

Leadership and Motivation for SMEs

Some thoughts

Leadership and Motivation

Dia daoibh agus tá fáilte romhaibh innui!

Leadership and Motivation

I'm learning Irish and I like to use a few words every day.

It's one of the things that is a motivating factor for me and one of the things which adds meaning to my life.

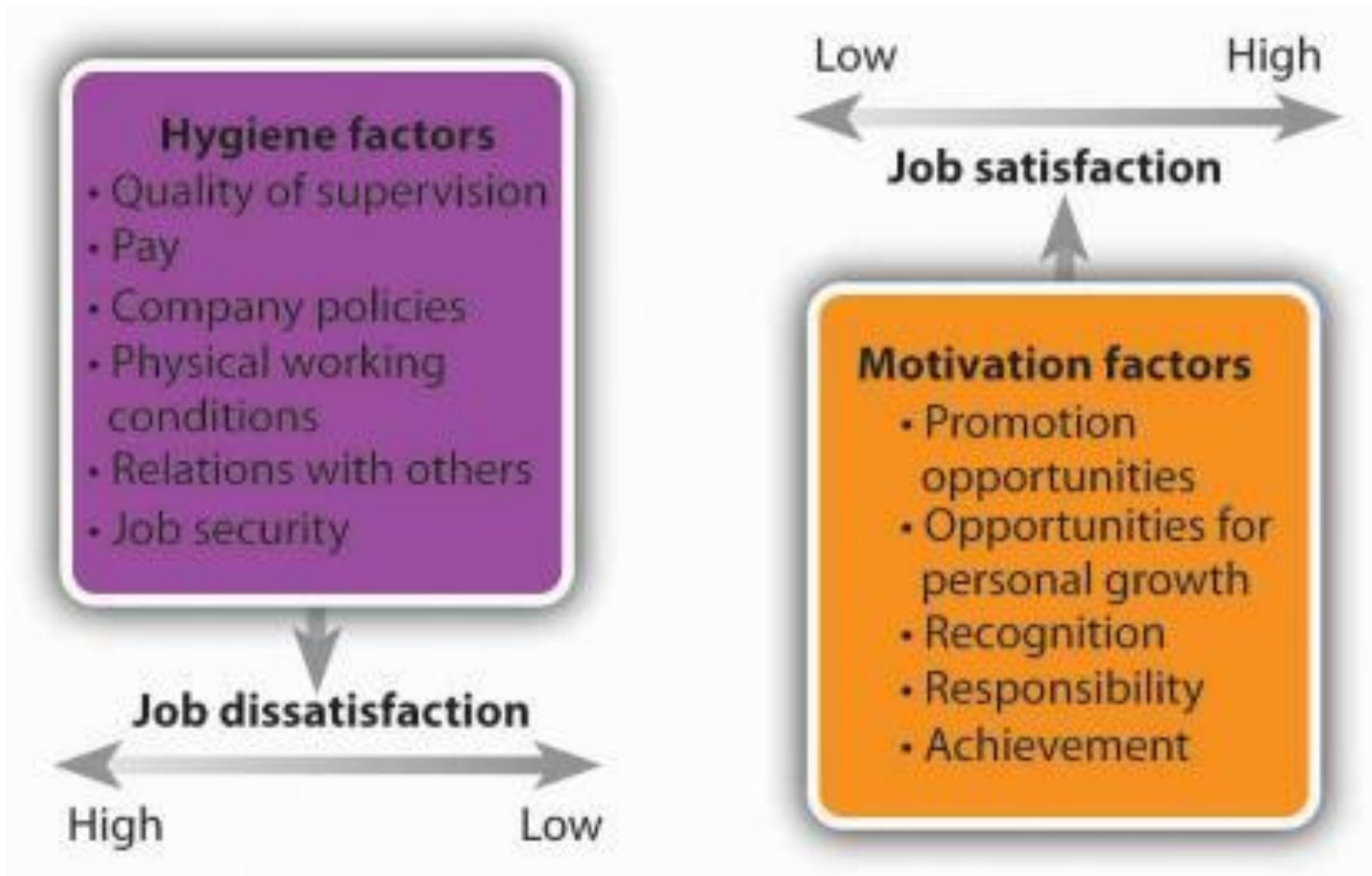
A number of years ago **Frederick Herzberg** came up with the idea that there are two sets of factors involved in motivation. There are **hygiene factors** - like pay and conditions - which if not addressed are demotivating; and **motivational factors** - like meaning, a sense of purpose, achievement, personal enrichment.

I'm not going to dwell on the hygiene factors - if you're not paying your staff properly, don't heat the building or provide clean washrooms, or tea and coffee, well quite frankly you're living in the world of the gombeen man and Ebenezer Scrooge not the 21st century and you'll probably regard anything Fergal has said or I'm about to say as airy-fairy, namby-pamby nonsense! Hygiene motivating factors are easily solved too.

Some of Herzberg's theory has since been questioned by other psychologists but that's academics for you - what motivates them is the chance to disagree with another academic!

Most of this lecture will focus on the second kind of motivation.

Herzberg's Two Factor Theory



Leadership

We are clearly not where we want to be at the present time. This pandemic has been catastrophic for some businesses and perhaps especially for many small and medium sized enterprises which rarely have big reserves of capital to fall back on.

You've probably heard the story of the visitor to the West of Ireland who asked an old countryman for directions and got the reply 'Well if I were you I wouldn't start from here!' That's probably how a lot of us are feeling right now.

One small positive is that we get an unexpected opportunity to take a long (maybe too long) hard look at ourselves, at our businesses, and perhaps do some reflecting and some thinking about what we might be able to do better in the future.

Fergal has rightly pointed out that the most important asset your business, any business, has is its people.

People - those with whom we work, as well as our family and friends - bring us some of the greatest happiness in our lives - but they can also be the cause of our biggest headaches.

Leadership is all about working with **people** - and getting the best out of people.

