



## Unit 3

## Development of Leadership Skills

### Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Identify the elements of a strong executive presence
- ✓ Build trust and credibility with others
- ✓ Communicate effectively using verbal and non-verbal techniques
- ✓ Create a strong, positive first impression and maintain that impression as you build a relationship with others
- ✓ Develop key leadership skills, including techniques for coaching, motivating, and delivering feedback

## Unit 3

### Development of Leadership Skills

#### Maintaining Your Impression

##### **A Word About Business Etiquette**

Having good manners doesn't just mean you make a positive impression; they are also good for business. No matter how formal or informal you want your presence to be, people still care about social skills and manners (even if they don't come out and say so). Rules about which fork to use for the salad, or not talking with food in your mouth, are examples of **good manners**. **Etiquette**, however, takes the discussion about manners to a higher level.

**Emily Post**, famous for her approach to etiquette, manners, and ethics, defined etiquette like this: "Whenever two people come together and their behavior affects one another, you have etiquette. Etiquette is not some rigid code of manners; it's simply how persons' lives touch one another."

When you apply your awareness of etiquette in different situations, you demonstrate that you want to be taken seriously. You become an ambassador for what you do and who you work with.

**Do you know how to conduct yourself in a restaurant? What about in a workshop where food is served? In a conference room?**

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**Do you know how to offer your business card to people in your own industry? What about to people from other cultures? (There are different rules around the world, and your ability to apply your understanding will help to bolster your image.)**

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**What are you willing to learn, and what changes are you willing to make, in order to become proficient in etiquette?**

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**Test your knowledge**

**What are your top five networking tips?**

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**Networking Tips and Tricks**

Networking is an effective way for you to build your image and reputation. However, building a network can be a difficult thing for a lot of people. If you are inhibited at all, the idea of introducing yourself to people can be daunting. If you are outgoing, people may have the impression that you just want to meet them to further your career or grow your business. The real purpose of networking, however, is that you bring something that is helpful to them (not you specifically) without expecting something directly in return.

For example, if you know someone who needs their house painted, and you know a painter, you could introduce the two. You do not gain directly from the referral, except that now it's possible that the person you refer and the painter will both think of you when they have a need or a referral for you.

There are plenty of networking groups available to help you get out into your community and to get known. Building a network takes time and patience. If you are hoping to get business or recognition from a group, expect it to take a year or more. Your results will depend on how involved you are.

Here are some excellent tips to try as you start to build or expand upon your network:

- If you are a strong writer or teacher, you can write for a variety of media (such as local news, websites, and blogs). Just make sure your work is getting read and that it's work you are proud of.
- If you enjoy presentations, then volunteer to sit on a panel or start looking for paid workshops and conference presentations.

- Get away from time wasters, such as water cooler gossip, or people who socialize excessively at work and are not getting things done. You don't want to be associated with these people because they will not be a good reflection of your values.
- Spend time with mentors and coaches in the workplace that you can learn from, even if it's just while sharing a meal or break together now and again.

## Three Leadership Skills to Start Mastering Right Now

### Delivering Effective Feedback

#### Introduction

So far, we've talked about how to develop a great presence that speaks to people when you walk into a room, and continues speaking to them as you network, communicate, and build relationships. However, strong leaders in executive positions must be able to walk the walk in addition to talking the talk. This means identifying your weaknesses and strengths, and planning to address and improve them.

There are three key areas that we feel are crucial to any leader's success, which we will share in this session. Let's start by looking at the concept of feedback.

#### The Goal of Effective Feedback

By definition, effective feedback must contribute to an improvement in future performance. Even when it does not lead directly to a desired level of performance, the meeting itself provides the platform to discuss expectations, results, motivation, and how to succeed. It also shows others that you care and are willing to help them achieve their goals – which means that you, in turn, may be able to rely on their support one day.

When feedback is perceived to be negative (because of our own behavior, or perhaps because it is not well delivered), people will naturally try to avoid it, or at least minimize the negative effects. However, we need to let people know that it can be a great tool for personal development, especially when we include information on both the issues and the possible solutions.

#### The Characteristics of Effective Feedback

With this in mind, here are what we consider to be the six most important characteristics of effective feedback.

