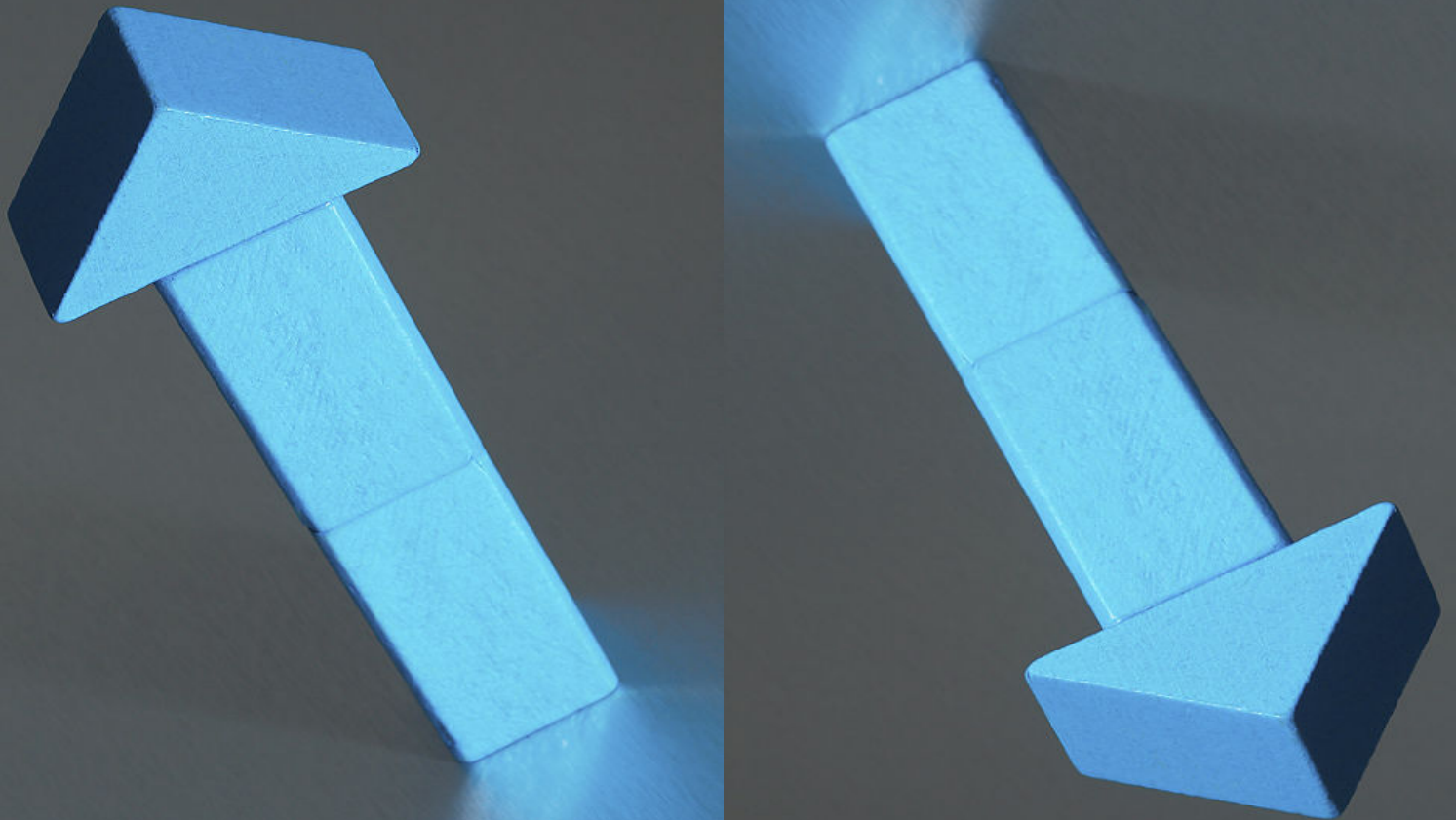


PIVOTAL

Integrated HR Solutions



LEADERSHIP TRAINING

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Section One: What is Leadership?

