

DESIGNING YOUR OWN LEADERSHIP IDENTITY

Remember:

A leader is a leader because he/she wants to
A manager is a manager because he/she is appointed

QUESTION:

Do you want to be a leader?
And your answer is.....

A leader is a leader because he/she knows how to lead
A manager is a manager because he/she suppose

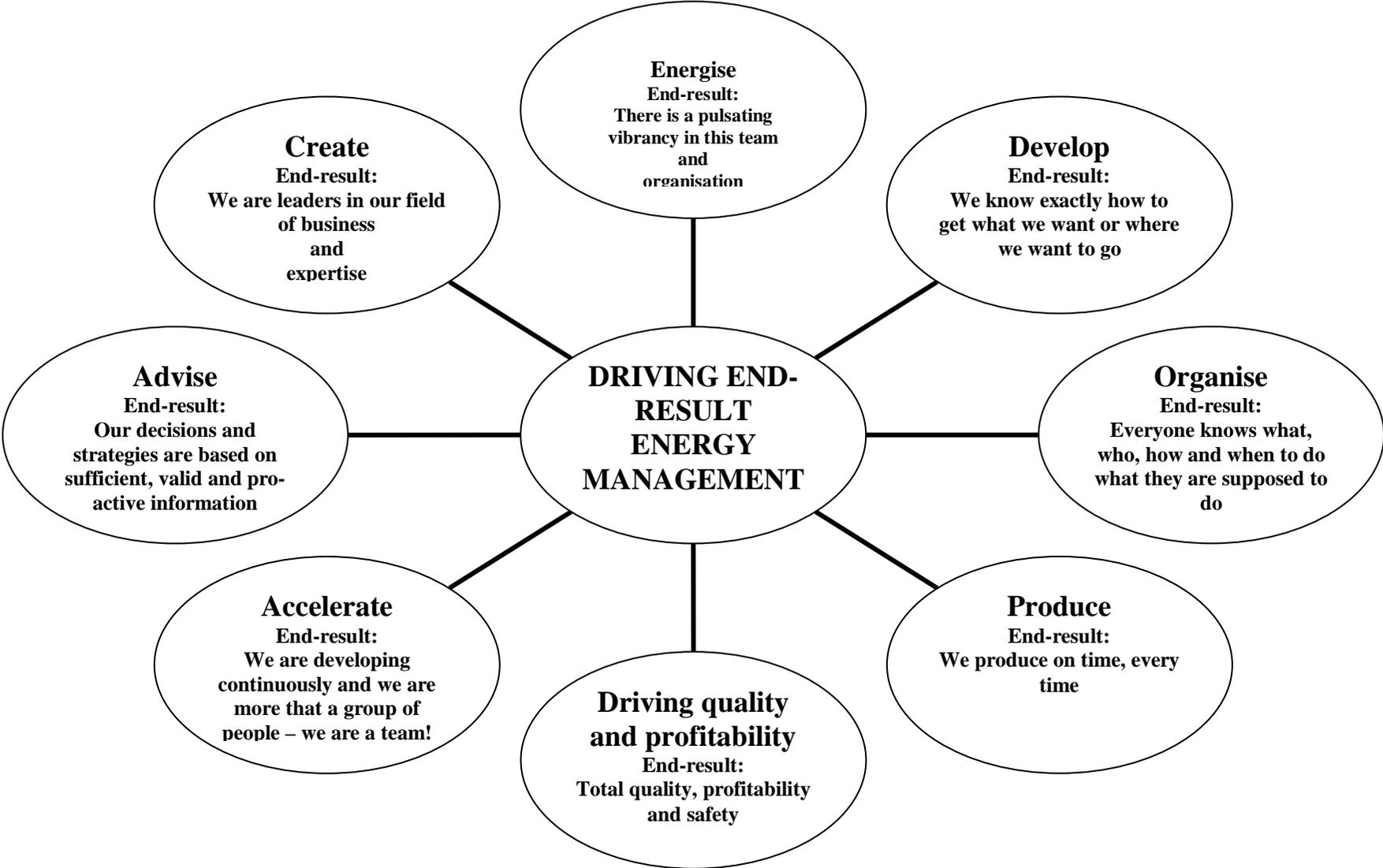
SO?

