

LeadPro New Leader

Simulation on Stepping into a Leadership Role



Developmental Imperative Report

Introduction

LeadPro is a simulation suite designed to help leaders self-discover their strengths and development needs. This document - the developmental imperative report - presents the results on various competencies as captured in the simulation and offers practical, on-the-job suggestions to enhance leadership effectiveness and positively impact organisational performance.

Understanding the Competencies

To help you understand what the simulation is capturing, here are the definition of the competencies.

Building Trust and relationships

Trust is essential for long-term team performance and successful stakeholder engagement. Trust is developed through being capable, conveying legitimacy and purpose, doing what one says one will do and involving others in decisions.

The drivers/skills of this competency as captured in this simulation are:

- Communicating clearly and effectively
- Building rapport with team members
- Taking responsibility and leading by example

Managing Performance

Performance Management is about creating the capacity for appreciative and supportive interaction that leads to the achievement of individual performance and business results.

The drivers/skills of this competency as captured in this simulation are:

- Appreciating members and recognizing star performers
- Guiding subordinates with clear instructions
- Coaching/Mentoring subordinates
- Supporting and motivating subordinates
- Empowering subordinates

Managing Activities

Managing activities is an ongoing process where you and your team work together to plan, monitor and review individual work outcomes, future goals, and development needs.

The drivers/skills of this competency as captured in this simulation are:

- Delegating tasks
- Goal-setting and prioritizing tasks

Action Sequence

A sequence list of actions as taken in the simulation.

Initial interactions with the team

1. Team Meet (Sam,Andy,Michelle,Dan)

Action Statement: Keep the focus on getting to know each member and their roles, responsibilities and current tasks.

Action Response: The team, in general, showered a warm welcome.

2. Team Meet (Sam,Andy,Michelle,Dan)

Action Statement: Set precise procedures for the workflow, hours, processes and channels of communication.

Action Response: Team meeting went off well. Clarity on tasks helps people focus on the essentials and boosts productivity.

3. Email (Sam)

Action Statement: Give specific instructions on the required approach for the task at hand.

Action Response: The team member did not like your approach. You need to be careful about micro-managing experienced and skillful team members.

Delegating Task

4. Team Meet (Sam,Andy,Michelle,Dan)

Action Statement: Allocate everyone a report and take the responsibility of the fifth report yourself - showcase your expertise to the team.

Action Response: You are leading by example. By shouldering additional responsibility you have sent a strong signal that results are priority and you are willing to do what it takes.

Routine interaction

5. Team Offsite (Sam,Andy,Michelle,Dan)

Action Statement: Take team out for offsite. Use this as an opportunity to de-stress.

Action Response: You didn't get budget approvals for such an event.

Action Sequence (contd...)

Michelle makes a mistake

6. F2F Meet (Michelle)

Action Statement: Explain what went wrong, empathise with her situation and let her know that she can count on your support.

Action Response: As a manager, helping people overcome their performance roadblocks is a critical task. Your approach has helped you identify the underlying issues but you failed to emphasise on the larger impact of mistakes. This hasn't helped the team member broaden her understanding of the problem.

Routine interaction

7. Training (Dan)

Action Statement: Nominate the team member for a technical skill building workshop.

Action Response: Using training opportunities to upskill members and help them overcome a roadblock is a great idea. If budget or time constraints do not allow you to nominate everyone, you may want to help them in other ways.

Pressure from Management to drive performance

8. F2F Meet (Andy)

Action Statement: Understand the challenges that the team member is facing and guide him/her accordingly.

Action Response: Mentoring/Coaching could be great tools for every manager to guide the team members. However, for experienced and skillful team members, you might need a different approach.

Client complaints about Andy

9. Email (Dan)

Action Statement: Give specific instructions on the required approach for the task at hand.

Action Response: The team member did not like your approach. You need to be careful about micro-managing experienced and skillful team members.

10. Training (Michelle)

Action Statement: Nominate the team member for a technical skill building workshop.

Action Response: Using training opportunities to upskill members and help them overcome a roadblock is a great idea. If budget or time constraints do not allow you to nominate everyone, you may want to help them in other ways.

Action Sequence (contd...)

Routine interaction

11. F2F Meet (Dan)

Action Statement: Help out a team member by taking joint responsibility of task completion for this week.

Action Response: Team members appreciate managers who take responsibility and help them out. However, you might want to wait and observe when your direct intervention is crucial before offering it.

Client praises Sam's efforts

12. Team Meet (Sam,Andy,Michelle,Dan)

Action Statement: Show your confidence in the team and motivate them to continue the momentum.

Action Response: The team appreciated the initiative, and it has helped build a positive atmosphere in the team.

Routine interaction

13. Team Meet (Sam,Andy,Michelle,Dan)

Action Statement: Explore immediate bottlenecks by discussing where each member is having difficulty.

Action Response: While some team members appreciated your approach; others mentioned a more personalised way could be more helpful.

14. Coffee Meet (Dan)

Action Statement: Remind about his/her potential and encourage the person to put in renewed efforts.

Action Response: Motivating members is important for a manager. Your positive words created the desired effect today.

Team is overstressed

15. Team Lunch (Sam,Andy,Michelle,Dan)

Action Statement: Take team out for lunch. This could be an opportunity for members to bond with each other.

Action Response: The team appreciated the initiative, and it has helped build a positive atmosphere in the team.

Action Sequence (contd...)

Final Interaction before the deadline

16. Email (Michelle)

Action Statement: Seek explanation and subsequently point out areas of improvement.

