

Management & Leadership Resource Guide

Leadership

2009

Version:

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Are you a good leader?

Before you start this section, test yourself on your current leadership skills. It will enable you to identify the areas you can improve and, therefore, the parts of this section which will be most useful to you.

Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.

Peter F Drucker

Tick the appropriate box:

- 1 = poor
- 2 = fairly good
- 3 = good
- 4 = very good
- 5 = excellent

	1	2	3	4	5
1. Do you know the 7 habits of highly effective people?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Can you list 10 key characteristics of modern leaders?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you know Jack Welch's leadership secrets?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Can you list 20 tips for a successful team leader?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Can you define situational leadership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Can you describe the four different situational leadership styles?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Do you know your preferred leadership style?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Can you match your leadership styles to the development levels of individuals in your team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you scored less than 4 of any of these, you need to go through the relevant parts of this guide:

- If you scored less than 4 on statements 1-4, go to Tips for the good leader.
- If you scored less than 4 on statements 5-8, go to Situational leadership.

Tips for the good leader

This part contains tips and tools to help you become a good leader . The focus is:

- 7 habits of highly successful people
- 10 key characteristics of modern leaders
- 10 leadership secrets
- 20 tips for a team leader

When the best leader's work is done the people say, 'We did it ourselves!'

Lao-Tzu

7 habits of highly successful people

In his book *The Seven Habits of Highly Successful People*, Stephen Covey identified seven key steps to truly effective behaviour, whether at work or home.

- The first 3 habits are 'private' steps the individual must take before being able to achieve significant results.
 - The next 3 habits are 'public': activities where interaction and, crucially, interdependence is called for.
 - The final habit is about renewal.
1. Be proactive – Take responsibility for your life and your actions. A key principle here is that 'between stimuli and response, man has the freedom to choose'.
 2. Begin with the end in mind – This means having clear goals and knowing what it is you want to achieve. Covey suggests drawing up a personal mission statement that is based on your most valued principles.
 3. Put first things first – This is about effective management of time, tasks and responsibilities, including developing trusting working relationships and delegating.
 4. Think win/win – Use creative problem solving, not aggressive negotiating or feeble passivity. This approach transcends current difficulties and finds alternatives.
 5. Seek first to understand then to be understood – Covey talks about 'empathic listening: allowing others to express themselves, letting them know they are being listened to and understood.
 6. Synergise – This is the 'miraculous' part: catalysing, unifying and unleashing the greatest powers within people. The whole is greater than the sum of its parts.
 7. Sharpen the saw – This is about renewal. The man struggling to cut down a tree is too busy to sharpen his saw, so it takes him far longer.

10 key characteristics of modern leaders

The modern leader is not just a manager, directing resources to achieve a desired end. A leader must form relationships with his people, inspire and motivate them, get the best out of them by good example, and get their commitment to team and organisational goals.

Consider the following 10 characteristics of the modern leader, and rate yourself for each characteristic on a scale of 1-5 where 1 indicates you show little sign of the characteristic and 5 means you demonstrate it in abundance.:

Give an example to back up your assessment of each characteristic.

Characteristic	Number (1-5)	Example
Adept at ambiguity – able to lead the team calmly through uncertain situations, where guidelines are few		
Caring – able to empathise with other people's issue, concerns, problems		
Challenging – able to convince others to set themselves high standards and stretching goals		
Clarity of vision – always able to see where organisational activities are leading; able to form long-term objectives		
Communicative – able to listen, deliver presentations effectively, speak well in public, provide the right information		
Decisive – able to make the right decisions involving others, as appropriate, in the process		
Determined – able to keep focused and be persistent when things don't go right in order to achieve goals		
Effective in negotiations – able to achieve the best outcomes which satisfy all parties		
Positive – always able to see the positive rather than the negative side of things; encourages positivity in the team		
Team-oriented – able to put the team before the individual; able to use the strengths in the team to achieve goals		

10 leadership secrets

Jack Welch, former CEO of General Electric and now business guru, has a number of 'leadership secrets' he has decided to let us all in on.

