

Inspireity®

GUIDE TO

Leadership and Management

Build trust

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diverse workforce**

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Think of your favorite song—harmony, rhythm and melody, expertly layered, produce a sound you *love*

Much the same way, your employees can be deployed to create your ideal company.

But all teams need someone to lead the charge, to take them and the company to the next level.

The path to success is often challenging and complex. The best teams are led by someone who perseveres – no matter what. Is that person you?

And it's no longer enough to focus on the transactional aspects of management to succeed; managers must now develop and use leadership skills to build trust with their team.

So how do you elevate yourself to this level?

Let's explore the possibilities.

Build a foundation of trust

Are your working relationships built on a solid foundation, or do you find them on shaky ground? Without a strong bond and mutual trust, it will be difficult to lead the team to success. Your employees should trust your leadership skills and look to you for guidance.

If your interactions with employees sound more like nails on a chalkboard instead of a symphonic masterpiece, try rebuilding trust — it's the bedrock of leadership and management.

TRUST DO'S

Participate in day-to-day activities and make yourself available for questions

Make an effort to learn something about each of your employees

Be fair and consistent with both rewards and reprimands

Involve staff in important decisions to show you value their input

Be a good listener

Recognize an employee's contribution rather than taking credit for results

Make commitments, not promises

Be true to your word

TRUST DON'TS

Micromanagement
Pridefulness or lack of humility

Failure to build relationships with individual team members

Dictatorial behavior

Failure to listen and accept other viewpoints



“I suppose leadership at one time meant muscles; but today it means getting along with people.”

– Mahatma Gandhi

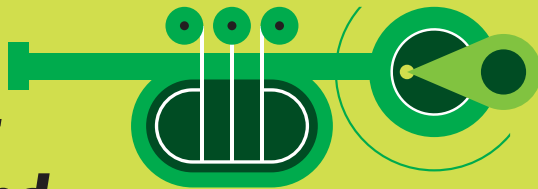
Be a motivational maestro

An orchestra might play all the right notes without captivating the audience. To inspire emotion – joy, angst, excitement – an orchestra needs an inspirational leader. Cue the conductor.



Like a conductor, an adept leader:

Keeps the big picture in mind



Is a beacon of hope and optimism

 **Motivates**
employees toward
a common purpose

Coaches, trains and mentors employees



So what kind of leader are you?

Do you inspire and motivate your employees to their best performance?

Does your style – whether you're a strong, quiet leader or a charismatic, fun-loving boss – jive with your team's needs?

Are you trusting and trustworthy?

Do you keep the big picture in mind?



Create and support a noteworthy team

An inspired orchestra might make you smile or cry, but that falls apart if they haven't practiced, their equipment breaks or if everyone's playing a different version of the same song. Having a talented conductor managing the orchestra helps make the difference.

What kind of manager are you?

Do you take the time to get to know your employees?

Do you clearly communicate your expectations?

Are you a micromanager, or do you get out of the way and let employees do their jobs?

Do you strive to hire the best people for the job?

Do you delegate tasks, or do you hold onto them out of fear?

Do you create opportunities for your employees to continue learning and developing?

Do you cultivate trust with your employees?

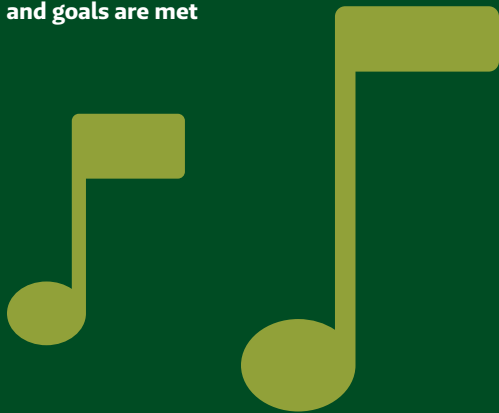
Like a conductor, a good manager:

Organizes, plans and oversees the day-to-day processes

Ensures deadlines and goals are met

Assigns and delegates work

Provides employees with clear, consistent expectations



“A genuine leader is not a searcher for consensus but a molder of consensus.”

– Martin Luther King Jr.



How to maintain harmony among your diverse workforce

Successful leaders know their team members and tailor their approach to each individual's needs, much as an orchestra conductor directs musicians with different instruments to play in harmony.



