

SKILLS OF LEADERSHIP OVER MANAGEMENT

You have come from either:

1 – 'The Structure of Guaranteed Success'

or

8 – 'Synchronicity' (Leadership of Self)

You are on Leadership of Skills – 1 of 7

The world of the traditional manager reminds me of a good sea Captain. His or her life dictated by external factors – the weather, the sea, and the passengers. He can never be in command of these forces, but he can always remain in control of how he reacts, behaves, and leads.

It seems to me that leaders can live an easier life, and take control of their own future, by learning and putting into practice a certain set of skills.

What are these skills, the characteristics of tomorrow's great leader? Combining all of my work to date on leadership, these are the top seven skills offered by delegates ...

- 1 *Wider vision.* The new leader will have in place a compelling future for their people and department. Involving others in its formation, they will keep it shiny, relevant and focused on achievement.

They will have a wide perspective – combining strategic business knowledge with a clear view of, and involvement in, their industry/market and its direction. They will be the first to see strategic opportunities outside their organisation and combine this with an ability to illuminate the most complex of these to their business colleagues, board and CEO.

- 2 *Personal profile.* They will have a very high profile and visibility. Daily walks through their department and regular 'open forum' style meetings will be high on their priorities. They will know everyone's name off by heart, and take a

1
genuine interest in people's thoughts, concerns and interests.

Successful future leaders will have that mysterious factor often referred to as charisma – combining a friendly nature with positive energy and a dynamic personality. They will hold their heads high and be proud of what they do, while still maintaining great humility, sense of humour and an attitude that brings out the very best in others.

- 3 *Warrior*. One of the main characteristics of a future leader will be his or her ability to make it happen – to take action and lead by example. They will take risks, confident in the results and greater rewards. They will make mistakes and take blame, but will ride this out in the belief and certainty of their overall direction and vision.

The warrior rarely accepts credit – preferring instead to pass such praise on to their people. They are, however, a mover and shaker. They will have the ears of the chief executive and be seen, first and foremost, as a successful businessperson at the heart of the organisation.

They will also play the high stakes game, recognising that politics are rife within each and every company. They enjoy being at the cutting edge of such organisational games – playing to ensure recognition and success for their people and department.

- 4 *Alliances and friendship*. Being a leader can be a lonely existence, and personal and departmental success cannot be achieved by one person alone. The future leader will form powerful alliances with other companies, directors and external groups to achieve mutual aims. Suppliers will be trusted partners, helping the internal department achieve their goals.

Knowing they do not have all the answers, leaders work hard on personal development, combining this with external guidance and advice. They will also have identified, and be close to, the real power players within the organisation, keeping their friends close, their enemies closer.

- 5 *Spirit – higher self*. Successful leaders are at one with themselves and have their lives in balance. They combine an energetic spirit with a sense of priority and perspective, and know how to relax.

They have a persistence to deliver and succeed, and a deep-rooted self-confidence and self-belief that transcends adversity – taking responsibility for things under their control and for their reactions to events they cannot control.

- 6 *Imagination and mind skills.* Working to develop an already razor sharp mind and, recognising the power of people's ideas and contributions as the most powerful factor in success, ensuring that creativity thrives.

They do not allow their department to get bogged down in company initiatives that have no clear direction. Instead, they ensure that they create an open culture where ideas flourish – the more unusual and bizarre the better.

- 7 *The ability to inspire.* The new leader does not have an office – and earns respect and trust based on who they are, what they do and what they stand for, not from their job title, what they say or their hierarchical position in the organisation. 100% of trust now.

They accept that they are accountable to their people. They will have a leadership promise in place that lists the specifics and spirit of that commitment – what people can expect of him/her, how quickly e-mails will be responded to, etc.

Many refer to these new dimensions as 'personal power' – a combination of attitude, belief and behaviour. It is within all of us to take this path – it may not be the easiest, it will certainly involve leaving comfort zones, but it is the most rewarding.

A leader is a person – a leader is you or I – and if we choose to we can achieve the most powerful benefits and results that anyone could ever imagine. Are you ready?