Have a think about the ones below and tick the ones you apply in your own role. Make appropriate comments as to what you think of the secrets, such as what value you place on them or why you perhaps don't or wouldn't use them, or how you could use them in the future.

Leadership secrets	Tick if you use	Comments
Harness the power of change		
Nurture employees who share the company's values		
Keep watch for ways to create opportunities and become more competitive		
Listen to people who actually do the work		
Unleash the energy of your workers		
Stretch: exceed your goals as often as you can		
Make quality a top priority		
Make quality the job of every employee		
Make sure the customer feels quality		
Take advantage of e-business opportunities		

20 tips for a team leader

The role of the team leader is not necessarily performing better than their team but of getting individuals to improve their performance and of managing the team to perform better than the sum of its individual parts. Here are twenty top tips for getting a team to perform. How many do you already carry out?

Setting performance expectations

1. Set and communicate the overall direction of the business.
2. Communicate the priorities and what is expected of individuals and the team – people like clarity.
3. Review and share how priorities have changed during the year – need to engage as things change.
4. Communicate that superior performance really matters – lead by example.
5. Continuously raise standards and set challenging targets.
6. Make people feel that they are valued and that their contribution makes a difference.
7. Deal with underperformance and recognise good performance.

Motivating the team to perform

8. Take time to understand what makes individuals 'tick' – show that you are in touch with their needs, be visible and accessible.
9. Engender a continuous improvement ethic – adopt a coaching style, engaging on how things can be improved.
10. Enable people to do their best work – help them by removing barriers such as lack of resources, low value/redundant activities.
11. Give regular feedback to individuals – a 'little and often' is very motivating.
12. Provide timely praise and recognition when things go well – celebrate successes.
13. Appoint good people – provides a good starting point for a motivated team.
14. Spread enthusiasm and optimism and demonstrate a sense of urgency – inspire others.

Developing your people

15. Learn about individuals' work/life balance, aspirations, strengths and areas for development.
16. Provide opportunities for staff to learn and grow via experiences and assignments – utilise people's contributions to the full.
17. Engage 1:1 on training and development – agree priorities, make a development, plan and implement.
18. Maximise delegation and empower individuals as much as possible.
19. Encourage individuals to recognise and take some ownership for their self development.
20. Support people by providing time for development.

If you don't know where you are going, you'll probably end up somewhere else.

Lewis Carroll

Teamwork ... It is the fuel that allows common people to attain uncommon results.

Andrew Carnegie

Training is everything. The peach was once a bitter almond; cauliflower is nothing but cabbage.

Mark Twain

Situational leadership

This part is about situational leadership. The focus is:

- what situational leadership is
- the four different situational leadership styles
- your preferred leadership style
- matching leadership styles to development levels

Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.

General Colin Powell

What is situational leadership?

Based on a theory of Ken Blanchard and Paul Hersey, situational leadership is concerned with adapting different leadership styles to different situations. The best leader is flexible and able to use all the different leadership styles.

Situational leadership styles

There are four main styles:

- directing
- coaching
- supporting
- delegating.

Directing style

The directing leadership style is where the leader defines the roles and responsibilities, sets the tasks and supervises them closely. In essence, the leader makes the decisions, and individual team members carry out their ideas.

Coaching style

Here, the leader still defines the role and the tasks but seeks input from the coachee. The leader listens and encourages, though still takes the key decisions.

Supporting style

The leader is more a facilitator here, listening to suggestions and allowing team members to make the decisions.

Delegating style

The leader retains accountability and is still involved in decision making, but control is with individuals as they decide when to involve the leader.

Your preferred leadership style

Although no one leadership style is better than another, one particular style will tend to predominate. Complete the following questionnaire to find out your preferred style.

In the following situations, tick the action which comes closest to that which you would usually take. There are no correct answers, so answer as honestly as you can.

Situation 1

You take over a team at the Bank and need to set out an overall approach. Which approach would you favour?

- (a) Involve the team in some decision making and try to find ways of encouraging their contribution.
- (b) Encourage the team to think about the situation themselves and come up with their own suggestions, though you would remain accountable.
- (c) Set up a system of performance guidelines.
- (d) Discuss performance matters with the team individually and set individual targets.

