



Lead Artfully

From Technical Prowess to Leadership Success

A Self-Development Blueprint for Leaders of Technical Experts

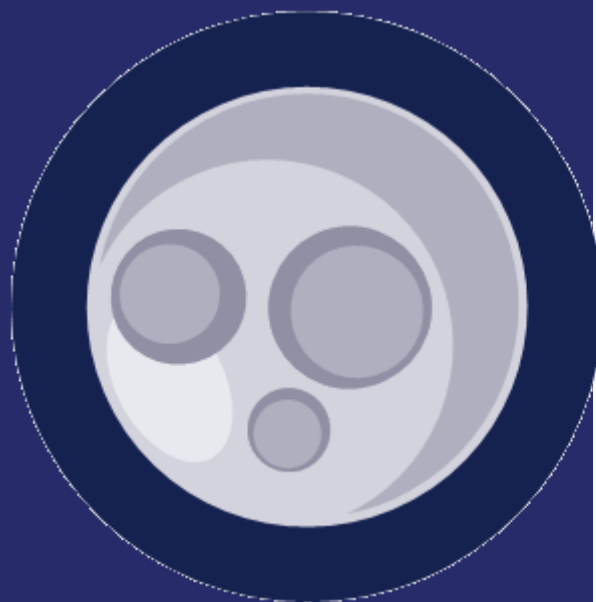


Contents

Leading Artfully	01
Understand	05
Inspire	11
Develop	18
Empower	23
Support	28
Transform	32
Reflect	36
Improve	40
APPENDICES	45
Action-learning answers	46
Team Survey Template	53
Glossary of terms	61
Recommended Reading	63

**FREE
EDITION**

**IN THE
FULL
EDITION**



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FREE -- US Edition version 1.0

Introduction

“Leadership and learning are indispensable to each other”
– John F. Kennedy

Who should use this resource?

Technical people moving to a management role. Business owners, managers, team leads, or anyone with an interest in leadership, professional development, or wanting to brush up on key management practices – **this is for you**. Leadership is a vast topic. No matter how much experience you have, or where you are on your journey, you never stop learning. Our eBook is designed to help you focus on specific areas that matter to you *right now* and give you a proven framework for ongoing team and leadership development.



Leading and managing

Leadership and management are not the same things, but they are intertwined. Leadership is often described as both an art and a science. An art because it involves imagination, self-learning, and vision. A science because it requires management and observation of physical situations. Management is taking care of things; leadership is taking care of people.

Leaders need to be able to adapt to ever evolving situations. Leadership involves understanding yourself and others and using skills such as passion and compassion, communication and action, observation, and interaction. These help a leader identify and respond to conflict, challenges, and people needs that affect into how you manage things. To join these dots this eBook provides you with guidance to help you lead artfully.

When you lead artfully you: -

- lead with optimism, empathy, and clarity.
- manage resources with focus and efficiency.
- measure the right things and reflect on results.
- imbed a culture of trust, resilience, and continual improvement.



 **CHECK OUT**
our additional tips

Action learning



LOOK for these
icons to act on and
practice your learning!

**TAKE
ACTION!**



This resource has been designed as an easy-to-follow self-development guide that you can use on the job. Theory is pointless if you cannot put it into action.

But actions are wasted if they do not follow a plan. Our methods help you reflect, focus, and engage the relevant concepts, practices, and measures to help you succeed.

LEADING ARTFULLY

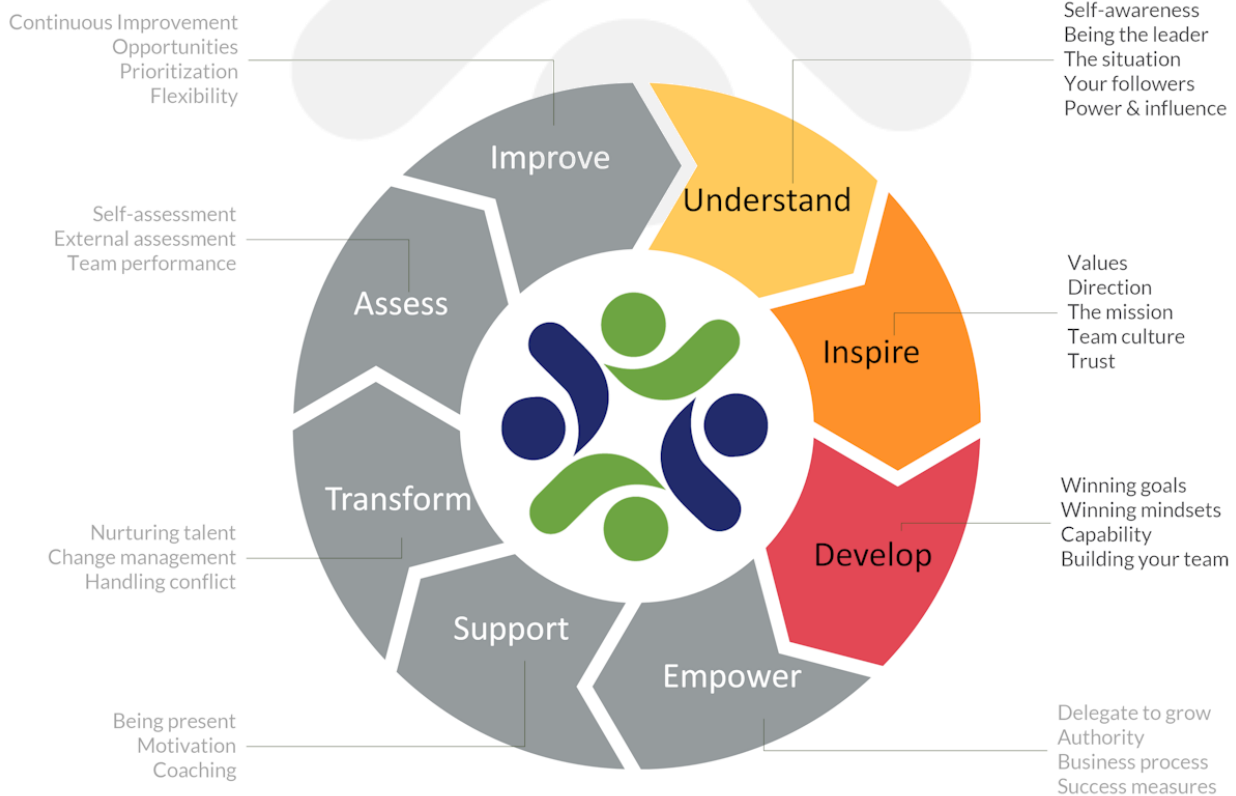
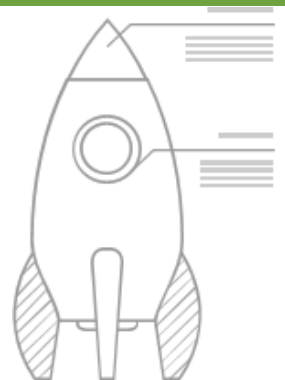
Guidance

