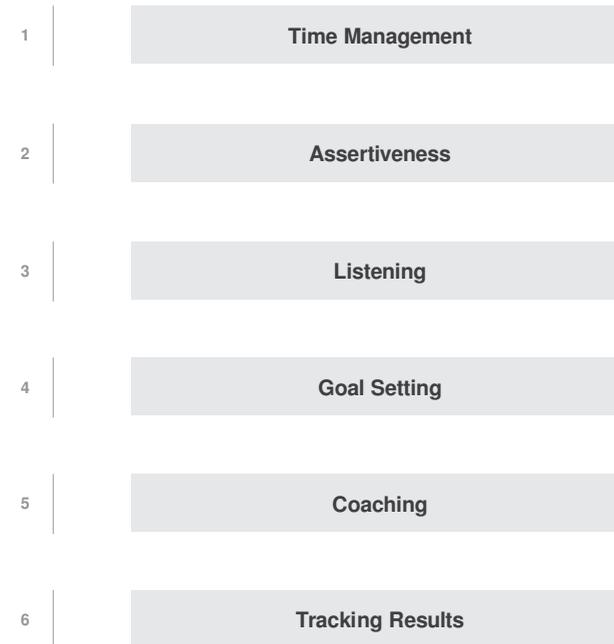
Personal Development

Another crucial part of leadership is developing yourself and others in your team. Always mutually looking for ways to turn your talents in to your strengths (see start of Chap – 3), and therefore do more of what you instinctively love doing and finding the contented state of flow and being 'in the zone'.

The section below is part of our Personal Development Review Process which is conducted annually but then followed up with monthly 1 to 1's to ensure that the agreed development and actions are still valid and good progress is being made.

Personal Development Reviews Skills for Success

In order for a Personal Development Review (PDR) process to be successful at least six skills are needed equally by both people. These skills are not only critical to the success of the PDR, they are also critical to your personal career success in any position.



1	Time Management
<p>For the development review to be successful everyone needs to complete their part of the process on a timely basis. Your Line Manager will schedule your review, and your responsiveness to their request for a meeting date, and subsequent preparatory actions shows respect for them and this process.</p> <p>Many time management experts suggest that the best way to tell what is important to someone is to look at their calendar. If our colleagues are our most important asset, setting aside time for feedback and development must be one of our top priorities (see Chap – 5 for further suggestions and advice on improving your time management and efficiency).</p>	

2	Assertiveness
<p>Empowerment requires assertiveness but many of us have not learned how to act assertively. In our society there are a lot more passive or aggressive role models than there are assertive ones.</p> <p>Passive people are often victims, they let others control and influence them. On the other hand, aggressive people are often perceived as abusive or manipulative, they run all over others. There is a third option – assertiveness.</p> <p>Assertive people know how to express their needs or feelings in a way that doesn't upset or offend others. They do so by using 'I' statements. For example, if your Manager cancels your meeting, rather than passively withdrawing or aggressively criticizing, you can respond with an "I" message – "I feel disappointed (frustrated, etc.) because we have to cancel our meeting. When are you available to reschedule?" It may seem easier to feel victimized than it is to learn to be assertive, however, the pay-off for learning this skill is huge. It can enable you to make things happen in a positive way in all aspects of your life.</p>	



3	Listening
<p>A good development review discussion requires two-way communication. Both you and your Manager should be equally involved in speaking and listening. Both parties need to demonstrate their active listening skills.</p> <p>Active listening as opposed to passive listening, means taking the time to find out if you truly understand what the other person said. Words are tricky, they don't always have universal meanings. What one person hears is not necessarily what the other person meant. The only way to prevent misunderstanding is to practice active listening by taking the time to check for understanding.</p> <p>Paraphrasing or summarizing what you think you heard and asking for more information / explanation are good active listening tools. For example, if your Manager says: "I'm really surprised by what you described as your biggest accomplishment", try not to jump to conclusions and immediately start defending your choice or become angry. Instead, ask for clarification. You might say: "What surprises you?" You may find that your Manager was surprised because they had totally forgotten about that major success. Never jump to conclusions about another's comments without taking the time to clarify.</p> <p>Each party should approach the development meeting with a willingness to seek first to understand, before being understood.</p> <div style="text-align: center;">  <p>Remember, you have 2 ears and 1 mouth Use them proportionally!</p> </div>	



Goal Setting

The heart of the development review is goal setting for continuous improvement – for you and for Anglepoise. In order to contribute effectively you need clear direction. This direction comes through the goal setting process. A good goal generally has SMART characteristics:

It begins with an action verb, then be...

SPECIFIC **M**EAURABLE **A**CHIEVABLE **R**EALISTIC **T**IME-BOUND

Below are some example goals that meet these criteria. Typically, most goals will be in the next 6 to 12 months, although it may depend where you are in your career. It's possible that no goals are appropriate, and this is acceptable, but generally development is more likely when specific goals are set and therefore effort should be put into achieving this.

- \ Complete **project X** by **30th November**
- \ Create **3 relevant newsletter** items by **next review**
- \ Improve customer **feedback scores to X** average by **30th June**
- \ Improve communications skills by attending a **1 day training course** and reviewing skills learned with Manager prior to **next review**
- \ Deploy new sales campaign for **X market** by **31st March**
- \ Complete **First Aid training** by **28th February**



Using action verbs to write a goal helps you to focus on what you want to accomplish. Some useful **action verbs** to consider are:

Analyse	Expand	Produce	Maintain
Control	Generate	Write	Train
Design	Implement	Contact	Streamline
Develop	Improve	Reduce	Provide
Direct	Increase	Complete	Conduct
Eliminate	Prepare	Operate	Expedite

Goals should be specific so that there is no ambiguity in how they could be read and understood. A good goal is always **measurable**. In other words, two or more people would have some criteria by which they could agree whether or not it has been met.

