

# Sustainable Leadership

## Presented for Community Legal Centres Queensland

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# 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

# Setting expectations or 'What will done look like?'

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



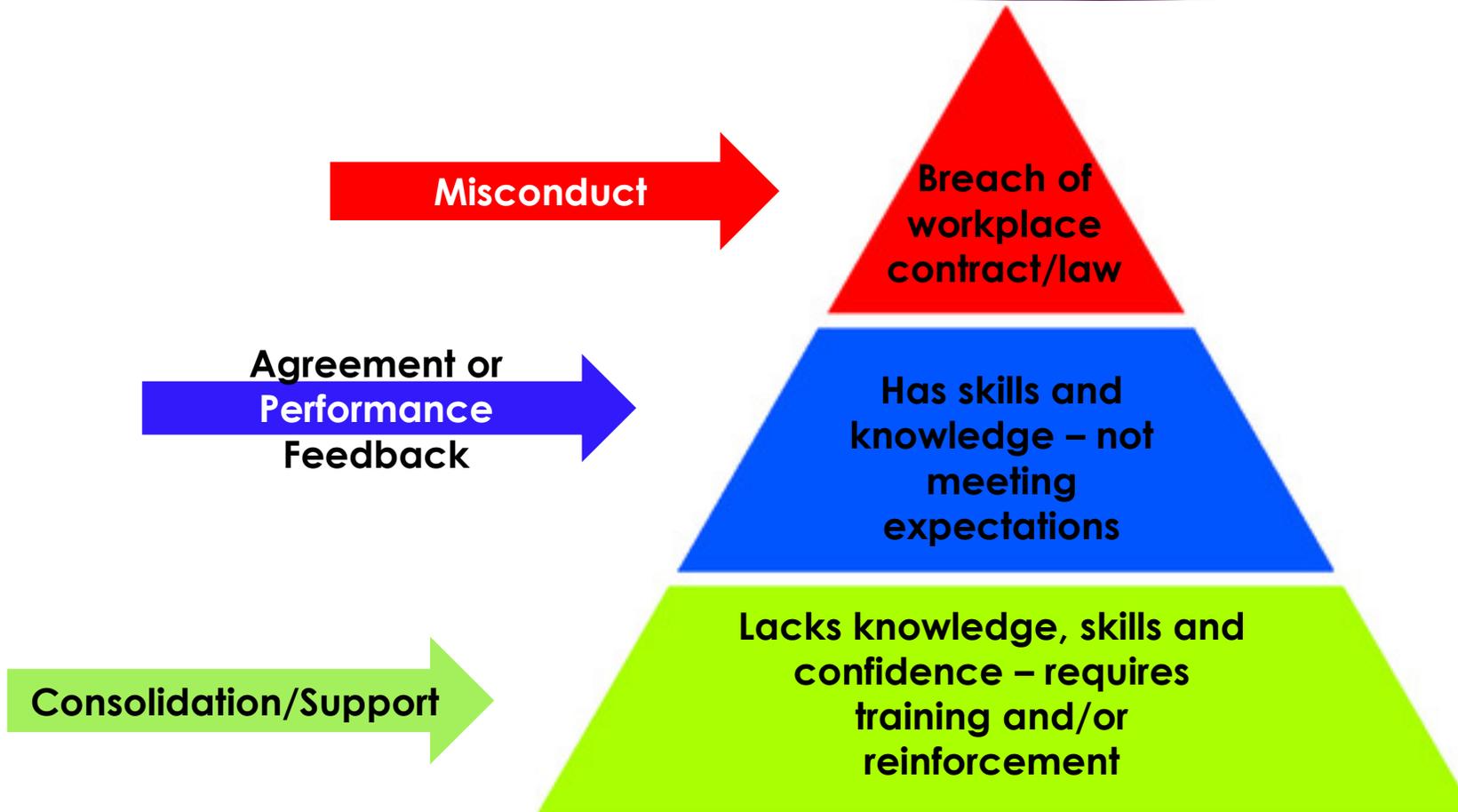
# Define the terms!

