



VAXCYTE

Being a Leader

Leading @Vaxcyte

Session Outline:

- 1 What it means to be a leader
- 2 Qualities of effective leaders
- 3 Role of effective leaders
- 4 What's next in your leadership journey

Our Objectives:

- The importance of effective leadership
- The role and qualities of effective leaders
- Key steps you can take immediately to enhance your leadership effectiveness

My Notes: 

Why Employees Leave an Organization

Here are the top 6 reasons why employees leave their organizations:


	A bad manager	
	A bad work environment	
	No development or foreseeable career progression	
	Low compensation or benefits	
	Witness maltreatment of others	
	Low belief in the company's vision or mission	



Employee Lifecycle

It's important for leaders to understand their role and responsibilities across the employee lifecycle ...



My Notes: 

Leader's Role in the Employee Lifecycle

As we'll learn, there is a difference between the leader's role and HR's role in the employee lifecycle. You lead this; HR supports you in this.

Recruit & Hire	People Leader <ul style="list-style-type: none"> Team organizational design Define role, responsibilities, and requirements Create JD and post the role Identify best candidate sources Make hiring decisions 	HR <ul style="list-style-type: none"> Support and advise Determine compensation and benefits Manage employee references, background checks, and offer
On-board	People Leader <ul style="list-style-type: none"> Prepare on-boarding plan Request all resources, computer, phone, office supplies, etc. Manage on-boarding Check-in with employee weekly Introduce employee to others 	HR Employee set-up and benefits
Set Goals	People Leader <ul style="list-style-type: none"> Communicate and cascade corporate goals to team Co-create team goals with the team Co-create Individual goals with each team member 	HR Provide resources to support
Develop	People Leader <ul style="list-style-type: none"> Understand team member strengths, developmental areas, and interests Give feedback frequently and effectively Have regular 1:1s with each team member Coach for performance, capabilities, and career 	HR Provide resources to support
Manage Performance	People Leader <ul style="list-style-type: none"> Hold your team and individual team members accountable to meet goals Get your team resources and remove obstacles Address performance issues in a timely, constructive, and productive manner Coach for performance improvement when needed Offboard as needed 	HR Provide resources to support
Reward & Recognize	People Leader <ul style="list-style-type: none"> Ensure fairness and equity across the team Give feedback and recognize achievements Promote your team to others 	HR Provide resources to support
Progress & Retain	People Leader <ul style="list-style-type: none"> Identify and develop potential Incorporate career development discussions into monthly 1:1s Find development opportunities and resources for your team 	HR Provide resources to support

The Thing about Leadership is...

Great leaders understand that ...



Leadership is a journey, not a destination.



They are constantly evolving their leadership skills.



They are curious, open to learning new things, or doing things differently.



They don't pretend to know everything. They are okay with being wrong and making mistakes.



In this sense, they model humility, vulnerability, continuous learning, and personal growth for their teams to follow



A Leader...



