

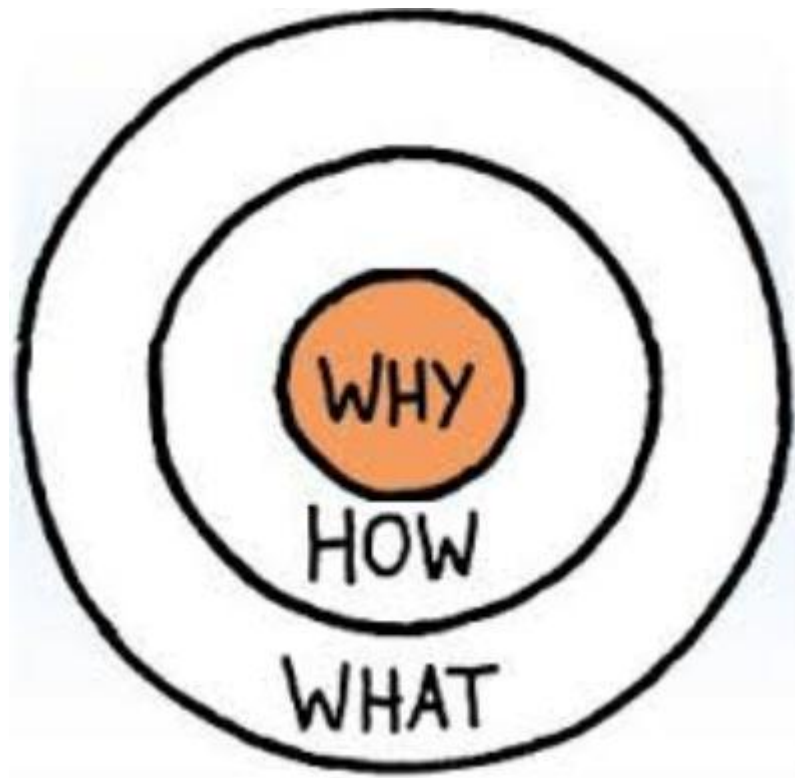


WORKSHOP 2 - LEADERSHIP

A G E N D A

- Ø The Role of the Leader
- Ø Strategic Leadership
- Ø Inspiring Leadership
- Ø Motivation
- Ø Developing the Team

THE ROLE OF THE LEADER



Simon Sinek – Start with Why

LEADER V. MANAGER

MANAGER		LEADER
Present	←→	Future
What and how	←→	Why
Controlling	←→	Inspiring
Stability	←→	Innovation
Detail	←→	Big Picture
Incremental	←→	Radical
Duplicate	←→	Originate