For years, many have researched, studied, and written on the topic of leadership. While there is no “one definition” that has been universally adopted, there are broad principles and traits that have emerged regarding effective leaders and leadership.

A basic definition of leadership is captured by an organizational chart, in which the leaders are defined as being in a box that is higher than other boxes. Some organizations limit their definition of leaders to business titles; a definition that is now understood to be far too narrow, and does not capture the true essence of effective leadership.

Where you sit on an organizational chart is useful in terms of understanding organizational structure, and may also be personally/financially rewarding but, it does not in and of itself make one a leader.

Leadership is really about one’s *ability to affect the behaviour of others*. Effective leadership, then, is about *leading other people’s behaviour*. Regardless of one’s abilities, there are many important goals that cannot be attained without the help of others.

Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.

- Sam Walton

Each leadership situation involves 4 main components:

➤ **The Leader**

As a leader, it is important that you know who you are, what you stand for, what you are capable of, as well as your weaknesses and limitations. You must know yourself intimately in order to persuade others in an authentic manner.

➤ The Follower

Leadership is not a 'one size fits all' strategy. For example, a new hire often requires different leadership than a more experienced employee. A highly motivated employee needs to be led differently than an employee lacking in motivation, or who has a negative attitude. An effective leader knows each individual follower, and the type of leadership needed.

➤ Communication

This is the foundation of employer-employee relations. A so-called leader cannot define themselves as a "good leader" without strong communication. After all, it is followers who play a role in determining whether leadership is "good", and communication is critical to the process of establishing and maintaining credibility with employees. Effective communication can make or break leadership success.

➤ The Context

Situations differ, just as people, contexts and details differ. What works in one situation at one time will not necessarily work in another situation at another time. An effective leader exercises sound judgment, and relies upon knowledge of the people involved to determine the right course of action in a given situation.

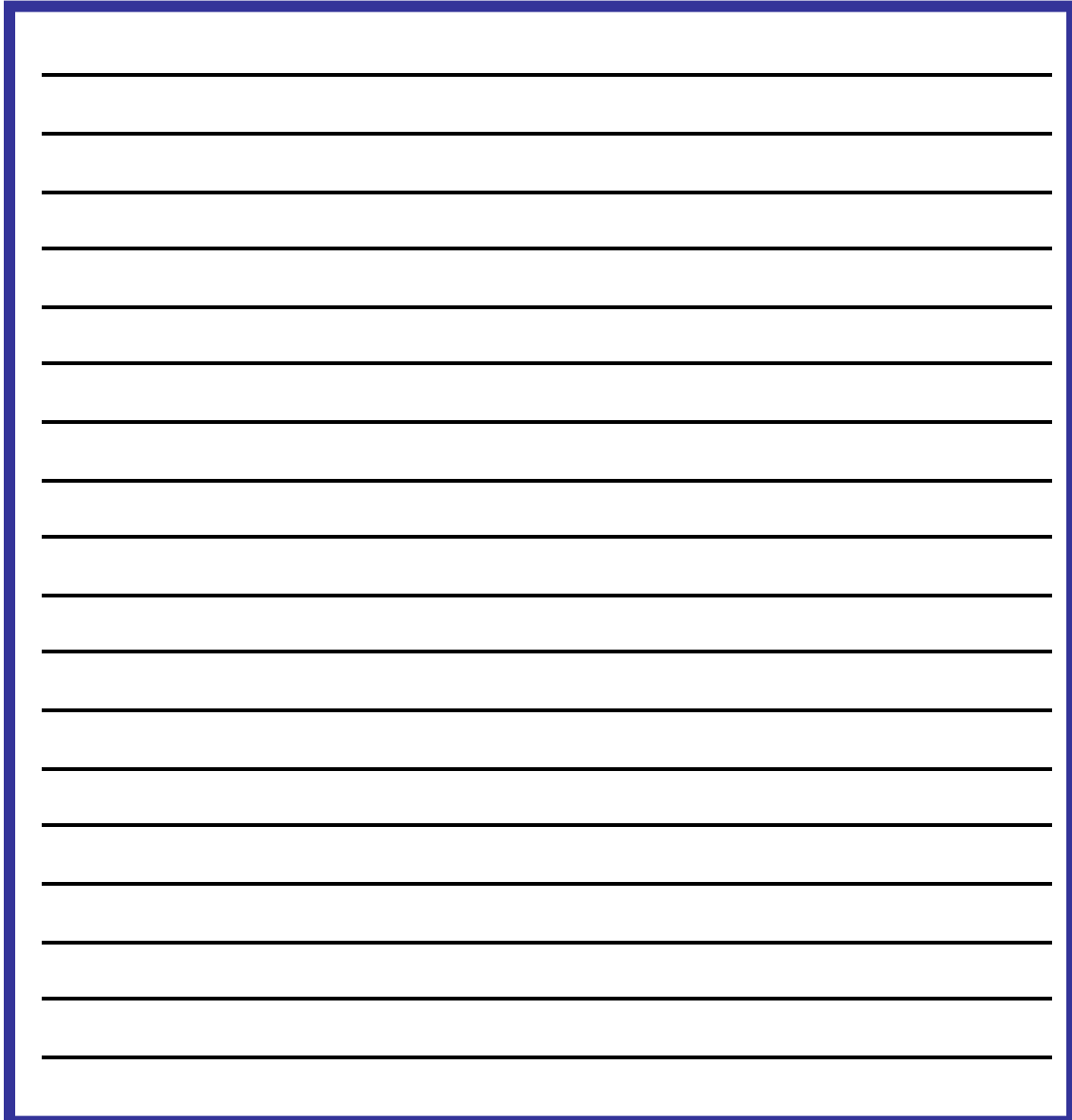
Excellence in leadership can be achieved when leaders know themselves, know their subordinates, and can use this knowledge in conjunction with effective communication to handle individual situations.

