

SHAW ACADEMY

Lesson 2 Notes
Management
competencies and why
they matter.

Diploma in Leadership and Management



SHAW ACADEMY



Management competencies and why they matter

Introduction

In this lesson, you will learn the key management and leadership competencies that all great leaders bring to their roles. You will then apply these competencies to set clear directions, provide feedback, recognize and reward performance, and communicate effectively. You will then be able to contrast different management styles and develop your own personal style of leadership.

Lesson Pillars

Management and leadership competencies
Application of basic management
Contrasting styles of leadership
Developing your personal style of leadership

Key Readings

Rolfe, H. Learning to take risks, learning to succeed. 2010. NESTA is the National Endowment for Science, Technology and the Arts.

https://www.nesta.org.uk/sites/default/files/learning_to_take_risks_learning_to_succeed.pdf

Centre for Creative Leadership 360 by Design Competencies

http://theldg.org/workspace/uploads/documents/ldg_-_360bdcompetencies04.pdf

<http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>

Myers Briggs Personality Type

Lesson Resources: Keep a Learning Log

It is recommended that you keep a learning log. Get a small personal notebook that you can use exclusively for this course. In it, you will record insights, thoughts, reflections on previous leadership and management experiences you may have had. During key learnings in the course you will be prompted to think about a time in your past when you observed, noted or reacted to a situation. The learning log will help to build a picture of your growing self-emergence as a leader and manager.

Skills and Competencies

The terms Skills and Competencies are used, virtually, interchangeably. In fact, with many HR practitioners, Competencies seem to only relate to “Behavioural” competencies as defined in a Competency Dictionary. But this really is not the case. So, we make an attempt at defining the difference between Skills and Competencies, and providing some insight into the different types of Competencies and the level of criticality of Competencies in organisations.



What is a skill?

It is a proficiency, facility, or dexterity that is acquired or developed through training or experience.

It is the ability, coming from one's knowledge, practice, aptitude, etc., to do something well.

It is the ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carry out complex activities or job functions involving ideas (cognitive skills), things (technical skills), and/or people (interpersonal skills).

A skill is the learned capacity to carry out pre-determined results with maximum certainty and efficiency.

What is a competency?

Competencies refer to skills or knowledge that lead to superior performance.

They are a cluster of related abilities, commitments, knowledge, and skills that enable a person to act effectively in a job or situation.

Competencies matter because they lead to superior performance and therefore can be measured. Hence, they are used in performance management.

Why do corporations have core competencies? Because in the markets they operate in there are certain basic competencies they have to master. For example, in financial trading: the competency around decision making would be a critical one.

You also hear about Critical Competencies - Critical competencies are competencies without which the organisation will be unable to achieve its goals and strategy.

Leaders are expected to master these competencies.

Why are most job interviews competency based? So, if you want to be a leader you're going to have to get to know what specific competencies are required for your new job role.

If it is behaviour it can be learnt. Hence, we have coaches who work on skills, repetition and practice.

You will find that what makes a difference is in the actual practice and behaviours of both managers and leaders.

So, as a developing manager and leader we need you to start applying these skills in your day to day jobs and start reflecting on their impact.



Types of competencies

Behavioural (or Life Skills) Competencies

Life skills are problem solving behaviours used appropriately and responsibly in the management of personal affairs. They are a set of human skills acquired via teaching or direct experience that are used to handle problems and questions commonly encountered in daily human life. Examples are: Communication, Analytical Ability, Problem Solving, Initiative, etc.

Functional (or Technical) Competencies

Functional Competencies relate to functions, processes, and roles within the organisation and include the knowledge of, and skill in the exercise of, practices required for successful accomplishment of a specific job or task. Examples are: Application Systems Development, Networking and Communication, Database Analysis and Design, etc.

Professional Competencies

Professional competencies are competencies that allow for success in an organisational context. They are the accelerators of performance or – if lacking in sufficient strength and quality – are the reason people fail to excel in jobs. Examples are: Business Environment, Industry and Professional Standards, Negotiation, People Management, etc.?

What sets leaders apart from managers?

