



Chapter 4



Foster Leadership at All Levels: Embracing the Highest Standards

“Give people a place to make a difference and it’s amazing what they can get done.” —Dave Cote, CEO, Honeywell International

Share the Front Seat

What would you be capable of if others stepped up to the highest level of leadership?

The bottom line is: Your role as a leader is to create more leaders. Fostering leadership now helps you pull together your team when you need them the most, such as when:

- You’re trying to merge divisions or organizations together and are met with resistance.



- You're in a state of change, and some team members are inflexible.
- You're under pressure and need the collaboration and fine precision of your people to achieve your goals.
- Your responsibilities have grown, and you are wearing thin so that you just can't manage it all unless you delegate.

Leadership is Everybody's Business

<p>What leadership is not:</p> <ul style="list-style-type: none"> • A tittle • A role • A designation • A compensation level • A go-to person who makes all the decisions and know everything about everything 	<p>What leadership is:</p> <ul style="list-style-type: none"> • Ability to think expansively • Create a big vision • Set actions in place • Move towards that vision • Be accountable • Is present at every level
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One of the top drivers of employee engagement is the ability to offer innovative ideas and provide input into the decisions made in their department.

Statistics have shown time and again that when employees step into leadership, services improve, productivity accelerates, and profits soar.



Who are some people that you can groom as leaders across all levels?

FORWARD ACTIONS

Letting Others Feel the Power of the Drive

Here are some ways to hand over the keys:

1. Ask powerful questions.

- Others can't lead if you don't invite them in. Ask for their opinions, ideas, and concerns.

2. Create focus groups, although I prefer to call them "transformation teams."

If you have an idea or problem you would like to resolve, put these transformation teams into the driver's seat, asking them to analyze and determine the next step to bring the idea to fruition or correct the situation. What idea can you bring to the next team meeting?



3. Establish your decision-making values.

- In *Delivering Happiness*, Zappos CEO Tony Hsieh discusses the company's core values, upon which every decision is made: Values such as "Deliver Wow through service," "Do more with less," and "Create fun and little weirdness."
- Another organization uses three-legged stool guidelines for every decision, asking, "Does it benefit employees, the customer, and the organization?" If any of these fail, the decision is no. All three legs are needed for support; if one should weaken or break, the whole stool tumbles.
- When you establish shared decision-making criteria, everyone is able to make decisions using the same filter.

What could be your decision making values?

4. Work with your team to establish guiding principles of behavior.

- One client referred to this as "10 Golden Rules." In order to adhere to your standards of excellence, what behaviors must be demonstrated daily? Remember that leadership is modeled. Employees don't know how to be leaders unless they are shown how to lead. Recognize those who follow your guiding principles, and you will soon have an entire team of leaders. What are your companies' guiding

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principles?

5. Train your people, and bring leadership to all levels.

- Recent studies show that leaders who have coaching skills create more than a 30 percent increase in performance than those leaders who lack that competency. Help your managers learn how to coach their teams more effectively as well.

6. Bring the topic of leadership into the room.

- Define what the word “leader” means within your organization. Talk about what attributes make great leadership and what behaviors model that effectively.

7. Set expectations for leadership.

- Expect others to be willing to be at bat now and then. Home runs are never hit from the bench, so get everyone into the game of leadership.