

SHAW ACADEMY

Lesson 2 Summary
Notes
Principles of Leadership

**Advanced Diploma in Leadership and
Management**



SHAW ACADEMY



Advanced Diploma in Leadership and Management

Lesson 2: Principles of Leadership

Lesson Pillars

- Be Respectful
- Build Trust
- Take Responsibility
- Lead with Courage

Key Readings

“Leaders Eat Last” Simon Sinek <http://www.blockshelf.com/leaders-eat-last-simon-sinek/>

Robert Joss, Dean of Stanford Graduate School of Business

<https://www.gsb.stanford.edu/insights/leadership-responsibility-not-power>

Respect and Leadership Website <http://respectandleadership.net/>

<https://hbr.org/2014/06/the-power-of-meeting-your-employees-needs>

The Power of Meeting Your Employees’ Needs by Tony Schwartz and Christine Porath

https://www.youtube.com/watch?v=1LZV_MuynYQ

Dean Robert Joss: Leadership Means Responsibility

Joseph Lalonde <http://www.jmlalonde.com/the-responsibilities-of-leadership/>

Henri-Claude de Bettignies, INSEAD Emeritus Professor of Asian Business | November 11, 2014

<https://knowledge.insead.edu/responsibility/the-five-dimensions-of-responsible-leadership-3685>

Lesson Resources: Keep a Learning Log

It is recommended that you keep a learning log. Get a small personal notebook that you can use exclusively for this course. In it, you will record insights, thoughts, reflections on previous leadership and management experiences you may have had. During key learnings in the course you will be prompted to think about a time in your past when you observed, noted or reacted to a situation. The learning log will help to build a picture of your growing self-emergence as a leader and manager.



Pillar: Be Respectful

Why respect is at the heart of leadership

Dean Vella who writes about business and leadership on behalf of the University of Notre Dame notes that respect is the cornerstone of effective leadership.

Imagine being a minimum-wage employee and working for a boss who consistently sits in his or her office, barking out commands. Whenever something goes wrong, the volume and vitriol from the boss increases.

Imagine having a boss whose sole management plan is to do as little as possible. A boss who makes empty promises of incentive rewards to employees who go the extra mile, promises that never materialize. A boss who refuses to relate to employee issues and needs, such as time off requests.

What if that boss approached work differently? What if he or she came in early and stayed late, offering to help with menial chores after closing to expedite the process and get people home earlier? Or simply took the time to talk to workers, to joke, to learn about them as people?

This situation, which centred on a series of restaurant managers, and was detailed by the website Respect and Leadership.net, sums up the toughest part of being a boss and a leader. Vella notes that It's the quintessential quandary of how to manage people and make sure they work to a certain standard, while also finding a way to make them respect you and your authority to help the business succeed.

Great leaders should be respected to be successful, but earning that respect takes time and effort. When employees respect you, they are more likely to work harder to accomplish a shared goal they believe in.



Meeting the basic needs

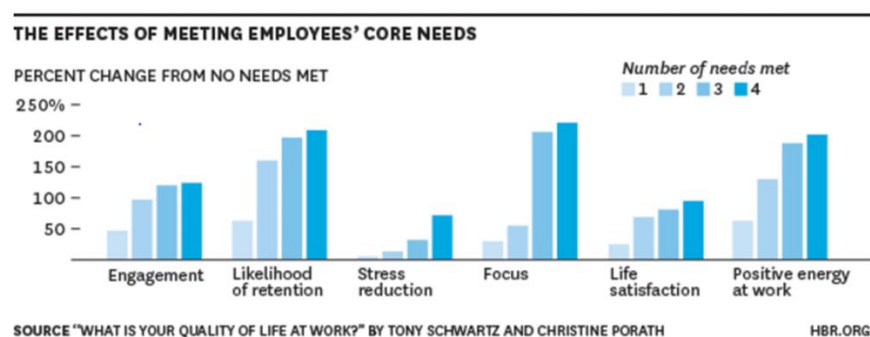
Leaders recognize that employees are people, too, and they have basic needs that must be met and nurtured to enhance performance. Maslow, Bass, and MacGregor Burns all note this.

