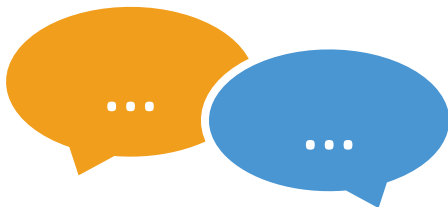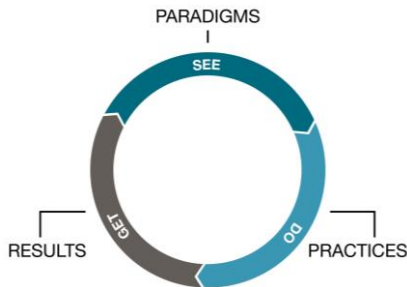**TOTAL**

> *To be the UK's most trusted energy supplier – we deliver what we promise*

#4 SET UP YOUR TEAM TO GET RESULTS

1 ADOPT A PERFORMANCE PARTNERSHIP MINDSET

I help team members get clear on the "why" behind the "what" and support them in the "how"

PARADIGMS — SEE — PRACTICES — DO — RESULTS — GET

Plan goals with your team members rather than for them and delegate responsibilities without abandoning or micromanaging.

2 SKILL #1: ALIGN
Align goals to TGP priorities

TGP GOALS
DEPARTMENT GOALS
INDIVIDUAL GOALS

4 REINFORCE & CELEBRATE
Positively reinforce progress and celebrate achievement

3 SKILL #2: DELEGATE
Clarify expectations and provide the right level of support for the individual and the task

1. Define the project/task
2. Decide if project should be delegated
3. Decide who to delegate the project to
4. Scope the project with the team member
5. State why, what and discuss how
6. Support – provide situational leadership

High Supportive and Low Directive Behavior — SUPPORTING — S3
High Directive and High Supportive Behavior — COACHING — S2
S4 — DELEGATING — Low Supportive and Low Directive Behavior
S1 — DIRECTING — High Directive and Low Supportive Behavior

Situational Leadership Model

#4 SET UP YOUR TEAM TO GET RESULTS

A note from HR: If you haven't already, please ensure your team members are clear about their current objectives (whether they've stayed the same or changed) by the end of April.

Your team's objectives may have changed as a result of the business impact of Covid-19.

In this article we share some practical ideas to define objectives, delegate tasks and keep your team moving in the right direction.

1

ADOPT A PERFORMANCE PARTNERSHIP MINDSET

A common mindset when setting objectives can be " I tell people what to do and how to do it". But when it comes to building high performance, a more effective mindset would be " I help team members get clear about the 'why' behind the 'what' And support them in the 'how'".

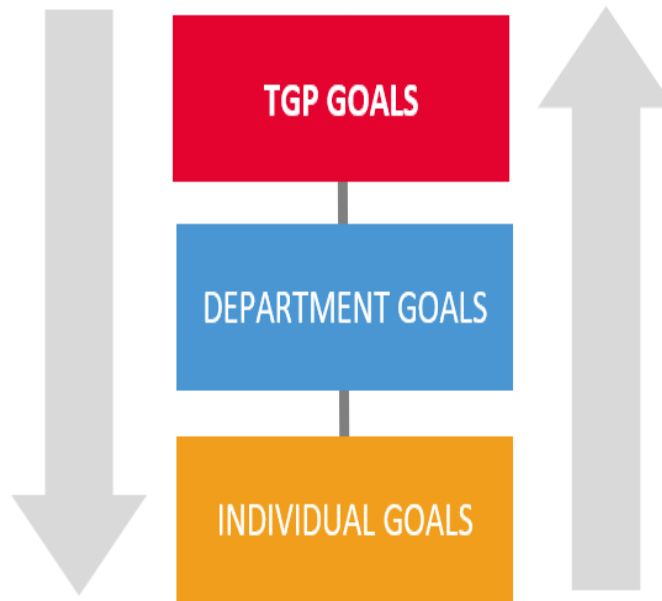Look to plan goals with your team members rather than for them.

> **"**
>
> *No involvement, no commitment"*
> *- Stephen MR Covey, author 7 habits of Highly Effective People*

SKILL #1: ALIGN GOALS TO TGP PRIORITIES

TGP GOALS

DEPARTMENT GOALS

INDIVIDUAL GOALS

You and your team members need to be able to answer these questions:

- What are your team's top 3 priorities?
- What are your boss's top 3 priorities?
- How does your team contribute to TGP's priorities?

Make sure your team is focused on what your manager wants to accomplish, which in turn will be aligned with TGP's organisational goals.

At TGP, the objective setting stage takes place between December – February. However, with the change to working practices and priorities, as a result of Covid-19, there is likely to be some realigning to be done.

Choose the most important, measurable objectives

- What are the most important now? Involve your team in creating them.
- Don't have too many competing goals. There's a careful balance between keeping your manager happy with your team's performance and keeping your team from burning out. If you find you have too many to deliver effectively, see if you can agree with your manager to stagger them in order of importance.
- The objectives need to be Specific and Measurable, Achievable, Relevant and Timebound.