“Leadership develops every day, not in a day.” – John Maxwell

How to use these lessons

You can jump to any section you want to, or have an immediate need of, at any time! Or you can read and start acting, from start to finish. If you are new to leadership, or starting a new role leading a team, we recommend starting at the beginning, as it will provide you with a useful framework for ongoing team development.

This eBook contains **the first 3 leadership practices** of our 8 practice Lead Artfully Blueprint. Each is supported by relevant management topics you can put into action right away, no matter your industry, team, or where you live.



LEADING ARTFULLY – A BLUEPRINT FOR CONTINUOUS IMPROVEMENT

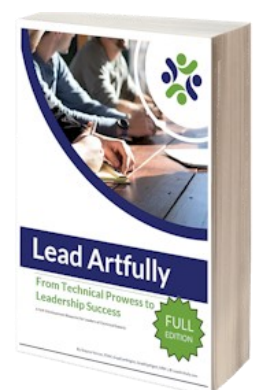
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PLUS! If you haven't already - sign up today to leadartfully.com to find receive leadership and management advice and information and future opportunities to join us for online deep dive action-learning courses, or coaching, on these subjects and more!



1. UNDERSTAND

To lead well requires a clarity of understanding. This means improving self-awareness, figuring out our team's dynamics, and understanding what leadership styles are available to us in order to adapt to the situation. We also explore the concept and types of power, and how this influences team harmony and performance.



UNDERSTAND

Self-awareness

“If you want to be a leader, the first person you have to lead is yourself.”
– Mike Sciosia

Perception

We all see the world around us differently, and our perception becomes our reality. This reality feeds personal and deep-seated motivations. In this modern world of information bombardment, it can be hard to separate facts from half-truths, fake news, and assumptions. But while the platforms have changed, this has really always been the case. The simple truth is, we are a sum total of our own experiences, backgrounds, upbringing, and genetics, that shape our beliefs, values, how we process information, make decisions, and judge the world around us. This rich fabric is what makes each of us unique, giving us distinctive perspectives, fears, and strengths in different situations.



Adaptation

When in a leadership role it is even more important to understand what drives us because **leadership is all about how we motivate our self and others to *act* toward achieving a common goal**. How well we can communicate, and influence others is shaped by our own values, motivations, fears, and perceptions of the situation we find ourselves in, and its impact on the people we lead. We need to understand ourselves first.

Some of us are extroverts and like to externalise ideas through discussion, while some of us are introverts preferring to think things through internally. Introverts vocalise fully formed ideas once they've had time to process it, gaining energy from being on their own. On the other hand, extroverts prefer to work in social situations talking things through, getting their energy and enthusiasm this way. So, can you see what happens when you put these different types together to come up with a solution? Conflict or frustration as each struggle with the others approach. Globally, roughly half of us fall into each camp, so as a leader you must be able to recognise and **adapt** approaches, to enable collaboration across both.

Personality archetypes

How we analyse and process information (introversion or extroversion) is just one dimension of our personality. Carl Jung (1875-1961), a Swiss psychiatrist, proposed a theory of psychological types. Katharine Briggs and her daughter, Isabel Myers, studied his work extensively and built on it, developing the Myers-Briggs Type Indicator, which classifies people into 16 different archetypes, on the basis of four dichotomies: Introversion-Extroversion, Sensing-Intuition, Thinking-Feeling, and Judging-Perceiving. While not an exact science, this method is useful for increasing our awareness of our own personality type and tendencies, to enable us to play to our strengths or develop strategies against blind spots or challenges.

Take your own online personality test [HERE](#) and receive your personal results via email.

**TAKE
ACTION!**



Take our online personality test by clicking [HERE](#). The test takes under 10 minutes to answer 32 questions about your preferences. Each question has two opposing personality choices at each side of a five-point scale. For each, select an interval on the scale that best reflects your personality or approach. When completed you will receive your own private and personalised assessment in PDF, via email.



UNDERSTAND

Being the leader

Are you being authentic?

