



The Human Dimension

THE LEADER WITHIN

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We help executives and their teams who are challenged by complex issues, changing directions and increasing workloads.

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.'

Are You An Emotionally Intelligent Leader?

Every organisation requires leaders.

What qualities then make a good leader?

In fact, every individual within an organisation at some stage will be called upon to display leadership qualities. It is no longer (if it ever was) the exclusive domain of the CEO.

According to Kouzes and Posner, authors of the widely acclaimed "***The Leadership Challenge***", there are five practices of exemplary leadership.

They are:

1. **Model the way** - Clarify your personal values and set the example for others to follow by walking your talk. Model the behaviour that you expect of others. The most potent form of adult learning is through doing, and the easiest way to learn what to do is to observe and copy. Executive coaches use role-playing with clients to play out scenarios and improve skill levels. The demonstration of you living your values through your actions is critical for your credibility as a leader.
2. **Inspire a shared vision** - Open your mind and share the future possibilities of what might be for your business and your staff. Engage an independent facilitator to conduct off-site planning sessions in a

participatory manner with key staff. Techniques such as brainstorming, mind mapping and scenario planning are some tools you can use. Once the high level strategic vision has been crafted, then managers can, in turn, meet with their staff to create marketing and operational plans in the same manner.

3. **Challenge the process** - Encourage a culture of risk taking and pro-activity amongst staff to empower them to make decisions. Of course, you need to find the balance with prudent internal controls in place. People will make mistakes. Your goal ought to be to create a climate of trust, support in a learning environment, with a quick cycle time to prevent the same mistakes being made. Foster a constructive feedback loop where people learn from their mistakes and search for innovative ways to change, grow and improve.
4. **Enable others to act** - Delegate authority and set clear performance expectations. Clearly defined goals framed through a collaborative goal setting process will help staff feel part of the big picture and also liberate their lateral thinking capability. They will operate in the bigger context rather than a vacuum.
5. **Encourage the heart** - Recognise the contributions of staff and show appreciation with a mix of financial and non-financial rewards. These may range from a pat on the back, employee of the month certificate, public or private acknowledgement or a simple thank you for a job well done. Spencer Collins, author of "The One Minute Manager" coined the phrase 'catch people doing things right'. Surveys have shown that acknowledgements are one of the most effective, cheapest and yet under-used forms of performance recognition. Take time out to celebrate victories and success - this serves to bond staff members, build effective teams and boosts staff morale.

In all of this it is essential to accept and acknowledge we are each different with different values, attitudes and beliefs. The leadership challenge is to embrace the cultural and personal differences and to embrace them rather than ignore or get frustrated by them.

The soft stuff

Many professional development programs focus on technical skills to the exclusion of emotional intelligence. Why? Generally because Return on Investment (ROI) is more easily tracked to measure output, eg. profits, sales, numbers of customers.

Within companies there is much lip service paid to the notion of 'people are our greatest resource'. We often find that people skills, especially communications, relationships and emotions (eg. self-esteem, confidence, rejection, fear, love) are the areas that present the greatest challenge - not the technical areas.

Our business environment is complex, highly regulated and with a clear and present danger of litigation hanging over our heads should we breach our obligations. Yet we inevitably rely on the co-operation of people (customers,

staff, shareholders, and suppliers) to get the job done. People skills permeate every waking moment of our lives - both at home and at work.

Daniel Goleman in "Emotional Intelligence" writes of people having two minds - an emotional mind and a rational mind, and of the need for them to co-exist in partnership, for an individual to be fully effective as a person and leader.

Stephen Covey in "Principle Centred Leadership" distinguishes between transactional leadership and transformational leadership. To truly transform your staff and your organisation you need to incorporate three key elements:

- ethos (ethics)
- pathos (emotions)
- logos (logic)

This body of work emphasises the need for work/life balance and a holistic approach to well-being. This is a place for the expression of emotions in the workplace. An appropriate expression is the key. Suppression of emotions is unhealthy.

Business analysts use predictive success measures (lead indicators) to anticipate future results. Similarly in the field of preventative health or wellness, there is a growing trend to preventative treatments.

Research shows that the alignment of personal values and company values is central to performance. The field of consumer behaviour has long held the view that emotions are the driving force behind most buying decisions.

To be an effective salesperson it is necessary to understand and be emotionally intelligent. It is not just a warm and fuzzy phenomenon but it is grounded in commercial reality - if you can identify the underlying emotional cues, you are well positioned to make the sale.

The four dimensions

An integrated understanding of the intellectual, physical, emotional and spiritual energy forces make for a truly great leader. At an intellectual level, whatever you give energy to with your thoughts will tend to manifest in your life. To master your intellectual dimension, use affirmations and catch yourself thinking negative thoughts immediately and replace them with positive self-talk.

For spiritual mastery, practice meditation or prayer. Find a quiet place to relax and unwind. Make it a ritual. Set aside time when you cannot be disturbed.

We drain our emotional energy when we suppress our emotions. I found acting classes to be enormously beneficial to release emotional energy. Being at play and laughing have huge emotional benefits. The range of movement - physical, vocal and emotional heightens your self-expression.

Maintaining a healthy diet and being physically fit and active is essential to function, let alone to operate at peak performance.

Being an emotionally effective leader will help you reach your goals quicker than anything else you may choose.

Call to Action:

How do you become a better leader?

Leadership must come from the inside out. The more you have your act together and an unwavering confidence in yourself, the more this energy will radiate outward and be felt by those around you.

Here are seven areas for you to focus on:

1. **Self-awareness** - If things don't work out, set aside time at the end of the day to reflect and learn from your experiences; actively invite constructive feedback from customers and staff on a regular basis; develop a strong sense of self; practice effective time management - plan and review your day, learn and improve.
2. **Build rapport with people** - Learn how to actively listen and refrain from solving the world's problems. One wise scribe referred to this move as 'resigning his position as captain of the universe'; make yourself available and be easy to approach and open minded; express appreciation regularly.
3. **Set clear expectations** - Having stated your expectations "My expectations of you are ..." then invite buy in "... is that reasonable?", or invite the other party to paraphrase: "I've spoken my expectations with you, can you paraphrase for me your understanding of what I expect from you?"
4. **Identify the need to lead** - Display astute business sense in every situation; speak to alternative sources to discover the facts; focus on short and long-term issues; test and measure results of change.
5. **Determine a course of action** - Take the most important action first; consider your options; offer direction that is do-able; take decisive action and know when to abandon a course of action.
6. **Develop others as leaders** - Attract staff who want to develop their leadership skills; coach and train those with leadership potential; allow others the freedom to resolve issues; work with individuals at their own pace of learning.

7. **Build commitment** - Clarify roles and seek commitment; demonstrate the impact of actions; form alliances with key people; build credibility with every action.

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