



Leaderonomics

The Science of Building Leaders

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THE ESSENCE OF EFFECTIVE LEADERSHIP

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People often feel pressured to listen to complainers because they don't want to be seen as rude, but there's a fine line between lending a sympathetic ear and getting sucked into their negative emotional spiral. Check out this article about how successful people handle toxic people: bit.ly/handle-toxicpeople

■ Minda Zetlin is a business technology writer and speaker, co-author of *The Geek Gap*, and former president of the American Society of Journalists and Authors. Email editor@leaderonomics.com to get in touch with her.

HANDLING YOUR DETRACTORS

By **MINDA ZETLIN**
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WHY is it that whenever you feel most joyful, someone around you is always ready, maybe even eager, to pop your

balloon?

Whether you've just landed a big customer, started a wonderful new relationship, or gotten a new job, there are always those who will point out the pitfalls in whatever is making you happy.

So, how should you respond when you're feeling happy or even seeking happiness and someone else tells you you're wrong?

Here are some effective things you can say. (Some of these are inspired by Andrea F. Polard's column on the Psychology Today website)

1 BE SYMPATHETIC

Envy is human nature. If someone else doesn't like that you're happy, it could well be because your detractor is unhappy with himself or herself.

As Polard points out, misery seeks company. "Every time a friend succeeds, I die a little," the author Gore Vidal famously said, and many of us would recognise that near-universal sentiment.

So, if those close to you are feeling unsatisfied with their work, bank accounts, relationships, or any other aspects of their lives, your delight might feel like an affront and the urge to pull you back down to earth may be irresistible.

Once you recognise envy for what it is, it becomes much easier to bear. It's a compliment, if you think about it.

Listen patiently to whatever doom and gloom your detractor is predicting for you. Ask how his or her own life or work is going.

A little sympathy and encouragement can go a long way towards easing feelings of envy. Think about how much you'll appreciate the same when (inevitably) you're feeling envious yourself someday.

2 LISTEN AND DON'T ANSWER

They may be projecting their own feelings onto you. I'll never forget my last evening at the company where I worked for three years before going out on my own. I was saying goodbye to all the

friends I'd made when a woman I barely knew pulled me aside.

"You know," she said confidentially, "You'll run out of work." And she proceeded to tell me about her own experience as a solopreneur.

She had one great customer who gave her tons of work. Then one day, it dried up and she found herself in financial hardship.

More than 30 years later, I still remember the conversation vividly because I can't think of anything less appropriate to say to me at that moment.

I had already given notice, worked my last day on the job, and was actually carrying a box of my possessions because I was leaving forever and starting work as a self-employed person the following day. I just listened and nodded.

And filed away the important lesson which was: Never become completely dependent on a single customer. I never have, even though there were certainly times when it would have made life simpler.

3 BE HAPPY

Remember that making yourself happy is good, no matter what anyone says. In Nicole Hardy's memoir, *Confessions of a Latter-Day Virgin*, she describes a conversation in her family-centric Mormon community.

She's just told a woman she barely knows that she took a diving vacation on her own, and the woman sniffs, "I guess I just don't like myself that much." Hardy politely doesn't respond, but I thought "Gee, I'm so sorry to hear that" might have been an appropriate comeback.

Some people will tell you, directly or indirectly, that seeking out your own happiness is a selfish thing to do.

Now, I agree that seeking your own happiness at the cost of someone else's unhappiness is wrong. But if you're not hurting anyone, then it's not only your right, it's your duty to do what you can to make yourself happy just as you would put the oxygen mask on yourself first in an airplane before helping your child.

When I'm feeling happy, I'm a better partner, a better friend, and a more productive worker, so being as happy as I can be helps me do more for others.

I bet it works the same for you. So, go ahead – you're entitled.

4 GET SOME SPACE

Sometimes, that's the only solution. If someone is insistently negative and determined to make you feel that way too, your best approach may be to put some distance between yourself and that person.

If you're at a party, excuse yourself and walk away. If it's a friend, perhaps you need to back away from the friendship a little, if only temporarily. If it's someone close to you, then say something before you withdraw.

Tell your family member or friend that all the negativity is hurting you, and your relationship. If they care about you, there's a chance they'll at least try to stop bringing you down.



By **SONIA MCDONALD**
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EMOTIONAL CONTAGION

- Our brain contains a set of neurons called mirror neurons. Their job is to make you feel as if you are living in the other person's mind and experiencing their thoughts and emotions.

As a leader, whether a manager of a company, department or project, or a business owner leading a team of workers, your emotions will have an impact on those you are supposed to be leading.

This will affect their concentration, productivity and performance in either a positive or negative way.

You can inspire and motivate your team through emotion and in turn, your team can inspire and motivate you. The problem in most organisations is that no one is managing the emotional mood within the organisation.

It's left to chance and consequently, there are conflicts and clashes that leaders need to deal with, which should not have occurred in the first place.

Knowing that your people will experience your emotions through their mirror neurons, you are in a position to consciously create the emotional tone within your team.

As leader, you can set the tone for your team by carefully managing your own emotions and choosing which you will allow to show. This requires a good understanding of yourself and an emotional self-awareness at all times.

Your team will feel what you appear to feel. Ask yourself what type and level of emotion will best benefit your team and your workplace, and start building it.



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By addressing emotional elements at the workplace, leaders can easily tackle employees' performance matters. Read on to find out more: bit.ly/neglecting-emotions

- Our brain registers social pain in exactly the same way that it registers physical pain.



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Music has provided entertainment, inspiration and relaxation to human beings since the dawn of civilisation. This article takes a look at the lives of five acclaimed musicians over the centuries for characteristics that enabled them to scale to great heights in the world of music, amidst personal trials. Check it out here: bit.ly/StoriesOfResilience

IT'S NOT ABOUT HOW YOU START

IT'S WHERE YOU FINISH

By **ROSHAN THIRAN**
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ON Aug 16, 2009, the foot-speed record was set during the World Championships in Berlin, Germany. Measured between the 60 and 80-metre point during the 100m sprint, Usain Bolt was clocked running at a staggering 44.7 km/h.

His average, over the course of the 9.58 seconds he took to win the race, was a slower 37.58 km/h. Compare that to the average running speed of a man (approx. 13 km/h), and the 'Lightning Bolt' is still almost three times as fast.

The reason I wanted to pay particular attention to Bolt's speed is because, throughout his career, he's not been the quickest starter off the blocks. As the man puts it himself:

There are better starters than me, but I'm a strong finisher.

As you can see from the 100m race in Berlin – where he smashed the World Record the runners to the left of Bolt all got off the blocks quicker than the Jamaican.

However, within a few seconds, he leaves the whole field for dust as he strides towards a glorious historical moment.

In fact, in his prime, Bolt was so fast that he could actually be seen slowing down before the finish line and still be able to win comfortably.

