

Advanced Diploma in Leadership and Management

Lesson 4 Practical
How Leaders
Communicate to Inspire

Lesson Four

Leaders Communicate to Inspire



How to inspire



Applying Situational Awareness



Communication self-awareness



Q&A

Pillar 1

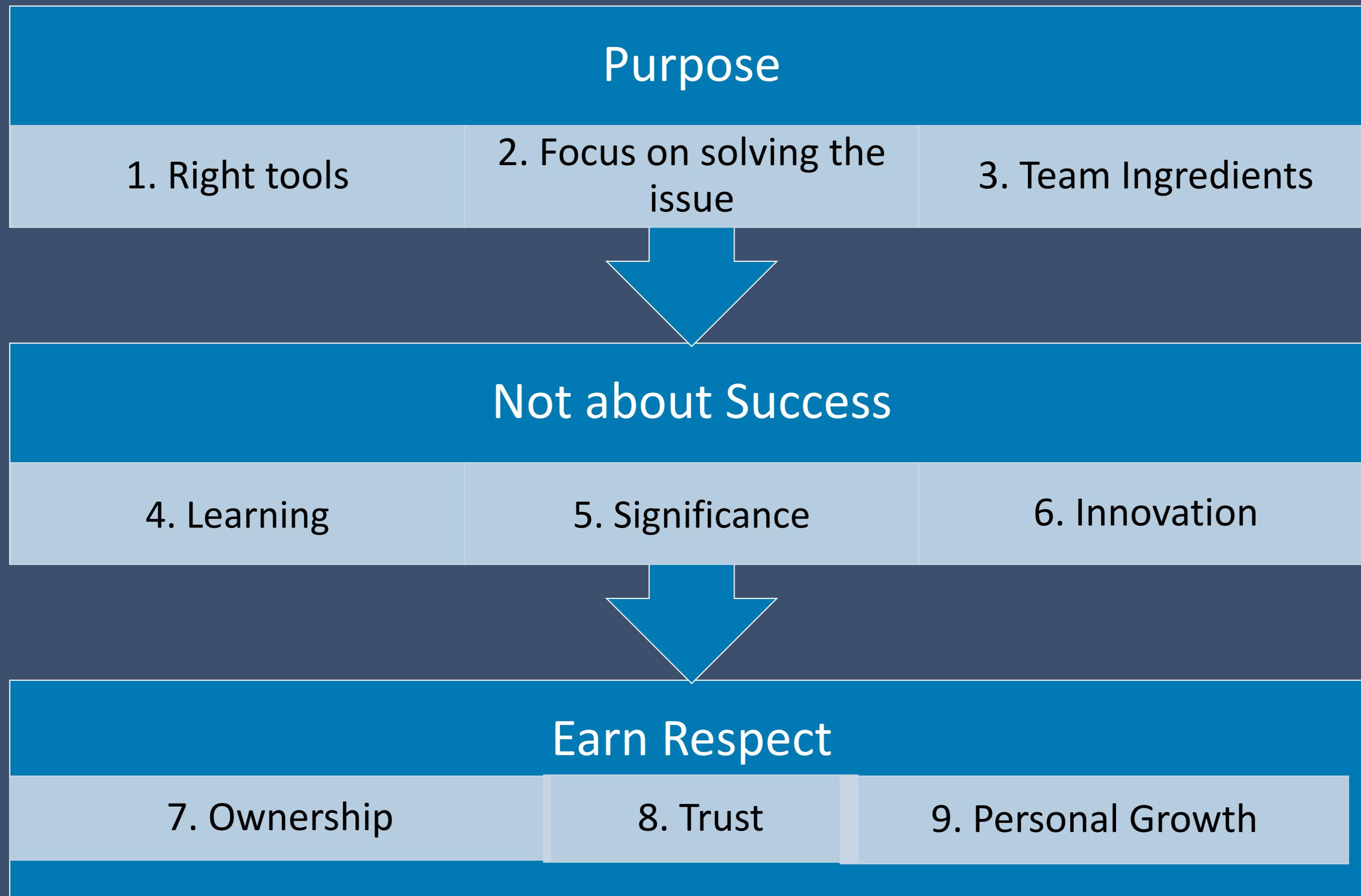
How you can inspire.

“Twenty years from now you will be more disappointed by the things that you didn’t do than by the ones you did do, so throw off the bowlines, sail away from safe harbour, catch the trade winds in your sails. Explore. Dream. Discover.”

Mark Twain

The need for inspiration

How you can inspire your team



How to inspire

Inspiring others to action

- Be a good example
- Care for your team
- Encourage and follow up
- Be inspired yourself
- Challenge others
- Share from your own experience
- Be vulnerable
- Tell Stories
- Practice your communication



First rule in leadership is to learn to be your self. Allow your instinct to help others shine through.

