

Q. I'm a seasoned sales professional in a new sales manager role in the insurance industry. I'm passionate about selling and am naturally energetic, optimistic and driven. These qualities have helped me to achieve great results and I love sharing what I've learned to help my team be successful. Helping my people to adopt these traits has become a big part of my management style, which works for some, but not all.

A. I love your willingness to share your success secrets. I guarantee everyone is benefiting from your open communication style.

Here's the deal though - leadership is not one size fits all. What works for you may not resonate with others. Your job is to make sure your people understand what's expected of them, and then look for ways to support them to achieve the results you want, in a way that allows them to use or build on their natural abilities. Learning to style flex (adjust your approach instead expecting other to adapt to yours) to communicate your success practices, so they can relate is important when leading a diverse group. It's the fastest way to getting your people are on the success track.

Focus on building rapport – nurture genuine relationships individually and learn their success secrets. Ensure they know you're personally interested in helping them succeed. What activities can you suggest to help them develop their success strategy?

Notice how they communicate – are they to the point or do they share details? What's their learning style? Do they need detailed instruction, or do they like to jump right in? Adjust your delivery of information to match their natural style when you're mentoring and teaching. As you measure progress together, ask for feedback so you can continue to support them in a way that's meaningful.