

10 Steps To Developing Your Managers For Engagement Success



1. From the beginning, show, don't just tell, them the *WHY as well as the WHAT*. Let them experience it - visit a place where people are engaged and enabled. Share customer / patient stories (both good and bad), as well as the research, and clearly make the links to engagement and enablement.
2. Make the tools *simple and practical* and train them in their use so they understand them and trust them.
3. Allow *lots of practice* in a safe place, with feedback and time for discussion and reflection.
4. *Coach and support* them in the early days and with the first few check-ins. Again, build in constructive feedback and reflection for maximum learning and ownership.
5. *Lead by example* and use the tools with them too: if they experience the benefits first hand, they will be eager to use the tools as well as being more capable of doing so.

6. *Be candid* with them to keep them on track (remember from Ep7 you're also keeping score of their activity) and hold them answerable for what they are doing wrong / not doing, as well as recognising what they are doing / doing right.



7. Keep *capturing the wins* and sharing the stories that demonstrate impact, momentum and progress. This adds fuel to the fire and encourages the persistence I speak about in Ep. 9.

8. Ask questions and listen to them (i.e. use the check-in process!) so you can *make improvements* to the tools and process - remember, your focus is always on making the initiative as efficient, effective and engaging as possible!

9. *Keep evolving* - deliver regular training to develop the knowledge, skills and attitudes and to move the tools and practices to the next level. A great option is to organise visits to other sites so they can learn from other managers' experiences and perspectives.

10. *Don't forget the new managers* - when someone joins the management team, make sure they get as much of this development as possible - otherwise, the process - and its results - get diluted over time because of a lack of understanding, buy-in or skills.