At the time, some critics believed that this was a show of arrogance. In reality, he was a man who knew his capabilities and let his performance speak for itself.

YEARS OF HARDSHIP FOR MINUTES OF SUCCESS

The belief that the 'fastest man alive' carried with him was, and still is a huge factor in how he works towards his goals.

During his running career, his achievements included being an 11-time world champion, breaking two World Records in 2009 (in the 100m and 200m races), and winning nine gold medals as a champion at the 2008, 2012 and 2016 Olympic Games.

His achievements are immensely impressive from any perspective. However, when we take a look at his dominance over the three Olympic Games spanning almost a decade, Bolt's amazing victories took less than two minutes to achieve. His approximate running time was 115 seconds in total across all three Olympics.

In that time, he:

- Won nine gold medals
- Made more than US\$1 million **per second** that he ran (approximately US\$120m)
- Smashed the World Record
- Became an inspiration to millions around the world

I know what I can do, so I never doubt myself.

Sounds easy, right? Running for two minutes and claiming the glory? Not according to Bolt, who offered this insight into what it takes to be a winner:

"I think a lot of people, they see you run and they say, 'Ah, it looks so easy, looks effortless.' But before it gets to that point, it's hard; it's hard work. It's day-in, day-out sacrifice. Just **dying** this time when you run and you just want to stop, you want to give up, you just want to go home."

Usain Bolt wasn't born great. He was born with the potential for greatness. He spent 20 years working to become the running machine we all know and respect.

That's two decades of blood, sweat, and tears to produce two minutes of life-changing brilliance.

He might have been given some God-given talents... but this is the case for all of us. The difference between those who succeed in fulfilling their dreams and those who don't, lies in making the commitment to make the most out of what we've been given.

WHAT'S HOLDING YOU BACK?

For many people, their limiting beliefs and fears hold them back. They're worried that they'll fail, not realising that failure is the nourishment that allows success to grow.

People fear being judged by others because they're not good enough, not realising that those who criticise the loudest are the ones most often afraid to try.

It's the easiest thing in the world not to try, and criticising is easy from the safety of the comfort zone.

Usain Bolt, like everyone, had his fair share of critics – but he never allowed anyone's opinion to drown out the noise of his self-belief, nor did he worry about how things might turn out. He simply put everything he had into his passion and gave his best in the moments that demanded it.

Worrying gets you nowhere. If you turn up worrying about how you're going to perform, you've already lost. Train hard, turn up, run your best and the rest will take care of itself.

NO SHORTCUTS TO SUCCESS

To be the best we can be, to realise the big goals that we've set for ourselves takes nothing less than our absolute commitment to put our potential ahead of our fears, and to listen to the inner voice that says, "Actually, there's nothing you can't do once you set your mind to it."

Imagine what you could achieve if you decided to commit wholeheartedly to realising your potential.

All the greats of history – across all fields – had to begin somewhere. All it takes is the decision to begin. The rest is just belief and perseverance.

Easy is not an option. No days off. Never quit. Be fearless. Talent, you have naturally... skill is only developed by hours and hours of work.

When I'm asked, "Why is it that some people succeed and others don't?" I usually reply, "Because those who succeed keep trying, no matter what: they always find a way."

We get out of life whatever we're willing to give of ourselves.

There are countless stories of people who grew up impoverished and had

to overcome all sorts of hardship (see Cristiano Ronaldo and Lionel Messi) before making their dreams a reality.

While it's easy to see these as 'overnight successes', getting to the top of any career – sports or otherwise – requires the dedication and commitment that most people don't want to give.

Dreams are free. Goals have a cost. While you can daydream for free, goals don't come without a price. Time, effort, sacrifice and sweat. How will you pay for your goals?

FIGHT FOR YOUR DREAMS

Everyone dreams – it's a natural part of being human. But how much do we really give to those dreams?

How willing are we to get knocked down five times and get back up the sixth time? How many of us look at the obstacles in our way and still refuse to take 'no' for an answer, with the realisation that we are in control of our destinies and not our setbacks?

How many of us ignore the naysayers, the critics, those who say it can't be done, and keep pushing on until it gets done?

Kill them with success and bury them with a smile.

How often do we worry about the words of others who can't see our vision, let alone understand why we desire to give so much to it?

When we set out to achieve our goals, the only battle worth fighting is between ourselves and whatever lies in our way along the path to success.

While we should be respectful to people who point out the obstacles in our way as we strive towards our goals, we should also keep pushing on regardless with the advice of the 'Lightning Bolt' at the forefront of our minds: "Kill them with success and bury them with a smile."

■ *Roshan Thiran is the founder and CEO of Leaderonomics – a social enterprise working to transform lives through leadership development. Connect with Roshan on Facebook or Twitter (@lepaker) for more insights into business, personal development and leadership.*



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There is something that is ultimately the root cause of our stress experiences, and it comes down to how we perceive them. Our reactions to stressors are a largely perceptual process. Can you be friends with 'stress' to build your own resilience? Read this interesting article on Leaderonomics.com: bit.ly/euResilient

By **PETER ECONOMY**
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ONE day, I walked into my house to find our cat playing gleefully with a baby lizard. He would pick the lizard up in his mouth, give it a little playful toss, and then paw at it.

Cute? Not really.

I picked up the lizard gently, his cold lifeless body sagging in my hand, and put him on the outside wall. I figured he was a goner. About an hour later, I checked on the little guy expecting to see his dead remains, and to my amazement, he was gone.

What that little lizard showed to me that day was great resilience.

He got caught in a tough place that forced him to take action – in this case, he played dead. He remained in his 'I'm dead' role until all fear was removed, and then, he bounced right back and carried on with his lizard life.

There are people in life who show exceptional resilience, too.

They have the strength and the passion to go on even in the face of tragedy.

Resilient people lead happier and more successful lives – and perhaps even longer ones, as in the case of the lizard. Don't you want that, too?

Below are eight habits of extremely resilient people. Start with one and continue to add on as you go, but at least begin down the path of increasing your resilience.

1 Get the support you need

People with exceptional resilience typically have a big safety net

WANT TO BE EXTRAORDINARILY RESILIENT?

HERE ARE 8 STEPS YOU CAN FOLLOW

– many loved ones and friends to turn to when times get tough. Having others who accept you for who you are and who are there for you during good and bad times strengthens your resilience.

Don't have much family or many friends? Get out there and join a group, club or team – start connecting and making friends.

2 Realise it is just part of life

Resilience comes with knowing that life isn't perfect and that, yes, there will be drama and trauma in your life at some point or another.

Your ability to view a tragedy as an isolated event instead of what your future has in store for you is what will set you up for success and greater resilience in the future.

3 Make healthy choices

People who are extremely resilient take care of themselves. They exercise daily, get the rest they need, address their own needs and feelings regularly, and try to eat healthy.

