

Sustainable Leadership

Presented for Community Legal
Centres Queensland

Designed, developed and delivered by

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Community Legal Centres Queensland

Our Journey Today

- ▶ Establishing expectations
- ▶ The power of appreciation
- ▶ Courageous conversations (addressing underperformance)
- ▶ Real delegation
- ▶ Supporting and debriefing (through times of crisis and challenge)
- ▶ Taking it all forward – setting up for a successful future
- ▶ Q&A

Today we will be discussing ways to engage our teams and motivate our staff to achieve their best.

Motivation is individual and our teams are comprised of people with different expectations and often different levels of experience and confidence.

As a manager, being able to respond to people 'where they are' is important.

Today's webinar provides some ideas and strategies to maximise your effectiveness as a manager or leader.

Our webinar today is 1.5 hours and I've allowed time at the end for a Q&A session.

Setting expectations or 'What will done look like?'

- ▶ Non-negotiable expectations - discussed
- ▶ Negotiable expectations - decided



It's easy to assume that people know what to do. Unfortunately, this assumption is rarely accurate.

In order to set a team up for success, it is critical that we define expectations clearly (in behavioural terms).

The non-negotiable expectations are those that you, or the organisation you work for, expect of all staff (for example – that people will advise if they are taking unplanned leave). It's important to put these non-negotiables on the table.

Negotiable expectations are those that you discuss with the team and arrive at some group agreement (for example, how concerns or issues might be raised, or what back up support across the team looks like).

These expectations are set in behavioural terms. They are specific. It's not enough to say 'we will be polite', we need to define what polite looks like for this team.

Define the terms!

- ▶ Discuss in behavioural terms
 - ▶ what will we be doing if we are being 'helpful'?
 - ▶ When you say you want 'support', what does that look like for you?
 - ▶ What behaviours do our clients deem to be 'professional'?
- ▶ Gain agreement on behaviours (get buy in)
- ▶ Document agreement in behavioural terms
- ▶ Discuss rewards and possible consequences



NOTE: without an agreement there can be no feedback!

Think of these terms:

- ***Professional***
- ***Respectful***
- ***Supportive***

What might be some synonyms that for these terms?

We can, and often do, have different definitions for terms such as these. That's how confusion and misunderstanding sets in.

The agreement also contains – rewards (what will happen when we achieve this?) and possible consequences (what might happen if we don't achieve this?). Naturally consequences are only applied if the situation was not determined, or controlled by, factors outside the staff member or team's control.

An important question:

- ▶ When you do a good job, how would you like me to acknowledge it?



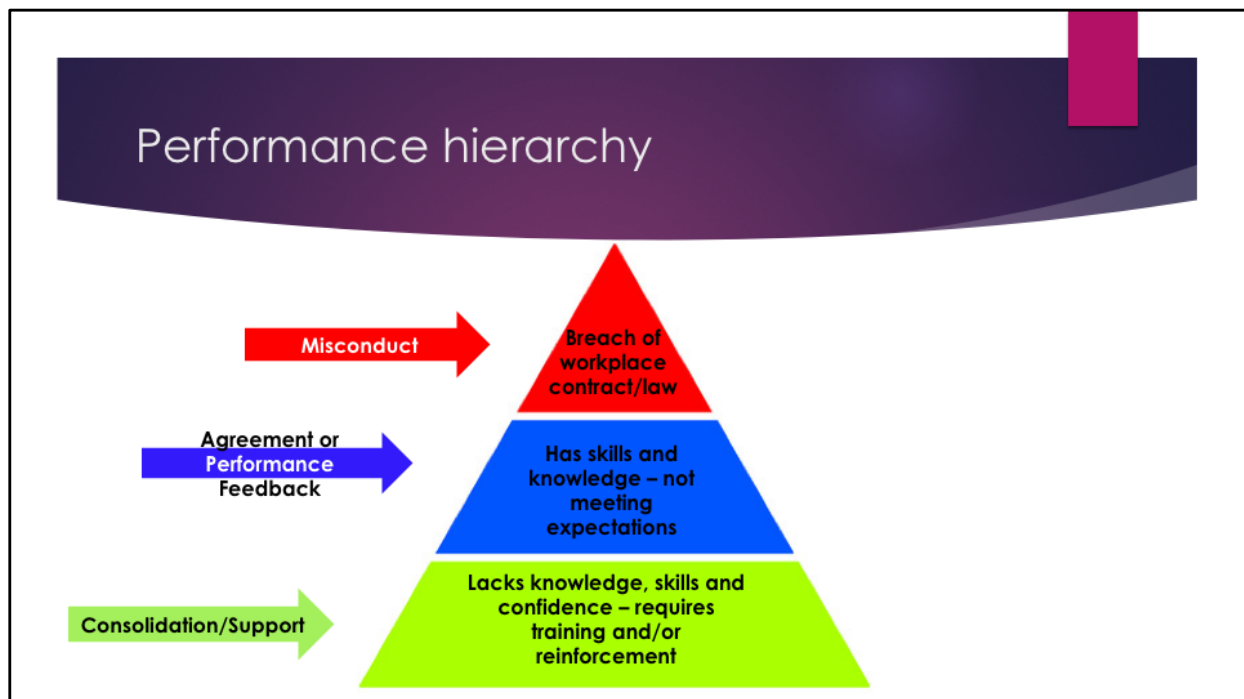
There is no one size fits all when it comes to recognition and reward. It's important to ask your team members what would constitute meaningful appreciation to them.