Situation 2

The team you have taken over works efficiently with little need for too much input from you. You want to keep things productive, but may like to make some changes. What might you do?

- (a) Leave it as it is, but be available if help is needed.
- (b) Start to involve the team more in problem solving and decision making.
- (c) Ensure that individual deadlines and tasks are the priority.
- (d) Allow some decisions to be made by the team, but ensure your objectives are met.

Situation 3

Some of your team are having difficulties solving a particular issue. You normally leave them alone and things usually work out. What would you do?

- (a) Instruct them how they should tackle the problem.
- (b) Allow them to carry on to try to work things out, but make sure they keep you informed how it's going, and say you are available to help if necessary.
- (c) Encourage them to work it out themselves, but provide as much support as possible.
- (d) Work in partnership with them to solve the issue.

Situation 4

Your team is performing very well. Your approach is fairly hands-off, reminding people of their responsibilities and reinforcing the standards expected. What should you do now?

- (a) Be more hands on, acting to solve any problems arising.
- (b) Continue the current approach.
- (c) Continue a similar approach, but being more involved yourself.
- (d) Try to stretch the team more, getting them to take on wider responsibilities.

Situation 5

A team you have taken over lacks dynamism. Team members don't take the initiative and allow problems to build up. How would you tackle this?

- (a) Talk to the team and ensure they know exactly what is required of them.
- (b) Listen to the team's suggestions for change but make sure you keep control.
- (c) Encourage them to work things out for themselves, but offer appropriate guidance and remain accountable.
- (d) Get the team involved in setting their own goals, but don't push them.

Situation 6

Your team's performance has not been as good recently. Team members have not been achieving their objectives and targets, and they need to be reminded about meeting deadlines and following-up customer issues. What would you do?

- (a) Clarify roles and responsibilities, objectives and targets. Performance manage more closely.
- (b) Allow the team to work out the problems whilst remaining accountable yourself.
- (c) Involve the team in working out the problems without any lead from you.
- (d) Talk with the team individually and reset objectives and targets.

Situation 7

Your team is doing well and they get on well together; you define roles and responsibilities with some input from them. Is this the time to move things up a gear? What would you do?

- (a) Keep things as they are, always ensuring they follow performance guidelines.
- (b) Discuss how things are with the team but leave it to them to make any changes.
- (c) Consult with the team and ask them to develop and implement a way forward.
- (d) Set them more objectives and higher targets.

Situation 8

You are considering some changes to the way your team operates. In the past, your team has shown itself to be flexible and productive. How would you make the changes?

- (a) Carefully organise and manage the change yourself.
- (b) Talk with individuals in the team and agree the changes including roles and targets.
- (c) Allow the team to sort out the planning and implementation of the change themselves, but make yourself available for help and keep informed.
- (d) Join with the team in the planning and implementation of the change.

Situation 9

You have decided to widen the responsibilities of your team, though it didn't go down too well when you told them. What should your approach be?

- (a) Talk with the team about their response but ensure your objectives are met.
- (b) Don't apply any pressure, but ask the team themselves to redefine their responsibilities and report back to you.
- (c) Distribute the new responsibilities and timescales for implementation and monitor closely.
- (d) Involve the team in sorting out the responsibilities without taking control.

Situation 10

Performance of your team is declining and your team are not responding to your involvement. What would you do?

- (a) Ask the team to discuss the situation and present their solution to you.
- (b) Ask them to think about the situation, making yourself when they want to talk to you.
- (c) Emphasise their targets, the performance guidelines, and the need to get the job done.
- (d) Discuss the situation with them and set some targets for improvement.

Situation 11

There's some conflict within the team, though it has always worked well together in the past, achieving targets and objectives. What's your approach?

- (a) Talk with the team about the problems. Decide on a solution and adopt it where necessary.
- (b) Lay down the law, emphasising the performance guidelines.
- (c) Get the team to sort it out themselves and feedback to you their solution.
- (d) Get the team together and work it out between you.

Situation 12

There are some key changes in the Bank's practices coming in and you'll need to implement them. How would you go about it?

