

Defining Leadership



...a better way to manage

the
happy
manager

Published by Apex Leadership Ltd.

HOW TO BE A BETTER MANAGER

Defining Leadership

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How to be a Better Manager...

Defining Leadership is one of a series of practical, thought-provoking guides, designed to help you deal with a wide range of management ideas, activities and situations. Whether you are a new manager, or one who wants to hone or develop existing skills, we're sure you'll find something valuable in any of these guides.

This series of e-guides is published by Apex Leadership Ltd. The guides have been developed by a team of professional managers, consultants and educators. The full range of titles is available from [Apex Leadership Ltd](#), or from [the Happy Manager.com](#). Use these guides to benefit from our wealth of management expertise. Let us help you find: **a better way to manage...**"

Phil Higson & Anthony Sturgess
Directors, Apex Leadership Ltd

Using the guides

Each guide contains information, insight and inspiration on essential management topics. The best way to use the guides is to read through each section in turn, ensuring you pause for reflection wherever you see the "Consider..." points. Be sure to answer any questions posed, wherever they appear - they are there for a reason!

Consider ...

Tools ...

After you've worked through the guide, work through the tools. These have been designed to help you use and develop the advice given in the guide. Click on the tool buttons where they appear for an in-text hyperlink to the actual tool. At the end of each tool you can simply click on the "return" link to get back to your place in the guide.

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Your role as a leader

Those who provide the link between senior management and operations play a crucial role in the success of the organisation. One of their key roles is to provide leadership to front-line teams. This leadership role: facilitating change, continuous improvement and transformation, is critical to the success of organisations. This is never more true than when dealing with constraints and turbulent times.

This e-guide is designed to help you:

- Identify key factors that influence approaches to leadership in the current environment.
- Evaluate the relevance, credibility and limitations of current ideas of leadership.
- Reflect on your own leadership and management practice.

Before examining your role as a leader, stop for a moment to reflect on what it means to be a leader....

Consider ...

Leaders "are designers, stewards, and teachers. They are responsible for building organisations where people continually expand their abilities to understanding complexity, clarify vision, and improve shared mental models - that is, they are responsible for learning."

Peter Senge, The Fifth Discipline

Defining leadership

Leadership could be interpreted as the simple meaning of a word. For example, leadership could be defined as the ability to lead - that is to guide, direct, influence or inspire. However, one word explanations don't really do much to help us understand complex concepts, and leadership can certainly be classified as that.

We view leadership as something you need to be defining for yourself given your strengths, and the context in which you work. In reality there are leaders and there are leaders. It could be said that there are degrees of leadership, from adequate to amazing, lacklustre to legendary. But what separates mediocre leadership from what we like to call defining leadership?

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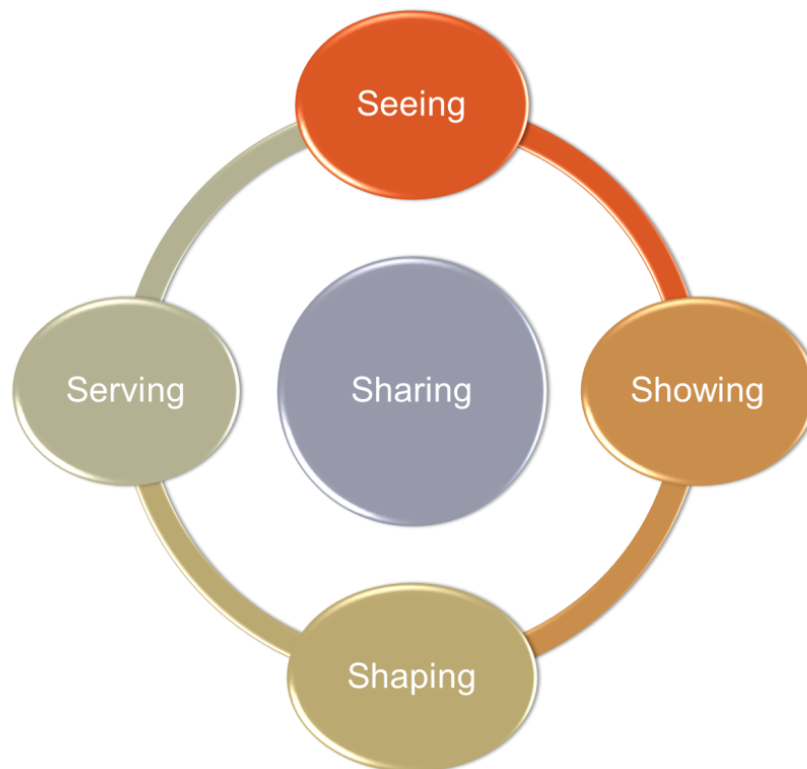
Defining Leadership

Defining leadership is developing your own approach to leadership, building on the wisdom of others but based on your own strengths. Defining leadership is about:

- Making critical, positive differences, to people and to the organisations in which you lead.
- Leading people effectively, regardless of the context within which they are operating.