Leadership

When I tell people that I teach Leadership and Management Development - one of the first questions I'm often asked is 'What's the difference between leadership and management?'

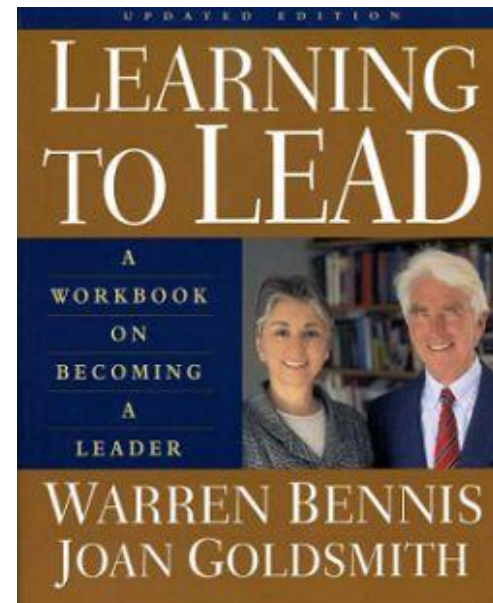
Now hundreds, if not thousands, of books have been written on this subject but at its simplest I think we can say that **management** is about 'stuff' - ensuring that things get done in time, on time, get to where they need to go, up to a measurable standard etc. - and to an extent people are included as part of the 'stuff'. So you'll hear terms like 'human resource management', which replaced an older term some of you may remember, 'personnel management', both of which I believe tend to lump people along with other resources, like money or time or materials or machinery.

Leadership on the other hand very clearly differentiates people from everything else in an organisation because it's about a relationship - a leader is defined by having a follower or followers.

Leadership and Management – What is the difference?

“A good manager does things right. A leader does the right things”.

– Bennis and Goldsmith.



Bennis, W. and Goldsmith, J. (1997) *Learning to Lead*, Massachusetts: Persus Book, 1997.

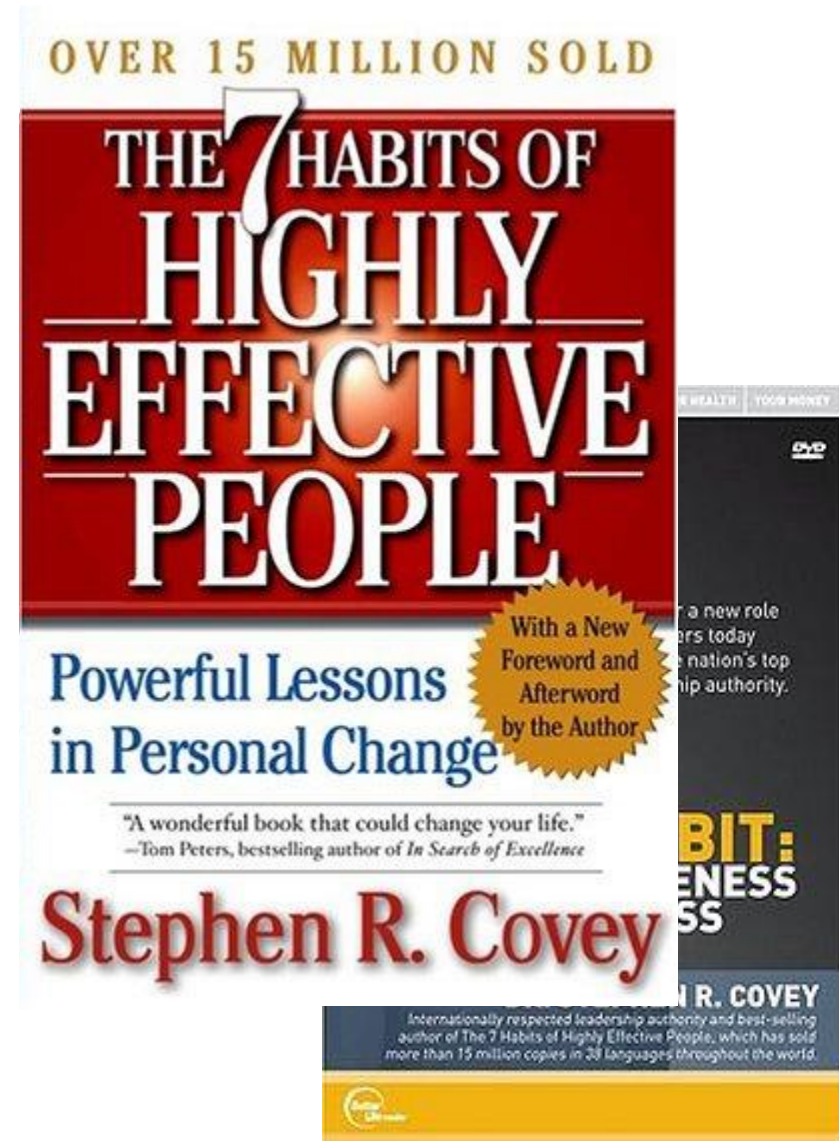
Leadership v Management

Managers	Leaders
Rule-driven Do things right - follow the rules	Values-driven Do the right thing - what is best for my followers and the current circumstances
Focus on systems or tasks	Focus on people
How and when?	What and why?
Do what we've always done	Innovate and risk
Maintain	Develop
Control	Trust
Shorter-term	Longer-term
Accept status quo	Challenge status quo
Look to the 'bottom line' i.e. profit	Look to the 'horizon' i.e. where profit is
Imitate/copy	Originate
Go by the book	Be my own person
Related to work/job role – a contract	Followers are voluntary

Leadership and Management - What is the difference?