It is also important that the goal is **achievable** (is it possible for you to make this happen?) and **realistic** (you might say that 100% of time should be spent calling customers – possibly achievable but not very realistic given other activities).

It is up to you and your Manager to determine what is **realistically** achievable within a specific time period given the resources available and the other expectations already in place. Sometimes it may be necessary to carry over goals from one year to the next due to the shifting priorities of the team or company.

The final characteristic of a valid goal is that it has clear **time expectations**. The due dates for most goals will be the date of the next development review session. If a goal needs to be completed prior to the next development session, the target date should be clearly indicated and then reviewed at a monthly 1–1.



5	Coaching
<p>None of us ever outgrow our need for feedback and support. Without assistance from others, we tend to stay stuck in old beliefs and behaviours even though things around us are changing very quickly. In the traditional workplace, the Manager was the one who gave feedback and coaching. In team-based work environments, we all need to learn to act as coaches. Good coaches:</p> <ul style="list-style-type: none"> \ Encourage their team members to use more of their strengths \ Encourage their team members to do their best \ Recognize and celebrate team members' accomplishments \ Provide timely and specific feedback to team members when requested \ Share knowledge and experience with the team <p>What could happen to your engagement and your colleagues or team's productivity, if everyone at Anglepoise took regular time to coach their fellow team members?</p>	

6	Tracking Results
<p>Both you and your Manager should track progress toward your agreed goals. There are many ways to achieve this but using a simple form, like a Success Log, can achieve this purpose.</p> <p>Ongoing development tracking enables both you and your Manager to have more objective development discussions. Without this information two laws of human behaviour tend to influence development discussions:</p>	

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- \ **The law of recency is the tendency to remember (and discuss) only recent development rather than review the entire development period.**
- \ **The law of negativity is the tendency to remember mistakes more clearly than successes.**

Keeping a real time success log can neutralize these human barriers to objective development reviews and maximise the overall benefit gained.

Communication & 1 to 1's

This final section on leadership briefly covers the importance of regular and appropriate communication and how we suggest monthly 1 to 1's can be conducted (but this is flexible to suit the needs of the individual).

The 1 to 1 Process

Timing & Preparation

1 to 1 meetings should normally be held once every 4 to 6 weeks, and typically last between 30 minutes to an hour. It is recommended to book the meetings in advance using Outlook, perhaps at the end of each meeting.

As with all meetings suitable preparation is essential to maximise the success of the meeting. Therefore, plan time beforehand to ensure all relevant information is prepared and reviewed (e.g. development actions; Balanced Scorecard information; other actions lists; strengths profile; etc.).

Recommended Discussion Points

The 1 to 1 process is designed to be informal and flexible to meet the needs of the individual and the management style of the Line Manager. The following are recommended discussion points at each 1 to 1 meeting:

Start by discussing how they are feeling and any personal work highlights since last meeting, and if appropriate link back to their personal strengths.

Discuss other work activities since the last 1 to 1, especially identifying any particular achievements or challenges. This provides an opportunity to identify any skill gaps together with any training requirements.

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Review any training and development activities since last 1 to 1 and check that skills and knowledge are being applied.

Check if any training and development is planned and if appropriate arrange a pre-training briefing before the event.

Review and discuss any actions from the previous 1 to 1 or annual goals and targets from the Personal Development Review process – aligning to the current Balanced Scorecard results where possible.

Discuss planned work activities over the next six weeks or so with a view to highlighting any imbalance in workload, together with any potential problems or coaching requirements.

Encourage discussion of any areas of concern that they may have, these may be skills, personal, organisational, etc.

Feedback should be given to the individual on performance since the last 1 to 1, in particular acknowledging achievements. Any areas for improvement should be discussed with a view to establishing a SMART development plan. Part of the line manager's preparation for the meeting will be to gather relevant information and review the previous PDR.

Encourage discussion of any feedback on Compass meetings, the management team and company direction etc.

Any relevant actions coming out of the 1 to 1 are recorded along with the responsibility and due date for those actions (this could be via a spreadsheet or update to the PDR).

Discuss any company documents that have been issued recently ensuring that they have been read and understood.

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Specific Discussion Points

There may be specific discussion points that should be raised at the 1 to 1 meeting as informed by the Leadership Team. These topics may be updated quarterly, and the response should be captured and summarised to the appropriate Manager.

Motivation

The 1 to 1 process is a good opportunity to provide individual motivation. Here are some practical points to consider:

Make everyone feel valued by:

- \ Genuinely sharing an interest in whatever they hold important
- \ Creating an atmosphere of approval and co-operation
- \ Ensuring everyone understands the importance of their contribution to the team's and companies' objectives (via the Balanced Scorecard where possible)
- \ Regularly reviewing everyone's work and achievements

Provide scope for development by:

- \ Setting appropriate SMART targets
- \ Providing on and off the job training and coaching
- \ Arranging any necessary internal and external contacts

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- \ Using colleagues to train others in specialist skills they may have
- \ Restructuring or grouping tasks to use everyone's strengths to the fullest

Recognise achievements by:

- \ Praising and communicating individual success
- \ Reporting regularly on the team's progress
- \ Regular meetings to monitor and counsel on an individual's progress towards targets
- \ Explaining overall company results and achievements

Provide challenge by:

- \ Setting and communicating the team's objectives
- \ Providing scope for individuals to take greater responsibility
- \ Encouraging ideas and continuous improvement, and where possible by allowing individual responsibility for implementing them