Creates an inspiring vision of the future



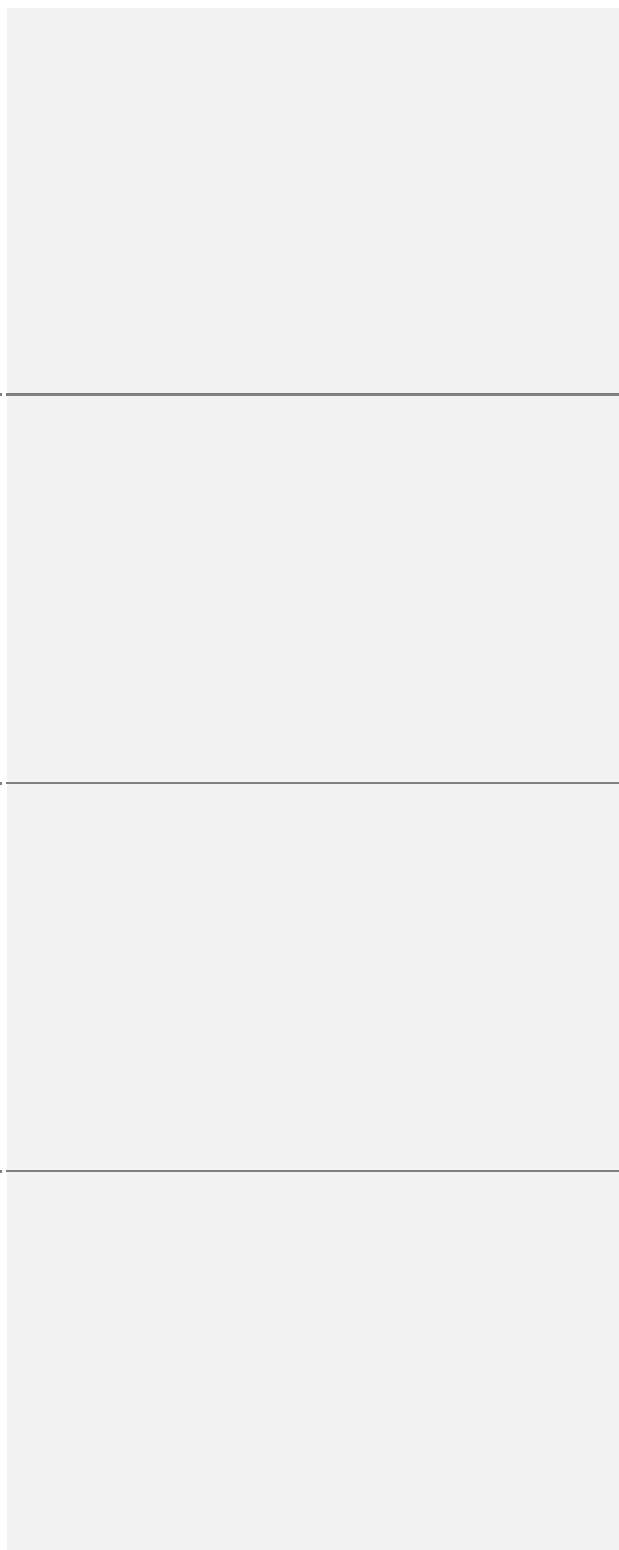
Motivates and inspires people to engage with that vision



Manages delivery of the vision



Builds and coaches the team, so that they are more effective in achieving the vision













Top 10 Qualities of Effective Leaders

1	Vision	
2	Inspiration	
3	Strategic and Critical Thinking	
4	Interpersonal Communication	
5	Authenticity and Self-Awareness	
6	Open-Mindedness and Creativity	
7	Flexibility	
8	Reliability	
9	Patience and Tenacity	
10	Continuous Improvement	

Key Actions You Can Take

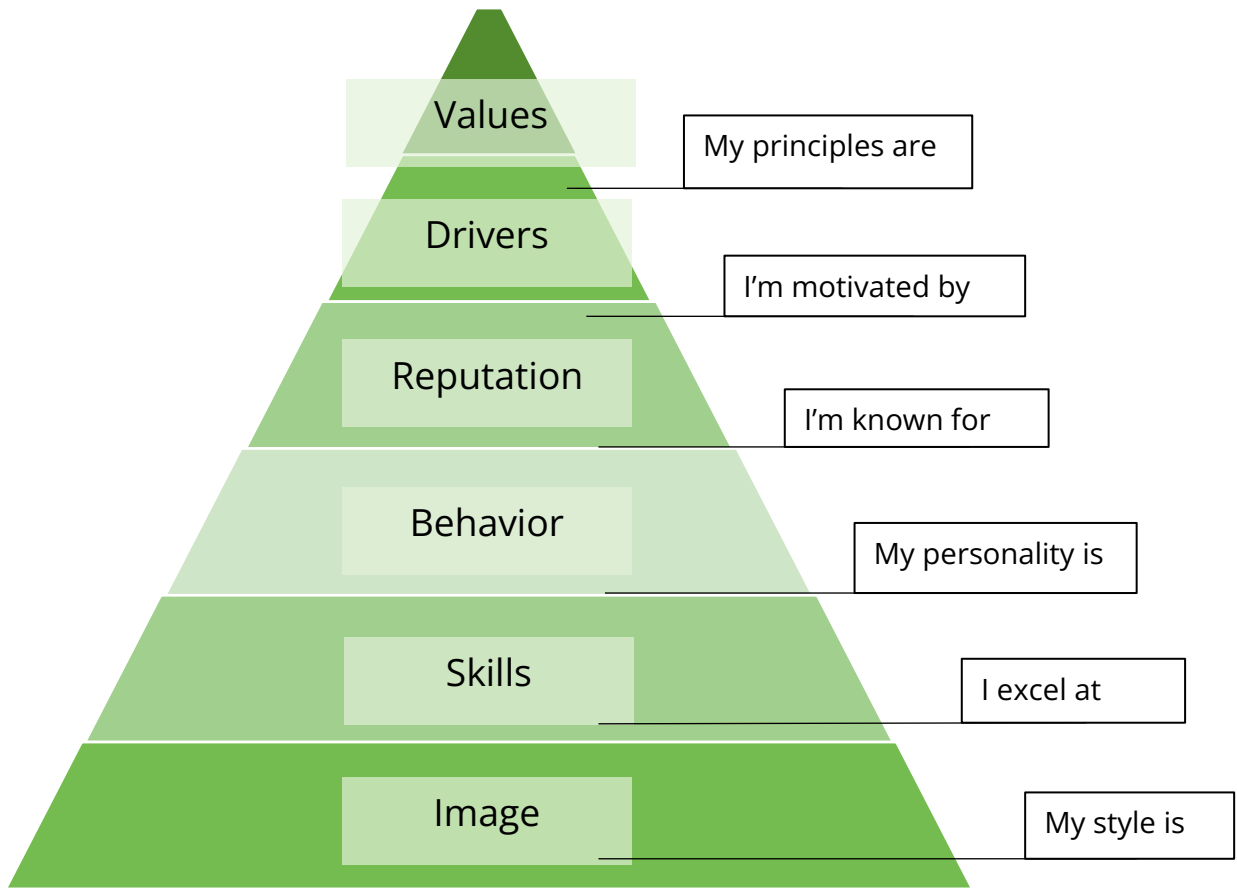
The following are actions you can take immediately to enhance the effectiveness of your leadership:

