

10 Ingredients for Successful Leadership

Leadership – What is it?

Leadership is the relationship between the leader and the followers. A leader influences the followers to generate “above and beyond the call of duty” effort towards the vision. Followers, on the other hand, generate “above and beyond the call of duty” effort towards the leader’s vision *and* guide their own and other’s behaviour based on their estimate of what the leader would approve.

Distinctions Between Managers and Leaders

Supervisors/Managers	Leaders
• Direct	• Inspire by example
• Hold people accountable	• Build responsibility
• Train	• Educate
• Speak first, then listen	• Listen first, then speak
• Promote compliance	• Promote ownership
• Rely on control	• Rely on trust
• Limit choice	• Encourage choice
• Follow a descriptive path	• Instruct, support and coach
• Administer	• Innovate
• Accept reality	• Challenge reality
Managers do things right while leaders do the right things	

10 Leadership Ingredients

- 1. Be an Exemplar.** People follow both formal and informal leadership. The most effective way to lead people towards high performance is to be a model of what is important and what high performance is. Talk the walk (not walk the talk).
- 2. Be Results Driven.** It is not enough just to have a vision. Leaders make things happen, they focus on and care about results. A leader generates active steps and tasks to bring about results.

- 3. Communicate.** Personalise your communication with your staff. Provide both positive and guidance feedback. Positive feedback is pointing out the specific safe behaviours of a person. Guidance feedback is providing information on at-risk behaviour so the person can improve their performance to safe behaviour. People learn faster when they receive both positive feedback and guidance feedback. A ratio of 5:1 should be aimed for: that is, five positive comments to every one guidance comment.
- 4. Innovate.** Raise the bar and improve standards. When something goes well, find out how to build on it for further success. When things do go wrong, don't just fix them but improve them.
- 5. Encourage and Provide PIC Consequences.** By focussing on the desired behaviours and providing PIC consequences you generate discretionary effort. Not only are people's attitudes much better but performance is above and beyond the call of duty.
- 6. Avoid Coercion.** Coercion is using punishment or the threat of punishment to get someone to behave safely. Unfortunately, most people don't think they use coercion when they do, and when they do they usually have little idea of the undesirable side effects. These include generating have-to-performance, people trying to avoid the situation altogether, apathy, and deteriorating working relationships.
- 7. Keep it Simple.** Leaders always have a focus. It is much more effective to give people a few important things to focus on rather than a lot. If you make everything important, then nothing becomes important.
- 8. Understand that perfection does not exist.** People make mistakes. We have memory and concentration lapses, sick kids we worry about and sometimes, we just get it wrong. When you understand that perfection doesn't exist you aim for success not perfection. You achieve success by planning to eliminate mistakes before they occur, and by attending to them promptly when they do occur.
- 9. Be Optimistic.** Optimism is infectious. People like being around and like following optimistic people. Your leadership is more effective if you are optimistic. This is a realistic optimism because you have set people up for success and you have created winners.
- 10. Create Winners.** Increase the pool of winners rather than having winners and losers. You do this by setting people up for success. Success is achieved by implementing the Ingredients above.