



The Human Dimension

THE LEADER WITHIN

April 2007

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"We help both people and productivity flourish by developing a positive culture of shared leadership."

We find improved performance is the reward for your investing in people.

The emphasis in THE LEADER WITHIN is on the changes and growth we make within ourselves, as leadership is basically a personal growth experience over time.

'For things to change first I must change.'

The Human Dimension of Change:

In the work we do our focus is on individual, team and leadership capacity building, organisational change and culture shaping initiatives with the main focus on the human dimension.

The three key elements to success, which incorporate the human dimension of change, are:

1. Getting engagement
2. Ensuring alignment and,
3. Developing ownership.

Our three key focus areas are:

1. Engagement

You can't buy engagement through performance pay, bonuses, benefits and other incentives.

The Gallop organisation has been measuring employee engagement in organisations across the world for many years now and an alarming fact is that Australia ranks about the middle of the road with 18% of employees Engaged, 63% Not-Engaged and 19% Actively Disengaged.

Organisations are spending millions of dollars a year on leadership and management development but much of it has limited value. If investment in developing people is not resulting in increased engagement over time and improved business results it is not a sound investment.

Engagement is the result of negotiation and strategic thought about what is required and how it is to be done. Too often the focus is on the results and not how they are to be achieved. We do get results but how much value-add, ideas and insights have we missed out on the way because there was limited engagement from the hearts and minds of each person in the organisation?

2. Alignment

This means the organisational vision; values and individual behaviours are aligned around the strategic focus. It requires we demonstrate integrity, trust and authenticity.

The vision will ensure there is a strong and compelling reason 'to get up in the morning' because we become self-motivated when we are personally making a contribution to a future we believe in.

Values drive our behaviour and determine our focus because they act as an internal magnet.

Ensuring you are aligned will mean you spend less time fixing problems and reacting. Even when the issues are complex your people can decide for themselves the best options and act accordingly.

3. Ownership

Developing a shared leadership culture is where you encourage innovation and expect your people to perform to their best. This will generate ownership. This means each person understands their responsibilities, owns their work and the outcomes.

There are no longer secure jobs only secure people. This reality means we have to find new and innovative ways to select, train and retain the best people.

How we help achieve this:

Healthy organisations or communities reflect the individual or teams engagement, alignment and ownership with three elements:

1. The vision, mission, values, core activities and strategies.
2. Clearly understood specific position descriptions/statements, which highlight responsibilities and accountabilities for outcomes.
3. Individual, leadership, management and team capabilities built around high levels of skills, knowledge and expertise. This requires we fully understand our underlying beliefs and mental maps and can build respectful relationships based on a deep understanding of human behaviour. Today each of us need to continually enhance our emotional intelligence, which leads to those behaviours that produce the best in oneself and others.

All three need attention to ensure the health of the enterprise. The place of greatest leverage and strategic advantage comes where the three elements

overlap. You ensure all three are sound and in place. If any are weak or underdeveloped it means a critical part of your success is holding you back. These three elements clearly show where you need to put your energy for the greatest strategic advantage.

It helps to know where your energy and focus is best spent to produce the best outcomes.

Managing yourself in the following four ways will lead you better outcomes with less struggle.

1. Be guided by your own personal direction, not by the temptation to be just active or busy.

- This means you need to know what your direction is, and that you are working on some of your important things not just the urgent!
- Further, successful people are self-directed and spend time doing the important things; not always what they enjoy because they are motivated by the outcomes and perceived benefits, not how it feels at the time.
- (I have often had to draw on this thought when I go running or to the gym as I know it is good for me and I enjoy it most times, although the hardest time is when I don't feel like it!)

2. Manage your focus not your time.

- Notice how much you get done when you are doing something which truly absorbs you, and that you enjoy.
- This is when you are using your strengths and core abilities. Do more of this, as this will make you more productive.
- Seek out opportunities to use your skills and talents.
- Create your life around your strengths.

3. Determine where and how you expend your energy.

- There are many places we can expend energy. Time is a constant and there are only so many hours in a day. Therefore it's important to remember that we have some control over how we use our energy.
- We get depleted when we give energy away, because we are trying to please someone else, or we are working to someone else's agenda.
- Energy also slowly drains away when what we are doing is not important and meaningful for us.
- We can lose energy by being around people who are 'energy drainers' instead of 'energy gainers'.
- Set boundaries and choose who gets to 'hang out' with you.
- Learn to say no; delegate and if you have an executive assistant, sit down and determine which meetings you will say yes to and let them know who and how people get an appointment in your diary.
- 'Having a busy day' is not necessarily a measure of your productivity.

4. Ask for help from others

- You don't know everything, nor are you paid to have all the answers, so build effective teams to share the leadership.
- Learn the skills of collaboration, negotiation, conflict resolution, relationship building, effective communication and develop

- your emotional intelligence.
- Have 'a life' outside of your career or work and spend time nourishing yourself and doing what sustains you.
- Have a big dream or a vision for yourself so that you know 'why you are here' and ensure you allocate energy to embrace that each day.

Call to Action:

The 12 New Laws of Leadership

These ideas appeared in Fast Company magazine just before we hit the year 2000 (that's already over six years ago!!!). They were included because they challenged common wisdom on how to lead. 'Are we there yet' you might well ask?

If you haven't yet started your journey to upgrade who you are as a leader, here is a place to start. It will take courage to face the reality of what today's employees need, and humility to make the changes in yourself. It will take work, but it is worth the effort.

The 12 New Laws

1. Leaders are both confident and modest. You need a healthy ego to lead, but you also need to be strong enough to check it at the door. Being a leader is not about making yourself more powerful. It's about making the people around you more powerful.

2. Leaders are authentic. You earn the trust and respect of the people you work with when you know who you are and when you 'walk your talk'. Who believes in leaders who don't believe in themselves?

3. Leaders are listeners. Great listening is fueled by curiosity. It's hard to be a great listener if you are not curious about other people.

4. Leaders are good at giving encouragement, and they are never satisfied. Leaders are always raising the stakes of the game for themselves and for their people. They are always testing and building both courage and stamina throughout the organization.

5. Leaders make unexpected connections. They organize and lead conversations among people who don't normally interact with each other. They see the kinds of patterns that allow for small innovations and breakthrough ideas.

6. Leaders provide direction. No single leader is smart enough to know everything. But smart leaders do know how to pose revealing questions.

7. Leaders protect their people from danger and expose them to reality. Most people want leaders to insulate them from change rather than mobilize them to face it. That's why leadership is so dangerous.

8. Leaders make change and stand for values that don't change. One job of the leader is to help people identify what habits and assumptions must be

changed for the company to prosper and to ask, "Which values and operations are so central to our core that if we lose them, we lose ourselves?"

9. Leaders lead by example. Small gestures can send big messages. Leaders have a fundamental obligation to live their lives according to the principles they espouse. Remember, you are always under a microscope.

10. Leaders don't blame, they learn. Even the smartest business people around make mistakes. Bill Gates once decided that the Internet wouldn't have a big impact on Microsoft's business. These days, the right mind-set is an experimental mind-set: Try, fail, learn, try again.

11. Leaders look for and network with other leaders. Want to make yourself even more effective as a leader? Want to heighten your influence and deepen your impact? Stop playing the role of the Lone Ranger! Look for allies, network with like-minded colleagues and help those people become better leaders. After all, it's lonely at the top only if you place yourself on a pedestal.

12. The job of a leader: Make more leaders. Look around you. Do you see enough leaders at all levels to keep the company changing and charging into the future? The team with the most and the best leaders wins! Your ultimate task is not just to be a leader..... it's to make more leaders.

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