Develop your own leadership style by designing your own unique strategy for the leadership activity clusters on the next page. Make use of the database on each cluster to write your own strategy.



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LEADERSHIP ACTIVITY CLUSTERS



ENERGY MANAGEMENT

DIMENSION	SUGGESTIONS
<p style="text-align: center;">CONFLICT MANAGEMENT</p> <p>Objectives</p> <ul style="list-style-type: none"> • Managing conflict releases massive amounts of energy • Re-focussing on obtaining the end-result. • Higher level of confidence 	<p><i>Conflict is constructive as long as you focus on the issue. The moment interaction starts to get personal, conflict gets destructive.</i></p> <ul style="list-style-type: none"> • <i>Do not postpone addressing conflict – address it as soon as possible</i> • Communicate clearly, repeat what you are saying until the receiver understands exactly. • Do not evaluate before you understand. Destructive conflict is many times the result of a person evaluating something as good/bad before clear understanding. • Say it as it is – be careful of woolly packaging. Be honest and open but don't jump for the jugular • Seek to understand the other person's point of view before you explain yours • Try to arrive at a common goal around which everyone involved can focus • Build on areas of agreement before addressing areas of difference • Clearly state your desire to find a solution • Depersonalise the conflict – focus on the issue and not the person • Ask yourself if this is the right time or place to put the issue on the table.

DIMENSION	SUGGESTIONS
<p style="text-align: center;">CREATING A VISION</p> <p>Objectives</p> <ul style="list-style-type: none"> • My team has a clear identity of who we are, where we are going and what we are supposed to do to get to where we are going • Energised team in spite of existing or short-term turbulence • Having a picture of the future. • High level of integrity. 	<ul style="list-style-type: none"> • I need to learn how to isolate myself from the daily operations, to sit back, to dream, and to create a vision of where I want this business unit to go • I need to communicate my vision more often to my team. They need to know exactly who I am, my values and how I see the business. • I need to understand that I will get opposition to my vision – I need to understand and negotiate that instead of enforcing my vision. • I need to ensure that my vision is in line with the philosophy of the business, but especially with the philosophy of the business. • I need to learn how to do reality checks to prevent my vision becoming an unrealistic dream or nightmare. • I need to learn how to formulate a unique team/business identity. Who are we? What type of place is this to work in? What type do I want it to be? What will my team members say? What will my customers say?

DIMENSION	SUGGESTIONS
<p data-bbox="383 272 539 293">Independence</p> <p data-bbox="192 298 304 319">Objectives</p> <ul data-bbox="192 323 730 603" style="list-style-type: none"> • I can think for myself • High level of initiative • Purification of obsolete or non adding value processes and practices • High level of focus and dedication • To act as change agent and champion for continuous improvement. • To create valid and innovative business scenario's for business process optimisation. • To focus decisions and activities on value adding 	<ul data-bbox="757 272 2056 453" style="list-style-type: none"> • I need to learn how to challenge and that there is a difference between confronting and challenging. • I need to learn to open myself in a positive way to input from others – not to assume that I am right and they are wrong. • I need to learn how to relax • I need to learn how to admit ignorance or incompetence – to say when I made a mistake or when I am wrong. • I need to continuously scrutinise existing procedures and processes with the purpose to optimise it. • I need to involve my team not only in the end-result of my thinking but also the process. • Continuously focussing on the end-result of my team in spite of confusing or conflicting situations

DIMENSION	SUGGESTIONS
<p data-bbox="192 726 461 746">Internal locus of control</p> <p data-bbox="192 751 297 772">Objectives</p> <ul data-bbox="192 777 730 997" style="list-style-type: none"> • I accept responsibility and accountability for who I am and for what I do. • A culture of autonomy will exist in my team. • High level of initiative • My team will focus on the essence and core of the business • High level of endurance and versatility exist in my team. Members will not easily give up or walk away from problems. 	<ul data-bbox="757 726 2094 932" style="list-style-type: none"> • I need to learn how to trust my own experience and expertise. • I need to understand that I am responsible for my own earthly fate. • Be careful of blaming – it abuses massive amounts of energy. • I have to learn not to internalise the problems of others, but to guide and mentor them to accept responsibility for their own areas of the business. • I need to constantly initiate plans, concepts, strategies and actions and to negotiate that with my manager. • I also need to learn when to give up, or when to walk away. • I also need to learn how to handle conflict constructively.

