

Training & Development

Developing Team / Business Leaders



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Session Objectives

At the end of this session you will be:

- Able to explain the difference between management and leadership.
- Able to explain the essential elements of leadership.
- In a position to understand what you need to do in order to develop your own leadership potential.
- In a position to understand what you need to do in order to start building a better team and driving change throughout the team / business.
- On the road to being a transformational leader - a person that transcends the mere management of what already exists to a person that can create something new.

The future of the organisation belongs to passionate, driven leaders; those who have enormous amounts of energy and can energise others. The challenge for you is to decide if you want to lead and be a part of making things better or if you prefer to take a back-seat.

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What We Want to Achieve Through Leadership

To instil a set of values that are embedded within the company, for example:

- To have a clear customer focused vision that we can communicate to all our staff and customers.
- To value staff ability to achieve the organisational change needed to develop ourselves and the customers we serve.
- To set and meet challenging targets with unyielding integrity, understanding of accountability and to operate with commitment and decisiveness.
- To recruit, develop and retain a high quality and motivated workforce.
- To strive for excellence in everything we do and to continually seek improvement in everything we do.
- To focus on customer outcomes and get away from bureaucratic thinking.

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Managing v Leading

- Management is ensuring that the objectives and the programme of the organisation is implemented. Management focuses on maintaining systems and processes. Managers can maintain direction but to move people you need influence.
- Leadership is about motivating people based on a vision for the future. A leader has the ability to influence others - if you cannot influence then you cannot lead, but if you can influence then you have a great opportunity to shape the future direction and performance of the team or the business / organisation.
- Can you inspire others to perform better in the work environment, because the very essence of all power to influence lies in getting others to participate.
- Leaders must be 'agents of change'. A leader's mindset accepts that change is continual, nothing is sacred and change is accepted as the rule not the exception.
- Leaders must be willing to share their knowledge. Withholding knowledge is an insecurity, strong leaders understand that everyone benefits when they know what the leader knows.

If you lead rather than manage you have the opportunity to make a real difference. An opportunity to make the company leaner and more agile, thus improving service and increasing revenue and profits.

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Managing v Leading

Situations to consider:

- How many times have you encountered a Manager who was in their position because of their technical knowledge, yet the department had poor productivity and staff were not engaged? **Having good knowledge or a high IQ does not necessarily equate to leadership qualities.**
- What about the CEO who is in their position but is easily swayed because they are fearful of confrontation? **Leadership is not based on rank or title. This CEO may have the title but is the business being led; are staff following.**
- Some great people have been pioneers in their field and have spotted opportunities but not all of them are good at leading. **To be a leader, you must not only be out in front but also have people willing to follow you.**
- What about the manager who wants to personally progress but doesn't embrace change or help their own staff. **To be a leader you must be willing to drive change and develop your staff.**

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Responsibilities of a Team Leader

- To lead and supervise the team and deliver continuous improvement across:
 1. Productivity
 2. Process efficiency & conformance to process
 3. Staff development
 4. Management information
 5. Error identification and elimination
 6. The strengthening of systems and controls
- It's your opportunity to achieve all the above and stamp your personality on the team through:
 1. Quarterly 1 to 1s
 2. Staff appraisals and performance reviews
 3. Staff training and succession planning via knowledge dissemination and skill development
- To get the team to where you want them to be you must take responsibility when something or someone is bothering you, otherwise you may have accept a fate that you may not like.
- Simple and repetitive communication is key. Communicate, communicate again and then communicate even more.

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A Leaders Traits

- Being able to inspire others with a vision of what they can contribute
- Take responsibility when others are making excuses
- Seeing possibilities when others see limitation
- You stand out from the crowd
- Having a firm grasp on the situation
- Being able to create the right conditions at the right time

1. The best position for you is for your staff to consider that they work with you, **NOT** for you
2. Your greatest success will come when you focus the team on what really matters
3. You are in the people business - if you don't care about people you're probably in the wrong job
4. You must be willing to put others first, have an open mind and an open heart and do what's best for the team

Fact - if you only develop yourself you will experience personal success but if you develop others the organisation grows and your reputation increases

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A Leaders Traits

Competitive advantage does not come from continuing to do what you've always done. You must be open & willing to continuously transform. Change is an opportunity that you must embrace.

Questions to ask yourself:

- What are you doing to enhance the long-term value of the business?
- What actions have you taken that have added value to the business?
- Does everyone that you lead know how they add value?

In business, if you stand still you die. There are numerous examples of large companies that have struggled because they have failed to adapt, for example:

1. Toys R Us
2. Jamie's Italian
3. Carillion
4. New Look
5. House of Fraser

These businesses failed in one way or another because they lacked the emotional energy to drive change in a fast-moving World. You must have a high level of emotional energy that can drive the business to higher quality, lower costs and faster transformation.