Core Roles of a Leader

- ✓ Directing people
- ✓ Building followers
- ✓ Influence understanding
- ✓ One on one relationships
- ✓ Team strength
- ✓ Communication
- ✓ Implementing from above
- ✓ Setting the Standard

Who is Your Leadership Hero?

Think of a leader who has inspired you in the past. Make some notes about the qualities that were inspiring, and why you feel they were an effective 'stand out' type of leader.



A large rectangular box with a blue border, containing 20 horizontal lines for writing. The lines are evenly spaced and extend across the width of the box, providing a space for the user to write their response to the question 'Who is Your Leadership Hero?'. The box is empty, with no text or markings inside.

Section Two: What is Good Leadership?

Defining “Good” Leaders

Good leaders attract others who are also focused on success. You can become a good leader by inspiring, encouraging, and enabling others *want* to follow and to help you. They will help you achieve your goals, because they know that you will help them to achieve theirs. In fact, good leadership doesn't have much to do with participating in management, ideal working conditions, or superior pay. It doesn't even have to do with being a “nice person” in the conventional sense.

Leadership is getting people to perform to their maximum potential. Leadership is the art of influencing others to their maximum performance, to accomplish any task, objective or project. But, to lead you must first win minds. A good deal of leadership has to do with your ability to win the minds of the people around you. If you can do this, you'll not only lead successfully, but you'll be successful in achieving your goals and objectives.

Research shows that the higher the goals a leader has, the higher the goals a leader will achieve. This is true also of those who follow. Making one feel important is more powerful as a motivator than money, promotion, working conditions, or almost anything else.

When you dominate rather than lead, you may or may *not* succeed in your goal. However, you will almost certainly fail as a true leader. Generally the person you are trying to dominate will *not* consider you as his or her leader, and you cannot trust that person to follow your lead in the future. Hence, while goal-attainment may be achieved, leadership has not.

Characteristics of a Good Leader

- ✓ Dare to be different
- ✓ Have a sense of purpose
- ✓ Have a high self esteem
- ✓ Maintain high ethics and standards
- ✓ Lead by example
- ✓ Learn to master change
- ✓ Inspire loyalty through flexibility
- ✓ Make decisions
- ✓ Communicate effectively
- ✓ Build a better team
- ✓ Have positive expectations
- ✓ Discipline

The quality of leadership, more than any other single factor, determines the success or failure of an organization.