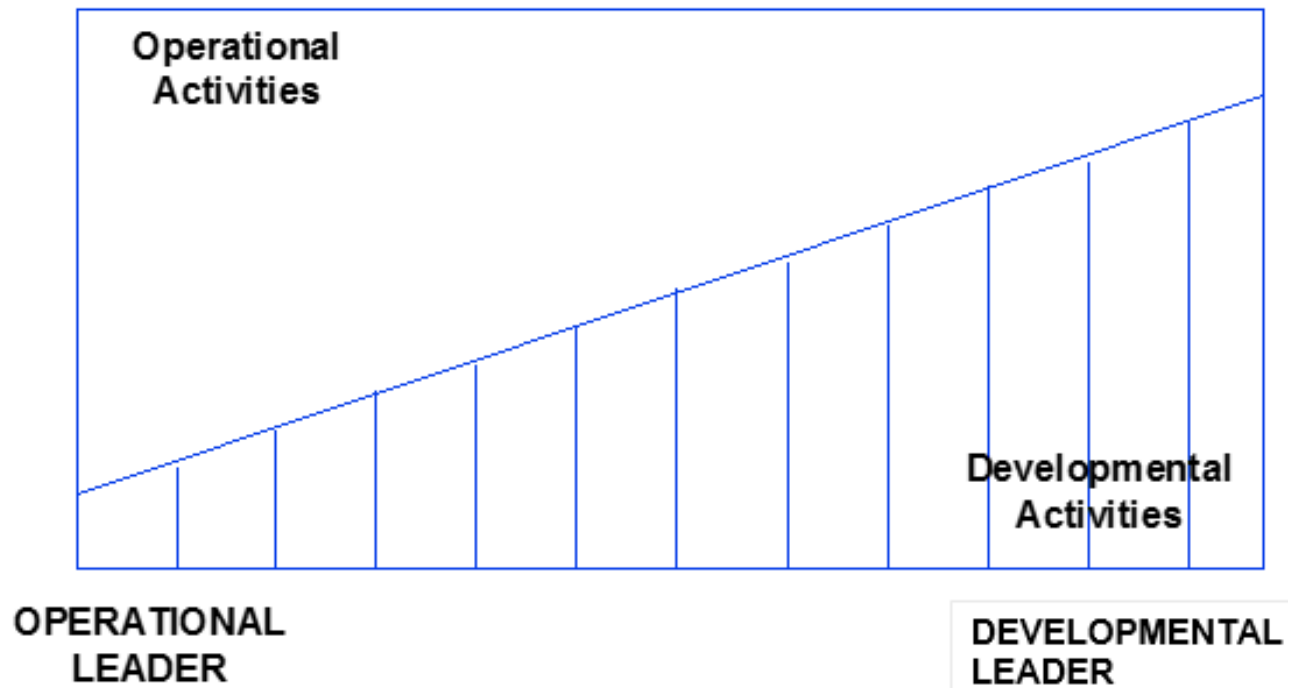
LEADERSHIP THEMES

From doing to delegating, from working in the business to working on the business and from operational to developmental. These are the significant transitions in your role as you seek to grow and develop the business. Central to this transition is your capacity for leadership and the rate of change in yourself will be mirrored by the rate of change in your company.

Leadership Themes



DEVELOPMENTAL LEADER

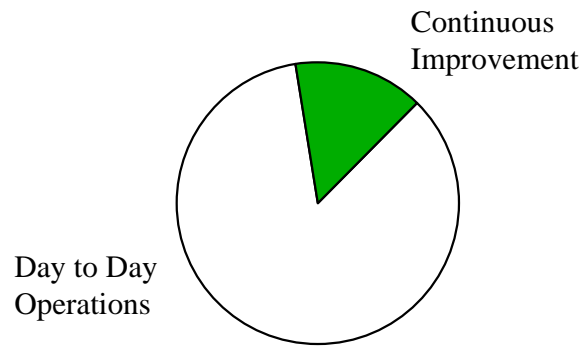


Moving towards developmental

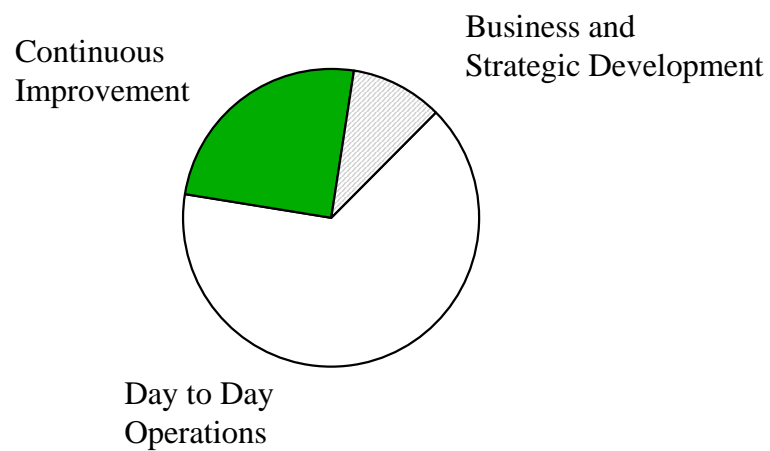
- You cannot be developmental in isolation
- Review your personal productivity
- Move out of your comfort zone
- Be ruthless in eliminating non added value activities
- Developmental is a journey