	Decide how you want to be known as a leader	
	Know your team members' strengths, developmental areas, and interests	
	Set clear goals and direction	
	Talk with your team frequently and give fair, specific, balanced, and frequent feedback	
	Coach your team members to increase engagement, satisfaction, capabilities, and performance	
	Remove roadblocks and create access for your team	
	Build trust with your team	
	Embrace and leverage diversity and be inclusive	



Personal Brand Pyramid







There are many ways to start building your leadership brand.



My Notes: 

Building My Leadership Brand...

Use this worksheet to write your notes on your personal brand:

 <p>Values</p>	My principles are:
 <p>Drivers</p>	I'm motivated by:
 <p>Reputation</p>	I'm known for:
 <p>Behavior</p>	My personality is:
 <p>Skills</p>	I excel at:
 <p>Image</p>	My style is:



Know Your Team Members



What are the strengths of each individual?
How do you leverage these?

Blank area for notes related to strengths.



What are the developmental areas of each individual?
How are you helping them address these?

Blank area for notes related to developmental areas.



What are their personal interests?
How are you using these to motivate each person?

Blank area for notes related to personal interests.



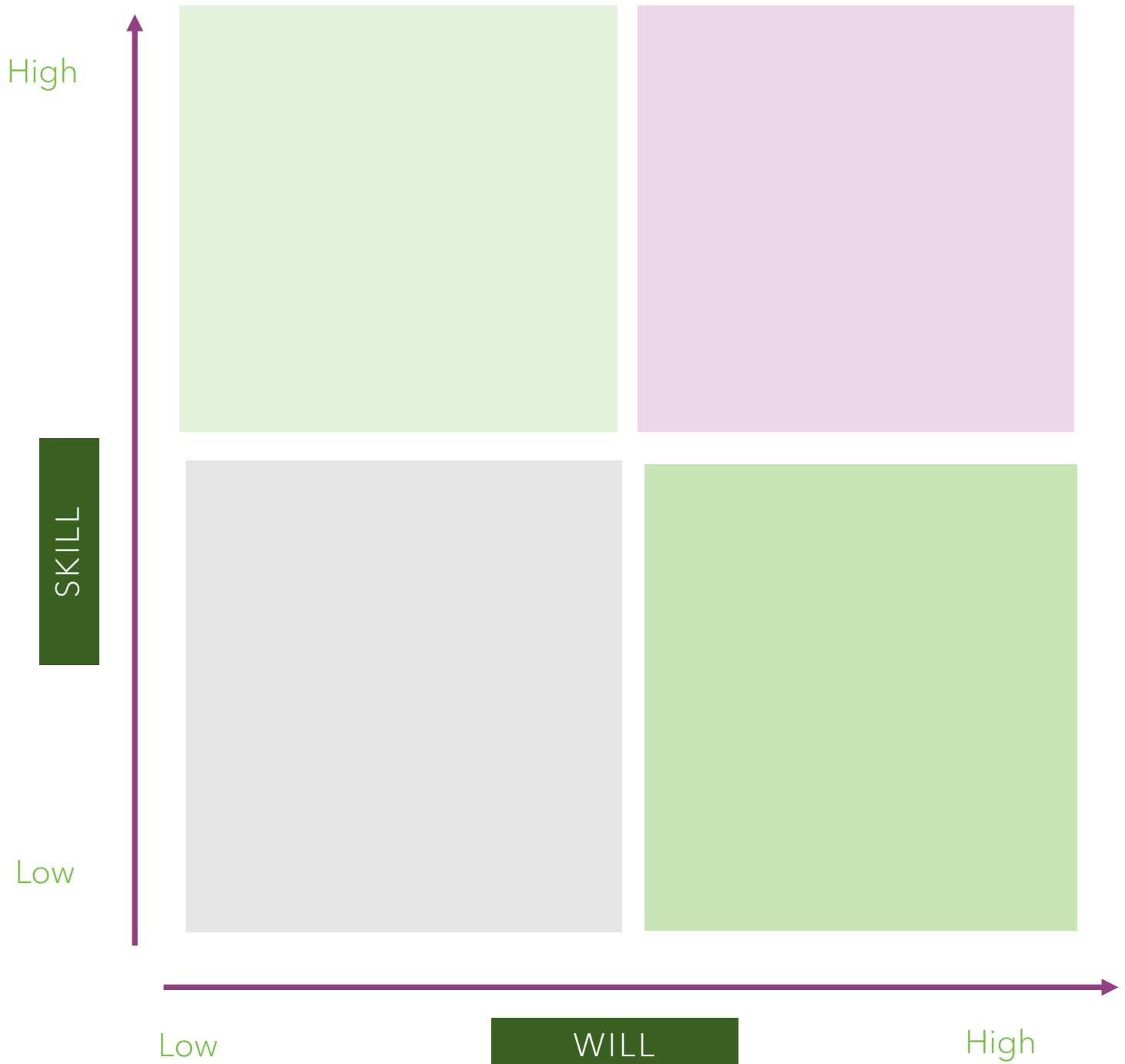
Knowing Your Team

 Team Member Name	What are the strengths of each individual? How do you leverage these?	What are the developmental areas of each individual? How are you helping them address these?	What are their personal interests? How are you using these to motivate each person?



Know Your Team Members

Skill versus Will is another way to think about what your individual team members may need ...





Set Clear Goals and Direction

<p>Do each of your team members know what they're working on now and why?</p>	
<p>Do they understand the purpose of their work?</p>	
<p>Are your expectations on quality or standards of the work and timing clear to each individual?</p>	
<p>Do they have the resources to get their work done to the quality and timing you expect?</p>	
<p>How have you recently offered to help each individual?</p>	

SMART Goals