The Harvard Business Review examined those needs and determined through a query of more than 19,000 workers that most employees desire renewal, value, focus and purpose. What they discovered is that people feel better and perform better and more sustainably when four basic needs are met: renewal (physical); value (emotional), focus (mental) and purpose (spiritual). This isn't surprising news, of course. Is there any doubt that when we feel more energized, appreciated, focused and purposeful, we perform better?

Think about it:

1. **Renewal:** The opportunity and encouragement to intermittently rest and renew our energy during the work day serves as an antidote to the increasing overload so many of us feel in a world of relentlessly rising demand.
2. **Value:** Feeling valued creates a deeper level of trust and security at work, which frees us to spend less energy seeking and defending our value, and more energy creating it.
3. **Focus:** In a world in which our attention is increasingly under siege, better focus makes it possible get more work done, in less time, at a higher level of quality.
4. **Purpose:** The sense that what we do matters and serves something larger than our immediate self-interest – is a uniquely powerful source of motivation.

In such cases, showing respect to employees' needs earns respect for the boss, which is critical for a leader to succeed.



What's surprising about our survey's results is how dramatically and positively getting these needs met is correlated with every variable that influences performance. It would be statistically significant if meeting a given need correlated with a rise of even one or two percentage points in a performance variable such as engagement, or retention. Instead, we found that meeting even one of the four core needs had a dramatic impact on every performance variable we studied.

For example, when employees at a company perceive that any one of their four needs have been met, they report a 30% higher capacity to focus, a nearly 50% higher level of engagement, and a 63% greater likelihood to stay at the company.



Even more interestingly, there is a straight dose effect associated with meeting an employee's core needs – meaning that the cumulative positive impact rises with each additional need that gets satisfied.

For example, when all four needs are met, the effect on engagement rises from 50% for one need, to 125%. Engagement, in turn, has been positively correlated with profitability. In a meta-analysis of 263 research studies across 192 companies, employers with the most engaged employees were 22% more profitable than those with the least engaged employees.

Interestingly, meeting three needs seems to have nearly as great an impact as meeting all four on most performance variables. The exception is people's reported stress levels, where meeting a single need prompts only a modest 6% reduction in people's stress, but meeting three reduces stress by 30%, and meeting all four leads to a 72% drop,

The message to employers is blindingly obvious. None of us can live by bread alone. We perform better when the full range of our needs are considered. Rather than trying to forever get more out of their people, companies are far better served by systematically investing in meeting as many of their employees' core needs as possible, so they're freed and fuelled to bring the best of themselves to work.

In practical terms, it's possible to start making a considerable improvement without a lot of effort or expense, addressing one core need at a time. Consider the most basic performance variable, renewal, and its effect on people's capacity. Only 20% of respondents said they were encouraged by their supervisors to take renewal breaks during the day. By contrast, those who were encouraged to take intermittent breaks reported they were 50% more engaged, more than twice as likely to stay with the company, and twice as healthy overall. Valuing and encouraging renewal requires no financial investment. What it does require is a willingness among leaders to test their longstanding assumption that that performance is best measured by the number of hours employees puts in – and the more continuous the better — rather than by the value they generate, however they choose to do their work.

Earn rather than demand respect

Leaders who earn respect often are much more successful than those who demand respect, and there are ways to achieve that tricky balance, according to the online magazine Inc.com.

Be Punctual: Time management shouldn't be hard. Making others 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, whether at work or not, and workers need to know that when they need you, they can reach you.

Forgive Mistakes: Humans aren't perfect, and neither are leaders. When you make a mistake, show others how to shake it off. And don't penalize those who try to be creative in solving a problem and don't succeed. With yourself also if you make a calculated decision that proves false, own it and accept that you made the best effort. People will notice.



Be Proactive: Not everyone is as good as your best workers. Help those struggling, but be firm. If people continue to undermine the team, do what's best for the team to succeed.

Show Respect, always: It's easy to criticize when others mess up. It's better to support someone, even in error, for them to bounce back strong.

By avoiding a leadership vacuum in which you ignore simple steps to creating a more productive, more satisfied workforce, you can achieve something more lasting than sales records.

Chris Stowell from the Centre for Management and Organizational Effectiveness talks about leaders needing to manage two engines: an operational one and a strategic one.

How you can build respect

Jim Whitehurst the CEO of Red Hat has some good advice for how to build credibility in an organization especially if you are new to it, or have a different background than others on your team, or are not in a position of authority.