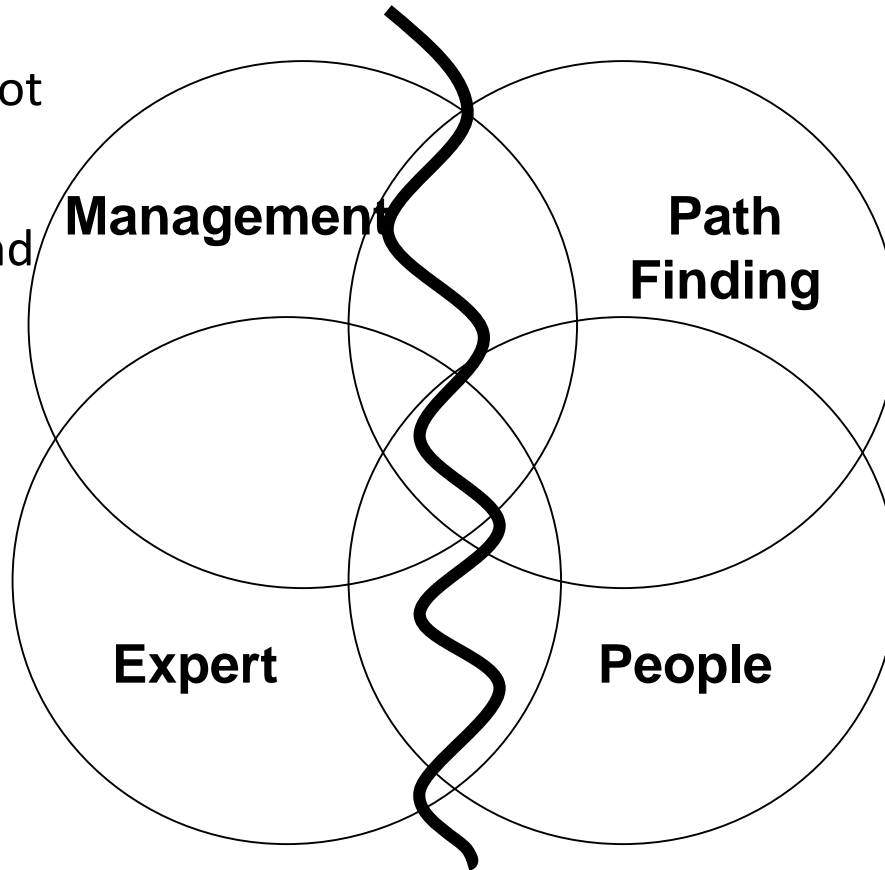
“Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall”.

Stephen Covey (1989)



Management and Leadership

Often urgent, but not important
Short term focus and immediate, visible results
Minimizing risks
Instant gratification
Predominantly task oriented



Important, but not always urgent
Investment in the future
Often intangible results
Delayed gratification
Predominantly people oriented

Reactive

Proactive

From an idea proposed by **Stephen Covey**

Management and Leadership

Managing the business

Budgets and objectives
Control and follow-up
Resource allocation
Internal overview and
risk reduction

Doing the job

Dealing with problems
Individual contribution
Hands-on
Adds value through own
expertise and knowledge



Creating the future

Develops a vision and meaning
based on values

Creates strategies, builds
the organization and
challenges mindsets

External overview and
risk taking

Developing talent pool

Attracting, developing and
retaining talent

Ensuring a strong employee
value proposition

Assessing performance and acting
accordingly

Developing people
through coaching and feedback

From an idea proposed by **Stephen Covey**

McGregor's xy theory

theory x ('authoritarian management' style)

- The average person dislikes work and will avoid it if he/she can
- Therefore most people must be forced with the threat of punishment to work towards organisational objectives
- The average person prefers to be directed; to avoid responsibility; is relatively unambitious; and wants security above all else

theory y ('participative management' style)

- Effort in work is as natural as work and play
- People will apply self-control and self-direction in pursuit of organisational objectives without external control or the threat of punishment
- Achieving objectives is often reward enough for motivated staff
- People usually accept and often seek responsibility
- The capacity to use imagination, ingenuity and creativity in solving organisational problems is widely, not narrowly, distributed in the population
- In industry the intellectual potential of the average person is only partly utilised

Leadership and Management

- The relationship between leadership and management
 - Both sets of skills are important, of course. Most business leaders have management skills but not all managers have leadership skills
 - There are many similarities but leaders are more strategic, more ‘visionary’, and set the culture and values of an organization. And these are the things I want to look at today.
- **Habit 2 of Covey’s 7 Habits is ‘Begin with the end in mind’** – so have a vision of where you want to go.
- **Habit 3 is ‘Put first things first’** - be clear about the values which underpin how you behave.
- I think if you are going to put yourself in the position of taking responsibility for other people’s livelihoods, which is what business leaders do, then you need to be very clear about what your values are.

The role of values in leadership

‘Open your arms to change, but don’t let go of your values’ Dalai Lama

- We all face tough decisions everyday but leaders’ decisions affect the lives of others, the success or failure of organizations and sometimes have unforeseen consequences. Therefore, knowing that you have acted for the best and have been **true to your values and principles** may not make a bad outcome better but you will be able to explain and stand by your decisions.
- When our actions and words are aligned with our values, life is generally good **and we feel content, confident and satisfied**. But when our behaviours do not match-up with our values, we are likely to have a feeling of unease, telling us that all is not good with the world right now. We feel **out-of-step; out-of-touch; out of line or out-of-sorts**.
- Making a deliberate and conscious attempt to **identity which values are the most important to you** is needed to keep your anxiety low and your well-being and sense of personal worth and self-awareness high.
- Some ‘values’ are not values at all but simply ideas, notions or prejudices. **Real values (honesty, integrity, respect for others etc.) are universal** - across time and across cultures. But to be really clear what our values are requires some thought.
- **Read the sheet at the end on What Are Your Values and try to come to some conclusions about which ones are important to you** . There are no right or wrong answers - we are all different and have different values and priorities - but knowing your values will help you make decisions as future leaders and managers and, indeed, as ordinary human beings.

