



Leading from the ground up

For new or renewing leaders



Elements of the foundations

Leading is a career and vocational pathway. It is a commitment to keep learning and doing our best so we can help others do theirs. Here are some key areas to help us build on the foundations of working as leaders of teams.

Produce results

- Track progress with the team
- Keep attention on the goal
- Build team's problem solving skills
- Celebrate results

Resolve conflicts

- Address conflict quickly
- Acknowledge emotions & values
- Encourage solutions
- Be flexible & help others to as well

Engage behaviours

- Model technical & social standards
- Don't accept harmful behaviours
- Coach people to adapt
- Use fair & clear processes

Build performance

- Plan with people how to succeed
- Give feedback frequently
- Address variations quickly
- Develop people's capabilities

Communicate effectively

- Listen to understand
- Accept personality styles differ
- Clarify and check messages
- Inform people in a timely way

Delegate responsibilities

- Match tasks to capabilities
- Think subsidiarity
- Link delegation & development
- Clarify task requirements



Build a self-reliant team

Protect morale

- Build confidence
- Ensure objectives are achievable
- Deal with repeat problems
- Build positive relationships

Negotiate expectations

- Check what customers require
- Ensure expectations are practical
- Agree on quality and time frame
- Confirm responsibilities

Ensure resources flow

- Keep resource estimates current
- Work with suppliers
- Ensure resources arrive on time
- Check reliability of resources

Collaborate with others

- Build links with other units
- Work as part of production stream
- Check satisfaction downstream
- Meet to resolve issues

Engage stakeholders

- Prioritise stakeholder meetings
- Build rapport
- Check satisfaction
- Solve problems

Promote team functioning

- Ensure roles in team are clear
- Build trust between roles
- Map how roles work together
- Invest in wellbeing & productivity



Cover the team's back

Promote cooperation

- Lead as part of the organisation
- Explain the context of choices
- Build trust and communication
- As as part of the whole

Deal with risks

- Scan for hazards
- Alert others
- Identify solutions
- Demonstrate responsibility

Design for innovation

- Search for improvements
- Act to make things better
- Check for impacts on others
- Cooperate as systems change

Join key projects

- Do project work for your boss
- Contribute to key initiatives
- Manage change in your team

Support leadership team

- Cooperate with others
- Take interest in their issues
- Be consistent as a team
- Unite around your boss

Work for your boss

- Clarify their expectations
- Know their goals
- Be reliable



Contribute to the leadership team

For each of the three foundations, you can see the elements we will address in this program. Like anything built on foundations, you start from the ground up. Here that means start from the bottom of the list and work up the list.

In reality, you will do a lot of these at the same time, and move back and forth between them. Nothing is ever settled in leadership. It's an ongoing balance between what is planned and what is happening.