-Fred Fiedler & Martin Chemers,
Improving Leadership Effectiveness

Traits of a Good Leader

➤ Optimism

To great leaders, the future is always a wonderful place. While they may find much adversity and hard work on the way to achieving their goals, leaders always look forward to the future with great promise and optimism.

Generally, people want to feel good about themselves, and want to be supported by winners. Therefore, they are naturally attracted to people who are optimistic rather than pessimistic. Optimism is infectious - and the excitement results in greater productivity and great morale.

This optimism becomes a charismatic glow that radiates and influences others in positive ways.

Be optimistic. If you do not believe in the future, others will not believe in you.

➤ Confidence

Confident leaders enable confident followers, which is why organizations led by confident leaders are *unstoppable*. Employees mirror the behaviour of their leaders. When leaders are tentative and unsure of themselves, so are workers. When leaders display self-confidence, workers follow suit, and the results can be astounding.

Be confident. Even in the face of uncertainty, which you are sure to face, be confident in your vision, your people, and the decisions you make.



➤ **Integrity**

One trait that sets great leaders apart from the rest of the pack is integrity. Integrity embraces ethical behaviour, values, and a sense of fair play. Honest people want to follow honest leaders.

Most people devote a third (or more) of their waking hours to their jobs. They want to be part of an organization they feel good about.

Have integrity. You will always be able to look people in the eye.

➤ **Decisiveness**

The best leaders are decisive. If any single complaint is offered by workers time and time again, it is that their boss will not make decisions.

Making decisions is one of the key reasons that people are hired to be leaders, but too few are willing to risk the possibility of making the wrong decision -- for fear of the consequences. Many do not realize that inaction is its *own* action, and that not making a decision is a decision in and of itself.

Great leaders make decisions. Now, this does not mean that they make decisions in an impulsive, reckless fashion. Effective leaders take the time necessary and available to make as informed a decision as possible. Be decisive. Do not wait for the course of events to make the decisions for you.

Take a few minutes to describe yourself as a leader. List a few of your major strengths and try to list at least one area in which you feel you could improve your leadership skills.

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Section Three: Principles of Good Leaders

Leadership: Basic Principles

1. Focus on the situation or behaviours, *not* the person.

Take a “step back” from the personalities that may be influencing a problem, and focus on the things that you can change. As a leader, your role is *not* to change people into “better workers.” Your role is to envision, and ultimately enable, situations that allow people to clearly see the benefits of choosing a better, more effective situation or behaviour. In addition, if one of the problems to solve is one of interpersonal conflict, your role is to help your subordinates see, accept, and apply this first basic principle: focus on the situation, not the people.

2. Maintain the self-confidence and self-esteem of others.

Leadership is not static; it is a continuum. Your organization does not benefit if, in the process of leading today’s solution, you engineer an environment of low self-confidence and self-esteem. Leaders inspire others to understand that, regardless of where one “fits” on an organizational chart, each individual is a part of the leadership culture – whether it’s leading a team, or performing a relatively “minor” task with quality and performance excellence. Naturally, people who are self-confident and have high self-esteem will want to contribute to this culture of leadership.

3. Maintain constructive relationships with your employees, peers and managers.

Constructive relationships are two-way relationships. Furthermore, such relationships may not *always* have unanimous consent, or even be harmonious. This is fine and natural. Don’t confuse “constructive relationships” with “conflict-avoidant relationships.” Rather, constructive relationships – regardless of the existence of natural, healthy tension or collaborative disagreement – always reflect the characteristics of: respect, patience and professionalism. Such relationships will truly be “constructive” – that is, they will build solutions, grow in healthy directions, and lead positive change.

4. Take initiative to make things better.

Articulating problems *beyond* the personalities involved is one part of leadership; but not the whole picture. Developing and then implementing solutions is the other. Don't be afraid to take risks – remember, failing to act is in itself an action; and it's usually the worst one to take.