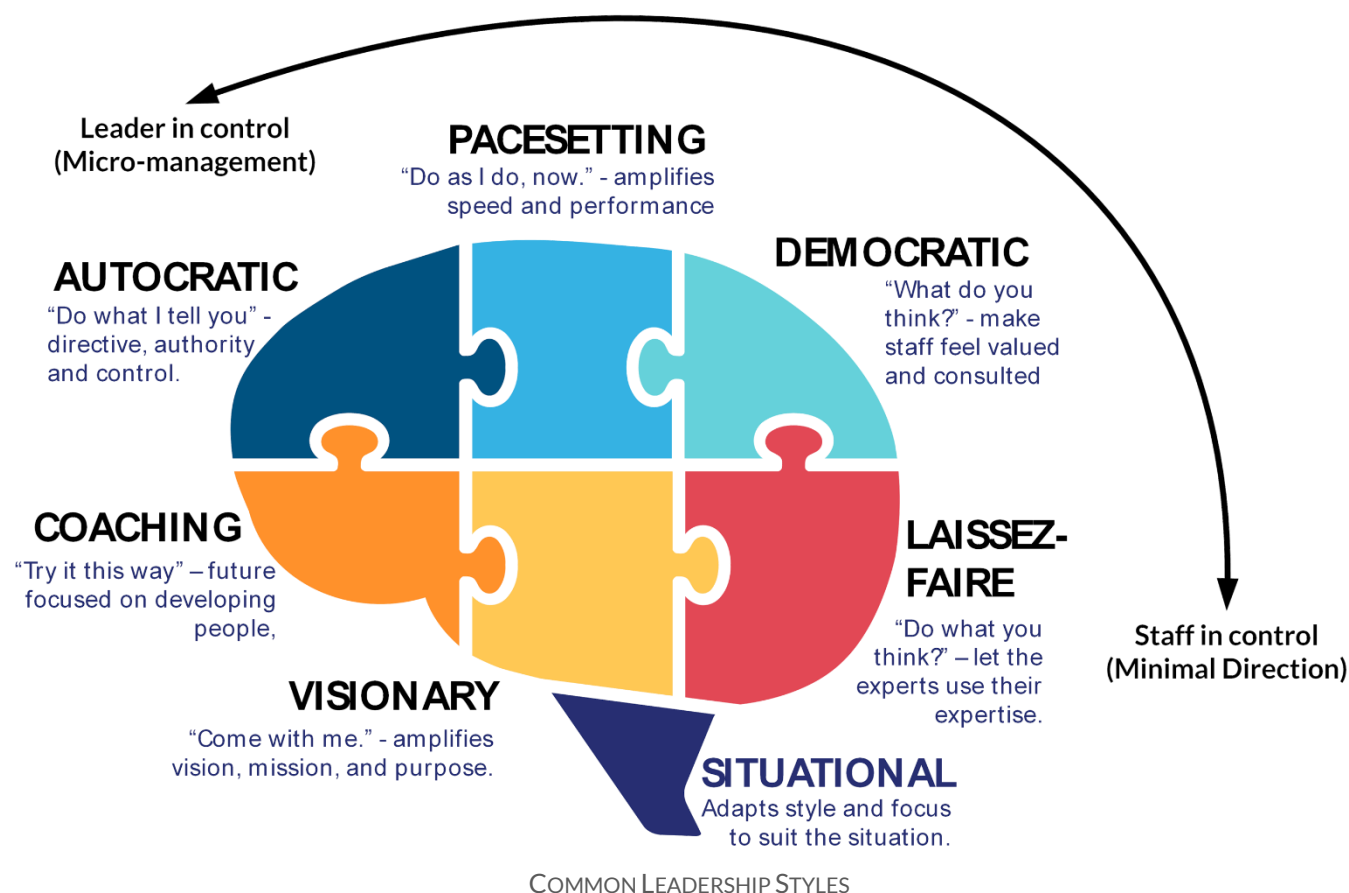
“Authentic leadership is leading from the core through great self-awareness and being the most inspiring version of yourself, to create a positive impact for yourself, others, and the greater good.” – Martin Probst

We can all spot a fake, and there is nothing that turns us off faster is someone pretending to be something they are not. If you want to lose trust with others, this is the way to do it. There may be times where you need to be more positive and confident than perhaps you feel, but always be true to your values (*values are covered in the next chapter*). If you are genuine and act yourself, you will not have to live in fear that you will trip yourself up. You do not need to be liked by everyone, and this provides a level of freedom to express your own identity and be more fulfilled. The people you lead will actually better understand you. That is because authentic leaders build legitimacy with teams through honest relationships built on ethical foundations. Your uniqueness is your strength and gives you your own style.

Leadership styles

A common way to look at leadership style is by looking at a leader's patterns of behavior. Each of us have our preferred style, often based off our own assumption of what our role as leader is. In reality, **good leadership is the ability to adapt your style to suit the situation** while remaining authentic to who you are. That is *situational* leadership (or adaptive leadership), and it comes with practice.

Once you learn how to lead artfully, you will be a master in situational leadership. Over the page we discuss the following six styles more deeply, and how you might use adapt your approach to suit the situation.



UNDERSTAND

The situation

Situational leadership

The following table is designed to help you understand the benefits and use of each leadership behavior style, according to a specific situation. The number of real-world situations you will experience is almost infinite, so these are just a few generalized examples. As you will learn through doing, each style has its place.