Behavioural competencies encompass knowledge, skills, attitudes, and actions that distinguish excellence across three areas: job effectiveness, building relationships and organizational success.

When we look at competencies that relate **job effectiveness** we are looking for behaviours that can be measured such as: Achieving Results
Communicating Effectively; Dependability / Attendance; Job / Organizational Knowledge; Effective Decision-Making; Planning / Organization;
Problem Solving / Judgment; Being Productive in your work; Taking Responsibility.

When we look to **build relationships** – typically for team leaders – we will ask them in their Individual development plans – to focus on more or more of these competencies:
Builds Trust; Honesty / Fairness; Positive Attitude; Recognizes Others' Achievements / Resolving Conflicts ; Managing poor performance; Respecting Others; Dealing with Diversity; Understands Others' Perspectives.

The when look to build for **organizational success** we are looking for both tactical and strategic competencies such as: Commitment to Continuous Quality / Process Improvement; Continuous Learning / Development; Creativity / Innovation; Customer Orientation; Displaying Vision; Flexibility / Adaptability to Change; Leadership / Initiative; Teamwork / Cooperation.



Core competencies of leadership

Centre for Creative Leadership: McCauley, C. (2006). Developmental assignments: Creating learning experiences without changing jobs.

Researchers at the Centre for Creative Leadership have identified some essential leadership competencies that are consistent among organizations.

They divided these competencies into three separate buckets for:

leading the self, leading others, and leading the organization.

When thinking about your role as a potential leader and manager take some time to consider the competencies that you possess and compare those to the ones that need further development for success in a leadership role.

By looking at your current competencies and comparing those to the skills necessary to fill a leadership position, you can make better informed decisions in preparing yourself for a future role.

Another reason why we focus on leadership competencies and skill development is because it promotes better leadership.

However, skills needed for a particular position may change depending on the specific leadership level in the organization.

By using a competency approach, organizations can determine what positions at which levels require specific competencies. (Novice, Intermediate, Advanced, Expert)..

Leading Oneself

It's not wealth, not riches nor fame, but your proven ability to do the right thing shines through.

1. When we speak of leaders who have integrity it's the small things that shine through. if you keep promises, focus on performance and communicate frequently both the good and the bad, your team will come to recognize you as having integrity. Take for example: Showing up every day. Come ready to play every day – no matter how they feel, what kind of circumstances they face, or how difficult they expect the game to be.
2. Great leaders articulate a common purpose, shared values, and a aligned vision. These are the building blocks that help drive of a sustainable culture. However, they also have a desire to keep improving. Highly competent people search for ways to keep learning, growing, and improving. They do that by asking why. After all, the person who knows how may always have a job, but the person who knows why will be the boss.
3. Leaders who have stature inspire others to take their organizations to a new level of excellence and influence. Highly competent leaders do more than perform at a high level. They inspire and motivate their people to do the same. While some people rely on relational skills alone to survive, effective leaders combine these skills with high competence to take their organizations to a new levels of excellence and influence.



4. When we talk about great leadership we often forget that leaders start by being able to manage themselves. Managing yourself means learning how to be accountable and following through with excellence. Get regular feedback on decisions made and try to ensure that when working with others that it is productive and that you use your time wisely. Be sure to follow through on any decision you make when working with other. Willa A. Foster remarked, “Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skilful execution; it represents the wise choice of many alternatives.” Performing with a high level of excellence is always a choice, an act of the will. As leaders, we expect our people to follow through when we hand them the ball. They expect that and a whole lot more from us as their leaders.
5. Accomplish more than expected. Highly competent people always go the extra mile. For them, good enough is never good enough.

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Leading Others

1. Leaders communicate effectively. They are active listeners. Show empathy, be friendly in tone. Even when the pressure is they remember to separate out the behaviour from the individual.
2. Great leaders value diversity. They make each employee feel that their values are recognized, understood and respected. Leaders are aware of their own personal bias. They convey early on that wish to understand how to work in a manner that is compatible with their culture.
3. Developing others new skills is viewed as the third most significant driver of employee engagement. Leaders use an Individual Development Plan and challenge colleagues to stretch themselves.
4. Leaders provide a clear sense of direction. The relationships they build are based on articulating the vision, purpose and values so that each employee can engage with and work to. Leaders use town halls and feedback sessions to demonstrate how the business is performing and what changes are expected.
5. Leading others is about team members being clear on what they need to do to succeed. The time spent on this helps increase motivation and productivity.