We've noted that management is often associated with position whereas leadership is associated with purpose. When people respect you only because of your authority, they will give you the minimum effort. Too many leaders take their titles and authority for granted. Some leaders believe that they are owed and/or command some level of (unearned) respect just because of where they are positioned on the organizational chart. Today's workplace – highly influenced by millennials and embedded with people that have trouble trusting others – requires proof of performance before respect is earned. As such, leaders must reset their state of mind and become more responsible with their actions and accountable for the effect their influence has on their employees and the organization.

Show passion for 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. It's one thing to convey confidence to your own boss, but it's just as important to share that same confidence with those who report to you.

Engage your people. Trust should be earned, and it's not enough to call a meeting and tell people what to do and then retreat behind your own closed door. You also need to be open about your weaknesses and ask the team to help you address them. Nobody expects perfection, so don't hold your cards too close; get your team to work with you.



Steps to earning respect

How you can start to earn respect

To help you achieve sustainable success as a leader who puts people first, here are five ways to earn respect from your employees:

1. Consistently Strong Work Ethic: Set the Standard

Actions are stronger than words, and this is personified by the respected leader. Great leaders despise false promises and people that create lots of unnecessary noise to get attention. Respected leaders are those who consistently prove through their work ethic that they are reliable and trustworthy on the inside and out.

2. Not Afraid to Take Risks: Admit Wrong Doing

Respected leaders are those who are not afraid to take risks. They are bold enough to change the conversation and seamlessly challenge the status quo for the betterment of the organization and their competitive advantage. They can anticipate when a paradigm shift is in order and are courageous enough to act on it.

The other side of this admirable quality is the ability to admit wrong doing. Respected leaders do not hesitate to make the most difficult decisions and will put themselves out on the frontline to lead by example.

3. Sponsor High-Potential Employees: Serve Others Rightly

Respected leaders think about making others better. They are mindful of those that give a 100% effort to their responsibilities. Respected leaders find ways to discover the best in people and enable their full potential. When they detect high-potential talent they impart upon them their wisdom and provide a path for long-term success. Leaders that “sponsor” their employees put their own reputation at risk for the betterment of the individuals they are serving.

4. Powerful Executive Presence: Long-Lasting Impact

The most respected leaders are the most authentic people. Their executive presence is genuine and true. They make those around them feel that they matter and they welcome constructive dialogue regardless of hierarchy or rank. Respected leaders trust themselves enough to live their personal brand and serve as powerful role models to others. Their presence creates long-lasting impact that leaves a positive mark on the organization and the people they serve. Respected leaders are passionate, impact-driven people. Their presence is felt when they walk into the room; their reputation and their track-record precede them.

5. Have Their Employees' Backs: Deflect Their Own Recognition

Too many leaders are recognition addicts and want all the credit. They spend too much time breaking-down rather than building-up their teams. They don't take the time to genuinely learn about other's needs. Leadership is ultimately about knowing the people you serve and giving them the guidance, inspiration and navigational tools to make their lives better and



enable more opportunities. Leaders earn respect when they reward and recognize their employees and colleagues. They take the time to appreciate and understand the unique ways they each think, act and innovate – and are always on the lookout to enable their talent. They are trusted, admired and respected because they make it more about the advancement of others, rather than themselves. They share the harvest of the momentum they build with others.

What will you do as a leader today that you haven't done in the past to be more respected?

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

Trust is the missing link



Does anyone know the original meaning of the handshake?

Used to show no weapon in the hand peaceful intention.

Quakers used it to show a more democratic means than bowing and tipping the hat.

It now signifies trust.

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. He notes “What if there is just one thing — not a title, power or position — that determines whether people followed a leader? What if one aspect of leadership is a non-negotiable, must-have characteristic that needs to be in place for people to pledge their loyalty and commitment to a leader? What if one single element defines how people experience working for a leader? Can it really be as simple as one thing? Yes. And that one thing is trust.

- It's the foundation of any successful, healthy and thriving relationship.
- Without it, leadership is doomed.
- Creativity is stifled,



- innovation grinds to a halt, and
- reasoned risk-taking is abandoned.

Without trust, direct reports check their hearts and minds at the door, leaving managers with staff who have quit mentally and emotionally but stayed on the payroll, sucking precious resources from the organization.

