# Motivating for engagement

| Leadership Dimensions | Sharing the vision | Leading with care |
|---|---|---|
| **Engaging the team** | | |

Motivation, the extent to which people look forward to going to work, and are enthusiastic about and absorbed in their jobs, is an important part of engaging your team.

If you are leading a team, this *Motivating for engagement* checklist gives you a way to measure yourself against some of the qualities of an 'ideal leader. That is, a leader who motivates their people.

## What to do

1.  *Work through the checklist*, ticking statements that apply to you and crossing statements that don't.

    ▪ A statement applies if your team would say this about you - ☑

    ▪ A statement doesn't apply if they wouldn't - ☒

2.  When you have completed the checklist, *review your answers and...*

    ▪ Ask yourself "*Am I doing enough* to create a team environment that motivates my people?"

    ▪ Use the *statements that you have marked as not applying to you to provide you with ideas* about what you could change or improve to create a better, more motivating work environment.

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### Tips for being a leader who motivates their staff

▪ Help them learn, develop and most importantly experiment.

▪ Respect them and provide support to help them grow.

▪ Give your time and apply your skills to mentoring or coaching them.

▪ Set up team and work structures that clearly link the work being undertaken to department or Trust goals.

▪ Nurture a team culture of mutual respect where the team reviews performance together and everyone shares the highs and lows of the work being done.

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| Your team WOULD say this about you ☑ Would not speak of you like this ☒ | ☑ | ☒ |
|---|---|---|
| **Recognition and feedback** | | |
| I give prompt feedback for good and bad performance. | | |
| I am open and honest with the team or individuals when I have doubts or anxieties. | | |
| I am encouraging and supportive, and readily acknowledge the achievements of individuals and the team. | | |
| I don't express my reservations about one team member with another. | | |
| I celebrate team and individual success with the team. | | |
| I actively champion team successes to those outside the team and within our organisation. | | |
| I ensure those responsible for an idea receive the praise, not me, or someone higher up the organisation. | | |
| **Fairness and respect** | | |
| I behave fairly, treating everyone fairly and honestly both in terms of pay and rewards, and with regards to everyday issues. | | |
| I seek team members' opinions, and listen to and take note of their ideas. | | |
| I involve my people in decisions and strategy, and they are keen to do well. | | |
| I trust my staff and delegate to the maximum. | | |
| I encourage them to learn and develop through making their own decisions and mistakes, and give them freedom to organise their own work. | | |
| We review performance together. | | |
| **My relationship with my team** | | |
| I know what motivates my team. | | |
| I make my people feel valued and I show my appreciation of their efforts. | | |
| I am approachable and people feel they can come to me as necessary. | | |
| I discuss new projects with the team to see what people would like to do, and I involve them in the decision-making process. | | |
| We have an excellent team spirit. | | |
| My team have confidence in me as their leader. | | |
| My team believe other senior staff have confidence in me. | | |
| **Communication** | | |
| I communicate clearly and regularly. | | |
| I always check that team members have understood a message. | | |
| We discuss motivation as well as project work in business and project meetings. | | |
| I explain how tasks link to department and organisational objectives. | | |
| We discuss ways to ensure efficient communication and to improve communication within the team. | | |
| **Staff development** | | |
| I provide learning and development opportunities both upwards, and across departments and functions. | | |
| I look for ways to give them wider and varied experiences to help their career development. | | |
| My staff value the learning opportunities they have. | | |
| I challenge my team members, including providing assignments that stretch them beyond their current roles. | | |

Leading across London

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