

Exploring Leadership Development



A common approach to Leadership

So what is Leadership ?

The Enable Growth definition is:

Leadership is an individually appropriate process whose influence in a group, drives & supports the attainment of target goals and objectives while providing support and care for all involved.

A simple way to think about Leadership is a tale of two halves.

- Knowledge and technical requirements - Strategy – Forward Planning - Acumen
- The styles and approaches taken in being a Leader.

There are many Leadership Theories and approaches out there, from the simple to the more complex

Some of the more well-known leadership theories include:

1. Situational Leadership
2. Authentic Leadership
3. Transformational Leadership
4. X & Y Theory and many many others

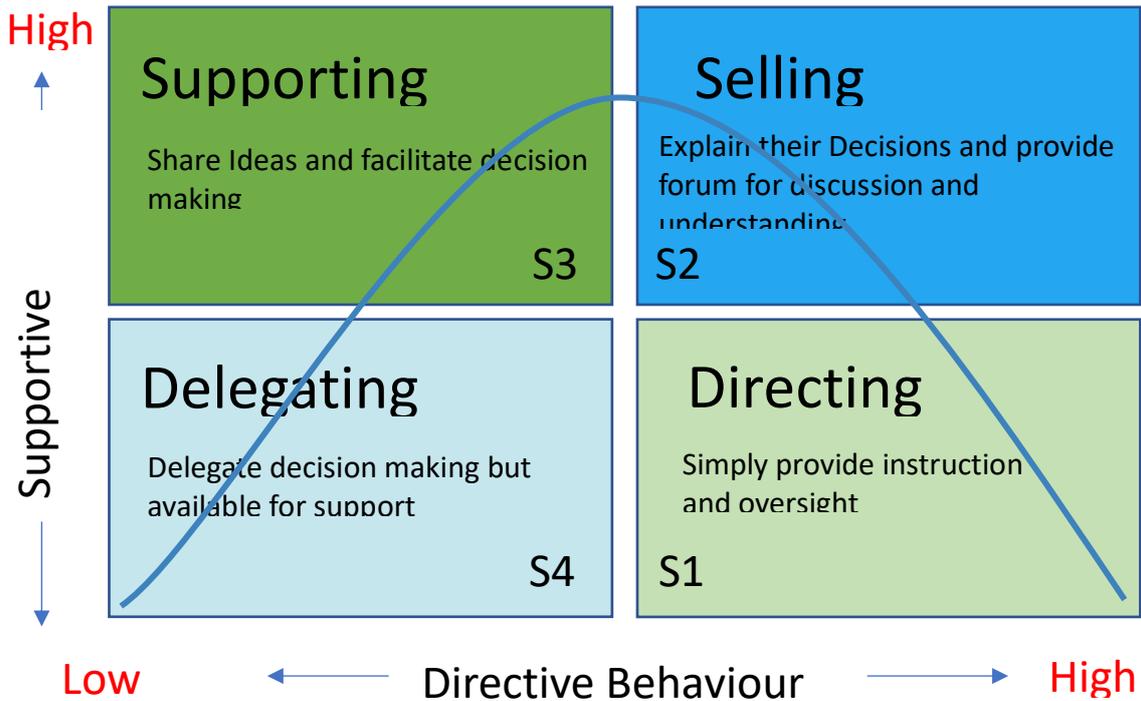
Successful leadership however isn't about replicating any particular approach or style, but is more about understanding some of the key approaches and developing your own approach based on your own informed preferences and to some degree the operating environment.

A common and practical approach to leadership is Hersey & Blanchard's 'Situational' approach to leadership.

The Situational Leadership model focuses on the flexibility of the leader across a number of common leader situations. It is based on task and relationship behaviour with those being led and although requires the leader's diagnosis of the situation, it adds the dimension of maturity of those being led.

According to the theory, the level of follower or subordinate maturity, determines the mix of Task or Relational orientation of the leader, and it relies on the leader's ability to diagnose the situation correctly and move back and forth as required.

It also suggests leaders are influenced how they lead, by the level of ability and willingness of those being led (rated R1-R4) and then adapt their style to suit (S1-S4), becoming less supportive and less directive and giving more autonomy based upon their behaviour.



| Self-Directed | | Leader Directed | |
|---------------|----|-----------------|----|
| R4 | R3 | R2 | R1 |

| | |
|---|---|
| <p>S3 – Supporting The leader facilitates and takes part in decisions, but control is with the follower. For people who have competence, but lack confidence or motivation. They do not need much direction because of their skills, but support is necessary to bolster their confidence and motivation.</p> <p>(Not confident, but competent)</p> | <p>S2 – Selling Decisions remain with the leader, but communication is much more of a discussion. For people who have some competence but lack commitment. They need direction and supervision because they are still relatively inexperienced. They also need support and praise.</p> <p>(Not confident & not competent)</p> |
| <p>S4 – Delegating The individual ((follower) decides when and how the leader will be involved. For people who have both competence and commitment. They are able and willing to work on a project by themselves with little supervision or support.</p> <p>(Both confident & competent)</p> | <p>S1 – Directing Decisions are made by the leader and directed, so communication is largely one-way. For people who lack competence but are enthusiastic and committed. They need direction and supervision to get them started.</p> <p>(Confident but not competent)</p> |

Developing your own Leadership Approach

How well you perform as a leader, will not only depend on your technical abilities and competency in the role, but will also depend on how you communicate and how well you develop your relationships. Some key areas to focus on for developing leadership include:

- Emotional Intelligence - Management of own emotions and those in our relationships to be able to understand and develop these. Is this possible to Learn ?
- Self-Awareness - Ability to know one's own strengths, weaknesses, emotions, values, goals and their impact on others.
- Building Trust - Trust bring the leader together to her/his followers and provides the capacity for organisational and leadership success.
- Authenticity - Authenticity in leadership is about effecting stability, compassion, values and trust throughout the organisation.

Some key tools we can utilise and work on to develop our own personal leadership approaches in these 4 areas.

- Emotional Intelligence – Using Daniel Goleman's (1996) 5 components of his **Emotional Intelligence Framework**– we can further assess and develop our Self Awareness – Self Regulation – Motivation - Empathy and Social Skill. Also exploring **Transactional Analysis** and our communication styles across our key relationships (Berne).
- Self Awareness - using **Johari Window** (Luft & Ingham) - explore your shared arena, hidden examples, blind spot and unknowns to develop greater self-awareness.
- Building Trust & Rapport – Using the '**Trust Equation**' by David Maister (2002) – identify with the 4 variables to enhance to build trust:- Credibility – Reliability – Intimacy – Self-Orientation.
- Authenticity - The process of becoming aware of, and being true to one's own values, beliefs, identity, goals and motives. One process to help with this is reflective practice on the **6 P's** – Passion – Purpose – Professionalism – Persistence – Probity – personality.

For more on how you can develop your own leadership style and approaches or support your staff to become better managers, contact Enable Growth Associates for a personalised training and development programme.

Email: info@enablegrowth.co.uk