DIMENSION	SUGGESTIONS
<p>Confidence.</p> <p>Objectives</p> <ul style="list-style-type: none"> • Inner feelings of personal worth and self-assurance • Withstanding pressure and maintaining self-confidence under adverse circumstances. • High level of independence and autonomy. • Ability to generate energy from within. 	<ul style="list-style-type: none"> • Get to know yourself. Who are you? What is important to you? What are your values? What is your passion and aspirations? Your dreams? What are your fears? What are you good at? What are you bad at? What do you like about yourself? What do you dislike? Develop a sound personal identity without evaluating. Simply get to know who you are. • Take the initiative to influence events rather than accepting it passively. • Understand and respect the power of self-talk. Analyse your own self-communication and move from negative to positive. • Be careful of emotional reasoning. You believe that what you feel must be true – automatically. If you feel stupid and boring, then you must be stupid and boring – and you know what? Then you are stupid and boring. Change the way you feel towards yourself – and then people will react in a different way to you – people can only react to what you show. • Start to reach out to others – the backflow of energy is more than the outflow. • Get competent in what you are doing. Do not abuse your energy by hiding feelings of incompetence – admit it and change the level of competence. • Explore your values while still respecting the values that you have been taught. • Explore the happenings or traumas of the past. Try to release the energy used to suppress the pain. • Forgive those that have wronged you, make peace with those that you hate – it will release energy. • Be careful not to overemphasize the negative details and magnify them while filtering out all the positive aspects of a situation. Focus on both sides. Say when you disagree but also when you do agree. • Things are seldom only black or white, good or bad. This means that you have to be perfect or you are a failure. Sincerely accept that it is OK to make mistakes – we are human. Please, please reward yourself! • Without people saying so, you know what they think of or feel about you. You are seldom right – ask them – if you have the guts! • Be careful to accept responsibility for the pain and happiness of everyone around you. Decide that you will help others, but that you will never again make their problem yours. • Do not be a victim. Confront your feelings of helplessness. Decide that you are in control of your earthly life. Identify and list all your energy zappers. Try to change one zapper at a time. Forget about those zappers that you can do nothing about. • Be careful of the 'Heaven's Reward Fallacy' – you expect a reward for all your effort and input, almost as if someone is keeping score. You feel bitter and betrayed when the reward or recognition does not come. Decide that you do what you do because YOU want to. Do not hope for a reward – negotiate for it. And, please tell others about your achievements!

DIMENSION	SUGGESTIONS
<p>Delegating Objectives</p> <ul style="list-style-type: none"> • Competent and confident team members. • Empowered team members • Tasks get done by the most competent person, reducing time and increasing quality. • You have more control over your function • You have more free time • High level of autonomy and pride in your team 	<ul style="list-style-type: none"> • Decide to delegate – it will not happen spontaneously or through the process of evolution. Make a conscious decision and design a strategy. • Drivers for delegating should be the empowerment of your team members; enhancing and streamlining the flow of activities; improving results and optimising your capabilities and time. Never delegate to embarrass team members or to get rid of unpleasant or irritating time consuming tasks – do not delegate problems but delegate opportunities. • Select and define the function or task you want to delegate. • Ensure that you clearly understand the end-result and performance indicators (quality, quantity, time, cost, safety and integrity) for that function or task that you want to delegate and communicate it clearly to the individual you want to delegate it to. • Remember that one of the core drivers for delegation is the empowerment and development of team members. When delegating try to focus on those team members that has the capacity but lacks the skill and confidence to do the task. However, when time and accelerating is your key driver, delegate to those team members that have the highest existing competence. • Ensure that the individual has the capacity to do and interest in the delegated task. Do not set your team member up for failure. • Make a gap analysis between the required and actual competencies needed and formulate and implement a plan to eliminate the gap. • Negotiate a code of behaviour between you and the individual in terms of limits of authority; timelines; available resources; your role in terms of accountability; feedback to you, his or her expectations from you in terms of support and the flow of communication between the two of you. • Recognise, support and reward progress. • Only delegate if you are willing to let go of power. This means that you communicate, coach, formulate end-results and <i>then you let go!</i> You are involved with the 'what', 'why', 'when' and quality but not the 'how'. If you are unable to let go of power you will not delegate but you will either abdicate or dictate. • Accept that the person you have delegated a task to will do it differently from you. • Also accept, and this could be difficult, that he or she can do a better job than you!