Pillar 2

Situation analyses where managers struggle

“Do you want to know who you are? Don't ask. Act! Action will delineate and define you.”

Thomas Jefferson

Communicating to build alignment and execute the strategy

What do we mean by Situational and Emotional Awareness



Situational Intelligence

Being aware of what's happening around you to understand how information, events, and your own actions will impact your goals and objectives.

Emotional Intelligence

The act of knowing, understanding, and responding to emotions, overcoming stress in the moment, and being aware of how your words and actions affect others, is described as emotional intelligence.



How leaders manage through tough times

Challenge 1 - You know things you can't share with employees.



Situation

- Sales are down, financials are poor, lay-off rumors are rife.
- The employees you manage know you've had several meetings to discuss options, one as recently as yesterday. During that meeting you decided to lay off 10 employees the following week.
- A member of your team asks you if the rumours are true - I can't afford to lose my job.
Do you know what's going to happen.

The Challenge

- You shouldn't say. You can't say. But you've built a solid rapport with your employees, always answering questions and giving honest feedback.
- How can you respond without breaking confidentiality yet also without breaking the sense of trust you've built with your team?

The Solution

- You cannot tell. You can explain that you're looking at all the options. You'll be the first to know once I have permission to share.

How leaders manage through tough times

Challenge 2 - Enforcing policies at the risk of losing a superstar.



Situation

- An employee is so outstanding he seems almost irreplaceable. Say he's a salesperson responsible for well over half of your revenue. Then you find out he cheated on an expense report.

The Challenge

- He didn't make a mistake; he clearly overstated expenses.
- Or he violated another basic and important company rule, and based on your policies he should be fired.
- Do you let him go and risk the potential impact on your business? In your business, sales are heavily relationship-based, and if he goes, many of your best customers could go with him.

The Solution

- This time there's little judgment involved. First make sure you have all the facts. (Any time you fire an employee you should work very hard to ensure you aren't making a decision based on inaccurate information.)
- Then let him go. No matter how "important" he may be to your business, employee policies are only as effective as your enforcement of those policies.

Challenge 3 – He said. No he said. Managing conflict



Situation

- An employee complains about how a peer treats him. While it happens at work, the behaviors aren't specifically work-related: He says the other employee makes snide remarks, sometimes ignores him, makes dismissive gestures, talks behind his back.
- You speak to the other employee, and he denies it, saying, "I don't know what his problem is. He thinks everyone hates him."

The Challenge

- Sorting out interpersonal issues is never easy and it can appear you took sides -- especially to the employee who "loses."

The Solution

- Stick to facts. Talk to both employees, separately or together, but only talk about facts: Words, actions, behaviors, tangible outcomes. At all costs avoid discussion like, "I know he thinks..." or "I know he assumes..." or "I know he doesn't like me..."

Managing Upwards – Some scenarios

- A brand new boss, someone you've never met before.
- A manager you don't see face-to-face because she works in another location
- An insecure boss (hint: it's important to know how to tame his ego)
- An all-knowing or indecisive boss
- A manager who gives you conflicting messages



- Anticipate your boss's needs. understand what makes your boss tick (and what ticks her off) .
- Know the right way to bring a problem to your boss Leaders inspire through an optimistic outlook and words of hope.
- Learn to disagree in a respectful, productive way.
- You need to find ways to demonstrate your worth to those above the boss as well
- Be a genuine source of help.

Some common challenges you will face

Not accepting feedback

- Feeling insecure. Easy to become defensive.
- Clever leaders ask for feedback at the start
- Provides a valuable opportunity to learn and grow
- Provides new insights from front-line employees who are more in tune with customer needs.

From team mate to boss

- You're close with your co-workers and suddenly you're promoted to being their manager, you're no longer "one of them."
"
- How do you tell your friends what to do without it affecting your friendship?
- You need to learn to separate work from friendship.

Holding people accountable

- There are duties and objectives that must be completed for the good of the company.
- Make everyone's objectives public so that the entire team can hold each other accountable.
- Don't be afraid to hold the bar high.