If you take care of yourself – even walking 20 minutes a day can take your stress down a notch – you will be less likely to fall apart during those times in your life that are filled with stress or tragedy.

4 Remember to laugh

Even during the worst times, exceptionally resilient people still laugh and find joy.

Laughter can reduce the pain you feel, both in body and mind, and help to minimise the issue at hand. Yes, the bad things will still happen, but you can lighten that load by finding your sense of humour.

5 Be nice to others

Exceptionally resilient people enjoy helping others. They find great joy in random acts of kindness that lift the heart of not only the receiver but also the giver.

On the flip side, it is equally important to receive and appreciate kindness from others who are trying to help you during a tough time – showing gratitude is also a big part of resiliency.

6 Get the ball rolling

Resilient people face life's obstacles head-on. When confronted by a crisis, they immediately ask themselves, "What are my choices and solutions for this?"

They collect all the information they can, come up with a plan, and then face the pain or anxiety directly with action. Even when faced with the worst of tragedies, such as a death

in the family, resilient people collect, plan, and act until things are back to normal.

7 Look on the bright side

Resilient people have a knack for always finding the silver lining. Even though they are not immune to pain and anxiety, their eyes are wide open – they are able to see the good even during the worst times.

Resilient people literally see each moment in life as another opportunity and another chance. Their glass is definitely half full.

8 Don't make the same mistake again

Resilient people learn from their mistakes instead of making the same ones over and over. They ask themselves what went wrong and come up with a strategy to prevent the mistake from happening again.

They get excited about doing things in a new way or approaching things differently, and this is what helps them endure unhappy times.

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By **DARREN FLEMING**
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THERE are two ways to increase your sales.
The first is to get more customers. While this is always desirable, it is not without a cost.

The second and more profitable way is to sell more to your current customers. The hardest part of this can be getting the customer to walk through your doors. When they are in your store, the deeper the conversation you have with them, the more you can sell to them.

Asking better questions is about playing detective and letting the customer tell you what they know. It's not about leading the witness, but drawing out information.

The depth of the conversation you have with your customer depends on the quality of the questions you ask. Great questions get great answers; bad questions get useless ones.

While this seems obvious, there are some factors that stop clever staff from asking the right questions.

THE CURSE OF KNOWLEDGE

Great sales people often identify the solution a customer needs well before they have finished articulating their problems.

In an effort to be helpful, they quickly offer their solution so the customer can buy and they can help someone else.

While this seems like a great way to save everyone's time, it has a number of hidden drawbacks:

Assumptions: Getting to the solution before the customer has articulated their problem relies on assumptions and we all know the problem with that!

Blocking: If the customer can't explain their situation, they are blocked from creating a connection to you or your brand.

When we explain our situation to someone, we are investing in them and creating a connection. This builds trust. When I know that you know my issues, I'm more likely to feel confident that you can help me.

ASK BETTER QUESTIONS



We see the opposite of this every time we call a call centre. Having to explain our situation to every new person tells us that we don't have a connection and frustration builds.

Cookie-cutter-service: If the customer feels that you're relying on assumptions about their issues and they're not feeling a connection, there is a great chance they won't trust your solution. It will feel like you're a doctor who just wants to push a pill and move on.

Missed Opportunities: Finally, and more immediately, it misses the opportunity for additional sales. When a customer is telling you the problems they have, it is a sales person's duty to identify all the opportunities to sell them a solution.

When the customer is denied the opportunity to tell their story you are denied the opportunity to sell into it.

THE WAY AROUND IT

Ask better questions.

Asking better questions is about playing detective and letting the customer tell you what they know.

It's not about leading the witness, but drawing out information. Use open-ended questions so they can tell you what they need, and use closed questions to clarify.

Open-ended questions: Open-ended questions are questions that invite a long answer – they cannot be answered with just one word.

The open-ended questions are the classic 6Ws – Who, What, Where, When, Why and How. These questions invite an extended answer which gives you information to sell on.

Use open ended questions at the start of a sales conversation. Use closed questions for clarification and closing.

Closed questions: The opposite to open-ended questions, closed questions invite a yes/no response. The most well-known closed question in the retail world is, "Would you like fries with that?"

Closed questions are great at the end of the sales conversation to ask for the sale.

When you lead a sales conversation with open-ended questions, the customer invests in you and your solution. You can then use the information they have shared with you to suggest other items that can help them overcome additional problems they will have.

Sales people should be judged on the quality of questions they ask, not the answers they give. This will lead to deeper conversations and more sales.



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When we read a book or watch a movie, we often judge the work on how compelling the storyline was to us. Similarly, in sales, a good story is ultimately a tool to establish a relationship between the salesperson and the would-be customer. To learn more, read about it here: bit.ly/storytelling-sales

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WHAT MAKES AN EFFECTIVE LEADER?

By **SANDY CLARKE**
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LEADERSHIP is the ability to bring people together to work towards and bring about a shared vision. It sounds like such a simple concept, and one that should, ideally, run smoothly within a business or organisation. How difficult can it be to lead people?

When it comes to effective leadership, the word 'people' is key. Leadership is complex and multi-faceted because people are complex and multi-faceted.

We all come with our different skill-sets, strengths, weaknesses, communication styles, perceptions, opinions, ideas, preferences and dislikes.

We also have different needs, and we grow and develop at different rates. And while some of us might be enthusiastic extroverts, some will be inquisitive introverts, and others will have ambivalent personalities.

In guiding their followers to achieve goals and objectives, ineffective leaders will often disregard the nuances of each personality and discard the importance of positive dynamics and harmony within their teams.

An ineffective leader might feel that people are paid to do a job, so they should get on and do it, regardless of their thoughts, feelings and needs.

This kind of approach to leadership will yield little results. Employees might do what is asked of them, but they are unlikely to go much further than compliance.

In order to get the best out of each employee, effective leaders build resonant relationships with their team members, they show courage in their leadership, communicate openly and honestly, and they are able to inspire and motivate their followers.

Prof Daniel Goleman is a globally-recognised expert on leadership and emotional intelligence. On what he calls primal leadership, he says, "Great leaders move us. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision or powerful ideas. But the reality is much more primal: Great leadership works through the emotions."

"No matter what leaders set out to do – whether it's creating strategy or mobilising teams to action – their success depends on how they do it. Even if they get everything else just right, if leaders fail in this primal task of driving emotions in the right direction, nothing they do will work as well as it could or should."

In order to become an effective leader, there needs to first be an understanding of what leadership is. In a nutshell, we might say leadership is the ability to influence others.

But more importantly, effective leaders influence others while maintaining integrity, and they know that being a leader and being a manager are two entirely different approaches when it comes to influencing others.

Effective leaders build relationships

They don't separate themselves from their team, and in leading by example, they are able to instil a 'can-do' attitude among their followers.

