

THE BUSINESS ISSUES www.tbi.my

think, be, initiate

Covering Topics on Corporate Management's Issues, Strategies, Structures, Initiatives and Plannings

NOVEMBER 2009 | ISSUE #03 | RM9.00
KDN PP16547/09/2010(025410)

COVERSTORY

DEVELOPING YOUR LEADERSHIP POTENTIAL

by Siobhan Murphy

TBI. SALES

Sales Manager Training
Tips: 3 Steps To Hiring
Top Performing
Sales People

by Steven Rosen

BUSINESS plus TECHNOLOGY NIXFON

Carving the path toward
using Technology in
Talent Management

top 20 BUSINESS plus OTHER INTERESTS

Countdown of Top 20 most
successful entrepreneurs in
South East Asia

BUSINESS plus LEISURE

• SINGAPORE-THE LION CITY
by Navjot Singh



LEADERSHIP in the ultra -competitive market: empowering your way to achieving loyalty & productive goals



BUSINESS plus EXPERT
Strategic Planning:
How To Create Marketplace
Strategies That Actually Gets Results
by Scott Glatstein



BUSINESS plus EVENT
15th Malaysia Jewellery
Festival 2009

The President and CEO of Canon Marketing Malaysia: In his own view on leadership, people development and management



DEVELOPING YOUR LEADERSHIP POTENTIAL

by Siobhan Murphy



We are living in amazing times of transformation!

Human beings, and the institutions in which we organise ourselves, are experiencing a profound change - a shift to a whole new paradigm of being in the world. This shift is creating excitement, unrest, and more choices than we've ever had to face before. We need new skills, attitudes and tools in order to make the transformation with grace. What can we do to prepare for this transformation? Whether we lead a team or just lead ourselves, we can invest in developing our own capacity to lead.

PLATO ADVISED, "KNOW THYSELF." Leaders begin by becoming aware of themselves. What are your strengths, gifts and talents? What makes you tick? What turns you on? What gets in your way of expressing your potential - your so-called "weaknesses"? Leaders today must develop a heightened self awareness. They balance their inner thoughts, feelings and actions while tuning into the feelings and actions of others. Now, leaders need to be at least as facile with their inner life as their outer, externally focused activities. "Who you are speaks so loudly I can't hear what you're saying," Emerson advised. The leader of today must know where they came from and where they are going. Are you comfortable in your own skin? Are your actions congruent with your values and your vision?

RECOGNISE THAT YOU CAN LEAD FROM ANY CHAIR. Stephen Covey, in *The Eighth Habit*, makes the distinction between positional leadership, leadership that is accorded to you by virtue of your position in an organisation and comes with formal authority, and personal leadership, that is accorded to you by virtue of your choice and your moral authority. So, wherever you are on an organisational chart, you have the ability to choose to exercise your moral authority. Many people show up in the workplace as children, waiting for instructions, following orders, and saying "that's not my job."

In the new paradigm, everyone can have an influence on the environment around them. One person on a team with a strong character can move the team in a positive direction. Be that person whether or not you have the title of leader or not.

DISCOVER YOUR VISION OF LEADERSHIP. Have you given thought to what you think about leadership? What qualities and attributes define good leadership in your own mind? Take 30 minutes and write about what your own definition of leadership. It will be worth the time and energy to do so as it becomes a guide to where you are going in your own leadership development. For an example, see my own vision of leadership below.

AUTHENTICITY. In the past, we had models of leadership that managers tried to emulate. You should be like JFK or Jack Welch or Donald Trump. The model was a very extroverted model, take charge, hierarchical in control model. What's wanted now are leaders who don't imitate others. They are connected to their inner self and are true to who they are. They know their values and have their own unique style.

TRUST. The leader of today understands that character can be felt. In order to earn the trust and support of the people you lead, you must not just talk the talk, but walk the walk as well. In my facilitation of groups, I've seen trust issues at the heart of a team's performance challenges. Trust has several components - judgment and competency, but also intent and follow through. People want to follow leaders they can trust. Do you keep your word? Do you follow up on your commitments to others? To yourself? Are you investing in your competencies?