Effective goals are SMART. Without SMART goals, your team members may be unclear on their priorities and your expectations.



Specific

- State what will be accomplished
- Use action words



Measurable

- Provide a way to evaluate
- Use metrics or data targets



Achievable

- Within reasonable scope
- Possible to accomplish, attainable



Resources

- What is needed to accomplish the goal
- Specify what resources are needed that aren't currently available



Time-bound

- State when the goal should be completed
- Be specific on date or timeframe

My Notes: 



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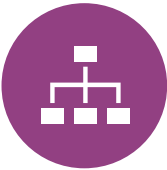

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Best Practice Goals

Best-practice goals involve certain leader practices ...

	Co-create goals with your team and individual team members	
	State each goal as a positive statement	
	Set realistic goals	
	Set priorities	
	Clear and aligned goals should support engagement	



Talk with the Team Frequently & Give Good Feedback

<p>When's the last time you had a 1:1 with each of your team members?</p>	
<p>When you talk with your team members do you ask them how they're doing? What can you help them with?</p>	
<p>How often are you talking with each of your team members? Do you have a regular cadence for this?</p>	
<p>Are your conversations with your team members solely about work assignments?</p>	

I

Intent

State Your Intent

Your intent is framed in the positive - what is it you hope to achieve?

What is the gift in the feedback? How will it help lead to improvement or opportunities to leverage one's strengths?

D

Describe

Action + Impact

Part 1: Describe the action. Keep this neutral and factual.

Part 2: Share the impact of that action. The impact can be positive or negative.

E

Exchange

Discuss/ Listen/ Explore

This is the opportunity for the other party to respond, and for both parties to explore possibilities.

Listen to the other's point-of-view and partner with them to explore next steps.

A

Action

Agree to Act

Here's when feedback really transforms - when the recipient makes a commitment to specific, measurable actions and follows through.

Once the follow-up action is specific and measurable, set a date for a follow-up conversation.

