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## Career Coach: Inspiring Team Loyalty

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By Clare Trapasso

**How can managers foster loyalty from their teams?** *Responses have been edited for clarity and concision.*

**Melissa Llarena owns Career Outcomes Matter, a firm dedicated to helping top-tier business executives prepare for high-stakes job interviews. She has worked in multiple functions within financial services.**



Melissa Llarena

One of the best ways to inspire loyalty is to deserve loyalty. [Managers] should operate with high integrity and truly have the best interests of their employees in mind.

They should be willing to open up their private life a little bit. Sharing that you are more than just what you do at work is a way to build rapport with your team.

When you're leading someone, mentorship is a big part of that task. It's not just giving orders. It's also teaching people how to do things. It's showing them what their career could look like in X number of years down the line and giving them opportunities to build up those skills that they need.

Loyalty is not just [being] a fair-weather friend. You have to be supportive of your employees in the good and the bad times. Stand with your employees even through failures. Share your own failures, not just all your wins.

Reward them for their successes. Celebrate their wins publicly. Don't take it for granted if you have someone on your team who over-delivers constantly.

**Amanda Grant is a principal at the New York-based executive search and consulting firm Third Street Partners.**



Amanda Grant

Be accessible as a manager. Listen to your team members. People know when you're hearing them, if you're paying attention. Listening usually results in some kind of action or adjustment. People believe and want to believe they are valued.

Managers need to communicate with their team members individually, and as a team, on a regular and consistent basis about the organization from the top down, about the team's status in the organization and how the work of that team is impacting the organization. The team members will be inspired by what their contribution is doing to impact [the success of their firm].

There is an instant recognition from team members when they are being respected by management. Most people want to succeed. They want to be good at their work and they want to like whom they're working with. Knowing that your manager sees that ability in you, whether you've achieved the level of success you want to or not, is a tremendous motivator.

**Connie Thanasoulis-Cerrachio is a co-founder and partner at SixFigureStart, a career coaching company in New York, and a former [Merrill Lynch](#) recruiter.**



Connie Thanasoulis-Cerrachio

You have to really care about your people. You have to know who they are, what are their strengths, what to do they want to develop and how can you help them do that.

You have to give them honest feedback. If they are doing something wrong, you have to tell them what is wrong and explain to them how to fix it. They're going to know they're dealing with someone who wants to help them.

You have to be a fair manager, paying attention to all of your direct reports equally. If you have a very close friend on the team, you have to be very sensitive to the fact that people know that.

You have to be approachable. People should know that if they have a problem, they can come to you.

A sense of humor goes a long way. People go to work sometimes for 10 hours out of their days. You want to be in a group where you work hard and accomplish things, but you also want to enjoy yourself.