

WORK BOOK SIX



**LEADERSHIP
DEVELOPMENT**

LEARN THE SIX KEY

LEADERSHIP STRATEGIES



COACHING ACADEMY SPECIALIST
Where Small Businesses Grow

Leadership Development

“My biggest motivation? Is just to keep challenging myself. I see life almost like one long University education that I never had — everyday I’m learning something new.”

–Richard Branson, founder Virgin Group.

Leadership is a rare skill because it requires, experience, patience, technical skill, durability, judgement, and a deeply refined character whose sole passion is helping other managers achieve a level of perfection.

Good leaders have an awareness of themselves, awareness of others, awareness of how others view them, awareness of how the business really works.

The 6 key Leadership Strategies

1. Know your company values
2. Be a Role Model
3. Teach the values to your people
4. Remove obstacles to working with the values
5. Reward and recognise those who live the values
6. Redirect those who aren't working with the values.

Leadership Development/Continued

1. Know your company values.

Develop a personal understanding of your organisation's values.

Think about what the company's values really mean to you and to your unique leadership style.

You need to know which of your behaviours demonstrate those values

If the business' beliefs and principles don't have a meaning for you, you won't be able to make them meaningful for anyone else. You must examine your own personal set of values and see how they mesh with the organisations.

In some cases they won't.

Very few people see their own personal set of values in terms of things like customer service or teamwork. However, the personal value of respecting others does fit in with these organisational values.

It is critical to make sure that shared values translate into behaved values. Study your organisation's values and determine how they apply to you and to the people you lead. Make sure that organisational and personal values are in sync with one another.

Leadership Development/Continued

2. Be a Role Model.

Show people what the organisational values mean through your behaviours. People learn by observing their leaders. You must walk your talk. Bringing values to life is a behavioural issue. You are a role model for your people.

Your values show up in four behaviours: (a) how you spend your time, (b) what you do, (c) what you say and (d) how you deal with problems and crises.

Actions speak louder than words, and employees aren't dumb.

Most of your employees will follow your lead. Now, you can't be perfect all of the time and everyone has lapses. Make sure you admit aloud whenever you find yourself off track and in breach of values. When problems or crises catch you off balance, your immediate reaction might be contrary to your personal or organisational values system. But you can slow down, and ask yourself, "What guidance do our values provide for handling this situation?" You can make course corrections to demonstrate that you are concerned with doing the right thing in accordance with values.

Here are some important keys for walking your talk:

- Spend your time in a way that reflects your organization's values.
- Get out of your office and interact with the people who work with you and for you.
- Watch what you say...or don't say.
- When things get hot, slow down, stay calm, and use values as your guide.

Leadership Development/Continued

3. Teach the values to your people.

You have to make it very clear that you expect your people to live by your organisation's values. You have to sell them on the importance of living the values; more than that, you have to teach them.

One of the most effective ways to teach values is through asking questions.

When you ask people what they value, and which organisational value they use most frequently, you are pointing them in the right direction. Asking questions helps people learn how to apply critical thinking skills on their own. It also helps people articulate what they already know.

4. Remove obstacles to working with values

Your most important job as a leader is to help your people succeed. You must smooth the way for them because there are always obstacles and barriers to values driven by performance.

You must identify roadblocks, eliminate or minimise them, or show team members how to deal with those that can't be removed.

An employee might respond to certain coaching on a particular task by saying "I'm not like that, I could never do that". A good coach will help remove those self-imposed limitations through demonstrating how the employee does have a choice.

Leadership Development/Continued

5. Recognise those who live the values.

Most leaders know that effective feedback must be specific and timely.

It's not effective to tell someone that he or she is "doing a great job and working with the values of the company." What does that mean? How can people do more of it, if they aren't sure what you mean?

Instead, effective leaders say something like, "I saw you go out of your way to help so-and-so yesterday in order to avert a problem. That's a great example of our organisational value of teamwork (or customer service, or other value) in action. I appreciate what you did."

People crave recognition.

According to the Gallup Organization, 65 percent of workers reported that they received no recognition in the workplace last year.

The number one reason people leave their jobs is that they don't feel appreciated.

Staff don't leave bad companies, they leave bad managers. Smart leaders actively search out opportunities to catch people doing something right and thank them for doing it. Recognising and rewarding behaviour that's in line with values is the single best way to ensure that it continues.

Leadership Development/Continued

6. Redirect those who aren't working with the company values.

This is where the rubber meets the road and where you earn your money as a leader. You must hold people accountable when they are not living the values. There will always be a few, who don't want to get with the program, and you must be the one to deal with this problem or everyone suffers.

You will lose credibility and respect of others, and the work group as a whole will suffer. Explore with people the reasons they are doing what they are doing and why they choose not to live the values.

Consider these reasons:

- They don't know what the values are
- They don't know why the values are so important
- They don't know what they should be doing to live or work with the values
- They think values are for other people, not them
- They don't get recognised for living the values
- Nothing happens when they don't live the values
- Quite simply, they don't like the values and refuse them.

