



# Leadership 101: Brewing Better Leaders

Presented by:  
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# Leadership 101: Brewing Better Leaders



SET CLEAR  
EXPECTATIONS



UTILIZE THE COACHING  
STYLE OF LEADERSHIP



DELIVER EFFECTIVE  
FEEDBACK



# Set Clear Expectations

- A 2024 study by Gallup shows that nearly 50% of all US employees do not know what is expected of them at work
- Only 32% of US employees are engaged at work
- Gallup found that clear expectations are foundational for engagement

# Create an Accurate Job Description

## Summarize key points about the position:

- Include key responsibilities and core competencies
- Clearly define the skills and experience you need

## Identify the essential and secondary duties:

- The essential job duties are required of the position
- Secondary duties are commonly “as needed” tasks

# Define Performance Expectations

- Meeting performance measures
- Providing customer service
- Helping other departments
- Following procedures or systems
- Representing the organization





## Utilize the Coaching Style of Leadership?

- During the next 12 months, you will have 50 – 100 conversations of high value
- These conversations can impact working relationships, unlock potential, develop solutions, etc.

# Coaching Leadership Style

Builds collaboration  
and teamwork

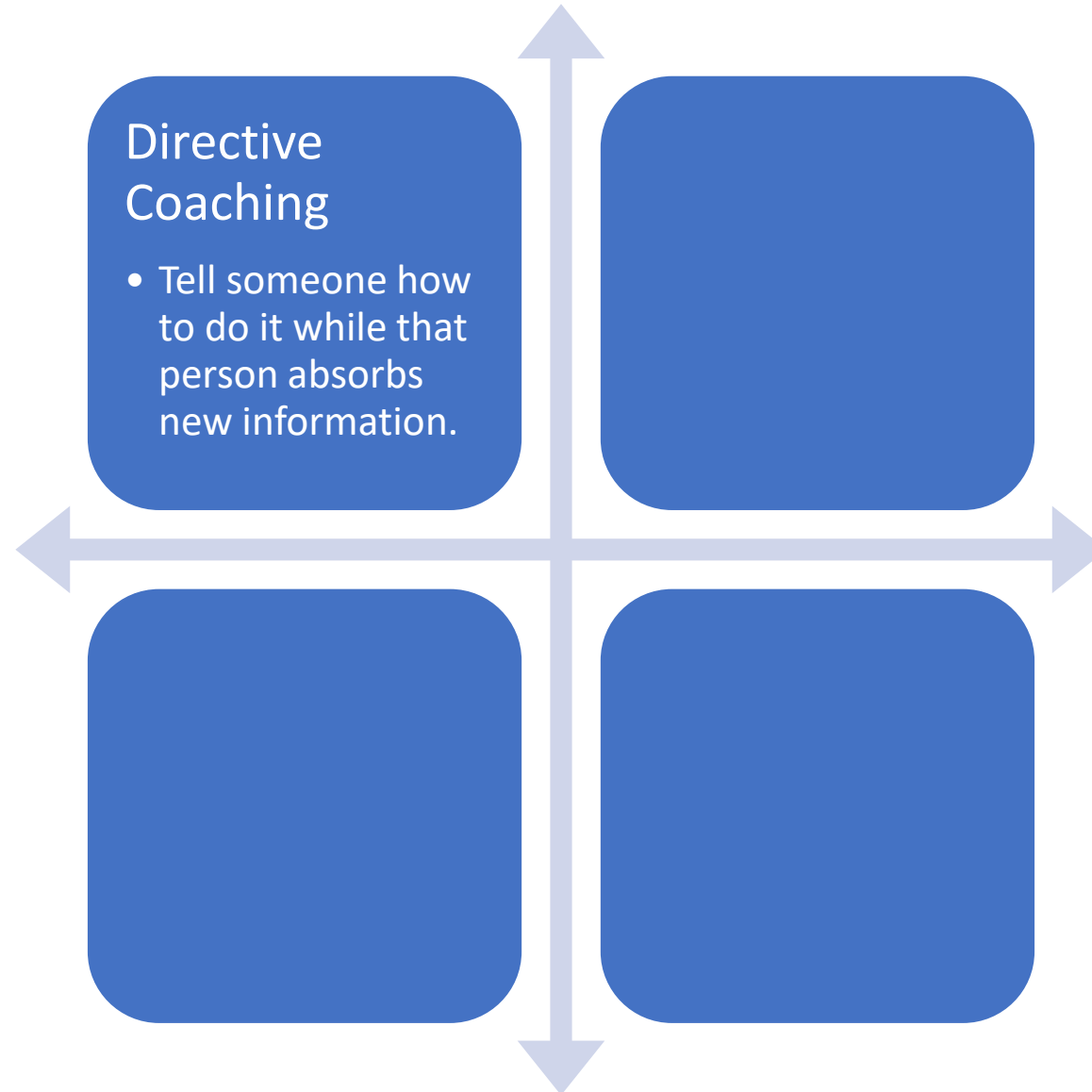


Leads to employee  
growth and the  
strengthening of  
problem-solving  
skills



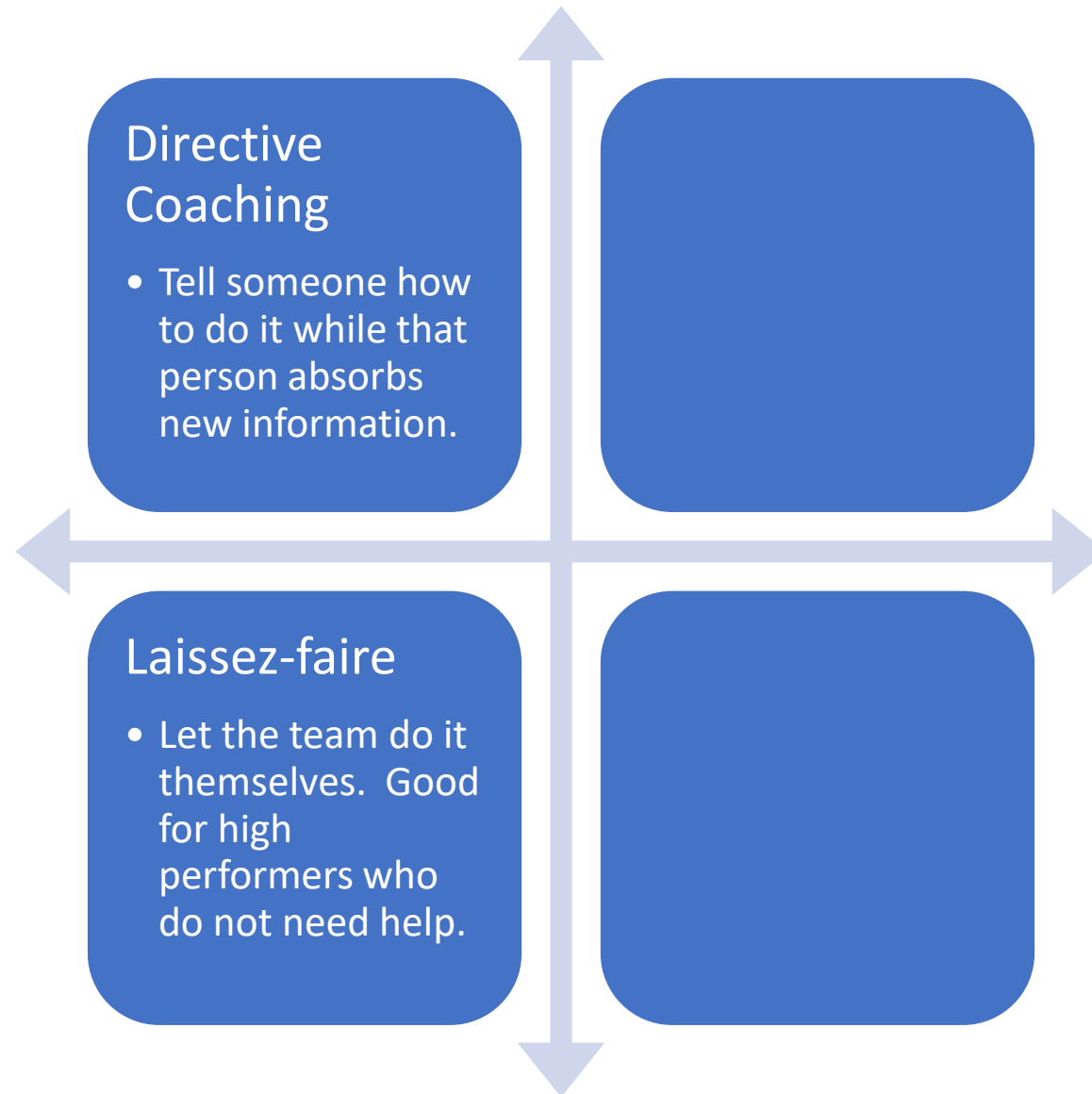
Creates momentum  
for the achievement  
of short and long-  
term goals