5. Lead by example.

“Walking the walk” is not a problem for effective leaders; in fact, it's a source of powerful motivation. Your credibility is your currency.

Applying the Basic Principles – Case Study

Principle 1: Focus on the situation, or behaviours, not the person.

Principle 2: Maintain the self-confidence and self-esteem of others.

Principle 2: Maintain the self-confidence and self-esteem of others.

Principle 4: Take initiative to make things better.

Principle 5: Lead by example.

In organizations, real power and energy is generated through relationships. The patters of relationships and the capacities to form them are more important than tasks, functions, roles and positions.

-Margaret Wheatly, Leadership and the New Science

Section Four: Habits of Good Leaders

Praise in Public, Criticize in Private

If people have earned your praise, let everyone know about it. Encourage others to earn praise also. If you have something to criticize, do it, but do it in private. Watch how and who are talking to. Don't embarrass people unnecessarily. Frequently just the fact that you are displeased is embarrassment enough.



Take the Time to See and Be Seen

When you go out and see and are seen by those you lead, you greatly increase the effectiveness of communications up and down the chain of command. You find out what's right and what's wrong in your organization. You can instantly correct things. You dramatize your ideas and vision to your followers. In addition you:

- help those who need help
- get help from those who can supply help
- discover the real problems
- uncover opportunities you didn't know existed
- praise and recognize those that deserve it
- correct or discipline those who need it
- communicate your vision to the organization
- ensure everyone understands your goals and objectives

To lead successfully, you must see every single one of those who follow you as an individual.

Apply the “CARES” Model

➤ Communication

Communication is critical. Effective leaders are able to communicate effectively through the following behaviours:

- Consulting. Effective leaders know that there are other viewpoints, perspectives, ideas and they are able to elicit these by asking questions and seeking input. The best leaders are able to convey their own viewpoint in a way that does not deter the input of others.
- Involving others. The best leaders do not problem solve alone. They are effective in letting others know that it is a *requirement* for them to be involved.

➤ Accountability

Effective leaders internalize the belief that ultimate accountability lies in *themselves*. Furthermore, the most successful leaders are committed to developing leadership in others who also take accountability.

A leader can hold to account any worker for not doing something they said they would do, but if that leader *stops* at that point then effective leadership has not been demonstrated. Successful leaders do not stop at blame. They accept that it is a leader's role to develop accountability in others.

➤ Results

Effective leaders are results-driven, and ultimately responsible for leading teams to achieve goals. They implement their vision through strategic planning and set goals that are specific, measurable and realistic.

➤ Explaining

Effective leaders do not dictate decisions in a “because I said so” manner, even though quite often, the power they hold in an organization would allow them to do so. Leaders use clear communication to explain the “why” behind their decisions in a manner that is honest, and that is mindful of the involvement of others.

Leaders may not always do what you want them to do, or make decisions that you agree with, but they will make the effort to explain the reasoning behind their decisions.

➤ **Skilled Listening**

This may seem obvious but listening is a skill that takes effort and practice. To give someone full attention, without interruptions (from yourself or others) is a skill that the best leaders have mastered. Effective listening is a way to prove your respect towards others which in turn earns their respect.

I think one lesson I have learned is that there is no substitute for paying attention.

- Diane Sawyer

Delegate – not Dump!

Effective leadership means that you are constantly looking to grow and develop subordinates and followers. One key way to develop the potential of others is to delegate effectively. There is a big difference between delegating and dumping!

True delegation achieves two purposes:

1. It lightens the load of the person delegating.
2. It helps the person taking on the delegated tasks to learn and grow.



Many times, the focus is on the former, and ineffective leaders “dump” tasks, projects, meetings, etc. onto others (because their position gives them the authority to do so) in an effort to organize themselves. This type of leadership is ultimately selfish and not characteristic of true leadership. There may be times when you need to dump -- but call it that and be honest about what you are doing.

It is also important to remember that ultimate responsibility for a task you were going to do/supposed to do *still* remains with you, even if you have delegated it (and certainly if you have dumped it). It is up to the effective leader to ensure the delegated task is given to someone who is capable of completing the task and that they have adequate resources/supervision.