Ultimately, leading others is first and foremost about respect. When a leader shows respect for others-especially for people who have less power or a lower position than theirs—they gain respect from others.”. People desire respect from those around them. If a follower is to be led, they will inherently choose to be led by someone who demonstrates mutual respect.



Leading the organisation

1. Leaders get buy-in and experience of others prior to embarking on any change initiative. They celebrate the quick wins, build momentum, and drive the change.
2. Leaders learn to scan the environment in which they work. They learn how to navigate through the red tape and set clear directions for those around them
3. Leaders appreciate that Risk is built into the desire to be innovative. They can learn from past failures. Organizations rarely learn – the collective memory is poor. Leaders provide an atmosphere where innovation and failing quickly is allowed.
4. Leaders spend some time to articulate the vision they have. This is what they want organization to become. The strategy is what they are going to do to achieve the vision.
5. Leaders see where the gaps are in performance and will provide opportunities for departments, teams and individual to upskill. They work out ways to overcome the barriers or obstacles that prevent the achievement of business goals.

Great leaders understand how office politics works. Usually, it's because there's a vacuum in communication and people are insecure and the environment is not conducive to openness and personal growth. Being transparent when it comes to promotions is key to removing gossip from the water cooler conversations.

Basic management skills and competencies

I have learnt a lot from my father. In fact, everything that I have learnt in management and leadership comes from my father. He ran his own business and he took me aside when I went to college and said management is relatively easy: You need to do just four things well. Provide clear direction, give regular feedback, recognize performance and communicate often. He qualified this and said Management is about common sense but common sense isn't very common.

When we talk about managing others the first thing to realise is that the team will have more skills and time that you have to get the job done. Therefore, you have a responsibility to ensure that each team member is totally clear what's expected of them. Use SMART goals (Specific, Measurable, Achievable, Relevant and Timebound) We will look at these later in greater detail. The main thing is that each and every team member knows what they have responsibility for and how they can be successful.

Secondly, now that you have provide a clear sense of direction, you now need to measure performance and provide feedback. Your team need to know if they are performing their tasks to the desired outcome. Feedback has to provide some value. It can be motivational. By asking for feedback, it can actually motivate employees to perform better. Employees like to feel valued and appreciate being asked to provide feedback. However, feedback is often mistaken for criticism. In fact, what is viewed as negative criticism is constructive criticism and should be treated in a positive light as it can help to formulate better decisions to improve and increase performance. By providing and seeking continued feedback managers learn how to remain aligned to goals, create strategies,



develop products and services improvements, improve relationships, and much more. Continued learning is the key to improving.

Thirdly, management is about recognizing performance. If managers don't learn to recognize performance they won't build effective teams. So call out not just the big wins but the small ones, the ones that slowly build confidence that the team is on the right track. In addition, recognizing performance is also taking action when you see poor performance. Team members will respect you when you act when others aren't performing are behaving in the interests of the team. How you lead as a manager influences others. You need to be consistent in how you recognize and reward people. Be transparent and allow everyone the opportunity to be recognized. We will cover more on this later in the course.

Finally, all managers must learn and how communicate effectively and communicate often. Here are some starting tips. Each morning start with a huddle. Ensure that all team members are present and that you are there on time. If you don't have a dashboard create one based off the KPIs in your area. By measuring and talking about the team's performance everyone will be held accountable. Ask each team member in turn are they prepared for the day, do they need anything from you. Use the huddle to motivate and set clear instructions. The following morning huddle is also used to gather feedback and take onboard any suggestions. At the end of each week – on the Friday have a working lunch and go through the team's performance, have each team member present back their week and what they did – note successes for later recognition and use these team meeting to bond and grow. In addition, each month schedule a 1-1 with each team member and have them lead you through their IDP.

By learning to communicate at the team level you start to build momentums in leading others. Don't be surprised if another manger asks you what you're doing. Team member will tell their peers how their manager does the basics well, every day.

