

Launch and Lead from Where You Are

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What can you do right from where you are? Whether you are a leader of people or an individual contributor, you can influence positive change in your team or organization.

If you're a people leader:

1. Take action to build trust.

- Prioritize people over process.
- Include team members at varying levels in the decision-making process. They will feel a sense of pride, purpose and connection to the transformation.
- Take time to get to know people. *What are their passions and goals? What do they like to do for fun outside the office?*
- Set expectations/non-negotiables. *What does it look like to lead at this company? What does it look like to be a united team? What can people expect in the way of culture and belonging when they walk in the door each day?*

2. Follow through.

Start having those difficult conversations with toxic team members – the ones who suck the life out of the rest of the team with their negativity. If the conversation comes from a place of caring, empathy and integrity, most employees will lean in and listen. But if not...

- Remove organizational toxicity through position elimination or role realignment – don't delay!
- Give hard-to-fill, stretch roles to highly accountable and high-performing leaders.
- Provide an abundance of clarity on enterprise expectations and non-negotiables: Display visuals around the halls. Facilitate development of a unified team vision, clarifying how everyone's work and behaviors impact the whole. Reiterate through team meetings, town hall meetings and written communications.
- Walk the talk. Remember, it starts with full buy-in from the leaders.
- Rinse and repeat (check in through recurring one-to-ones, roundtables, town halls, etc.).

Result: Commitment to action and follow through lead to sustainable health.

- Transparent, clear and consistent messaging in expectations, successes and failures will generate trust and loyalty.
- Investing time in top talent and taking action with those unwilling to change will create an environment where people feel safe, valued and committed.
- Listening to and including team members in decision making will foster high-performing teams, heighten productivity and generate a sense of pride and purpose.
- Modeling the behaviors you want to see in others will enhance trust and credibility.
- Measuring and communicating progress, will instill pride and accountability in teams and enhance trust and credibility with customers.
- Staying aligned through the journey and acknowledging mistakes with a fail-forward mindset and willingness to learn and grow will strengthen relationships and create team unity.

Read both of Joni's articles on LinkedIn:

["Launch" is the New Layoff](#)

[Leaders, prepare for launch](#)