

5 Minute Guide to

LEADERSHIP

How to inspire others and
achieve incredible results!



BY ANDY BRIGHTSON

The 5 Minute Guide to Leadership

by

Andy Brightson

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Getting the best from this 5 Minute Guide

Welcome to the 5 Minute Guides to key management development topics.

Many management books are excellent and full of relevant information about key topics. However, many managers and operational staff told me that what they really needed in their busy schedules was to be able to quickly develop their skills and impact the situation around them. They may not have time to read 200 page books or be able to attend training courses – but they do want to get results with tasks, situations or challenges they face

The 5 Minute Guides are designed to enable individuals to quickly access essential information, concepts, approaches and insights on a topic and then to apply these to their personal situation and in the workplace.

Checklists, training exercises, key points, quotes and information are all designed to provide practical perspectives into key areas of performance.

So here are four easy ways to get the best from this 5 Minute Guide.

1. Dip in and out, pick a chapter or topic and take 5 minutes in your day to develop your learning.
2. Set aside 5 minutes and think how a particular topic relates to you in your current situation or your current role.
3. Actively search this 5 Minute Guide for ideas and new approaches specifically in relation to issues that you would like to know more about or are dealing with at the moment.
4. Use the material to encourage and help others. Take key points and use them for staff training and development sessions – or team meetings.

With the 5 Minute Guides there is no need to read from start to finish to get the key messages. These ebooks are designed to be used as a 'live resource' to be referred to time and time again - rather than theoretical textbooks. They are meant to be easy, practical and enjoyable learning resources – and for you to benefit in just 5 minutes. You can quickly access them on your phone, laptop or tablet.

I hope you enjoy this ebook and will explore the other titles in the series.

Keep building your career!!

Thanks!

Andy Brightson

Chapter 1 - Understanding Leadership

Famous words on leadership

Exercise (An individual or group exercise)

What they said.....

1. Pick the 3 quotes that you feel best capture (or together capture) the essence of what leadership is about.
2. Are there any quotes you really don't agree with? Why?

Famous words on leadership

Management is doing things right; leadership is doing the right things.

Peter F. Drucker

Don't tell people how to do things, tell them what to do and let them surprise you with their results.

George S. Patton

Leadership is the art of getting someone else to do something you want done because he wants to do it.

Dwight Eisenhower

I must follow the people. Am I not their leader?

Benjamin Disraeli

You do not lead by hitting people over the head - that's assault, not leadership.

Dwight Eisenhower

Delegating work works, provided the one delegating works, too.

Robert Half

The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet.

Theodore M. Hesburgh

The great leaders are like the best conductors - they reach beyond the notes to reach the magic in the players.

Blaine Lee, The Power Principle

The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability.

Fred A. Manske, Jr.

The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.

Theodore Roosevelt

Effective leadership is putting first things first. Effective management is discipline, carrying it out.

Stephen Covey

The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant."

Max De Pree, "Leadership Is an Art"

The difference between a boss and a leader: a boss says, 'Go!' - a leader says, 'Let's go!

E.M. Kelly, Growing Disciples, 1995

The leader who exercises power with honor will work from the inside out, starting with himself.

Blaine Lee, The Power Principle

Leadership is a combination of strategy and character. If you must be without one, be without the strategy.

Gen. H. Norman Schwarzkopf

Find a purpose in life so big it will challenge every capacity to be at your best.

David O. McKay

Great souls have wills; feeble souls have only wishes.

Chinese Proverb

It is one thing to see the land of peace from a wooded ridge and another to tread the road that leads to it.

St. Augustine Confucian

If you are seeking creative ideas, go out walking. Angles whisper to you when you go for a walk.

Raymond Inman

You must do the things you think you cannot do.

Eleanor Roosevelt

The key to successful leadership today is influence, not authority.

Kenneth Blanchard

A leader is a dealer in hope.

Napoleon Bonaparte

Chapter 2 – Management and Leadership

The difference between Leadership and Management

Exercise (An individual or group exercise)

1. Which of the behaviours described under “management” and “leadership” do you agree/disagree with?
2. Based on these descriptions, what do you think are the qualities and behaviours of an effective leader?

Leadership is about

- Having a vision for the future
- Developing a strategy that will deliver the vision
- The bond holding the organisation together.
- Communicating an understanding of the goals of the organisation to everyone who is part of it.
- Empowering people to solve problems.
- Seeing and treating people as a source of ideas.
- Putting a high priority on training and development and helping people to see how objectives can be reached ... then supporting them and helping them to do well.
- Really understanding and satisfying staff needs and customer needs.

Management is often seen as

- Being a link in a chain of command
- Defining objectives
- Acquiring people and equipment/resources
- Allocating people and equipment/resources to jobs
- Seeing others as a means of meeting objectives
- Taking corrective action when objectives are not met

Traditional managers tend to ...

- Spend too much time dealing with paper-work, and administration.
- Deal with staff at a very detailed level.
- Impose their own ways of working on the team without discussion.
- Insist on all decisions being cleared with them.
- Tell people what they have to do, but not why.
- Find solutions to problems on their own without ever asking the team for ideas from their team.
- Get people trained only to the levels necessary to do the job, seeing no point in developing the capabilities of staff beyond the immediate needs of the tasks they are currently required to perform.
- Never review performance with the team.
- Take any suggestion that things could have been better as personal criticism.

Chapter 3 - You as a Leader - What do your staff say?