Stephen M.R. Covey, author of “Speed of Trust,” said that while high trust won’t necessarily rescue a poor strategy, low trust will almost always derail a good one.

Trust the statistics

Barbara Kimmel, founder and executive editor of Trust! magazine, said in the spring 2015 issue that “nothing impacts an organization’s bottom line more than trust. Our research has shown the most trustworthy companies have produced an 82.9 percent return vs. S&P’s 42.2 percent since August 2012. Companies that proactively build trust into their DNA see expenses decrease and profitability increase.” Research from the Great Place to Work Institute shows that high-trust companies perform nearly two times better than the general market on the S&P 500 and Russell 3000 indexes.

Steps to build trust

Here are 6 ways that leaders at all levels can build trust by aligning actions with words:

1. Recognize that building trust takes challenging work

Trust must be earned. It comes from conscious effort to walk your talk, keep your promises and align your behaviour with your values. Building trust is worth the effort because once trust is lost, it can be very difficult to recover.

2. Be honest and supportive

Even when it’s difficult, tell the truth and not just what you think people want to hear. Understand what employees need to know and communicate facts while being considerate of their effort and sensitive to their feelings. Showing support and understanding for your team members, even when mistakes are made. It goes a long way in building trust as a leader.

3. Commit to follow through

Even the best-intended talk is hollow if not followed by corresponding action. Say you’ll do something only if you are able to follow through, and don’t commit if there is a chance you won’t be able to deliver. Breaking a commitment can destroy trust you’ve built as well as make people less inclined to trust you in the future.

4. Be consistent

Consistently doing what you say you’ll do builds trust over time – it can’t be something you do only occasionally. Keeping commitments must be the essence of your behaviour, in all relationships, day after day and year after year.



5. Model the behaviour you seek

Nothing speaks more loudly about the culture of an organization than the leader's behaviour, which influences employee action and has the potential to drive their results. If you say teamwork is important, reinforce the point by collaborating across teams and functions. Give credit when people do great work and you'll set the stage for an appreciative culture.

6. Build in accountability

When you and other leaders acknowledge your mistakes as well as successes, employees see you as credible and will follow your lead. You can encourage honest dialogue and foster accountability by building in processes that become part of the culture, such as an evaluation of every project (positives, negatives, things to change) or a status report and next steps in each meeting agenda (tracking deadlines and milestones).

How you maintain trust once you have it

The good news is that you can earn trust over time. David Horsager, author of *The Trust Edge* states the maintenance of trust can be build and maintained by focusing on these eight key strengths:

Clarity: People trust the clear and mistrust or distrust the ambiguous. Be clear about your mission, purpose, expectations, and daily activities. When a leader is clear about expectations, she will likely get what she wants. When we are clear about priorities on a daily basis, we become productive and effective.

Compassion: People put faith in those who care beyond themselves. Think beyond yourself, and never underestimate the power of sincerely caring about another person. People are often sceptical about whether someone really has their best interests in mind. "Do unto others as you would have them do unto you" is not just an old saying. It is a bottom-line truth. Follow it, and you will build trust.

Character: People notice those who do what is right ahead of what is easy. Leaders who have built this pillar consistently do what needs to be done when it needs to be done, whether they feel like doing it or not. It is the work of life to do what is right rather than what is easy.

Competency: People have confidence in those who stay fresh, relevant, and capable. The humble and teachable person keeps learning innovative ways of doing things and stays current on ideas and trends. According to one study, the key competency of a successful new MBA is not a specific skill but rather the ability to learn amid chaos. Arrogance and a "been there done that" attitude prevent you from growing, and they compromise others' confidence in you. There is always more to learn, so make a habit of reading, learning, and listening to fresh information.



Connection: People want to follow, buy from, and be around friends—and having friends is all about building connections. Trust is all about relationships, and relationships are best built by establishing genuine connection. Ask questions, listen, and above all, show gratitude—it's the primary trait of truly talented connectors. Grateful people are not entitled, they do not complain, and they do not gossip. Develop the trait of gratitude, and you will be a magnet.

Commitment: People believe in those who stand through adversity. People trusted General Patton, Martin Luther King, Jr., Mohandas Gandhi, Jesus, and George Washington because they saw commitment and sacrifice for the greater good. Commitment builds trust.