They understand the power of personal choices, that people who choose to follow a leader will invest more of themselves in shared goals, compared to those who feel compelled to follow the instructions of an ineffective leader.



The heart of any business or project consists of the relationships that are formed between leaders and their followers, which is why it is vital for any leader worth their salt to know and appreciate the different personalities within their team.

Inevitably, this will prove to be a valuable investment as conflict arises between team members – effective leaders, armed with sufficient understanding of their teams, will be better placed to resolve any issues that might arise.

In today's marketplace, it's not uncommon to find employees from different generations working together in teams, and this reality highlights the importance of leaders and their willingness to embrace diversity and get to know the different perspectives that each generation brings with it.

By doing so, effective leaders are able to engage smoothly across the board and, as a result, influence others in a way that ensures respect, acceptance and cohesion within their teams.

A crucial factor for leaders who look to build relationships and establish rapport with their followers lies in bringing a positive attitude to their leadership style.

Effective leaders inspire and motivate

Those who are able to continually inspire, motivate and influence others know the value of positivity in helping to build and maintain relationships of trust and respect between them and their team members.

In building a high-trust work environment, studies have shown that such environments foster an increase not just in productivity and innovation, but also in levels of support and nurturing between team members who come to see each other almost as family members and so, they work together as such.

Compare such an ideal environment with one, that is perhaps toxic due to colleagues who see each other as competition and so, allow themselves to get caught up in unhelpful behaviours such as office politics or looking to 'get one over' on each other at every opportunity



LEADERSHIP VS MANAGEMENT

Leaders

1. Create vision
2. Outline strategy
3. Communicate goals
4. Build teams
5. Inspire and motivate
6. Empower team members

Managers

1. Set agendas
2. Provide resources
3. Establish rules
4. Create structures
5. Incentivise
6. Control performances of team members

in order to 'impress the boss'.

None of this is at all helpful, neither for the individuals concerned nor the business as a whole.

Effective leaders have the ability to develop the kinds of environments, behaviours and attitudes that are conducive to positive business outcomes.

They cultivate situational awareness through emotional intelligence, and are able to attune themselves to their followers in order to help them reach their full potential and give the best of themselves in working towards shared goals and objectives.

Effective leaders are proactive

The best leaders are also aware of the

need to constantly develop their own attitudes, behaviours and skills.

While ineffective leaders might see themselves as having 'made it' thanks to an impressive title or salary, effective leaders know that if they wish to grow and develop others to be the best that they can be, they themselves have to go through that same journey of growth and development.

This takes courage to step out of their comfort zones, to continually learn and improve as the needs of the business and industry start to change, as they so often do in today's ever-evolving market.

In seeking to continually develop themselves, effective leaders keep in mind perhaps the most important lesson

CHARACTERISTICS OF EFFECTIVE LEADERS

1 They understand business reality and the impact of their decisions

Effective leadership is, first and foremost, about having the ability to see things as they really are, and how the decision-making process shapes that reality. The best leaders are able to take stock, evaluate, and change course if it means improving the situation of their business.

2 They create a common language and shared objectives with their followers

Sadly, even some competent leaders can create an 'us vs them' mentality between themselves and their followers. This is because they see themselves as being separate from their team, as opposed to part of it.

Effective leaders know that they and their followers are working towards the same goals, and so, they cultivate a common language and are able to inspire team members to invest and commit themselves to shared objectives.

3 They are able to create positive change within corporate culture

There's no denying that, in a stale or restrictive culture, demotivated employees will invest the minimum required into their roles and will be more focused on the clock than business objectives.

Effective leadership responds to issues within the company culture and works swiftly to make positive

changes, well aware that employees who find themselves within a healthy, vibrant culture are much more productive, enthusiastic, creative and innovative.

4 They empower their employees and increase proactive initiatives

There's little use in having smart and talented employees if they are constantly micromanaged and limited in their roles. For any kind of business success to flourish and sustain, empowering employees is essential, as is encouraging their creativity in tackling problems through proactive initiatives.

Employees, when given more responsibility and the freedom to provide solutions, will transfer that sense of ownership to the success of the business itself – their personal ambitions become authentically aligned with business goals and objectives.

5 They improve alignment between teams and departments

All too often, there is a lack of synergy between teams and departments within a business. When you consider that each team and department feeds into the whole, you would expect cohesion across the board – but this isn't always the case.

Effective leaders have the ability to improve alignment between teams and departments, recognising that each is reliant on the other in helping to achieve short and long-term goals that ensure the overall success of the business.

BENEFITS OF CULTIVATING EFFECTIVE LEADERSHIP

Retain top employees

Any business leader knows how costly it can be to replace a top performer. As the saying goes, people don't leave bad companies, they leave bad bosses. In these turbulent economic times, can businesses afford to lose their best talents? By developing more effective leadership, top performers are much more likely to remain where they are, in the knowledge that their development and career progression are being well-looked after.

Develop leaders of the future

One major – and costly – failure in business is the lack of a robust leadership pipeline. Having effective leadership within a business means there are leaders who can nurture talent within their organisation and develop their skills so that they can take the lead when the time comes. Having a solid leadership pipeline in place ensures that business objectives will continue to be met long after current leaders have moved on.

Improve employee engagement

Research has shown time and again that many employees feel disengaged from their work – they see their role simply as a means to an end. The main reason for this is because many leaders do not make sufficient time to provide regular feedback to their followers. Regular and constructive feedback has been shown to significantly increase employee engagement, as employees receive praise for doing a great job and supportive guidance on how they can improve in specific areas.

Make better decisions

A key quality of effective leadership is emotional intelligence: the capacity for understanding the dynamics of relationships and the ways in which our conduct and actions have an influence on others. Emotionally intelligent people make better decisions because of their ability to foresee the consequences of the decisions they might make. This benefit alone returns any investment in leadership training.

of all: how to effectively manage stress.

As even the greatest leaders know, it is crucial to recognise the signs of stress and to take regular time out for self-reflection, exercise, meditation, family and friends.

Leaders who have engaged in effective training programmes have no doubt recognised this last point as being arguably the most important – without knowing how to take care of ourselves, whatever we do invariably suffers as a result.

IN CONCLUSION

Becoming an effective leader is a complex and multi-faceted



By **DR TRAVIS BRADBERRY**
editor@leaderonomics.com

LEADERSHIP, like most things in life, requires balance. You can't succeed without focusing on your people, and they won't succeed unless you're focused on results.

People often debate what makes a better leader: the no-nonsense, results-focused type or the motivational, people-focused type. New research has provided the answer – neither.

James Zenger surveyed over 60,000 employees to see which leadership characteristics made leaders 'great' in the eyes of their employees.

Two of the characteristics that Zenger looked at were 'results-focus' and 'people-focus', and he found that neither characteristic consistently produced great leadership.

