

Leading with *IMPACT*



Not a week goes by that we don't hear about some sort of change one of our clients is experiencing. Whether it is related to growth, new partnerships, mergers, acquisitions, new roles, or new challenges, 2007 seems to be a year of transition for many of you. During these times of change, what can be done to encourage employee engagement and loyalty in times where loyalty seems to be at an all time low? At IMPACT Learning, Inc, we can help you to implement strategies and tactics that engage and inspire your staff. One of the key factors associated with employee engagement relates to the extent to which trust is demonstrated by the manager/leader.



To Trust or Not to Trust: That is the Question

The extent to which an employee trusts their immediate supervisor has been demonstrated time and time again to be a direct predictor of employee loyalty. One recent study indicates that 44% of employees range from not trusting to strongly distrusting their top management. In this study only 20% of those surveyed strongly trusted their top management (Leadership IQ, 2007). Several other surveys share similar results. When employees lack trust, it is difficult to keep them engaged in their day-to-day responsibilities, as well as feeling positive about their work, their associates and the organization. What can you do as a leader to build trust and employee engagement?

Determine to what extent your direct reports view you as demonstrating the following "predictors" of employee loyalty: These predictors are listed in priority order as follows:

- When sharing work problems with you, your reports view you as responding constructively.
- You are viewed as making smart decisions.
- You are viewed as honest and truthful.
- You are seen as a manager who helps your direct reports to grow and develop professionally.
- Your direct reports believe that they receive consistent direction from you.

By working on the above 5 predictors, you can build higher levels of trust, even in times of change. By demonstrating that you are a competent, capable, caring and consistent communicator, you will inspire those who work with you, even in times of uncertainty and challenge.

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Talent Management Best Practices Findings

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