

# Leadership Toolkit

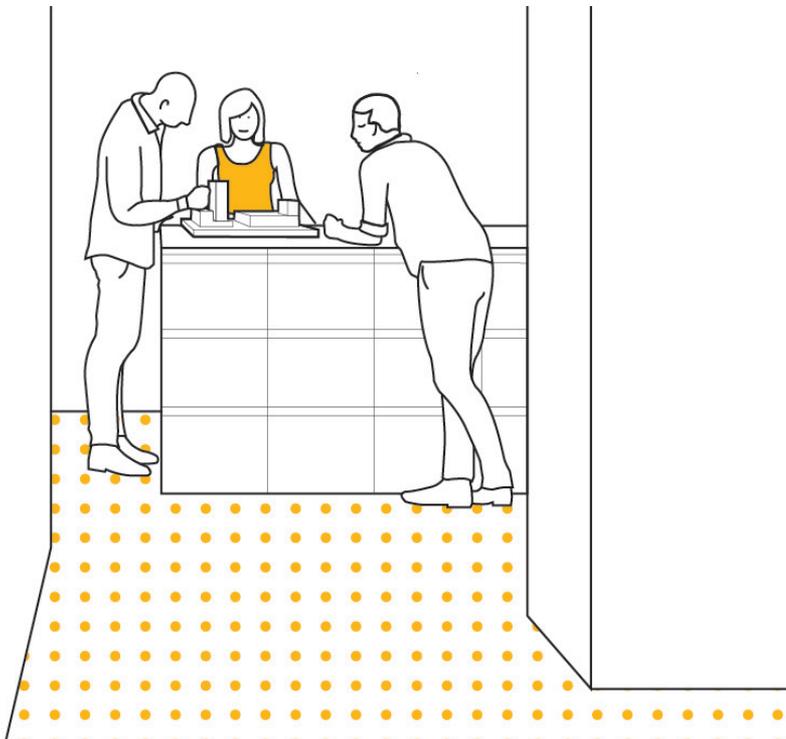
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This toolkit offers ten tips to become a better leader, with the ultimate goal of improving culture within architectural offices.

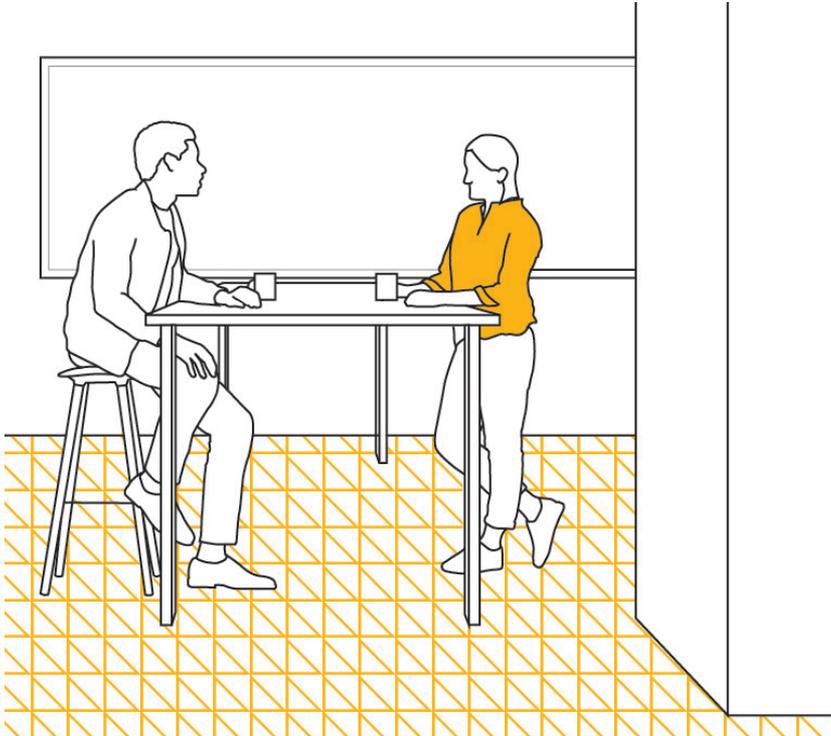
- 1\_ Be open, transparent and generous
- 2\_ Check in and have conversations
- 3\_ Empower representation
- 4\_ Respect
- 5\_ Trust
- 6\_ Encourage
- 7\_ Appreciate
- 8\_ Stand up for your colleagues
- 9\_ Share leadership
- 10\_ Advocate and champion