# Types of Coaching



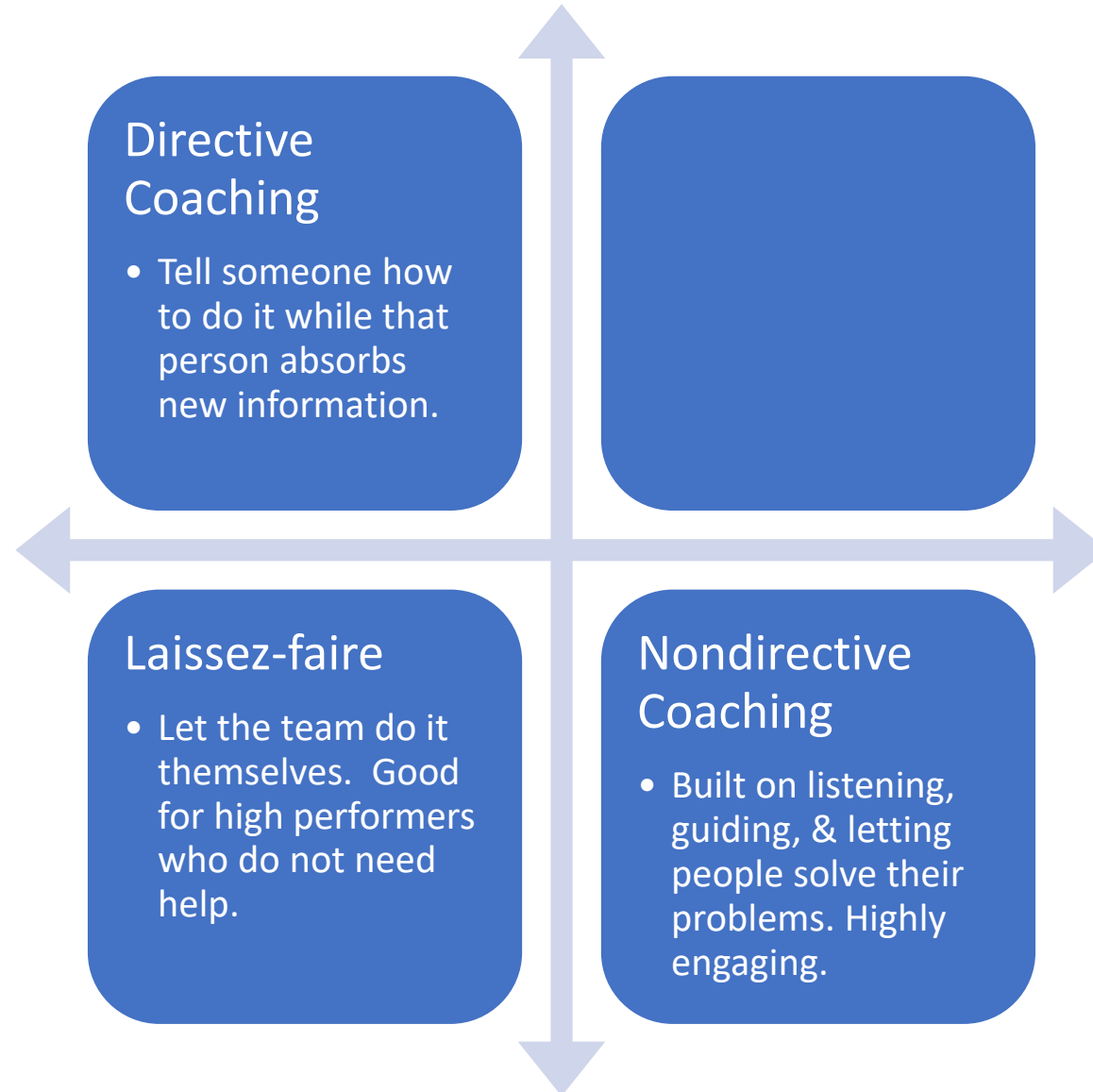


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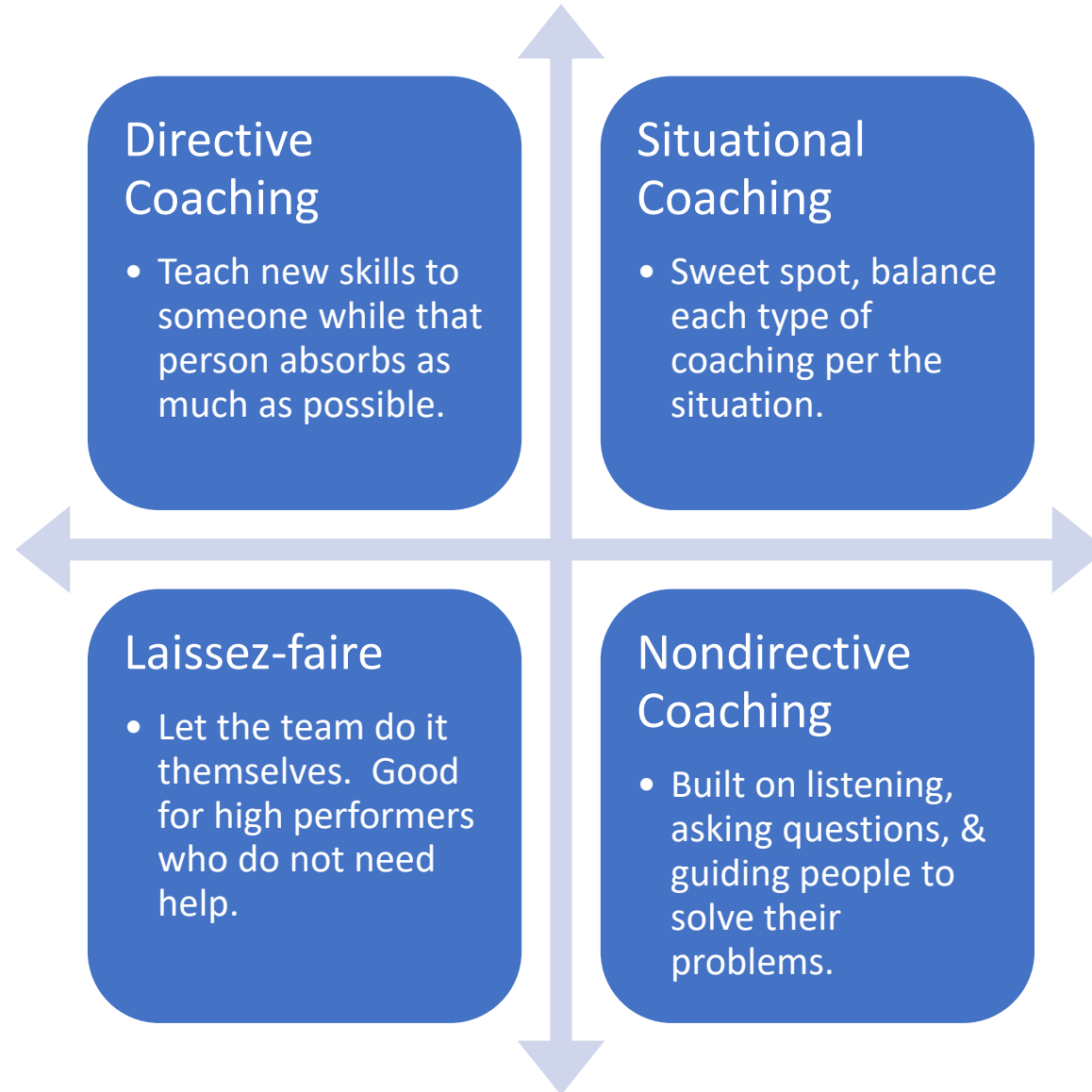
Harvard Business Review  
Nov/Dec 2019

# Types of Coaching



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# Non- Directive Coaching Examples

- A new manager is struggling to resolve conflict on their team.
- A team member has an idea for improving a process, and they come to you for help.
- A high performer is promoted to a new position.

# Non-Directive Coaching Questions

## Consider the Possibilities:

- What is one thing you would like to see improve?
- What are the strengths, weaknesses, opportunities, and threats of a given scenario?
- What are your top three goals?
- What are your ideas for getting there? What ideas get you excited?
- What is in your control?

# Non-Directive Coaching Questions

## Create Movement:

- What is a vision that gets you excited?
- What resources do you need?
- What's working for you that you can build on?
- What have you done in the past that might work here?
- How can you turn this into an opportunity?



Don't worry...you  
do not need to be  
a question-asking  
Superhero



# Deliver Effective Feedback

- Highly engagement employees are **87%** less likely to leave their jobs
- **92%** of employees want feedback more than once a year





# Delivering positive feedback

- What is your team member doing well? Be specific regarding behavior and actions.
- What behaviors and actions do you want to see repeated?
- How does this person make the team stronger?
- What type of growth have you witnessed from this person?



# Delivering constructive feedback

## Balance flexibility and assertiveness:

- Assertiveness with too little flexibility will come across as close-minded or authoritarian.
- Too much flexibility will undermine assertiveness and dilute the key takeaways.



# Delivering constructive feedback

- What are the areas for improvement? Be specific about the areas and what strong performance looks like.
- What does this person need to do to reach the next level?
- What resources are needed to help this person meet expectations and deadlines?



## Turn feedback sessions into conversations

- Ask questions to unearth key insights about how to best develop your team member.
- Ask people to come prepared with their own self-assessment.
- Ask people about their ideas for improving performance, teamwork, communication, etc.





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# Questions?

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