EXISTING TIME UTILISATION

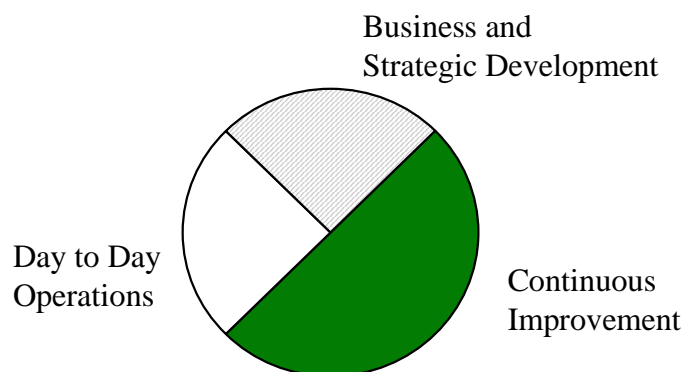
LEVEL I



LEVEL II



LEVEL III



THE TIME MANAGEMENT MATRIX

	URGENT	NOT URGENT
IMPORTANT	I ACTIVITIES: Crises Pressing Problems Deadline driven projects	II ACTIVITIES: Prevention, Relationship building Recognising new opportunities Planning, recreation
NOT IMPORTANT	III ACTIVITIES: Interruptions, some calls Some mail, some reports Some meetings Proximate, pressing matters Popular activities	IV ACTIVITIES: Trivia, busy work Some mail Some phone calls Time wasters Pleasant activities

(Covey)

RESULTS OF QUADRANT I

Stress
 Burnout
 Crisis management
 Always putting out fire

RESULTS OF QUADRANT II

Vision, Perspective
 Balance
 Discipline
 Control
 Few Crises

RESULTS OF QUADRANT IV

Irresponsible
 Fired

RESULTS OF QUADRANT III

Short term focus
 Crisis management
 See goals and plans as worthless
 Out of control

FREEING UP TIME TO BE MORE STRATEGIC

You can do anything.....
.....but you can't do everything!

- **The secret to personal productivity is control
- get a system**
- **Change your habits**
- **Be ruthless - focus on your Highest and Best
and be ruthless in eliminating everything else**
- **Apply the 20% rule**
- **Delegation, delegation, delegation**

WHAT PEOPLE NEED

What people need from their leaders:

- Need to know what is expected of them
- Need to know how they are doing
- Need to feel that they are appreciated
- Need to feel they are trusted
- Need to feel they are listened to
- Need leaders who have empathy with them

Influencing and persuading as a leader



“... leadership is a process of positive social influence – influencing others to *want* to do what they would not otherwise do...in the best interests of the business...”

NB If they *want* to do it, do they have *ownership*?

CHARACTERISTICS OF INSPIRING LEADERS

- Strong communication – storytelling and listening
- Passion for learning and intense curiosity
- Focus on developing people
- Having fun and very energised
- Strong self-belief coupled with humanity and humility
- Committed to giving something back and to making a significant difference
- Clarity of vision and ability to share it with their people
- Dogged determination and often “relentless”
- Very strong focus on priorities
- Not afraid to show some vulnerability
- Regular use of reflective periods
- Passion for and pride in what they do

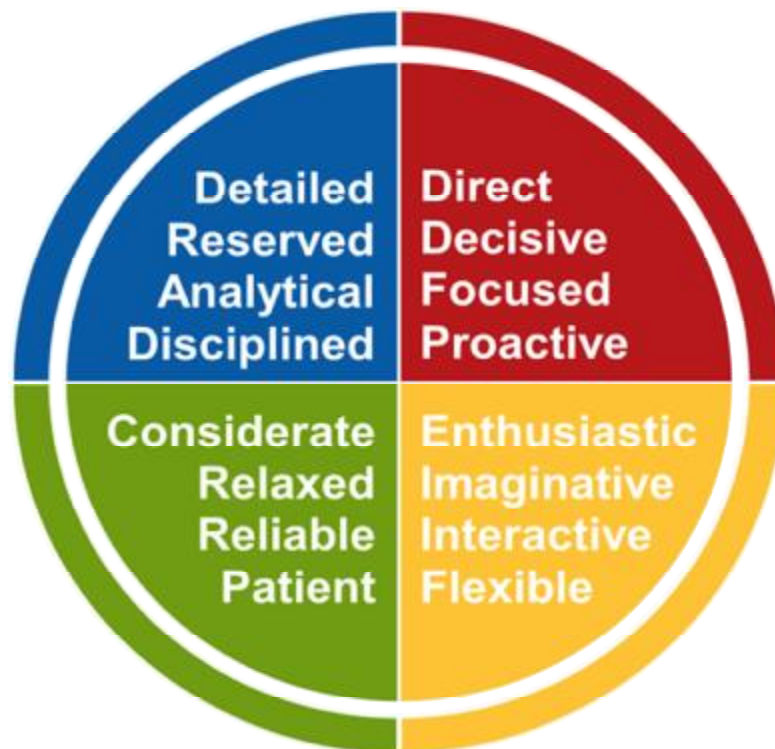
(DTI – Inspiring Leaders)