Action Response: Mentoring/Coaching could be great tools for every manager to guide the team members. However, for experienced and skillful team members, you might need a different approach.

Developmental Suggestions

A list of customized actions based on your performance on the specific skills underlying the competencies is shared below. Remember, the suggestions listed here are thought starters only; you should identify additional development options that fit your particular situation.

Goal-setting and prioritizing tasks

Your Approach:

1. Team Meet (Sam,Andy,Michelle,Dan): Set precise procedures for the workflow, hours, processes and channels of communication.

Impact on competency:

Managing Activities

		High
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Best Approach:

During the initial interaction, a manager needs to outline the goals and provide clarity on expectations from the team members. However, this needs to be followed up with periodic brainstorming sessions to replan and reprioritize based on the evolving situation.

Delegating tasks

Your Approach:

1. Team Meet (Sam,Andy,Michelle,Dan): Allocate everyone a report and take the responsibility of the fifth report yourself - showcase your expertise to the team.

Impact on competency:

Building Trust and relationships

		High
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Managing Activities

		High
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Best Approach:

Delegation is a tough skill to master for new managers especially if they have been star individual performers. While delegating, it is important to ensure clarity and fairness else there is a risk of alienating some team members.

Developmental Suggestions (contd...)

Taking responsibility and leading by example

Your Approach:

1. Team Meet (Sam,Andy,Michelle,Dan): Allocate everyone a report and take the responsibility of the fifth report yourself - showcase your expertise to the team.
2. F2F Meet (Dan): Help out a team member by taking joint responsibility of task completion for this week.

Impact on competency:

Building Trust and relationships

		High
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Managing Activities

		High
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Best Approach:

The team looks upto managers that lead by example. Helping out team members when they are faced with a challenging task or deadline pressure not only boosts the team's performance but also builds trust.

Empowering subordinates

Your Approach:

No Action Performed

Impact on competency:

Best Approach:

Empowering is ideal in scenarios where the follower is experienced and highly confident. All you need to do is define what needs to be done i.e. set goals and leave the 'how it needs to be done' to the follower. This show of confidence further enhances the commitment levels and creates a win-win situation for everyone. However empowering inexperienced or demotivated team members may lead to drop in performance levels.

Developmental Suggestions (contd...)

Supporting and motivating subordinates

Your Approach:

1. Coffee Meet (Dan): Remind about his/her potential and encourage the person to put in renewed efforts.

Impact on competency:

Managing Performance

	Medium	
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Best Approach:

When follower is competent but lacks confidence or commitment, Participative approach is advisable. There is no need for task specific instruction or guidance; just support and encouragement is required. This boosts the confidence and this increased commitment translates into workplace performance. Sometimes, motivational training opportunities could also be utilised to aid this.

Coaching/Mentoring subordinates

Your Approach:

1. F2F Meet (Michelle): Explain what went wrong, empathise with her situation and let her know that she can count on your support.
2. F2F Meet (Andy): Understand the challenges that the team member is facing and guide him/her accordingly.
3. Email (Michelle): Seek explanation and subsequently point out areas of improvement.

Impact on competency:

Managing Performance

Low		
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Best Approach:

Coaching style is suited for situations where the follower has gained a bit of experience but lacks commitment. Essentially, the leader has to act as a Coach who listens to the follower and at the same time solves the problems and provides direction and guidance. Note that unlike Instructing Style, this requires a two way communication.

Developmental Suggestions (contd...)

Guiding subordinates with clear instructions

Your Approach:

1. Email (Sam): Give specific instructions on the required approach for the task at hand.
2. Training (Dan): Nominate the team member for a technical skill building workshop.
3. Email (Dan): Give specific instructions on the required approach for the task at hand.
4. Training (Michelle): Nominate the team member for a technical skill building workshop.
5. Team Meet (Sam,Andy,Michelle,Dan): Explore immediate bottlenecks by discussing where each member is having difficulty.

Impact on competency:

Managing Performance

	Medium	
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Best Approach:

This is the perfect leadership approach to use in situations wherein the followers lack competence, which requires the leader to show them how to do something or direct them, but are committed to their jobs. In this case, an effective leader would be one who gives precise directions, such as solving problems, making decisions and giving specific instructions. One may also utilise skill building programmes to augment this further. The instructing approach may not go down well with competent and experienced team members.

Communicating clearly and effectively

Your Approach:

1. Team Meet (Sam,Andy,Michelle,Dan): Keep the focus on getting to know each member and their roles, responsibilities and current tasks.

Impact on competency:

Building Trust and relationships

		High
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Best Approach:

Communication is perhaps the most impactful skill of a new manager. One needs to first define the objective of the communication and review whether it is helping the team meet their goals. This goes a long way in establishing credibility and building trust. Pressure tactics, for example, may end up doing more harm than good if used frequently.

Developmental Suggestions (contd...)

Appreciating members and recognizing star performers

Your Approach:

1. Team Meet (Sam,Andy,Michelle,Dan): Show your confidence in the team and motivate them to continue the momentum.

Impact on competency:

Building Trust and relationships

Low		
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Managing Perfomance

Low		
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Best Approach:

Recognition and appreciation not only boost one member's confidence but also lifts the spirits of the entire team. It is almost always better to appreciate in public and celebrate small wins as a team. Frequent and specific appreciation also reinforces the right behaviours and skills helping the team improve over time. It might be better to use interactive ways (meetings/lunches etc.) instead of passive channels (e.g. email, chat, social media etc.)