Consistency: In every area of life, it's the little things —done consistently—that make the big difference. If I am overweight, it is because I have eaten too many calories over time, not because I ate too much yesterday. It is the same in business. The little things done consistently make for a higher level of trust and better results. The great leaders consistently do the small but most important things first. They make that call and write that thank you note. Do the little things, consistently.

Contribution: Few things build trust quicker than actual results. At the end of the day, people need to see outcomes. You can have compassion and character, but without the results you promised, people won't trust you. Be a contributor who delivers actual results.

Trust can't be built overnight. It requires time, effort, diligence, and character.



Pillar: Take responsibility

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

- Aristotle

Leadership is taking responsibility, not power

True leadership, should primarily benefit the followers rather than the leader. Leaders lead and followers follow for essentially the same reason, fulfilment of needs, so leaders and followers are fundamentally little different from each other.

Too many leaders get caught up in thinking about power rather than their responsibility to those they lead, He recalled the words of former British Prime Minister Margaret Thatcher: "Being powerful is like being a lady. If you have to say you are, you aren't."

"A group needs a strategy," Joss said. "It needs a framework. Joss said managers can take steps to improve planning, staffing and organizing, but those aren't enough. "They help you push the group in the right direction; they bring a discipline and a focus to the organization that's extremely valuable. They have a lot to do with how the group acts, but they have very little to do with how it thinks or how it feels. To do that, you've got to pull the group along, and that takes communication — a lot of communication." Leaders need to explain their vision with specifics rather than buzzwords, he said.

Invite Open Criticism

"You have to invite open criticism," he said. "You have to be willing to invite open criticism." That can be done by using such techniques as town hall meetings, confidential surveys or even simply walking around and talking with employees, Joss said. At Westpac, he had a hot line from 9 to 10am the first Friday of each month, when anyone could pick up the phone and call the CEO. "If two or three people referred to a similar problem," the dean said, "you could pretty much be sure it was a problem."

It's Not About You

He said leaders need to set a tone, a feeling brought home to him when a Westpac staff member in New Zealand was shot and killed in a bank holdup. Joss thought he would be intruding on the family's grief to go to the funeral, but changed his mind and followed the advice of a human resources leader.

Joss didn't regret it. He discovered how much having the CEO at the funeral meant symbolically, not only to the family, but to Westpac's employees. "It's not about you," he said. "It's about them. It's about a relationship between you and them."



What is meant by responsible leadership?

As leaders, we've got responsibilities to those we lead. We're going to be held accountable for the actions we take and where we lead our followers.

It can be a scary proposition, especially to new leaders.

These responsibilities include:

Showing your team, the right path: Not only are we to cast a vision for our followers, we need to be leading them in the right direction. If we're leading our followers in the wrong direction, even great leadership won't make up for the misdirection you've taken them.

Know that it's your responsibility to do the best job in leading them in the right direction. You might not always do the right thing, but doing your best to decipher the correct path will go a long way in being a responsible leader.

Finding a replacement leader: Your leadership is not forever. Your life is only so long. This means your leadership is finite and one day you'll need to be replaced.

It's your responsibility to discover new leaders and train them in a way that they can succeed when you're gone. Don't wait until it's time for you to leave to build new leadership. Prepare for it before your leadership transition.

Correcting mistakes: The team you're leading is guaranteed to make mistakes. Especially if you're doing anything worth doing. This means there will be messes to clean up.

Don't hesitate to step up and help with the messes your direction helped create. Jump in and start the clean-up job. Your team will not only thank you, they'll see great leadership in action.

Uplifting those you're leading: Lastly, we'll look at uplifting your teammates. Great leaders know that there will be days when their teams are struggling, dealing with life issues, or are sick.

During these times, it's your responsibility to encourage and uplift your team members.

Don't hesitate to ask how things are going or what you could do to help them out. Also, be willing to provide opportunities for growth.

Great leaders know there's more to leadership than influence. Great leadership also means taking on a responsibility to care for and raise up a talented team.

Don't overlook your responsibilities. They're what will leave a lasting impression on your team.



Build a responsibility mindset

Henri-Claude de Bettignies, INSEAD Emeritus Professor of Asian Business notes five core tenets of responsible leadership.

