

LeadQ[®]

Unleash potential
& boost engagement





“First-line leaders are the window through which employees view the organisation.”

First-line leaders have a significant role to play in the success and effectiveness of their teams. They also directly determine the engagement levels of their teams. They shape the experiences, beliefs and behaviours of the people they lead.

What is their role?

- 1 As the primary channel through which information is directed within the organisation, they fulfil the role of the team ‘captain’ and need to represent and communicate the organisation’s goals, objectives and values to their teams. They are therefore the ‘sense-makers’ of the work that needs to be done.
- 2 They provide a channel for two-way communication, ensuring that their team’s voices are heard, feeding back their concerns – and suggestions – to senior management.
- 3 They are the glue that keeps the organisation connected to its people. How they relate to and interact with their teams, determines how much confidence their people will have in them and how connected they will feel to the organisation.

First-line leaders are the window through which their teams view the organisation – if the window is broken or dirty, the picture they will have of the organisation will be, at best, distorted or at the worst, negative.

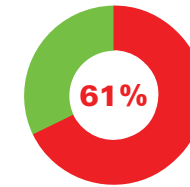
Organisations can proclaim on their website how important their people are to them and explain how committed they are to their wellbeing. BUT, if the first-line leader does not demonstrate this daily, in the way they interact with their people, these commitments will be seen by employees as empty promises that carry no value.

“A large chair does not make a king.”
African proverb

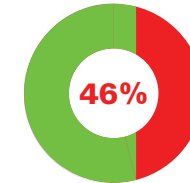


How do first-line leaders typically show up at work?

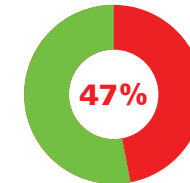
Our statistics show that:



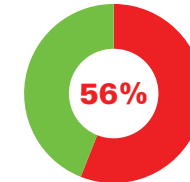
Feel unequipped for their role



Do not have a positive attitude towards their work



Are not emotionally connected to their organisation



Do not have the skills to build good relationships.

How does the above impact how first-line leaders lead their teams? What example are they setting? And what could they be costing the organisation in low morale and lack of engagement? Clearly having the title of a leader does not make people leaders.



LINK: White paper: First-line leaders: The weak link in the engagement chain

“You cannot charge another battery if your own is flat.”



Engagement is an inside-out job

When first-line leaders approach their work as a burden instead of a gift – if they do not understand what their role is, take pride in it, have the self-confidence to take a stand when they need to, care about their teams and engage with them in a positive way – they will find it impossible to inspire their people to give their best. These leaders will be trying in vain to charge the batteries of others while their own are flat.

LeadQ® is not another generic leadership development programme. It has been designed to address the specific gaps in first-line leadership behaviour that most impact the engagement of their teams – the gaps that repeatedly show up in climate and engagement surveys.

LeadQ® shapes the guiding beliefs and displayed behaviours of first-line leaders. The programme equips them to:



STEP UP by proactively owning solutions and taking pride in their contribution to the success of the organisation and the motivation and wellbeing of their team.



INSPIRE their teams by keeping them focused on purpose, leading through their own example.



CONNECT & INVOLVE by listening, demonstrating care and support, showing appreciation, giving recognition and inviting people to contribute their ideas.



SERVE by empowering, enabling and developing their people.

Boosting employee wellbeing, growth and engagement

1. Employee Engagement

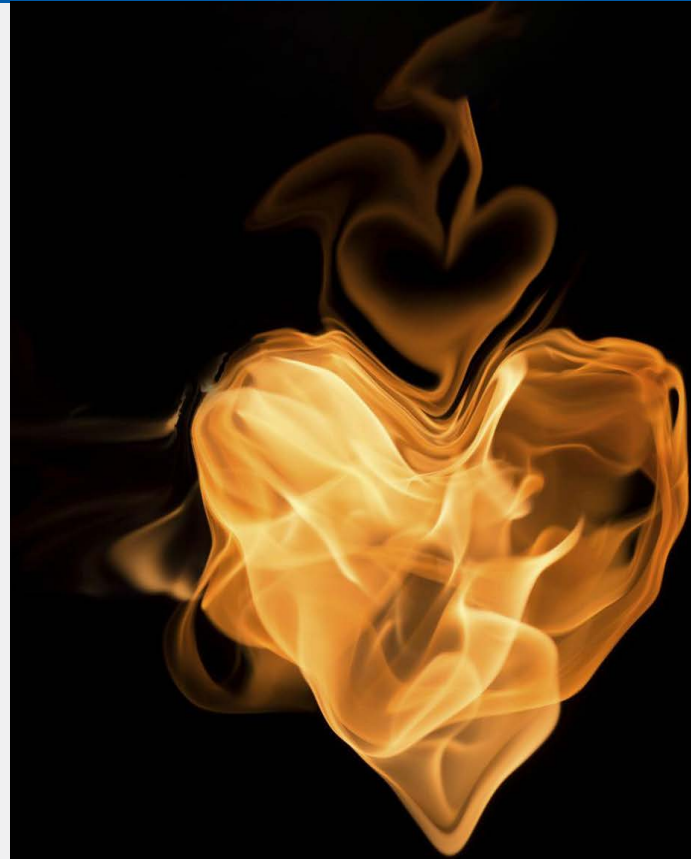
- What 'to pledge yourself' means and why you, your team, and your organisation need it
- Three ways that your team can show up at work: as Paddlers, Passengers or Pirates. The signs and impact of each on their performance and their emotional wellbeing

