



inspired
LEADERSHIP
A 360-Degree Look at What Makes Leaders Great



Leadership is not merely determined by how an individual handles a moment of crisis. Leadership is defined by countless moments and interactions that happen on a daily basis. These moments support employees who achieve organizational goals as well as personal satisfaction. Strong leadership is about creating a culture of employee engagement. This type of leadership doesn't happen overnight. Great leaders are created through learned skills and practices that motivate, inspire, and empower employees to deliver continually higher levels of performance.

With over 50 years of experience improving workplace performance, GP Strategies is a true pioneer in leadership. We've gathered all our best articles, videos, and graphics in this eBook to give you a 360-degree view of the behaviors and mindset of good leadership, so you can turn our "secrets" into actionable strategies that improve performance throughout your organization.

The BlessingWhite division of GP Strategies provides key expertise in leadership development and employee engagement solutions that translate business strategies into results for customers by developing more effective leaders and more engaged workforces.

TABLE OF CONTENTS



COMPETENCE & CONNECTION

What makes a good leader? Countless books and articles have been written about the importance of leadership in the workplace. This topic has been researched and dissected from many angles and with good reason. The role of leaders—from front line leaders to leaders of leaders and leaders of teams and groups—is pivotal to organizational success. We believe strong leaders are able to successfully balance two essential qualities: competence and connection.

Competent leaders understand what is expected of them, know themselves, and understand the business. Critical to their role is ensuring alignment of their team's day-to-day activities with organizational goals. Competent leaders are adept at delegating, communicating clearly, and managing change. All of these skills are necessary to deliver results through others—they are foundational to a strong leadership style. Competent leaders are also able to engage the minds of their employees in setting expectations.

Competence is a necessary foundation to leadership excellence—but it is not enough. It is precisely because leaders produce work through individuals that the need for connection is essential.

Leaders who connect with others exhibit emotional intelligence. They build trust and influence effectively. Leaders who connect with others send the message that they care about more than accomplishments; they care about their people—what makes them unique, what is important to them (values), and what they want to get out of their lives and their career. When leaders are connected, they lead with their heart and create meaning and value in the relationships with those they lead.

Resources



Video

Competence and Connection | >



Video

Challenges of Leaders | >



Article

Mind the Gap | >

“What makes a
good leader?”





Resources



Video

Culture of Employee Engagement | >

Video

Employee Engagement Survey X Model | >

Infographic

11 Things Leaders “Say” and Mean to Drive Engagement | >

ENGAGEMENT

Engagement has been hailed as the secret ingredient in competitive advantage and organizational success. It is an intuitive concept: Committed, aligned, and passionate employees are good for the business.

The more engaged your workforce, the more capacity it has to deliver on your organizational imperatives. High employee engagement drives discretionary effort, innovation, customer loyalty, quality, productivity, profitability, and retention of top talent.

If your organization is like many, you might be survey weary, frustrated that your annual survey process loses steam during action planning and does little to inspire the discretionary effort and bottom-line results that high engagement promises. That’s because surveys alone don’t change anything. People—and sound workplace practices—do.

Employee Engagement Best Practices *The most successful approaches to employee engagement are multifaceted:*

- Adopt and communicate a clear and practical working definition of employee engagement (not to be confused with mere job satisfaction).
- Demonstrate senior team commitment—in deeds and in words—to building a culture of engagement using employee engagement best practices.
- Develop a well-planned organizational cascade strategy.
- Run an engagement survey on a regular cycle with a focus on continuous improvement of internal results (not a report card against external benchmarks) and achievement of strategic priorities.
- Communicate findings and organization-wide action plans in an open and honest fashion.
- Establish roles for executives, managers, and individuals in making the engagement of each employee a daily priority.
- Develop engagement champions throughout the organization to support the initiative between survey cycles.
- Equip managers to involve their team in understanding the findings and increasing team engagement with employee engagement best practices.





CAREER

Providing career resources is not an employee perk. It is a deliberate strategy to guide individual aspirations and personal skill-building in a direction that is most beneficial to the enterprise. But organizations that have deliberately focused on career and career conversations have seen improvements beyond just survey scores and retention. In many ways, career conversations can provide a manager with a “window into the engagement” of their employees.

And as workplace demographics shift, we know that individuals are focused now, more than ever, on working for an organization that demonstrates an interest in their career development and provides them with opportunities for career growth. Managers play a pivotal role in career development to benefit individuals and to multiply the talent within the organization. They need to maintain an “enterprise mindset” to help identify growth opportunities that benefit both the organization and the employee.

Our focus on career includes encouraging employees to think about “What now?” What values motivate them, and what skills and abilities do they bring to the table? What is the work environment that works for them, and what do they consider their personal brand? These questions are individualized and require both reflection and discussion with trusted advisors.

The second question each individual needs to answer is, “What’s next?” What does career growth look like for them, and what are the many ways they can satisfy their values within their organization or by connecting with a broader network of individuals who share their interests? How can their manager play a role in facilitating those connections?

And, finally, as personal, industry, and organizational change is inevitable, how can we equip individuals to be career resilient when change happens?