The role of values in leadership

- If you value **Family**, but you have to work 70-hour weeks or work away a lot, you are setting yourself up for internal conflict.
- How important is making money to you? You might think that family is your No 1 value but if the last time you spent a day with your kids was on your summer holiday well maybe you're kidding yourself. Be honest!
- Perhaps your business is the thing you value most in your life. When you have founded something and worked hard at it, it would be surprising if it wasn't extremely important to you. Does your family share the same feeling? Do your employees share that feeling?
- If you think of your business as 'your baby' it can make it difficult for others to share your passion or to feel included. And yet, like it or not, they will share it. Your family will hear you talking about it - endlessly possibly. Your employees will be doing a lot, maybe the lion's share, of the work but may not feel much sense of involvement in the business if they feel their ideas are not listened to or their opinions valued.

The role of values in leadership

James Kouzes and Barry Posner interviewed over 20,000 people worldwide asking what qualities or values people looked for and admired most in a leader.

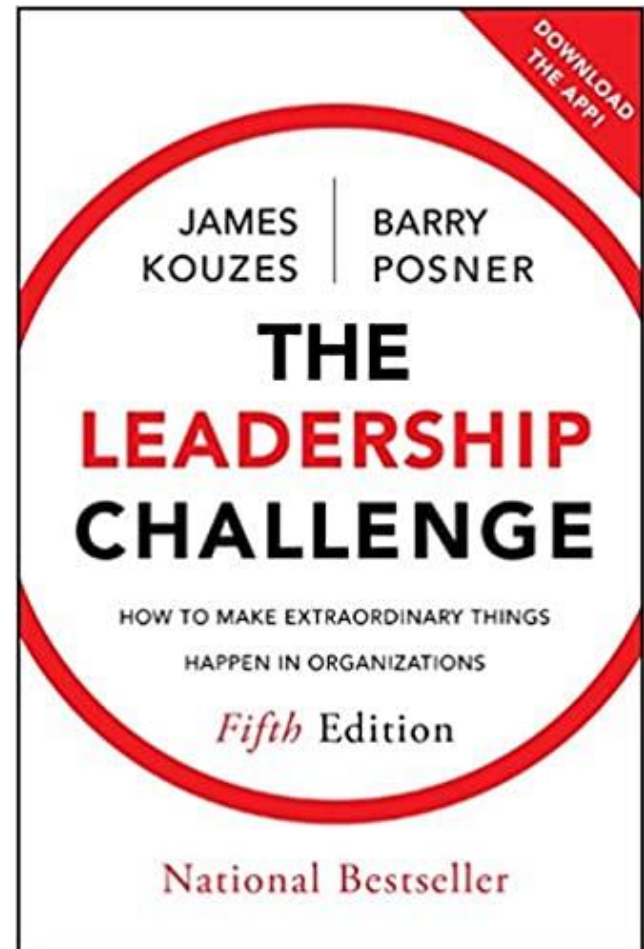
The top four answers included:

Honesty

Forward Looking

Inspiring

Competent



The role of values in leadership

- **Competence** I won't spend much time on. If you don't have a good knowledge of the business you're in, or the wit to bring in somebody who does, you are setting yourself up for failure.
- You may have seen some of those TV programmes where Gordon Ramsey or Alex Polizzi look at failing restaurants/hotels which invariably have been set up by people who have always fancied having their own restaurant or hotel but don't know much about the business they're in.
- It is hard to get the respect of your employees if you don't know your business - at the very least you need to have somebody you can rely on who does.

The role of values in leadership

- **Honesty is the first of those four values or qualities which Kouzes and Posner identified - and with good reason.**
- Being honest with yourself and with others is the hallmark of a good leader, whether that's praising a team member for a job well done or pointing out poor performance (in an appropriate way, and at an appropriate time and place - more on that later).
- And it is closely related to the second - **trust**. You will not be honest with other people if you don't trust them nor will they believe you if they don't trust you.
- Only where there is honesty and trust will you get real **communication** which is **fundamental to leadership**.
- **Communication is rarely properly investigated. It's assumed we all know how to communicate. But real communication is not easy. It's hard.!**
- You need to communicate with your family and employees about the business and find out how they feel about it - and that demands a skill very few of us have and which takes a lot of practice and honing - and that is **to actively listen**.
- It's often said we have two ears and one mouth because we should spend twice as much time listening as we do talking!

The role of values in leadership

- **Honesty** is really key. Fergal mentioned **emotional intelligence** - which some people have without really trying while others have to work at it.
- It is based on two characteristics:
 - (a) self knowledge - which means being honest with yourself and
 - (b) the ability to understand where other people are coming from and that demands being honest with them and ***really listening*** to them.
- **This is Habit 5 of Stephen Covey's 7 Habits - Seek first to understand and then to be understood**

This is primarily about ***communication***, which of its nature is ***two-way***. Covey helps to explain this in his simple analogy 'diagnose before you prescribe'.
Listening and clarifying (confirming what you think you have heard) are two of the most important skills a leader or manager should develop.

They are essential skills for developing and maintaining positive relationships in all aspects of life - not just in work -and are the basis of empathy and emotional intelligence.

Active Listening

- ***“Most people do not listen with the intent to understand; they listen with the intent to reply.”***

Stephen Covey

Know your team

- Fergal pointed out that people are our most important capital but very few leaders or managers spend the time on them that is necessary to get the best out of them.
- There are owners of shops who spend hours reviewing their stock or their window display or talking to customers but spend only a few minutes talking to their staff; restaurant owners who agonise over their menus but expect new waiting staff to be up to speed on their first evening; office managers who rarely venture from their offices.
- But if you don't know your staff, their strengths and weaknesses, what they enjoy doing and what makes them anxious how can you ever expect to get the best out of them? It's like buying - a sports car, a family estate, a Mini and a van but treating them all as if they were a Ford Focus.