If your staff were asked to describe you, what would they say about your leadership style, your effectiveness in getting results, the way you motivate others, your communications and your people management skills?

What would your “best performing” employee say about:

Your leadership style,

Your effectiveness in getting results,

The way you motivate others,

Your communications and

Your people management skills?

What would your “poorest performing” employee say about:

Your leadership style,

Your effectiveness in getting results,

The way you motivate others,

Your communications and

Your people management skills?

Chapter 4 - Two Popular Leadership Styles

In the traditional organisation, managers use a directive leadership style. In an organisation where the goal is to build teamwork and to empower people, a collaborative style is preferred.

Both styles are important. Some tasks are best accomplished with one or the other. The goal is to be good at both.

Contrasting the Two Styles:

<u>Directive</u>	<u>Collaborative</u>
You alone are responsible. Tells people what to do.	Responsibility is shared. Helps the team to discover / decide what to do.
You assume you know the best way.	You ask others to help.
People receive little feedback.	There is a lot of communication and people can express their views.
Mid-course correction is difficult.	There is flexibility and it is easy to shift direction.
Top-down communication.	Two-way communication.
Goals are not widely shared.	Everyone shares the goal.

Chapter 5 - What is your main Leadership Style?

If the only style you've experienced is the directive style, you may find the idea of a more collaborative style unsettling. You may feel it is weak or indecisive and will cause you to lose control. The answer is to try it and experience the positive benefits.

Which style of action is most like you now?

For each of the situations below, circle the number that is closest to how you feel or respond to each situation.

- Circle 1 if the statement on the left is always true
- Circle 7 if the statement on the right is always true
- Circle 4 if both statements are equally true
- If one statement is more often true, but not always, circle a number in between.

1. When I have a problem

I try to solve it myself

I get help from others

1 2 3 4 5 6 7

2. If somebody is doing something and I think I know a better way ...

I tell them to do it differently

I suggest other ways

1 2 3 4 5 6 7

3. Before making a decision ...

I consider it carefully

I seek input from others

1 2 3 4 5 6 7

4. When people make mistakes ...

I come down hard on them

I help them to learn what went wrong

1 2 3 4 5 6 7

5. The most important motivator for my group is ...

Pleasing me

Doing the job well

1 2 3 4 5 6 7

6. When I learn new information that affects the group ...

I make the necessary adjustments

I share it as soon as possible

1 2 3 4 5 6 7

7. The group works best when I ...

Tell people what to do

Help people work together

1 2 3 4 5 6 7

8. When I'm not around ...

I worry about things getting done

I feel confident the team is doing what needs to be done

1 2 3 4 5 6 7

9. When it comes down to brass tacks ...

I am responsible for our results

Everyone feels responsible for our results

1 2 3 4 5 6 7

10. When there are assignments and schedules to be done ...

It's easiest for me to do them

I have people do them together

1 2 3 4 5 6 7

11. When reporting to outside groups and top management ...

I do the reporting

I share reporting with other team
members

1 2 3 4 5 6 7

12. When there is bad news or a problem ...

I have to discover it myself

My team members let me
know quickly

1 2 3 4 5 6 7

What is your total score?

Understanding your score

Add up all your scores on all items.

- Scores below 24 indicate a directive style.
- Scores above 60 indicate a collaborative style.
- Scores between 25 and 60 indicate a mixed or flexible style.

Chapter 6 - Which Leadership Style should you use – and when?

Certain times and situations require more directive leadership. Other situations need a more collaborative style. Increasingly today's work challenges need a more collaborative approach.

Where do you think each of the styles are needed?

Directive Leadership

Where is it useful?

What are its benefits?

How do you feel when you use this style?

What are the drawbacks of this style?

Collaborative Management

Where is it useful?

What are its benefits?

How do you feel when you use this style?

What are the drawbacks of this style?

Chapter 7 - Leadership Inventory - Where are we now?

Exercise (An individual or group exercise)

Where are we now?

For each of the items on the “Leadership Inventory” assess how you feel you as a team of leaders currently perform.

(1=very poor, 10=brilliant)

Leadership Inventory

- Having a vision for the future
- Developing a strategy that will deliver the vision
- The bond holding the organisation together.
- Communicating an understanding of the goals of the organisation to everyone who is part of it.
- Empowering people to solve problems.
- Seeing and treating people as a source of ideas.
- Putting a high priority on training and development and helping people to see how objectives can be reached ... then supporting them and helping them to do well.
- Really understanding and satisfying staff needs and customer needs.

My / our score

Total score (max 80) _____

Chapter 8 - Leadership Planning

Where do we want to go and how will we get there?

Exercise (An individual or group exercise)

Where do we want to go and how will we get there?

1. Do you/your colleagues have the tools, information and resources you need to be effective leaders?
2. Which qualities and behaviours do you as individuals/a team have plenty of? Which do you need to address?
3. What needs to change?

Chapter 9 – Final Reminders

If you want to be an effective leader you need to empower people, motivate them to and create great teams. You have to be more than the person who gives orders.

You need to:

1. *Help people to learn, grow and develop.*
2. *Help people to work together.*
3. *Share information and be a communication link.*
4. *Encourage and help people to take responsibility and problem solve, not to point the finger and blame others.*
5. *Encourage people to seek new ideas and possibilities.*
6. *Recognise and reward team success.*
7. *Be a teacher, an encourager and a coach.*
8. *Learn to step back and allow people to learn, grow, develop, contribute and excel.*

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