- (a) Tell them what the changes are and say how they will be implemented.
- (b) Involve the team in developing the change without giving too much guidance.
- (c) Listen to the team's suggestions, but direct the change yourself.
- (d) Get the team to develop and implement the changes but ensure you oversee the process.

Scoring grid

1. Transfer the ticked letter to the appropriate column.
2. Score one point for each letter circled.
3. Total each column.
4. The column with the highest total is your preferred leadership style.

Situation				
1	c	d	b	a
2	a	c	d	b
3	a	c	b	d
4	a	d	c	b
5	c	d	b	a
6	a	b	d	c
7	d	a	b	c
8	a	b	d	c
9	d	a	c	b
10	c	d	a	b
11	b	a	d	c
12	a	d	c	b
Total score	Directing	Coaching	Supporting	Delegating

Matching leadership styles to development levels

When deciding which leadership style is appropriate for your team and its individuals, you should look at the development levels of the individuals themselves.

Blanchard and Hersey extended their model to take this into account adding the competence and commitment of the people being led as key factors in the type of leadership style to use.

Development level	Competence/commitment	Behaviour	Appropriate leadership style
1	Low competence Low commitment	Generally lacking the skills required for the job, and lacking any confidence and/or motivation to tackle it	Directing
2	Some competence Low commitment	Has some relevant skills, but won't be able to do the job without help. The task or the situation may be new to them	Coaching
3	High competence Variable commitment	Experienced and capable, but may lack the confidence to go it alone, or the motivation to do it well or quickly	Supporting
4	High competence High commitment	Experienced at the job, and comfortable with their own ability to do it well. May even be more skilled than the leader	Delegating

Further reading & websites

This part identifies some key reading which will help you enhance your understanding of leadership.

Effective Strategic Leadership: An Essential Path to Success Guided by the World's Great Leaders, John Adair, Pan, 2003

Followership: How Followers Are Creating Change and Changing Leaders, B Kellerman, Harvard Business School Press, 2008

How to Grow Leaders: The Seven Key Principles of Effective Leadership Development, John Adair, Kogan Page, 2006

How to Lead: What You Actually Need to Do to Manage, Lead and Succeed, Jo Owen, Prentice Hall, 2005

Leadership, Rudolph Giuliani, Time Warner Paperbacks, 2003

Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Leadership, Patricia Zigarmi, Drea Zigarmi, Kenneth H Blanchard, Pfeiffer Wiley, 1985

Leadership in the Era of Economic Uncertainty: The New Rules for Getting the Right Things Done in Difficult Times, Ram Charan, McGraw-Hill Professional, 2009

Leadership: Plain and Simple, Steve Radcliffe, Financial Times/Prentice Hall, 2009

Leadership: Theory and Practice, Peter G Northouse, fifth edition 2009, Sage Publications

Leading at a Higher Level: Blanchard on How to Be a High Performing Leader, Ken Blanchard, Financial Times Prentice Hall, 2006

7 Habits of Highly Effective People, Stephen R Covey, Simon & Schuster Ltd, 1999

The 21 Indispensable Qualities of a Leader: Becoming the Person Others Will Want to Follow, John C Maxwell, Nelson Business, 1999

The Versatile Leader: Make the Most of Your Strengths Without Overdoing It, Bob Kaplan, Rob Kaiser, Pfeiffer Wiley, 2006

29 Leadership Secrets from Jack Welch, Robert Slater, McGraw Hill Higher Education, 2002

Why Should Anyone Be Led by You?, Robert Goffee, Gareth Jones, Harvard Business School Press, 2006

Websites

www.cipd.co.uk/subjects/maneco/leadership/leadshipovw.htm – CIPD factsheet on leadership

www.maxwideman.com/papers/leader/lifecycle.htm – leadership v management from the project point of view

www.12manage.com/description_transactional_leadership.html – brief summary of transactional leadership

www.12manage.com/description_transformational_leadership.html – brief summary of transformational leadership

www.valuescentre.com/docs/ValuesBAsedLeadership.pdf – 'Values-based leadership' by Richard Barrett

Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.

Jack Welch