# 1\_ Be open, transparent and generous



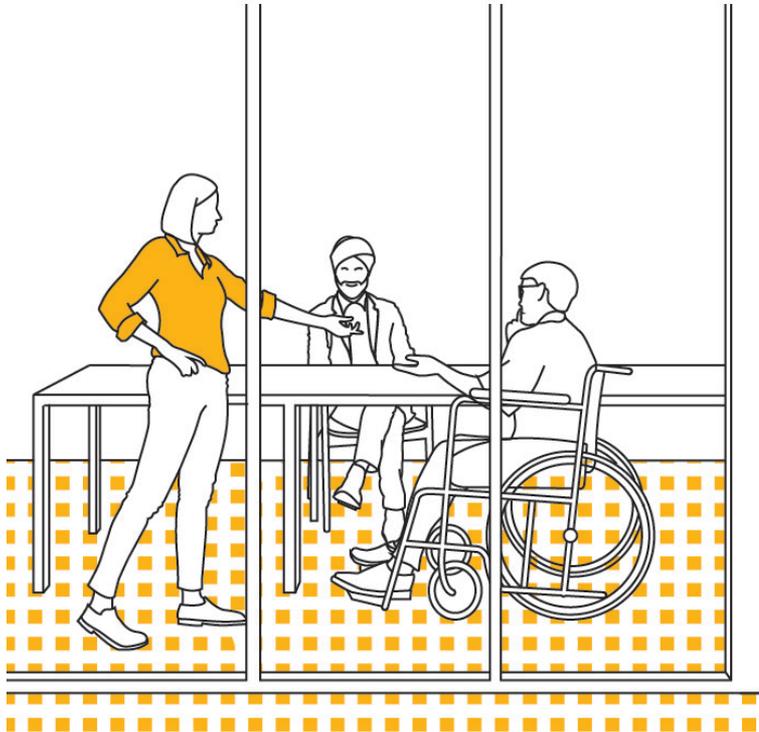
- Foster a co-operative spirit vs competitive. Consider it a **collaboration**.
- Be open to learning something new.
- **Teach** something new.
- Be a **mentor** to someone. Be a role model. Lead by example.
- Offer **career support**.
- **Share responsibilities**.
- Be a **clear communicator** – explain why you are asking someone to do something.
- Live the **value of diversity**. Champion representation of different points of view.

