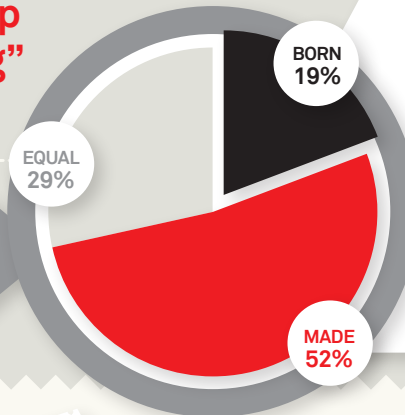


1. BEING A LEADER

“Management is doing things right; leadership is doing the right thing”

Peter F. Drucker

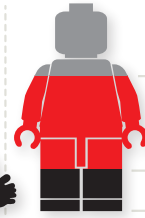
Are Leaders Born or Made?



Training
21%

Experiences
38%

Traits
41%



34%

46%

20%

BORN

MADE

“Which is the most important in creating a leader?”

Those who believe leaders are born and those who think leaders are made agree that experience is most important. The 'mades' felt that training was next important followed by traits. The 'borns' felt that traits were next important followed by training. - Centre for Creative Leadership

2. DEALING WITH ABSENTEEISM

In 2013...



Were lost to Musculoskeletal Conditions (back and neck problems)

Labour Force Survey - Office for National Statistics



Minor Illnesses (Coughs & colds)



Stress, Anxiety & Depression



Other Reasons



Prefer not to state a reason

Reasons for absenteeism are many:

- Sickness
- Job pressures
- Low esteem
- Family pressures
- Simple 'skiving'

3. DEVELOPING YOUR TEAM

Set **SMART** targets:



- Specific
- Measurable
- Achievable
- Realistic
- Timely

COACHING

Set Parameters

- ▶ Interim meetings
- ▶ Limits of authority

Identify Goals

- ▶ Goals for the task
- ▶ Goals for the coaching meetings
- ▶ Goals belong to the person being coached

Promote Discovery

- ▶ Listen actively
- ▶ Draw out the consequences
- ▶ Share your experiences

4. DIFFICULT CONVERSATIONS

More than **75%** want the bad news first...

If people know they are going to get bad news, they would rather get it over with. Then, if there is good news to follow, you end on a high note.

GOOD NEWS!

BAD NEWS!

...but **70%** of news givers chose to give good news first, then the bad news.

When news givers go into a conversation, they are anxious. No one enjoys giving bad news. They don't understand that having to wait for bad news makes the recipient more anxious.

5. MOTIVATING YOUR TEAM

How to spot if your team is motivated



MOTIVATED

- High performance and results achieved
- Mistakes corrected, lessons learned
- Energy, enthusiasm and determination
- Willingness to go the extra mile
- Loyalty to the team and the organisation
- Willingness to accommodate change

UNMOTIVATED

- Poor timekeeping and high absenteeism
- High error rates, same mistakes repeated
- Apathy and indifference
- Clock watching
- High staff turnover
- Resistance to change

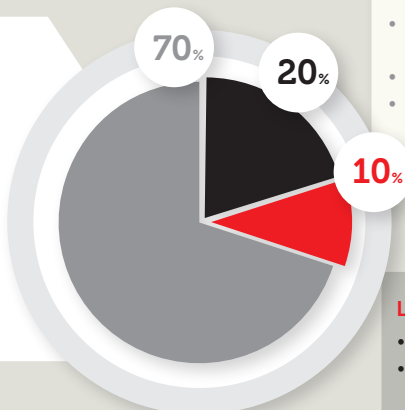
6. ONE-ON-ONE SUPPORT

70:20:10 Model

10% of learning is through formal education & courses

20% of learning is social, through peers & mentors

70% of learning comes from on-the-job experience



70:20:10 forum

Encouraging people to talk:

- Do you reassure them that you want to know about their worries?
- Do you ask open questions?
- Do you give feedback e.g. make listening noises, eye contact, rephrase and summarise?

Helping them to think it through:

- Do you share similar problems that you've had?
- Do you avoid expressing your own views?
- Do you establish facts and options?

Letting them find the solution:

- Do you accept their solutions?
- Do you get them to agree an action plan and a review date?

7. RECRUITING

Key tips for recruiters

Create a behavioural profile:

Don't look for perfection; focus on the deal breakers.

Focus on critical incidents:

Concentrate on the candidate: "I" not "We"; stick with past tense don't settle for hypothetical answers.

Hide your hand:

Don't reveal what you're looking for; don't ask leading questions; don't answer your own question.

Take your time:

No multiple questions; tough out the silences.

8. REVIEWS AND FEEDBACK

Praise...

- ★ Gives people pride in their jobs
- ★ Builds loyalty
- ★ Prevents people feeling taken for granted
- ★ Generates enthusiasm & commitment
- ★ Improves relationships
- ★ Motivates us to 'go the extra mile'
- ★ Takes hardly any time & costs nothing!