Gareth Brown, who understands emotional leadership better than anyone else I know, talks of the acid test of leadership: if you were stripped of your title – the power to punish and reward your people – would you still get results out of them?

Would you?

2 Skills of Leadership over Management

out" we naturally become more powerful and therefore more inspirational to others.'

It is this ability to inspire others that differentiates the great leaders. But how can we become more inspirational? Is it something we can learn? Gareth recalls his own personal experience:

'I remember a time early in my career when I was trying to understand what it would take to be more inspirational as a Leader. After reading numerous books, listening to countless tapes, and attending a multitude of seminars I was still at a loss, unable to find any real answers.

'Then, one day, as I was out for an early morning run, the little voice inside my head asked "What inspires you?" "Mountains," I replied, and continued running.

'That evening I was reading a book by Lene Gammelgaard, a Danish mountaineer who had climbed some of the world's highest peaks. She had been one of the survivors of the Everest Tragedy of 1996 in which eight people had been killed.

'Gammelgaard's book contained an afterword that was a tribute to a friend of hers called Anatoli Boukreev. He had also survived the tragedy, only to be killed later in the year whilst climbing in the Himalayas. The following quote by Boukreev resonated with me and reminded me of my earlier internal conversation.

"I would like to believe that the roads we choose depend less on economic problems or political problems or the imperfections of our external world, and more on our internal calling, which compels us to go anew into the mountains, to the heights beyond the clouds, making our way to the summits.

"The sparkling summits and the fathomless sky above our heads, with their grandeur and mysterious beauty will always draw humanity, which loves all that is beautiful. This was, is and will be the magnetic strength of the mountains, independent of the worldly trivial vanities and fusses, beyond which, at times, we

*'It's clear that the mountains inspired Anatoli Boukreev, calling him to look beyond the imperfections of the external world and to see instead **the real, the beautiful and the eternal.***

'Unlike Boukreev, I realised that the mountains that I climb are not always real in the physical sense; rather they are a metaphor that represents the highs and lows of my life's challenges. Like his mountains however they call me forth, compelling me to reach for new heights that always exist beyond the clouds of self-doubt.

'Inevitably it is this inner calling – the quest to find the real, the beautiful and the eternal in ourselves and others – that serves as the only true source of inspiration.

'I know that when I am in touch with this source I too, like the mountains, seem to possess a magnetic strength that attracts others, inviting them to climb with me in search of another "sparkling summit".

'Nowadays I make a point of climbing real mountains too. They remind me that no matter how steep or difficult the path I have chosen if I just keep moving one step at a time I will eventually arrive at my destination.

'I notice also that as I climb my personal horizon expands and I regain a broader perspective. What seemed difficult or worrying suddenly seems easier and more manageable. And when I reach the top I am once again able to see the breathtaking beauty of the world in all its glory and splendour.

'When I return from my climbs I am left with a sense of connection to something greater. I feel more calm and peaceful. I become more energetic and tackle challenges with enthusiasm and relish. I become more passionate and determined. I feel better able to inspire others because I am myself inspired.

'In his book No Ordinary Moments, author Dan Millman sums up my experience perfectly:

"Your path will lead you over some lofty peaks and down into some

Skills of Leadership over Management

on top of the world and closer to God. Down in the shadows of the forest – your own shadows – you'll confront necessary challenges and discover the strength within you. So both the highs and lows are useful in their own ways."

'I believe that as the new generation of Leaders we have many metaphorical mountains to climb. There are many challenges to be faced and no doubt many of us will stray into the dark shadows of the forest.

'It will take enormous personal strength and courage to move through the shadowy times and search once again for the sparkling summits. It will require Leaders with tremendous insight and vision. Leaders who are prepared to serve as an inspiration to others and who are prepared to look for the real, the beautiful and the eternal in everyone they meet and in everything they do.

'Remember ... if you want to become an inspiration to others you have to first become an inspiration to yourself.'

If you wish to stay on Skills, go to 'Building Total and Absolute Rapport' 41

or

If you wish to change Journey, join Leadership of Company, go to 'A Leader's Biggest Timewasters' 4