Know your team

- Stephen Covey talks in his book about the value of a paradigm shift - something which causes us to rethink our view of the world or how we have been doing things for years perhaps. He uses the apparently true story of the US battleship commander who signals to a vessel ahead to change course etc.

ACTIVITY



Know your team

- I was very fortunate in my time at Ofcom to be one of only two senior leaders from NI chosen to attend the US Federal Executive Leadership Programme in Charlottesville, Virginia.
- Amongst the many things I learned there was the value of knowing your team and also how important it is to value diversity. But I only realised it as result of doing the Myers Briggs profile test, which some of you may be familiar with.

The value of diversity

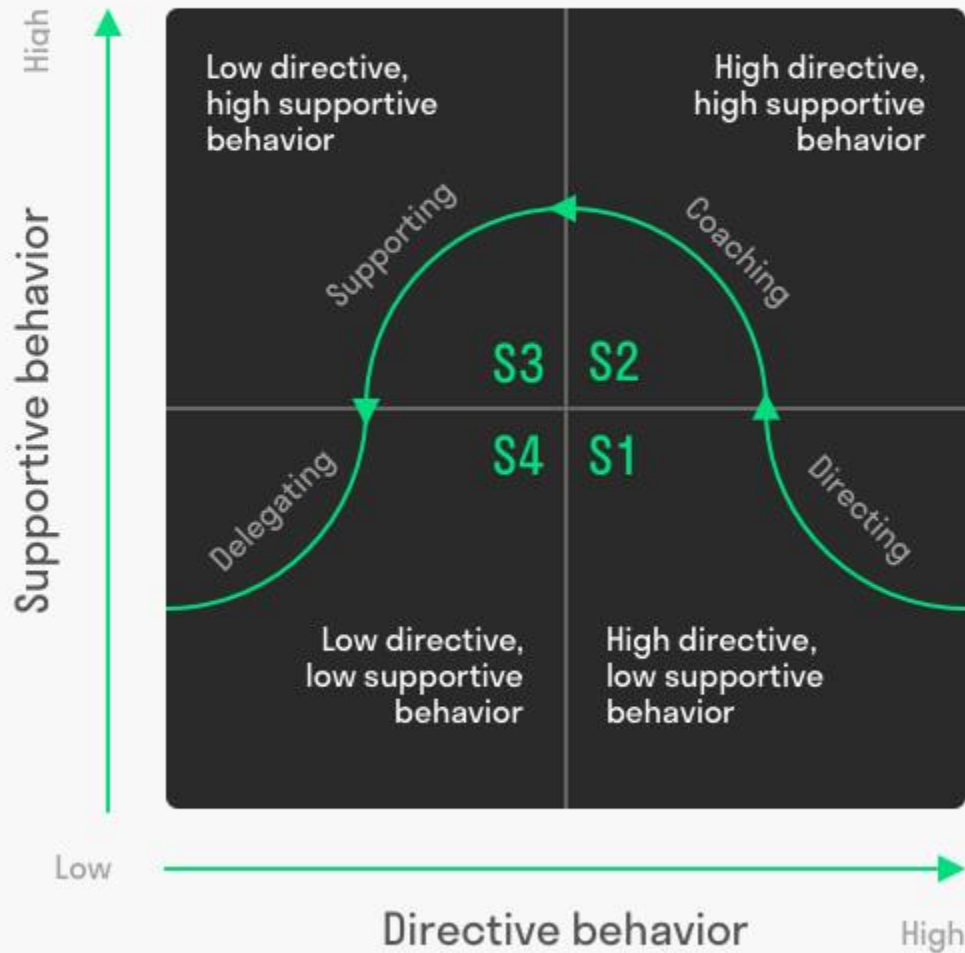
- Myers Briggs profiling suggest that there are many as 16 different personality types.
-
- You can get a rough idea of your own MB personality type by doing a ‘fun’ **version** at: <http://www.16personalities.com/free-personality-test>
- Don’t take it too seriously ... but it can help you realise that other people may not see the world quite as you do. We are all different.

(**NB** A proper Myers Briggs profile assessment should be carried out by an accredited person – e.g. a psychologist, HR specialist etc.)

<i>MYERS BRIGGS, Jungian or MTR-i leadership style</i>		
<u>Description</u>	<u>When to use</u>	<u>When not to use</u>
<i>ESFJ/ENFJ, Extraverted Feeling (Jung), or <u>Coach</u> (MTR-i)</i>		
People-oriented, motivator, builds personal relationships, likeable, interpersonal skills, cares for others	Commitment from others is critical or in sensitive situations	Decisions need to be forced through, conflict is being avoided
<i>ISFP/INFP, Introverted Feeling (Jung), or <u>Campaigner</u> (MTR-i)</i>		
Value-driven, has passion for key issues, focuses on important themes, champions the cause	The group has lost its sense of identity or it is doing too many unimportant things	There is a problem that needs to be solved with dispassionate objectivity (e.g.: technical issues)

Personality Traits: Key Learning

- Myers Briggs profiling flags up the fact that we all have different personality types.
- Leaders and managers need to be flexible and be able to ***adapt*** their behaviour to different situations and to different people - ***horses for courses***! See following slides on situational leadership - responding to different people's strengths and weaknesses and to different circumstances.
- For leaders and managers the key learning is that people are different and react to situations differently and so a leader or manager needs to be aware of this.



Hersey and Blanchard, Situational Leadership - Four Leadership Styles

	Follower type	Leadership Style or Behaviour
1 High Direct, Low Support	Follower lacks experience or skill, and confidence to do the task, and may also lack willingness.	Telling - Leader gives precise firm instructions and deadlines and closely monitors progress.
2 High Direct, High Support	Follower lacks the ability, perhaps due to lack of experience, but is enthusiastic for the work.	Selling - Leader explains goals, tasks, methods and reasons, and remains available to give support.
3 Low Direct, High Support	Follower is capable and experienced, but lacks confidence or commitment and may question the goal or task.	Participating - Leader works with follower(s), involved with group, seeks input and encourages efforts.
4 Low Direct, Low Support	Follower is capable, experienced, confident and committed to the goals.	Delegating - Leader gives responsibility to followers for setting goals, planning and execution.

