

While You Reinvent: 3 Essentials - A Leadership Framework for Managers

A Framework to Make Your Own

Based on extensive change management research and experience here is a practical, pass-on-able, three-point leadership framework to help you guide your teams through the next few months.

1. Empathize

You've been positive and team affirming through this unsettled time. Demonstrate your emotional intelligence as you Honor and Accommodate:

Honor (their experience)

Be **aware** of what each team member has and is going through. Call each one. Empathy doesn't come across in group meetings. Gather just enough detail. People want to know you know.

Be **pragmatic**. Acknowledge that this has affected some more than others - that some have had a more difficult time. People need to hear this, to know you understand this inequity, to allow them to move forward. Miles says, "If you honor people's past, they will let you take them to the future."

Accommodate (their present)

Be **flexible**, as you have been, but tell them more adjustments will come. Set their expectations now.

Be **consistent** as you interact individually with team members. Unique accommodations to unique staff situations are obviously required but this can also lead to accusations of favoritism. Avoid by ensuring consistent interactions. For example, hold regular one-on-one meetings with every member, not just those who require more guidance.

2. Engage

Stress is reduced and people cope better when involved, but people engage best around information for which they are familiar. Maintain engagement as you Propose and Involve.

Propose Half-Finished Ideas

Resist the temptation to plan too thoroughly for upcoming adjustments or projects. Plan to assure

senior leadership of success but **leave** tactical details. **Invite** your team to help define tactics using their detailed knowledge. This honors their intelligence and experience.

Involve According to Role's Time-Frame

Every role has a natural **working time-horizon**. C-level executives plan and forecast three plus years out, while front-line staff focus on weeks or months. Emergency room doctors focus on *hours* as they watch for patients to respond. By involving members in planning and implementation - they grasp onto familiar details and see more clearly how their contribute. Less work for you. Better outcomes as project execution benefits from detailed knowledge.

3. Evaluate

Our revised work areas must continue to meet customer needs and/or operationally and financially deliver. Ensure performance as you Test and Verify.

Test Assumptions

Map out major steps of your area's processes. Create high-level maps in a couple of hours. Don't debate the internal decisions within each. For each step, list what used to be true or required, and challenge all previous **assumptions** whether time, resources, facilities, processing sequence, etc.

Verify Complete Information is Being Passed

Lift quality and reliability by ensuring complete information is passed between steps. **Each step** defines in clear, precise terms every piece of data they need to perform their function perfectly the first time they try. You ensure earlier process steps generate and pass on all these datasets without fail.

Finish the evaluation by having each step **sign off** that the information set is now being received as complete and in-time to allow quality processing.

This verification honors each step's activities, reduces cycle-time and resources needed, lowers frustration between groups, lifts morale, and raises business performance.