

**Give to Gain**  
A Revolution in Leadership

**MANAGERS**

**“The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to get others to think more highly of themselves” J. Carla Nortcutt**

Our world is instant and global. Yet we continue to lead in the same way as ten years ago. Today is the only time in history that we have four generations of staff working side by side, all wanting different things from their leaders, yet we continue to lead as we did ten years ago. Now is the time for turning things around, now is the time for a leadership revolution. Are you ready for it?

In the past we have applied leadership theories to our practical situation and encouraged those we are leading to work to our agenda, our business agenda. We have always demanded something from them. And that is not wrong. They get paid to do a job. But I am sure that we would all agree that the approach above in which we put in procedures, scripts and systems that manage to the lowest common denominator, haven't enabled our staff to fly – some do but not enough.

So we need to rethink our strategy. Our aim as leaders in business is to get results but we can only improve our results and impact by helping others to perform more successfully. So what do we need to do to help others perform better?

## Action

1. Take a few minutes alone to think of a high performer – what is it about them that helps their performance fly?
2. Now consider one of your poorer performers – what is it about them that gets in the way?
3. If you compare the two, do they want the same or different things from you?

Yes you are right, they each want different things from you and the business needs you to manage them in a different way, but the reality is that if you have a member of staff who is poor performing after having been in the job a while, they are generally performing badly because of you!

So...

4. If you apply the principle from the quote at the start of this article, what type of actions could you take to help both of these people to think more highly of themselves?
5. Decide on 2 actions you can take and apply these actions – observe closely and notice what changes take place over the course of the next week – jot even the smallest observation down in a notebook or on your computer. We'll come back to these later

## What level of leadership do you operate on?

There are four levels of leadership to consider. These are:

1. **In name only** – you are a leader because you have that title and people do what you want them to do (sometimes!) because you have that title
2. **Barter leadership** – in which you trade actions e.g. “if you are able to do x, I will give you y” Y can be incentives of any kind, from you or the organisation
3. **Servant leadership** – in which you make a conscious decision that you, as a leader are here to give to help people grow and feel great and in doing so people give back
4. **Spiritual leadership** – in which you give expansively to others even though you know it will cause you hardship or harm e.g. Mother Teresa, Nelson Mandela, Ghandi who all are held up as the true leaders of our time.

## Have a think about it?

1. Which level do you operate on?
2. And, even more importantly, why do you choose to operate at this level?
3. How does this serve you?

## Action

1. Thinking now about your team, if you are to move to a leadership approach of service (we want our teams to deliver service so why not us?), what will the impact be? Imagine what you will see/hear and feel if you did
  - Break this down into short and longer term impact on:
    - a. The business
    - b. Individuals within the team
    - c. The team itself
    - d. You

Is it worth the change? If yes then start taking action, there are some tips on the next page to help you get started.

## Tips to help you give to gain

### 1. Listen to others

Traditionally the great leaders are those who can communicate effectively and make decisions with conviction. This can be reinforced by taking the time to listen, really listen to what is and what is NOT being said

### 2. Listen to yourself

We can be so busy doing that we don't take the time to get in touch with ourselves. To be a great leader you need to respond to your intuition as this has been developed over many years of 'doing'. By listening to your intuition, you will make more challenging decisions more easily. To get in touch, you need to take time out and 'just be'.

### 3. Build an in depth understanding of others

Great-leaders strive to understand and empathise with others. People need to be accepted and recognised for their own individuality. It is important to assume the good intentions in others even when you need to tackle performance behaviours. Focus on the behaviour not the person in these situations.

### 4. Raise your awareness

Build awareness by observing – just taking time out to notice what is going on around you. This will heighten your sensitivity and enable you to respond quickly to changes in people's performance, behaviours and emotions.

### 5. Build your ability to persuade others

Great leaders rely on their ability to develop a strong argument for action rather than relying on their positional authority. You need to be confident in explaining any decision you make to others.

### 6. Hone your vision

Dream and build on these dreams. Great leaders think big and can persuade others to buy into that vision – build your vision for your team and share it with them

### 7. See the consequences

When making decisions, consider all the possible consequences. Armed with foresight, your decision making and implementation planning will be stronger and avoid unnecessary barriers

### 8. Be committed to others growth

True leaders know that the mark of a great leader is developing other great leaders. You can only achieve this with a focus and commitment to the growth of those for whom you are responsible

## Some first steps

1. Take time to analyse each decision you make daily and consider 'how could I have made that a better decision?' 'what would I need to have done to help others better understand that decision?'
2. Build your vision for your part of your organisation. Take time to build it – what will your 'world' be like/ feel like/ look like/ sound like when you have achieved it. Develop a real personal commitment to it before you share it. But when you do, share it, often, with those around you to help make it your reality
3. Take time each day to listen to your intuition –do you get a gut feeling? If you do ask yourself 'what is this feeling telling me?' and then act upon it
4. Network widely both inside and outside your organisation. Be interested in others and happy to share. This will build your ability to empathise as well as persuade
5. Which of the tips can you apply right now to help you with your poor performer and support your high flyer to fly even higher?

### Further reference material

[www.greenleaf.org/leadership/servant-leadership/What-is-Servant-Leadership.html](http://www.greenleaf.org/leadership/servant-leadership/What-is-Servant-Leadership.html)

'The Power of servant leadership' Greenleaf  
'Servant Leader' Ken Blanchard