LEADERSHIP CLUSTERS

<p style="text-align: center;">1 DIMENSION ENERGISE</p>	<p style="text-align: center;">2 SUGGESTIONS</p>
<p>Objectives</p> <ul style="list-style-type: none"> • To make others enthusiastic. • To keep your team and yourself motivated under difficult circumstances. • To create an atmosphere of dynamic movement and vibrancy within your team. • To help your team members to focus on the end-result in spite of adverse or difficult circumstances. • Drive and urgency • Tasks completed • Problems solved • Obstacles either eliminated or circumvented. • A high level of perseverance. • A high level of resilience. • You can assert yourself • You have a higher level of confidence in yourself • Team members accepts you unconditionally as their leader • Others are convinced of our plans and strategies 	<ul style="list-style-type: none"> • Flip the flow of energy from ‘what to prevent’ to ‘what is possible’ • Remember – each team member is responsible for his/her own energy. You have simply to unlock it and guide it. • Watch out for energy thieves – allow others to gain independence and pride. • Give recognition for good ideas • Understand that you can ‘loose’ others in your thrust forward. • Acquire patience with those who are slower than you. • Gain wisdom and practice caution and energy management to prevent your enthusiasm from running away. • Learn to really listen to others by focussing on content (what is the person saying); emotion (how does this person feel about what he/she is saying) and intent (what does this person want) • To accept that you are human, that you have a capacity, and to invest time in yourself and your family. • Understand that you can sacrifice thinking in favour of moving – sometimes it is better to postpone and to do nothing. • You need to learn when to give up, to acknowledge defeat or to retreat. You need to learn how to distinguish between winning a battle and winning a war. • Optimise processes, streamline existing processes and eliminate those that do not add value. • Challenge team members to think for themselves and to come up with their own solutions to problems. • Encourage team members to accept accountability for their own decisions, behaviour and earthly fate. • Help team members to appreciate the role they play and the importance of the role they play. • Make yourself visible to team members. • Get to know your team members. • Convey your confidence in your team member’s ability to do his or her best. • Learn how to facilitate a group of people • Learn how to address conflict constructively, immediately, and openly • Get an understanding of the different ways people learn and understand • Learn to count to ten before you react. The advantage of the strong surge in your energy is speed and movement. On the other hand the disadvantage is that you can loose your temper and then attack. • Learn the skill of assertive communication • Learn how to make public presentations. • Learn how to conduct meetings • Learn how to make difficult decisions or how to take unpopular stands • Gain social sensitivity – learn how to say what to who when. • Learn to know when it is better to shut-up and when it is time to push your case. • Learn how to pace yourself to the speed of your slowest team member • Learn to communicate not only the end-result of your thinking, but also the process. • Ensure that the receiver completely understands the full content and implication of your communication. • Communicate in time – do not wait for the right moment but create it.

<p style="text-align: center;">1 DIMENSION DEVELOP</p>	<p style="text-align: center;">2 SUGGESTIONS</p>
<p>Objectives</p> <ul style="list-style-type: none"> • Knowing the financial/strategic implication of various courses of action • To provide a valid strategy for the business • To guide and assist my team to realise our vision, mission and end-result • To understand the business from a macro-strategic perspective • My business unit is highly organised • Risks are anticipated and contingency plans are in place • Specific and valid action plans exist to execute strategy • People know what, how, why and when they have to do things • Decisions and activities will add value to the bottom line of the business unit. • High level of understanding and expertise in all of the business disciplines and drivers. • Synergising the drivers, i.e. human capital, process, infrastructure (engineering) logistics, sales, marketing, governance into one strategic concept. • Manage a business unit • Improvement strategies and plans are integrated with the profitability of the business. • Customers trust this business! • 	<ul style="list-style-type: none"> • Study the science and philosophy of Strategic Thinking/Planning • Exploring and understanding what other types of thinking exist, and what role each has to play • Learn how to develop a Business Plan (implementation of the Strategic Plan) and Business Cases that can be presented to the Executive Team • Learn how to develop mile-posts (dashboard) to pace the implementation of the Strategic Plan. • Learn how to do a risk-analysis • Create a culture of strategic thinking within your team. • Participate more actively in strategic sessions • Exploring the strategic direction of the business and integrating that with your business unit. • Learn how to do a force-field analysis and how to use this information for long-term strategic planning. • Explore the end-result (business goal) for the business. • Explore the end-result of your own business unit and integrate with the end-result of the business. • Explore the business philosophy, vision, mission, core identity and culture of your business. • Know the history of the business as well as the significant macro- en micro forces impacting on the • Understand the business drivers as well as the impact of each driver has on the value chain and the end-result. • Get to know own organisational structure, financial priorities, systems, procedures and information sources. • Get to know how the functions of a business work and relate to each other. • Get to know own and related industries and how trends in these industries can impact on own business. • Get to understand the business cycle and the learning curve of existing and potential markets. • Get insight into the competition's strengths, weaknesses and strategies. • Acquire intimate knowledge of our customers, their needs and learning curves. • Explore the expectations and guidance of my manager. • Learn how to do a scenario-planning (future analysis) to determine long term changes in macro- and micro forces <p>CREATE CUSTOMER TRUST BY:</p> <ul style="list-style-type: none"> • Acquiring intimate knowledge of your customers, their needs and learning curves. • Your customer can only trust you if he knows you – initiate honest, professional and continuous communication. • Your customer can only trust you if you know what you are doing – ensure a continuous improvement in your competency level (quantity, quality, cost, safety and governance). • Your customer can only trust you if you show that you are on his side – if you consistently deliver on your promises and undertakings and if you follow a high level of business integrity. • Your customer can only trust you if you apply your energy and input visibly and continuously to meet his needs.

<p style="text-align: center;">1 DIMENSION ORGANISE</p>	<p style="text-align: center;">SUGGESTIONS</p>
<p>Objectives</p> <ul style="list-style-type: none"> • Finish what you are supposed to do in time • Optimising all production forces (people, processes, capital, material, resources) and streamlining the interaction between them to achieve the end-result. • Resources are used effectively and efficiently. • Gain control over your life • Experience the satisfaction of a task completed in time. • Team members know exactly what is expected of them and how to achieve it • Team members consistently meet required standards • Highly competent team members • Increased contribution of your team to the bottom line • Creating a culture of focus and dedication in your business unit. • You have more time to spend on strategic issues • 	<ul style="list-style-type: none"> • Clarify the end-result that you want to achieve. Be careful not to get confused between the ‘what’ and ‘how’. Both are important but distinguish between the two. Start with the ‘what’ and do not even consider the ‘how’ before you have absolute clarity about the ‘what’. • Formulate the end-result that has to be achieved to be specific; measurable; achievable; realistic; and link it to a realistic time-line. • Design the ‘how’ by formulating phases or steps. Each step should be scrutinised in terms of the value that it will add to obtaining the end-result. Eliminate steps that do not add value to achieving the end-result. • Allocate resources – follow your budget. Plan spending carefully and try to have a reserve should the unexpected come up. • Learn how to keep your cool – be tolerant of normal chaos – don’t despair if things are running away from you. Trust your plan and stick to it. • Measure output or end-results, not effort, input or time. • Identify the most effective way to achieve your end-result and eliminate obstacles in your way. • Continuously keep your finger on the progress pulse. Review your plan if you see that it is going to fail. • Learn how to prioritise by focussing on those activities that will add value to achieving your end-result – focus on important and less on what is urgent. • Learn how to do meeting management. • Acquire a higher level of self-discipline • Learn to assess the time and energy implication of tasks before accepting • Compiling and communicating a specific, measurable achievable, realistic, and time-linked end-result for each position. What should each position (job) achieve? This focuses on the ‘What should a team member achieve?’ • Developing and communicating clear, fair but distinct performance measures (in terms of quantity, quality, cost, safety, and consistency) for each result. This focuses on the ‘How good should he achieve the end-result?’ • Get competent in conducting a performance review and development process. • Learn how to counsel team members. • Learn how to deal with team members that, in spite of counselling, do not conform to expectations. • Learn how to formulate competencies. • Learn how to do a gap analysis between required and actual competencies. • Learn how to eliminate the gap through mentoring, coaching and training. • Know how and when to discipline team members • Learn how to address conflict constructively • Re-think and optimise the structure of your team by following a logical process chain of thinking. Avoid overlaps and/or gaps between functions and roles. • Study learning styles and the way people acquire competence • Learn how cope with sudden deviations, to make contingency plans, or how to think on your feet. •

