TALOGY

THRIVING AMID UNCERTAINTY

Supporting leaders to motivate and engage their teams

Fragile economic environments, technological advancements, ever-shifting market demands; uncertainty is everywhere in these increasingly unpredictable times. Organisations are required to adapt swiftly to stay competitive, leading to changes in job roles and responsibilities, requiring a high-level of agility from employees to keep up.

Uncertainty impacts employees in different ways. And while some employees see it as a chance to seize new opportunities and stretch their limits, others can feel pressure, a loss of control, and a general sense of anxiety. The latter leads to low motivation and stress, and ultimately undermining team effectiveness and well-being if not addressed effectively and productively.

Repercussions of uncertainty on the workforce have highlighted the critical importance of effective leadership in enabling employee performance and well-being. Our research shows that leaders can make a big difference on how effectively teams and individuals respond to change. In this guide, we will explore how leaders can support and enable their teams to embrace change and thrive in uncertainty.

It all starts with identity

To lead through constant change and uncertainty, leaders must embody resilience, compassion, focus, and agility. These qualities go beyond task-based leadership skills and tools; they are grounded in who the leaders are as individuals, their core values, and what they stand for as a leader. Leading from this foundation of authenticity is critical in building trust and engagement with others. A leader's identity, values, and purpose shape their leadership style. Questions like **"Why do you want to be a leader? How do you want to lead? What impact do you want to have on others?"** can act as a 'north star' to guide a leader's principles and actions. By leading from their identity – or from within - your leaders can navigate any challenge with true purpose.

It is enabled by emotional intelligence

Emotional intelligence is the link between identity and performance – the awareness of oneself, others, and the context in which they find themselves. It is also about consciously paying attention to how others are feeling, adjusting behaviours accordingly, and integrating this consciousness into their leadership style.

When faced with uncertain, ambiguous, and challenging situations, it is natural for employees to feel concerned, worried, stressed, and/or anxious. And a lack of emotional intelligence can be a leader's downfall. Emotional intelligence is fundamental to navigating the team through change and help them stay resilient. At the same time, leaders are not immune to stress and pressure themselves. A high level of emotional intelligence helps leaders to manage their own emotions effectively and provide a steady presence to those they lead.

It is practiced through six essential leadership qualities

Leaders are tasked with driving change and transforming the team towards a future with sustainable success. Along the way, disruptions and setbacks can be frequent, and leaders need to be able to adapt the goals and direction strategically while bringing the team along with them. This task is nothing short of a challenge. Talogy's recent research has highlighted a clear path leading to mastering this.

LEADERS WHO CAN FLEXIBLY MOVE AMONG AND LEVERAGE THE SIX CRUCIAL LEADERSHIP QUALITIES CAN BE EXPECTED TO REMAIN EFFECTIVE, FORWARD-FOCUSED, AND BALANCED REGARDLESS OF THE CHALLENGES THEY FACE – ALL OF WHICH WILL HELP THEIR TEAM TO THRIVE.

Agile mind

Look ahead and always be ready to adjust course

In today's business world, change is constant, rapid, and often unexpected. That's why leaders need to have an agile mind to anticipate change, deal with ambiguity and complexity, and adjust to the right course. By thinking creatively and actively encouraging innovation, leaders can make proactive decisions that set them up for future success.

Leadership tip: To get a head start on developing agility, leaders should be curious, continuously look outside of their sector to gain diverse views and information, and challenge their own assumptions and beliefs.

Empowering approach

You don't need to have all the answers

It is crucial to engage individuals in the **'how'** of change. One of the best ways to empower a team is to give them the autonomy to choose the best approach to deliver the vision and goals. It is essential to recognise that as a leader, you don't need to have all the answers and that your team is likely to have a better understanding as to how to effectively support the overall goal and purpose. Encouraging open communication and collaborative decision-making can lead to better outcomes and drive intrinsic motivation among team members.

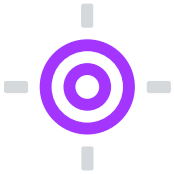
Leadership tip: Leaders need to learn to let go. They need to show the team that they believe in them, ask questions to understand their concerns, and provide the tools/coaching necessary for success.

Inspiring purpose

Give people a 'why'

Change and uncertainty can be intimidating and navigating through it can leave people feeling confused and lost. That is where the **'why'** of change comes into play. By establishing a solid understanding of the reasons for change and sharing a future vision, people gain a sense of direction and purpose. It is the leaders' responsibility to help people to understand the reason for the change, provide a clear purpose as well as concise goals to unite their teams, so they can be fully engaged.

Leadership tip: To really make the purpose stick, leaders need to leverage multiple channels in regularly communicating the 'why' to their team and link day-to-day activities to their mission and goals – both of which provide clarity and help keep people engaged and aligned.



Focus on momentum

Keep people moving in the right direction

In times of uncertainly, momentum can make or break a team. It calls for the team to implement solutions quickly and deliver results, as well as to adjust flexibly as situations evolve. To achieve this, leaders are tasked with boosting momentum through setting a clear focus on goals and priorities, holding people accountable, and removing barriers so the team can move forward at the required pace.

Leadership tip: The best leaders communicate regularly about key priorities and progress, to ensure that all team members are aligned and working towards the same objectives.

Authentic connection

Results matter, but so do people

Change can often be a stressful experience, and that's when people tend to turn to their leaders for emotional and practical support. Achieving results should never come at the expense of your people, as employee well-being is directly linked to organisational performance. Failure to watch and manage employee well-being can lead to high turnover rates, loss of knowledge, and increased costs of recruiting new talent. Look after your people, as they are the key to the organisation's success.

Leadership tip: Make sure leaders prioritise the teams' well-being during challenging times by checking in regularly to see how everyone is feeling, and showing genuine concern and support when people need help.

Steady presence

Be the leader that others can rely on

It is common for leaders to have their own fair share of pressure and stress during change. However, times of change are also when their team looks to them to see their responses to the challenges at hand. It is crucial for leaders to maintain a steady presence and with an even tone. Resilience is key - leaders must be prepared to bounce back from unexpected setbacks and remain positive and solution-focused in the face of uncertainty.

Leadership tip: Being calm and composed during difficult times can go a long way in helping to set the tone for the team and provide stability during the storm. When feeling anxious or overwhelmed, take a deep breath or step back and centre before reacting.

Key takeaways

Effective leadership in times of constant change requires continuous practice and flexibility. Here are some key takeaways that can help leaders in their journey.

- Leadership starts with **identity and emotional intelligence**. As leaders, you must be grounded in who you are and understand why you chose to lead. It is critical to be able to manage your own emotions to relate well with others.
- Emotional intelligence is key to effective leadership. A keen **awareness of yourself, your team, and the context you are in**, paired with the ability to adjust actions accordingly, will greatly help you steer the team through change and adversity.
- Regardless of how the outside world changes, leaders remain effective by leading from within and **focusing on their core values**. It's the only way to ensure decisions remain consistent with principles when situations are ambiguous and rapidly changing.
- Being flexible is crucial. Assessing the context accurately, understanding what the situation demands, and leveraging the right quality at the right time. That is, **both awareness and balance are essential** in navigating through disruptions and towards stability and success.

We are here to help

At Talogy, we care deeply, we listen. Our experts craft solutions that help your organisation develop effective leaders who engage and motivate their teams during unpredictable times.

Finding the right balance between **psychology** and **technology**, while partnering with you from start to finish.

Ready to learn more about how Talogy can work with your organisation to help empower leaders and build better teams? Explore our leadership solutions and reach out to our team.

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