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BUILDING LEADERS

MARSI

CREATING OWNERSHIP OVER LEA

Learning agility is a critical skill. As organizations and industries evolve faster than ever, an individual's willingness and capacity to learn is what will enable them to keep up. However, engagement statistics remain low across the board, and many organizations are faced with the question of how to inspire their employees to learn. Some look to leaders to solve the problem, but that's only half the equation.

In this relationship, the individual owns their performance. They speak up when they need support or direction from their leader. They let their leader know when they're feeling burnt out or experiencing regression. And it's safe for them to do so. We call this a performance ownership culture.

A PERFORMANCE OWNERSHIP CULTURE

In order to create an environment where individuals are driven to learn, engagement must be transformed into ownership.

For this to happen, the leader and the organization need to foster a culture where failure is ok and accountability is celebrated. This starts as a top-down change. For individuals to believe true ownership will be rewarded, they need to see their leaders practice it. From there, you can begin to build a reciprocal relationship around performance and development.

Here are the qualities your culture needs:

- **Open communication:** This is the first step to building the trust necessary for accountability. On the leader's side, this means being transparent about decisions, future changes and feedback to the level that you responsibly can. On the individual contributor's side, this means being upfront about your current skill level for tasks and overall engagement.
- **Curiosity:** Curiosity enables us, both leaders and followers, to avoid coming to conversations from a place of assumptions. From a leader, this can look like sharing your performance observations and asking the performer for their perspective. On the individual

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THE LEADER/FOLLOWER RELATIONSHIP

The leader/follower relationship is a two-way street, but companies often focus primarily on the leader. The leader drives the relationship, sets expectations and creates the environment in which that relationship exists. The leader is the one who has to balance success and engagement to both meet organizational goals and retain top talent. But at their best, leaders and performers are working together toward a common goal of performance improvement, connecting organizational goals to the individual's personal and professional goals.

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