2. The role of the leader

- How your attitude and behaviour impact your team – your role in keeping Paddlers paddling, and turning Passengers and Pirates into Paddlers who contribute fully
- Your role in making work a gift that your team will treasure instead of a burden that they need to endure to put food on the table

3. What your team requires from you – the 'leader's touch'

- **Know them**
Understand what makes each team member 'tick,' what they hope for and what is important to them
- **Show them:**
Show them the way through your own example. Make sure that your words, behaviour and silence send the same message
- **Inform them:**
 1. Communicate clearly what you expect from them so that they can understand the **WHAT** and **HOW**
 2. Provide a strong **WHY** – explain the **Purpose**, the **Plan** and their **Part**
 3. Let them know how they are doing through effective feedback that builds instead of breaks
- **Enable them:**
Set them up for success by providing them with what they need to do their best: the **Means** (tools and rules), the **Ability** (knowledge and skills) and the **Climate** (respect)
- **Support them:**
 1. Listen to them and be open to them so that you understand their position
 2. Provide practical help and emotional support when they struggle: show you care
 3. Speak up on their behalf when they need you to promote their interest
- **Appreciate and recognise them:**
 1. Understand why showing you value your team makes them feel 'seen.' No-one wants to be taken for granted
 2. Understand the difference between appreciation (Thank you!) and recognition (Well done!) and know when and how to give each of these in a way that matters to your team
- **Involve them:**
Create a psychologically safe environment where your team will want to participate and feel safe to speak up, share their ideas and concerns and engage in conversations to solve problems ('make things better').



“You get the best effort from others not by lighting a fire beneath them, but by building a fire within.”
Bob Nelson

“If you want to walk fast, walk alone. If you want to walk far, walk together.”
African proverb



Delivery

LeadQ® is ideally presented face-to-face for full engagement, but can also be presented virtually if required. The optimum group size is 16.

Duration

3 days, typically presented as a step-by-step journey with space in between for practical application of the learnings.

Coaching Circles

The journey can be expanded to include a selection of 2-hour coaching circles, focusing on topics that are relevant to the organisation. Each coaching circle:

- Acts as a 'filling up' station where their batteries are recharged
- Develops further knowledge and skills in digestible chunks
- Each session provides an opportunity to review how they have applied the knowledge and skills of the previous session, be inspired and learn from each other's successes and explore together how remaining challenges can be tackled.

Broader application: create a common language across leadership levels

Where organisations embark on a journey to strengthen employee engagement, **LeadQ®** offers a unique opportunity for leaders across levels to share the same growth experience. This strengthens the connection between leaders and also creates a shared vision and common language that boosts trust and cooperation.

Optional: **WorkQ®** as a foundation

If there are gaps in the self-confidence, attitude, motivation and engagement of leaders, they will benefit enormously by first attending the 2-day **WorkQ®** programme focusing on their Personal Journey and the Organisation's journey. This programme blends the core elements of Leading Self with an understanding of what the organisation requires to be successful, incorporating basic business acumen.



“There was a transformation in our team leaders and supervisors. They now are stepping up their performance, accepting responsibility and showing initiative. I was away for two weeks and the operation was still running effectively, hitting perfect numbers and targets in my absence. The team leaders and supervisors ran operations as if they were managers. This is what we’ve always been looking for.”

Andre Breytenbach

Manufacturing Manager, CCBSA Wadeville (at the time, Supply Chain Operations Manager Devland)



“When implemented at Devland, Free To Grow worked like magic. The level of commitment increased dramatically. Performance improved significantly and relationships – including with the union – were much more collaborative than before. There indeed has been a remarkable transformation.”

Moses Lubisi

Supply Chain Excellence Manager Coca-Cola Beverages Africa, (at the time Business Process Lead, Devland)



“It has been extremely valuable for me and my leadership team to attend LeadQ® together. We are now all on the same page regarding the culture we want to create and we have the skills and tools to achieve this. A brilliant programme – so relevant and practical.”

Wynand Louw

General Manager, Cecil Vinegar Works

Self-assessment of 150 leaders from Vector Logistics 6-9 months after attending LeadQ®



Have you grown in your ability to lead and inspire your team towards greater engagement since attending the programme?



Are you achieving better results from your team since attending the programme?



Has the programme equipped you with the skills to give developmental feedback more effectively?



Are you using appreciation and recognition to sustain engagement in your team more effectively since attending the programme.



Are you more motivated to contribute fully to your organisation as a leader since attending the programme?

No ■ Yes, somewhat ■ Yes, much ■ Yes, very much ■

30 YEARS 36 COUNTRIES 1 508 ORGANISATIONS 150 316 PEOPLE

Why trust Free To Grow to deliver?

Excellent design capability & ability to align our programmes to your context



Companies we have assisted in their leadership development journeys

