

# SHAW ACADEMY

Lesson 4 Course Notes

**Diploma in Leadership and Management**



SHAW ACADEMY



# Learn how to motivate and inspire others

## Introduction

Leaders inspire their teams and motivate them not to fear change but embrace it. In lesson 4, you will gain key insights into how leaders encourage growth and development. Building trust is at the heart of what leaders do. You will learn how to make time for each team member and invest in their well-being. The result will be to make work more enjoyable and more productive for your team.

## Lesson Pillars

Importance of motivation and inspiration  
Building Relationships and Trust  
Encourage growth and develop your teams  
Developing your personal style of leadership

## Key Readings

Motivation Station: 3 Scientifically Proven Ways to Inspire Your Team

<https://www.business.com/articles/3-scientifically-proven-ways-to-inspire-your-team/>

Video: Randy Pausch's Last Lecture: Achieving Your Childhood Dreams

<https://www.youtube.com/watch?v=cyuZWDX55mI>

## 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.

## Why leaders inspire

If I were to say to you that a leader's job is to inspire people to work together in the service of something greater than themselves. What would you think?

Well to be called a leader, you must inspire your team through your actions and words to have everyone believe in a common vision.

Effective leaders inspire movements that exist only when people choose to move in the same direction. Without a leader, movements fragment and get nowhere.



The leader's job is to inspire people to work together in the service of something greater than themselves.

**Boss signifies “power”.**

However, in all likelihood its beyond most managers to think beyond their transactional method of operating. They don't see these critical moments that could spark a change and then lead and inspire other to change. They are not aware of what's going on around them. They don't engage to find out what's going on or what's going wrong. Why?

There are a great many bosses out there, leading companies, and not enough leaders. The title of “boss” only signifies power over others.!

**The Leaders Mark**

The mark of a true leader is the ability to encourage the employee commitment and engagement.

That is the foundation for continued success.

The more committed people there are, the more effective they are in influencing others.

People who are committed are the ones who don't take discouragement seriously -- they don't give up. They set an example for those who don't have the confidence or experience to go through the hard times and hold out for the rewards of success.

People cooperate at a higher level when they share commitment. Commitment fosters camaraderie, trust, and caring -- the stuff a group needs to keep it going for the long run.

If people are committed to an effort for a period of time, they will learn what they need to know to be more effective. People need time to try things out, make mistakes, and then figure out a strategy that works.

So, let's look at how leaders inspire.



## How leaders inspire?

In 1987 Santa Clara University Professors Jim Kouzes and Barry Posner wrote *The Leadership Challenge*, a text on how to make extraordinary things happen in organizations by helping leaders perform their personal best. In 1987 when the book was first published, 62 percent of employees said that they admired leaders who were “forward looking.” Today 71 percent of those surveyed said the same. In 1987, 58 percent of employees wanted to work for leaders who were “inspiring.” Today nearly 70 percent want to be inspired. Inspiration and vision go hand in hand.

## So how do leaders inspire?

They know that doom and gloom accomplishes nothing, so they remain beacons of positivity in the face of challenges and failures.

Of course, problems happen but if you want to be a truly inspirational, show others the silver lining.

2. Nothing drains commitment from a team like feeling their efforts go unnoticed. Be grateful. Even small gestures of gratitude show people that they matter. Send birthday cards and give bonuses and accolades when they are earned. Even a quick “Thank you, this project couldn’t have happened without you” is enough to inspire and bolster your team.

3. Inspiring leaders know what their preferred future looks like and can show others exactly how to get there. To truly inspire, know precisely what you are striving to achieve. However, “It’s not just the leaders’ vision that’s important. It has to be a shared vision,” you need to be thinking about grabbing the imagination of a team, it has to incorporate the hopes, dreams, and aspirations of those you are attempting to lead.

According to Kouzes “If employees can’t see themselves in the picture, then they can’t imagine that it’s a possibility for them.” In other words, the vision cannot belong to the leader alone. When a vision is shared—considering the hopes and dreams of the team—it’s easier to attract people, sustain a motivated workforce and give people the energy and confidence to withstand hurdles and challenges on the road to building a successful company.

4. Inspirational leaders truly listen to what is said to them and respond appropriately. Practice an open-door policy to receive your team’s feedback and encourage them to contribute to the common goal.