Setting directions and goals

Explain that as a manager the teams has the combined skills to get the job done better than you. Always explain the merits of the work and what it means to the individual, team and department.

What is a SMART Objective?

Specific: What exactly are we going to do, with or for whom?

Measurable: Is it measurable & can WE measure it?

Achievable: Can we get it done in the timeframe/in this political climate/with this amount of money?

Relevant: Will this objective lead to the desired results?

Time-framed: When will we accomplish/ complete this objective?

(Sometimes you'll see a C or S added at the end of SMART - SMART-C where C is Challenging or SMART-S SMART-S where the last S is stretching).

A specific objective has a much greater chance of being accomplished than a general goal.



To set a specific objective you need to answer the six “W” questions:

Who: Who is involved? What: What do I want to accomplish? Where: Identify a location. When:

Establish a time frame. Which: Identify requirements and constraints.

Why: Specific reasons, purpose or benefits of accomplishing the goal

Check in early and get feedback to confirm that the team and each team member is clear on what's required to be successful. Provide example of KM team and the evolution of solutions and knowledge sharing.

Giving feedback

Employees need to know how they're doing against the targets set.

Purpose of feedback is to improve performance:

As a manager, you should be providing regular feedback. It enables employees to modify or correct their actions.

It should relate to what, how, when, and where events;

Managers must give regular feedback

Schedule regular one-to-ones to give feedback.

Provide feedback in private.

Use these sessions to build relationships.

Positives must outweigh the negatives

Schedule regular one-to-ones to give feedback.

Provide feedback in private. Also Take the needs of the receiver into account, its value and usefulness. How do you think the employee will respond to feedback? Give coaching metaphor. 4/1 good to bad should be the balance in giving constructive feedback.

Focus on the behaviour not the individual

Request what you'd like them to do differently.

Verify that they have understood the feedback

To be an effective manager, you need to be skilled at giving out both praise and criticism. While praise is easy to give, it is far more challenging and unpleasant to criticize your employees. Yet the practice of management requires you to do both. By focusing on the behaviour and not the individual you are separating the person from their actions.

Recognizing performance

The Harvard Business Review in 2016 reported that 82% of US employees did not feel recognized by their companies. Recognition it would appear is not seen That lack of recognition takes a terrible toll on morale, productivity, and, ultimately, profitability. 40% of employed Americans say they'd put more energy into their work if they were recognized more often.

So firstly, recognition can be used to INSPIRE performance. People want to know that what they're doing means something. Your recognition reinforces the employee's understanding of how you would like to see him or her contributing in the workplace.



An effective employee recognition system should be simple, immediate, and powerfully reinforcing. You don't need to wait for the end of the project to reward success. You should learn to look to reward effort. Success can sometimes down to a be a lucky event. We need to look to reinforce positive behaviour. And over the long term these positive behaviours build a high performing culture. So look for the small wins – these win big over the long term.

Recognition should be an opportunity to have fun and call out winning behaviours. When people get recognized they get more positive about what they do. So, introduce recognition into your regular team meetings. Make it personal as well. Take some time to select a gift that will be appreciated for your insight into what you think the employee might like. It's about that investing in your people an finding out what they like. I had a boss who recognised that an employee loved to go horse riding. As part of a reward program she organised a free lesson for the employee and the receiver was taken aback by the inciteful and meaningful reward.

Couple of other notes of importance You need to make all employees eligible for the recognition. You should never exclude any employee or group of employees.

The recognition must be transparent. Supply the employer and employee with specific information about what behaviours or actions are being rewarded and recognized.

Design and communicate the criteria for eligibility for the award, the easier it is for employees to perform accordingly.

Anyone who then performs at the level or standard stated in the criteria receives the reward. Or, in an occasionally used approach, every employee who meets the criteria has his or her name added to a drawing.

The recognition should occur as close to the performance of the actions as possible, so the recognition reinforces the behaviour the employer wants to encourage.



Differences between rewards and recognition

So, what's the difference between rewards and recognition

Rewards are tangible, something you can touch, or count. Material or monetary incentives, or incentives that can be easily translated into a cash value.

