



Webinar Transcript

Dr. Kim Carter

Are you an undeniable five-star leader?

Session takeaways

During this session leaders will examine the five-star leadership competencies:

- Care
- Clarity
- Candor
- Collaborate
- Congratulate

During this session, leaders will reinforce the direction of their leadership compass to gain maximum individual and team performance outcomes. We'll also take away today self-awareness and self-manage, appropriately addressing:

- Crucial conversations
- Motivation
- Developing emotional intelligence
- Managing interpersonal relationships
- The art of influencing others to be exceptional

Further we'll learn how to focus on being undeniably exceptional.

Let's begin with our first star point—**CARE**

There was a study [unintelligible words] done and in that study, it was found that leaders paid more attention to their team members who were struggling or who needed development or who had opportunities for growth. What they found in doing so, they neglected the other percent of their team members who were doing well.

So, if you have 80% of your team members on a developmental path and 20% that are doing great, you may find that you put the most focus on that 80% because those are ones that need you, that need your care, your concern to be developed. However, that 20% needs you, too. What the study revealed

was that the 20% actually had a decline in their performance, because they, too, wanted you to be available and wanted to be patted on the back and wanted to be recognized for their contributions. When you think about care, and being a five-star undeniable, exceptional leader, we have to make sure that we are providing a level of care to all team members. It's easy to say, "Oh that's so-and-so, they're doing fine, they're rocking it out, they don't need me." Yes, they do.

You want to make sure that we keep everyone **satisfied with acknowledgment of their value added**. That we keep them constantly engaged even though they are doing just fine. We want them to continue to keep doing well and we want them to even flourish beyond what they are already doing. So keep note that care is for every single team member.

Another way that we can care for our team members is **to do IDP (individual development program) and KPI (key performance indicator)**. Individual development plan as well as making certain that we are aware of their KPI, so we can see that their key performance indicators are outlined as well. So the best thing we can do for a team member is develop that individual development plan for them and asking them, where do you see yourself five years, 10 years or 17 years from now? Let's chart a path from where you are to where you want to be.

What are the key performance indicators of your organization? How is your team member matching up with them? These are the performance metrics for your team members that they need to be successful and to continue their growth and development process.

We also care for our team members by **tending business**. You remember when your parents used to say get out of here, this is grown folks' business. Go tend to your own business. Well in caring for our team members, we are caring for their business. We are making sure that we are keeping a pulse on how they are doing. Asking them frequently is there anything we can do to further support you? So, let's tend our business as leaders and make sure that we are supporting the business of our team members.

One way we can do that as well is with training and connecting with them. Always provide training opportunities whether you believe someone has reached a plateau or not. We're lifelong learners, so we never reach that place of all knowledge. Often we offer training opportunities and connecting with our team members for growth opportunities whether it's ourselves providing that or connecting them with another mentor or connecting them with another resource. Training and connecting are key to a person's development process. We want to make sure that we are always on the lookout for ways in which we can provide that. Especially if your team member is not available or not able because there is no availability for them to grow in the organization vertically. There's always horizontal growth. Let's not forget that because undeniably exceptional leaders remember about horizontal and vertical growth opportunities to make sure they offer them to their team members.

Another care point is **wellness**. Create a wellness culture where you are always sharing wellness tips with your team members. Splurge and give them an hour one Friday afternoon to go do something that will enhance their wellness. It could be scrapbooking, it could be going on a hiking trip, it could be simply reading a book. Whatever promotes wellness with your team; give them that time. Allow them the space to be well. That is going to benefit you, it's going to benefit your team member, and it will benefit your organization. When we are thriving and we are well, we are highly motivated and we are producing. So give care.

The McKinsey Institute shared a quote:

"Productivity improves by 20-25% in organizations with connected employees."

[Repeats]

"Productivity improves by 20-25% in organizations with connected employees."

We just finished talking about training and connecting. So, you see, keeping your team connected, they will continue to thrive, and productivity will be on the rise.

Another good quote to share about care is:

"Leadership is not about being in charge. Leadership is about taking care of those in your charge."

