

Retention/Engagement: Improve Your Leadership Approach

Mon, 12/28 9:13AM 13:16

SUMMARY KEYWORDS

leader, team, leadership, assess, team members, supervisors, communication, person, leadership positions, conversations, great, impatient, work, panicking, ability, mentioned, diverse teams, opportunity, skill sets, lead

SPEAKERS

Halie Morris



Halie Morris 00:00

Hello, everyone, and welcome to The Business of Cleaning. This is our mini season for The Business of Cleaning and we're wrapping it up this last week and December with an episode about leadership. So invest time and training in your leadership to build strong teams, of course, think of a waterfall or think about any sort of water, it generally drifts downhill. So what you do up here will work down. And I know in my last episode I talked about not just training leadership's. But the flip side is you could do the wrong thing and not focus on your leadership, you can focus only on your frontline workers and neglect the communication that stands in between. And that's just as bad part about part of raising engagement. and improving retention is making sure that you're paying attention to all the aspects that affect it, just like you would in any other part of your business. And part of that is leadership, you can't do an episode or a mini season on employee retention, your engagement without addressing sometimes the biggest kicker for all of us. And in fact, I want you to think real quick, have you ever left a job or considered leaving your job because of your leader? I know I have, and I'm sure many of us have. So keep that in mind as we go forward. That's what you could be dealing with in your own business without realizing it. Bad leadership does lead to decreased retention within employees. Start by focusing on de identifying pivotal leaders in your business, they may be in leadership positions. And they may not be some of our best leaders are frontline workers who lead by

example, who do a great job and are highly motivational to their teammates, doesn't mean they always want to be in a leadership position. But being aware of these people, encouraging these people, and rewarding them for the hard work is hugely important. What this also means is if you have pivotal leaders and leadership positions and political leaders that aren't, and then you have some people in leadership positions, who are just sort of taking they're taking up space, you're going to want to make changes in your company. Obviously, you don't want somebody who's bringing down the team, this is a really good chance to assess morale, and really see where your engagement is really, really at it could be extremely low for one team, and extremely great for another think about why that is what makes one leader better than another. One of the things that you should do when assessing This is assess the things that good leaders have. And I've actually already put together a list to get you started. As far as there's going to be trainable skills for leaders things that you can develop help along. And that aren't always going to be deal breakers and there's going to be the untrained animals, these tend to be a little bit fewer. Sometimes I can list a lot of really great trainable qualities and leaders, some of them just take a significant amount of time. But these unreasonable things are the things that as a boss, you can't guarantee you can train an any person. And if you could train them, they're going to take years and years and years. And ultimately, if the employee doesn't want to do it, it's not going to happen. So we'll start with the tradables. Good communication is vital. We mentioned that a couple times, especially I think back in episodes one and two of this mini season. But if a leader can't communicate, they just cut off your connection with your frontline workers in that team. That's bad. So make sure that the leader has good communication and is trained on going to communication regularly defined communication, what your, in your teams, what's needed, and what can help it along. Define opportunities for good communication that aren't there yet. This also includes nonverbal communication. I want to mention that real quick because for some people, it's literally only about the words, it's only about the check ins of the conversations that we have, that are recorded, then the non recorded conversations to of course, but also know that your supervisors, your managers, and any other leaders in your company and even your employee, you should be good at this. Understand nonverbal communications. What does body language say about what that person is feeling? Many people aren't comfortable expressing themselves to such a full extent. So if They're feeling uncomfortable, they're feeling isolated, a lot of times, you're gonna see that in their body language, rather than in the words and a leader has to be able to pull that out so that they can address it accordingly. If they can't, you're missing probably 60 or 70% of what's actually going on in your workplace. And I think there's actually a statistic, I don't have the the ability to listen and observe is great to communications a two way street. But one thing that kind of goes with the nonverbal aspect of it or anything, is the ability to listen and observe. Part of being a leader isn't always talking, it isn't always been at the forefront of a conversation. I think it's the wolf packs that the leader is actually usually in the back

