



IN THE BUSINESS OF YOUR SUCCESS®

ADP TOTALSOURCE®

## Deep Dive



### The Ladder to Leadership

Without a doubt, today's business owners represent some of the best examples of leadership in this country. Think about it. Without your keen leadership skills, would your business have survived the "Great Recession"?

Now that the economy is headed back toward prosperity, it's time to turn your attention to *growing* your business. To do that, you'll need others in your workforce to be leaders too. You've probably identified worksite employees who have the potential to take the next step. Here are some tips for helping them reach their leadership promise.

**Coming this January!** ADP TotalSource® University is happy to announce [The Leadership Challenge](#). Based on "The Five Practices of Exemplary Leadership®," the principles discussed during the sessions are the result of research conducted by renowned leadership experts and authors Jim Kouzes and Barry Posner. More information and how you can sign up will appear in upcoming issues of the *Insights & Solutions* bulletin.

#### Encourage employees to think more strategically

A Management Research Group 2013 study found that 97% of senior executives surveyed said that strategic thinking is the most critical leadership skill. It's a competency that enables a leader to see, predict and plan ahead. Robert Kabacoff, Vice President of Management Research Group, says, "Strategic leaders take a broad, long-range approach to problem-solving and decision-making that involves objective analysis, thinking ahead, and planning."

**"Leadership is unlocking people's potential to become better."**

—Bill Bradley, U.S. senator

Your challenge is to inspire strategic thinking and a shared vision with prospective leaders in your organization.

#### Create mentorship opportunities

Most leaders credit another person with helping them gain the skills needed to move ahead. Fostering collaboration and learning how to enable others to act is a key leadership trait.

Pairing a worksite employee with someone more senior is an excellent way to pass on leadership traits. Consider a formal mentorship program at your business. But don't be afraid to look outside your company for mentors. Chances are you know others in your industry or community who would be good mentors. You can reciprocate by mentoring others outside of your company. And don't forget about retirees as mentors. Their years of experience make them good potential mentors.

**"Good leadership consists of showing average people how to do the work of superior people."**

—John D. Rockefeller, American business magnate and philanthropist



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## Encourage networking through example

Networking is a valuable skill that doesn't come easy for most. But you can teach a potential leader how to network through your example – in other words, “model the way.” Show them how to initiate a conversation, listen for common ground, share information and develop business relationships. Start easy – in-house company events, for example. Then branch out to industry and community events.

## Don't always make it easy

Assignments that stretch an employee's skill set can be a great opportunity to grow. Failures and bumps in the road provide valuable lessons, while frequent evaluations and feedback can help get an employee back on track. By encouraging worksite employees to take on more responsibility, you allow your staff to develop stronger leadership muscles.

## Promote decision-making and problem-solving

A key trait of leadership is the ability to make sound decisions. But like any skill, it takes practice to become accomplished. Allowing employees to make decisions on their own builds confidence and creates a sense of ownership and accountability for the results. It's also a good way to learn how to think critically. So, the next time a worksite employee comes to you for answers, ask them how they would solve the problem.

*“Leadership and learning are indispensable to each other.”*

—John F. Kennedy, 35<sup>th</sup> president of the United States

## Create a culture of learning

Good leaders are continually learning new things. Encourage your worksite employees to read books, publications, blogs and other business writings. Formal training (webinars, workshops, classes, etc.) also provides a good way for your worksite employees to add to their skills. It doesn't have to break the budget, either. For example, worksite employees can expand their knowledge via the leadership programs offered through ADP TotalSource University.

## Applaud and reward a job well done

Acknowledgement and recognition are important motivators. Whether the praise is public or a quiet compliment, you're encouraging good behaviors and incenting workers to take the next step. Giving recognition for an accomplishment creates a sense of pride and engagement in the receiver and strengthens a company culture of goodwill. So take time to recognize contributions and to celebrate victories and achievements when they happen.

*“The function of leadership is to produce more leaders, not more followers.”*

—Ralph Nader, activist, attorney, author

## Leading the way with ADP TotalSource

Growing and strengthening your business is top of mind for most leaders – no matter what your industry or company size. But you can't do it on your own. Developing employees with leadership potential will pay big returns in a more engaged workforce and will make succession planning much easier.



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ADP TotalSource can help. Enroll yourself or others in your organization in the **ADP® CEO Series**. Developed in partnership with industry experts, these one-hour webinars provide insight and training on a myriad of topics that are important for business leaders, such as data analytics and executive coaching.

Also, beginning in January, take advantage of the new leadership program offered through ADP TotalSource University. Based on “The Five Practices of Exemplary Leadership®,” here are the principles you’ll learn:

Leadership Practice	Key Principles
Model the Way	Find your voice
	Set the example
Inspire a Shared Vision	Envision the future
	Enlist others
Challenge the Process	Search for opportunities
	Experiment and take risks
Enable Others to Act	Foster collaboration
	Strengthen others
Encourage the Heart	Recognize contributions
	Celebrate the values and victories

*Ask your Human Resource Business Partner for more information about these opportunities to enhance your own leadership skills and those of your work site employees. Or learn more on My TotalSource®.*