LEADERSHIP STYLE

STYLE	WAYS OF WORKING	IN A PHRASE
Directive	Demands compliance	“Do what I tell you”
Visionary	Mobilises people	“Come with me”
Consultative	Forges consensus	“What do you think?”
Coaching	Develops people	“Try this”
Pacesetting	Drives towards high standards	“Do as I do now”

STYLE AND PERSONALITY

Using Insights as a leadership style model



The Insights profile uses colours to describe individual personality types. Personality traits are represented by four colours. Individual personality is made up of a mix of colours with usually one or two dominant colour types. As you can see from the diagram, personality types broadly correspond to the following leadership styles;

Individuals with strong red are likely to display an autocratic or task focused leadership style.

Individuals with high levels of green are likely to display a people focused consultative/participative style.

Individuals with strong yellow are likely to display a visionary, enthusiastic and empowering leadership style.

Individuals with strong blue are likely to display an analytical, but reserved leadership style

INSIGHTS COLOURS

COOL BLUE

Characteristics	Needs	How you may be seen by others
Cautious	Prefer a formal, businesslike atmosphere	Stuffy
Precise	Like your approach to be independent, distant, task-orientated and cool	Indecisive
Deliberate		Suspicious
Questioning	Believe that you have come together for the purpose of doing business	Cold
Formal		Reserved
Analytical		

FIERY REDS

Characteristics	Needs	How you may be seen by others
Competitive	Prefer an orderly, Business-like environment	Aggressive
Demanding	Don't like to waste time	Controlling
Determined		Control the sequence of events
Strong-willed	Expect your attitude To be formal	Overbearing
Purposeful		Like a speedy conclusion
Driver		

EARTH GREEN

Characteristics	Needs	How you may be seen by others
Caring	Prefer the company of other low key, friendly people	Docile
Encouraging		Bland
Sharing	Prefer someone who demonstrates a genuine attitude of honesty and sincerity	Plodding
Patient		Reliant
Relaxed	Fear of being taken advantage of	Stubborn
Amiable		

SUNSHINE YELLOW

Characteristics	Needs	How you may be seen by others
Sociable	Prefer people who are similar to themselves	Excitable
Dynamic		Frantic
Demonstrative	Tend to be open, extravert, friendly and enthusiastic	Indiscreet
Enthusiastic		Flamboyant
Persuasive	Enjoy distractions and personal stories	Hasty
Expressive		Know a large number of 'networkers'

MOTIVATION EXERCISE

- How does your own management and leadership experience compare with the key messages from the video?
- What are the underlying assumptions that you use related to motivating staff?
- How might you experiment to look for more effective ways to motivate staff?

BUILDING YOUR TEAM

How do your team need to develop their roles and responsibilities if you are going to step back and be more developmental?

Consider which members of the existing team have the potential to raise their game and take on more responsibility

What additional skills/experience do you need in the team to allow the business to grow?

Recruit – recognise that the team who have been with you for a while are unlikely to have all the skills you need to grow the business.

How can you get your team to pull together more effectively?

Exercise

Think of a time when you were part of a “high performing” team. What were the specific characteristics of that team or the situation that you think made it “high performing”?

Features of an Effective Team

- Shared vision, objectives, and ownership
- Synergy
- Less dependence on leader
- Trust and openness amongst members
- Equitable contribution levels
- Members value each other's contributions
- Results led
- Disagreements worked through
- Members enjoy team members

FUTURE LEADERS

Assessing the leadership potential of your existing team

	Your Team				
1. A track record of delivering measurable results in his/her business area					
2. Takes initiative and makes things happen					
3. Can see the big picture and understands what is important					
4. Has drive and ambition					
5. Takes time to develop his/her people					
6. Evidence of personal learning and improvement					
7. Has credibility/presence within his/her team and the wider workforce					