## 2\_ Check in and have conversations



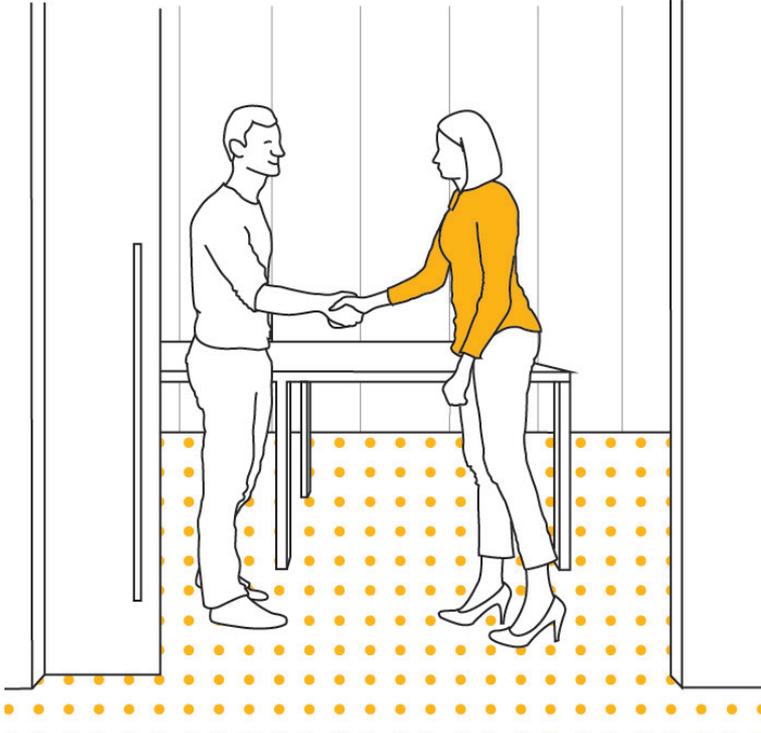
- Make time for **regular conversations** / morning teas /coffee catch ups. Create a safe space for team members to confide in you.
- **Know your colleagues.** Express interest in them, get to know them as individuals. Tune into their needs.
- Pay attention to team members' **wellbeing**. Ask, “How are you feeling? Are you ok?”
- Provide **prompt feedback** in a constructive manner.
- Ask **permission** to provide feedback: “Are you open to receiving some feedback?”
- Advise colleagues to be kind to themselves and to practise **self care**. Share your experiences of hardship and explain how you overcame them.
- Direct colleagues who may need help to the office policies around **mental wellbeing**.
- If you know someone is struggling, give them **space to recover** and let them know that you are there if they need you.
- Listen and show empathy. Be a **friend** if needed.

# 3\_ Empower representation



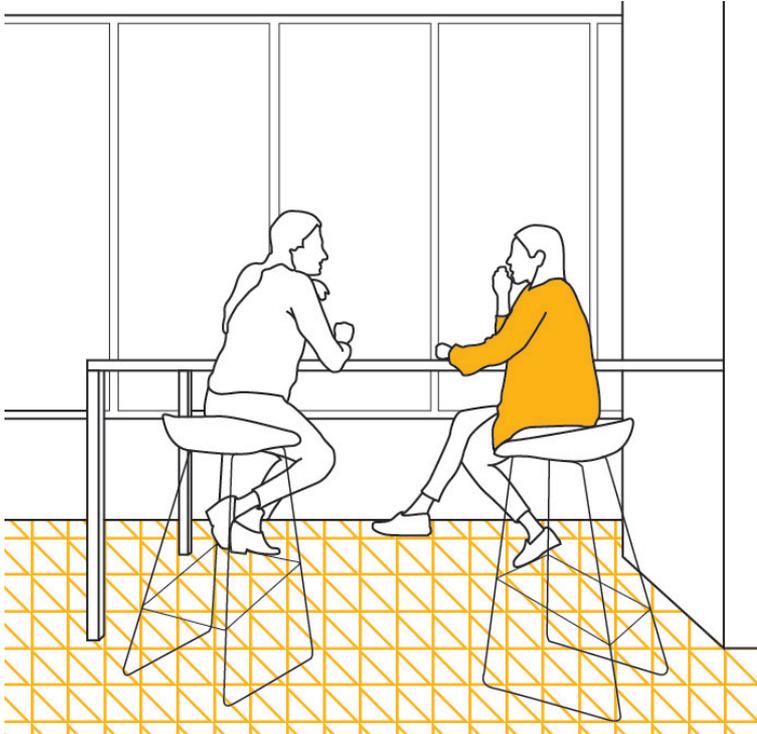
- Celebrate **diversity**.
- Treat team members **fairly**.
- Say **no** to **favouritism**.
- Contribute towards **visibility** of those who may be less represented (women, LGBTQI, younger, older, ethnic minority team members).
- Accept diversity, build inclusion and listen to learn.  
**Open your mind** to other perspectives.
- **Acknowledge** everyone in meetings/presentations. Always introduce yourself and confirm the names of all attendees.
- Say **no** to **disrespectful behaviour**. Become an **upstander** rather than a bystander.
- Improve **cultural awareness**. Actively learn and improve your knowledge of alternate culture.
- Be aware of **unconscious bias**. Discuss this with your colleagues.

