



**XM INSTITUTE EBOOK**

# **25 Tips for Becoming a More Purposeful Leader**

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## PURPOSEFUL LEADERS ARE FOUNDATIONAL TO CX SUCCESS

Temkin Group has studied hundreds of companies to understand what distinguishes customer experience (CX) leaders from their less successful peers. Through our work, we have identified four competencies that companies must master in order to build and sustain CX differentiation.



### The Five P's of Purposeful Leadership

One of the CX core competencies we identified is Purposeful Leadership. To master this competency, a company must be able to affirmatively answer the question, “Do your leaders operate with a clear, well-articulated set of values?”

This competency is vital to achieving CX success because purposeful leaders keep their entire company moving in tandem by articulating and committing to a clear direction and set of values – one that aligns all employees’ day-to-day decisions. To master this competency, leaders must demonstrate Temkin Group’s **Five P’s of Purposeful Leadership**: *Passionate, Persuasive, Propelling, Persistent, and Positive*.



## Purposeful Leaders Create a Stronger Workforce

Why should leaders bother to become more purposeful? To answer this question, we examined our latest consumer survey, which collected data from more than 5,000 full-time U.S. employees. As you can see in the chart below, when employees have leaders who exhibit the Five P's, they are much more likely to do something that is good for their company, even if it's not expected of them.




## 25 TIPS FOR EVERYDAY LEADERSHIP ACTIVITIES

Purposeful leaders create an engaged workforce and help their organizations deliver positive customer experiences. So how can you become more purposeful? This eBook contains 25 easily adoptable tips from across the Five P's of Purposeful Leadership.


### 25 Tips for Becoming a More Purposeful Leader

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**Passionate**

**Tip #1:** Articulate what makes the company special  
**Tip #2:** Explain why you are excited  
**Tip #3:** Challenge employees to internalize the vision  
**Tip #4:** Talk about your feelings  
**Tip #5:** Ask employees about what invigorates them




**Persuasive**

**Tip #6:** Make your message easy to understand  
**Tip #7:** Start with "why" in your messages  
**Tip #8:** Bolster your messages with customer quotes  
**Tip #9:** Cater to your employees' intrinsic motivations  
**Tip #10:** Deliver message specific to employees' roles




**Positive**

**Tip #11:** Encourage employees to share their achievements  
**Tip #12:** Treat success as a team sport  
**Tip #13:** Use customer feedback to celebrate employees  
**Tip #14:** Say "thank you" in every meeting  
**Tip #15:** Share a compelling view of the future




**Propelling**

**Tip #16:** Proactively look for employees' obstacles  
**Tip #17:** Make time for ad hoc coaching  
**Tip #18:** Facilitate cross-functional collaboration  
**Tip #19:** Enlist the support of middle managers  
**Tip #20:** Empower employees to do even more



**Persistent**

**Tip #21:** Proactively look for employees' obstacles  
**Tip #22:** Make time for ad hoc coaching  
**Tip #23:** Facilitate cross-functional collaboration  
**Tip #24:** Enlist the support of middle managers  
**Tip #25:** Empower employees to do even more



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## FIVE TIPS FOR BECOMING A MORE PASSIONATE LEADER

Leaders who aren't energized by the company's future can't expect their employees, partners, or customers to be passionate about helping them get there.



*"Enthusiasm is one of the most powerful engines of success. When you do a thing, do it with all your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic and faithful, and you will accomplish your object. Nothing great was ever achieved without enthusiasm."*

~ Ralph Waldo Emerson

Here are five tips you can follow to be more passionate in your role as a leader:

- **Tip #1: Articulate what makes the company special.** When you discuss the company with employees, include interesting facts and stories about the organization and share why these elements make working here meaningful for you.
- **Tip #2: Explain why you are excited.** In your communications, share specific reasons why you personally are enthusiastic about where the company is heading.
- **Tip #3: Challenge employees to internalize the vision.** To build employees' enthusiasm for the company's future, ask them to think about what the organization's vision means to them and to identify one thing they can do in their role to support that vision every day.
- **Tip #4: Talk about your feelings.** Passion is, by definition, emotional. So employees aren't going to understand your passion around the organization's vision unless you expressly discuss your emotions.
- **Tip #5: Ask employees about what invigorates them.** Ideally you want all employees to feel energized about the company's future, so routinely ask employees what they personally feel most passionate about when they look ahead.

## FIVE TIPS FOR BECOMING A MORE PERSUASIVE LEADER

Purposeful leaders don't just bark orders telling people what needs to get done and instructing them how to do it. Instead they take the time to make sure that everyone understands *why* the organization needs to do something.



*"Directions are instructions given to explain how. Direction is a vision offered to explain why."*

~ Simon Sinek

Here are five tips you can follow to be more persuasive in your role as a leader:

- **Tip #6: Make your message easy to understand.** If you have a lot of information to convey to employees, break the information into smaller pieces so the key ideas don't get lost. And be sure to emphasize the most important messages.
- **Tip #7: Start with "why" in your messages.** When you're communicating about an organizational change, don't begin with what needs to be done differently; instead,

start with an explanation of why the change is important to the company, its employees, and its customers.

- **Tip #8: Bolster your message with customer quotes.** In your progress updates, include customer stories and quotes to illustrate why changes need to happen or how the changes will benefit customers. This will engage your audience's emotional empathy.<sup>1</sup>
- **Tip #9: Cater to your employees' intrinsic motivations.** People are driven by four intrinsic motivators: meaning, choice, competence, and progress. For each of your employees, identify which motivators are strongest and use that information to shape how you engage them.
- **Tip #10: Deliver messages specific to employees' roles.** Efforts can falter when leaders share messages that are too high-level or vague. Make sure your messages minimize corporate jargon and instead explicitly relate to employees' day-to-day work.