Some people want to be acknowledged publicly and enjoy receiving praise at meetings or gatherings.

Others would find this most uncomfortable and would prefer to receive affirming feedback in private or in writing.

Recognising people in ways that are meaningful to them is very motivating and supports people to continue to strive for excellence.

NOTE: it is never appropriate to give constructive feedback in public. This is always provided in private.



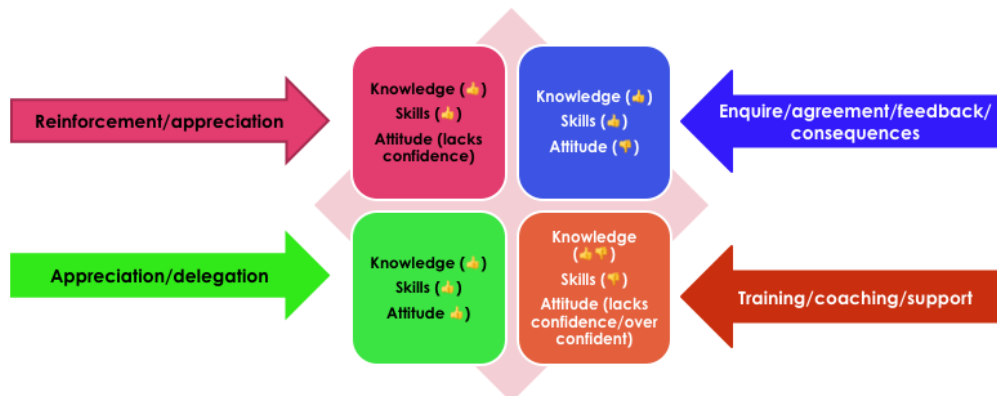
There are three main levels of 'underperformance':

The green zone – these are new staff members, or staff members who are coming to terms with significant workplace change. It's important to set expectations that are achievable given their level of experience. A training and consolidation plan is also important here.

The blue zone – these are experienced staff members who have the skills and have been given the training but are failing to meet expectations that are consistent with their pay levels and experience levels. Agreements, feedback and possibly consequences are important here.

The red zone - these are staff members who have breached the workplace contract or broken the law. These situations are referred higher for appropriate action (which could include dismissal).

Situational Leadership and Feedback



Consider the knowledge, skill and confidence level of each team member.