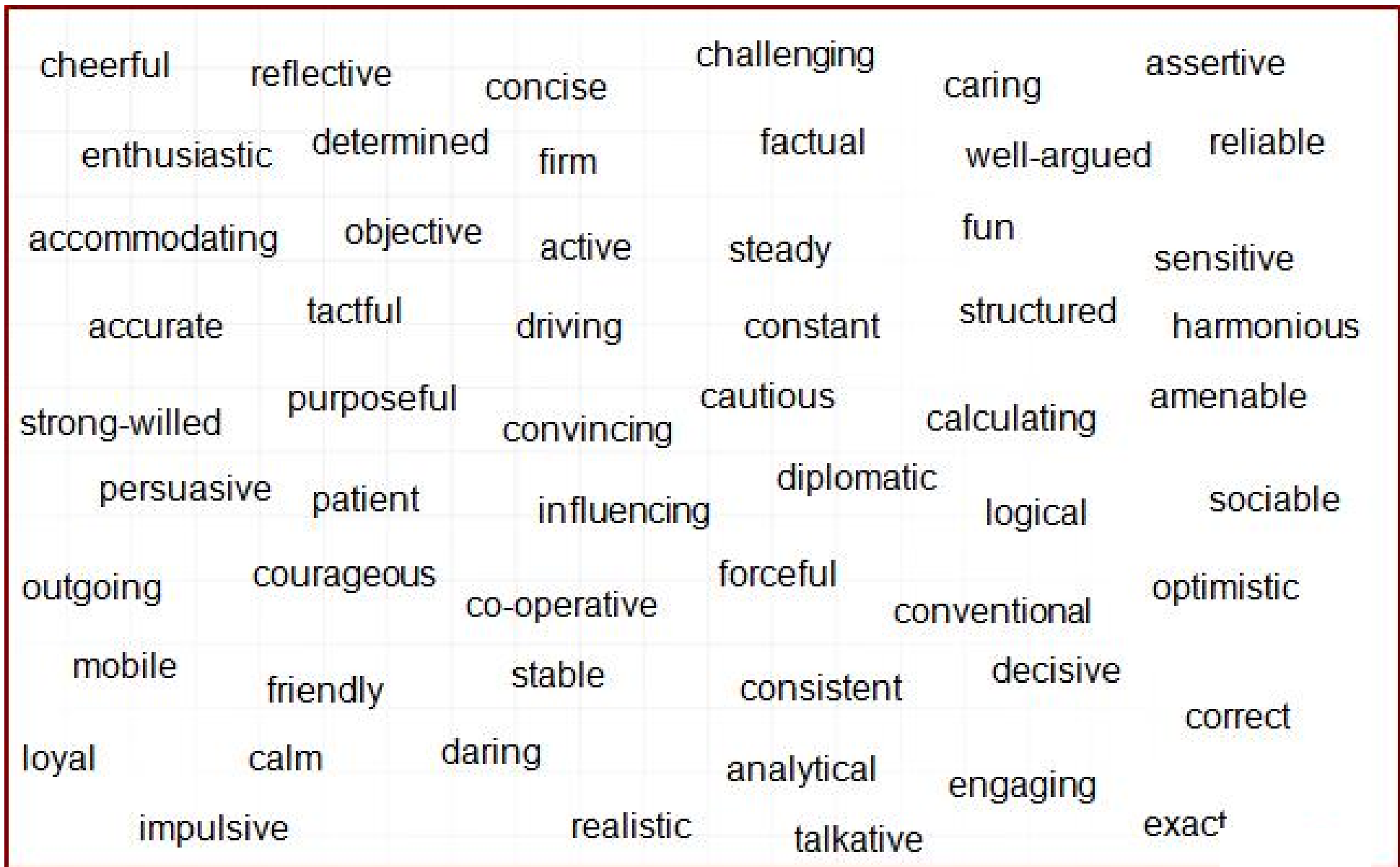
WHAT TYPE OF LEADER DO YOU WANT TO BE?



What are the 2 adjectives that best describe the type of leader you want to become?

ACTIONS

Review your notes from the workshop and highlight the key issues and potential action areas which have emerged.





1 Top colour - most like you

2

3

4 Bottom colour - least like you



Exercise

The individual is given the black and white version first and asked to circle words which they think describe themselves. They then get the colour version and identify the 'colours' of the words they have chosen.

Third stage is to count how many of each colour