SKILL #2: DELEGATE

Clarify expectations and provide the right level of support for the individual and the specific task at hand.

Approaches to delegating are like going on a car journey:
The Abandoning leader – wants to be driven to destination with as little involvement as possible. Curled up in the passenger seat fast asleep!
The Micromanager – an annoying back seat driver. They expect driver to do everything the way they would do and dictate the smallest details. The micromanger knows (or has been told) that they should let the other person drive, but wishes they were actually driving!
The Empowering leader – delegates by willingly inviting the team member to take the steering wheel. They focus on supporting the driver, not directing their every move.

Here's a good starting point for deciding what to delegate and to who:
1.   Define the project/task – if you don't understand it you can't really delegate it properly
2.   Decide if the task should be delegated – some things you've got to do as the manager
3.   Decide who to delegate the project to. This checklist may help you:
    •   Do they have the time?
    •   Is this something they've expressed an interest in? Do they have the skills needed? How much support will be required?
    •   Will they benefit from working on this task?
    •   Is there any chance that giving this person this task will be seen as unfair by the team?
    •   Will they see it as a compliment and reward or a burden and distraction?

And once you've identified the what and the who, you can use this framework for delegating by creating a win-win agreement with team members:
1.   DESIRED RESULTS– why the project is important, what success looks like and the measures of success
2.   GUIDELINES – standards and conditions that must be met including deadlines
3.   RESOURCES – the resources available in terms of time, budget, tools, people etc
4.   ACCOUNTABILITY – how to track progress and be accountable
5.   BENEFITS/CONSEQUENCES - define benefits if project/task completed (and consequences if not)

SKILL #2: DELEGATE (continued)

Situational Leadership

The core idea of Situational Leadership II model is that there is "no one best management style."
It also invites team members to teach their managers about themselves and what kind of help they need to successfully complete a particular task.
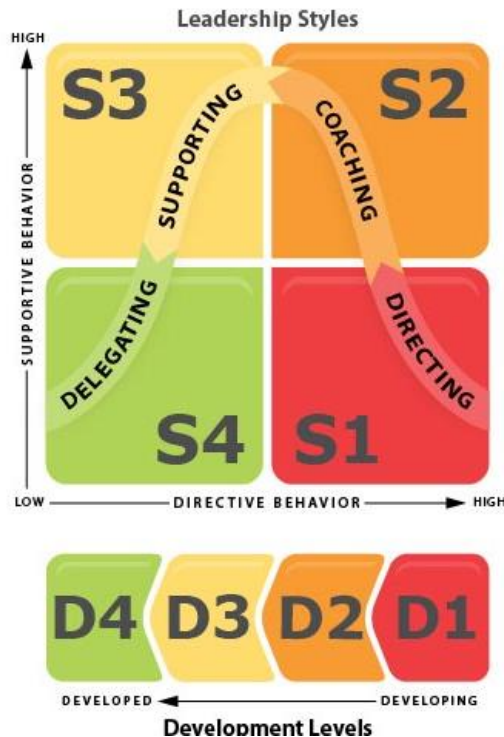
The main point of SLII model is that not one of these four **LEADERSHIP STYLES** (Directing, Coaching, Supporting, Delegating) is best. Instead, an effective leader will match his or her behavior to the developmental skill of each team member for the specific task at hand.

The **DEVELOPMENT LEVELS** relate to the team members readiness to complete the task effectively. People tend to progress through the 4 development levels on a new task:
D1 = Newbie - I've never done anything like this before
D2 = Disillusioned learner – this is harder than I thought
D3 = capable but cautious – I'm not sure if I can
D4 = Self reliant achiever – you can leave it with me

You can see that at a basic level, if you were to manage a D1 Newbie with a delegating style best suited for a D4 Self Reliant Achiever, the team member could feel abandoned and demotivated. And a D4 managed with a S1 leadership style would feel totally micromanaged and frustrated.

Remember different strokes for different folks. Match your management style to their development level for the specific task at hand.

4 POSITIVELY REINFORCE PROGRESS AND CELEBRATE ACHIEVEMENTS

People want to have fun in their roles. They want to feel appreciated and important, they want to look forward to coming to work. Look for ways to positively reinforce progress and celebrate successes!

Positive reinforcement shouldn't be routine or a vague pat on the back. It needs to be specific enough to let the person know what they did well. Ask yourself this question 'Am I reinforcing and praising the right performance at the right time for the right people?"

Vote for behaviour
Every time you pick a product from the shelf at the supermarket (good luck with finding toilet rolls and pasta at the moment!), you are casting your vote for the supermarket to stock that particular item. Giving positive reinforcement is the same, you're voting for the behaviours you want to see in your team.

Look for opportunities to provide positive feedback (as soon after the performance as possible), describing the specific behaviour and the impact on the team, goals or project.

> **"**
> *Feedback and positive reinforcement form the most powerful combination of techniques you can use to improve performance"* *- Aubrey Daniels, author Bringing out the best in people*

If you have any questions about the content of this article, please contact adrian.harcourt@totalgp.com