This new leadership style consists of five dimensions: Awareness, Vision, Imagination, Responsibility and Action. All five dimensions need to be considered at the individual, organisational, and societal level.

Awareness

Individual: How can I know myself better?

Vision

Individual: How do I envision myself in five years?

Imagination

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

Responsibility

Individual: Though I cannot fix everything that is wrong with the world, how can I maintain and extend my own sense of responsibility as a leader?

Action

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

It should be obvious that these dimensions reflect a decisive break with the prevailing business logic. Business leaders can at any moment begin to initiate, encourage, and actively implement its practical applications: reducing waste and consumerism, increasing reliance on sharing, using local economies more mindfully. Business schools must start to build curricula around these principles and imperatives, thus contributing to the emergence and development of the responsible leaders the world desperately needs. A long journey!

Pillar: Lead with courage

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

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 you feel uncomfortable?

It’s probably a question you haven’t been asked before but the answer speaks to the quality and impact of your leadership.

Because when you accept the invitation to be a real leader, you are accepting the condition of feeling uncomfortable. Every single day. At the basic level the definition of a leader is someone who goes first. A leader forges a path forward and inspires people to follow.



Leadership demands that you make tough decisions in times when no one else will. Particularly, in times of uncertainty,

He understood courage is pushing through difficulties to reach a specific goal because he said, “The pleasure in courage lies in the end obtained.” Good leaders don’t do courageous things to be seen or praised – leaders are courageous because leadership takes courage to accomplish what needs to be accomplished.

Can we all see how it would make us feel?

Principles of courage in leadership

Susan Pearce, Author and mindgardiner, writing in the Huffington Post calls courage the most important leadership virtue.

Courage requires humility.

Winston Churchill said, “Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.” Leaders do what is right, not what is popular or what they “want” to do. They do what needs to be done.

Bowing to peer pressure and trying to please everyone is a sign of weakness, not courage.

Leadership takes courage to give credit to others, to remain faithful to one’s core values no matter what, and, if necessary, to break away from the status quo.

Courageous leadership requires acting quickly and decisively. It means making the tough decisions and accepting the consequences of those decisions. Be willing to do what it takes. Courageous leadership is not only speaking, but acting.

Courageous leadership means being willing to take the necessary risks to accomplish what needs to be accomplished. People who take no chances waste time worrying over insignificant and trivial things. Leadership takes courage, and courage takes risks. Consider the worst possible outcome but then dare to go forward. Perhaps no other quality distinguishes leaders from non-leaders than their willingness and their daring to push forward.

Being a great leader means having the willingness to do what other great leaders have done – the courage to expand, to change direction, to move into unknown and even uncharted territory. Courageous leadership inspires commitment from those who follow.

Leadership takes courage is a principle that doesn’t ignore fear – it faces it.

Leaders understand fear is involved. They push past their fears by remaining focused on the goal – the outcome – the dream or desire that lies on the other side of fear. According to Merriam Webster, Courage is the “moral or mental strength to venture, persevere, and withstand danger, fear, or difficulty.”

It’s personal. It has been said that courage resides in the heart. Courage is personal. Courageous leadership includes personal values, such as loyalty and integrity and accountability. Leadership not only takes courage, leadership takes heart.



“Leadership Takes Courage” is a skill that can be taught and learned.

Some sceptics believe you’re either born with courage or you’re not, but in truth, courageousness and courageous leadership can be taught. An entire industry has been built by those who train others to overcome fears to reach their goals – a fundamental leadership principle. People have learned to overcome their fear of heights, flying, public speaking – nearly any task that requires one to, in the words of John Wayne, “saddle up,” can be taught and learned. An unknown person said, “Courage is not the absence of fear but the acquired ability to move beyond fear.” Courage is a skill.

Courage and comfort will never be friends. If you are comfortable, chances are you aren’t learning, growing or forging a new path. If you are comfortable you are probably not really leading.

Reflect: Can you see how leadership requires action. Think about your own decision to take on this course. You require courage to learn.

Traits of courageous leaders

During the last recession, I saw fear turning businesses in a downward spiral. Employees felt the tenuous state of the economy and this created a large degree of anxiety. Anxiety if not dealt with can lead to depression. However, workplace stress is also driven in large part by fear. In these situations, people tend to keep their heads down and their mouths shut to survive. This not only applies to the rank and file, but to management as well.