- ▶ 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

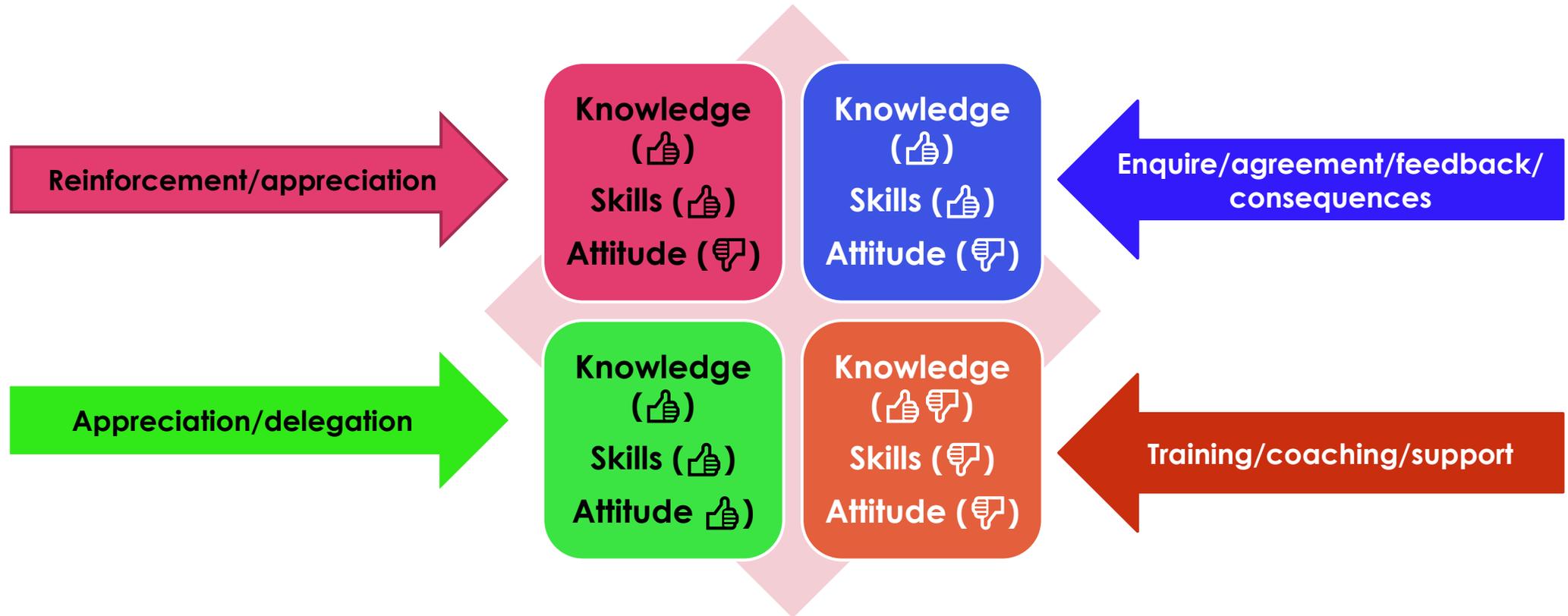


**NOTE: without an agreement there can be no feedback!**

# Performance hierarchy



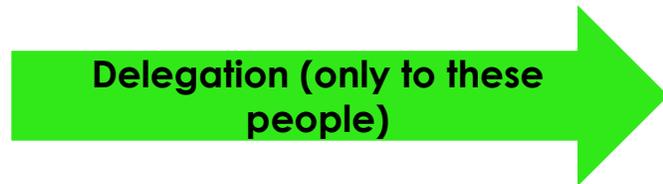
# Situational Leadership and Feedback



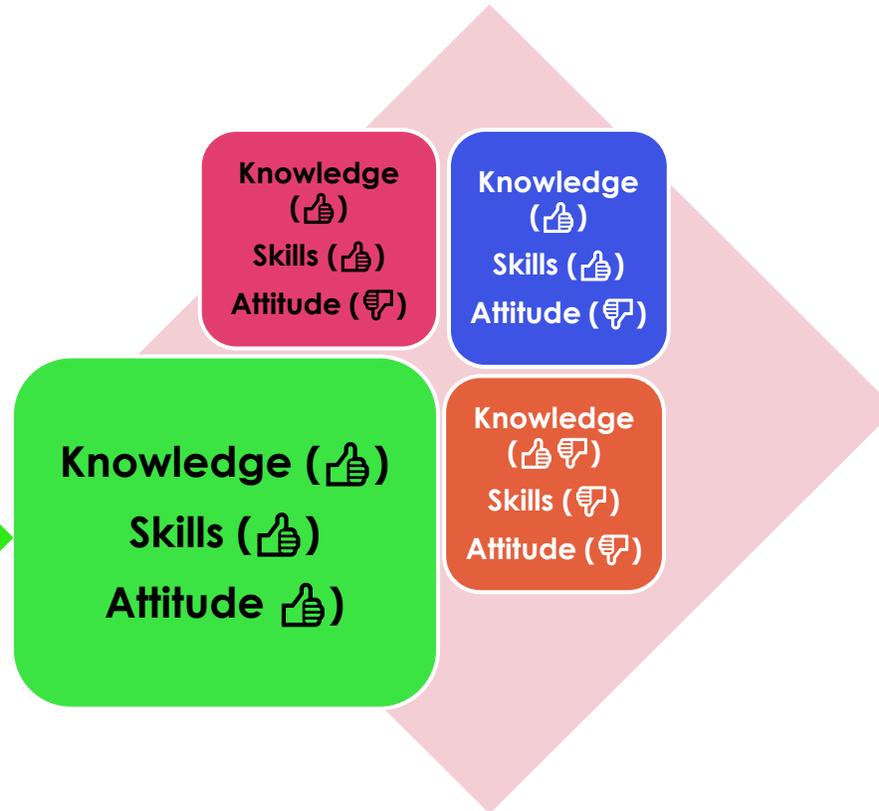
# Delegation

## Set the:

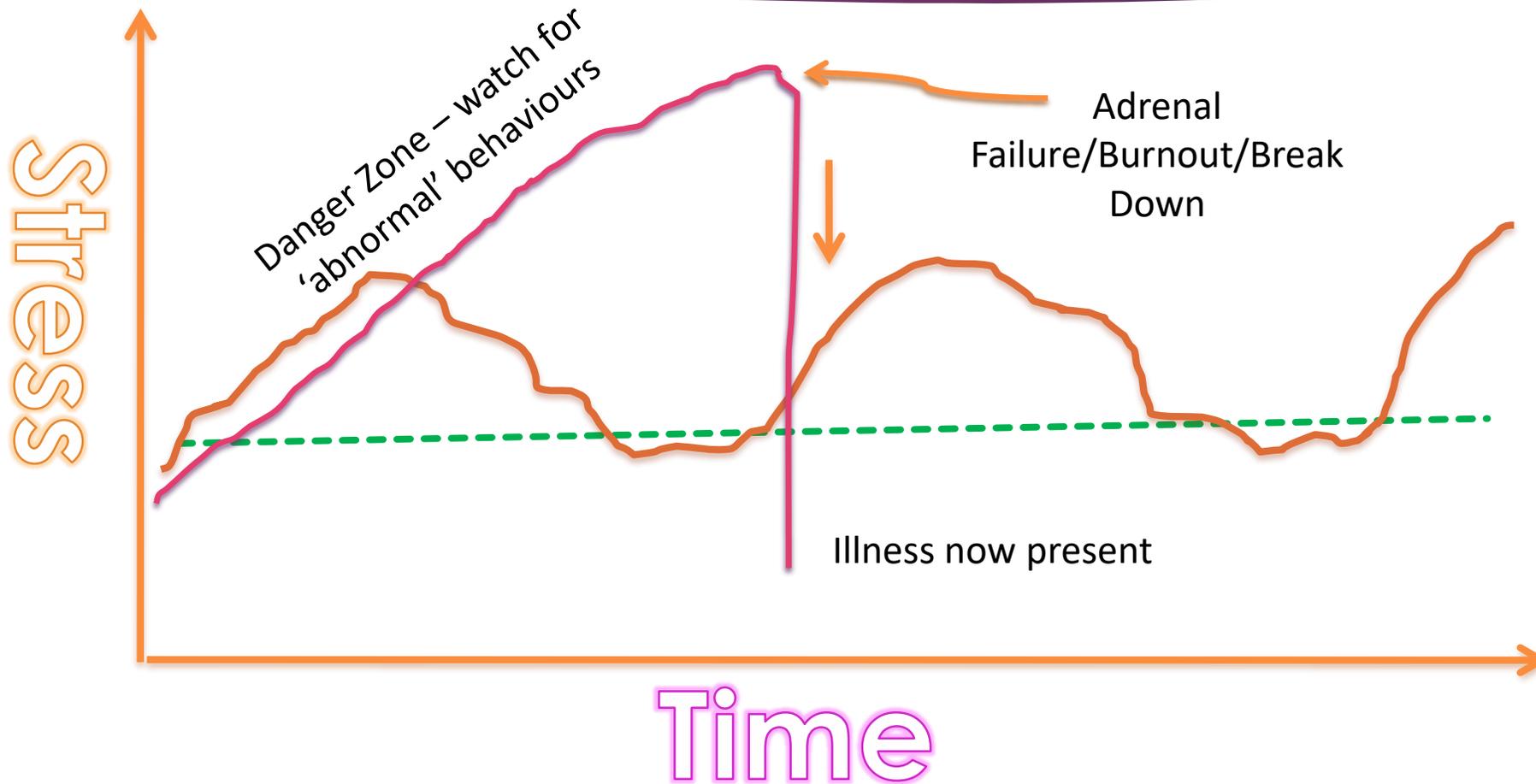
- **What** (what does done look like?)
- **Why** (why do we need it this way?)
- **When** (when is the deadline?)



*Step away and allow the 'how' to be set by the staff member*



# Crisis and Challenge



# '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!

# '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)

# 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's time for.....