Segment 1 – May or may not have knowledge (graduate or new starter)
(Orange) Lacks skills
May lack confidence or be over confident (given lack of skills).
Action: Training, support, consolidation, regular one-on-ones

Segment 2 - Has knowledge
(Blue) Has skills
Attitude is defiant or obstructive
Action: Feedback reinforcing expectations around attitude, potential consequences

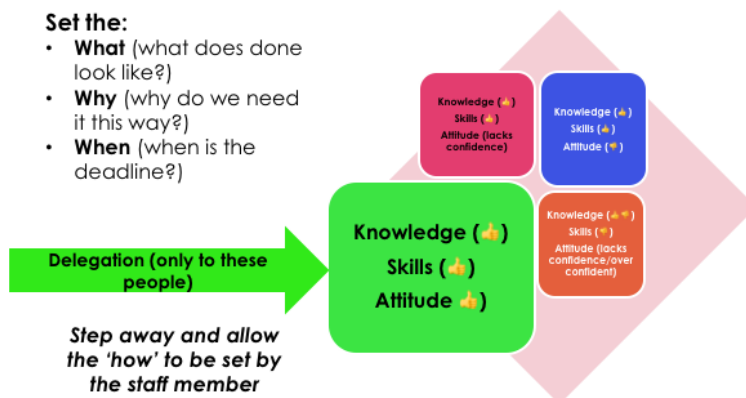
Segment 3 - Has knowledge
(Pink) Has skills
Lacks confidence
Action: Consolidation, reinforcement and appreciation

Segment 4 – Has knowledge, skills and a fantastic attitude. A top employee.
(Green)
Action: Appreciation, support towards career goals, delegation

Delegation

Set the:

- **What** (what does done look like?)
- **Why** (why do we need it this way?)
- **When** (when is the deadline?)



Delegation is only offered to staff in segment 4!

These are staff that are exceeding expectations and demonstrating excellence.

By delegating tasks to them we can help them prepare for higher level or different positions (if that is their desire). It can also be seen as a reward for people to be given opportunities to do something new. It's not appropriate to expect staff to undertake tasks above their paid level, however if a staff member is looking to develop and wants to be involved in new or more complex tasks then this can be a great development opportunity.

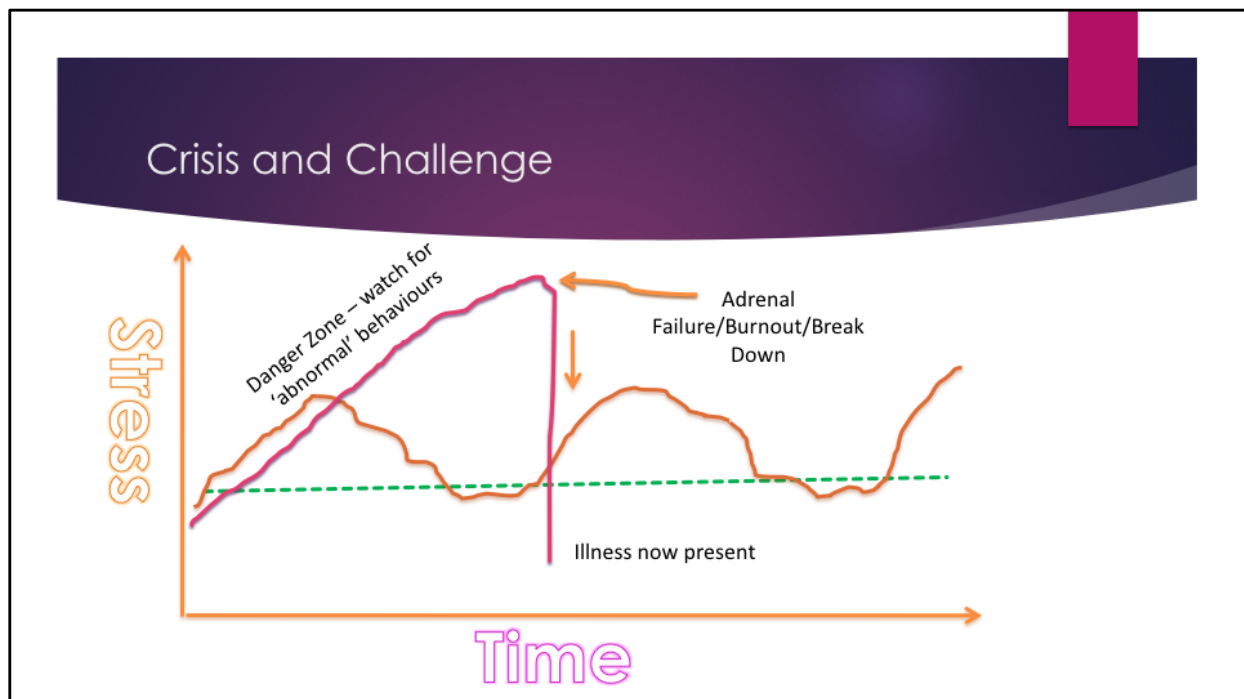
With delegation be clear about:

The what – what does it need to look like, what is expected around the finished product.

