

# Positive Leadership Practices Checklist: Operational Tasks



## ***Provide Role Clarity***

- Carry out one-time role negotiation sessions with each employee to clarify goals, expectations, important organizational or team considerations, and areas of responsibility. Role clarity provides a needed foundation for supporting the use of positive workplace strategies and approaches.

## ***Be Visible and Present to the Team***

- Stay visible by walking and making rounds to all workplace sites or spaces. This is an ideal technique for demonstrating interest and presence in the ongoing operations of the team. Such efforts help leaders to stay connected with daily activities, and allow them to answer questions as they arise.

## ***Share the Big Picture***

- In some instances, an organization's "big picture" is not shared with the entire team. Having an idea of the overall purpose or intent of a project can be beneficial for demonstrating where individual team members fit and where their work makes a meaningful contribution to the overall functioning or operations of the organization. Understanding the big picture builds team engagement and responsibility for meeting organizational or project goals.

## ***Communicate Trust and Support***

- On projects that involve smaller working units, carry out regular check-ins to ensure that teams are moving forward as planned. Supporting team autonomy communicates trust and confidence, and the provision of necessary tools and resources will facilitate the completion of targeted tasks and goals.

## ***Set Project Milestones***

- In setting project goals, identify specific milestones (short term objectives) that help team members achieve quick wins, receive feedback and stay motivated. The achievement of these objectives can then be linked to longer-term goals and be used as benchmarks to monitor team progress.

# Operational Tasks

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## ***Map Team Operations***

- With team members, create a process map, flowchart or logic model that illustrates the process by which teams communicate and collaborate to meet organizational goals. The process map may include collective goals, team values, communication pathways, key activities, milestones and desired outcomes. Post the process map in common spaces to build a sense of team connectedness and interdependence.

## ***Clarify and Refine Team Processes***

- During times of change or in the introduction of new projects or initiatives, set aside time with the team to clarify and discuss team roles, responsibilities and boundaries. Use feedback from these deliberations to refine or adapt team processes and to encourage effective ways of working together.

## ***Carry Out Regular One-on-One Sessions***

- As part of gauging the efficiency of operational tasks, hold individual meetings with team members. Such sessions should provide a safe forum to discuss areas of concern or challenge, as well as to explore team members' thoughts and ideas related to effective goal setting and task completion. Regular team member reviews or one-on-one sessions are critical for promoting team member engagement and continued professional growth.

## ***Empower - Don't Control***

- Rather than micromanaging, leaders should seek to empower team members to grow into roles where they can be fully engaged and exercise the potential of their strengths. By delegating responsibilities, leaders provide team members with opportunities to apply and develop their strengths, adding to the diversity and overall productivity of the organization.

# Operational Tasks

## **Be a Coach**

- Coaching is a process that aims to help team members enhance their performance and focus on the present task. Coaching involves the belief that team members possess the potential to meet challenges and formulate responses with support. The coach may not necessarily be a subject expert, but rather is focused on helping team members to unlock their own potential.

## **Provide Professional Development Sessions**

- Collective learning sessions provide a forum for enhancing both team performance and individual strengths and gifts. Ongoing professional learning events encourage employees to have confidence in their capacity for meeting operational goals, with the assurance that the organization and its leadership support their growth and development as valuable members of the team.

## **Understand Operational Leadership**

- The efficient oversight of operational tasks involves the understanding of both strategic and tactical realities within the organization. Develop an awareness of the organization's processes, systems, structures and mission in order to instill confidence in team members in your ability to lead, guide and mentor them in the completion of operational tasks. An operational leader's focus on the quality of team efforts and outputs can inspire employees to be at their best.