## 4\_ Respect



- Ensure **zero tolerance on bullying and harassment**.
- **Acknowledge inappropriate behaviour** and act on eliminating further situations – do not sweep under the rug.
- Show **respect** to earn respect.
- **Be consistent** – when people know what to expect from you, they will be equally consistent in their respect for you and your leadership.
- Build respect in your communication. Every element of your communication matters whether it is spoken, or written, public or private. Be mindful of your tone. **Communicate with the utmost respect.**
- Remember your view is just that – your view. People can have different and equally valid views to you.

# 5\_ Trust



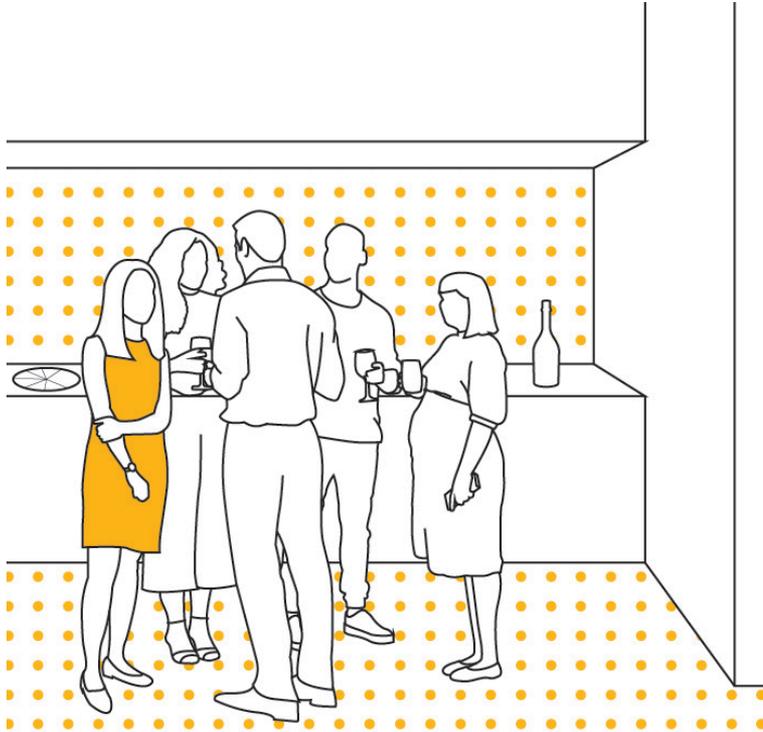
- Show **trust** in your colleagues.
- **Be approachable** by creating regular opportunities for open conversation to take place.
- **Encourage** and provide genuine and **constructive comments**.
- **Show confidence** in others.
- **Delegate** assignments fairly and give others space to grow by encouraging **ownership** of work.
- **Build others confidence** with your behaviour.
- Value the **individual**. Accept **diversity**. Build **inclusion**.

