

The People's Promise

Supporting Workbook

"Our staff work in a month, 150 hours, so we should be able to, as managers, give them one hour. That is really important."



,	ı,	ľ	

What's going on with your people?

"Happier people don't leave."

As a leader, Robbie is focused on the importance of knowing what's going on with the people in his teams. He calls it 'The People's Promise'. People are guaranteed time with their manager once a month. Not to talk about anything other than how things are going for them, on a personal level. Robbie describes the benefits of this. In particular, he sees it as a way of identifying early, if someone is a flight-risk. Getting issues out in the open before they have time to fester and become bigger problems than they might otherwise be. It's important for Robbie and his team to be able to do this. Robbie also makes the point that even in a time-crunched world, the return is huge when leaders make the time to talk to people, and really listen to them.

	What's your version of 'The People's Promise'?
	The benefits of making time to talk and listen to people on a personal level are always worth the time invested.
	Robbie can recall specific instances where people have said "I was thinking about leaving, but I'm going to stay."
	How do you spot flight-risk now? Can you nip things in the bud before it's too late?
Not	es and reflections:

	Give	them	the	onno	rtunity
-	dive	uieiii	uie	oppo	rturnty

"I w	ant to give everyone the opportunity to go right, if you want to be
he	re, if you want to be a Robbie or my boss, how do you get there?"
Rol	obie is focusing on personal development plans within his teams.
lt′s	all about making sure that people can share their aspirations
ano	d showing clearly what steps they need to take.
	It doesn't matter if people want to stay where they are, or progress. What
	matters is that the conversation takes place, and opportunities are explored.
	Knowing the aspirations of your team and having open conversations
	about them will strengthen your relationships.
	Development conversations are hugely important for
	managing performance within your team.
10	tes and reflections:
_	

Inspiration from everyone

"I take inspiration and I have a belief that everyone has got something important in them."

When asked about which leaders have inspired him, Robbie pointed out that he takes inspiration from people at all levels. It can come from anywhere. He finds this inspiration by talking to his teams, building good relationships, and listening. Robbie also talks about there being no single blueprint for a good leader. The most important traits are being yourself and being human.

	Regardless of their level, your team can be a source of inspiration.
	Who in your team has years of experience and knowledge, that you may not have? How can you benefit from that?
	How much of yourself do you take with you to your team meetings and 1:1s?
No	tes and reflections: