

The ins
and outs
of successful
leadership

Helping you to be a
more effective leader



“ It’s hard to lead a cavalry charge if you think you look funny on a horse ”

Adlai E. Stevenson

What does your team expect from their leader?
Someone who high-fives everyone from the post boy to the CEO on his way into the office?

Someone who’s working long after they’ve gone home? Someone who reads Sun Tzu’s Art of War, in between counselling staff on their marital problems? Someone who’s the life and soul of the office party?

The truth is a great leader can be many things but they can only be measured by one criterion – the performance they elicit from their team.

Having looked at thousands of leaders the world over, in business and in government, in industry, healthcare and education, we can tell you the four aspects of leadership that will make a difference to your team.

Great leaders:

Create a great atmosphere to work in

Don’t have one style of leadership; they have several

Know when to use the appropriate style of leadership

Know exactly what their role is in the team

As well as having a huge amount of data on what leaders do, think and achieve, we can also tell you how you can improve your skills in these areas.

Remember, great leaders aren’t just born, they’re born open minded.

It's easier to get your people to do the things you want done when they want to do them

Your leadership directly affects the way people feel about working for you. You create what we call a 'climate'. This climate affects the amount of effort people in your organization contribute. And the more they contribute, the more successful your organization will be.

Our research shows that leadership accounts for an average of 70% of the variance in climate. A positive climate will increase important bottom line performance measures by up to 30%. So the more you improve their environment, the higher the performance of your team will be.

What do you do that affects performance? How can you create the best climate for your team? Throw a party, buy drinks, learn jokes, take them outward bounding, work harder yourself?

After 40 years of study, we've got a pretty good idea of the specific aspects of climate that make the most difference. And we've created a way of measuring them, using a diagnostic called the Organizational Climate Survey, that will help you understand the needs of the people you manage.

Six things that will make your people give their best

- 1 Clarity** They are clear about where the organization is going and what their contribution is
- 2 Standards** There is a continual emphasis on improvement and excellence
- 3 Flexibility** There are no unnecessary rules and procedures and good ideas are acted upon
- 4 Responsibility** They are empowered to get on with their job and held accountable for it
- 5 Rewards** They receive appropriate recognition for their level of contribution
- 6 Team Commitment** There is pride and trust in the organization

Isn't this just a fancy Employee Satisfaction Survey?

No. A satisfaction survey will measure morale by telling you what is making people happy or miserable. A climate survey will tell you how your team's morale is connected to how well they perform.

Can we skip this? I just want to be a successful leader.

No you can't. A poor climate is virtually a guarantee of poor performance. By getting feedback from your team, you'll be able to identify the actions that will create just the right conditions for them to give their best. It will also help you develop as a leader.

Now you know what the climate is, what do you do to improve it?

The next step is looking at how your behavior affects the climate in your work group. How do you know that what you perceive to be great leadership is what they're experiencing at the receiving end? Would your team agree that you're a great leader?

Hay Group has created a Leadership Style diagnostic that enables you to understand how you think you lead and compare that with the actual experience of the people you lead.

We've identified six styles of leadership. By understanding more about styles you'll be able to put your own predominant style into perspective. You'll be more flexible in the way you lead your team, and you'll get more out of your team by using the most appropriate style for the situation.

“would your team agree that you're a great leader?”

Visionary

The visionary leader inspires and is able to explain how and why people's efforts contribute to the 'dream'. Through empathy and clarity they are able to move people towards shared dreams.

Affiliative

The affiliative leader creates harmony that boosts morale and solves conflicts. A very useful style for healing rifts in a team or motivating during stressful times.

Participative

A superb listener, a team worker, a collaborator, an influencer. By valuing people's input, the participative leader gets commitment through participation.

Coaching

By listening and helping people identify their own strengths and weaknesses, the coaching leader encourages, delegates and improves performance by building long-term capabilities.

Pacesetting

With a strong drive to achieve, high personal standards and initiative, pacesetters get results from a competent team. Do too much of this and your employees will feel stifled and have less room to grow.

Directive

The directive leader is too inclined to say 'do it'. It's a style that demands compliance, and is most effective in a crisis situation when you need to kick-start an urgent turnaround! It is least effective when used with capable and self-motivated employees.



We've identified six
styles of leadership:

Visionary

Affiliative

Participative

Coaching

Pacesetter

Directive

But what makes great leaders do what they do?