Simon Sinek

That's a great one. [Repeats]

"Leadership is not about being in charge. Leadership is about taking care of those in your charge."

I know that because you are exceptional leaders that you are already doing this. So this is just serving as a friendly reminder.

The second point of our five-star leadership is **CLARITY**

Development of your goals and vision translation. What does that mean, Dr. Kim?

Clarity is key. We want to make sure that goals and the vision and mission of people in our organization is translated to our team members from a developmental standpoint, from a goal standpoint. Having a vision is great, but if you're not able to convey the mission of walking that vision out with goals and objective and how each team member can contribute to that, then we're all walking with blinders on. So, clarity is most important to making sure we are all in the **same book, in the same chapter and on the same page**.

Woe it be unto us that we have 10 members all over the place in different books, chapters and different pages, we are not all working toward the same goal. The more we have, the more energy we can

produce to go after that same endeavor. So staying in the same book on the same page is going to be important to us.

Here's another thing readers. You don't want to just do this in the beginning during new employee orientation. This is something you should benchmark all throughout your time as a leader. No matter if change team members or not. Always do a litmus check to make sure you're all walking down the same path. That we're all shooting for the same goal. And that we're all focusing our energy in the same direction.

Another piece for clarity is knowing what your USP is. What is your **unique selling proposition**? What is yours as a leader and what is your team members'? What is special about you as a leader that makes you different? Oh, I know the answer, it's because you are undeniably exceptional. I know you are because that's why you're here listening to this.

What do you have that stands above the rest? That you can give and share with your team? Is it your level of care? Is it your focus, is it your drive, your energy? Is it your wisdom or your ability to lead above the fray? Is it your ability to pivot on a dime when organizational change happens? What is your unique selling proposition? And what is that of your team's? Get to know their love language, get to know what makes them unique and highlight that. That is going to be great for clarity.

Does your digital brand do the same? All of your emails, all of the ways you communicate, all of your marketing, even if they go to LinkedIn. Everything that you say and do manifests itself and aligns itself with the clear vision. Make sure you're consistent. That is going to help you and your team to stay focused. Consistency.

Another part of clarity is managing expectations and time. Yours and your team members'. Once you know you're in the same book, chapter, and page, you can begin talking about how we manage expectations. How we manage our communication process. How we manage our growth and development process. How to we manage making sure we are checking our benchmarks? Keep those expectations before you so that they're clear and understood and that you have a feedback opportunity with your team to talk about how managing expectations are coming along. Time is critical.

Talking about managing expectations is not something that should occur every year at the annual review. Timing is key for this to happen regularly and often immediately to make sure that everyone is on the right path.

Know your metrics. Know what your measurements are, know what, when you go back to your key performance indicators, what your organization looks at to measure progress. Know what those measures are and share them with your team. Be sure that you drive results according to that. That is something very tangible that everyone can hold on to.

What do you do for engagement? What do you do to draw your team members in. How clear are you with what you expect from them? How about making sure that you plan out engagement opportunities for your team members so that you can be sure that everyone stays involved. That shows value added and it's great for teams.

The Gallup Workplace Study provided us with another great quote:

"Employees whose managers regularly communicate with them are nearly three times more engaged than those with managers who don't regularly communicate. And 43% of highly engaged employees receive feedback at least once a week."

That is a nugget right there. Engage, engage, engage. At least once a week. It could be just a quick touch base point. But make sure you touch base.

The third arm of our five-star leadership is **CANDOR**

With candor we're talking about **real-time performance**. This complements candor really well. We talked about performance and knowing your metrics, this is real-time performance, not annually. Let people know how they are doing. Let your team know what their contribution resulted in. If it was something small or big. Everything matters.

Know the right role, and **if it's not the right role**. It will show if a team member is matched up in a role that they're not flourishing in. It's for a reason. Maybe they need additional training, maybe they have a growth opportunity, but it's your place to make that observation. If it's not the right role, be kind to your team member. Work with them on developing what will make it the right role. Or help transition them into a role that is better suited to them.