Situational Leadership Scenario

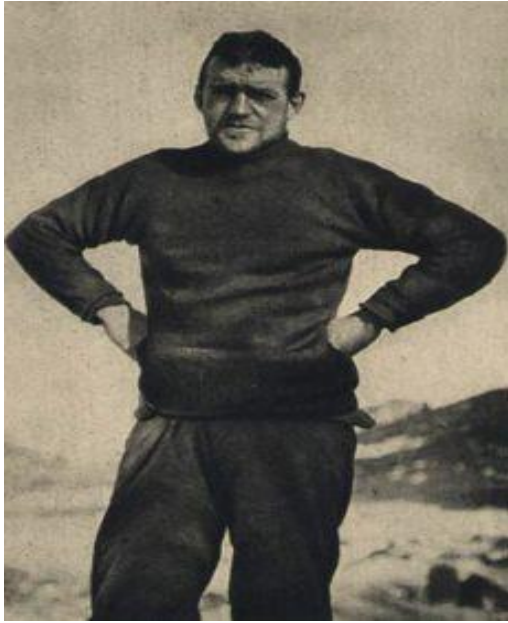
- **Team Member 1**
- Mary has started to come in late, especially on rainy days. She lives on the other side of town. She is an experienced team member crucial to your operation. You ask her if there is a problem and she tells you she is struggling to get in on time as she has three school age children one with special needs, so they go to different schools, and has split up with her husband.
- What do you do?

- **Team Member 2**
- Ryan is 22 year old and only started with you 3 months ago. He has been late on average once a week, usually on Mondays. He lives within walking distance.
- What do you do?

Key Learning - tough empathy

- Managing employees with "tough empathy" is a difficult but key quality of effective leadership. Tough empathy means giving people what they need, not what they want. Leaders must empathize passionately but realistically with employees, care intensely about the work they do, and be straightforward with them.
- **Never ignore poor performance** or misconduct but deal with it appropriately.
- This is one of the things which many managers avoid like the plague.
- One thing employees, all of us, value above all else perhaps is **fairness**. They want a fair day's pay for a day's work and they want to see everybody abide by the same rules.
- If someone is seen to be getting away with slacking or with poor performance it undermines the credibility of the values, of the agreed rules and also your credibility as a manager or leader.

Ernest Shackleton - an example of leadership



Ernest Shackleton, the famous Irish explorer, was a leader who for BW Browning epitomises the ability to respond appropriately to different people and different situations.

Browning uses Alfred Lansing's book ***Endurance: Shackleton's Incredible Voyage*** to put him forward as illustrating some of the key theories about leadership.

In November, 1915, his ship *Endurance*, sank leaving the 27-man crew stranded on ice floes and small lifeboats. Their mission to cross Antarctica was a failure.

However, it was also an incredible success, because over a two-year period, Shackleton was able to keep all of his men alive and get them all home, prompting one of his men to call him "the greatest leader that ever came on God's earth, bar none."

Shackleton's story illustrates many important ideas about leading in difficult times.

- He had unshakeable **optimism** communicated by word and by deed, that he and his men would survive and be rescued.

Ernest Shackleton - an example of leadership

- He **understood his men, their diverse needs and abilities** and shared their hardships, and avoided the easy solutions. For example, he assigned himself to a tent with the most cantankerous crew member to stop him causing trouble, a fact not lost on anyone else (except perhaps his tent mate).
- Shackleton **treated his men equally** establishing only a loose hierarchy, which allowed them to draw strength not just from him but from one another. All of the men - including the scientists - were expected to perform mundane chores.
- Shackleton also possessed ample **social intelligence** understanding what made his crew members tick as individuals and tailoring his interactions accordingly - flattering one man while using **tough empathy** in reminding another of the terms of his contract. ('Horses for courses').
- Shackleton was highly **competent**. He possessed incredible technical skills honed over decades of exploration a major factor in this incredible survival story..
- He was **charismatic**. His men looked up to him and addressed him simply as 'Boss', a term conveying their affection and familiarity as well as acknowledging his authority.

NB But he also illustrated the point that we all are all only so good and cannot be competent at everything. On his return he tried a number of business ventures all of which failed!

Ernest Shackleton - an example of leadership



Key Learning: Diversity

- People are ***different***: they have different personality types, different ways of learning and of doing things, different types of intelligence; they are male and female; they have different cultural backgrounds.
- Leaders and managers need to be aware of the ***diversity*** of their followers and colleagues and also need to take advantage of what is a wonderful resource. How boring the world would be if we were all the same.
- But there's a lot of evidence to show that many managers and leaders do not like diversity. They seek out people who are like them, who agree with them. If we're honest we can all be like this. It's more comfortable to be able to talk to someone who thinks like we do - but you won't get much new thinking or challenging ideas. The most innovative environments are those with people from a range of backgrounds with different types of knowledge and experiences.

LMX Theory

- I'll just make a very brief mention here of Leader Member Exchange theory (LMX).
- A leader forms a special relationship with each and every member of a group/team.
- Each relationship is unique and has its own special characteristics.
- Leaders will either consciously or subconsciously identify followers as either '*in-group*' or '*out-group*'.
 - **In-group** people are those whom the leader trusts, likes, respects, promotes, thinks good at the job, are like them and are friendly with. This will lead to a reciprocal relationship and followers will be **motivated**.
 - **Out-group** people are those whom the leader does not like, trust or respect, or think good at the job or are just different; so will be formal and less friendly with them. The relationship will also become reciprocal and the followers will become **demotivated**.

NB There's a slide at the end with more on LMX.

