

# Advanced Diploma in Leadership and Management

Lesson 2  
Principles of Leadership



## Lesson Two

## Principles of Leadership



Be Respectful



Build Trust



Take Responsibility



Lead with Courage

Pillar 1

# Be Respectful

“The people who treat everyone with respect are the real leaders. !”

Simon Sinek

Be respectful

# Why respect is at the heart of leadership



## The ineffective boss

- Do as little as possible
- Makes empty promises
- Refuses to engage



## The boss who shouts

- Barks out commands
- Jumps on anything that goes wrong



## What if....

- Helps with menial chores
- Expedites processes
- Lets staff go home earlier

Be respectful

# Meeting the basic needs



## Renewal

- Rest and renew energy serves as an antidote to an increasing overload.

## Value

- Feeling valued creates a deeper level of trust and security.

## Focus

- Makes it possible to get more work done, in less time, at a higher level of quality..

## Purpose

- What we do matters and serves something larger than our immediate self-interest

## THE EFFECTS OF MEETING EMPLOYEES' CORE NEEDS

PERCENT CHANGE FROM NO NEEDS MET

250% -

200 -

150 -

100 -

50 -

Engagement

Likelihood  
of retention

Stress  
reduction

Focus

Life  
satisfaction

Positive energy  
at work

Number of needs met

1 2 3 4

SOURCE "WHAT IS YOUR QUALITY OF LIFE AT WORK?" BY TONY SCHWARTZ AND CHRISTINE PORATH

HBR.ORG

**Respect comes to those who respect their employee needs**

When we feel more energized, appreciated, focused and purposeful, we perform better?

# Earn rather than demand respect

## Be punctual

- Time management matters.
- Making people wait diminishes respect

## Be consistent

- If you do what you say, people will recognize and respond to that.

## Be responsive

- Leaders should always be available.
- Workers need to know that when they need you, they can reach you.

## Forgive mistakes

- Don't penalize those who try to be creative in solving a problem and fail.
- Own it and accept that you made the best effort.

## Be proactive

- Help those struggling, but be firm.
- Do what's best for the team to succeed

## Show respect

- It's easy to criticize when others mess up
- Support someone, even in error, in order for them to bounce back strong.

Be respectful: When people respect you only because of your authority, they will give you the minimum effort.

## How you can build respect



### Show passion for purpose

- Show passion for the purpose of your organization and constantly drive interest in it.
- People are drawn to and generally want to follow passionate people.

### Demonstrate confidence

- Many people in positions of authority don't show confidence well, especially with their team.
- Important to share that same confidence with those who report to you.

### Engage your people

- Engagement means being active and attentive listeners
- Roll up your sleeves and get the hands dirty.
- Be noticeably grateful for the effort and performance of their teams.

Be respectful and earn it

# Steps to earning respect

## Not afraid to take risks

- Change the conversation
- Challenge the status quo
- Admit when you get it wrong

## Be Authentic

- Executive presence is genuine
- Welcome constructive dialogue
- Live the personal brand

Set the standard

Be courageous

Serve others

Be Present

Have their back

## Strong Work Ethic

- Actions are stronger than words
- Prove through your work ethic that they are reliable

## Sponsor Potential

- Develop talent at your disposal
- Discover the next generation of leaders

## Don't take the credit

- Recognise others
- Appreciate the team
- Build momentum and innovate

Pillar 2

## Build Trust

“The ability to establish, grow, extend, and restore trust is the key professional and personal competency of our time”

Stephen Covey

Build Trust

## Trust is the missing link



King Shalmaneser III of Assyria meeting a Babylonian, detail from Shalmaneser III's throne, relief on stone  
9<sup>th</sup> Century BC



Trust is essential for leadership success

## The value of trust

Randy Conley from Chief Learning Officer notes that successful leadership need not be complicated as its dependent on one thing. Trust.