In a business, company or corporation this is typically a salary, bonus, fringe benefits or pay raise.

Recognition on the other hand often rewards with an intangible aspect to them. It's a call out earned in recognition for superior performance on the job. A Thank-you letter, public acknowledgment of accomplishments, a special private lunch, encouragement to pursue ideas, personal development opportunities are examples of intangible rewards.

Transactional rewards are always tangible. These include financial rewards. An example of a transactional individual reward is the contingent pay. Contingent pay is "Additional financial rewards may be provided that are related to performance, competence, contribution, skill or experience." Transactional rewards often are used to attract in talent.

Recognition however, is always Relational. The call out is tied to a person, team or group for doing something that reinforces the behaviours that are aligned to a company's vision value and purpose. Relational rewards are very important in retaining people – They say - you matter here.

Rewards tend to have little impact over the long term. They buy temporary compliance. Think of the last bonus you got. Once its spent its value is gone.

In contrast recognition has a longer lasting impact. This is because the recognition is personal. It inspires similar behaviour in the future. When someone is praised and called out by their peers, managers and senior execs, the appreciation has more profound impact.

Rewards finally, become expected and are conditional on achieved results.

Whereas, recognition, being surprising, focuses on behaviour and these because they are fluid have a greater impact.

Check in. Question. Do these resonate with you? Think about the last time you were called out. How did you feel?

Tops to communicate effectively

Active listener: Focus totally on the speaker, Repeat questions – probe further, If I hear you..., Pause and pause again, if unclear, ask What do you mean by...

Verbal message: The focus here is on the message. What are you trying to convey? Have I set up the best place to meet? Is my message clear.

Body Language: Be aware of what messages you may be giving to others through your tone of voice, body language, facial expressions, are these messages helping or hindering the interaction? Use nodding, facial expressions to convey interest, maintain eye contact, to help active listening.



Playback: You're looking to get a clear picture of where both parties are in the communication and what has been agreed, You're looking for a response that says "yes, that's right". It's important to reflect back feelings, not just content.

Summarise: Summarise what has been said covering the main themes and feelings.

Contrasting styles of leadership

Leaders viewed as charismatic/inspirational are positive, dynamic, encouraging, motivating, and confidence-building. Nelson Mandela

Team oriented leaders emphasizing "effective team building and implementation of a common purpose or goal among team members." Frank Capra, devoted to his actors

Participative leaderships reflect the degree to which managers involve others in making and implementing decisions." Larry Page at Google, Ghandi

Humane oriented leadership "reflects supportive and considerate leadership, but also includes compassion and generosity." Warren Buffett is an example

Self-protective leadership is composed of items that reflect being status- and class-conscious, ritualistic, procedural, secretive, evasive, indirect, self-centred, and asocial. Stalin, Hitler,

Autonomous leadership is most closely related to the traditional authoritarian style empathising one way communication from superior to sub-ordinate. Work focuses on get the job done, follow procedures. Perfectionists, Leonard D. Schaeffer Blue Cross, Top Petty of the heartbreakers, Napoleon

Democratic leaders often lack formal position and power. For example, Mohandas Gandhi (1869–1948), an Indian peace activist and leader, was a democratic leader who lacked a formal position of power.

Authoritarian leadership is not suited to environments in which member's desire to share their opinions and participate in decision-making processes. Critics of authoritarian leadership argue that the leadership style leads to high member dissatisfaction, turn-over, and absenteeism

Autonomous/Autocratic Leadership

Autocratic leadership, also known as authoritarian leadership, is a leadership style characterized by individual control over all decisions and little input from group members. Autocratic leaders typically make choices based on their ideas and judgments and rarely accept advice from followers. Autocratic leadership involves absolute, authoritarian control over a group.

Characterized by very little trust.

However, Autocratic leadership can be beneficial in some instances, such as when decisions need to be made quickly without consulting with a large group of people. Some projects require strong



leadership to get things accomplished quickly and efficiently. When the leader is the most knowledgeable person in the group, the autocratic style can lead to fast and effective decisions.

That said. This is a leadership style that has become something of a relic in today's business environment. It won't work in the long term as autocratic leader's won't build followers in the long term. They may replicate themselves with other autocrats but that's another story.