## FIVE TIPS FOR BECOMING A MORE POSITIVE LEADER

Temkin Group research found that employees who regularly receive positive feedback from their boss are three times more likely than other employees to do something unexpectedly good for the company and are three times more likely to recommend an improvement.<sup>2</sup> This finding is consistent with the growing research in the field of positive psychology that shows that people perform at their best when they feel appreciated.<sup>3</sup>



*"It could be argued that all leadership is appreciative leadership. It's the capacity to see the best in the world around us, in our colleagues, and in the groups we are trying to lead."*

~ David Cooperrider

Here are five tips you can follow to be more positive in your role as a leader:

- **Tip #11: Encourage employees to share their achievements.** To make employees feel more appreciated, regularly ask them – in either one-on-one or team meetings – to share their achievements.
- **Tip #12: Treat success as a team sport.** Share success stories that highlight not only the efforts of the "main" employees, but also the efforts of the behind-the-scenes employees or teams whose work enabled the successful outcome.
- **Tip #13: Use customer feedback to celebrate employees.** Encourage customers to give feedback about specific employees, and then explicitly thank the employees who had a hand in creating their positive experiences.

<sup>1</sup> See Customer Experience Matters® blog post, "Five Ways That Organizations Crush Customer Empathy (Video)" (August 2, 2017).

<sup>2</sup> See Customer Experience Matters® blog post, "Amazon Makes Smart Move to Positive Employee Feedback," (November 28, 2016).

<sup>3</sup> See Customer Experience Matters® blog post, "Positive Psychology Meets Customer Experience," (July 1, 2015).

- **Tip #14: Say “thank you” in every meeting.** Reserve time in every meeting for publicly celebrating the individuals and teams who demonstrate behaviors that reflect the company’s values.
- **Tip #15: Use customer feedback to celebrate employees.** Rather than pushing people to follow your direction by describing potentially negative future outcomes, motivate employees by describing how their actions can lead to a successful outcome in the future.

## FIVE TIPS FOR BECOMING A MORE PROPELLING LEADER

As leaders individually represent only a small percentage of the organization’s overall activity, whether they succeed or fail is not determined by what they personally do, but by how effectively they influence the actions of other people.



*“Servant leadership is all about making the goals clear and then rolling your sleeves up and doing whatever it takes to help people win. In that situation, they don’t work for you; you work for them.”*

~ Ken Blanchard

Here are five tips you can follow to be more propelling in your role as a leader:

- **Tip #16 Proactively look for employees’ obstacles.** Ask employees about any obstacles impeding their path to success. If they do face obstacles, work with them to overcome those barriers.
- **Tip #17: Make time for ad hoc coaching.** Block time in your calendar to be available for coaching and problem-solving conversations with employees – like a professor’s office hours.
- **Tip #18: Facilitate cross-functional collaboration.** Unlike most employees, leaders are often privy to what other parts of the organization are working on. Therefore, you should regularly set up meetings between your team and other groups who may benefit from the collaboration.
- **Tip #19: Enlist the support of middle managers.** Too often, middle managers are overlooked and thus become obstacles to change. Include them early in any change process by asking for their input in defining and designing ways to bring the change to life, such as the role they can play in introducing the change to their teams.
- **Tip #20: Empower employees to do even more.** Look for ways that you can increase the decision-making authority of your employees while providing them with decision criteria and boundaries.

## FIVE TIPS FOR BECOMING A MORE PERSISTENT LEADER

If a leader says that something is important, but then behaves in a way that contradicts that statement, the organization will stop believing that what that leader says matters really does matter.



*“The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy.”*

~ Martin Luther King, Jr.

Here are five tips you can follow to be more persistent in your role as a leader:

- **Tip #21: Consider how your decisions will be interpreted.** People signal what’s most important through their actions, not their words. Before you make any decision, stop and ask yourself, “Will this decision be seen as consistent or inconsistent with my priorities?”
- **Tip #22: Focus your staff meetings on key priorities.** Your staff and the rest of the employees in the organization will react to the discussions in your staff meeting, so make sure agendas for these meetings truly reflect your priorities.
- **Tip #23: Discuss employees’ connection with the mission.** When you talk with employees, don’t just narrowly focus on their individual actions. Instead, discuss how they personally help the organization achieve its mission.
- **Tip #24: Stop rewarding inconsistent behavior.** If you have strong performing employees who don’t demonstrate your values, then don’t promote them or publicly support their behaviors.
- **Tip #25: Stay on message during tough times.** When there are problems, it’s easy to forget your core values. But your actions during these times will make your true priorities very clear to the people around you.

## IT’S TIME TO ELEVATE PURPOSE IN YOUR LEADERSHIP

In addition to adopting the 25 practices that we’ve provided, you may want to think about your overall leadership style. Do you typically lead in a purposeful manner? Think about how you would answer the questions in the *Leadership Style Inventory* we’ve included below.




### Leadership Style Inventory

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For each category below, choose where your management style usually falls

You focus communications on *What and How*



You explain why things need to be accomplished

← ○


Almost always

○ — Equal — ○

○ →

Almost always

You share concerns about the future



You share enthusiasm about the future

← ○


Almost always

○ — Equal — ○

○ →

Almost always

You succeed by doing things yourself



You help others to succeed

← ○


Almost always

○ — Equal — ○

○ →

Almost always

You look for mistakes to correct



You look for moments to appreciate

← ○


Almost always

○ — Equal — ○

○ →

Almost always

You make decisions based on the situation



You make decisions based on clearly understood values

← ○


Almost always

○ — Equal — ○

○ →

Almost always

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