5. Cutting corners around communication will only create problems that cause further time loss and reiterations. Messages are misunderstood, feelings are hurt, projects turn out wrong, and frustrations mount. Truly inspiring leaders know that taking the right amount of time with each communication ensures that everyone is on board and moving forward.

6. Leaders inspire others to look up to them by telling the truth, being in integrity with what they promise and living honestly and earnestly. When employees take pride in their leadership and their organization, trust is built and inspiration follows close behind.



Enthusiasm for the mission of your organization is critical. If you don't know why the work you do matters, your employees won't either. Keep your vision in the forefront of your mind. Your passion will remind your team often about the "why" of their work. Remember Simon Sinek on the importance of WHY

Guys, do you see a picture emerging of what it means to inspire? You as an aspiring leader need it to express your vision, your teams will want to hear it.

## **What the difference between motivation and inspiration?**

### **Motivation**

When we experience that initial burst of motivation to change something, it's a result of realizing that something needs to change in our lives. There is something bigger or greater that we recognize we want to obtain or accomplish.

Motivation is great when it's well intentioned.

short term motivation is not intrinsic – it's dependent on feelings, outside factors and the sheer strength of willpower.

### **Inspiration**

It draws its strength on what's true to you. It concerns itself with legacy.

Whereas motivation will begin with the how and what, Inspiration will always come back to questions that first ask "who?" or "why?".

Those who inspire share their Vision as a wonderful way to co-create the future to get buy-in from those involved in creating the change.

I suggest you learn to use symbols, tell a story about the now, what's not working, the desired future state, what we need to do to improve, and reveal meaningful milestones in a way that your team or employees can relate to. And then recognize the effort it takes to get there and celebrate.

If you can do this, then you can quickly build momentum for the project, even when there are big challenges for the road ahead.



## How do you inspire your team?

1. How do you empower top collaborators to stay engaged while not burning them out? One place to start is by redistributing responsibilities among the group. Since top-performers are more likely to take on more work, actively assigning responsibilities and decision-making capabilities to various team members may help.
2. Be wary of building unbalanced teams – spread the load
3. Reward and recognize not just the high performers. The team will notice inequities. It is important to occasionally note who on the team is doing the work. Is your top performer not really the performer? It's important to recognize and reward those team members who play an integral role in assisting the top performers.
4. Some top-performers take on the role of "lone ranger" hitting group goals all on their own. Rewarding these workers for their performance is important. However, some team members may aid these high-performers without achieving high-performance measures themselves.
5. Boost morale: researchers found there's no way to overdo these types of virtuous behaviours. They write, "The more the virtuousness, the higher the performance in profitability, productivity, customer satisfaction, and employee engagement. "So be kind and compassionate, treat others with respect, adopting a lesson's learned approach to failures. Help where you can
6. People want to feel that they're part of something bigger than themselves. And one of the best ways for workers to experience this feeling is to understand and feel personally connected with their organization's mission. So, communicating the vision and values for the team is a major factor in keeping workers motivated.



## How do you inspire your team to greatness?

You are only as good as your team. It is your job as a leader to set the bar, inspire, and motivate your team to reach greatness.

1. Needs: The only way you are going to know what your team needs from you to be more successful is to listen to them.
2. A true leader will step back and let his team do their jobs without standing over their shoulders. Trust your team members to perform. There is no need for micromanagement.
3. Be personable: If your team knows they can come to you at any time with a problem, concern or suggestion and you will hear them out then it is going to foster trust and build a relationship with each team member.
4. Stress your company's purpose  
Setting goals and crushing them with record-breaking revenue numbers is always great, but you can also inspire your team by enforcing what your company's purpose is. Every successful product or service solves a problem -- remind your team that all their challenging work really makes a difference -- beyond just the dollar signs. I started my company, Market Domination Media, to help businesses grow online -- and our purpose will never change.
5. Do what you say  
If you don't plan on doing something, then don't mention it. When you do what you say you will do, you will earn the respect of your team. Developing a reputation for following through establishes you as a respected leader.

## Building relationships and trust.

### What builds trust?

"When people honour each other, there is a trust established that leads to synergy, interdependence, and deep respect. Both parties make decisions and choices based on what is right, what is best, what is valued most highly." ~ Blaine Lee, author of *The Power Principle: Influence with honour*.