Section Four: Influencing Others

I must follow the people. Am I not their leader?

- Benjamin Disraeli

Leading is not limited to those who formally report to you; sometimes you must lead colleagues, and at other times, you must lead those to whom you report.

Motivating Others to Follow Your Lead

- **Make others feel important.** People will follow you when you make them feel important, not when you make yourself feel important.
- **Promote your vision.** No one will follow you simply because you decide to lead. You must have a clear idea where you want to take the group. Then, you must promote it to your group and convince them that your goal is worthwhile. Vision is important, knowing where your organization to go is only half the action you must take. The other is to ensure that others know what your vision is. It is only by communicating your vision that you get a consensus amongst those you lead.
- **Take responsibility for your actions and those of your group. Admit your mistakes.** You are responsible for everything the members of your group do or fail to do. So when things go wrong, you must accept responsibility. If you try to foist this responsibility off on others, you are no longer the leader. Leaders always take responsibility for the actions of their charges

Basic Influence Strategies

1. **SHARING** - as a leader, it is essential that you share information, (advice and consult) for it is those who follow you, who make you look smart.
2. **ENABLING** - it is essential to give those that follow the power to succeed (empowerment). Empower employees by using 3 simple principles:
 - Give them something important to do
 - Give them the authority to do it
 - Give them time and space to do it (“Management by Getting Out of the Way”)

Section Five: “Level 5” Leadership

Level 5 Leadership was put forward by Jim Collins (author of *Good to Great: Why some Companies Make the Leap and Others Don't*) and his group of researchers in an attempt to describe the leadership present in companies that demonstrated consistent growth over a 15 year period.

It is a philosophy of leadership grounded in the belief that when a leader is respectful, selfless and committed to results s/he will bring out the best in subordinates. “Level 5 leaders” know how to blend ambition and modesty; how to be stubborn, ruthless and yet simultaneously unassuming.

Level 5 Leaders tend to be larger than life, but do not take credit for their success.

A major caveat of the “good to great” Level 5 leadership is that the right people (not defined by competence alone) are in the right positions, and then empowered to do their jobs. Subordinates of Level 5 leaders are highly disciplined.

