

# Leading Edge Guide to leading

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

## Transformational Leaders

Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

*Creating a Vision* - Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure that colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with en

*Stimulating the Environment* - People who do well are able to provide a positive and challenging environment for others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

*Treating People as Individuals* - Creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

## Transactional Leaders

Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership

*Goal Setting* - Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they are being met. They must be achievable

since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

*Monitoring Performance* - There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

*Providing Feedback* - Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions:

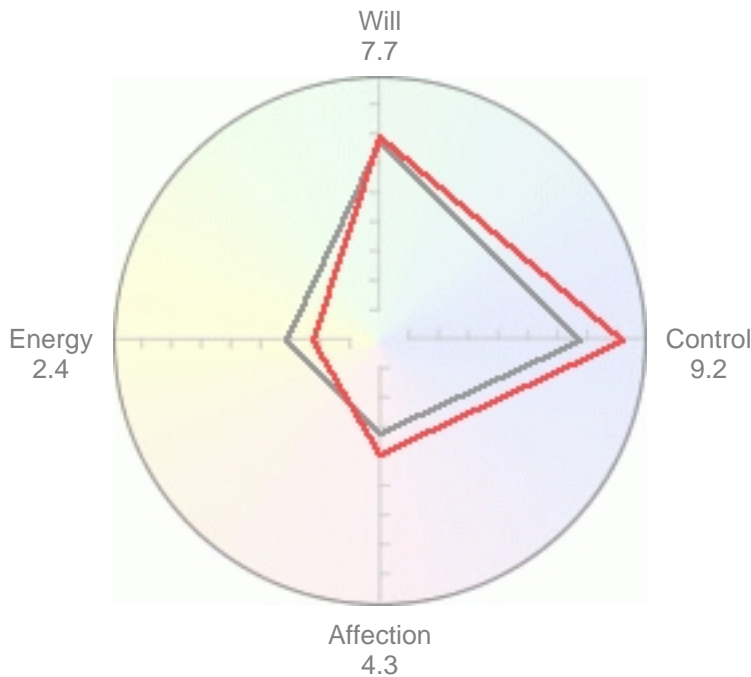
- What are we expecting?
- How are we doing?

And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

*Developing Careers* - The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist.

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## Monitoring Performance

- Resist any temptation to manage closely. People like Jennifer see themselves as very capable and expect to be trusted
- Recognise Jennifer's need for a manager who is tactful and respectful of ideas and contributions
- Arrange meetings to discuss progress but keep them brief and to the point
- Assert your authority if necessary using logical and rationale arguments
- Consult with Jennifer early if a change of plan is likely - people like Jennifer can be inflexible

## Creating a Vision

- Appeal to Jennifer's willingness to take on a challenge
- Sell the potential for improving efficiency
- Involve Jennifer in the development and give plenty of scope for Jennifer to input own ideas
- Present logical business sense arguments and refer to 'expert' opinion and future trends
- Emphasise the personal benefits and career advantages involved in the successful realisation of the vision
- Be clear about where you feel Jennifer fits into the bigger picture and that success depends upon Jennifer's contribution

## Stimulating the Environment

- Respond to Jennifer's need for status, authority and responsibility
- Provide Jennifer with plenty of scope for shaping and managing an area of the business
- Motivate Jennifer by talk of challenging targets and measurable results
- Involve Jennifer in discussions where opinions and ideas are exchanged and challenged
- Keep very involved and reinforce the importance of Jennifer's own results to the overall success of the business

## Treating People as Individuals

- Keep relationships on a very business like basis
- Respect privacy and the fact that people like Jennifer take themselves and their work very seriously
- Bear in mind Jennifer can be blunt and direct and respects others with the same qualities
- Allow Jennifer to contribute a viewpoint - there will always be one - and tactfully ensure that yours is listened to as well
- Ensure discussion centres on matters that concern Jennifer directly as people like Jennifer are always busy and resent unnecessary interruptions

## Goal Setting

- Provide specific goals in terms of the end results required but allow Jennifer freedom to make decisions about how they are achieved
- Be aware of Jennifer's tendency to be autocratic and demanding of others - build in some specific and measurable targets to counteract this if necessary
- Link goals directly to overall business needs and emphasise the connection with efficient use of resources and self-improvement or career prospects

## Providing Feedback

- Keep it brief, and have a clear idea of what you want to say
- Praise Jennifer directly for a personal contribution, a sense of urgency and ability to progress independently with minimal back-up
- Use tact and be sure of your facts when giving negative feedback
- Be prepared for Jennifer to defend if criticised and to resist admitting mistakes
- Stick to your guns and give as good as you get, but allow Jennifer to save face

## Developing Careers

- Jennifer's own career prospects will always be high on the personal agenda
- Encourage Jennifer's determination and assist in finding suitable outlets for ambition
- Jennifer's main development areas are likely to centre on the adverse impact that they can have on others
- Help Jennifer to recognise any limitations and suggest ways in which improvement might be made. Raise Jennifer's prospects through self-awareness, training and development