- Foundation of any relationship
- Without trust, leadership is doomed
- Creativity is stifled
- Innovation grinds to a halt
- Risk taking is abandoned

While high trust won't necessarily rescue a poor strategy, low trust will almost always derail a good one (Stephen Covey)

## Trust the statistics

**40%**

Only 40% of employees have a high degree of trust in their management and organization

**25%**

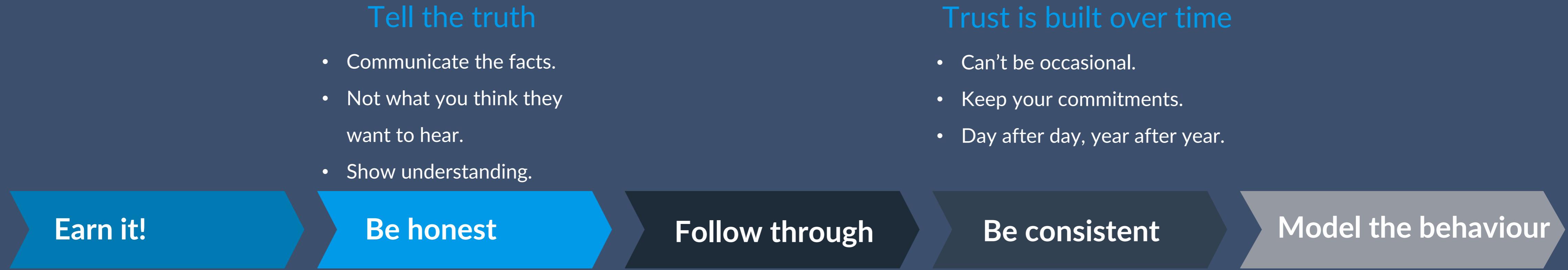
Yet the research states that while employees said trust in their bosses and senior leadership is critical to be effective in their jobs, 25% reported lower levels of trust in those two groups than they did two years before.

**82%**

Most trustworthy companies have produced an 82.9 percent return vs Standard & Poor's 42%

Be respectful and earn it

# Steps to build trust



## Conscious effort to walk the talk

- Keep your promises.
- Align behaviour to your values.

## Need action

- Breaking a commitment will destroy trust.

## The leaders behaviour

- Others are watching
- Collaborate across teams and departments.
- Build an appreciative culture.

And... always be accountable. Acknowledge mistakes and successes

Be careful. Once you've gained trust for God's sake don't squander it. You may never get it back !!!

## How you maintain trust once you have it

### Clarity

When a leader is clear about expectations, she will likely get what she wants.

### Compassion

Never underestimate the power of sincerely caring about another person.

### Character

People notice those who do what is right ahead of what is easy.

### Competency

Ability to learn amid chaos. Arrogance and a "been there done that" attitude will prevent you from growing.

### Connection

Ask questions, listen, and above all, show gratitude—it's the primary trait of truly talented connectors.

### Commitment

People believe in those who stand through adversity.

### Consistency

The great leaders consistently do the small but most important things first.

### Contribution

Be a contributor who delivers real results.

Pillar 3

## Take responsibility

“Courage is the first of human qualities because it's the quality that guarantees the others.”

Aristotle

Own it !

# Leadership is taking responsibility, not power



## Look after your people

- Leadership, should primarily benefit the followers rather than the leader.

## It's not about power

- Responsibility is to those you lead.
- Not about your position.

## A group need strategy

- It needs a framework.
- Pull the group along, and that takes communication.

## Invite open criticism

- Walking around and talking with employees
- It's not about you so get on with it

Be careful. Once you've gained trust for God's sake don't squander it. You may never get it back !!!

## What is meant by responsible leadership?

### Cast your vision long

Steer them in the right direction

### Decipher the right direction.

It's your job to help them get to the right destination.

### Find your successor

Leaders work on getting their replacement.

### Develop talent and next generation of leaders

Create an environment where everyone is given the chance to grow and develop.

### Correct mistakes

The team will create mistakes. Your job is to create an environment where failure is tolerated and learnt from.

### Uplift and inspire

If you don't who will? In times of stress, downturns, layoffs the team will look to you for encouragement.

### Offer care and support

Find out what the team needs and encourage them to stretch. You will be there to support when necessary.