“Effective leaders need to be flexible, and must adapt themselves according to the situation.” – Paul Hersey & Kenneth Blanchard



Style	Autocratic	Pacesetting	Democratic	Laissez-Faire	Coaching	Visionary
Leader's methods	Demands compliance	Sets high performance standards	Seeks consensus through participation	Creates harmony and emotional connection	Develops people with purpose	Mobilizes people towards a vision
Behavior Capabilities	Self-control, Results driven, Takes initiative	Conscientious, results driven, takes initiative.	Collaboration, communication, facilitation.	Empathy, builds relationships, communication	Develops others, results driven, Takes initiative	Self-confident empathy Self-awareness
Best used...	For managing a crisis, staff behavior problems.	To get quick results from a motivated and capable team.	To get buy-in, perspectives, or input from valuable team members.	With trusted experts and experienced performers who know their jobs.	To help a team member improve performance or develop new skills.	When changes require a new vision/direction.
Impact on culture	Negative – use sparingly	Negative – use sparingly	Positive	Positive	Positive	Highly Positive

SITUATIONAL LEADERSHIP APPROACHES

TAKE ACTION!



Self-reflection time. What leadership style would you most commonly practice in your current role? Autocratic, Pacesetting, Democratic, Laissez-Faire, Coaching, or Visionary? Why?

Review at the following scenarios:

- 1) Using the Situational leadership approach outlined in the table above, what style do you think would best suit each scenario?
- 2) Assuming that worked, is there any style you would switch to next?

#	Scenario "The Situation"	1) Style to use first?	2) What's next?
A	The CEO has just advised you that half the functions of your team are being outsourced, but your team will to be retained to manage the transition and then do ongoing quality control of the new supplier.		
B	A new intern has just joined your team.		
C	A fire has broken out in the back of the building. Your team need to evacuate but some continue working.		
D	A customer has requested a new product be developed that matches their branding. You have staff who have done this type of work before.		
E	A marketing campaign has been successful for your business. Demand has far exceeded expectations and a backlog is growing.		

(Suggested answers are available in the Full Edition)

UNDERSTAND

Your followers

“Incorrect assumptions lie at the root of every failure. Have the courage to test your assumptions.” – Brian Tracy

Testing assumptions

At the start of this chapter, we discussed personality archetypes, and how we prefer to reason, communicate, and work with others. We all make assumptions, especially about other people. But you know what they say about making assumptions, they are the mother of all failures (putting it politely!). That is why it is important to test assumptions. Key to leading artfully is your effectiveness in understanding your team, and they you.



Great leadership starts with building trust. Being open with your team on **why** you make certain decisions, and **how** you operate helps them understand your values and goals. You need the same from them. Values are in the next chapter, but a good way to start building trust is encouraging each of your followers to analyse team dynamics and explore how they could adjust their own style to reduce incorrect assumptions.

A team of uniqueness

Each individual in your team has their own social, communication, and operating preferences. For a few it will be obvious. Some may be quiet and reserved in social situations, while others are loud, gregarious, and thrive in groups. But it is not always this obvious. Some people act social at work, only to collapse exhausted when they get home! Encourage open conversations with your team about their ideal working preferences. Ask each what works best for them, what gets in their way. Also ask how they recharge and de-stress.



Tip! Unless you have a very small team, or a photographic memory, it is good to keep private notes about each of your team members. Record their working preferences, but also capture relevant personal information about them. Birthday and anniversary dates, personal interests and hobbies, and family information like spouses and children's names. This will help you identify what motivates and sustains your people, and how to reward them when warranted, or care for their needs in times of change. Such records enable you to show a genuine interest in them as people, as accurately as possible. This all helps improve our understanding of our followers, enabling us to empathise.

TAKE ACTION!



How about getting your team to take our online personality test?

Simply email them the following link, along with the brief explanation below. Then meet with them individually, online, or as part of a team workshop to present your own personal profile and discuss each of theirs. It is fun to do as an ice breaker for new teams, and you might each just gain new insights into each other even if you have worked with them for some time!

To start, click here - <https://personalitytest.bubbleapps.io/>

The test takes under 10 minutes to answer 32 questions about your preferences. Answer as honestly as you can – there are no wrong answers. Each question has two opposing personality choices at each side of a five-point scale. For each, select an interval on the scale that best reflects your personality or approach. When completed you will receive your own private and personalised assessment in PDF, via email.



“Leadership is the wise use of power.” – Winston Churchill

UNDERSTAND

Power and influence

Sources of power

Good leaders know how to use power to get the best out of their people. From the late 1950s to mid-1960s, social psychologists French and Raven identified eight types of power leaders can use, from two distinct power bases. The first power base is the power a leader gets from being in a position of authority, their **positional power** base. The second power base being **personal power** base, that each of us has through our own individuality. How a leader uses their power can have a positive or negative impact on their teams.



Looking at positional power, being in a leadership role in an organization comes with a certain amount of **legitimate** power, just from being the boss. A leader can wield this power by providing **rewards** to motivate their team, or punishment (**coercive** power), to achieve a desired outcome. They can also use their positional power to withhold or provide access to any type of **resource** under their control, be it skilled people, opportunities, or physical assets.

With personal power, on the other hand, each of us has this in varying degrees and contexts. This is the ability to influence others depending on the situation through a personal strength. **Expert** power is perhaps the most common in example of this in technical roles, especially where certain skills or abilities are in demand. This is closely linked to **information** power where the knowledge someone possesses means they have a certain amount of control over situations. **Referent** power is how well liked a person is, and this “charm” and likeability means they too have influence. Likewise, someone who has connections to other people of influence can gain some of their power or status, just through **connection**.

