CREATING BETTER LEADERS

#CREATINGBETTERLEADERS
is designed to be an aide-memoire and
support for everyone who is knowingly
or unknowingly, willingly or unwillingly
in a situation where leadership is required
to help lead, transform or build teams
in an organisation, place, company
or community.

Didobi

DEFINITION

'Leadership is the phenomenon that occurs when the influence of A (the leader) causes B (the group) to perform C (goal-directed behaviour) when B would not have performed C had it not been for the influence of A'.

WH Henderson

VALUES BASED LEADERSHIP

Values-based Leadership focuses on who we are and how we behave rather than what positional power we hold. True leadership is about earning authority through example and actions so that people choose to follow us.

VALUES

— **Self-reflection** What do you stand for? How do you lead yourself before leading others?

— **Balance** Do you see multiple viewpoints in order to gain the best understanding?

— **Confidence** Do you have true self confidence as to who you are, your strengths and your weaknesses?

— **Humility*** Do you maintain perspective and show gratitude and appreciation, acknowledging the contributions of others?

* Leaders who demonstrated humility led their public corporations to outperform the market 7:1 during a 35-year period of research (Jim Collins).

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

John Quincy Adams

What is the difference between management and leadership?

A manager has subordinates and a leader has followers. Not all managers are leaders but anyone in an organisation can be a leader.

— A leader invents while a manager organises

— A manager relies on control while a leader is trusted and respected

— A leader asks 'What' and 'Why' whilst a manager asks 'How' and 'When'

— Self-managing
— Strategic approach (Helicopter view)
— Strong and effective communicator
— Accepting accountability and responsibility
— Clear goals and persistence to achieve them
— Being visionary
— Managing complexity
— Fostering creativity and innovation
— Team builder
— Relationship builder
— Agile
— Inspirational

> "Leadership and learning are indispensable to each other."

John F. Kennedy

**Action Centred Leadership (John Adair)**
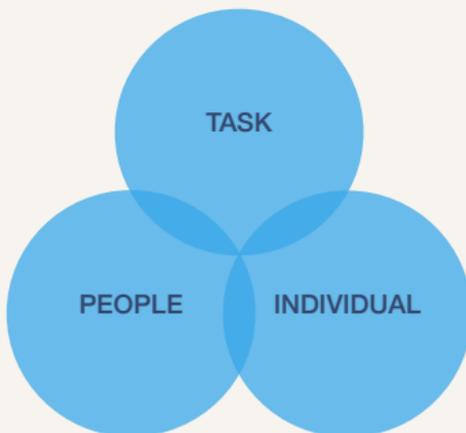
THE 8 FUNCTIONS OF LEADERSHIP

1 — Defining the task, by setting clear objectives through SMART goals

2 — Planning, by looking at alternative ways to achieve the task and having contingency plans in case of problems

3 — Briefing the team, by creating the right team climate, fostering synergy, and making the most of each individual through knowing them well

4 — Controlling what happens, by being efficient in terms of getting maximum results from minimum resources

5 — Evaluating results, by assessing consequences and identifying how to improve performance

6 — Motivating individuals, by using both external motivators such as rewards and incentives as well as eliciting internal motivators on the part of each team player

7 — Organising people, by organising self and others through good time management, personal development, and delegation

8 — Setting an example, by the recognition that people observe their leaders and copy what they do

Situational Leadership (Blanchard & Hersey)