Scanning your environment

# Build a responsibility mindset

## Awareness

How can I know myself better?

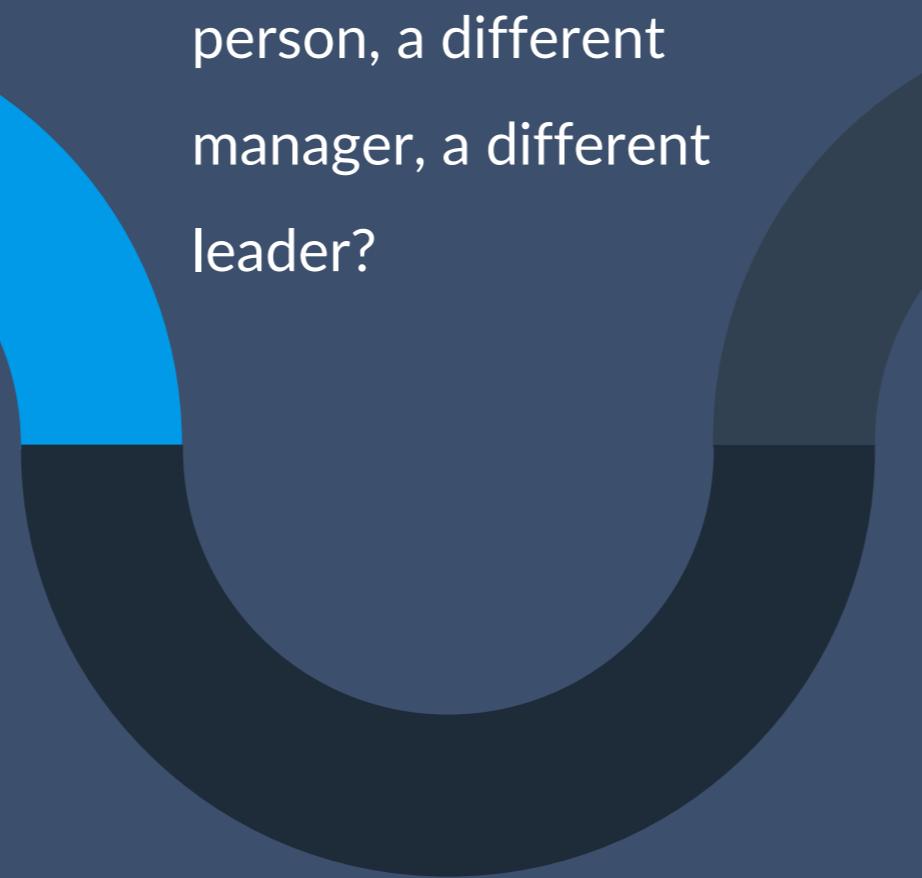


## Vision

How do I envision myself in five years?