<p style="text-align: center;">1 DIMENSION PRODUCE</p>	<p style="text-align: center;">2 SUGGESTIONS</p>
<p>Objectives</p> <ul style="list-style-type: none"> • Clear goals, objectives and best practices of achieving these objectives are in place • Crises management is avoided • A logical plan, with clear goals, exists • Sound business cases and feedback is given. • Each team member knows what, how, why to do when • Activities are goal oriented and focused on those that add value • Consistent performance • Cope with difficulties • Push through in spite of adverse circumstances • Seizes opportunities • Displaying a high level of confidence that will give the team energy. • Energised by tough challenges. • Is looked to for direction in a crisis. • 	<ul style="list-style-type: none"> • Learn how to do a probability analysis, especially when all the facts are not available or when information is vague and conflicting. • Filter my passion for focus and control to your team. They need to learn how to follow-up. • Ensure that the flow of activities follow a logical process approach, preventing silos. • Manage multiple plans involving parallel tracks or multiple tasks • Learn how to match people and tasks – careful; this is not as easy as it sounds. • Learn how to allocate resources in terms of the plan. • Learn how to set up a dashboard to constantly monitor progress against the plan and milestones. • Benchmark yourself against other planners to see how they are doing it – there is more than one way to kill the cat! • Learn how to develop contingency plans and to think on your feet. • Learn how to prioritise.

<p style="text-align: center;">1 DIMENSION DRIVING QUALITY AND PROFITABILITY</p>	<p style="text-align: center;">2 SUGGESTIONS</p>
<p>Objectives</p> <ul style="list-style-type: none"> • Detailed and accurate strategies • Perseverance in solving of problems • Commitment in obtaining the required end-results (goals). • High level of accuracy and quality. • Managing own budget effectively. • Calculate and manage costs effectively. • Recognise profitability and revenue potential in own strategies • Manage finances effectively 	<ul style="list-style-type: none"> • Learn to challenge the basic assumptions of processes and procedures. • Learn how to interpret ideas and strategies not only in terms of the production process, but also in terms of the profitability of the business. • Take a step backward, see the whole, and to let go of pursuing less important detail. • Learn how to follow-up. • Be careful not to micro-manage, but to allow people to learn from their mistakes. • Study and learn the basic principles of finance, budgeting and cost calculation • Learn how to compile a budget, how to implement it, how to pace expenditure against the budget, and how to spot 'soft spots' in the budget. • Learn how to calculate the financial impact of activities and decisions • Learn how to assess the financial implications of own decisions and strategies. • Learn how to recognise profitability and revenue potential in business opportunities. • Learn how to maximise return on investment. • Learn how to calculate costs • Learn how to read and interpret all financial reports and end of the year financial statements • Learn how to incorporate this information in your own strategic planning