Lead and manage a diverse workforce

Each performer is a unique composition

Experienced	In-office	Introvert
Fast-paced	Energetic	Remote
Low emotional intelligence	High emotional intelligence	Soloist
Newbie	Slow and steady	
Low-key	Team player	
Extrovert		



How to direct like a pro

It doesn't matter if someone plays the piccolo, the viola or the string bass; people need many of the same basic things from their conductor. They want encouragement, support and guidance. The same goes in your office. Here are some tips for managing and supporting your diverse workforce:

- **Encourage open communication**
- **Build trust**
- **Meet employees where they are**
- **Keep an open mind**
- **Don't generalize**
- **Practice active listening**
- **Ask questions**
- **Focus on performance, not personality**
- **Be patient**
- **Treat everyone the same**
- **Use employees' strengths**
- **Set a clear vision for the team**



FIND
THE PERFECT
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*between managerial
and leadership skills*

True for both leaders and managers

Actions influence the workforce in positive and negative ways

Skillsets are necessary for long-term success

Benefit from using the leadership skills of coaching, encouraging and motivating

Must balance tactical skills with soft skills

Some days, you're focused on inspiring and motivating your employees. Other days, you're working on managing the latest projects and making sure employees are meeting deadlines.

Whether you consider yourself a leader or a manager – or both – you must strike a balance between acting as one or the other. And sometimes, you may find you need to sharpen your skills more in one area. To know when to concentrate on each, ask yourself these questions:

Is the work getting done well without my intervention?

If yes, concentrate on motivating the team to keep performing well. If not, put on your manager hat and ask the team what's getting in the way of better performance, then help them implement changes.

Do you focus on results or process (how the job got done)?

If you tend to focus on process more than results, challenge yourself to become more comfortable with the reality that many alternatives may exist to getting the same result.

Do colleagues in other parts of the organization come to you for advice?

If yes, you're probably seen as a leader. If not, look at what you can change to support and inspire others.

What do you spend the most time talking about? The tasks at hand, processes and deadlines, or the big picture and strategy?

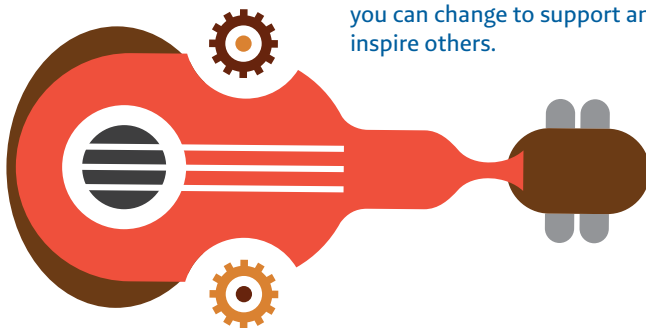
Managers need to discuss both, but pay attention to whether you're leaning too hard one direction or the other.

Do you ask employees to accomplish objectives without explaining the need behind the request?

Employees are more likely to go the extra mile if they understand the reasons they're being asked to do something.

Who is responsible when things go wrong?

Do you blame the team or yourself? A leader understands that it's ultimately her responsibility for the success or failure of her team.





Composition of a leader

Work on these areas to improve your soft skills:

- **Emotional intelligence**
- **An eye for innovation**
- **Endurance**
- **High involvement in the business**
- **Passion**
- **High standards and expectations**

Fine tune your emotional intelligence

Have you heard of emotional intelligence (EQ)? EQ is a competency that includes the ability to recognize, understand and manage our own emotions. It also means being able to recognize, understand and influence others' emotions.

Emotional intelligence can be broken down into four areas:

- 1. Self-awareness**
- 2. Maturity**
- 3. Social skills**
- 4. Rapport**

Improving your abilities in these four areas will help you to better understand yourself and your employees, improve communication skills, develop and maintain healthy relationships and much more.

Why is your EQ important in your role as a leader?

- Emotions play a tangible role in business.
- Body language and nonverbal cues are important.
- Getting to know your team is critical for success.
- Adapting to your company culture is essential.



Practice, Practice, Practice

Techniques for continual improvement

It's said that you can't achieve perfection, only progress. That goes for a career path as much as it does for learning a musical instrument.

Build a strong professional network.

Being surrounded by other successful people can inspire and support you when things get tough.

Pursue training opportunities outside of the office.

Sometimes you need a different perspective.

Take care of yourself.

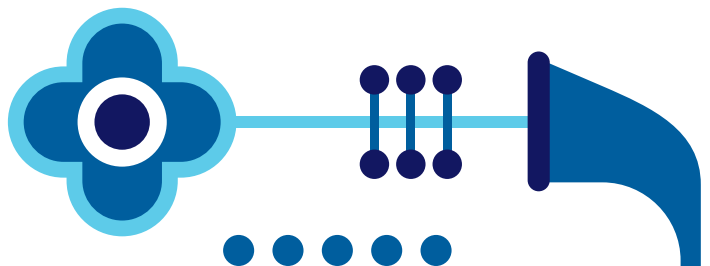
The better your health, the better you'll be able to handle anything that comes your way.

Stay current on industry trends.

Your team looks to you for expertise.