The upside of living the values and diminishing the paper cuts is that it allows the employees to have a direct line of sight to their leaders' authenticity and commitment.

Great leaders communicate a vision and strategy. Leaders give attention to what is important by providing their own time to kick off team meetings, finding out what the team needs to make it happen. What will cut morale is if the leader shows through their actions that they have no intention of providing time, commitment and resources for the project to succeed.

Leaders must develop a relationship in which employees are inspired to follow them. The successful leadership relationship inspires people to become more than they might have been without the relationship. This will only happen if the leader invest time into the relationship, mentors and guides the team through the challenges and point out the learning opportunities.



Culture is ultimately created by:

- Actions and behaviours of leaders
- What leaders pay attention to
- What gets rewarded and what gets punished
- What leaders allocate attention and resources to

With these points in mind... is the culture being created in your organization the culture your organizations needs to be successful?

### **Trust is getting the environment right**

According to a recent survey by the American Psychological Association, more than half of U.S. employees' sense of well-being at work can be attributed to the trust that's present – or missing – in their working environments.

While people know, they need trust in their workplaces, most still aren't sure how to restore trust once it's been lost. 90% of the behaviours that break trust is unintentional and subtle.

When you and others break trust, it's easy to feel helpless and hopeless. We assure you: There are things you can do to release yourself and your co-workers from the crippling effects of diminished trust.

Sense of wellbeing at work can be attributed to trust.

Unfortunately, it's very difficult to restore trust once its broken.

Trust-breaking behaviours occur daily and are committed by everyone, at every level of responsibility, and within every form of professional relationship.

Do you experience others breaking your trust in these ways?

- Covering up mistakes
- Gossiping
- Hoarding information
- Leaking confidential information
- Micro-managing
- Sending mixed messages
- Shooting the messenger
- Shutting down others' ideas
- Taking credit for others' work
- Throwing others under the bus





## Steps to re-build trust

Clarify what happened. **Acknowledge** the impact of the betrayal on their work and life. Did they suffer the loss of time, financial reward, or professional opportunity? Did they lose a collaborative partner, a mentor, or a friend? When you identify the effects of broken trust, you honour their perceptions of your experience and begin the process of restoring trust.

The employee emotions may range from slight frustration or distraction to full-blown rage or devastation. Regardless of their intensity, their **feelings are valid** and deserve to be recognized.

While it's understandable they may be hesitant to reach out for help when they feel you can't trust others, this is a time to be **supportive**. Provide the support of a confidant is to give perspective, and help them see a productive way forward out of their place of hurt.

**Reframing** is all about the content of what happened and trying to get to a shared understanding and starting to think about moving forward.

**Accept** responsibility and willing to dig deep and learn which behaviours you need to practice keeping the situation from happening again is an extremely powerful way to restore trust with others.

## Trust is about relationships

Going back to Simon Sinek, he points out that great leaders create an environment that feels safe and secure. Building relationships take time. You need to invest the time, provide opportunities for the team to get to know you, Teams also need to know how to be successful so provide access to new networks, encourage collaboration and breaking down of siloed information. The relationship will never grow until you invest something of yourself in the team. Allow the team to step way from the operational madness and get them to think of an improvement that matter to the team.

Finally, like a bank you can't take out what you have not invested. Don't keep asking for something until you have emotionally invested in your team. Where did we see this before.? Servant leadership!!

## How to build team relationships.

Leader By making clear what each team member will do, team members know you are aware of their talents. Build on their strengths too often we concentrate on the negative.

As you work together, you and the team can begin to trust each other to consistently accomplish tasks in a timely manner.

Look for positive things to say on a daily basis. While constructive criticism has its place, do it in a manner that does not offend the team.

Team during morning briefings let each team member identify some business trait they appreciate about the person seated to their left. Someone might recognize a co-worker's willingness to work late, while another team member might state that a teammate's organizational skills contribute to the group's efforts



## **Have you the trust of your team?**

Trust is the foundation upon which relationships in every setting are built. It is the emotional glue that holds leaders and followers together.

The moment trust is gone, everything begins to fall apart.

So, as an aspiring leader, how do you know that you have the trust of the people who follow you? if people trust you there are some observable behaviours they will exhibit.

The first is reliance. Relying implies one's free choice to commit oneself to another person. When there's trust in a relationship, a tremendous reliance is formed between both parties.