Empowerment as motivation

- Being in control of our lives is one of the most satisfying and liberating experiences we can have. It is often the motivating force for why people start their own businesses.
- But it's the same for your staff. To be given responsibility and a sense of empowerment is very satisfying – and to be told that what you do is important, even critical to the health of the business is immensely empowering and confidence-building. And confident people perform much better.
- It's seems extraordinary to me that many people are only now beginning to realise who the most important people are in our society - the people we now call key workers: health workers of course, but also the people who empty our bins, our cleaners, those who ensure we have clean water and efficient sewage systems, transport workers. They have always been the people who are in the frontline of halting spreadable diseases.
- And you can add those in the postal service, supermarket workers, delivery drivers etc. - all of whom we're only now beginning to appreciate.
- Let's hope we don't forget it when all this over but make sure they know they're appreciated and properly rewarded.

Vision

Being **forward-looking** and **inspiring** were the other two qualities identified earlier.

Being **forward-looking** means having a **vision** of the future. But it's not enough to have that vision in your head. It needs to be articulated and shared if it's to be of any use to a business or organisation ... and if it's to become **inspirational**.

- You may well be saying to yourself 'What have visions and inspiration got to do with my business? We're not Google or Dell - I employ half a dozen people.'
- I had an MBA student whose response was exactly that. He was the manager of a small restaurant, while there were other students in the class who worked for big multi-national corporations and a couple of lads from the Irish Army. They could all lay their hands on their organisation's vision.
- I was impressed by the two Irish Army lads who knew their vision, mission and values off by heart. If you might have to lay down your life it's important to you to know why.* But very often I find that many people who work for big corporations, which have employed consultants at great cost to draw up their vision, mission and values, don't know them. So they are pointless then.
- Visions designed as they are to be inspirational are often very lofty - 'to be the biggest and best in the world etc.'

*<https://www.military.ie/en/defence-forces-vision/>

Vision

The key thing is a vision needs to be realistic and meaningful if it is to be useful.

For the restaurant something like the following would make sense:

‘To be the first choice for an evening out, lunch or just a cup of coffee for people living, working or visiting Drumcondra/Swords/ Ballyjamesduff or wherever.’

You should also write out your vision and put it up somewhere where everyone can see it because it is meant to be inspirational. If it isn't inspirational there's no point having it. If it's somewhere prominent you can often refer to it.

If you don't want to do that it means that you don't believe it yourself.

Respect for each other, for our customers and for the environment

Setting and Communicating a Vision

“De Groot - Exceptional Motor Cars”



Some Vision Statements

- **Oxfam:** A just world without poverty (5 words)
- **Habitat for Humanity:** A world where everyone has a decent place to live (10 words)
- **Oceana** seeks to make our oceans as rich, healthy and abundant as they once were (14 words)
- **The Nature Conservancy:** Our vision is to leave a sustainable world for future generations (11 words)
- **WWF:** We seek to save a planet, a world of life. Reconciling the needs of human beings and the needs of others that share the Earth (25 words)
- **Save the Children:** Our vision is a world in which every child attains the right to survival, protection, development and participation (18)
- **Médecins sans Frontières:** Medical aid where it is needed most. Independent. Neutral. Impartial. (10)

NB Short is good because it is memorable!

Mission and Values

While a vision is forward-looking a **mission statement** is about what we do now and how we do it.

e.g. 'We aim to give people an enjoyable experience, with good food and wines at a reasonable price, with friendly service in a relaxing atmosphere.'

You could be more ambitious and have something like 'We aim to give you an evening to remember ...' but for me that's going over the top and risks giving your customers a Fawlty Towers experience! But you can see how important it is to involve your staff in the discussion - as they are the ones who will have to live it.

Values which might include some of the following:

Loyalty

Flexibility

Collaboration

Respect for each other, for our customers and for the environment

Having values which everyone in the team has agreed on is also empowering for a leader as it enables him/her to call out anyone not following them. Of course, your employees should feel able to call you out if you're not following them!

Mission and Values

You can combine the mission and values if you wish; there are no hard and fast rules. They are for your benefit and that of your team.

So for a **petrol station's mission and values** might look something like the following:

We respect each other, our customers and all those with whom we work

We value diversity

We believe in offering a fair deal to our customers and to our colleagues.

We want people to enjoy their brief visit to us so we will offer more than just good value fuel.

We will also have refreshments available to make your journey easier.

Our business of its nature is not the most environment-friendly so we will aim in other ways to respect and care for the environment.

Vision, Mission and Values

- **Ofcom's Vision, Mission and Values**
- Our principal duty (vision) is to further the interests of citizen and consumer in relation to communications.
- **Ofcom's mission** is to make communications work for everyone. This means putting the interests of people and businesses at the heart of everything we do. Fairness is a priority.
- **Our values**
- To help us with our work in promoting choice, securing standards and preventing harm, we need to make the best decisions for all UK consumers and citizens. To do this, every part of our organisation needs to be **diverse and foster an inclusive culture**.
- • Excellence
- • Collaboration
- • Agility
- • Empowerment

How leaders can empower

The **Leader** is the prime mover in establishing:

- a **vision** for the organization
- a focus on **people**
- a **culture** that empowers his/her team through:
 1. **empowering**
 2. **opportunities for learning**- on the job or in college or through away days
 3. **collaboration** - treats his/her colleagues as equals
 4. **openness to new ideas and challenges to existing mind-sets**
 5. **flexibility and adaptiveness**
 6. **team working**
 7. Giving and receiving **feedback**

Giving feedback is important but so is receiving it. 365 feedback is extremely useful but it can be difficult for a leader, for any of us, to hear criticism.

What do you do if the feedback includes for example - 'doesn't listen'; 'pretends to seek our ideas but ignores them'; 'micro-manages'; 'is always too busy'; 'flies off the handle'. It's better not to seek feedback if you think you will find it difficult and quite frankly in small teams it's hard not to guess who has said what.

What is a leader/leadership?