So you know what the climate is like in your organization and you know what styles of leadership you tend to use. But to get the most out of your team, you need to understand what drives you towards those styles. You need to start asking, why do I behave in that way?

The most important factor in determining why you behave in certain ways is the set of characteristics, or competencies, you have.

For example, one deep-seated, underlying characteristic that affects behavior is something we call 'motive disposition'. Understanding your inner drives, or motives, allows you to predict, monitor, and manage your behavior. Developing your conscious ability to manage what may come naturally to you, and choosing the appropriate leadership style, allows you to deal effectively with different situations.

“ you need
to start asking,
why do I behave
in that way? ”

Are you an emotionally intelligent leader?

Your Emotional Intelligence is a combination of skills, or competencies, that make you an effective leader. EI pioneer, Daniel Goleman, captured the essence of Emotional Intelligence by stressing the importance of these four areas:

Self-Awareness Knowing your emotions and their effects. Being confident in your abilities – and knowing their limits.

Self-Management Knowing how to manage your emotions, how to keep disruptive impulses in check and stay poised and positive, even in difficult situations.

Social Awareness Being sensitive – and responsive – to other people's feelings, needs and requirements. Reading the mood of a group.

Relationship Management An ability to influence others, handle conflict, develop, lead and work with others.

These are the attitudes and behaviors that leaders need to demonstrate. They go beyond the traditional focus on academic qualifications, technical skills and experience. More importantly, you can change and develop your leadership competencies – build on your strengths and improve on your weaknesses.

Are you sure you're in the right job?

It is impossible to think about leading others without having a fully rounded picture of your own job. What are the expectations of your boss, your subordinates, your peers, your customers? What does your role bring to the team that no other role does? What does fulfilment of your role look like?

And then there's you

What are the things that you strive for and enjoy? What are the things that you have a tendency to avoid? And what are the areas where you feel confident, both as a person and perhaps as an expert?

One of the most important factors in deciding which leadership styles to adopt is the nature of the situation. Effective managers analyze the objective requirements of the job at hand, and choose the leadership styles to match. Understanding what the job requires from you, versus what you find naturally satisfying, explains why you may perform well in some aspects of the job while finding other parts frustrating. This frustration, if not managed, may inhibit your ability to perform at a high level across the whole role.

Paul's story

Paul was the head teacher/principal of the most successful school in his area. Then he took on – in addition – the leadership of a failing school nearby. Using climate, leadership styles and competency assessments we collected feedback from both schools.

The results were surprising

The data from the failing school painted a picture of a motivating climate. The data from the successful school pointed to low morale. Yet Paul's leadership style was the same in both schools. He was pacesetter and directive. So why were the climates so different?

When we looked at what Paul enjoyed doing, it became clear that his strengths were in dealing with crises, rolling his sleeves up and setting very clear directives. To the staff at the failing school this was a real benefit. They were glad to be told what to do and how to sort out problems. But the people in the successful school were tired of being told what to do – they were ready to take responsibility for their own improvement.

So Paul had a choice. Should he develop leadership styles that would be good for a school that had achieved success? Or should he move regularly and be the person who helped failing schools to turn around?

There isn't a right answer. But the feedback offered Paul insights into his behavior and choices about change, when the circumstances changed around him.

How can Hay Group help you to be a more effective leader?

Understanding leadership styles is just one aspect of Hay Group's approach to developing your potential as a leader.

By using robust diagnostic tools, Hay Group can help you gain a real insight into your qualities and potential as a leader.

Our work in organizational climate will help you understand the impact you have on your team and the atmosphere or environment that you either create or experience in your organization.

Our ground breaking work on competencies means we have researched it longer than anyone else. As a result we have breadth (a wide range of competencies) and depth (the deepest understanding of human drivers) unparalleled in the industry.

And our work in Emotional and Social Intelligence can help you come to a better understanding of what drives your own behavior, as well as your strengths and weaknesses, so that you can explore options and alternatives in your leadership approach.

By taking this holistic approach to your abilities and personality traits, Hay Group can help you to formulate your own ideas and answers to become a more effective leader and deliver better performance from your team.

If you'd like to find out more about our Leadership development offerings contact us today.

Hay Group is a global consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organizations realize their potential.

www.haygroup.com