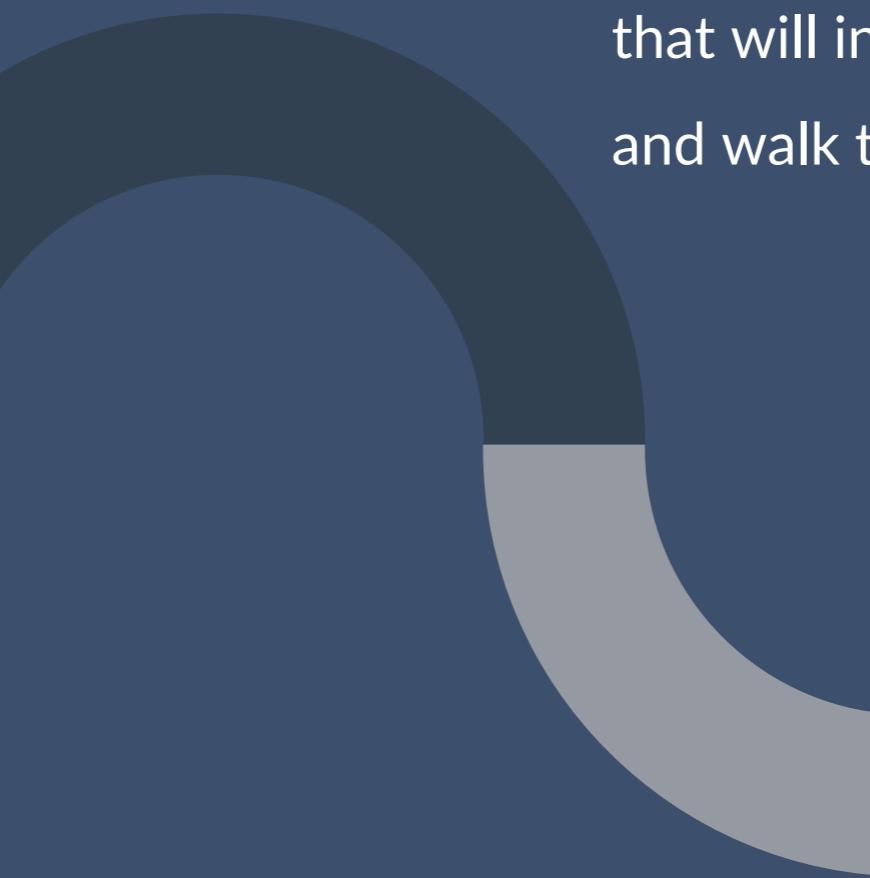
## Imagination

Could I see myself being a different person, a different manager, a different leader?