Leaders who primarily focused on results were seen as 'great' just 14 per cent of the time, and leaders who primarily focused on people were seen as 'great' only 12 per cent of the time.

However, leaders who were able to balance their approach and focus equally on results and people (which, according to a study by David Rock, is less than 1 per cent of all leaders) were seen as 'great' a whopping 72 per cent of the time.

In other words, results-focus and people-focus are weak predictors of great leadership on their own. It's the potent combination of the two that consistently makes leaders great.

"If your actions inspire others to dream more, learn more, do more, and become more, you are a leader." — John Quincy Adams

Leaders who can focus equally on results and people motivate employees to be their best, without losing sight of the bigger picture.

This balance enables them to achieve extraordinary results, because they do five things that few other leaders are able to accomplish.

1 They balance work and fun

There are plenty of bosses out there who know how to have fun. Unfortunately, this is often at the expense of results.

And for every boss out there who has a bit too much fun, there's one who doesn't know how to have any fun at all.

It takes a balanced leader to know how to motivate and push employees to be their best, but to also have the wherewithal to slow it down at the appropriate time in order to celebrate results and have fun.

This balance prevents burnout, builds a great culture, and gets results.

2 They deliver feedback flawlessly

It takes a tactful leader to deliver feedback that is accurate and objective, but also considerate and inspirational.

Leaders who are balanced know how to consider the feelings and perspectives of their employees while still delivering the message they need to hear in order to improve.

3 They put the right team of people together to execute a plan

Putting together a good plan of attack can require a heavy-handed focus on results.

You have to foresee obstacles, find the right approach, and then make certain you have the right people to make it happen. There are a lot of good leaders out there who are capable of putting together a perfect plan.

However, it takes a great leader to actually pull a motivated team of people together who are capable of executing that plan and are interested in doing so.

Leaders capable of blending a people-focus into their results-oriented plans select the ideal people and know their strengths and weaknesses, and how these can be made to work together.

4 They solve problems as a team

Research shows that poorly structured meetings stifle creativity and hinder teams from reaching good solutions.

Often this is because people either yield to the most outspoken member of the team, are afraid to share their opinions, or don't know how to effectively critique others' ideas.

When results-focused leaders bring a people-focused mentality to the table,

they create the right environment for new ideas to thrive.

These leaders are able to draw out as many good ideas from their team as possible while prudently steering a process that creates workable solutions.

Leaders who can focus equally on results and people motivate employees to be their best, without losing sight of the bigger picture.

5 They hire the best employees

The foundation of any good company is a great hiring system. Effective hiring leads to high levels of performance, a strong workplace culture and a high retention rate.

We've all seen new hires who are brilliant but a horrible fit socially. Likewise, we've all experienced the new hire who fits in socially and makes friends but who doesn't produce quality work.

Great leaders know how to find employees who both do their jobs effectively and are good social and cultural fits. This kind of hire builds morale and improves your bottom line.

■ Dr Travis Bradberry is the co-author of the #1 bestselling book, Emotional Intelligence 2.0, and the co-founder of TalentSmart, a company that provides emotional intelligence tests and training, serving more than 75 per cent of Fortune 500 companies. His bestselling books have been translated into 25 languages and are available in more than 150 countries. To connect with him, email editor@leaderonomics.com.

The Hundred-Foot Journey inspired Suet Ling Foong to come up with the recipe for a great leader. Read about the ingredients here: bit.ly/recipe-greatleader

■ Sandy is a freelance writer with a keen interest in emotional intelligence, a quality which has shown time and again that effective leadership is integral to developing meaningful relationships and building lasting success. To connect with him, send an email to editor@leaderonomics.com.



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Have you ever lost your cool and had an emotional outburst in the office? Well, if you have had any one of those or witnessed anyone at work displaying them, then this is some serious anger that needs managing. Check out this article by Prema Jayabalan on how to manage your anger at work: bit.ly/PJanger



FEELING ANGRY AT WORK?

HERE ARE 7 THINGS YOU CAN DO

By **PRUDY GOURGUECHON**
editor@leaderonomics.com

ON the surface, a business can seem to be about profits, strategies, products, innovations, capital, investments – all the processes and goals of an operation.

But behind all those core components of an ongoing enterprise are individuals in a relationship with one another, trying to think, create, make decisions and make things happen.

Business runs on relationships.

I'm not talking about abstract relationships, like the ones the company has with 'buyer personas' or even the institutionalised relationships attended to in customer service or human resources departments.

Rather, what I mean is the relationships individual people in the business have with each other as they go about their work.

Human relationships, whether between two individuals or within a group, are by nature and inevitably bound up with emotion and the personal history, temperament and needs of each person involved.

The more pressured the environment, the more intense the emotional reactivity will be.

It is because of all this that there will be times at work when you are angry. Even extremely angry. You were passed over for a promotion. Someone else was given credit for your work. Your idea was stolen.

You were promised something that wasn't delivered. Someone you looked up to turned out to be quite other than who you thought he was.

There's another reason there will inevitably be times you're very angry at work. The way our minds operate, we often (and unconsciously) displace a feeling from one part of our lives to another.

So, if you're very upset about something in your personal life (and the intense emotion doesn't even have to be anger), you can find yourself inordinately enraged at the office about something that otherwise wouldn't have evoked such a strong reaction.

HANDLING ANGER AT WORK

Fortunately, there are a number of things you can do when you're feeling very angry in the workplace. Perhaps even more important: you'll know what actions to avoid.

1 Deal with your body/mind equilibrium first

Don't take a deep breath, take three. Inhale slowly to the count of five and exhale slowly to the count of seven with a puff of pressure at the end.

You'll be surprised at how different you feel immediately. Drink a glass of water and eat a snack that doesn't skimp on carbs.

Change the physical scene. Better still, get outside and look purposefully at something not related to work: flowers, billboards, peoples' faces.

2 Separate feelings from actions

You're angry – that's a feeling. What you do about it is an action, and that requires planning and strategy.

Pop psychology too often advises that you need to express, not repress your feelings.

Actually, not always. Not often. Only when it is going to be productive and when the intensity of the feelings has died down.

3 Spend some time thinking about what else could be adding to the intensity of your reaction

Are you really angry about something at home? Does the behaviour of the person you're angry with remind you of someone in your past?

4 Think about what you might have done to contribute to the situation

Were you too quiet in team discussions? Have you actually asked for what you want at work or just hoped it would come your way?

5 Try to elaborate a story about the situation in your head

Go as far back as you can to the beginning of the sequence of events that led up to your burst of anger. And then see if you can imagine the story out into the future.

If you can think of a movie or television show plot that parallels it, that's great. It's rare to find a unique human drama. People have been enraging each other since the beginning of time. You'll feel less alone and will calm down in the process.

6 Get back to work – any work

The more intense your anger, the more concrete the work you focus on should be. Rewrite your to-do list, organise your sticky notes, clean your desk, empty the junk in your email inbox.