Giving and Asking

- Start with positive intent
- Describe, don't judge
- Graze, don't gorge



Team Member Feedback

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D- Describe	
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Coach Your Team

<p>Do you know enough about your team members' strengths, developmental areas, and interests to be an effective coach?</p>	
<p>Are you coaching solely for performance improvement?</p>	
<p>How do you prepare for coaching conversations?</p>	

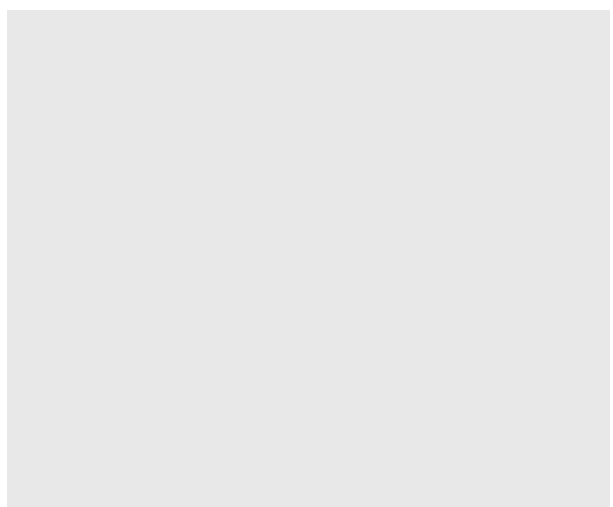


Coaching for Different Things



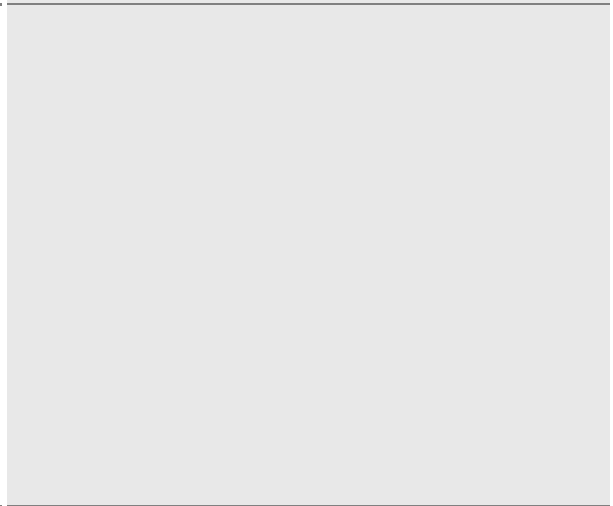
Aptitude:

Performance,
Capabilities,
Results, Career



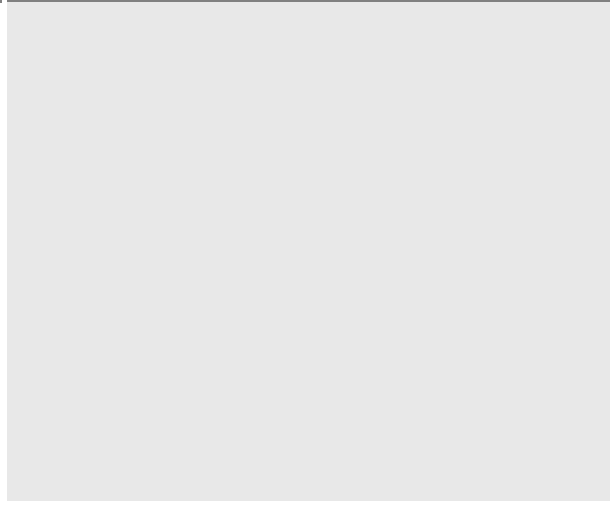
Attitude:

