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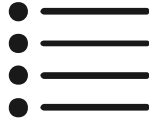
5 LEADERSHIP HACKS FOR 2020



WORKBOOK



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5 LEADERSHIP HACKS FOR 2020



A new year is here and so is the beginning of your new strategic vision and tactics for 2020.

How can you make the most of the new year?

If you've reflected on your 2019 successes and challenges, as well as started planning for 2020, there is nothing more important than to shake things up a little.

Start seeing things from a new perspective and realize how you can use current competencies, assets, and insights in new and more innovative ways.

LEADERSHIP DEVELOPMENT



You may not see it, but you're leaking talent. Organizations that are not good at succession planning are equally terrible at developing tomorrow's leaders. It's time to start filling leadership pipelines by identifying those team members that have demonstrated the potential to fill those positions that our older generation will hand off in the next decade.

Middle managers in many organizations are sorely overworked and chronically underappreciated. The leadership development of these individuals is both highly valued and highly neglected. Never forget that people leave managers, not organizations.

The perception of limited development opportunities is a big factor in disengagement. Annual performance reviews with developmental goals is not enough. If future leaders can't see what they're working toward, what's the point? Help employees understand the organization's overall vision, so they can look at their job from a new perspective.

Demonstrate how their role positively affects their peers and the organization's goals. Show them how what they do is more than just a job – it's a contribution to a greater future that you'll develop them to be a part of.

LEADERSHIP DEVELOPMENT WORKSHEET



What team members in 2019 have demonstrated through their performance the potential for duties and positions of greater responsibility?

Who in your organization is sorely overworked and chronically underappreciated? How can you demonstrate how much you value them and meet their developmental needs?

Are you addressing developmental goals in performance reviews? Are your words and deeds matching up:

FEEDBACK, FEEDBACK, FEEDBACK



Feedback has always mattered, and now there are fewer excuses not to give it. Constructive and positive feedback needs to be frequent and deliberate, with the ultimate purpose of getting your team members to continue doing something they are already doing well, stop doing something that is ineffective or incorrect, or start doing something differently.

Constructive feedback should focus on –

1) Expectations, 2) Example, and 3) Empowerment

Positive feedback should focus on –

1) Attribute, 2) Event / Example, and 3) Thanking

Giving no feedback – ignoring the performance altogether – is not an option if you want to impact performance and retain your team members.

When leaders don't give feedback employees may assume the leader is satisfied, become unmotivated, or make up their own standards of performance.



FEEDBACK, FEEDBACK, FEEDBACK

WORKSHEET



Do you regularly provide constructive feedback to your team members? How can you shape future behavior through clear expectations, solid examples, and empowerment?

Do you regularly provide positive feedback to your team members? How can you highlight organizational values and attributes, performance examples, and thank them?

How can you plan for providing intentional feedback in your daily schedule and activities?

A CULTURE OF RECOGNITION



A strategically aligned culture of recognition drives behaviors, actions and results. Appreciation is a fundamental human need and a great retention tool. People may take a job for more money, but they'll leave for more recognition. Team members who feel valued will stick around. The more recognition an employee receives, the more fun they believe the workplace to be. The more valued a team member feels, the more satisfied they are with their colleagues and the more likely they'll rate their direct leader more positively. Never underestimate the power of "Thank you!"

A culture of recognition should be fair, transparent, inclusive, consistent, timely, and varied. Recognition should be appropriate to the contribution made, be meaningful and reflect the recipient's preferences. Also, recognize all members of team when recognition is result of a group effort.

Importantly, a culture of recognition reinforces strategically communicated organizational values.

A CULTURE OF RECOGNITION WORKSHEET



Do you regularly recognize team members when they demonstrate behaviors that are in keeping with your strategic messaging? How can you foster a culture of recognition?

Do you have a formal recognition program? Is it fair, transparent, inclusive, consistent, timely, and varied?

How can you be more intentional about ensuring recognition reinforces your strategically communicated organizational values?

COLLABORATIVE WORKPLACE



The workplace is changing, and the future is collaborative. Traditional power always came from positions of authority, but the greatest power comes from a collective team. You'll know you have a collaborative workplace when information and knowledge is openly shared, suggestions and ideas from the team are encouraged, the team brainstorms to find and deliver solutions, and the team is enabled with time and resources.

Collaborative leaders are high on both assertiveness and empathy. They have high expectations, set goals, and expect results. They can be perceived by others as demanding and yet seek to involve other people in making decisions and solving problems rather than going it alone. These leaders recognize their own authority and don't let pleasing others override their opinions. They are more optimistic about people's capabilities and motives than dominators and so, after providing direction, allow them autonomy and self-governance. They deliberately coach and develop their people. They are willing to have difficult conversations when performance falls short or differences of opinion exist, but they do so seeking win-win outcomes rather than imposing their own will on others.



COLLABORATIVE WORKPLACE WORKSHEET



Is information and knowledge openly shared on your team?
Are suggestions and ideas from the team encouraged?

How can you be more a more assertive and empathetic collaborative leader?

When your team members provide you recommendations or solutions, and you don't act on them, do you circle back and tell them why?

DIVERSITY MATTERS



Diversity is a proven business strategy that helps drive innovation. As organizations choose to embrace diversity and the multitude of business benefits that come with it, they'll also find that they become more attractive to potential team members.

The key to maximizing the potential for diversity and inclusion is to leverage it throughout every business function.

To be successful in managing diversity, leaders must clearly articulate their business case for diversity, possess a clear understanding of the current situation, champion all efforts from the top, and treat diversity leadership as a stand-alone function at their level.

Management processes, measurable goals, and incentive system should underpin this change. The greatest result will be the achievement of wide employee engagement and involvement.

DIVERSITY MATTERS WORKSHEET



Is diversity important to your organization? If so, how is this demonstrated to your team?

In what business functions do you presently leverage diversity and inclusion?

What are some management processes, measurable goals, and incentives can you implement to demonstrate that diversity matters in your organization?

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