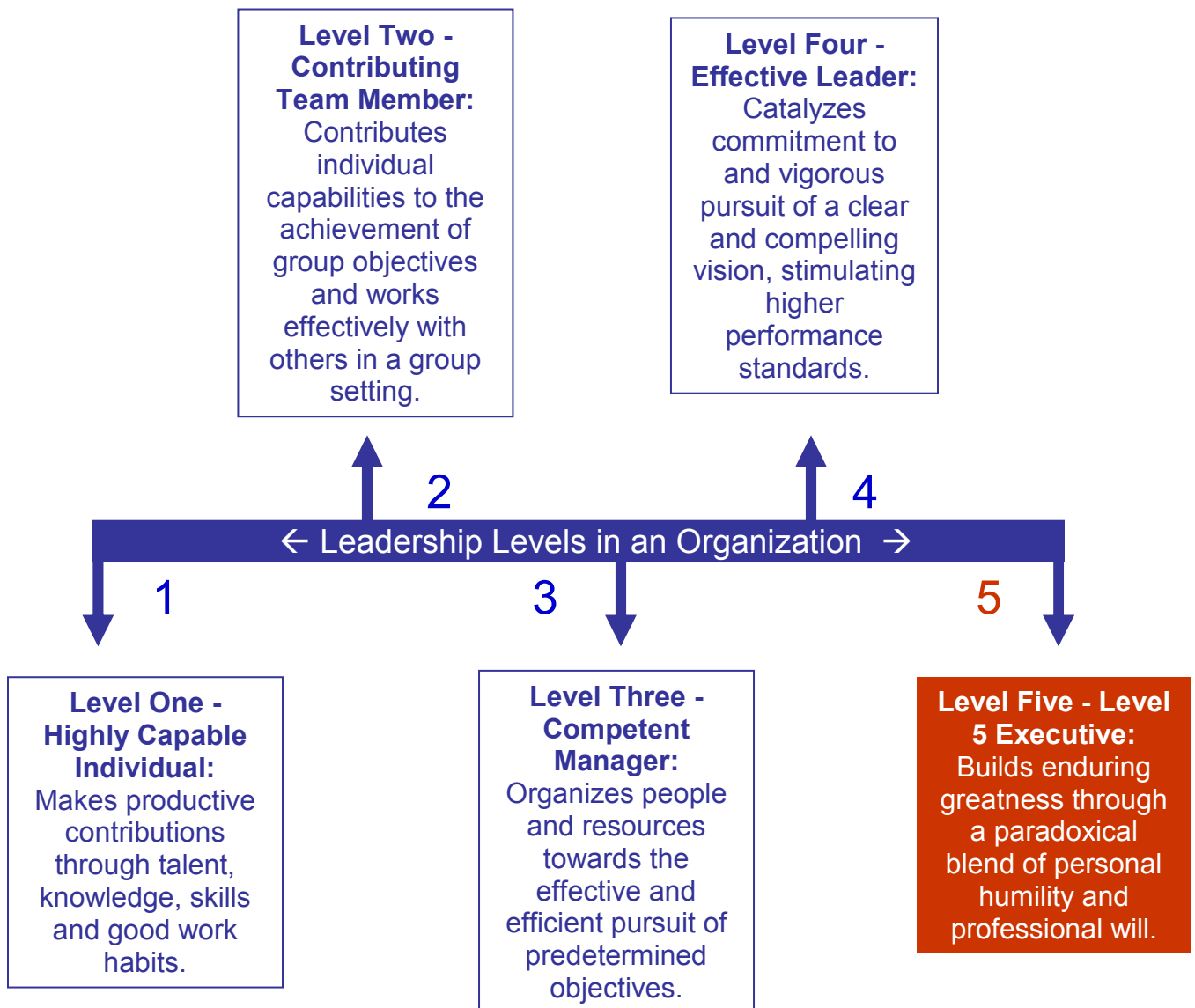
Calculation of Level 5 Leadership:

The right people + humility + strong professional will = success

Mapping Level Five Leadership

Level Five leaders cultivate and support appropriate leadership at *all* key levels of the organization: **individual, team member, manager, leader, and executive.**

The core difference between a Level Five Leader and other-level leaders is not only one of skill, but of perspective and vision. The “job” of a Level Five Leader isn’t simply to lead an organization at its highest level; it’s to ensure an appropriate, dynamic and productive culture of leadership exists at all five leadership-levels in the organization.



Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

- Stephen R. Covey

Transactional versus Transformational (Level Five) Leadership

Transactional leaders are more ‘bosses’ in the title sense than in the inspirational sense. Transactional leadership emphasizes the exchange of rewards (i.e., pay) for performance. Subordinates act in their own financial self-interest, and follow this type of leader in order to stay employed.

In contrast, transformational leaders shape and inform followers’ motives and values. A transformational leader is capable of uniting diverse members in the pursuit of shared goals that benefit both leaders and followers. Organizational researchers have demonstrated that transformational leadership is more effective than transactional leadership in achieving increased productivity, job satisfaction and reduced employee turnover. Transformational leaders can lead change, whereas transactional leaders are likely incapable of doing more than maintaining status quo.

Characteristics of Transformational (Level Five) Leaders

Transformational leaders strive to make positive change. In order to do this, they rely on courage to take risks, and to take a stand when necessary.

Transformational leaders believe in people. They are sensitive to individual needs, and work towards empowering followers. Transformational leaders are also value-driven, and able to articulate and demonstrate their values. These are the individuals who ‘walk the talk’ and realize that their actions speak louder than words alone.

Transformational leaders emphasize learning. They can admit mistakes and acknowledge failures and use the whole of their experience to continually improve their leadership ability.

Ultimately transformational leaders are visionaries. They can deal with complexity, ambiguity and uncertainty – with an eye on the future and a plan to achieve short and long term goals consistent with organizational growth plans.