- To conclude and sum up I'll go back to where I started:
 - Be true to yourself and to your **values**
 - Have a **vision** - inspire/draw people together with a shared vision
 - Communicate: ***Listen*** and ***Clarify***
 - Be **empathetic**: show a genuine concern for others; give encouragement; be trusting and be trusted - but with **honesty**
 - Think strategically: analysing and thinking creatively with a long term view; be evidence-based wherever possible
 - Manage change - in a way which takes account of the needs and concerns of those with whom you work
 - **Want to make a difference** - to the benefit of your colleagues, your teams, your customers ... and to society

Leadership and Motivation

We've been focusing this morning on how we can get the best out of our people. And you will get the best when people are motivated.

Here are a few questions as takeaways which you can think about either as we go along or after our session is over.

1. It's a good idea to start with what motivates YOU?
2. What gives you the most pleasure even joy about running your own business?
3. And what gives you the biggest headache?
4. How do other people view your business? Your family, friends, other business people.
5. Do you know?
6. How do your employees view it? Do you know?
7. What's your own view of your business?

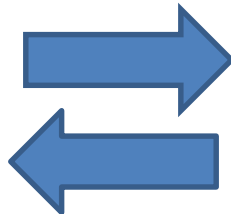
Key Learning: communication and clarification

Good leaders:

- ***communicate*** well;
- they ***listen*** and
- they ***clarify*** by checking that what is being said is what is being heard - in ***both*** directions.

- Max De Pree:
- ***“Err on the side of over-communication.”***

Leader



Follower

Thank you

Go raibh maith agaibh !

Go dté sibh slán!

Authentic Leadership

Quotations from Max De Pree

By ourselves we suffer serious limitations. Together we can be something wonderful.

There may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn to practice the art of communication

To be a leader means, especially, having the opportunity to make a meaningful difference in the lives of those who permit leaders to lead.

The signs of outstanding leadership appear primarily among the followers. Are the followers reaching their potential? Are they learning? Serving? Do they achieve the required results? Do they change with grace? Manage conflict?

The leader is the servant who removes the obstacles that prevent people from doing their jobs

Leadership is much more an art, a belief, a condition of the heart, than a set of things to do. Understanding and accepting diversity enables us to see that each of us is needed.. It also enables us to begin to think about being abandoned to the strengths of others, of admitting that we cannot know or do everything.

Using LMX Theory as a Leader

1. Identify Your Out-Group

You probably know who's in your Out-Group already but why have these people fallen "out of favour." Why don't you trust them? Are they truly incompetent? Analyze what they have actually done and compare the facts with your perceptions. Do they match or have you (perhaps subconsciously) blown things out of proportion?

2. Try to Re-establish the Relationship

As the leader it is for you to make a reasonable effort to re-establish a good relationship. Team members who have a good relationship with their leader have higher morale and are more productive. So you, and your organization, can benefit from creating a better relationship.

But bear in mind that this group will likely be **wary** of any change in attention or support from you.

Meet each team member one-on-one. Find out what makes them 'tick', what motivates them. Perhaps use *McClelland's Human Motivation Theory* or *Herzberg's Motivators and Hygiene Factor Theory*.

Then try to get to know them better; be friendly; try to treat them as you do 'in-group' team members .

3. Provide Training and Development Opportunities

Be sure to offer all your team members appropriate opportunities for training, development, and advancement. Out-Group team members may benefit from a coaching relationship with you or from you setting up mentoring for them. You may also want to provide them with low risk opportunities to test and grow their skills.

But be careful not to lose the support of the in-group members!

NB Of course, it is possible that some out-group members are lazy, untrustworthy, incompetent and hard to like! And of course it is only fair that talented, hard-working people should get more interesting opportunities and may get more attention than less-talented ones.

LMX Theory is a useful tool to help you to be **objective and fair** in how you treat people.

The Search for Meaning

- In his book - *Man's Search for Meaning* - **Viktor Frankl** tells how he came to realise that the search for meaning is what makes life worth living.
- A prominent Viennese psychiatrist before the war, Viktor Frankl was uniquely able to observe the way that both he and others in Auschwitz coped (or didn't) with the experience. He noticed that it was those who comforted others and who gave away their last piece of bread who survived the longest - and who offered proof that everything can be taken away from us except the ability to choose our attitude in any given set of circumstances. He saw that the sort of person the concentration camp prisoner became was the result of an inner decision and not of camp influences alone.
- Frankl came to believe man's deepest desire is to search for meaning and purpose, to find a way to transcend suffering and find significance

Bibliography

- Bennis, W. and Goldsmith, J. (1997) *Learning to Lead*, Massachusetts: Persus Book, 1997.
- *The 7 Habits of Highly Effective People* (2004) by Stephen R. Covey
- *The Leadership Challenge Sixth Edition: How to Make Extraordinary Things Happen in Organizations* by James M. Kouzes, Barry Posner, et al.
- *Endurance: Shackleton's Incredible Voyage* by Alfred Lansing, Simon Prebble, et al.
- *Leadership in Desperate Times: An Analysis of Endurance: Shackleton's Incredible Voyage through the Lens of Leadership Theory* (2007) by Blair W. Browning

Your Lecturer

- National Manager Digital UK for Northern Ireland - oversaw digital television switchover and one of the biggest public information/marketing campaigns
- Director Ofcom Northern Ireland – communications regulator for broadcasting, telecoms, spectrum
- Head of ITC (Northern Ireland) - television regulator
- Lecturer in Leadership and Management Development, Media Studies, Politics, Advertising, Marketing and Public Relations
- Teacher and Youth Leader
- Construction worker
- Board Member of Broadcasting Authority of Ireland and Celtic Media Festival

Denis Wolinski

- BA(Hons)
- PGCE
- Postgraduate Cert. in Educational Management
- Graduate of US Federal Executive Institute's *Leadership for a Democratic Society* programme
- Judge Business School, University of Cambridge