Another observable behaviour is risk-taking. Risking implies the willingness to suffer loss in case things go wrong in a relationship. Only when people have something to lose does trust have meaning.

Another observable behaviour is sharing, Collaboration is all about information sharing and breaking down of siloed information.

Leaders also learn from their mistakes. Mistakes are accepted as a culture of risk and innovation take hold. As team performance improves leaders recognize failing as an opportunity to learn.

Trust does not exist unless it exists in you!

## **Encourage growth and development**

In this topic, we look at how to encourage growth and development of your teams and employees.

Why does this matter? We all need to grow?

What do leaders do? They don't hoard talent

They develop their replacement?

## **The Learning Organization.**

There are three broad factors that are essential for organizational learning and adaptability: a supportive learning environment, concrete learning processes and practices, and leadership behaviour that provides reinforcement.

How does an organization ensure that everyone understands the importance of why they do what they, how they do what they do and what they do? (Remember Sinek) Knowledge is seen by many as a key source of competitive advantage and innovation in organisations. Peter Drucker talks about how businesses need to identifying processes to better facilitate the acquisition and dissemination of knowledge.

So, what is a learning organization. David Garvin at Harvard Business School has stated 'A learning organisation is an organisation skilled at creating, acquiring and transferring knowledge, and at modifying its behaviour to reflect new knowledge and insights. Hence, SharePoint explosions,



Senge advises six steps in building a learning organization.

1. Personal mastery. Personal mastery is the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively' 'Organizations learn only through individuals who learn. Individual learning does not guarantee organizational learning. But without it no organizational learning occurs'
2. Mental models. are 'deeply ingrained assumptions, generalizations, or even pictures and images that influence how we understand the world and how we take action' The discipline of mental models starts with turning the mirror inward; learning to unearth our internal pictures of the world, to bring them to the surface and hold them rigorously to scrutiny.
3. When there is a genuine vision (as opposed to the all-to-familiar 'vision statement'), people excel and learn, not because they are told to, but because they want to. But many leaders have personal visions that never get translated into shared visions that galvanize an organization... What has been lacking is a discipline for translating vision into shared vision – not a 'cookbook' but a set of principles and guiding practices.
4. The practice of shared vision involves the skills of unearthing shared 'pictures of the future' that foster genuine commitment and enrolment rather than compliance.
5. When teams learn together, Peter Senge suggests, not only can there be superior results for the organization, members will grow more rapidly than could have occurred otherwise.
6. Senge argues that one of the key problems with much that is written about, and done in the name of management, is that rather simplistic frameworks are applied to what are complex systems. We tend to focus on the parts rather than seeing the whole, and to fail to see organization as a dynamic process. Thus, the argument runs, a better appreciation of systems thinking will lead to more appropriate action.

### **The shared leadership model**

To build a learning organization, the role of leader must also adapt.

In any learning organization, we need to think about leaders being either a Designers, a Steward and Teachers of successful learning outcomes.

The leader as designer is one who designs the governing ideas. What are these? Yes – the purpose, vision and core values by which people should live.

Building a shared vision is crucial early on as it 'fosters a long-term orientation and an imperative for learning.

The leader as steward can build an understanding and share it through stories. Their speciality is in preparing the organization to evolve, and how that evolution is part of something larger, the future state of the company'. Thus, leaders become the steward of the vision.

Finally, there is the role of leaders as a teacher: one who helps people to achieve more accurate, more insightful and more empowering views of what the company needs to become. Teachers build



on an existing 'hierarchy of explanation' which influences at four levels: events, patterns of behaviour, systemic structures and the 'purpose story'.

In effect the leaders provide the context for "sense making", for providing vision and motivation to change and develop.

### **Steps to employee growth and development**

How can one lead a group of people into becoming not only a team, but an effective one?  
As a leader, there are actions you can take to create conditions in which your team can thrive. Here are a few suggestions:

**Identify** Work out what motivates, frustrates and influences you. Learn to predict how you will react to certain situations. Encourage your team to do the same.

**People** in a trusting team are confident on each other's abilities to get the job done. They also understand each other's weaknesses and can work around them.

**Help** people identify their own strengths and weaknesses and bring those to the team.

**Measure:** To achieve success, a team needs to have clear alignment on what's their primary goal.

Make use of boards, charts and other radiators to ensure its crystal clear.