Resources



Article

**Values & Career:
Spare Change or Big Investment?** | >



Article

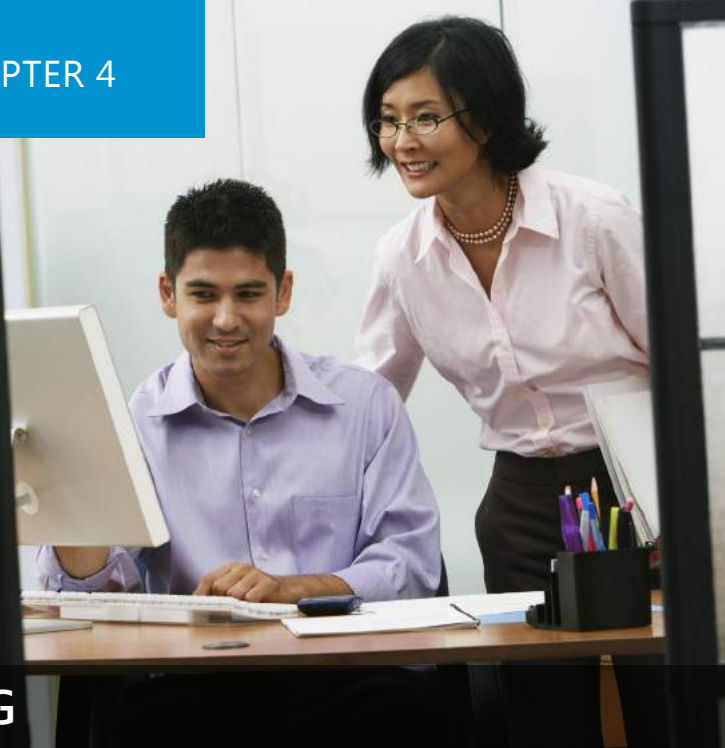
**Play to Your Strengths &
Find “The Zone” in Your Career** | >



Research Report

**Navigating Ambiguity:
Career Research Report 2014** | >

“What now?
What’s next?”



COACHING

Coaching employees is essential to maximizing organizational and individual success. When employee coaching goes beyond a routine or annual event, it represents a powerful way to help employees achieve peak performance, innovate, and show up each day excited about their work and their organization.

Leaders who coach in the workplace can effectively develop and engage every employee in ways that organizational initiatives cannot. This ability is becoming more important as many organizations move away from traditional “rank and rate” approaches to performance management and rely more extensively on a manager’s ability to connect with and fully engage each team member.

But what sets *great* leaders apart from *good* leaders is the ability to identify or create coaching moments on a daily basis and to seize the impromptu interactions that give way to everyday coaching conversations. In our Everyday Coaching Conversations program, managers have the opportunity to elevate their coaching skills, so they can take advantage of the quick, spontaneous conversations they have with their employees. The ability to leverage the 2-, 3-, or 5-minute casual interaction is paramount to creating a coaching culture and embedding coaching into the everyday practices of managers throughout the organization.

“*What sets great leaders apart from good leaders is the ability to identify or create coaching moments on a daily basis*”

Resources

-  *Research Report*
Coaching Conundrum Report 2016 | >
-  *Webinar Recording*
You’re Doing It Wrong – Moving your Coaching from Annual and Awkward to Everyday and Energizing | >
-  *Article*
Connect First, Coach Second | >



Consider all angles of LEADERSHIP

Great leadership is multifaceted. Many who are hired or promoted into leadership roles get there based on their strategic accomplishments, client relationships, or business acumen. Their ability to lead others may be relatively unknown until they are established in their role. And even the most seasoned leaders are dealing with varying workforce dynamics, and change and conflict management.

In a globally competitive and wired marketplace with baby boomers retiring at dizzying rates, the stakes are high. Keeping your employees engaged can be influenced by strong leaders—but you need to develop those leaders to keep them effective. Start by putting these four components of leadership strategy to work in your organization. If you need the support of an expert in professional development to implement leadership, coaching, or engagement programs (we do workforce development, too), give us a call.

Our Services

We work with leading global organizations in both the public and private sectors to deliver high-impact training, consulting and performance improvement solutions. We partner closely with individuals and teams across those organizations to deliver everything from leadership development programs and sales solutions to learning technologies and performance-based engineering solutions. While our services are diverse and comprehensive, all are built on a foundation of human performance improvement with emphasis on time and money-saving benefits that last long after our work is done.

- Human Capital Management
- Managed Learning Services
- Content Design & Development
- Learning Technologies
- Organization & Leadership Development
- Risk, Regulatory & Compliance
- Sales Solutions
- Technical & Engineering
- Workforce & Process Excellence



BLESSINGWHITE
A Division of GP Strategies



GP Strategies World Headquarters
70 Corporate Center
11000 Broken Land Parkway, Suite 200
Columbia, MD 21044 USA

gpstrategies.com

1.888.843.4784

info@gpstrategies.com

© 2017 GP Strategies Corporation. All rights reserved.

© 2017 BlessingWhite, a division of GP Strategies. All rights reserved.

GP Strategies, GP Strategies with logo design and BlessingWhite are trademarks or registered trademarks of GP Strategies Corporation.

All other trademarks are trademarks or registered trademarks of their respective owners.

Ref. Code: eBook InspiredLdrshp 6.16.17.indd