

ORGANIZE AND ALIGN



1. SET DIRECTION

Define objectives, priorities and course correct for each member of the team, aligning objectives with those in the broader organization.

GREAT LEADERS...

- Take time to contract upfront, ensuring that every individual is clear and aligned on their objectives, and that the whole team's objectives support the broader Global Brands focus area
- Help (where needed) to prioritize workload and have regular check-ins to discuss progress, challenges etc

2. ASSIGN RESOURCES

Allocate time, money and other resources required to achieve objectives.

GREAT LEADERS...

- Take ownership of ensuring that all individuals are aware of timings, deadlines, budget and resource allocation to help the individual achieve objectives



3. REMOVE OBSTACLES

Remove obstacles, create the right connections within the organization, guide direct reports through setbacks and bridge gaps in performance.

GREAT LEADERS...

- Build big relationships to get the job done
- Help individuals to build relationships, grow networks and connect into key stakeholders where and when required
- Use regular conversations and feedback help to unlock setbacks, bridge gaps in performance and help individuals stay on track



4. MONITOR PROGRESS

Track status of all objectives and projects to course correct, reassign resource and manage timelines.

GREAT LEADERS...

- Actively check-in with individuals to ensure projects and objectives are progressing well and are on-track
- Discuss workload, priorities, resource etc, and help to realign where and when needed



ENGAGE AND DEVELOP

5. DRIVE ENGAGEMENT

Understand the engagement drivers for each team member and have regular conversations to ensure a positive work environment.

GREAT LEADERS...

- Appreciate that every member of the team is different and that it's important to contract with each and every individual to understand what's important to them. What are their values? What are the drivers and motivations? What are their triggers? Knowing this information will make it easier engage with them on a deeper level



6. SUPPORT DEVELOPMENT

Find appropriate ways to develop direct reports, supporting team members in accessing development interventions (eg: training, broadening experiences or other initiatives).

GREAT LEADERS...

- Initiate dialogue to understand where employees want to go in their careers, asses and agree on current capabilities and those to develop
- Flex their style to get the most out of every situation. Being able to adapt to meet the needs of every person/situation in a team is a great skill
- Know when to give directive feedback, when to mentor or coach, or when to empower individuals



7. REWARD & RECOGNIZE

Use all levers to reward team members, not only monetary, but also non-monetary rewards, as well as recognition.

GREAT LEADERS...

- Engage with team members to understand how they like to be recognized
- What's important to them about how they're recognized? Is it a thank you at the end of a job or is it something bigger than this?



8. MANAGE TEAM EFFECTIVENESS

Ensure health, governance and coordination both within the team and with team stakeholders.

GREAT LEADERS...

- Seek to understand team dynamics and common team dysfunctions. What are the strengths and development areas of the team? How do they work together and collaborate to deliver results? Do they Trust one another?
- Encourage team members to engage in unfiltered conflict around ideas, hold one another to account for delivering plans and focus on the achievement of collective results



Quality people managers are at the heart of successful organizations with engaged employees.

