



PeopleEX

High growth business // keeping your people engaged guidance

The likely scenario during periods of growth:

Your people start to see core processes or how things were usually done or communicated start to change. It can sometimes feel messy. This disruption and uncertainty can result in your people losing touch with management/leadership and a sense of what is going on. This “losing touch” extends to how your people then go on to assess their contribution and impact (ie their performance) which may result in a drop in motivation, engagement or create burnout from extended effort.

Tips for engagement during high growth:

Link to your values.

Your values guide your company’s actions and behaviours and lets your people know what is rewarded and encouraged in your organisation. Always come back to and promote the values.

Be transparent with what is going on.

The growth, the vision, the risks (to an extent) and the traction you’re making. Reinforcing that your team has made the growth happen - it's their success that got you here. Over-communicate, over-communicate, over-communicate.

Understand what is going on for your team.

What motivates, scares and drives them. Listen and provide your honest feedback and keep an eye out for burnout signs (exhaustion, cynicism, self-doubt). If you make a promise/commitment be sure to hold yourself accountable. Transparency works both ways, so be open and honest about your plans, objectives and goals from a management perspective.

Be clear on the growth goals.

Let your people know what you’re aiming for and what success will look like by being transparent on what the growth goals are. Don’t bombard them, think about the next few horizons and chunk the goals down into each horizon timeframe.

Recognise and reward.

Demonstrations of appreciation are critical. Continue with the thank you’s but remember that achievement and recognition remain one of the highest motivators for people. So sometimes it needs to be more tangible like cash bonuses, vouchers, nominations for awards etc. Always accompany your recognition with a personalised thank you note and match the type of recognition to the person. It’s not always one size fits all. Celebrate the wins, even the small ones.

Promote a positive work environment.

Successful businesses have happy employees, and it often doesn’t take much for your people to feel valued. Extra things you can do are group lunches on you, run a coffee tab at the local cafe, get in guest speakers for a lunch and learn, onsite massages, take a day to undertake volunteer work. Ask your people for their ideas!

Consider the career pathways.

As your business grows consider the logical pathways this creates for your people to grow and expand their careers and experiences. Carve these out for your people and where possible get your current people on the pathway. People stick around when they know the path is clear and is aligned to their personal career growth choices. When you’re in growth mode, it is the perfect opportunity to unleash potential with your people - trust and let them fly.