By understanding the concept of power bases, you can begin to see how you need to identify, navigate, and use them to influence others to achieve the right outcomes. The over-use of some power sources can have negative impacts on team morale and organizational culture. Coercive power is perhaps the most obvious negative power source as it involves leading with fear of punishment. But equally, over-use of reward power also leads to negative outcomes by creating a cycle of ever-increasing reward expectations. Not to say that either of these do not have their place but understanding when and where to use each power source is key to influencing your team to achieve the right outcomes, at the right time.



Tip! When leading a team of technical people, you may find you are overly reliant on one individual for their expertise or knowledge. This introduces risk to your team and organization, as this person can end up wielding too much personal power. It can create a bottleneck for scaling-up or building capacity or create a problem for the leader with a follower who can hold it over them causing conflict. In these circumstances it is crucial you start to divest their power by upskilling others in the team and making this individual accountable for sharing key information. As leader, you can then use positional power sources by offering rewards, repercussions, or perhaps restricting access to more interesting projects, until the individual has made positive progress in “sharing”.

TAKE ACTION!



On the previous page we discussed keeping personal notes about each of your team members.

For each individual how would you rate their personal power sources (expert, referent, connection, information)? It can be useful to rate each either low, medium, or high.

What about your own? Are there any power sources you might need to work on?

2. INSPIRE

How well a leader can inspire those around them to achieve a common goal impacts every aspect of your team performance, purpose, and well-being. This chapter explores what drives us as leaders, and how to articulate this into a clear vision and mission others can get behind. We also discuss core values, and how to inspire positive behavior change to improve team culture.



INSPIRE

Values

What drives you?

“The most important thing about leadership is your character and the values that guide your life.” – Brenda Barnes.

At the heart of inspiring others is the ability to embrace a vision. For a vision to be truly inspiring, it needs to support what you and your organization **value**. Your values are at the core of who you are, and what drive you. If you work for a large enterprise, it is likely a set of organizational values are already published, with each being well described.

The way you act and treat others as leader should reinforce these values, it is that simple. In a team setting, living by these values should be your *modus operandi*. That is, you must back up what say you value, by how you act. This is leading by example. If you run your own business, have you articulated these values to your team? If not, where should you start? The following table highlights just a few common examples of values to give you some ideas:

Ability	Cleanliness	Dignity	Flexibility	Love	Quality
Acceptance	Commitment	Discipline	Fun	Loyalty	Resilience
Accountability	Compassion	Discovery	Gratitude	Mindfulness	Respect
Adaptability	Consistency	Education	Growth	Moderation	Security
Approachability	Creativity	Effectiveness	Health	Motivation	Simplicity
Awareness	Courage	Efficiency	Honesty	Openness	Sincerity
Balance	Customer focus	Empathy	Humility	Optimism	Sustainability
Beauty	Decisiveness	Excellence	Integrity	Originality	Thoughtfulness
Boldness	Determined	Expertise	Intuition	Passion	Trust
Calmness	Dependable	Fairness	Kindness	Professionalism	Understanding

SOME EXAMPLES OF CORE VALUES



Tip! If you work is in the food industry, your values may include creativity, excellence, cleanliness, quality, and customer focus. If it is law or accounting, you might include ability, commitment, honesty, expertise, and trust. Likewise, an art studio might value ability, creativity, discovery, growth, openness, and sincerity. Of course, these are just examples, but all are important in their own context. If you had to select *just five* for your team or organization to live by, what would they be? Keeping the list small allows you to focus on what is truly important to you, your team, or your business.

TAKE ACTION!



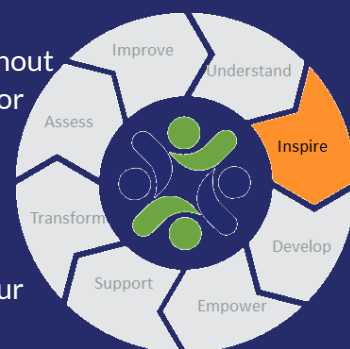
What are the core values that you live by?
What about your team or organizations?

Using a sheet of paper, draw a line down the middle so you have two columns. From the above list, write the ten most important values that apply to you specifically in one column.

Now prioritise them from (1) most important, to (10) least important without repeating a number. In the remaining column, repeat this for your team or business values. The top 5 from each list become your personal core values, and your organizational values, respectively.

Do your two lists vary?

This is not unusual, as you tend to focus on different things to achieve your personal and professional goals.



INSPIRE

Direction

Setting the direction

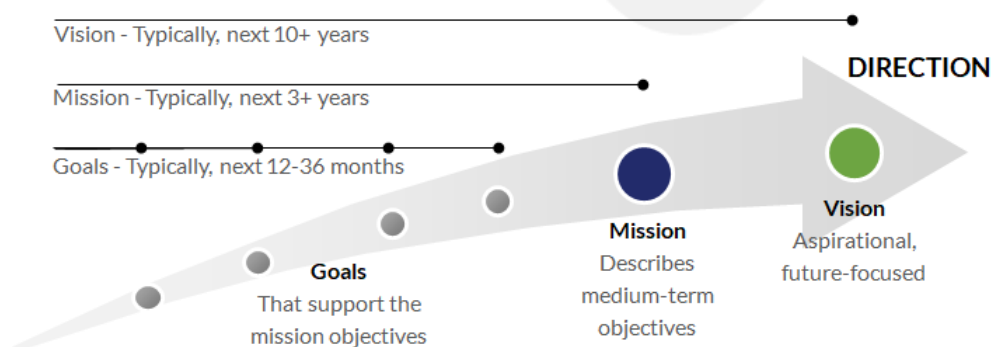
A leader's purpose is to set, own, articulate, and reinforce the team or organization's **vision**. To lead is to give direction and provide the **why** (the reason the team exists)! From what we covered in core values, identifying what is important helps us come up with a clear, future-focused, aspirational vision. One that the team can work towards. **A good vision is aspirational, future-focused, and creates the fundamental purpose to work towards.** It's a future destination, an ambitious goal.