## 6\_ Encourage



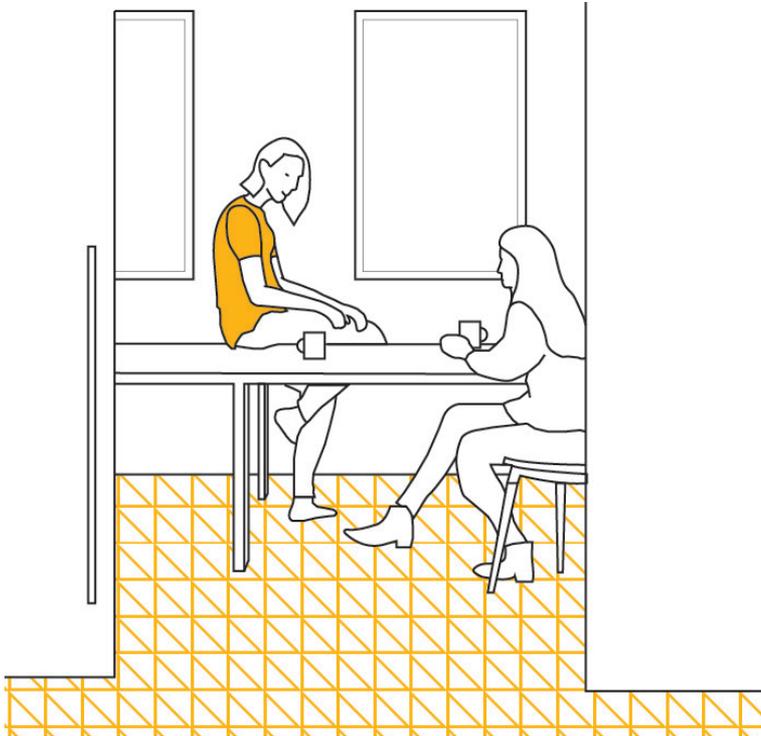
- Engage in the **growth and development** of colleagues.
- Always show **willingness to assist**. If unable, arrange alternate time.
- **Believe** in the potential of your colleagues.
- **Inspire and motivate** – lead by example.
- Create a **positive and safe environment** for your team.
- Maintain **positivity**.
- Show ability to look at issues with a positive spin. Enjoy the **problem-solving** process and use it to build **team spirit**.
- Employ a **growth mindset** – look for opportunities and minimise negativity and limitations.

# 7\_ Appreciate



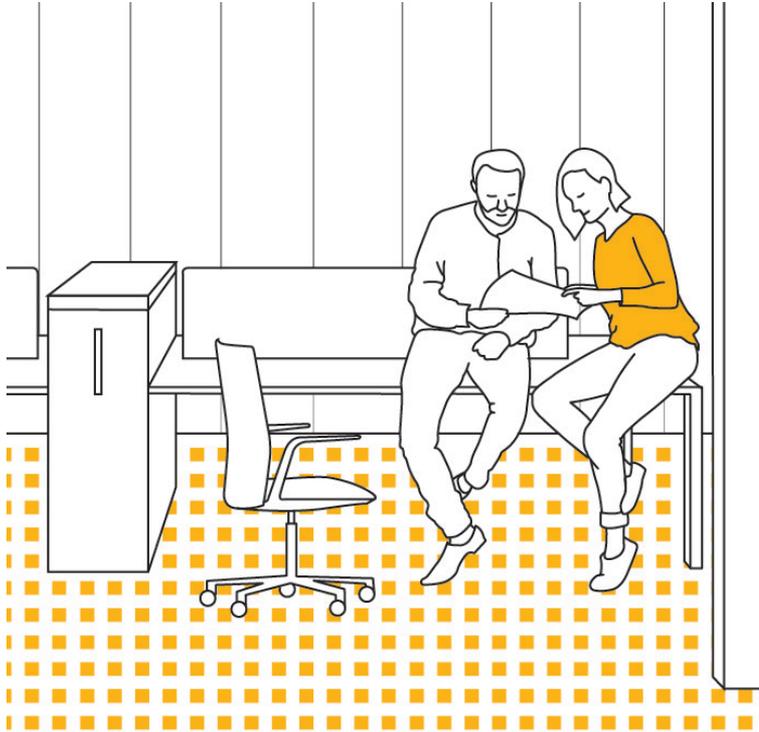
- Use **supportive** words – make time to show **appreciation** to team mates verbally in person. Be especially considerate to include those who are not in the office as often (e.g. working remotely or flexibly).
- Recognise the **strengths** of your colleagues. **Implement** their suggestions and ideas.
- Regularly **celebrate milestones** / team lunches.
- Regularly **celebrate success** within the organisation.
- **Give credit** where credit is due.
- **Acknowledge formally** – let senior leadership and management know when a teammate has achieved or excelled.
- Try making **appreciation** a daily habit – you don't have to wait to say thank you until a milestone is achieved.