Participative/Democratic Leadership

A Participative Leader, rather than taking autocratic decisions, seeks to involve other people in the process, possibly including subordinates, peers, superiors and other stakeholders. This approach is also known as consultation, empowerment, joint decision-making, democratic leadership, and power-sharing.

The benefits Involvement in decision-making improves the understanding of the issues involved by those who must carry out the decisions.

People are more committed to actions where they have involved in the relevant decision-making.

People are less competitive and more collaborative when they are working on joint goals. Therefore, this style lends itself to creative, innovative teams.

When people make decisions together, the social commitment to one another is greater and thus increases their commitment to the decision.

Several people deciding together to make better decisions than one person alone.

However, note that Participative Leadership can be a sham when managers ask for opinions and then ignore them. This is likely to lead to cynicism and feelings of betrayal.

Charismatic/Transformational Leadership

Charismatic/Transformational leaders are those who take centre stage and inspire others to act.

This type of leadership causes a change in individuals and social systems. In its purest form, it creates valuable and positive changes among followers with a vision of developing the followers into leaders.

The transformational leader believes in their followers to succeed.

Transformational leaders connect the followers' future aspirations with the organizational vision and persuade the followers to achieve the organizational goals to satisfy themselves.

We often say that a leader has charisma. Charisma is the attraction or charm of a person that can inspire devotion in others., where people are inspired to work for the leader based on their devotion towards that individual. Charismatic leaders have followers who admire the leader's charm and personality. The followers are not attracted by any external power or authority.

There is a subtle difference between a charismatic leader and a transformational one lies in a shift in focus, while the charismatic leader has a strong belief in himself and can project that onto others, the



transformational leader is there to sell belief in a process and highlight that all hands need to be on deck to achieve the change.

Leadership qualities at Google – Project Oxygen

Google, which has been called the #1 company to work for, had a surprisingly difficult time holding on to employees. So, amidst its many innovations, like building algorithms and cars that drive themselves, Google made time for an internal endeavour: Project Oxygen.

Project Oxygen (so called as Google sees people as the life blood of the organisation) was designed by them to measure the impact of good managers upon their employees and their performance. In early 2009 Google's HR team embarked on the research using Google's renowned data analysis skills.

The project set out to analyse the results from performance reviews, feedback surveys, nominations for top-manager awards and other available data. Then they correlated phrases, words, praise and complaints. The results were then prioritized by importance.

“Project Oxygen is our attempt to verify here at Google the age-old HR statement that people leave organizations because of their managers”. “We wanted to see whether there's a huge variance in the quality of managers and if so, what kind of impact was it having on the company?” said Director of People Analytics & Compensation Prasad Setty.

Traditional views on why people leave their employer

The work conducted was based on testing the belief that people typically leave a company for one of three reasons.

- They don't feel a connection to the mission of the company, or sense that their work matters
- They don't really like or respect their co-workers
- They have a bad boss — This being the biggest variable

Setty and his team examined the results from Googlegeist, the company's annual employee survey, as well as performance-management scores and other data on managers to identify good performers and poor ones.

Project Oxygen identified eight characteristics employees at the Googleplex admire most in bosses.

The study found that a manager's technical skills were far less valued by employees than people skills. It identified the value of consistency and authenticity of managers and from the research done an 8 Point Plan was created to help managers improve. The findings of the study were shared amongst individuals, managers and teams, allowing them to extract learning from its findings; and supporting them to grow into what was expected of them. From the study 8 required behaviours were identified.



Googles 8 leadership traits

In order of importance the 8 top behaviours of managers are:

1. Be a good coach
2. Empower your team and don't micromanage
3. Express interest in team members' success and personal well-being
4. Be productive and results-oriented: remove obstacles so that the team can succeed
5. Be a good communicator and listen to your team
6. Help your employees with career development
7. Have a clear vision and strategy for the team
8. Have key technical skills so you can help advise the team

The shocker? Technical abilities, which is the defining trait of many Googlers, came in dead last. "In the Google context, we'd always believed that to be a manager, particularly on the engineering side, you need to be as deep or deeper a technical expert than the people who work for you," Laszlo Bock, Google's vice president for People Operations, tells the New York Times. "It turns out that that's absolutely the least important thing...Much more important is just making that connection and being accessible."