**Develop** a culture of high standards: Great teams self-motivate, as their people hold each other to high standards.

**Grow:** Taking an active role in the development of your team demonstrates confidence and concern for the future of the team. What does Simon Sinek say about safe and secure environment?

When you create a culture in which employees can reach their goals and know their thoughts and insights are appreciated, you boost productivity, morale, and engagement.

High-potential employees are not satisfied with the status quo. 87 percent of millennials say development is important in a job. -Gallup

### **Don't hoard talent**

Here's the irony of releasing yourself from hoarding talent: when you let go, you get more talent.

Why? Because you'll gain a reputation of being a talent cultivator and you'll attract the top talent.

The best and the brightest will want to work for you, and you'll not have to worry about what to do when your star player leaves for a new opportunity because you'll already have a plan for bringing in (or promoting) additional talent.

This becomes a self-sustaining practice – the more you help others grow, the more you attract other talented people.



## **Where are your next leaders?**

It happens every day. A stellar performer is promoted from team member or individual contributor to manager of a team. And nearly every day, that new manager struggles.

Why?

Provide a job shadowing program. There are regular opportunities for roles to be filled on a short-term basis. Talk to another manager and find out what's available

Grow into the role: Leaders identify their replacement and move on within 2 years. Give them the opportunities to experience your workload. Offload certain tasks and provide regular feedback. Reward the leadership behaviours you want to promote.

Develop a talent pipeline.

Incentivize and recognize the leadership behaviours that make a qualitative difference in performance, as well as quantitative results achieved. Leaders will take notice of what is valued and rewarded.

Coach: Provide feedback on areas of strength and developmental opportunities for a new leader.

Give them the opportunity to provide temporary cover for a team that needs a team manager.

Develop a pipeline: Meet with the senior management team and identify potential leaders three layers deep

## **Getting to know your employees**

Robert Dilts NLP practitioner, psychologist, talks how we rarely show the full extent of our selves at work.

At best, managers and colleagues only see 10% of what motivates us. What's on display at work is our behaviour and how we respond to our environment and surroundings.

Dilts thinks of the issue of engagement/commitment as being like an iceberg. People are motivated by the deeper bigger issues in their lives that employers rarely see and or take time to find out.

So, let's look at this iceberg

Environment: Your surroundings: the people and places etc. that you are interacting with, and responding to, when you are engaged in an activity.

Behaviour: Your actions - externally observable behaviours, posture, movements, etc. including what an observer would see or hear or feel when you are engaged in an activity.

Capability & Skills: These are your 'internal behaviours'. The level of innate capabilities and learned skills which you have for dealing with life situations - and how effectively you use these.



**Beliefs & Values:** Whether you believe something is possible or impossible, whether you believe it is necessary or unnecessary, whether you feel motivated about it. How your personal Values support or hinder you.

**Identity:** The self-esteem level. Your sense of self, what you identify with, etc. This can include identifying with your job, marriage, religion, etc. it can also include how you interpret events in terms of your own self-worth.

**Mission & Vision:** Where you are going with your life? With which people? Which activities and places are central to this vision for your life/future - and, perhaps, the contribution you intend to make to the world.

We tend to hold back sharing our beliefs and value systems until we are sure that they will be accepted.

We cannot determine each person's sense of self, what they identify with until they are ready to do so.

A person's personal mission/vision is life will only be known when a level of trust is built that enables the employee to share.

Challenge for leaders is to engage more and get to know their people.

So how do we engage?

### **Reasons to up our engagement**

The definition of employee engagement is the "emotional commitment" they have towards the company, the company's values and their mission, and are able at the same time to enhance their own sense of well-being

How many of you right now feel committed 10% to your employer?

Why is that?

Well let's look at why we need to up our engagement.

According to a report from Deloitte<sup>1</sup>, 88% of employees do not have passion for their work and never contribute their full potential.

Their report also found that only around 20% of senior management is passionate about what they do, which is an even bigger problem.

1. Do any of you use Glassdoor? Employees now share across the globe their thoughts on the workplace environment they work in.
2. Annual performance surveys, 360 They're not real time. They don't consider all workplace related issues which drive employee commitment.