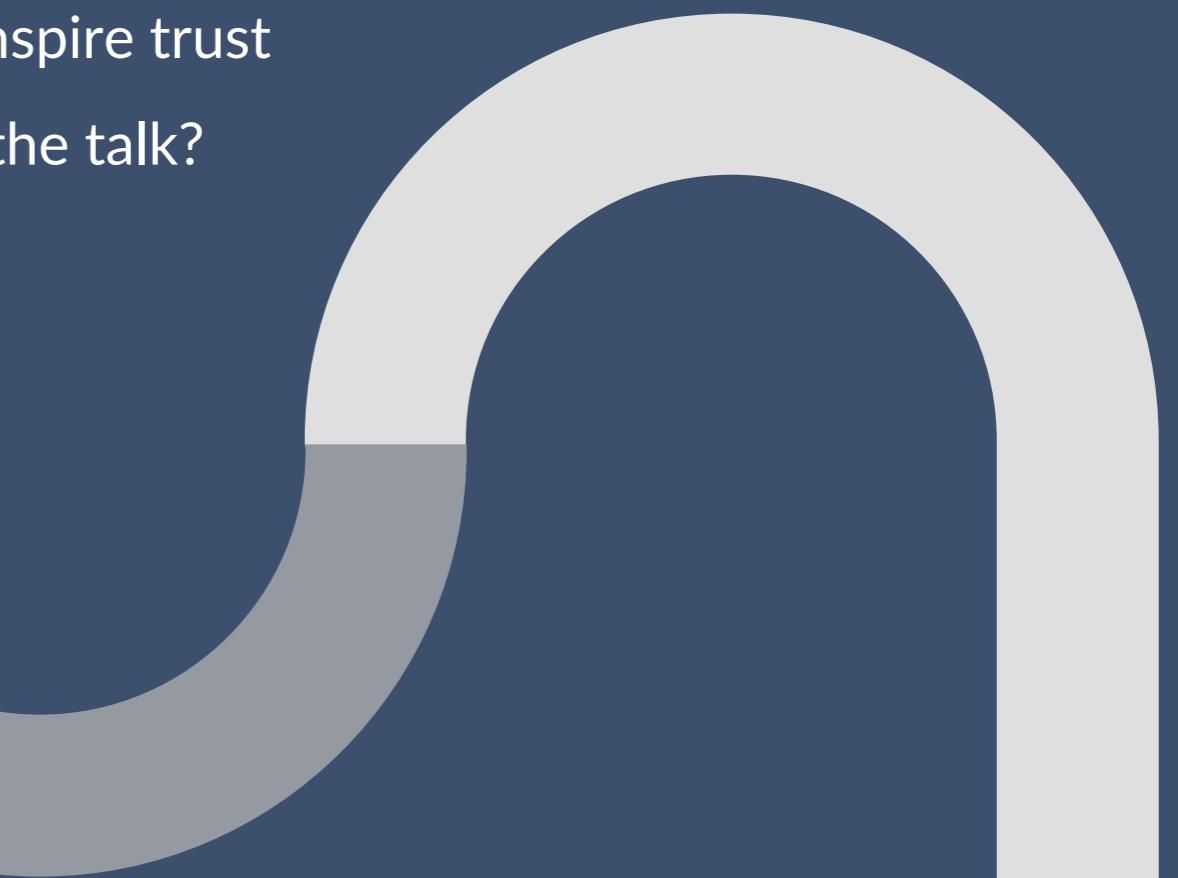
## Responsibility

How can I maintain and extend my own sense of responsibility as a leader?



## Action

How can I cultivate the strength of character that will inspire trust and walk the talk?



## Paradigm Shift

Reflect a decisive break with the prevailing business logic.

## Lead with courage

“Courage is the first of human qualities because it’s the quality that guarantees the others.”

Aristotle

Sometimes it's hard to be out in front

## Courage in leadership and why it's uncomfortable



When was the last time you had to step up and call something out?

Did it make you feel uncomfortable?

Leadership demands that you make tough decisions in times when no one else will.

Sometimes these decisions impact the people around you and that can be hard, stressful and no one else can assist you.

Building relationships, fear of rejection, can also be uncomfortable.

**“The pleasure in courage lies in the end obtained.”**

Your great Subtitle in this line

# Principles of courage in leadership

## Courage requires humility

What it takes to stand up and listen and what it takes to sit down.

## Being faithful to one's core values

Being faithful to one's core values no matter what, and, if necessary, to break away from the status quo is a sign of courage.

## Requires action

It means making the hard decisions and accepting the consequences of those decisions.

## Take risks

Consider the worst possible outcome but then dare to go forward

## Leaders inspire

Courage to expand, to change direction, to move into unknown and even uncharted territory.

## It's personal

Courageous leadership includes personal values, such as loyalty and integrity and accountability. Leadership takes heart.

## Leaders don't ignore fear - they face it

Courage is not the absence of fear but the acquired ability to move beyond fear.

## Courage is a skill. It can be taught and learnt

Courage is not the absence of fear but the acquired ability to move beyond fear.

“Courage and comfort will never be friends”.



Leading with courage

## Traits of courageous leaders

In times of recession, fear stress and anxiety call for leaders to step up.

- Leaders confront reality, seek feedback and listen.
- Leaders say what needs to be said.
- Leaders hold people accountable, and take action on performance issues.
- Leaders communicate and share information
- Leaders give credit to others
- Leaders lead through change

Be respectful and earn it

## Take those courageous first steps

### Tell it straight

- Face the critics.
- Act on your beliefs.
- Show understanding.

### It's never as bad as you fear

- Every time you face a fear, you build confidence and courage.

Follow your gut

Deliver the bad news

Look in the mirror

Face your fear

Stay the course

### When everyone says your crazy!

- Never give up on your vision and purpose
- Take certain risks.
- It may keep you up at night

### Confront what you see

- Don't live in denial
- Challenge your comfort zone.

### Courageous patience

- Hang in there.
- Don't wait - be bold and take action.

The potential to overcome fear and build courage is equal inside each and every one of you.

## Lead with courage

“I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear.”

Nelson Mandela



## Lesson 2 Summary

### Principles of Leadership

1. Be Respectful
2. Build Trust
3. Take Responsibility
4. Lead with Courage

- Congratulations you have just laid the foundations
- Attend all of the lessons live to ask questions in real time and benefit the most
- We're here to help, so contact us anytime!



## Principles of Leadership Practical

- **Attend all of the lessons LIVE and your knowledge will grow**
- **Shaw Academy 12 Month Membership Prize during Lesson 6**
- **Get you Tool Kit for completing each lesson**