In addition, they identified 3 key manager pitfalls:

Have trouble making a transition to the team

Lack a consistent approach to performance management and career development

Spend too little time managing and communicating

For many in the world of HR & Organizational Development Google's research clearly affirms the value of the basics of people management.

Do you know how to be yourself?

Boldness in leadership terms is having the courage to make your point, clearly with passion.

Courage, with integrity and a dose of good judgement gives you the confidence to stand out and be noticed.

If you are able to admit when you are wrong and take responsibility to put it right – others will more readily accept be held accountable.

This shift in mindset can help free people from worry – main thing is to learn and move on. It helps to take risks, and dare to make mistakes.

Leaders know their own strengths and weaknesses. They play to their strengths and they quickly find out what their teams strengths and weaknesses are. You should look to one of the many tools and books on the web to find more about your strengths. For example, there is "Strengths Based Leadership" by Tom Rath and Barry Conchie, or there is various StrengthsFinder tests to identify your signature leadership themes. They're worthwhile.

Leaders always seem to be able to do more. That's because they look to stretch themselves. You should always when leading a IDP session that you add a stretch target. By grasping something that you are not entirely comfortable with and working through to completion you get a profound sense



of achievement. Leaders use stretch activities to build competence and in so doing build performance.

Developing your personal style of leadership

The simple fact that you are attending this course instantly places you in the minority who are actually thinking about what you do want your leadership style to be known for.

So, what can you do to develop your own leadership style into one that will be highly prized?

It's important to be yourself, or rather a more professional version of yourself at work.

So, what's your style?

Style reflects the substance of what you do. When you walk the talk, and live your values this becomes apparent to all.

The results that you deliver. Leaders are associated with success.

It's what will make you memorable to others. Long after they're gone leaders with a unique style will be remembered

Know your self is about:

- Your strengths and weaknesses.
- Your values and beliefs – your purpose.
- Know your personality traits.
- How do you work?

Take time to reflect on the impact you have around you.

1.Be authentic

It's important to be yourself, or rather a more professional version of yourself at work. If you're not naturally authoritative, suddenly giving orders to your team will seem very strange and is unlikely to earn you the respect of those you manage. Instead, think about your natural manner, strengths and skills, and how you can use the authority you have in a positive way.

2.Be flexible

Different situations will require you to (subtly) adopt different leadership approaches. For example, if you're leading a change initiative, it's important to be inspiring and engaging, to ensure others', buy-in and commitment. In a crisis, however, you'll need to be far more directive in order to convey an appropriate sense of urgency. As well as adapting your style to different situations, you should also be sensitive to the motivations, needs and personalities of individual team members.



3. Be aware of different approaches

While everyone has their own take on leadership, there are some commonly recognised leadership styles. Even if you find you naturally move between different styles, it's helpful to know what the different approaches are:

1. Autocratic – a traditional, top-down approach, which is highly directional
2. Democratic – a more consultative and participative leadership style
3. Transformational – a leadership style that is concerned with vision and driving change.

Determine your leadership style

As we have noted, begin by knowing your-self.

- Consider your values
- Leaders lead from their most deeply held values
- Your behaviour, choices and actions are guided by those values.

Know your personality traits

- Are you an introvert or extrovert?
- Your natural style will grow from these traits
- Validate your strengths and weaknesses.

Look to leaders you admire

- Learn from, don't copy
- Seek feedback and adjust accordingly
- Give your self-time to grow as a leader.

Keep learning

The best leaders are always learning. They read, listen and engage. Read the opinions of others, and discover the ways in which you agree or disagree. Debate topics you've read about with your team; I promise you'll learn from them. Listening to podcasts is another great way to learn.

Leaders constantly scan/observe their environment for insight. Ron Heifetz Adaptive Leadership one of his mantras

So, the best leaders are always learning – they are strengthening their strengths and shoring up their weaknesses too. Their constant learning focus is perhaps the biggest similarity between successful leaders across any style.



Thank
you