Pillar 3

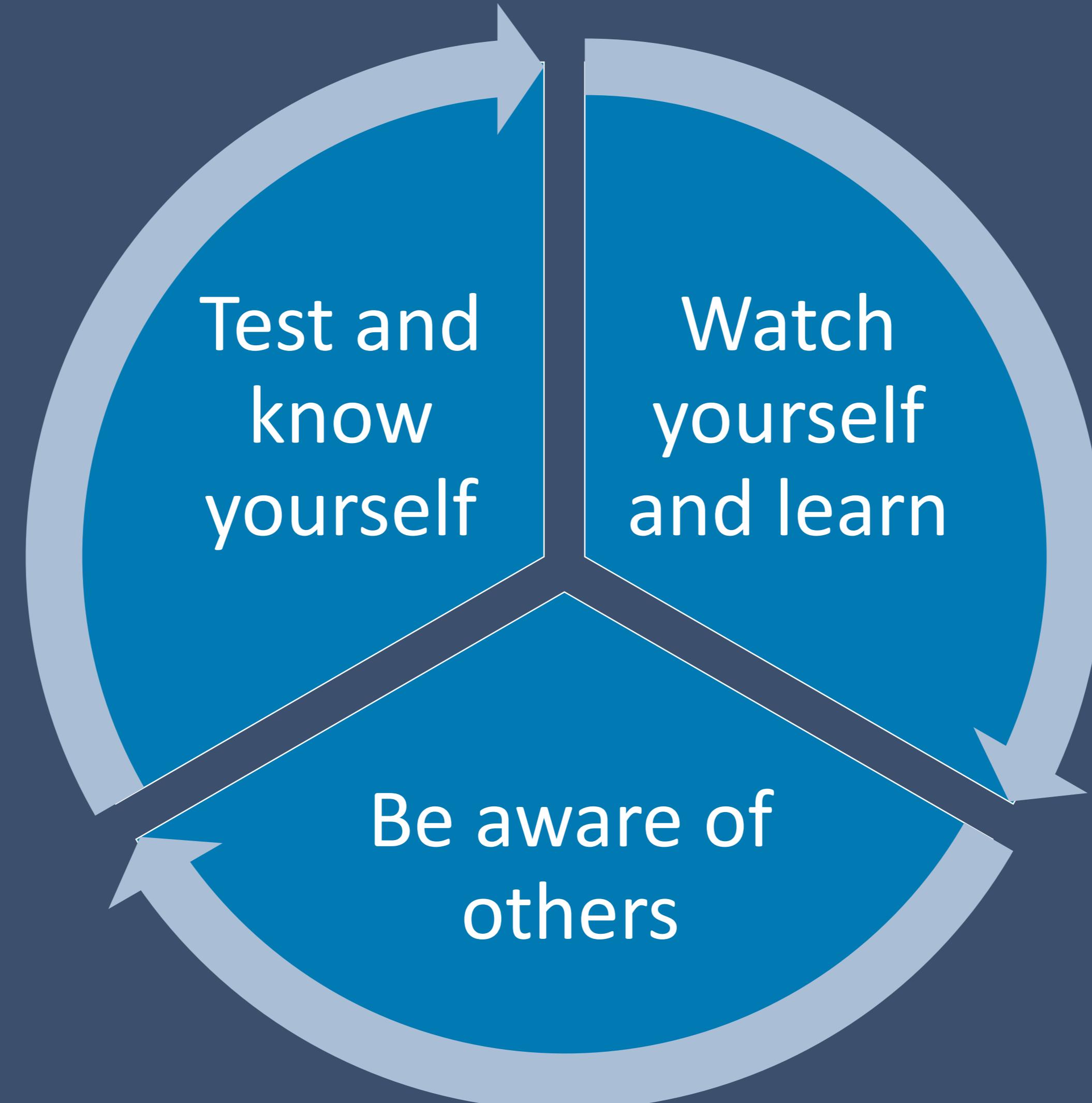
Communication self-awareness

“You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.”

Lee Iacocca

The best thing leaders can do to improve their effectiveness is to become more aware of what motivates them and their decision-making.

How do you become self-aware?



“What good is our communication if its impact ends the moment we stop speaking?”

How good are you at communicating?

Get personal

- Say something they find valuable on a personal level.

Stick with the facts

- Inaccurate information is worthless

Be specific

- Good communicators cut to the chase and understand the value of brevity.

Question and clarify

- Question the audience to confirm that the point has been understood.

Listen attentively

- attentive listening makes the exchange enjoyable for your conversation partner

Body language

- Listening with your eyes is just as helpful as listening with your ears.

Take the communication style self assessment

Style 1: WHAT	Style 2: HOW
ACTION (A) Results Objectives Achieving Doing	PROCESS (PR) Strategies Organization Facts
Style 4: WHY	Style 3: WHO
IDEA (I) Concepts Theories Innovation	PEOPLE (PE) Communication Relationships Teamwork



Lesson 3 Summary

Leaders communicate to inspire

1. How to inspire
2. Applying situational awareness
3. Communication self-awareness
4. Q&A



Your Next Lesson
Organisational Semester

Leadership and Organizational Culture

1. How to change the prevailing culture
2. Applying the vision
3. Shaping and influencing culture
4. Creating that common purpose and goal

QUESTION TIME

See you back for Lesson 4 Practical



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