



The Leader's Toolkit

Area of Development	Why It's Important
Earn the Right	You can't lead until you earn the right
List each team member	Engagement & motivation happen 'me to you', not 'me to them'.
Know each team member	Understand each person's commitments, dreams and behavioural style so that you know what makes them tick!
Create messages that engage & mobilise	Be flexible and creative with your messages; don't simply default to 'one size fits all'.
Set clear expectations	Often expectations are not set for EACH team member and followed up on. THIS is where huge growth can happen.
Tell stories that will help develop engagement and understanding	Stories activate different parts of our brains and can facilitate connection and learning.
Adjust your leadership style to the individual	Everyone works best under a certain leadership style and not all your team members will respond to just one style (ie: you can't use a single tool to fix a car!).
Clarify how each team member wants to be acknowledged	People respond differently to different types of praise and acknowledgement.
Develop team members for future growth	One of the BEST ways to ensure engagement is to support your people to be their very best.
Seek advice so YOU can be better	One way to 'earn the right' is to model growth and development yourself. Invest in your own leadership development so that you can identify blind spots and seek constant improvement.



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Earn the Right

How would your team answer these questions about YOU?

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I know my stuff					
I am credible					
I demonstrate personal commitment					
I have integrity					
I demonstrate resilience					
I care					
I admit when I'm wrong					
I say 'please' and 'thank you'					
I lead by example					
I would rather have respect than popularity					
I walk the talk					

Learning

Specific team members from whom I still need to earn the right to lead:

One behaviour or attitude I can change immediately to better earn the right to lead:



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List Each Team Member

You can't lead 'them'. List each team member, their current situation and evaluate their growth potential.

Name	Current Situation	Growth Potential

****NOTE**** Current situation and Growth Potential are NOT correlated. These are simply keys.

Current Situation	Growth Potential
STAR (highly motivated, highly skilled)	In over their head
Training Needed (highly motivated, not skilled)	Just about right
Motivation Needed (highly skilled, not motivated)	Needs challenge, but no risk of leaving yet
Question Mark (not skilled, not motivated)	Ready to take on more
	Senior level leader potential



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Know Each Team Member

For each person, describe as much as you can about him or her.

Name	Personal Goals	What motivates?	Values	Skills/Talent	Commun. Style	Other



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Create Messages That Engage & Mobilise

What does each team member need to hear from YOU to feel engaged & motivated?

Name	Key Message(s)

Type of Key Messages:
Closure
Vision
Values
Strategy / Initiatives
Objectives / Performance Indicators (KPIs)
Commitment to success
Accountability
Support needed



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Set Clear Expectations

Name	What you expect	What he/she is doing well	What they need to do differently and by when	What happens if he/she DOES	What happens if he/she DOESN'T	What support do they need from you



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Tell Stories

Stories facilitate engagement, learning and motivation by activating different parts of our brains. Record notes for stories you can tell below.

Your Stories:

Idea joggers:
Overcoming a challenge
Failing / learning from a failure
The best leader you ever worked with / what you learned
The worst leader you ever worked with / what you learned
How you overcame your own shortcoming(s)
How your organisation has evolved and where it is headed



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Adjust Your Leadership Style To The Individual

Name	Best Style to Use	Why

Possible Actions / Styles:
Remove
Shift / develop into a different role
Micro-Manage (only when absolutely necessary)
Manage expectations / provide training
Mentor / Advise (collaborate)
Monitor results but support from sidelines



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Clarify How Each Team Member Wants To Be Acknowledged

Name	Preferred method of praise / acknowledgement	Ideas for implementing this



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Develop Team Members For Future Growth

TEAM MEMBER NAME:

GOALS	6 – 12 months	12 - 18 months
Skills learned		
Attitude or behaviour demonstrated		
Projects started or completed		
Overall results or achievements		
What the team member will do to achieve the above	Description	By When? / Deadline
New challenges or projects		
Meeting key people or mentors (form new relationships)		
Get feedback and advice		
Attend a formal training or conference		
Join a new network		
Read / self-study		
Seek coaching		
Other		

As the leader of your team, YOU should also conduct this audit for yourself to identify areas where YOU can improve your abilities and knowledge.