Work in other areas of the business if possible.

It will broaden your horizons and increase your value to the company.



Put your top performers on center stage

Appreciation and recognition help motivate and engage employees, but they're not the same thing. Here's how to decide which to use:

Employee appreciation

Designed to enhance employee morale

Marks milestones (birthdays, anniversaries, achievements)

Can complement a peer-to-peer appreciation program

Uses rewards like feedback, acknowledgement or bringing cake for birthdays

Employee recognition

Rewards employee performance that achieves company goals

Highlights top performers while encouraging others

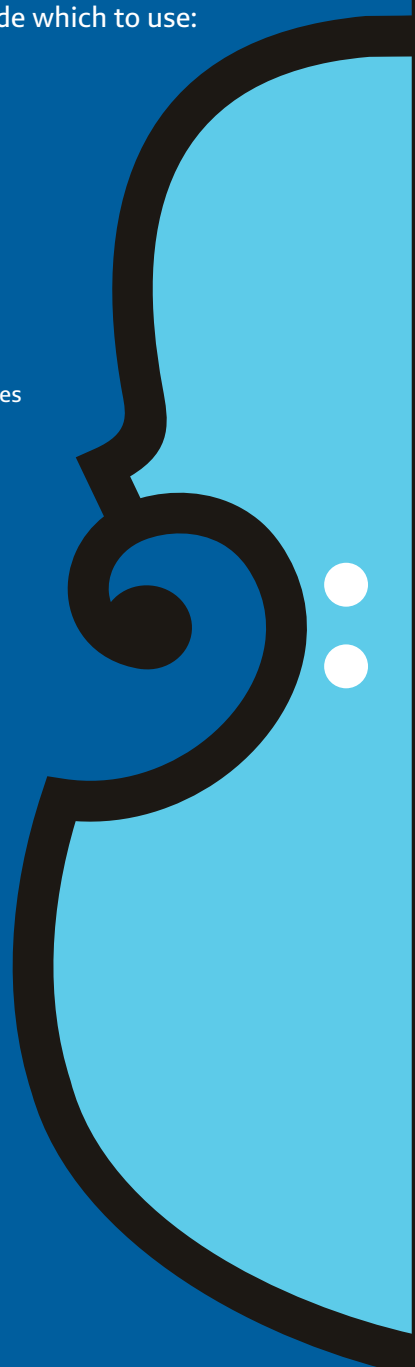
Celebrates company priorities and individual achievement

Is measurable and simple to implement, maintain and repeat

Uses individual rewards like raises, bonuses, gifts and promotions

7 ways to reward excellence

1. Be flexible.
2. Write employees a handwritten thank-you note.
3. Organize an off-campus outing.
4. Buy lunch for the team.
5. Award a traveling trophy to outstanding employees.
6. Create a VIP parking spot.
7. Offer learning opportunities.



4

discipline steps to correct harmonic dissonance

Disciplining employees is a difficult, but important aspect of managing people.

Left unaddressed, a disruptive employee can lead to disengaged employees, low morale, decreased productivity and lost profits.

A progressive discipline policy provides transparency and accountability.

1 | Verbal warning ▶ **2** | Written warning ▶ **3** | Final warning ▶ **4** | Termination

6

rules to handle difficult conversations

Difficult conversations are unavoidable and often uncomfortable. These six techniques can smooth the conversation:

Conquer your fears. Don't put off the conversation.

Do your homework. Come prepared for the meeting with fact-based evidence.

Focus on the performance, not the person.

Be positive and assume good intentions.

Leave your emotions at the door.

Find the right, safe setting – your office, a conference room or coffee shop.

How to find future *maestros*

A soloist may shine during performances, but they might not be ready to lead. Seek these five raw personality traits that are present in inspirational leaders.

Raw personality trait

Empathy

Poise

Attention to detail

Ambition

Optimism

Future leadership trait

Emotional intelligence

Confidence

Enduring focus on big-picture goals

Vision for the future of the company

Voice and tone that motivate and inspire

When should you promote your employee to first chair?

Ask these questions before promoting a high performer to management:

Does the employee have the right motivation?

Driven to get things done or by the need to advance into leadership?

Do they have the necessary skills?

Are they leading or mentoring peers? Understand the “why” behind their work? Big-picture thinker?

Have you prepared them for leadership?

Provide mentorship and leadership opportunities, offer training and give feedback.

Are you ready?

If a top contributor moves into leadership, expect a drop in team productivity, at least temporarily.



Benefits of great leaders and managers

Culture of trust and understanding

Employees feel understood

Greater resilience in crises

Enthusiastic, engaged employees

Lower turnover and better retention

Higher productivity and efficiency

Increased bottom line

Less wasted time

See what's possible with the right HR partner

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