Don't be of the mindset that says "if I don't do it myself it won't be right", you must empower your staff and lead them. If you do all the work yourself, you will burn out and your staff won't grow. Just consider how much more can be achieved when staff are excited to come to work and are fully engaged in what they do.

If something is bothering you, take responsibility for sorting it out. You must either solve the problem or accept that a solution maybe forced upon you which you may not like. Personal responsibility is therefore probably more attractive than the alternative.

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10 Traits of Good Leaders

1. Influencing Others
2. Setting a Good Example
3. Trust & Respect
4. Planning
5. Adding Value to Others
6. The Empowerment of People
7. Intuition
8. Connecting
9. Your Own Self-development
10. Leaving a positive legacy

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Influencing Others

True leadership must be earned, it cannot be awarded, appointed or given. A true leader shares the values of the business and delivers on commitments.

What does it say about people who aspire to lead but either they:

1. Don't meet commitments or share the values
2. Miss commitments but share the values
3. Meet commitments but don't share the values

- True leadership starts with your inner person / your character. People can sense the depth of a person's character.
- Leaders seek to recognise and influence morale, energy, timing and momentum. They have a grasp of the facts in order to develop an accurate vision for the future.
- If you don't care about others how can you influence them? You need an interest in others and be willing to invest in building deep relationships with them. The deeper the relationship the stronger your potential for leadership.
- Followers want to know that you can lead them. That you have experience and have previously met challenges successfully. The greater your past challenges the more likely people are to follow you but as soon as they detect and believe that you can't deliver, they will stop following.

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Setting a Good Example

- Give great advice and set a good example it is truly compelling - just think of the opposite. If you come in late then your staff will feel that they can do the same - if you look around the organisation you can probably identify staff with a poor attitude - could that be a leadership problem?
- You must practice what you preach (live the message) - it's where credibility comes from.
- To maintain credibility you must first work hardest on changing yourself. We all have room for improvement and by improving yourself, others are more likely to follow. Don't be tempted to try and change others before yourself. Consider the need for your own self development.
- The greatest gift you can give to your staff is to set a good example that they can learn from and follow. Staff want leaders whose actions and beliefs are aligned. Stand up and be counted and do what's right.

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Trust & Respect

- Without trust you can't influence people. Trust is the foundation of leadership. Who do you think has the greatest potential to achieve: someone who is honest, disciplined and hardworking or someone who is lazy, arrives late and is deceitful.
- Have the character to admit mistakes and be prepared to put others and the business before your own agenda.
- Leaders need inner strength if followers are to count on them day after day.
- Respect others. When leader show respect to people that have less power or are in a lower position than theirs then they gain respect from others.
- Good leaders do what's right, even at the risk of failure.
- Add value to others - followers value and respect leaders who add value to them.
- Stick with the team until the job is done and look out for your followers best interests even if it might hurt you personally - followers will respect your courage and loyalty.
- Celebrate success - when you succeed then others will believe that they can do it and people will follow you more because they want to be part of future success.

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A good leader takes people on a journey, they:

- Always take the current situation into account when planning a course of action.
- Listen to others and what they have to say. Think in terms of relying on the team rather than just yourself - good ideas can come from many sources.
- Draw on past experience. Failure can be hard but it teaches valuable lessons, provided that you learn from them, otherwise you'll just fail again. Also past success can be a valuable source of information and wisdom.
- Have a positive attitude. If you can't envision the journey you probably won't take any action.
- Face reality. You have to see the situation as it truly is, not as it was and not as you hope it is. You can't make rationale decisions unless you can see the true position.

Prepare well because when you prepare well you convey confidence and trust.

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Adding Value to Others

A good leader:

- Goes out of their way to help others. The action of doing so is intentional. Followers know if they are truly valued, so leaders must demonstrate they care in such a way that followers know their leader cares.
- Grows themselves in order that they have more to offer others. If you make yourself more valuable to others they will appreciate what you have to offer to help them develop.
- Understands what matters to others. You can only know and then relate to others by listening to what they have to say around their hopes and dreams. Learn and understand what is valuable to others and then lead them based on what you have learned.
- Has a positive attitude and understands that their attitude affects the atmosphere and morale within the office. Staff will develop more loyalty and will achieve more and have a better time doing it if your attitude focuses on adding value to others.

Leadership is about how far you advance others, not how far you advance yourself. The question to always come back to is “are you making life and work better for the staff that follow you”, if the answer is yes then you’re adding value if the answer is no then you probably need to change.

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The Empowerment of People

A good leader empowers others.

