

BEING AN APPROACHABLE LEADER

KNOWING OUR PEOPLE

Deeply knowing others through:

- (a) what motivates this person to work?
 - (b) what is their preferred communication style?
 - (c) what's happening in their personal life that may be impacting on their work
 - (d) when was the last time you had a conversation where you listened to them for more than 5 minutes?
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What motivates people?



LEADERSHIP IMPACTS

The most important factor influencing performance is an employee's relationship with their immediate manager.

Remember the Pygmalion and Golem effect: what you think about your employee's performance is what tends to happen.

WHAT GETS IN THE WAY?

- SCARF Model (see next page)
 - Emotional Contagion. Emotions (positive and negative) are contagious and can go viral. They are more contagious from those in positions of power.
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TIPS FOR CREATING AN ENVIRONMENT OF WELLBEING



Create 3rd space where you can reflect on your impact as a leader

Use micro 3rd space at work to centre yourself and be fully present (e.g. door handle, 'join now' button).

Make Their Work Matter (remember the Lego study...)

- Create clarity rather than certainty (e.g. time frames, simplify options)
- Focus on effort they put in (which they can control) rather than the outcome (which is often out of our control)

Make Them Matter

- Intentional relationship building.
- Listen. Time spent on the relationship is the work of a leader.

THE SCARF MODEL

Status

How we perceive our position in relation others we have a relationship with such as our boss, peers, direct reports, friends and family. It can include job titles, public and private forms of recognition or criticism, salary and any other aspects associated with status.

Certainty

How sure we feel about events/people/situations that affect us. The higher the level of uncertainty, the more likely a threat state will be created

Autonomy

Level of control we have over the decisions that affect us. The more autonomous we feel, the more engaged and confident we tend to be. In general the more empowered people feel the more likely they are to feel like their effort is making a difference.

Relatedness

The quality of our relationships with others. Our brain will categorise people into either a friend or foe. If they are a foe, a different circuit gets activated that that when we perceive someone as a friend.

Fairness

Our sense of justice and right and wrong and how this affects us. Our perception of whether we have been dealt with fairly can motivate and keep us engaged or it can move us towards a threat state where we are more likely to respond in a defensive way.

