Building Future Leaders | 7.29.21 | EPISODE PAGE

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Culture

- Values-driven but values are constantly reviewed and challenged to ensure relevance
- Topstep has publicly available deck that shares accountabilities for each role in org
- Feedback is venerated; when given, the response must be "thank you"
- Teams encouraged to share best practices, knowledge, mentoring, in line with value of "giving back moves us all forward"
- ERGs put in place during pandemic to help people maintain relationships and coalesce around shared interests
- Give people tools to recognize each other, whether Slack channels or gift cards
- Bringing people together to build relationships is a good investment: retreats, lunch and learns, social outings

Building Leaders

- Hiring slowly and intentionally while ensuring cultural fit and mission alignment increases chances of finding people with intrinsic motivation and leadership abilities
- This also drives engagement and reduces apathy and turnover
- Critical to recognize and reward employee initiative, from taking on new projects to asking to take a class or go to a conference (the answer is usually yes)
- Employees should be supported but have autonomy
- Important to implement formal learning and development program, e.g., Spikeball University, with outside help if necessary
- Investing in people's soft skills, e.g., emotional intelligence, is paramount
- Time with the CEO is meaningful; if not practical, even a phone call to say "thank you" makes a big difference

Establishing a Leadership Development Program

- Involve the team (as much as practical) to ensure the product meets their needs
- Learn from and leverage best practices from established companies that get leadership development right

For the full recording, visit the **Future of Work** website or check out the Future of Work podcast on Spotify, Apple, or Amazon.