so he can see what's going on. And he can guide from behind. And that's a lot of times true with leaders, your leaders aren't always going to be towering above the rest and pointing and telling them what to do. Sometimes they're going to sit back, they're going to absorb the ideas of their team members, or just simply see what's going on, before helping decisions along or helping shift things around. They're a guide, they're literally leading, they're not controlling. That's an important distinction to make, make sure your leaders can listen and observe. If it's all about their ideas, they've already closed out a lot of opportunity for you. And that's bad for business and bad for team's ability to work with diverse teams. This means diverse people from different backgrounds, different heritage, but also different skill sets. Anytime diversity comes up in the workplace, it means an increased understanding of what's going on, it's almost additional skill sets. So ability to work with diverse teams and diverse skill sets actually gives you the opportunity to have a diverse team and a diverse skill set, which means increased opportunity, increased ideas, and usually more open mindedness, which like we said, is part of the pivotal way to growth. So ability to remain calm in the face of chaos. Yes, your supervisors are allowed to get stressed and panic and be human too. But when they sit down with their team, you don't want them to be panicking in a crazy situation. The last thing anybody needed back in March, when everything happened is for most supervisors to tear their hair out in chaos and say I quit. I'm not doing this, this is horrible, because that's going to make their team members reaction 10 times worse, a team that panics together as a team that falls apart together. So ultimately, your team leaders have to be able to come down, assess the situation and react accordingly. respond accordingly, versus just panicking, they have to become even when inside. They're not. They are human, but they're also the forefront example for the entire team. And they set the pace for the entire tone of meetings and work culture. One other thing, when it comes to all of these, or rather, the other sets of things are those untrainable, as I mentioned before, so one thing you want to keep an eye on when you are promoting when you're assessing your current leadership or when you're hiring externally for somebody who could potentially be a leader, or taking on a leadership role directly, are the untrainable. These are these things that you can throw money at the person for trainings and all these things, but you're more than likely not going to be able to control yourself. Or if they don't have them, they're probably not going to happen. And so as I go through these, it will make sense. The first of which being patience. Have you ever tried to make an unpaid impatient person patient, make them come down, chill out. It's not easy. If somebody is impatient by nature, and they come in, that's who they are. They might be a great team member. But they're probably not going to be a great leader. In fact, if somebody is impatient with their team, they're actually going to be a pretty bad leader a pretty bad example. And they're going to stress out everybody more than they're going to help the company you don't want an impatient leader. genuineness. Now this doesn't mean that they are just the app of tone of happy and go lucky and stuff like this genuine means that they're not coming at you with a fake

persona. It doesn't mean that they're also coming in in their pajamas, and that's who they are in their life. It just means that you feel like you're talking to a person and not an actor. When you come into a conversation with them. It gives us a stronger connection. It makes people more comfortable. And it's more of that sense of things. So a great example of someone who maybe isn't genuine is that interviewee who comes in and they assess every question you give them and they give you the answer you want for every single one of them. They make themselves the purpose perfect candidate. Nobody is the perfect candidate, even when they're like, the ideal candidate, there is nobody's perfect. So if somebody is giving you answers based on what they think you want to hear, they're not being genuine. And that's not a person that you want leading your team's passion and drive. I've mentioned this in other episodes, but if somebody doesn't have passion and drive coming into your team, yes, they could get it is that something you can train? No, it's also something that if they don't have it, it's going to drag you down your team. It's a little like, morale dumper. Just if they don't have passion and drive, you probably don't want them on your team at all, but you especially don't want them in a leadership position. So keep an eye out for those kind of Downie Debbie downers out there, and motivators. So what I mean by a motivator is somebody who is able to move people with their speech, somebody who they might not be that big, a speaker who gets up and talks, and, you know, rallies an entire movement for the cause. But somebody who can connect somebody who can actually drive action with their words. So this leader means actually getting your team to work harder, work smarter, and want to be there. And they can do that with their conversations and the way they treat people versus maybe motivating with money incentives all the time. I know a great leader isn't going to say, well, we need to give them gift cards, so they work harder every time. You know, rewards are not the same. But do keep in mind, you want somebody who can actually cause action through their words and how they lead teachability and ability to grow. As last thing I'm going to end on with these on teachables. This is a big thing. As I mentioned, with a lot of these untouchables, a lot of it boils down to actually being able to train people on things. And you can train the skill sets that we mentioned before. But if that person comes in and they're completely closed off to learning, they think they know best. It doesn't matter how great your training is, that person is never going to improve. And they're not going to make a good leader because they're going to probably instill the same attitude in their team members. And if somebody's not willing to grow, because they think they're the best or they just don't want to, they're going to miss all the best opportunities and your business isn't going to grow because now you're setting a foundation for complacency, and despondency. And that's not something that you want. With that mean said. You might have great leaders in your company already. Assess everyone who's an option. really assess these on teachables nice teachable skill sets. Look at the people who have an opportunity to be a leadership, they may not be the best at their job. And in fact, a lot of times your best leaders aren't going to be your top performers. Your top performers are

really great at what they do there. It has nothing to do with their leadership abilities. Consider that when making promotional decisions. I always recommend try to hire within first if you can. And then if you can't keep these in mind as well when you're interviewing people, make sure they fit with your team before having them join. Thank you for joining our mini season. I can't wait to see you for season two of the business of cleaning and have a happy new year.