<p style="text-align: center;">1 DIMENSION ACCELERATE</p>	<p style="text-align: center;">2 SUGGESTIONS</p>
<p>Objectives</p> <ul style="list-style-type: none"> • People will be able to rely on our word. • What others see is what they are going to get • Enhancing a culture of autonomy and internal locus of control where people will have the confidence to openly admit mistakes • Clear set of values • Constant self-development • Energy will be generated from within • Continuous improvement and change • Energised team and team members • Accepting criticism without personalising it • Increase the level of competence in the team and organisation • Ensure availability of mature successors • Experience the satisfaction of helping a person to realise his or her potential 	<ul style="list-style-type: none"> • Create a culture of openness, communication and sharing within my team • Encourage my team to accept responsibility for who they are and what they are doing. • Counsel team members to openly admit mistakes and incompetence. • Compile a Behavioural Code of Conduct, reflecting the basic values of the team and help team members to live these values through behaviour. • Share my values continuously with my team. • Develop a respect for team members who have different values that I have. • Learn how to understand differences before labelling or evaluating.

1 DIMENSION ADVISING	2 SUGGESTIONS
<p>Objectives</p> <p>Continuous learning and development</p> <p>Developing and improving a knowledge and competence referral data base for problem solving and decision making</p> <p>Promote yourself and your career as you become known, aware and involved</p> <p>Implement best practices</p>	<ul style="list-style-type: none"> • Always start with yourself. Benchmarking and networking implies that you assess the way you think, do or believe by projecting your own existing paradigms against the paradigms of others. • Therefore you have to get clarity in your own mind on how you believe a problem should be solved or project executed – if you haven't a clue how to tackle a problem you have to be willing to admit your ignorance. • On the other hand – trust your mind; use your own logical reasoning to create a picture. • Be careful of information overload – absorb as much you can and then trust your mind to filter the most critical points • Get good at something – networking means that you also give something back. That will ensure that you will become a vital member of the network. • Analyse your current network contacts and continuously update your database. Contact at least two of them per month. • Categorise your contacts in terms of their area of expertise, the depth of their knowledge and expertise and their willingness to share. • Meet as many people as you can – attend professional gatherings and conferences • Identify the clusters of genius in your own organisation – even outside your own profession. Make an appointment with them and ask them: “Tell me how do you do...” (whatever the area of expertise) • In interacting with others you have to go into an absorbing phase – open your mind to what the other person is saying, make sure that you understand exactly what this person is saying. Do not, do not try to impress, or go on the defensive, no matter how strong your urge is. • Get competent and comfortable with electronic databases and information systems. • Develop your own library that you can easily access. • Make time to read journals and research literature – use the bibliography to determine trends and sources of printed information • Most important of all – give feedback and recognition for input, advice or information. Show basic good manners.

1 DIMENSION CREATING	2 SUGGESTIONS
<p>Objectives</p> <ul style="list-style-type: none"> • Creating an atmosphere of continuous improvement • Doing things better, safer, simpler, cheaper and faster. • Innovative solutions to existing problems • Optimal production process • Obsolete or non-adding value components are eliminated. 	<ul style="list-style-type: none"> • Believe that you can innovate and be creative. Innovation is a skill and not something that you either have or lack. • Learn how to constantly challenge the logical assumptions on which procedures are based. • Review existing procedures to assess the value they add to obtaining the bottom line. • Initiate contact with others to explore and benchmarking ideas. • Open yourself up to the opinions of others, especially those that differ from you. • Gain confidence in your ability to question, to question again till you understand • Learn the skill of creative problem solving and thinking. • Learn to accept that others are going to challenge you, that you need to learn from them, but that it will happen that you are going to stand alone on an issue. • Learn to accept that you are going to fail, and that you are going to make mistakes, BUT, that you can and will eventually succeed. • Take the initiative to influence events rather than accepting them passively. • Force yourself to take calculated risks, to jump the gap between the known and unknown. • Learn to actively seek input from other, and especially different, minds. • Suspend your critical judgement - instead of thinking "It won't work" think "It may work because"... Allow your mind to move towards solutions and opportunities instead of towards to obstacles. • If you run out of ideas take a break – go outside and think about something totally different.. • Use the "W" approach to break out of your traditional mode of thinking – why, where, what, who, when and how. Then switch to the opposite: why not; where not or not where; not what or what not; who not; not when or when not; how not or not how. You can even switch to alternatives why else; where else; what else; who else; when else; or how else. • Focus on mishaps, mistakes or failure as learning opportunities.