BECOME WILLING TO ENGAGE IN A LIFELONG LEARNING JOURNEY. The world is changing too rapidly for any of us to rest on past skills and education. Do you know how you best learn? Do you have a learning plan for where you want to go? Do you invest, regularly, in your continued professional development? You are your best investment.

LEADERS RENEW THEMSELVES. Anthony Smith, in his book *Taboos of Leadership*, suggests that work-life balance for many leaders is easy. Work is their life! No problem. However, even if a leader chooses to work long hours and make the sacrifices necessary to move within an organisation or industry, he needs a renewal strategy. Learning what methods cause your energy to be renewed and enhanced is a key way leaders ensure they can continue to have the resilience needed to lead for the long term.

LEADERS RECOGNISE THAT THEY CAN'T DO IT ALONE. They create relationships with people who can serve as confidential sounding boards. They create Mastermind groups or networks where they can get perspective. They recognize that all the good ideas don't come from inside their own head. They reflect on other perspectives while still making their own decisions.

LEADERS ARE CURIOUS ABOUT PEOPLE. Leaders are often quite results oriented. One of my joys in working with leaders and their teams is watching light bulbs go off when the leader recognises that others are not necessarily wired the same way as they are! Get to know different styles - how do people think? How do they communicate? How do they process information? In what ways do they recharge themselves? The more you know about your team and what makes them tick, the better able you will be to tap into their strengths, gifts and motivations.

After a certain level of technical skill and experience, what sets leaders apart is their ability to work with people. Thanks to Daniel Goleman's work in Emotional Intelligence, we now know that non-cognitive skills can matter as much as I.Q. for workplace success.

MOTIVATION. The old model of leadership used the carrot and stick method of motivating others. Motivation was applied, externally, for the good of the goals of the organisation. As employees become more self-aware, this strategy begins to falter. An effective leader learns about what makes his staff tick and taps into the intrinsic motivation of his staff. The added benefit is that this approach is much less of a drain on the leader's battery! Employees recharge themselves and can sustain their own energy and performance because they are tapped in and turned on!

LEADERS ASK GREAT QUESTIONS. With the democratization of information, the formal leader is no longer the one who knows the most or who knows best. The new leader must be able to elicit information from others, help everyone to see the big picture, and realise that the best ideas may come

from the first line. Moving from a "command and control" style to a discovery style is not easy for leaders who got to the top by an autocratic leadership style. There is a time and place for telling people what to do. When it's the only style a leader has in his toolkit, he risks creating a childish response from his followers. As a simple start, notice how many questions you ask of others in a day vs. how many commands you give.

LEADERS CREATE FUN. Fun and leadership? No, I'm not kidding. Leaders are responsible for the kind of atmosphere they create in their organisations. You've felt it walking into your office. Some days there is tension in the air and everything is a struggle. On other days, the work feels effortless and you can feel the joy. What makes that difference? Get curious about it. Fun and play are much undervalued assets in the workplace. The gift of the young people coming into our organisations is that they will demand it. Leaders recognize that the vibe in the office is directly correlated to the results they want.

LEADERS CELEBRATE. Closely linked to fun is celebration. Do you take time to celebrate at the office? What you focus on expands. Take some time to celebrate the things you want to experience more often. Energy flows where attention goes, and the results show. Train your staff to adopt a "what's going right?" attitude and to acknowledge one another for small successes.

My Leadership vision: Leaders speak the truth out loud in compassionate ways that people can hear. Leaders inspire others to want to live up to their full potential and provide practical tools, insights, questions and faith to bring out that potential. Leaders believe that work can be more fun by lunchtime than when they started their day and more fun by 5 pm than it was at lunchtime.

Leaders believe in Good and focus on that Good for the purpose of expanding light on the planet. Leaders acknowledge that we are all physical, mental, emotional and spiritual beings and are able to address practical action as well as lofty ideals. Leaders live in the real world, firmly grounded, while connected to All That Is.

© The Quest Connection. 2009. All rights reserved. Siobhan Murphy is the Chief Evolutionary Officer (CEO) of The Quest Connection. A Visionary, Speaker, Master Certified Coach, and Facilitator, Siobhan develops leaders and assists them to attract and engage awesome talent and to make the transition to a vibrant new kind of leadership for the Wisdom Age. She can be reached at www.questcoaching.com/contact.lasso.