Engagement,
Behavior,
Relationships



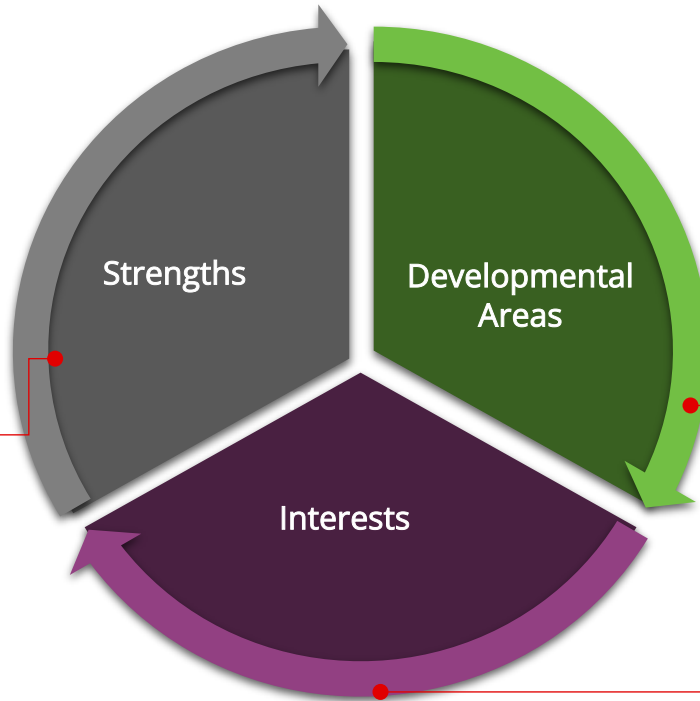
Outside Factors:

Organizational
Change, Personal
Change, Natural
Disaster, Pandemic,
Recession, etc.



A Simple Model for Development and Delegation

- Give me assignments to highlight my strengths
- Big projects, big tasks
- More autonomy



- Give me assignments to slowly work on my developmental areas
- Small tasks
- Lots of coaching

Whatever you assign me, show me how it relates to my interests

My Notes: 

IDEA is a simple model to use for coaching your team members ...



Intent

- What problem are you trying to resolve?
- What could we work on that would make a big difference?
- What do you want to achieve from this conversation?



Describe

- What is happening now? What have you done about it so far?
- How is this impacting you and others? How does this make you feel?
- If things don't change, what is likely to happen?
- What are the key barriers to improving this situation?



Exchange

- What would the ideal outcome look like? What difference would this make?
- What ideas do you have to achieve this? What else could you try? What actions have you taken in similar situations?
- Who else could give you another perspective?
- What are the pros-cons of these options? What option are you most drawn to?
- If preferred options aren't possible, what is the next best thing?















Action

- What do you think is the next step? What is the smallest thing you could do now? What are you going to do and when?
- What obstacles might you face? How can you overcome them?
- Who needs to know? What support might you need?
- What is the best way for us to follow-up on this?















Coaching My Team Members

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Removing Roadblocks & Creating Access

<p>How often do you check-in with your team members?</p>	
<p>Do you routinely ask how they're progressing?</p>	
<p>Do you ask what help they may need?</p>	
<p>Do you help them overcome hurdles and gain access to what they need?</p>	
<p>Do you make connections for them to others who can help?</p>	



Building Trust with Your Team

<p>Have you ever worked for someone you didn't trust? How did that work for you?</p>	
<p>Does everyone on your team trust you to do the right thing?</p>	
<p>If someone else asked your team members if they trust you, what do you think they would say?</p>	
<p>What have you done recently to demonstrate your trustworthiness?</p>	
<p>What have you done recently that may have called your trustworthiness into question with team?</p>	



Exercise: Building Trust with Your Team

Take a moment to reflect on the following and record your thoughts:

1. What does the word Trust mean to me?

Blank space for reflection on question 1.

2. What words do I associate with Trust?

Blank space for reflection on question 2.


3. What is the benefit of establishing Trust?

Blank space for reflection on question 3.

4. What is the disadvantage of not establishing Trust?

Blank space for reflection on question 4.



My Notes: 



When You Don't Trust

There is a lack of commitment	
Engagement and satisfaction are lower	
There is a lack of / or poor communication	
Loss of confidence in each other, team, and organization	
Team members don't give their best work	
Lower overall productivity	
Lower overall results	



When You Have Trust

Higher job satisfaction and engagement	
Increased productivity	
Relationships are stronger and more meaningful	
Information is readily shared with each other	
Increased credibility as an individual and team	
Higher results	

Steps Toward Building Trust

As leaders, there are steps we can take and practices and behaviors we can adopt to establish trust with others ...

Transparency

Reinforce the positive

Use the input of others

Say what you'll do and do it

Treat others with respect

1 Avoid over-managing and micromanaging

2 Make yourself available

3 Have updates frequently

5 Establish clear goals and accountabilities

4 Treat people fairly and respectfully

6 Ask for input and use it

7 Do what you say you will do

8 Delegate effectively

9 Communicate often and honestly



Embrace and Leverage Diversity and Be Inclusive

Great leaders build and leverage diverse teams and create an inclusive environment where everyone feels a strong sense of belonging ...



Do you hire people who are just like you?



Do you tend to favor others who have skills similar to you?



Do you look for complementary skills when you're hiring and promoting?



