



Boost your staying power.

1. Encourage an open, questioning and listening culture that encourages innovation.

Leaders have to realise that employee motivation is not just good to have; it is the most significant need in organisations right now. In unsettled times your role comes with real responsibilities, critical to keeping employees working productively and confidently when fears about the future can overwhelm enthusiasm.

2. Overcome fear of the unknown and encourage experimentation.

There's a management paralysis settling in. Leaders retreat to the executive suite and don't communicate with employees the importance of their work and the path ahead, because they don't feel they have answers. Unfortunately many leaders are ignoring the need for reassurance, communicating the company's situation and making workers feel that they are vital to its long-term survival.

3. In that silence and lack of direction, employee motivation slides and fear grows.

An honest e-mail from on high works for the big picture, but regular face-to-face chats are essential for gauging staff reactions, offering reassurance and for you to hear how people are finding new ways forward.

4. Ensure people are trusted and empowered.

Communicate your Strategic Vision and inspire people to act. Use the Intranet to express your team's concerns, and ask for suggestions on how to increase efficiency. Offer modest rewards and just watch the hands rush to the pumps.

And use your imagination. Sober times don't mean that every thank you should stop. The old champagne parties may be off limits, but there are plenty of other options - from charity fundraisers to camping trips, work in the community to helping within schools.

5. Unlock the creative but under-used talents of teams.

For instance, encourage employees to join teams to brainstorm and improve brand strategy or sales processes, or get them more involved in building customer relationships by getting out and meeting clients.

Rather than "make-work" these are issues that may have been postponed because of the rush of commitments in busy times. If done now, they will create long-term value for your organisation.

6. Drive the organisation with passion, belief and enthusiasm.

The times may demand a 'state of the nation' address, but remember to promote your achievements. Tap into the spirit of what makes your company tick, and turn concerns into grounds for excitement.



7. Unblock barriers to profitable growth.

Ask employees to make suggestions under such themes as: "the biggest barriers to reaching our goals," or "bureaucratic things we do that drive you crazy." Making work less hard can powerfully enhance motivation, and getting staff involved in making the decisions demonstrates that their work has a direct influence on their future.

Then tell people how change will affect them. The bigger issues- like figures, redundancies and restructuring - are important, but don't neglect the little things: if you're removing canteen privileges and subsidised travel, say why.

And be consistent. Your bosses can't post phenomenal expenses claims when they're telling everyone else to tighten up.

8. Strengthen competitive positioning.

Encouraging employees to take more initiative and become more involved rather than waiting for direction and answers in difficult times can inspire remarkable creativity, energy and motivation. Don't be afraid to push your employees. You may think challenging assignments and potentially longer working hours will cause resentment, but employees will thank you for allowing them to be engaged in work that was part of the solution.

LeaderShape focuses firmly on the practical "how to" of leadership development: We develop your leadership capability through the coaching, mentoring and facilitation of individuals, groups and teams.

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