The why – why is this task necessary/important.

The when – when is the deadline .

When we have clarified the what, the why and when, we can often leave the **'how'** to the staff member. When delegating tasks check with the staff member how closely they want/need to you be involved. Check in regularly, it's a great opportunity to provide acknowledgement and recognition when they are doing the task well.



We are living with a rate and speed of change that has never been experienced by humankind before..... AND, it is the slowest it will ever be.

Stress levels and burn out are on the rise as people are often finding themselves dealing with greater challenge and crisis.

This model shows the impact of prolonged, unmanaged stress which can lead to adrenal burnout or breakdown and subsequent illness.

The model provides us with the opportunity to put clear strategies in place to monitor and respond to situations that create a stress response in our system.

The sooner we 'catch' our behaviour changes, the easier it can be to return to equilibrium.

'Support' through difficult times

- ▶ Notice people's 'normal' behaviour
- ▶ Understand how people behave when they aren't coping
- ▶ Understand what support looks like to them (what do they want from you?)
- ▶ Notice performance – is it being impacted?
- ▶ Notice relationships – are they being impacted?
- ▶ Discuss other support options?
- ▶ Remember you are the manager, not the person's counsellor!

Some important things to remember with your team.

- Notice/understand how people behave when they are doing ok. What is their 'normal behaviour'?
- Understand what changes in behaviour people demonstrate when they aren't doing OK. Behaviour is language. Sometimes, we can pick up behaviour changes before the person experiencing them.
- Know, with each of your staff members, what 'support' looks like to them. When they are going through a difficult time, what do they need from you?
- If performance is impacted, then it is imperative that we engage in discussions.
- If workplace relationships are being impacted (this comes under the 'performance' banner), then it is imperative that we engage in discussions.
- Include other available support options in your discussions.

'Support' through difficult times

- ▶ Monitor leave trends (increase in sick leave/accumulation of holidays)
- ▶ Check in after work peaks
- ▶ Recognise and reward
- ▶ Normalise conversations around team health and wellbeing.
- ▶ Demonstrate self care (leave early sometimes, take lunch breaks, discuss challenges)

Leave statistics are an important management tool. Increased sick leave can indicate a stress related condition (not always, it's a potential indicator not an absolute truth). If you notice unexplained changed sick leave patterns, check in.

Following the COVID lockdowns, many people have excess recreational leave. This is not a helpful situation for the staff member (means they haven't taken any recharge time) or the organisation. Check leave tallies and discuss 'excess' leave with people.

Remember to recognise and reward jobs well done (in ways that are consistent with the person's preferences). Being appreciated really helps us feel valued and when we feel valued we are more resilient.

Put 'health and wellbeing' on the team meeting agenda. Encourage team members to share self care ideas and strategies with each other. Make it OK for people to discuss challenges or difficulties with you.

Model the behaviour you want. Demonstrate your own self care strategies.

Taking it all forward

- ▶ 'Regular' one-on-one discussions
- ▶ Review team agreements and individual expectations (at least ½ yearly)
- ▶ Discuss expectations with new team members (never assume they will know)
- ▶ Encourage suggestions for solutions with all concerns raised
- ▶ Reward concerns raised assertively
- ▶ Reflect/review/refine

It only works if we keep doing, and refining, it!

- Engage in regular one-on-one discussions (the regularity depends on the experience and confidence of the staff member and the situation), at least once a month.
- Review agreements/expectations and KPIs – the world is constantly changing so we must also change.
- Ensure all the expectations and agreements are discussed with new staff members – never assume they will know.
- Provide a safe place for concerns to be raised and encourage solutions to be put forward.
- Reward/acknowledge concerns raised assertively (don't encourage complaining).
- Reflect (what's going well? what could be better?), review expectations and agreements and refine interactions to support the team going forward.

It's time for.....



Any questions?

Here is some room for notes: