

Let's talk a little bit about confidence. Specifically, how it relates to training, and helping our employees to be more confident, and to really have more engaged, high performing employees. I get asked this question all the time from people. They say, "Theresa, how do I hire and retain better people? How can I get people to make decisions about things the way that I would make them, but to also make them so that I'm not being bombarded with questions all the time? How can I get them to be more confident and be more high performing?" It comes down to, I want to give you three things, three things to think about.

The first one is, in order to get better employees, in order to get more or have more confident employees, the person or the thing that needs to change is you. You are the one that sets the tone. You are the one that really sets the vibe in the company. Let's talk about this a little bit. If you want more employees, the first question you need to ask yourself is, what are you doing as a leader to get better employees? What are you doing as a leader to develop and train and educate your employees? The only way that you're going to get better employees, or you're going to be able to have more confident employees, is if something changes from within you.

I see this a lot where I've worked with people, or I've worked with business owners who have managers who are working with people, who have asked me this question. When we go back and we take a look at what is happening in the business, we realize that these managers, or even the business owner, is not taking time to invest in their employees. They have expectations for their employees that, they tell them something once, and they're just going to be able to absorb it. Or, just because it took them, the business owner or the manager, five minutes to learn something, that it's going to take five minutes for their employees to learn something. It doesn't happen that way. If you have an expectation of your employees to learn something quickly, to do something the way that you do it, or to be like you, you are going to set yourself up for failure.

The only way you're going to get more confident employees, or you're going to get more engaged, high performing employees is if you take the time to develop them. I'm not saying it's going to take forever, because, in reality, it shouldn't. Right? But, you need to make sure that every day you are bringing the right energy into your business. Every day you are approachable. If people have questions, they can come to you, they can ask questions. If they don't understand something, that you're recognizing it and taking the time to teach them, or getting them the training and the things that they need so that they can learn something. If you want to have better performing, more high performing, more engaged employees, you need to make sure that you are showing up as a leader that is going to help them to get to that point and get to that level.

Second thing is you want to make sure that you have the right intention in your business. What do I mean by that? Okay. The intention is, being a leader doesn't necessarily mean that you are just barking orders at people. Some people think that's what being a manager or being a leader is. It's just telling people what to do. If that's what you believe, that's okay. Hey, different strokes for different folks. But, here's the thing. If you want to have more confident, more engaged, more high performing employees, the intention that you need to set is that you want to create more confident, more high performing, more engaged employees. Right? Just having that intention of, "Well, I'm just going to tell people what to do, and I'm going to control every single thing that happens in this business," well, what does that do? A, it makes people dependent on you. B, it is a huge morale killer. C, how can they be confident in what they're doing when they don't have the ability to make decisions and take control over their own day?

Giving people the ability to have control over their own day and to have control over what they're doing is going to make them more engaged, or help them to be more engaged. It's also going to help them feel better about what they're doing, and bring the level of energy up in the business. That is part of setting

whatever culture you want to have in your business. That's part of creating that culture. I have said it before, a culture doesn't just happen. It's not just there. You actually have to create it and develop it and build it and nurture it absolutely every single day, every single minute, every single moment, in every single decision.

The third thing that I want you to give some thought to is what I like to call the three pillars of employee development. The first one is knowledge. How can you increase anyone's confidence? I mean, just think about, if you're watching this video you're probably some form of a leader. You're probably a manager or a business owner, a supervisor. Think of it like this. Any time you haven't been confident in something, what have you done? You've probably researched it. You've probably learned more. You've probably watched a video or listened to a podcast, or whatever it is. But, you've done something to increase your knowledge about whatever it is that you're not so confident in. I know I've been there myself. As I've been building my business, or as I've gone through my career, if I didn't understand something about budgeting or forecasting or supply chain, what did I do? I went, I researched it, I learned from the best of the best of the best, and became more confident in that particular skill or that particular area.

It's the same thing with our employees. If you want employees to be more confident, you want them to be more empowered, to make better decisions, the best way to do that is knowledge. Again, as I said in the beginning, if you want to get better employees, if you want to be able to hire and retain better employees, then you yourself as a leader need to change. One of the things is making sure that you give your employees the ability to learn, the ability to acquire new knowledge that is going to help them in their role, and ultimately help the rest of the business.

That leads into number two for these pillars, and that is to have them understand what the purpose of the business is. What is the grander vision of the business? It's not that you're just a retail store, but you're actually something more. You don't just make electric bikes, you're actually changing the way that people view transportation in this world, especially during this time. Having people understand the greater purpose of the business, but along with that, having them understand their purpose, their role in the business, and then how that fits in to the greater purpose of what the business is trying to achieve. When people are part of things, and they understand how they are part of a strategy, the greater plan of the business, and just how they fit into the business, when they are part of it and they're part of developing solutions, they will invest more in what they're doing.

I know it sounds like that's cliché or whatever, but it's true. When people have a vested interest in something, when they understand, they have a vested interest, so they have that interest to begin with, and then number two, they're also developed, they also understand how their affects anybody else's role, but how their role also affects the business, then it's just human nature that they're going to step up and really take control of what they're doing, take control of their day. Because, they understand that if they're not doing what they need to do, it's going to have that trickle down effect and affect other people, affect their team, and then ultimately affect the business, which affects the community, which affects the customers, and so on and so forth. When we, number one, give them the ability to learn and to build their knowledge of skills that they're doing, things that they do in their business, or maybe even just the business in general, then they can understand their purpose and really invest more into the business, and ultimately invest more in you, the business owner.

The third pillar is ownership. Again, when we invest in knowledge, when we invest in knowledge within ourselves and within our employees, within people around us, when we give them the ability to learn more, then they can end up doing more, especially when they understand what it is that their role really does in the business. When we give them the ability to make mistakes, we give them the ability to fall down, and we're there to pick them back up, that will also help them to take more ownership and

responsibility for what they're doing. I've said this before, but the best thing that you could ever make is a mistake, because a mistake helps you to find a solution, it helps you to find a better way, it helps you to see things differently.

When people understand what their greater purposes in what they're doing, they can take ownership of what they're doing. If things don't necessarily work out the way that they're supposed to work out, they can also take ownership and have more interest in finding a solution to whatever it was that didn't go right. But, then also conversely, when they take ownership or they feel like they can take ownership of their role, they're able to perform at a higher level. They're also able to say, "Hey, I'll pitch in and help this," or, "hey, I know that I need to get this task done and I'm going to do it to my absolute best capability possible."

When we invest in our people and give them the ability to learn, give them the ability to expand their mind, expand their ideas, then they're able to create bigger and better things that we need, solutions that we need, solutions that the world needs. When they understand their greater purpose is in the business, they can also take a deeper ownership of their role, and of just their role in the business and what they do in the business to help the business to grow.

Again, how do you instill more confidence in your employees? Well, first of all, number one is you need to take a look at what you've done to help them to be more confident. Have you invested in them? Do people see you as being unapproachable, or do they see you as being totally approachable with, they can ask questions at any point, with boundaries set up, which that's a whole other topic. But, they understand what your vision is, and they know that it's a culture that is built on inclusivity, on inclusiveness, on diversity, on creativity, and innovation. All of that comes from how you, as the business owner or leader, show up in the business. You set the energy, you set the vibe.

If you're ever thinking, "My employees seem kind of off, or something's not going right," ask yourself, am I bringing the right energy? Am I bringing the right intention and setting the right expectations, which is number two that we talked about. Am I showing up the way that I need to show up? Then number three, doing the three pillars. Am I giving them a chance to learn more? Because, remember, the more we know, the more confident we'll be. The more we can also share that knowledge with others. Do they understand what their role is and what their purpose is, their greater purpose is in the business, but also what the greater purpose of the business is, and the difference that it wants to make in the world?

Then, number three, are you allowing them the ability to take ownership of their work? Are you trying to control everything? Are you trying to do everything, or are you allowing them to take ownership of whatever they're doing, make a mistake, if a mistake happens, but then help to pick them back up and help them to find the solutions, and find and understand why the mistake happened? When we do all of this, that is how we are able to build more confident, more engaged, more high performing, more happy, more optimistic employees. No matter what comes into the business, no matter what challenges they face, they always have that underlying, "We can figure anything out. We have a good leader who is leading us, but also allows us to rise to our highest potential."

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