

Leadership

Know Thy Self: 5 Practical Tips To Help Talent

...In a viral Ted Talks presentation last year, entrepreneurial expert **Bill Gross** presented data on the top five factors that led to a startup's success or failure. Leadership, he said, came in second; more important than the idea, the business model, and how much capital the startup raised.

Gross has helped found more than 100 companies at his incubator, **IdeaLab**. After studying the life and death of 200 companies, Gross asserted that the leadership team accounted for 32 percent of the difference between a startup's success or failure.

How do you lead?

Here are 5 leadership tips ...according to **Kelli McCauley**, founding partner of Encinitas-based executive coaching firm, **McCauley & Co.**

1 Know your reputation

In a recent survey, 3 of 4 employees said their boss was the worst and most stressful part of their job, and 65 percent would take a new boss over a pay raise. You're not measured by what you intend, you're judged by how you behave. Know how your strengths, weaknesses and actions as a leader help or hinder the people you lead.

2 Engage your employees

Currently, 68 percent of the workforce is disengaged, showing up to collect a paycheck and waiting to be inspired. Most people want to be a part of something great; they want to bring their heart to work. Your organization is never too analytical, technical or serious to focus on employee engagement.

3 Provide clarity, feedback

To do their best, your team needs to know how their work impacts your company's mission, what you expect from them, and how they are measured. Your performers are looking for regular, direct and consistent feedback. Give clear examples of how they measure against agreed upon expectations. If they're doing great, ask what they need to keep up the pace; if they're struggling, ask what they need to turn it around.

4 Help talent succeed

Your job is to get your people what they need to perform. That can mean uncomfortable conversations about unsatisfactory performance or delivering difficult news before it becomes public. It also means championing your talent through introductions to influencers inside and outside of your company, helping them get additional skills or offering encouragement during stretches of long, intense workdays.

5 Reward right things

Your team watches your every move. If you recognize, acknowledge and reward work practices and behavior that you want to see every day, you'll get more of them. Likewise, if you ignore bad behavior, you'll be a leader who's known for having a mediocre or high stress team that no one wants to join.



Kelli McCauley