Do you look for diversity of thought and experiences when you hire, promote, and work with the whole team?



How do you create a sense of belonging for everyone on the team?



How do you create an environment of smart risk-taking? Do you penalize others when mistakes are made?



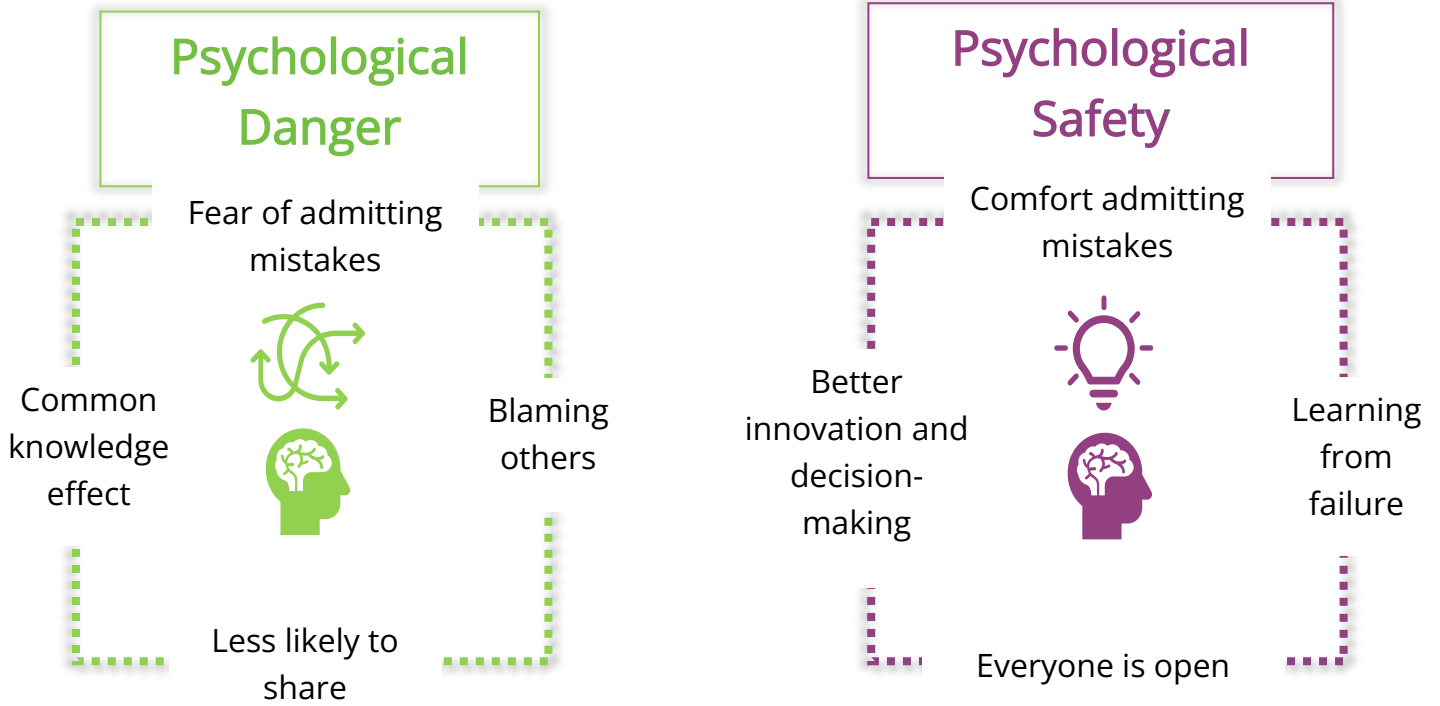
Psychological Safety

Psychological safety creates a strong foundation for a more diverse, equitable, and inclusive work environment:



It's okay to be yourself	
It's okay to bring your whole self to work	
We're more comfortable sharing our perspective	
We feel a greater sense of respect and value for who we are and what we do	
We feel more comfortable speaking-up, even if it's contentious	
Differences aren't combative, they're a positive, and they're leveraged to help the team do even better	

Psychological Safety



My Notes: 

5 Ways to Help Create Psychological Safety

As a leader, you create the climate in which the team operates ...



1. **Make** psychological safety an explicit priority.



2. **Facilitate** everyone speaking up.



3. **Establish** norms for how failure is handled.



4. **Create** space for new ideas.



5. **Embrace** productive conflict.