When you calm down a little you can tackle more challenging work such as a project, task, or a new piece of writing.

7 Get even (I'm not kidding)

But only play the long game and be extremely careful here. If you're being mistreated, ignored or humiliated, think about what scenario would best right the wrong.

Remember the wise dictum from the poet, George Herbert, "Living well is the best revenge."

TYING IT TOGETHER

You might have noticed that many of these 10 tips involve the advice to think. That's no accident.

Your anger is an intense feeling. We all have intense feelings. Thriving in the workplace means having self-control and discipline.

That translates into thinking before you act and acting only when your intense emotions have had the heat drained out of them.

Here are three additional points to bear in mind whenever you feel angry at work.

1. Do not confront the person you're angry with without thinking long and hard about the possible consequences. This includes what you hope to gain and what you could lose by doing so.
2. Never write an email to anyone about the situation in the first 24 hours.
3. Be very wary about complaining to any colleagues at work.

■ Prudy is the founder of *Invantage Advising*. She has 35 years of experience as a psychiatrist and psychoanalyst, and advises leaders in business and finance on the underlying psychology of critical decisions. Email us at editor@leaderonomics.com to share your thoughts on the article.

By **ANDREW GRIFFITHS**
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WHEN it comes to doing business, it feels like we always have more things to squeeze into the average day. The demands on us as business owners continue to grow, our 'to do' list keeps getting longer, and the days seem to get shorter.

One of the biggest factors affecting our success is without doubt, managing ourselves and managing our workload, neither of which is easy.

For most people working in their own business, I think it's fair to say that we haven't had formal 'getting stuff done' training.

We work out our own style of doing things, generally following the 'squeaky wheel' approach of doing the work by the client that makes the most noise or the job that has become the most urgent.

Not the best way to manage anything.

The big problem is that often we haven't established smart and effective daily routines.

Having been in business for many years, and worked with many business owners, I believe routines and business rituals are central to whether or not a business is successful.

TRIAL AND ERROR

"Take control of your daily rituals and enjoy the results. Be patient and look for the routines that work for you."

Determining the right routines and business rituals is not easy. We need to try different things to see what works and what doesn't.

We need to talk to other business owners to find out what they do and see if it will work for us. We need to read and research ways of establishing routines and getting things done, to look for ideas that might work for us.

So, what are the routines and rituals we need to establish and follow religiously? I think there are several that are most important:

1 Morning ritual

Have a really good morning ritual to get your day started the right way.

This includes your personal routines – perhaps exercise, stopping and having a good breakfast, taking the time to plan your day ahead, and thinking about your priorities for the day.

BUSINESS RITUALS

THE REAL BATTLE IS MANAGING OURSELVES



Morning rituals are really important. Find one that works for you.

2 Plan your day ritual

If you don't have an effective daily planning ritual that works for you (and this is the key), you will probably bounce around all day and not be as effective as you would like to be. Think through your day: what absolutely, positively needs to be done, what has to be done first, what's going to derail you, and so on.

Once you have a daily plan, the next ritual is of course learning to stick to it.

3 Project management ritual

This means the steps you take to actually get jobs done. This starts from the minute you submit a proposal or quote right through to the project's completion. What processes and procedures do you have in place? Do you follow them? If not, why not?

4 Health and well-being rituals

As a self-confessed recovering workaholic, I know just how important it is to have good routines and rituals around your daily health and well-being.

Once again, it's pointless if you establish routines and rituals that are unrealistic and unsustainable.

5 Money routines and rituals

The last piece of the puzzle is around money. What are the routines and rituals you have here? Or more importantly, what do you need?

Many business owners are not very good at managing money, managing their accounts, doing their bookwork, etc.

The same concept applies – we need to establish daily routines and rituals that work for us. Most of the time this relates to processing money tasks promptly.

A WORK IN PROGRESS

Now, as I touched on earlier, it's rare that we simply find a routine, establish it in our business, and everything is rainbows and unicorns.

We need to start by accepting that we need to have better routines and business rituals, and then set about finding the ones that resonate with us.

Then we have to try them out and see if they work for us.

Remember, it takes some time to turn a routine into a ritual.

The better we are at managing ourselves, the more likely we are to have a successful, profitable business.

Take control of your daily routines and rituals and enjoy the results. Just be a little patient and keep looking for the routines and business rituals that work for you.



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Here are 9 daily rituals you may want to try to boost your productivity at work before the year ends: bit.ly/9rituals

■ *Andrew Griffiths is an inspirational mentor, global speaker and an international best-selling author with 12 books now sold in over 60 countries. What's your most effective ritual, or biggest challenge? Let us know at editor@leaderonomics.com.*

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By JONATHAN YABUT
editor@leaderonomics.com

IT'S the greatest story ever told: You craft your resume and send it out to dozens of employers. Some reply and invite you for a chat.

The human resources (HR) guy who interviews you promises that he will call, but he doesn't. You follow up after a few days, and then weeks, still nothing. The rest don't even know you exist.

It feels like a date that went wrong and you want to know why.

Could it be something you missed out in your resume? Something you said during the interview? Maybe *this* is divine intervention telling you to stay longer in your current job. Perhaps it's a sign that you should pursue a master's degree?

You simply wonder.

But, it's been five months (well, almost six) and they say that it takes around that time to look for a new job, but you haven't made a dent. You're starting to become desperate, but you know that you have standards to keep. You don't want to settle. What could be wrong?

Here's a checklist to help you examine if you're doing the right (or likely the wrong) things in the game of job-hunting.

1 You're looking at the wrong places; you don't even have a LinkedIn Account

I roll my eyes when people complain that it's hard to get a job, and in the same breath, say that they don't have a LinkedIn account.

Understand that many recruiters worldwide now fill in job vacancies through LinkedIn and are moving away from traditional sites like Jobstreet or Monster (even these sites have LinkedIn accounts!). LinkedIn is the way to go for many reasons.

Statistically, you have a higher chance of getting noticed as recruiters receive real-time notification for every application. This is better vs being drowned in the recruiter's inbox containing hundreds of email applications.

As every LinkedIn user's professional background is summarised for easy viewing, candidates can be deliberated about on the spot just like Tinder, minus the swiping.

Also, remember that Google search loves LinkedIn. Google your name and your LinkedIn profile appears at the top of the search results, more than your Facebook account or any website that mentions you.

This is a very handy trick when you

JOB HUNTING IN THE DIGITAL WORLD

4 REASONS WHY YOU STILL HAVEN'T FOUND YOUR DREAM JOB

want to be more visible to recruiters, and you want to put your best 'professional' foot forward.

Lastly, have you submitted your resume to a headhunter yet? If your resume is well-decorated, then let people do the job hunting for you!

Headhunters and executive search agencies are still alive and kicking and all you need to do is to visit their website and drop your resume. In many cases, they will also interview you to validate if you're worth selling to prospective employers.