"Directions are instructions given to explain how. Direction is a vision offered to explain why." – Simon Sinek



Vision, mission, goals, and direction

From the vision, the leader works with the team to identify **what mission** to set out on, towards that vision. Visions can change over long periods, when an organization's purpose or focus needs to change. For example, Microsoft's corporate vision in the 1990s was "to put a computer on every desk and in every home". When this vision was no longer relevant, they created a new vision (shown later), setting a new direction.



A clear mission should include real and actual commitments or objectives to work towards. As the progress is made, or obstacles struck, missions can change. They are updated when met, or to adapt to

tackle competitive pressures, obstacles, problems, or risks. But always with an eye on the vision. **Goals** are then crafted to break down and achieve the mission. In other words, goals are like milestones on a map, missions are destinations on the way towards realising the vision, and the vision sets our journey's direction.

TAKE ACTION!



Does your Organization already have a vision, mission, and goals defined? If so, try this...

- 1) Take the time to review the organization's vision, mission, and goals.
- 2) Check the goals and see what the linkages are to the mission.
- 3) Can you see how each goal contributes to the organization's mission? Now review your team's activities, purpose, or plans, and identify how your activities or duties contribute to these goals.
- 4) Next, run through these with your team to gain their insights and opinions and gain understanding. It might lead to interesting insights. When writing business cases to get your own team's initiatives or plans approved, you will need to show how they contribute to these goals to improve your chances of getting the required resources or sponsorship. This is important for you and your team to understand. It enables teams in larger organizations to rally behind the mission, and helps individuals understand how their own work contributes to the mission and vision.



INSPIRE

Vision

Creating vision statements

If you run a business or are in a senior leadership role, then you have a fantastic opportunity to create and communicate *your* vision. So, what makes an inspiring vision? We think they should have *sass*.

“Leadership is the capacity to translate vision into reality.” – Warren G. Bennis



That is, **Short** (memorable, sum it up in a sentence), **Aspirational** (future-focused, positive, and ambitious), **Specific** (meaningful and in context to what you do), and **Simple** (no fluff, easy to visualize). Take a look at the vision statements from some familiar organizations below. What do you think?

Amazon	Microsoft	Netflix
“To be the world’s most customer-centric company.”	“To help people and businesses throughout the world realize their full potential.”	“Helping content creators around the world to find a global audience.”
Unilever	Pfizer	Costco
"To make sustainable living commonplace."	"To be the world's most valued company to patients, customers, colleagues, investors, business partners, and the communities where we work and live."	"A place where efficient buying and operating practices give members access to unmatched savings."
Disney	Google	Nike
"To make people happy."	"To organize the worlds information and make it universally accessible and useful."	"To bring inspiration and innovation to every athlete in the world."

EXAMPLE VISION STATEMENTS

TAKE ACTION!



Create a vision statement for your team, or business...

- 1) Review the list of values that you created earlier. With these in mind, what big hairy audacious goals would you love to achieve that aligns to these? Start by writing them down, however they come to mind. Just get them down, perfecting them comes next.
- 2) So, how would you summarise all these into a single, meaningful purpose that explains what drives you, or your business? What do you want this future destination to look like?
- 3) Do not rush it, take time to reflect on it and go back to step 1 as many times as you need to. A good vision will be around for years, so it has to feel right.
- 5) Feeling a bit stuck? Try completing a few of these sentences with your why ...

Leading phrase...	Why? (how does this support your values?)
We exist to...	
Create a world ...	
To be...	
To bring...	
Help others...	
Become the...	
Enable....	
Provide...	



Tip! Never outsource your vision – it has to be your own as leader. Great visions include synonyms for some of your core values, to focus your purpose. For example, our vision is “**To create a world of caring, effective, and inspiring leaders**”. Our values include creativity, respect, education, empathy, and professionalism. Can you see the links?

INSPIRE

The mission

Chart the mission

Now you have a vision with *sass* that your team can visualize, it is time to **CHART** the mission. This is where you map your strategic direction by describing **what** you will work on to help achieve your vision. A good mission statement should **Create** expectations (by being precise with what you seek to achieve), be **Heartening** (focusing on positive outcomes that can be embraced), be **Adaptable** (describing it strategically, so it is broad enough to provide options for achieving), be **Realistic** (aim high, but make it achievable – it is not mission impossible) and **Targeted** (to what is *unique* to your business or activity).

Reviewing four of the earlier organizations below, what do you think of their mission statements below? Can you see how they link to their vision? What do you think these companies value?

