



UNDERSTANDING YOUR LEADERSHIP ROLE

As organizations prepare to compete in today's ever changing and challenging environment, they understand that leadership is the most important theme in business training. 'Leadership' is a rich and significant word—a word inspiring us to be our best. Leadership is exciting. Perhaps the most exciting element of leadership is the fact that everyone possesses the ability to lead. Being a great leader simply means having a positive influence on those around you. But, there are several dimensions of leadership within the workplace—**The Leadership Roles**.



THE LEADERSHIP FACTOR

It's becoming increasingly difficult for businesses to survive in today's market. According to Business Week, the life span of average multi-billion corporations is approximately 12.5 years. Only 12 percent of new businesses will survive past five years. Why is the survival of a business so difficult? The answer is typically a combination of factors—numerous competitors, lack of a business strategy, undefined goals or poor leadership.

Leadership is the most important factor in achieving and sustaining organizational success. Leaders have the power to influence the organization. They provide the vision, inspiration and motivation that direct the organization as a whole. The essence of leadership can be summarized into three themes:

- A clear and compelling vision.
- The power to translate a vision into reality.
- The ability to rally individuals behind the vision.

An individual may have a clear vision, but without the power to translate and the ability to gain support, the vision doesn't take hold. Leadership is all about vision and relationships.



MANAGEMENT VS. LEADERSHIP

In this day and age, many corporations place a higher value on preserving the status quo, meeting short-term results and giving directives. This environment doesn't promote leadership; it actually hinders the development of great leaders within an organization. It's time to reassess.

The higher value should be placed on initiating change, solving problems and implementing processes, achieving long-term results and building commitment. Remember, leaders do face challenges every day. Leadership involves working with many complex individuals, each filled with emotions. People cannot be programmed like computers. Instead, people act on their own free will and are often unpredictable.

CONTROLLERS VS. EMPOWERS

Leaders have a vision and also the ability to turn a vision into reality. However, each leader will use different tactics to accomplish their vision. One of the most recognized leadership experts, James MacGregor Burns, said there are two types of leaders: those who lead through control and coercion, and those who lead by inspiring and empowering others. ¹

Controllers are individuals who accomplish objectives by imposing external control upon their followers. They may get the results they want, but it's at a long-term cost. At best, their tactics result in careless followers who learn to produce at the

minimum requirement. Their tactics typically create an environment that is smoldering, bitter or fosters malicious compliance. To summarize, controllers are individuals who view their own ends as more important than other people.

Leadership is the most important factor in achieving and sustaining organizational success.

Empowerers create environments that motivate employees and foster commitment. They encourage brainstorming activities and feedback from those around them.

Empowered and engaged employees achieve results when new ideas and processes are introduced.

Empowerers believe:

1. People can be trusted
2. People can succeed and do well at their jobs.
3. Individual success is achieved when the team/organization succeeds.

The Six Principles of Empowering Leaders

1. Empowering leaders have a driving passion to realize their vision.
2. Empowering leaders are egoless and humble.
3. Empowering leaders build and sustain trust with their followers.
4. Empowering leaders unleash the commitment and motivation of their followers.
5. Empowering leaders are organizational and social architects.
6. Empowering leaders act from positive belief about people and situations.

LEADING FROM THE BALCONY

As a leader, you must view your organization “from the balcony,” or from the outside looking in. Leaders are the ones with a big picture view of what is happening. They are not caught up in the hustle and bustle of the organization; they take overall observation.



Edwards Deming, father of the modern day Quality Management movement, said leaders should work on systems, not in systems. As leaders focus on improving the team, team members will be able to improve their work. It's from this perspective leaders add the greatest value to the organization.

FIVE LEADERSHIP ROLES

All leadership behaviors can be grouped into five major roles.

Technician: a doer grounded in the present who works on one technical project at a time; is controlling, dislikes abstraction and believes the adage, "If you want it done right, do it yourself."

Manager: pragmatic and directly controls the flow of work; managers prefer order, planning and the status quo.

Architect: a systems thinker and creator of social and technical systems; envisions the relationship between parts and has a long-term plan and perspective.

Trailblazer: is a visionary and innovative catalyst for change; imagines the future and asks, "What if?"

Coach: develops, motivates and inspires people; provides resources and training through excellent and impartial communication skills.

Expert leaders should be able to perform all five roles. In traditional organizations, leaders often emphasize the manager and technician roles. However, in High Performance organizations, leaders emphasize the architect, trailblazer and coach roles. The key to leadership is finding the right balance between these roles. If there is not a good balance, the organization will be lopsided.

1. Burns, James MacGregor. Leadership. New York: Harper & Row, 1978. Print.

ABOUT HIGH PERFORMANCE LEADERSHIP

With a recovering economy, stiffer regulation and heightened competition, your organization needs exceptional leaders to drive performance and maintain a competitive advantage. The High Performance Leadership Program can help you develop the talent it takes to succeed—from the front line to the executive suite.

Your organization needs innovative, collaborative and courageous leaders. Our High Performance Leadership Program will help you identify and build critical skills in your team as well as develop new attributes.

High Performance Leadership is the vehicle to accelerate the leadership within your organization.

As organizations prepare to compete in today's ever changing and challenging environment, they understand that leadership is the most important theme in business training. Take a moment to think about the word "leadership." What does it mean to you?

For us as a company, it is a rich and significant word. It stirs up a sense of idealism, excitement, hope, and courage—a word that inspires us to be our best. We normally associate leadership with the most influential people in history. However, it also conjures up memories of family members, teachers, coaches and mentors who influenced us to reach our full potential.

Leadership is exciting. Perhaps the most exciting element of leadership is the fact that everyone possesses the ability to lead. In this program, participants will learn that it is not necessary to change the world or become a household name in order to be a great leader. Being a great leader simply means having a positive influence on those around you. It allows you to create an organization founded on ideals by which others are encouraged to rise above mediocrity and perform at their best. Our objective in this program is for every participant to understand the foundational principles of leadership and practice them. It does not matter if you lead a staff of two or a nation of millions; the principles are still the same and can be learned.

This program represents years of study that we have transformed into a basic set of skills and practices. We will present the latest principles of leadership to you. You must decide to what extent you want to grow and develop your abilities. If you have the desire, this program will present you with the tools to become a successful leader.

"STRENGTH LIES IN DIFFERENCES, NOT IN SIMILARITIES"
— STEPHEN R. COVEY



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