2 Your resume doesn't clearly show your expertise and personal brand

The first step to landing your dream job is to submit your resume. It's your golden ticket to getting an invitation for an interview.

But since most of us think that the universe revolves around our existence, we tend to forget that our resume is just one of hundreds waiting to be opened.

The recruiter obviously doesn't have enough time for this. On average, it takes him six seconds to skim through and decide if you're worth a chat.

You'll lose him if your resume isn't spoon-feeding the facts straight to him.

Look at it this way: If you're a bottle of ketchup sold in the supermarket alongside dozens of other condiments, you are expected to be bright red with a big sign that says 'ketchup'.

This way, shoppers won't second guess or mistake you for mustard or mayonnaise. The same condition applies to your resume.

Ask yourself this: Does your resume possess the same undeniable clarity? Are the first five inches of space in your resume immediately stating that you are an engineering graduate specialising in mechanical design and with five years of experience in a Fortune 500 company?

Or are you burdening the recruiter to figure that out only after she has finished the four pages of your resume (which she won't read anyway!)?

That one-line summary stating who you are **must** be the first thing that the recruiter sees. Nail this, and you've won the battle halfway.

3 You're limiting your job search to a specific position or industry

Logic tells us that your chances of getting hired is proportional to the number of jobs you apply for. But you complain that there aren't many jobs advertised online. Wrong.

There aren't enough jobs because you think you can only apply for those you thought you *should* apply for. The strategy is to think out of the box and be open-minded to more opportunities.

For example, a fresh graduate with a tourism degree shouldn't limit himself to hospitality-related ranks (e.g. guest services officer, event planner).

Fortunately, many companies involved in airlines and hotels are also keen to hire you for business positions since you already possess the rudiments of the industry.

The online search strategy is this: don't just search by job keywords (e.g. 'engineer' or 'designer'). Search instead by company related to your industry and view all its positions offered. You are likely eligible to apply for more jobs than you initially thought.

Finished literature, journalism or English studies? Don't just stick to broadcast media as most do, try also advertising, copywriting and social media marketing since language expertise is crucial in these fields.

This is search strategy tip number two: While the low-hanging fruit is to search for jobs within your industry, work smarter by searching through other related industries.

As a marketer myself, I can vouch that folks who took careers in psychology, sociology and statistics can easily shift to careers in business, marketing and sales.

4 You're not maximising your network to look for vacancies

If there's something I learnt slowly in the corporate world, it's the practice of

filling in job vacancies through personal referrals.

Look around and notice that there's at least one employee on your team who wasn't hired online or through executive search.

Rather, she formerly reported to your current boss or was referred by one of your teammates. This is the power of network-based hiring.

Job hunting shouldn't be done alone in the dark. Yes, it does require a level of discretion but you will still need a Robin or Chewbacca to co-pilot the journey. Be humble enough to admit that you will need help, so exploit your network.

Scan your list of Facebook or LinkedIn contacts. Are there any former work colleagues who recently transferred to a new company? Ask them for job vacancies. Have an opportunity to travel for an industry conference soon? Attend it and connect with every person you can during coffee breaks, lunches and elevator rides. Spread your business cards liberally, like butter on bread.

This is why networking is important even when you're not looking for a job: the people you just met today may soon be useful for your career's future.

ON A FINAL NOTE

If you're the type who prefers to let destiny work its way, and believes that you'll get the job if it's 'meant to be', then you probably don't deserve the job worth fighting for.

Every piece of success requires hard work, so do your part. Be ubiquitously visible online, be strategic in your search, and most importantly (but often forgotten), be brave and relentless to ask people for opportunities.

Don't be ashamed. The aspiration to look for greener pastures is everyone's business, so inquire personally for job vacancies within your network as much as you can.

Remember, the universe won't give you what you want or what you need unless you ask.

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By MARK C CROWLEY
editor@leaderonomics.com

LEADING FROM THE HEART

LATE poet, Maya Angelou famously observed that “people will forget what you said, people will forget what you did, but people will never forget how you made them feel”.

Her great kernel of truth here is that human beings are far more influenced by feelings than by rational thinking – not at all what most of us have ever believed.

When it comes to motivating employee performance in the workplace, little of Maya Angelou’s wisdom has ever seeped into our leadership practices.

We’ve traditionally assumed that workers made up their minds on whether to be loyal, committed and engaged in their jobs, so leaders have intentionally steered clear of their hearts.

But over the course of a long leadership career, my direct experience repeatedly proved this understanding was wrong.

Ultimately, I came to this realisation: How I made people feel proved to have the greatest impact on employee decisions to be dedicated, hardworking, and willing to put in discretionary effort to help achieve our goals.

When I intentionally made employees – of every age, education level, and job family – feel valued, supported, growing and appreciated, they routinely and instinctively scaled mountains for me.

Ever since this epiphany, I’ve been calling for a reinvention of workplace leadership.

EMPLOYEE ENGAGEMENT COMES FROM THE HEART

In an era where absurdly low employee engagement and job satisfaction scores prove our traditional methods are failing, I believe the greatest responsibility a manager has today is to ensure employees routinely experience the positive feelings and emotions now known to inspire extraordinary performance.

I call this leading from the heart.

Now, I’d like to tell you that leaders everywhere have been quick to embrace this new thinking, and immediately trusted it to drive greater productivity. But, as you might have guessed, that’s not what happened. Upon hearing words like ‘feelings’ and ‘heart’, alarms were triggered.



“This could never work in the real world”, is what many managers have instinctively assumed.

But I came from that real world – the sharp-edged financial services industry – and proved at all levels that caring about employees and supporting their emotional needs is the surest way to driving sales, productivity and profit.

Nonetheless, as a realist who fully accepts that some people will always need more convincing than others, I’ve continued to seek more compelling proof.

To that end, I’ve discovered the work of four extraordinary thought leaders – bestselling authors, scientists, researchers and psychologists amongst them.

Coming from entirely different disciplines – and working independently – each has made the same remarkable conclusions:

- Feelings and emotions motivate human behaviour
- Employee engagement is a decision not of the mind, but of the heart

■ Mark spent over 25 years as a senior executive in financial services, and now is a leadership speaker and consultant. His book, *Lead From The Heart*, is now being taught at four American universities. To engage with him, email us at editor@leaderonomics.com.

