



The Human Dimension

THE LEADER WITHIN

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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.'

Be a Coach at Work

As we begin another year it is important to look at how we lead and manage and continually upgrade our approach so that we are always continuously improving.

Professionally trained coaches are able to help their personal clients 'grow', learn and change. In today's work environment the role of you as manager is not really all that different. If you want to recruit, train and retain the best people you really do need to adopt what is becoming increasingly known as the '**coach approach**'.

This entails mostly changing the way we do things so that in the end we get the results we want from others. The focus is much more on the individual person than just on the task itself. You adopt a mindset where results are achieved through others and you are required to use more of your own insight and understanding of human behaviour to get those results

Here are ten ways we can begin to use some of the key elements, which a professional coach typically would focus on when working with a client. To use more of a coach approach in your interaction with others try some or all of the following:

- 1. Set your own agenda aside and get out of the way so others can grow and own their own progress and accomplishments.**

Typically we believe that as managers we have to set the ground rules, have most, if not all of the answers; and create the momentum that drives productivity. Rather, we need to find out what is important to them, know what they are good at, and use your skills and influence to create the conditions for them to flourish and excel.

2. Act with the intention to create an environment of trust and form collaborative relationships with others.

This is an important area for you to put a lot of your energy and focus. Trust ensures you have honesty, openness, and contribution. Collaboration ensures you have effective teams, better solutions and longer-term loyalty and self-motivated staff.

3. Promote an atmosphere of 'discovery' rather than one of providing solutions for others.

This is a hard one, especially if you think your job and your performance criteria is to have answers or provide solutions. Stop before telling 'Do this ...' and allow yourself to ask a question instead: '*what have you considered?*', '*what do you think?*' or '*what would you suggest?*'

4. Listen like you've never listened before.

This is a critical capability/attitude and is one of the hallmarks of effective coaching. You are listening for many things. Among these are: the persons values, goals, words and language used to describe, beliefs, attitudes, experiences, ideas, blockages, character traits, personal qualities, insights, thoughts, feelings, competencies, untried abilities, solutions, inklings, unspoken assumptions, life experiences and so on. When you are listening really well the person feels valued and this then engenders commitment on their part. For you as their leader you now have a lot more insight into what is important to them and what will motivate them to contribute.

5. Encourage and request others to become more self-managing, rather than standing still or waiting to be told what to do.

The old supervisor role is redundant! This might mean you have to be assertive, challenge old patterns and ensure those around you get the message of shared responsibility. Your job then becomes one to develop a climate, which encourages personal and professional fulfilment.

6. Use the power of language to help people make dramatic shifts in their attitudes and behaviours.

We often under estimate the influence we have on others, especially when we have authority. What we say and how we say it are critical areas where we can change for the better. This requires us to expand our vocabulary, increase our range of thinking to adopt a more inquisitive and open approach to learning and to experiment with different people to see what works for particular individuals.

7. Manage your own attitude and do not allow negativity to change it.

You will set the tone by your attitude not by what you know or how clever you are. How people feel about being around you is important. You can adjust your attitude by being more aware of how you are thinking about what is going on in your life. It doesn't mean we have to upbeat all of the time, so that we appear artificial. Rather, see what is happening to us a chance to discover, grow and learn. Accept what we can and can't control. Do our best and practice gratitude to emphasise what is going well.

8. Make big requests of others to grow their potential.

Most of us if not all are far from realising our potential. You can be one of those people who challenge those around you to excel and be their best. Make big requests of others - all they can do is refuse, make another suggestion or try ... and who knows they may surprise everyone, including themselves and it was you who made the request! It is something, which could be a life enhancing experience.

9. Live your life and do your work as a model of your own high standards.

Standards are those criteria, which we apply to our life, which set the bar for how we will behave towards others and ourselves. Mostly we allow others to define the standards we end up living by. Stop and reassess if the current standards reflect who you really are and whether they support who you wish to become.

10. Continually acknowledge and endorse others for who they are and for what they've achieved.

This is an act of generosity and honesty, is devoid of ego and will make you a leader of choice. It is different to flattery and false praise, because you are required to know firstly what is important to that person, what qualities they have exhibited and precisely what and how they have achieved before you can legitimately acknowledge and endorse.

Call to Action:

Take one or two of the ten attributes above and begin to practice with someone who you have not been able to get the best from up until now and discover what works.

We have developed a new program to teach these and other skills called The Coach Approach to Leadership and Management – CALM Program. This can be provided for individuals joining a larger group or conducted in-house.

The details are on the link on the front page of our website.
Go to: www.humandimension.com.au

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