This leadership style is where the leader of an organization must adjust their style to fit the development level of the followers he is trying to influence. It is the leader who must change their style, not the follower to adapt to the leader's style. The leadership style may change continually to meet the needs of others in the organization based on the situation.
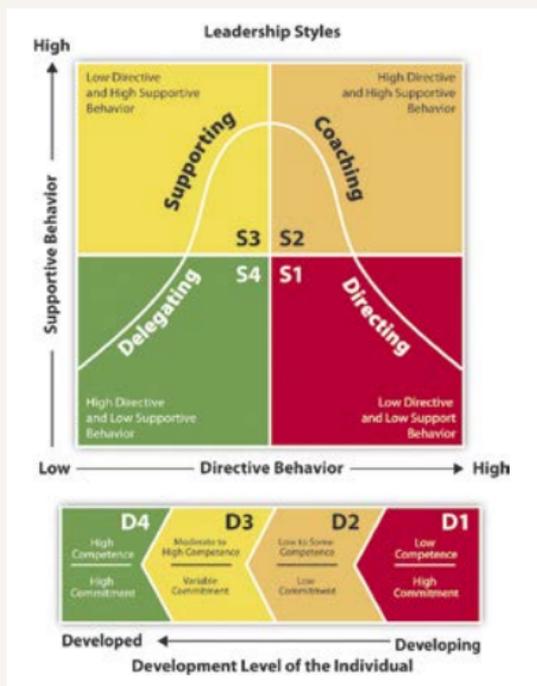
COLLABORATION

Collaboration entails

— Finding the right group of people who have the 'Skill" (Skills, Personalities, Knowledge, Work-styles, Chemistry) and 'Will' (ability to participate actively and passively – listen and learn)

— Ensuring people share commitment to the collaboration task at hand, and provide them with an environment, tools, knowledge, training, process and facilitation to ensure they work together effectively.

Collaboration maturity journey

1 — Co-ordinate: What each other are doing. Avoid gaps and overlaps in team members work

2 — Co-operate: Decide to work to mutual benefit. Obtain mutual benefit by sharing work

3 — Collaborate: Ability to get additional value. Achieved results which could not be accomplished alone, through Innovation, long-term commitment, multiple projects and a stronger relationship based on a shared vision with mutual benefit.

> "The pessimist complains about the wind.
> The optimist expects it to change.
> The leader adjusts the sails."
>
> **John Maxwell**

Community Leadership (Local Trust)

Community Leadership includes;

— The strategic tasks of 'devising strategy, [setting] priorities, goals and focus'

— The management tasks of implementing that strategic direction or visions – which include 'creating awareness…generating involvement and participation…making decisions, mobilising and applying resources'.

BUILDING COMMUNITY LEADERSHIP: WHAT HELPS?

— Prioritise outreach work
— Start small and build
— Appeal to people's self-interest through working groups
— Learn from risk taking
— Provide progression routes to leadership development
— Find fun ways of bringing people together
— Patience and persistence

> "Community leaders want to improve their community, have something to contribute and don't wait for others to get the job done."

Community Tool Box

TEAMS

A high-performance team can be defined as a group of people with specific roles and complementary talents and skills, aligned with and committed to a common purpose, who consistently show high levels of collaboration and innovation, produce superior results, and extinguish radical or extreme opinions that could be damaging. The high-performance team is regarded as tight-knit, focused on their goal and have supportive processes that will enable any team member to surmount any barriers in achieving the team's goals. (Bard)

Team Building Stages (Tuckman)

1 — Forming
2 — Storming
3 — Norming
4 — Performing

Dysfunctions of a Team (Lencioni)

inattention to
RESULTS

avoidance of
ACCOUNTABILITY

lack of
COMMITMENT

fear of
CONFLICT

absence of
TRUST

"Talent wins games, but teamwork and intelligence win championships."

Michael Jordan

EXAMPLES

1 _ Top sports leader traits (Walker)
— They are relentless
— They play to the limits of the rules
— They do thankless jobs
— They communicate in a low-key, practical and democratic way
— They motivate through non-verbal displays
— They know when to stand up for their convictions
— They are in total control of their emotions

2 _ Royal Marines Commando Values
— Excellence – Strive to be better
— Integrity – Tell the truth
— Self-Discipline – Resist the easy option
— Humility – Respect the rights, diversity and value of others

3 _ British Army 7 leadership behaviours
— Lead by Example
— Encourage Thinking
— Apply Reward and Discipline
— Demand High Performance
— Encourage Confidence in the Team
— Recognise Individual Strengths and Weaknesses
— Strive for Team Goals

"Coming together is a beginning. Keeping together is progress. Working together is success."

Henry Ford

Great leaders and peak performing teams are the differentiators for companies, organisations and places. Like any skill it requires knowledge, training, practice and renewal. How does your company, organisation or place ensure you have the very best leaders and teams?