

## Chapter 6

# *I.N.F.L. U.E.N.C.E.*

### **Unleash the Potential in Your People: Shifting into Overdrive**

*“You say to yourself, if I could only unleash the power of everybody in the organization, instead of just a few people, what could we accomplish? We’d be a much better company.” –Andy Pearson, former CEO, Tricon Global Restaurants Inc. (KFC, Pizza Hut, and Taco Bell)*

#### **Letting Others Go Full Throttle**

How do you think your team members would react to an increase in their responsibilities? Would it upset them, make them nervous, or make them feel rewarded and more engaged?

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Where are you empowering others to reach their highest potential?

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Who on your team would love to do more but needs an updated skill set to do so?

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Who would rise to the occasion if given the opportunity?

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When did you or your team last upgrade your skill sets or challenge yourselves to move into something unfamiliar?

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Only through giving your employees permission to discover their own personal power and brilliance can you create the perfect workplace. Imagine leading so that others easily follow. Imagine having employees who are excited about arriving at work, with creative juices flowing. Imagine giving your customers a chance to tell you what they really need. Even lenders and vendors, if given a chance, can tell you what other industries are doing to stay on the leading edge and what you can do as well. When you let others go full throttle, you win, they win, and everyone wins.

## How Brilliant Are Your People? You May Never Know

How can you convince your team to put aside their doubts and find another way to win?

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What challenges can you present to your team and then step back and allow them to regroup, recharge and resolve it.

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## FORWARD ACTIONS

### Giving Your Team a Chance to Show You What's Possible

1. Find out what your people need to be successful, and create a learning organization.

- Learning fosters pride and a sense of connection with the company.

- It also improves employee engagement and significantly reduces turnover. Companies we survey show vast needs in the area of effective communication, leadership development, time management, and keeping staff members accountable.
- 2. Allow your people to develop the skills they need to perform optimally, and challenge them to build skill sets that are beyond their current positions.**
- Allowing employees to shadow jobs in other divisions or orienting them to the entire company helps them to see the big picture and understand the vast potential of the company.
  - As staff members rise to the top, look to the horizon, and plan for succession.
  - Groom your ideal replacement as you continue to grow and advance yourself as well.
- 3. Create a mentoring culture where leaders support one another.**
- New leaders who become managers often try to keep doing the activities that made them successful.
  - The skills needed for new managers include planning, filling jobs, assigning work, motivating, coaching, and measuring the success of others.
  - Reallocate their time from performing work to helping others perform effectively and delegating. Reallocating this time is difficult for many new leaders, as they have yet to learn the value of “management work” from the work that made them successful.

- Once they learn how to help others to be successful by managing their time, assignments, and resources, they create a successful culture of motivated performers.

#### **4. Bring coaching competencies in-house.**

- Coaching represents the most significant trend in leadership development within the last 25 years. You might wonder if coaching is any more effective than giving advice or direction, but coaching has been proven to decrease turnover by increasing loyalty and employee engagement.
- Managers who report to senior managers who are skilled in coaching outperform their peers by 27 percent.
- Employees who work for leaders who have been trained in coaching say they feel more valued, satisfied with their jobs, and, in turn, put greater effort into their work.

#### **5. Know you have a potential to tap as well, so don't forget to continue your own personal growth and development.**

- Rub elbows with other Renegade Leaders.
- In my company's Executive Briefing Symposiums and Renegade Leader Roundtable Mastermind sessions, leaders can share their visions with like-minded executives who are equally committed to success.
- You're busy, so let others bring you the information you need when you need it. The briefings include the latest in employee engagement studies, leadership strategies, neuroscience, and other topics that help you

influence your results. (Information about these events is provided at the back of the book.)

#### **6. Allow others to “fail forward.”**

- Taking risks is part of unleashing potential. Sometimes, the wrong choice is made, but without risk, companies cannot grow. Guide your people to take calculated risks.
- Again, if you are clear as a leader, they will make decisions based on the shared values and goals of the organization.
- When an error is made, acknowledge the person’s willingness to move forward.
- After learning of a multimillion-dollar mistake, Google cofounder Larry Page once said, “We’ll know better next time. But, oh, by the way, it’s good you made this mistake. I’m glad, because we need to be the kind of company that is willing to make mistakes. Because if we are not making mistakes, then we’re not taking risks. And if we’re not taking risks, we won’t get to the next level.”