

The Culture Builders

Data sheet



The Five Roles Managers Need To Engage Others

Contributor: Jane Sparrow, The Culture Builders



Managers are at the very heart of a successful engagement strategy because they are the ones who influence the performance of their teams on a daily basis. If you are determined to be a better engager, there are five key roles that successful, engaging managers excel in.



The good news is that some of the roles will inevitably play to your strengths – for example, you might be great with words and can describe a really powerful vision for your team in a way that makes it exciting, ambitious and achievable. Or, you might be great at focusing on detail and attention and can really make sure that your plans to engage people actually happen (unlike most engagement plans that tend to lose momentum and run of out steam).



But wherever your strengths lie, it's also important to recognise where you might not be as proficient. Whilst no single manager is a perfect engager, the most successful, engaging managers consciously and deliberately ensure that they are proficient in all five roles. This makes them more rounded, capable and ultimately more influential when it comes to sustaining high performance.



The five roles are outlined in full within *The Culture Builders* (published by Gower) but here's some quick insight to help.



Prophet – *setting the vision and inspiring people around future direction.*

Clues you are a Prophet

- You enjoy ‘selling the dream’ and creating excitement and momentum around a new project or campaign
- It is very important to you that people believe in your dream and want to be part of it



Tips to be a great Prophet

- Actively use the term ‘dream’ in your communication. Visions often are limited to a business objective but ‘dreams’ can help you express yourself more creatively and imaginatively.
- Use assumptive language: It is.... We are...
- Avoid cliches and using other people’s phrases: allow your personality to show through your own expressions and examples

Storyteller – *painting the picture of, practically, how ‘it will all happen’*

Clues you are a Storyteller

- You are a strong communicator who enjoys piecing together the right information in the right context for others to understand
- You express yourself creatively and imaginatively



Tips to be a great Storyteller

- Use analogies and metaphors in your communication to help bring your stories alive and to help understanding around more challenging issues
- Colour in the story: add your own insight, feelings and purpose to invigorate the corporate story
- Celebrate key milestones of the story to show your team how far you’ve all come

Strategist – *planning activity, aligning people with actions, making it happen*

Clues you are a Strategist

- You naturally focus on the detail and practicalities of engaging people
- You are keen to get to the ‘how’ of an engagement plan and what happens next



Tips to be a great Strategist:

- Make it your mission to find the engagement levers for each of your team members: their strengths, what makes them feel valued and what they enjoy. Use this insight to engage them in ways that are meaningful and purposeful to them as individuals.
- Lead by example: ensure any commitments you make to your team are not distracted by other issues. Let them see how much you value them.
- Keep motivation high by meeting regularly with your team to talk about progress and stop enthusiasm and commitment waning

Coach – getting the best from people by discovering what drives and motivates them at a deeper level.

Clues you are a Coach

- You get satisfaction from watching people flourish and achieving their hopes and dreams
- You are a strong listener who can demonstrate genuine empathy



Tips to be a great Coach

- Don't wait for a formal review to talk to individuals about their performance. In the moment feedback can be just as powerful
- Don't rush to give answers: use open questions to allow others to explore their own thinking and decisions
- Do commit to having developmental discussions (even for just 5 or 10 minutes) that are completely separate from day-to-day, transactional conversations.

Pilot – This is a different role to the others because it reflects the style we tend to manage others. It is the measured, calm component of being a manager.

What type of Pilot are you?

- Authoritative: you tend to prefer being in control and telling others what to do
- Inclusive: you invite contributions from everyone to help reach decisions
- Enabling: you guide and influence people but allow them space to make their own decisions



Whatever preference you have as Pilot, there are ways to help be a great Pilot:

- Be aware of your body language and give others your full attention and eye contact when they interact with you. No-one will be engaged by a distracted manager!
- Be prepared to admit when you don't know something or you got something wrong: your team will find it hard to trust you if you can't be open and honest
- Know your team as individuals, not email addresses. Pick up the phone or walk around the office and start having conversations

These tips are taken from **The Culture Builders; Leadership Strategies for Employee Performance**, published by Gower and written by Jane Sparrow. More tools are available at www.TheCultureBuilders.com