## 8\_ Stand up for your colleagues



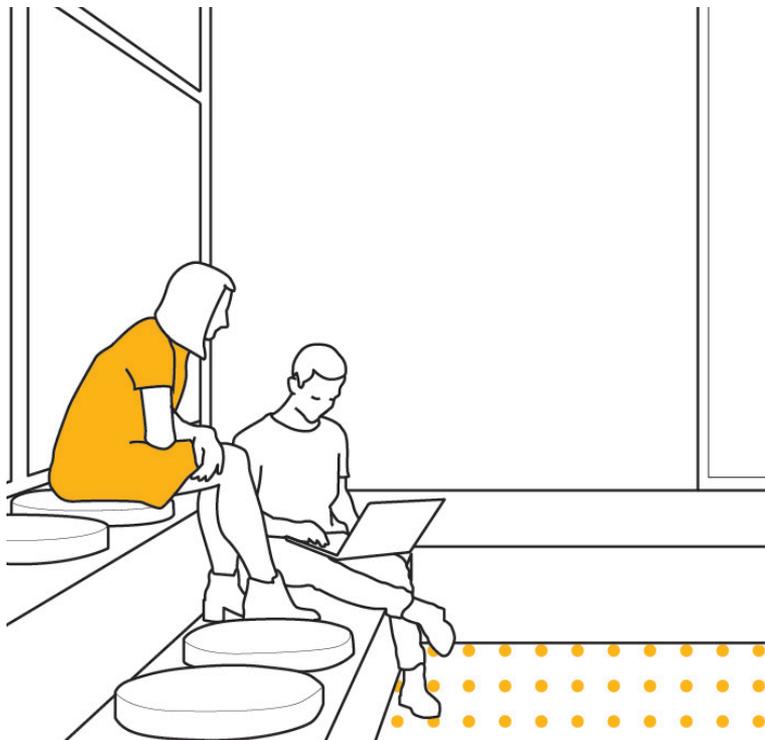
- **Stand up in conflicts** – have the back of your team. Don't finger point when they make mistakes or throw them under the bus. Have a united front to external parties.
- Do **not tolerate unfair treatment** / comments coming from anyone or any party. Report back to relevant authority.
- Unrealistic deadlines? **Stand up to long hour work culture** and unrealistic deadlines. **Lead by example** by not sending emails outside office hours and leaving on time. Flip the mentality of working late from being hard-working to being inefficient.
- Be open and **encourage others to give you feedback** on what you can do differently to ensure your whole team feels valued and included.

## 9\_ Share the leadership



- **Avoid practising micro management** – give colleagues room to grow and work their way.
- Encourage your team to **set goals for themselves**.
- **Pay consideration** and attention to your colleagues' ideas.
- Involve your colleagues in the **decision-making process**.
- Allow your colleagues to take **pride of ownership** in their work tasks.
- **Credit** colleagues with their contributions to the work.

# 10\_ Advocate and champion



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- Nurture **talent** through ensuring a supportive environment in which to learn and grow.
  - Offer **mentorship** to team members.
  - Be an **advocate for the contributions** made by team members. **Report** their efforts back to practice management and clients.
  - Provide **opportunities** for team members to shine.
  - Lead by example as a champion of:
    - \_ **diversity and inclusion**
    - \_ **gender equity**
    - \_ calling out **bad behaviour** by becoming an **upstander** rather than a bystander
    - \_ issues of **injustice** you feel passionate about