Company & Vision:	Disney "To make people happy."	Netflix "Helping content creators around the world to find a global audience."
Mission:	"To entertain, inform and inspire people around the globe through the power of unparalleled storytelling, reflecting the iconic brands, creative minds and innovative technologies that make ours the world's premier entertainment company."	"We promise our customers stellar service, our suppliers a valuable partner, our investors the prospects of sustained profitable growth, and our employees the allure of huge impact."
Company & Vision:	Amazon "To be the world's most customer-centric company."	Nike "To bring inspiration and innovation to every athlete in the world."
Mission:	"We strive to offer our customers the lowest possible prices, the best available selection, and the utmost convenience."	"Do everything possible to expand human potential. We do that by creating groundbreaking sport innovations, by making our products more sustainably, by building a creative and diverse global team and by making a positive impact in communities where we live and work."

ALIGNING MISSION STATEMENTS WITH THE VISION



Tip! You will see from the above that each are unique to their business and support the vision, adding a new level of detail to explain what they are striving for. But they also are adaptable enough so any number of goals, plans, and actions could be marshalled to support the mission. Missions are important in organizations, so that when an idea is discussed it can be assessed to see if it contributes to the mission, is a distraction, or if it might conflict taking you off course on from what is truly important!

TAKE ACTION!



Create a mission statement that supports your vision:

- 1) Describe what you want to achieve that would get you closer to realizing your vision.
- 2) Now using the CHART method, try to reduce it down to just a few sentences.
- 3) Does it describe what you want to achieve? Does this align and support to your values? Is it positive and unique to your team or organization? Is it bold, ambitious, but also achievable? Great work!



"Leadership requires belief in the mission and unyielding perseverance to achieve victory." – Jocko Willink

A Good Mission Statement:

Creates expectations
Is Heartening
Is Adaptable
Is Realistic
Is Targeted



Setting the strategic direction

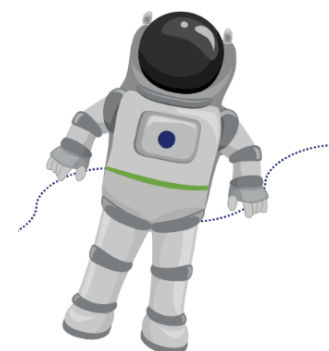
INSPIRE

Team culture

Behavior & observation

The **Culture** is the shared values, attitudes and behaviors that characterize an organization's "personality". This section discusses the attitudes and behaviors as they relate to the values, that influence the team and organizational culture.

Behavior directly impacts performance. If you do not mirror and encourage behaviors that support your values, then you set your team adrift. How your team **act** reflects the leadership they **observe**. In other words, what you do, and do not do, what you say, or do not say, sets the tone. So, by definition, what you **tolerate** sets the level of that is acceptable. So, if you say you value quality, but then you overlook defects, your actions and behaviors are compromising your values and you are heading into the void!



Tip! If you spot a behavior issue for the first time, treat it as a learning opportunity, and never ignore it. Equally, when someone does the right thing in a challenging situation it is just as important to recognise and **reinforce those behaviors** that you want to see. Celebrate and encourage them. The more reinforcement you give, the more reinforcers you gain – read that again.

Values & actions

Because behavior directly impacts performance, and how your team acts reflect the leadership they observe (from you), then your role as leader carries obligation. The obligation to **serve your team** by showing them the way, **encouraging them** when their behaviors match the desired values, **and educating them** when they do not. **You reap what you sow**. Poor leaders never grasp this, they think leadership is about them. It is not. A leader's role is to serve and take care of their people. A true leader does not manage people, they manage behaviors to steer the course.



TAKE ACTION!



Imagine your values are honesty, integrity, respect, sustainability, and customer focus.

Take a look at the scenarios below. What values did these most impact, and what possible actions would you take to ensure the behavior supports these values? There are literally infinite responses, how do yours compare?

#	Scenario "The Situation"	Values	Leadership Actions
A	A customer has complained about the amount of non-recyclable packaging they received with their product from your company.		
B	A colleague has just taken credit for your idea with the CEO, and you are annoyed. What do you do?		
C	The company you work in going through financial problems, layoffs are likely, and your team is nervous. What do you tell them?		
D	A demanding customer has just left, and you overhear a team member loudly criticizing them to a colleague. The insults are quite personal. What do you do?		

(Suggested answers are available in the Full Edition)

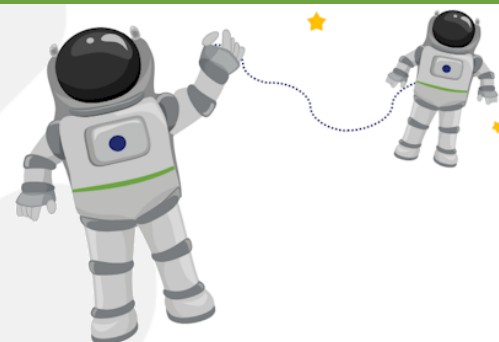
INSPIRE

Trust

Actions meet words

Trust is essential for teams, businesses, and for customers. The culture within an organization influences everything it touches. Internal team cultures that ignore (and therefore support) bad behaviors lead to performance issues and erosion of trust. Leaders who do not do as they say, erode trust. You do not have to look far for recent examples. Boeing with its 737 Max safety issue cover-ups to meet deadlines, Volkswagen with its false emissions tests to reduce compliance costs, or Facebook for not safeguarding its user information for short-term advertising revenue. In other words, **trust is not spoken but is demonstrated in our actions**. And once trust is lost, it is difficult to regain. That is why it becomes a good measure of how healthy a team and organization's culture is.

"You become a Leader when people trust you. Being trustworthy is the biggest quality of a Leader." – *Unknown*



Tip! Mohammed Ali, once famously said that he does not trust anyone who is nice to him, but rude to a waiter, because he knew they would treat him the same way if he was in that position. As leader your behavior has great influence on those around you. Your team is always watching and listening so practice what you preach. Keep confidences, be observant, and treat others how you want to be treated.