As a leader, this presents the challenging opportunity to engage them in some meaningful dialogue about what is important to them, how their personal values can align with the organisation's, and how their personal behaviour is in conflict with organisational values.

The hard part is when disciplinary action is in order.

Similar to giving positive feedback, be specific and timely about what behaviours need to change. The key to attempting to change anyone's behaviour is respect. You must show that you respect the employee as a person while asking for conflicting behaviours to change. Redirecting people who are not living the values is one of the most important things a leader must do. To do so is to ensure your credibility and to reinforce the importance of values.

Key Leadership Attributes

All strong Leaders possess the following key attributes.

How many do you possess?

- Goal orientated.
- Persistence, and the motivation to win.
- Self-Reliance.
- Self-discipline.
- Well developed imagination, controlled and directed.
- The habit of prompt, definite decision making.
- The habit of basing opinions on known facts, not guess work.
- The habit of going the extra mile.
- The capacity to generate enthusiasm at will and control it.
- A well-developed sense of details.
- The capacity to listen to criticism without resentment.
- The capacity to concentrate attention on one task at a time.
- Assuming full responsibility for one's actions.
- Willingness to accept full responsibility for the mistakes of subordinates.
- Patience with subordinates and associates.
- Reorganising the merits and abilities of others.
- A positive mental attitude at all times.
- The habit of emphasising thoroughness instead of speed.
- Dependability
- How to connect personal goals to business goals
- Excellent reputation as a staff developer.
- Deliver genuine appreciation and recognition
- Don't manage the staff, get the staff to manage the systems and procedures.

Developing Leadership Capacity

Developing leadership capacity to accelerate business transformation as outlined by Impact international is as follows:

Leadership development underpins all of our work. We believe that most organisational processes - change, talent, teams, engagement, innovation, collaboration – stand or fall on the quality of leadership.

Leadership proves, over and over again, to be the critical enabling factor. We aim all of our energy and resources at that point of maximum leverage, helping our clients develop their leadership capacity and leadership capital, helping people define themselves as leaders and supplying the practical skills and knowledge that supports them in their journey to leadership.

We understand that there is a limit to what we can do to re-engineer personality. We reject the idea that there is an ideal character for leadership. We work instead from the principle that just about any configuration of human traits and capabilities can be deployed as leadership when a person learns to monitor, manage and master the processes of awareness, decision-making and action.

We develop leadership capacity at entry level, building self-awareness, confidence and initiative; we work with the talent that is an organisation's future leadership and we support the development of a leadership culture.

We enable established role-holders and managers to find their natural authority, broaden horizons and develop skills for collaboration, dialogue and innovation.

For the most senior managers, we support the development of political awareness, increase skills for scanning and critical thinking and deepen understanding of governance and of the widest social, environmental and economic context of leadership.

The best future leaders are probably already in your organisation. There is no better way to make sure your organisation stays competitive and effective than by challenging, nurturing and enabling your most talented people – and earning the loyalty that is the reward for considered, extended and judicious investment.

Summary

In showing full appreciation to a member of staff, in order to come across as genuine we have to be specific.

It's not effective to tell someone that he or she is "doing a great job and working with the values of the company." We need to take the trouble to spell it out.

The role of the manager is to engage with the present in a fully enlightened manner while inventing the future.

Michael Gerber in the EMyth manager.

Success Story and Positive Mental Attitude

Arnold Palmer

The legendary golfer Arnold Palmer once played in a charity event in Australia and was paired with a young, inexperienced caddie to carry his bag and guide him through his round.

On the 18th hole Mr. Palmer approached his ball and prepared to take a shot at the green. The young caddie handed him his club then started to share what he thought was his experience on the challenging hole. He began, "Mr. Palmer beware of the long rough to the left of the green, there is also a deep sand trap on the right, if you over shoot the hole - the green has a brutal slope which is difficult to chip back from, and, you can't see it but, there is creek running right through the lay-up area..."

Mr. Palmer shouted, "stop!" He threw his club back into the golf-bag. Then as he began his preparation all over again he said to the young caddie, "Don't tell me about sand and rough and rivers and obstacles. Do not clutter my mind with things I don't need to know and places I do not wish to go. The ONLY thing I want to know is how far it is from the spot where my ball currently is to the centre of that green, which is exactly where I want to go."

With laser focus on his goal and no thought of the obstacles Mr. Palmer stepped up to his ball, stared down to the green, took a practice swing and then hit the ball high into the air landing it softly in the centre of the green.

As an entrepreneur or business owner where is your focus and attention? Are you focused squarely on your goals and objectives? Or, are you letting your mind wander to the obstacles you face? Are you focused on the bad economy, your competition, your lack of prospects, your lack of capital, your negative customers or past problems?

Mr. Palmer was right in saying, "Don't clutter my mind with things I don't need to know and places I don't wish to go!" Remember obstacles are the frightful things you see when you take your eyes off of your goal.

DON'T FORGET TO WATCH THE "LEADERSHIP DEVELOPMENT" VIDEO