These are the times that call for bold, confident, courageous leadership. But it's not easy. Demonstrating leadership courage - whether it's having an uncomfortable conversation, communicating when you don't have all the answers, or deciding to move ahead on a new project - can be scary. Yet it's precisely the kind of behaviour that fosters trust and sets a crucial example for others to follow at a time when they'd rather hunker down and wait for the storm to pass.

Confront reality head-on. Face the facts about the state of your organization and business. Only by knowing the true current state can you lead your team to a better place. They seek feedback and listen. We all have blind spots that impact the way we interact with others but if you listen and act. it can breathe new life into your relationships and leadership style

Say what needs to be said. Real conversations can be awkward and uncomfortable, especially if conflict is involved. Having crucial conversations helps cut through the smoke and move through issues. This also means having the courage to put your opinions on the table, even if they are unpopular. Encourage push-back. By encouraging constructive dissent and healthy debate, you reinforce the strength of the team and demonstrate that in the tension of diverse opinions lies a better answer.

Act on performance issues. Confronting people issues is hard, which is why so many leaders ignore them until they become a toxic threat to the team or company’s performance. By taking swift action to reassign or exit underperforming employees, you are helping yourself, the team and organization. Remember that accountability begins with you – holding yourself responsible for modelling the behaviours you expect of others.



Communicate openly and frequently. Keep the lines of communication open, even when you don't know all the answers. Courageous leaders refuse to hide behind jargon and wiggle-words – they use straight-talk and are not afraid to say, "I don't know." They also share information instead of hoarding it.

Give credit to others. Let go of the need for praise and instead give the credit to those around you. At first it feels scary – will I be rendered irrelevant or unnecessary if my people are doing all the good stuff? Remember that a good leader takes more than their fair share of the blame and less than their fair share of the credit.

Lead change. In fear-based environments, it's all about protecting the status quo. Envision a better way, a better solution, a better product - and approach it with determination and an open mind, knowing that it will be messy and that a mid-course correction may be necessary. Remember that you need to bring people along the change process for them to truly engage.

Check-in: Have any of you observed these leadership traits in action?

Take those courageous first steps

Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen -
Winston Churchill

Follow your gut when everyone tells you you're crazy. Google co-founders Larry Page and Sergey Brin spent years trying to get anyone who would listen to invest in their idea of a dedicated search company. They never gave up. Entrepreneurs do that all the time. Take risks with big downsides and no safety net. Every small-business owner knows exactly what that feels like. It's scary. It keeps you up at night. Sometimes the only counterbalance is your strength of will and your courage.

Deliver bad news. One of the hardest things for a manager or business owner to do is to tell employees, customers, or investors what they don't want to hear, to tell it to them straight.

Face your critics and listen openly to what they should say. You can do that only if your courage and humility outweigh your ego and hubris.

Look in the mirror and confront what you see. As Thoreau said in Walden, "The mass of men lead lives of quiet desperation." So many of us live in denial because we're afraid to see ourselves for what we really are. Challenge your comfort zone.

Face your fear. Every time you face a fear, you build confidence and courage. No matter the outcome, it's never as bad as your fear makes it out to be.

That said, every time you give in to fear, that reinforces it. Sooner or later, you simply run out of opportunities to face your fears. And that leads to regret.

Facing fear and thwarting regret have always been powerful motivators for me. Why, I'm not exactly sure. But I do know it's served me well throughout my career and my life.

Stay the Course. Courageous people are bold. You can develop the habit of courage by practicing it. Whenever you tend to hesitate or back off from a challenge, force yourself to go forward. Practice



boldness. A second key to courage is the willingness to initiate and act. They don't wait for someone else to do something. Leaders are attack oriented.

Finally, the mark of courageous people is the ability to stay the course. This is often called courageous patience. No matter how tough it gets, no matter how much tension or stress you face, stay the course and hang in there. Sometimes if you stay the course long enough and hard enough the sun will break through the clouds and things will happen for you.

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

What you do with it is entirely up to you.

"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

Summary: Principles of Leadership

Do you think you can?

- Be Respectful
- Build Trust
- Take Responsibility
- Lead with Courage

I believe that in each of us lies these qualities we just have to find our purpose and these will follow.



Thank
you



SHAW ACADEMY

