

Directions

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Robin Ready's Resolutions for Team Leaders

by Tommy L. Davis

As we enter into 2010, I wonder what resolutions each of you has made. Are there any that focus on your personal leadership improvement? If not, now is a good time to do so. Spend some time reflecting on your own and your team's development and performance in 2009 and the expectations that are ahead for 2010. Here are a few tips and techniques that *Robin Ready* might suggest.

- Start the New Year off with clear performance expectations and a review of last year's performance results – not just the numbers but also the behaviors needed and expected for success. Remember to keep it simple and engage the team to be sure they understand and have bought in to the expectations.
- Get organized for 2010. Managing your time, your priorities, your mailbox, and your communication is key to your success in 2010. Consider doing a "Five S" project for your office this year.
- Focus on opportunities to coach, teach, encourage, reinforce, and develop others by asking more questions and giving more feedback. Remember that coaching is what you do, what you do again, and what you keep doing. Good coaches know where to start the coaching process, use their strengths, and follow up for success.
- Engage your team in the decision-making process. Challenge them to use good problem-solving techniques to resolve problems quickly and also allow learning to be passed on. Be careful: do not solve all the problems for your team. Lead others to the answer but do not give it to them too soon. Ask how they would solve the problem and what decision would they make if it were just up to them.
- Communicate, communicate, and communicate! Keep it simple, to the point, and do it often. Ask questions and listen to responses; do less "telling" in 2010.
- Confront differences and disagreements when you see them. Step back to gather the facts and communicate them as you see them. Ask for ways to reach workable solutions, get agreement to move forward, develop a plan, and act on the plan. Remember that conflict and differences do not go away; they just go underground and bubble up somewhere else.
- Plan to have some fun and celebrate during 2010. Provide encouragement, feedback, recognition, and laughter. You are the model for your team so be positive and excited about your work. And always remember to express appreciation to your team. A simple "thank you" goes a long way.

Ellen, Tommy and *Robin Ready* wish you the best for 2010. We encourage you to revisit your TMDC Tips and Technique booklet and your TMDC report for help as you set your 2010 development resolutions. Tips and Techniques booklets can also be ordered on our website, www.ecdavis.com.