

Top 10 Tips – Managers or Leaders?

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1. **Physician – heal thyself.** The first step in learning how to lead others is to learn about yourself. What is your Management and Leadership style? Authoritarian? Supportive? Challenging? Consultative? What would your colleagues say about you?
2. **Focusing on Organisational Health as well as Performance.** Several studies in recent years, from organisations as eminent as McKinseys and Harvard, have shown conclusively that focusing on performance only leads to employee stress, burn-out, and attrition. Most people want to work for a company whose values and purpose match their own.
3. **How well do you communicate with your team – and your boss?** Many business relationships coast along at the level of ritual and cliché. How willing are you to *really* engage with your colleagues? To show vulnerability? To engage emotionally as well as intellectually? To tell them your own personal story?
4. **Knowing the strengths and weaknesses of each member of your team.** Do you find that you ‘naturally’ get on well with some team members? With some others, maybe it’s a little bland. And is there a ‘hard core’ you just can’t get on with? Maybe you need to approach these people differently – find out how they like to work and learn, and adapt your own style.
5. **Giving feedback.** The most common complaint we hear from staff across the globe is this: *“My manager never gives me any acknowledgement. When I do something wrong, he’s down on me like a ton of bricks. Never a ‘thank you’”*.
6. **What am I? Who am I?** Many managers confuse the roles of Line Manager, Mentor, Coach and Counsellor. They also frequently confuse ‘Coaching’ with ‘Telling People What To Do’. If you keep telling them what to do, before long you’re their Mum or Dad. Your colleagues are adults, so treat them like adults.
7. **How do I motivate my team?** Could this be the wrong question? Perhaps you should be asking *“How do I set up the conditions in which my team members motivate themselves?”* They know how to motivate themselves: just get out of the way!
8. **What makes a team high-performing?** A constantly-changing matrix of Aiming High and Setting Challenging Goals, Coaching People to Succeed, Creating Energy and Emotional Intelligence.
9. **The Dynamics of Creating a Brilliant Team: Learning from the Masters of the Art.** How did England win the Rugby World Cup in 2003? How did the GB cycling team go from 2 bronze medals in Atlanta in 1996 to world domination 12 years later in Beijing? These successes did not come about simply by gritting their teeth. What was the science? Creating a Common Purpose, Clarity of Vision, and the Aggregation of Marginal Gains.
10. **Coaching People to Succeed.** The cornerstone of this whole philosophy. Telling people what to do is, for many managers, a hard habit to break. As long as you keep telling them, they’ll keep asking. As soon as you start asking simple coaching questions like *“Well, what do you think you should do”*, the whole landscape starts to shift. ‘Ask, Don’t Tell’ is a very powerful mantra – if we were allowed only one Top Tip – that would be it.

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