3. Need to think holistically. Lack of investment in our people and talent mobility. We have choices – so too do employers - can cost on average 40% of the salary just to recruit and train one in. That's each one.
4. We communicate a mission and values, but don't train managers and leaders to live these values. We'll look at this in the next slide but it's a biggie – if a manager does walk the talk why should you!
5. Facilitate change Companies going through transitions from recession: leadership and management haven't engaged with their people and they don't feel secure.
6. Companies who are not inclusive fail to attract and retain diverse talent. Why diversity matters?

So, what do we need to do to re-engage with our employees and make our workplace great? Well let's look.

### **How to improve your levels of engagement**

Fit: the wrong person cannot be "engaged" regardless of what HR does.

Tell the story of how a Cement company in Ireland is now selling itself based on its purpose. Went to the patio centre and you could see the employees were happy to assist people to build a dream patio and garden their tagline line - Kilsaran: Innovative Concrete Products - Ideas Taking Shape

So how do you build up engagement

Create a vision that employees can relate to. If you don't have one - develop one –use it to bring staff together even at a team level

Look at redesigning work, the employees may have great ideas how to do things better – just ask – mobility in work will be huge – HR needs to step up

New measurements: Rather than just focus on KPI - We need precisely the same type of "sensing" system for employee happiness. NikoNiko Smileys in Toyota

If your staff don't know the values, vision and mission of your company how will they align and how will they serve your customers?

Do you about coaching for job fit? It's about caching prospective interviewees on what they need to prepare and you provide insight into your company so they can prepare in advance.

Take time to re-define you value. Notice how Pharma companies are moving to re-position themselves into health and well-being.

Do you have development plans? You need to develop others. And the recognition: do employees get an opportunity to recognize the effort of their colleagues.



Measure happiness, here are some things you can look out for: Stress, levels of optimism, allow for difference, how comfortable are we with failure, if we are we tend to be more creative, are people up giving and receiving feedback, see the person not the employee. You are the staff that inspire? You need a force for good.

Smile per hour ratio. Register how many smiles you see in an hour. Or, are we too busy to notice.

Bottom line employees now want to feel like they're a part of something bigger than themselves. It's not about the company product or service it's the people who are the product.

### **Time to invest in your people.**

1. Confidentiality in certain circumstances is needed, but you need to be transparent in decision making. There's no point operating behind closed doors as this will lead to distrust and restlessness. Be as open and transparent as possible, and your team will feel included and valued. There's nothing worse than saying my door is always open – and you never see it open.
2. 9am-5pm, in a cubicle, 5 days a week just doesn't cut it anymore. You need to be flexible
3. Investing in your employees is an important part of creating an engaged workforce and an effective way of reducing turnover for your business. How many of you have an IDP?
4. When an employee joins an organisation, where there is a succession plan and talent pipelines in place, it highlights that the business is investing in them for the long term.
5. Coaching can also enhance the leadership skills of your current executives, get in front of any behavioural problems and personal blocks that are inhibiting an employee's success.
6. Strong leadership training can help inspire new leaders, align the leadership profiles, personal aspirations, and motivators of your leaders with your organisation's objectives.

So, does this resonate with you?

Check in. Can you see how different you might be if you were to take time and invest in your team?

### **Grow yourself**

Finally, leaders continuously scan their environment looking for signs of change, so they can get a head start and lead.

Leaders are always learning about leading. They desire growth - Self-knowledge and self-understanding leading to self-mastery

Leaders look to feedback to develop. They do not fear feedback

Leaders look to experience. The best ones surround themselves with smart people.

Leaders take time to invest in others to help reinforce leadership principles. Motivation, inspiration and creativity

Leaders focus on improving strengths and minimise weakness. Utilization of action planning processes - Systematic problem solving techniques





Leaders want to improve all around them. They set exacting standards for their team, processes, and themselves. Self-responsibility and self-management. A commitment to ongoing personal and professional goal setting, Persistence mentality, Change management skills, Communication and relationship skills

Leaders accept that mistakes will be made. But they learn from them. Leadership seeks to help others to fail quickly and move on. An enduring positive mental attitude. Mental discipline.

Finally, they develop Organizational leadership skills through their personal vision and a willingness to lead with purpose. So, are you ready to lead?

### **Summary**

We've looked at the differences between motivation and inspiration

We've seen that trust is precious and if broken can do terrible damage. We've also looked at how you can repair trust.

And we looked at how leaders encourage growth and look to develop others.

Then we focused on how to invest and get to know your employees.



Thank  
you

