



The MAGIC framework to be a Great Leader

There are 5 areas to focus on in order to become a great manager and lead a happy and successful team. But before we look at those 5 steps, there is, in fact, one more thing that you need to consider.

Your wellbeing.

If you are feeling stressed, unhealthy, unhappy, overwhelmed then you need to address that first. In order to be a Great Manager, you first need to be a Great You.

Find yourself a great morning routine, a schedule to keep to, switch off from work at the end of your working hours, get some exercise, eat well, enjoy your hobbies and have some down time. Take a look at what is causing any issue and address that first, then come back and look at how to be a Great Manager.

OK, so, now you are feeling motivated, full of energy and ready for the day ahead, but you just haven't quite mastered management yet, then read on.

M is for MINDSET

So often, people become managers because they are great at the job they were doing. Then suddenly you become a manager and everything changes, or at least it should do. Don't be tempted to carry on being good at the things you used to be good at, this is a new role and it now means you encourage other people to be great at the job, without doing it yourself.

So, what does it mean to be a manager, what mindset do you need to have? Well, its all packed up in a SUITCASE:

Stop doing the doing – you must get out of the habit of being busy with tasks, your role is to give direction, set the vision, support and develop your team. I'd recommend a minimum of 50% of your time should be spent coaching and developing your team.

Understand your team – get to know them, their motivators, ambitions, learning styles, potential, what makes them happy, what challenges do they have at home. This will enable you to notice any concerns quickly, it will also help you identify career progression for them.

Its all about them – its not about you anymore, everything you do is about supporting them, giving them the tools and the environment to do the job.

Trust – you need to build trust with your team, you must trust them to do a good job, and you should build the relationships so that they trust you. Trust you to have their back, to make good, quick decisions, to listen to their ideas and concerns.

Corporate approach – as a manager you will not always agree with the organisations decisions but after you have had your input, challenged anything appropriately, then you must support it and show your team your support it.

Accountability – you are now accountable but not responsible. This means that your team are responsible for doing the work, delivering the service and you are accountable for their performance. You do not step in and do the work, except in extreme circumstances, you make it possible for your team to do the work effectively.

Share the **W**hy – make sure your team are fully aware of why your team is there, why the service is important, why the company exists, what's the purpose that they can buy in to.

Empower – your team are very capable of doing a great job and you need to empower them to do that. Have guidelines and a framework in place and within that, give them full authority to make decisions, take action and do an amazing job.

So, have you got your head around the fact that you need to change your mindset, you are no longer the worker, you are a leader, so lead.

A is for AUTONOMY

The ART of Autonomy is all about relationships. Teams need to know they are empowered to just get on with the job. They might do it a different way to you, but that isn't necessarily the wrong way. In fact, you may find, they even have a better way to do something. Teams that are micromanaged and not trusted will never be high performing.

Authenticity is paramount - people want to know the real you, they want to see that you, too, have vulnerabilities, a family, challenges and stories to share. Don't mistake this, though, for dumping all of your worries on them, that is not a characteristic of a great manager.

Results - setting outcome focussed goals is the best way to enable your team to be able to get on with the job without micromanaging them. Set SMART objectives that are reviewed regularly, not annually, and be there to help with any blockers.

Trust- step back and let your team get on with it. Show them you trust them by being there when they need you but not checking up on them. Let them use their own skills and techniques to deliver success. Then manage any performance issues, there is nothing worse for morale than a manager than ignores poor performance in the team.

G is for GROWTH

GIFTED to grow is the way to remember how to develop yourself and your team. It is vital that everything grows and doesn't stagnate, you, your team and your service.

Great service – give your team the tools, training and support to provide great service to your customers, clients or colleagues. Gather feedback on your service and act on it continuously.

Increased productivity – give your team the tools, systems, resources and support to make the job easy and efficient. Listen to their ideas and frustrations, implement them and the team will be more productive.

Feedback – firstly you need to be able to receive feedback, ask for it, listen, understand, consider and then act on it, as appropriate. Then you need to be able to provide feedback, make it real time wherever possible, ask questions, identify reasons, be constructive, evidence it, be thoughtful and compassionate, be helpful and have an outcome in mind. Tailor your approach.

Team building – understand the different skillset in your team and use them to support each other. Bring people together to get to know each other and coach each other on areas of their strengths. You do not have to be the only one with the answers.

Effective 121's – it is vital that you carry out some kind of 121 with each of your team regularly. It can be a formal setting or just a coffee, but make sure your team member knows it's a 121. These sessions should be great conversations. You can use my **WISEASS** model to help you:

- **Wellbeing** – ask them how they are.
- **Issues** – what are their challenges and how can you help.
- **Successes** – what's gone well, recognise and celebrate.
- **Encourage and Engage** – have a good conversation, let it flow
- **Agree actions** – what, who and by when
- **Summarise** – the session, make sure you agree what was discussed
- **Share** – any corporate updates, interesting news

Develop – spend time developing your team, coach them, provide training, secondments, shadowing, understand their ambitions and long term aims. Also develop yourself, sign up to training, get a leadership coach, read books, attend events, keep learning.

I is for INSPIRE

SMILE to Inspire your team. Make sure you are inspired and passionate and it will rub off on your team.

Share the vision – get them involved in it, have discussions, sell it to gain their buy in and they will want to perform to help deliver the vision.

Motivate – find ways to keep your team motivated and engaged, it might be by getting them involved in a work challenge, or hold events, team building days, monthly special days. Working remotely should not stop this, use online events, set them a weekly challenge, have dress up days etc.

Influence – your role is to influence them to do the best job they can, they also want to see you influence the way the service is provided, and the organisation develops, so show them you are valued in your management team.

Live your passion – be passionate about your service/product, know about it, care about it, share it. It is inspirational to follow a leader who believes in what they are doing.

Excite – share your excitement with your team, hold team meetings that are fun, interesting, worthwhile and useful.

C is for CULTURE

The 7 C's of culture is all about creating the right culture for you and your team to become a high performing team.

Conditions – make sure the physical conditions are suitable, the office is clean, safe and secure. That the basic facilities are in place and that it is comfortable.

Check-in – keep in contact with your team every day. This is check-in NOT check-up. This is critical when people are working remotely or at home. A quick call to touch base and show you care.

Compassion – be understanding and approachable to all of your team, they need to be able to feel they can come to you with any issue. Listen and understand to their point of view and don't judge. Be flexible wherever possible to accommodate any personal needs.

Collaboration – encourage people to work together, in your team and with other teams. Remove any "them" and "us" culture and unite people in a single cause.

Creativity – give people time and space to come up with new ideas, suggestions on how to change the way you do things. Creativity cannot be done at a set time, so allow people to find their own way to think. Facilitate ad hoc brainstorming or innovation sessions.

Change management – use a framework to make sure that change is managed effectively, bring people on the journey, give them time to adjust and involve them.

Celebrate – shout about all successes, share it with your team and the wider organisation. Recognise great work, great results and also great effort. Promote your teams' achievements whenever possible.

Become the Ringmaster NOT the performer