The essence of defining leadership can be summed up in a model which includes:

- ✓ **Seeing** - having a vision.
- ✓ **Showing** - leading the way by example.
- ✓ **Shaping** - putting the right conditions in place.
- ✓ **Serving** - the needs of the organisation, its people and its customers.
- ✓ **Sharing** - encouraging others to become leaders.

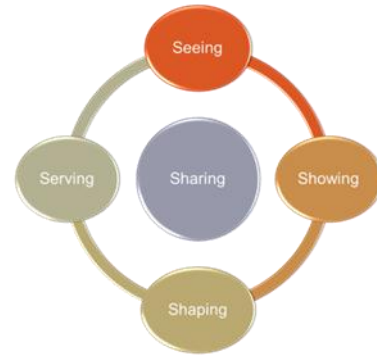


This e-guide is structured around this model but it is designed to do more than simply illustrate some good leadership practice. It can be used as a five step guide to uncommon leadership.....

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Leading with action: showing



The next step to uncommon leadership is showing the way. We've defined this as: leading the way by example – making sense, *common sense*. It is often said of common sense that it isn't that common. Should something that sounds as straightforward as common sense be a key part of leadership? One business leader certainly thought so.

Uncommon common sense

Konosuke Matsushita was born in 1894, in a small farming community in western Japan. By the time he died in April 1989, the company he founded, Matsushita Electric Industrial Co. Ltd., had become a multi-national giant in the field of electrical appliances. With nearly 20,000 employees, Matsushita grew such household brand names as National, Panasonic and Technics.

Konosuke re-counts a meeting with a young reporter who'd asked him what was the secret of his success? It was a question Matsushita had often been asked, but for which he never felt he had a satisfactory answer. On this occasion he said had thought of a clever answer. He asked the reporter:

"What would you do if you were caught in a rainstorm?"

The reporter thought about the question and then replied:

"I would take out an umbrella."

Matsushita said that was his answer to the reporter's question. The reporter was bemused until Matsushita explained:

"A natural response to a natural phenomenon – that is the secret of success in business and management. You will always win if you rely on common sense. This advice," added Matsushita "I believe, also applies to the management of your own life. I can assure you, however, it is not always easy to put into practice."

Konosuke Matsushita

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Tool 2: Building a vision

Use this tool to help you build a vision in your team or organisation. Make notes about what you can do in each category and about how you plan to do it.

Significant conversations	<ul style="list-style-type: none">• Conversations about a future to create together:
Compelling insights	<ul style="list-style-type: none">• Ideas to help people think or see things differently:
Realising possibilities	<ul style="list-style-type: none">• How to make the vision more tangible and real:
Showing the way	<ul style="list-style-type: none">• Examples of what the new vision means:
Engaging people	<ul style="list-style-type: none">• Building a shared vision from widespread involvement:

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Updates

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Join the community: subscribe to the Happy Manager Newsletter for regular updates and advice on better ways to manage.

Join the conversation: bookmark the Happy Manager blog.

(www.the-happy-manager/blog) Leave any comments, suggestions or examples of your own experiences for the benefit of other readers.

Titles available:

How to be a Happy Manager
Have a Good Workday
How to Build a Happy Workplace
Workstyle, Lifestyle

Build a Better Team
Team Building Exercises
Team Health Check
The Problems with Teams
Why is Teamwork Important?

Leadership Essentials
Defining Leadership
Leading with Style and Focus
Leading Insights

Transformational Change
Sustaining Change
Making Change Personal

It's All About Performance
15 Performance Management Tips
Managing Performance and Potential
Performance Management Skills
Performance Management Toolkit
Conducting a Performance Review
Manage Your Own Performance
Motivating Performance

Managing for Strength to Strength
Managers Make the Difference
Re-defining Middle Management
Do More with Less
Managing Time and Priority
Extreme Thinking: Unlocking Creativity
SMART Goals, SHARP Goals
Making Better Decisions
What's the Problem?

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