- You can't do everything yourself, so you have to use the team to achieve. Weak leaders worry that if they help their subordinates they themselves become dispensable. Strong leaders know that if the teams they lead succeed then others will see that they are leading well.
- Strong leaders understand and embrace the need for change and make ways for it to happen. As a leaders you must:
 1. Be willing to adapt to changed circumstances.
 2. Change before you have to. If others are forcing change upon you then it's too late - you're not in control.
 3. Understand the process of change. It requires personal commitment and a willingness to persevere.
 4. Believe in yourself. The best leaders trust their staff, have a strong self-worth and believe in their mission.
 5. Be open to innovation. Innovation and change are the essence of competitive advantage and when they are embraced, staff are empowered which can lead to better teamwork and richer / more interesting jobs.

If you are resistant to change both you and your team will struggle and not reach the success potential.

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Intuition

Intuition is your instincts combined with facts, plus other factors such as momentum, morale and relationship dynamics. A good leader is able to read what's going on, inside and outside the organisation. A good leader can:

- Read the situation. They sense what is going on. They can read the chemistry within the team / business. They can pick up on details that others don't see. They know what is happening even before they have all the facts.
- Read the trends. They are always a few steps ahead of the people they are leading. They discern what is happening and the conditions that are changing.
- Read their staff. They are continually aware of what skills and resources they have available to them. They think deeply about how to use the staff to maximise their skills for the benefit of the business. They know their staff's hopes, fears and concerns. Reading people is perhaps the most important skill a leader can possess.
- Be true to themselves. They must recognise their weaknesses and be willing to work on them. They must know their strengths and always know their own state of mind - you cannot lead if your head is not in the right place.

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Connecting

Effective leadership requires you to connect with other people. A leader knows that they must move them with emotion before they can move them to action.

- A leader's credibility is based on how much they care and want to help others. People don't care how much you know until they know how much you care. Your credibility develops the more you connect with people and they will respond in kind and want to help you. Give staff hope and aspiration - when you do you give them a future.
- Communicate with sincerity. Be open with people as followers can spot a phoney. Tell staff how much you appreciate them, listen to them and find out how you can help them develop.
- Believe in who you are - believe in where you want to lead - practice what you preach as that's where your credibility comes from - connect with yourself before anything else.
- Take the first step. Meet people where they're at - adapt to others rather than expecting them to adapt to you - take down communication barriers.
- Believe in your staff / people - whilst you may communicate with them because you believe you have something of value to say, it's another thing to communicate with them because you believe they have value to add.

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Your Own Self-development

- Rome wasn't built in a day and leaders aren't made in a day, though leadership skills can develop daily but you must have self-discipline and be willing to persevere - there is no substitute to learning and the learning process.
- If you don't know the importance of leadership then you can't grow. Your career won't grow if you don't get better at leadership. Identify areas you need to improve upon and have a plan for personal growth.
- Don't wait to discover that you need to lead - grasp the nettle today. If you build your personal growth on a daily basis exciting things will happen. You will begin to develop better instincts and you will start to become an effective leader but the only way to get there is to make the effort and personal sacrifice to become the best you can.

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Leaving a Positive Legacy

- How do you want to be remembered? On the assumption that you want it to be positive:
 1. Determine what legacy you want to leave - lots of people don't lead their lives, they simply accept what happens to them. If you're forever passive you won't leave a memorable legacy.
 2. You must live what you believe. You can't leave a legacy you don't believe in; it will be a sham.
 3. Choose who will carry on your legacy. A legacy lives on in people. It is a fact of life that you will move on and others will live on after you. Plan your succession so that you can move on to a bigger and better role.

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Next Steps

- Really get to know your team. Engage with them and develop open and caring relationship.
- Give the team / business your vision and get them to buy into it. Ask them what they can buy into and what they can't and then get them to tell you why they can't buy in. Be open to feedback and work with them to improve the level of buy-in
- Empower your team. The staff that work on any given task tend to know more about it than the leader. Use them to find a better way of doing it. Use them to fix problems.
- Self-evaluate yourself. Do it honestly and identify the areas where you need to improve and put a plan in place to get it done.

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Wrap Up

- Don't manage - but lead your team / business.
- Change before you have to and lead change in your area before it is forced upon you by others - control your own destiny.
- Accept responsibility for your own work, get to know your team, connect with them and make it the best you can.
- Face reality as it is, not as it was or how you wish it were.
- Remember that competence is more important than position.
- You will know if you have been successful, because your team will develop, become more productive, attitudes will change, staff will be happier and more ideas will flow from the team than ever before.

For us all to achieve a higher level of success, we must all demand a higher level of performance than was ever expected before.