My Action Items: Being a Leader at Vaxcyte

Please use the following space to record your action items, as a result of this program:

1. What actions will you take as a result of this program?

2. How will you involve your manager in your learning?

3. How will you approach your team?

4. What topics do you want to learn more about?



Final Notes

Use the following space to record any other notes and actions you want to take to apply your learning from this program.







My Notes: 



Appendix

Building My Leadership Brand...

Use this worksheet to write your notes on your personal brand:

 Values	My principles are:
 Drivers	I'm motivated by:
 Reputation	I'm known for:
 Behavior	My personality is:
 Skills	I excel at:
 Image	My style is:



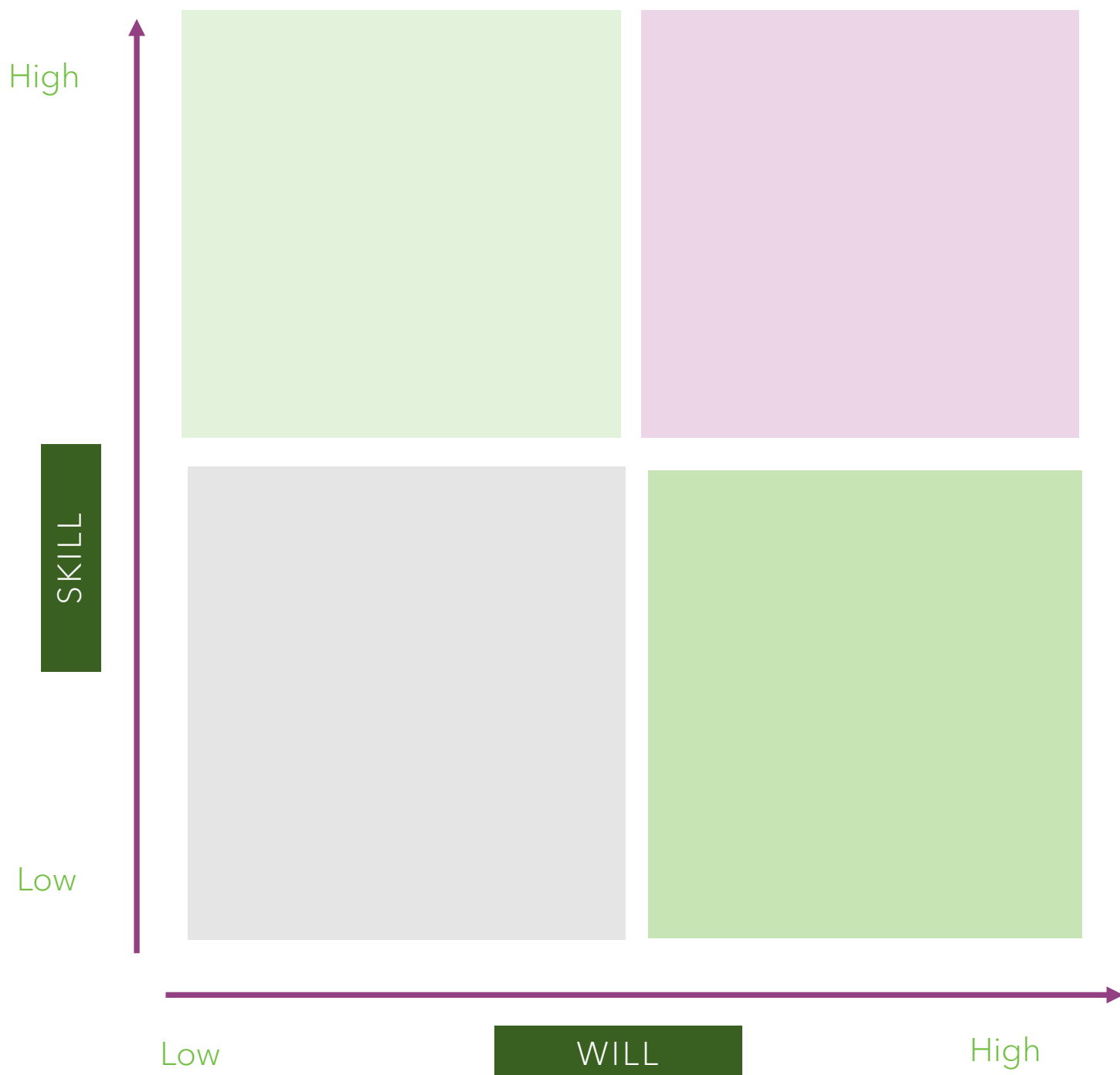
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Skill vs. Will

Skill versus Will is another way to think about what your individual team members may need ...





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