- **In Private:** Feedback should be given in private if your comments can be embarrassing. A formal feedback meeting should always be held in private.



### **The Whip**

This represents threats and consequences. Although such techniques are often perceived negatively, they do have their place for short-term goal achievement. In other words, employees never respond positively to this management style, but if the boss cracks the whip, they will get things done. Consequences for poor performance may include suspension and termination, of course, but those are big clubs and sometimes we just need a little stick. Smaller reactions might include no recognition, no promotions, or disciplinary interviews.

However, we must remember to recognize people when they do something good (and let's agree on something here: there is a lot more good work going on than there is poor work). If we continue to ignore people after their good work, our concept of consequences will backfire.

### **The Plant**

This represents a positive environment. It suggests many things a leader should strive for: employees knowing their work is important, an open atmosphere, fair dealings with all, training, good lines of communication, a feeling of support from company leaders, and a feeling of self-esteem. What Do You Think?

You may have heard about people who have a hobby and they are fantastic at it. Maybe they like to do carpentry, paint, write, or sculpt. You'll say, "Wow, you are really good at that. You should do it for a living." And they'll say that doing what they love for money would take all the fun out of it. You might shake your head at them, but what they say is true: once they lose the passion for and activity, the results will change.

In his book *Drive: The Surprising Truth About What Motivates Us*, Daniel Pink examines the success of sharing through open source projects. Some of the most successful tools around (such as Mozilla, Linux, and Wikipedia) were all developed by people who were doing the work without being paid. He also looks at pay for performance incentives that measurably lower results. For linear, predictable tasks, incentives can temporarily lead to greater production. However, when we are looking for more creative results, problem solving, or innovation, pay for performance typically backfires. If we pay people to donate blood, we get fewer donations. When we reward a lab monkey to solve puzzles, they solve less. When we reward children for drawing pictures, they draw less.

High levels of creativity result from tasks that we find interesting, challenging, and captivating. This includes things that we often ask from our staff, like problem solving, planning, thinking out of the box, and completing projects. Our task is to create a climate where staff's internal motivation will activate their own performance. In order to be successful, supervisors need to know their staff, what motivates them, and how to create a climate that they find stimulating.

The truth is that we can't motivate other people. Motivation is intrinsic (meaning it comes from within). However, what we can do is provide the right atmosphere for employees to identify their own motivations, link into them, and respond.

**What do you think is the right atmosphere?**

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### Coaching Others to Success

#### What Coaching Is

Coaching is a conversation that helps people develop their skills, achieve success, and reach their goals. Coaching is a way of expressing the truth, confronting tough issues, and is centered around language that inspires. It is usually one on one, although there is team coaching going on now too. Coaching skills can help others see you as a strong, successful executive leader.

#### The Coaching Formula



#### The Three Factors

In order to be successful, there are three things that we need to consider:

- Aptitude: The knowledge, skills, ability, and talent to reach your objectives.
- Motivation: The attitude, confidence, focus, and drive to reach your objectives.
- Resources: Having the support (people and things), tools, and time to reach your objectives.

With these three factors addressed, people have the ability to be successful. A coach can help with all of these elements and to reach success at any level. The coach can also help to shift from small successes to moderate ones, and onward to high levels of success.

## Pre-Assignment Review

### Skill Area One

Area for Improvement:

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What can I do to improve in this area?

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What are my first steps? (Include a deadline for each step.)

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Who will help me be accountable and achieve my goals?

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### Skill Area Two

Area for Improvement:

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What can I do to improve in this area?

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**What are my first steps? (Include a deadline for each step.)**

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**Who will help me be accountable and achieve my goals?**

**Skill Area Three**  
**Area for Improvement:**

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**What can I do to improve in this area?**

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**What are my first steps? (Include a deadline for each step.)**

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**Who will help me be accountable and achieve my goals?**

**Skill Area Four**

**Area for Improvement:**

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**What can I do to improve in this area?**

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**What are my first steps? (Include a deadline for each step.)**

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**Who will help me be accountable and achieve my goals?**

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**Skill Area Five**

**Area for Improvement:**

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**What can I do to improve in this area?**

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**What are my first steps? (Include a deadline for each step.)**

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**Who will help me be accountable and achieve my goals?**

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**Further Reading:**