Having a team member in a role that doesn't fit is not good for anyone; the individual or the team. So please, exercise candor and share that appropriately.

We talk about **needed skillsets** that may address that situation. It may not, and that may lead to a **crucial conversation**. I love this book called Crucial Conversations, by Kerry Patterson. Have the crucial conversation to avoid the crucial confrontations. Pick the right space, time, moment, and environment to have the conversation with your team member, whether it's about growth and development, whether it's about a needed skillset or this not being the right role. Have the conversation. Do not linger in that space, because that is going to be counterproductive.

Things can be challenging. **Challenges** are going to come. Yet candor is going to be placed right in the midst of that to change that challenge to an opportunity.

The Harvard Business Review Study by Zenger and Folkman offered this quote on candor:

"92% of employees say receiving feedback, if delivered appropriately, is effective at improving performance."

Repeats with emphasis!

“92% of employees say receiving feedback, if delivered appropriately, is effective at improving performance.”

That’s candor and that crucial conversation all day long.

On to the fourth tip of the star—**COLLABORATE**

I love collaboration. I love teams. I’m the rah-rah person, because I know that motivation is key to productivity. So several ways we collaborate are:

- Huddles, little three-to-seven-minute meetings; just a touch-base point where we get our direction for the day or give a quick shout out.
- Networking. We spoke earlier about care and how we can match someone with a mentor. Networking is a great way to partner with someone who has what you need, someone you can grow from. Maybe not even someone who has something you need, but a place where you can contribute. We all have value-add. We all have something we can contribute. And networking is a great vehicle to do that.
- Support your team members. Collaboration means support. I support you, I’m connecting you, I’m offering you growth opportunities, whether it’s vertical or horizontal.
- Another way we can collaborate is I can jump in and be your stunt double. Isn’t that funny, I’m a stunt double. What does that mean as a leader? It means that if my team ever has to do some heavy lifting, and it’s a bit much for them alone, I’m gonna jump right in there, I’m gonna take their place and do the heavy lifting with them. Or sometimes I may do a portion for them because along the way I’m gonna need a stunt double.
- The bodyguard. We want to protect our team members. We can collaborate with them by being their bodyguard. There may be a certain stance or situation where your team member may be thrown under the bus and it may not be something of their own doing. That’s a great time to save them as a bodyguard. To protect them, to offer them that shield, to take the blow. There are times when things come down the pike and as a leader I may take the heat for it, but that doesn’t mean I need to transfer that heat onto a team member. I can be the bodyguard. I can take it and I can convey it in a different way to my team members.

That moves into our fifth point of our five-star leader—**CONGRATULATE**

Of the five, I don’t know which one is my favorite, but I love congratulate. Because we get an opportunity here to treat our team members as stars. They are all stars. Why? Because they’re on our team. They’re going to be developed and they’re going to be supported, they’re going to be encouraged and they’re going to know their metrics and they’re going to know what path we’re on. They’re going to know we’re together; they’re going to know they’re value added. So, that is in itself a way to congratulate them for being stars themselves.

Inspire your team. Three days a week I may send something out to my team. Just a little quote, just a little something to let them know “I see you, and I’m encouraging you and I’m inspiring you.” Now don’t start something you can’t finish. I knew when I was sending things three days a week, I’d have to stay consistent with that.

Consistency is a great form of congratulations. Simply be consistent in what you do offering praise to your team. Spread the love. Some people like to see it in writing, or an email. Some people like the shout out on a conference call. Some people like to see the rah-rah on the webinar. Just remain consistent in your way of congratulating your team. Not just every now and again, but all along the way.

Gallup WorkPlace study says, “69% of employees say they would work harder if they felt their efforts were better-recognized.”

Sixty-nine percent would work harder! That 69% is enough for me to make sure I congratulate my team members often. Are you? I hope you are.

Just as a recap: I want you to share a best practice that someone complimented you on being the undeniably exceptional five-star leader.

You showed care.

You provided clarity.

You communicated with candor.

You collaborated and congratulated.

Share your best practice to make sure you are consistently the undeniably exceptional five-star leader that you are.

Thank you so much for your time today.