Why is love good for the office? Read on to find out the value of love, the resulting behaviours, feelings, and mindset, and the impact it has on our working relationships: bit.ly/loveworkJP

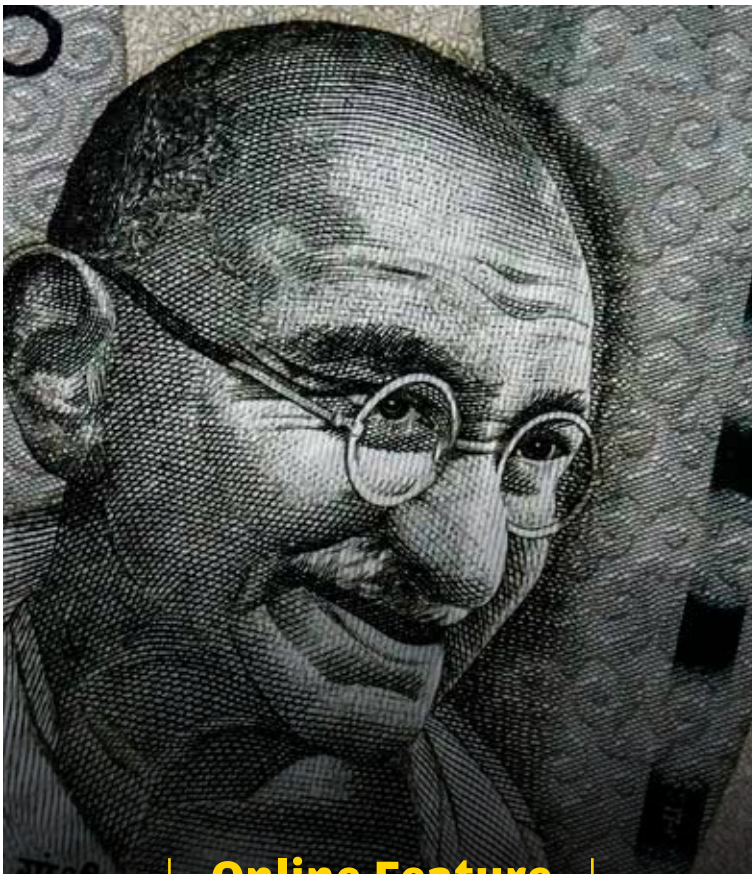
QUOTES

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Leadership is not about a title or a designation. It’s about impact, influence and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire team-mates and customers. — Robin S. Sharma



For those who started their career in their later years compared to younger executives, what’s important is to always have a growth mindset. Listen to Nizam Ahmad share how the ‘growth mindset’ sets you apart, regardless of your competitive working environment: bit.ly/RYGrowthMindset



Online Feature

Famous for employing non-violent civil disobedience to lead India to her independence, Gandhi does not need much more of an introduction. Instead, here are some revolutionary leadership lessons from Gandhi: bit.ly/LeadershipChangesTheWorld

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■ Dr Karen Morley is an executive leadership coach and the author of *Lead like a Coach*. To connect with her, email us at editor@leaderonomics.com.

By DR KAREN MORLEY
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POWERFUL people aren't the best leaders, yet often, they end up in leadership roles.

In a study by Hildreth and Anderson reported in *Harvard Business Review*, groups comprising the four most powerful executives in a company could only reach agreement on a task 46 per cent of the time compared with groups comprising the least powerful executives, who reached agreement 86 per cent of the time.

That's because status concerns and high dominance behaviours distracted them from what needed to get done. Less time was devoted to decision making than to powerplays.

THE COST OF MISTAKING ONE FOR THE OTHER

If organisations mistake power for leadership and attribute too much value to individual effort, they will end up over-run by power-focused individuals in top roles.

Shared work tasks then take longer and are harder than they need to be, because petty powerplays rule. This harms the ability of leaders to work together, interferes with productivity and innovation, and is poor role-modelling for everyone else.

High power leaders adopt a command-and-control style of leadership. Their displays of dominance include talking more often and at a higher volume.

These include using more expansive gestures, such as chin thrusting, and using sharper, explosive hand gestures. These gestures all take up more space. When leaders take up space, they crowd out others.

LEADERSHIP AND POWER



High power leaders don't delegate enough; they become overworked themselves and their teams disengage. Rather than increasing performance, work output falls.

Efforts to drive performance through power and control are counterproductive. Instead, high power leaders and their teams produce less, and increase the risk of burn-out.

With so much work now interdependent, mistaking power for leadership is a significant risk.

COLLECTIVE INTELLIGENCE

Work tasks and organisations are more dispersed than ever before, across functions, departments and geographies.

To work effectively, people automatically interact more broadly, and more often, across and between organisations.

In another 2016 *Harvard Business Review* article, Cross, Rebele and Grant estimated that the amount of time spent

in collective activities has increased by 50 per cent over the past 20 years and that in some organisations, people spend as much as 80 per cent of their time interacting with others.

When groups work well together, and harness their collective intelligence, there is a 40 per cent performance premium, according to Woolley and colleagues in their 2010 *Science* article.

Collective intelligence is a combination of average social sensitivity of group members, equality of conversational turn-taking in group discussion, and the number of women in the group. Women demonstrate greater social sensitivity and this is why gender-balanced teams often perform better.

DISENTANGLING POWER FROM LEADERSHIP

Good leaders are concerned with social good and put that ahead of personal gain. They are humble, ask questions,

listen with intent, and are curious about others.

They acknowledge and praise the work of others and express gratitude. Senior leaders are open to the perspectives of their peers and able to rein in their competitiveness. They are good at building emotional connection and explicitly valuing the work of their peers.

Despite the opportunity that strengthening relationships amongst leaders presents, organisations continue to reward displays of power.

They reinforce power differentials by rewarding command and control styles, which reinforce silos. They tend to over-recognise individual achievement and under-recognise collective effort.

There's little systematic opportunity for high quality peer interaction; there's too much focus on low value meetings and decision-making processes that require multiple interactions for questionable gain.

Disentangling power from leadership would help organisations to increase engagement and innovation, and to foster cultures that are encouraging and enjoyable.

Rather than perpetuate a model that prioritises status and demonstrations of power, they should focus on a model that develops and extends capability and empowers others.

Cultures that are caring and supportive are best placed for innovation, adaptability, and to develop talented next generation leaders.

TRANSFORM A LIFE TRANSFORM YOUR COMMUNITY TRANSFORM OUR NATION

At Leaderonomics, we believe that everyone matters, anyone can be empowered to be a leader. Our dream is to raise up individuals who would build communities of love that would transform the nation.

Leaderonomics 10th Anniversary Celebration & Youth Fundraising Dinner

Even as we reflect and celebrate the past 10 years, we look forward to reach more and give more. Join us on this journey for just as it takes a village to raise a child, it takes a community to build a leader. Purchase a table at our Fundraising dinner and let's build our future together, for ourselves, our families and our beloved Malaysia.

Monday, 19th November, 6.30pm
JW Marriot Kuala Lumpur

In partnership with
YTL foundation



Register to purchase a table and sponsor at bit.ly/LDRGala

All proceeds will benefit Leaderonomics Youth's efforts to bring leadership development opportunities and inspiration to all parts of Malaysia.



Leaderonomics
The Science of Building Leaders

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