TAKE ACTION!



How do you assess if you are inspiring trust in your team? How trustworthy are you?

- 1) Consider the following trust questions.
- 2) Where would you rate yourself on the following scales? Be honest.
- 3) Do your behaviors inspire trust? None of us are perfect and each of us will have areas we need to improve on.

#	Trust question	Always	Often	Regularly	Sometimes	Never
A	Do you keep your promises or commitments?					
B	Do you share/acknowledge credit where it is due?					
C	Do you serve your team's best interests?					
D	Do you keep confidences?					
E	Do you communicate all the information the team needs to be successful?					

Each area above is important for nurturing, gaining, and keeping trust for the following reasons:

#	Trust question
A	Leaders need to watch what they say, as casual comments can be interpreted as commitments. Unfulfilled commitments (in a follower's eyes), lead to lost trust or confidence in the leader.
B	Leaders who do not give or share credit are behaving at best unfairly, at worst, dishonestly. This leads to loss of trust and resentment from the team.
C	Leaders often say they serve the best interest of their teams, but really are serving their own. Teams see through this and start to do the same, meaning trust and purpose fall apart.
D	If you share information given to you confidentially, even apart from the breach of privacy, team members will be less likely trust with similar information again. This erodes your ability to understand what is actually going on, as well as your team's trust in you.
E	Never make assumptions about what information you think your team can handle. Leaders who under-estimate the intelligence of their teams, are overestimating their own.



3. DEVELOP

In this chapter we discuss how to develop effective goals and plans alongside developing your people. To that end, we delve into the skills, competencies, and attitudes required to succeed. We also explain ways to identify and develop talent to grow and build an even more effective team using our capability mapping tool.



DEVELOP

Winning goals

Planning and execution

Developing goals and plans goes hand in hand with building your team. But in order to identify what skills and resources your team needs, you first need to identify *what* you need to achieve, and *how*. So, what is a good method for setting achievable goals? We believe artfully crafted goals should be **SMART**. That is, contain attributes that are **Specific, Measurable, Achievable, Relevant,** and **Time-bound**. So how do you put the art into your SMART goals?

First, to make them **specific** they need to clearly explain what you are trying to achieve. Vague goals go nowhere, so give precise details. Also make them **measurable** so you can monitor progress. If there are no clear numerical ways to measure success, think imaginatively how you might monitor outcomes. Of course, goals will fail if they are not actually **achievable**. That is, do not set yourself up to fail, but also do not be afraid to aim for aspirational results, just keep it realistic. A goal that also is not **relevant** to your team's values and mission just diverts valuable time and resources away from your vision. Always ask yourself how achieving a goal would contribute to your direction. And finally, make them **time-bound** by including realistic end date. Not setting this invites procrastination and a lack of urgency, meaning "someday" will become never.

"A goal without a plan is just a wish." – Unknown.



Tip! Writing down goals using the SMART technique allows you to breakdown these into plans a lot more effectively. Knowing what it is you want to achieve provides the scope, how and who you will need provides guides the budget, what to measure provides the benefit metrics, and when it is needed tells everyone the schedule. Involve your team to help further identifying the steps, priorities, skills and resources, dependencies, and risks. That sounds like good project management!

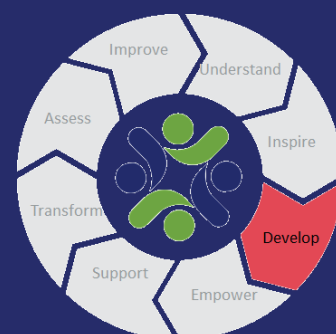


Take a look at the following examples of personal and professional goals:

- 1) Which of the following goals are SMART, and which ones are not?
- 2) Of the goals you think are not that SMART how would you re-write them, so they are?
- 3) Of the goals you think are SMART, identify each of these attributes.

	Goals	SMART Goal? (Yes/No)	Why? What example could you give?
A	Personal: "I am going to write a novel."		
B	Professional: "I am going to help the team land more sales in the next quarter".		
C	Professional: I will implement instant messaging in 2 weeks to improve team communication, reducing wasted time spent in email from 1 hour to 30 minutes a day per team member, within a month.		

(Suggested answers are available in the Full Edition)



DEVELOP

Winning mindsets

Attitude & skills

“Excellence is not a skill. It is an attitude.”
– Ralph Marston.



Attitudes are the views an individual has relating to aggression, dependability (habits, reliability, etc.), honesty, and compliance (to rules, laws, etc.). Our attitudes about hierarchy, social norms, and beliefs, drive our patterns of behavior. Someone's attitude will have either a positive or negative impact on the values you are wanting your team to live by, and their performance. Imagine hiring someone to handle customer complaints who has a history of aggression (even just verbal), in an organization that values respect and customer service? Clearly that is a recipe for disaster. Similarly, someone who likes to push boundaries and rebel against norms might not make the best financial administrator for your business, as the tax man will hold you to account for any rule bending.

Always hire people based on their attitude, over technical skills. Sure, technical skills are important, as is experience. However, skills can be taught, experience is gained by doing, but attitude is often hard-wired. Hardwiring is a lot harder to change. It takes a lot of investment from you as leader, and just one “bad egg” in your team can have a devastating impact on team culture and morale, impacting performance. Hiring someone with fewer skills but **the right attitude** will only impact on team performance in the short-term as they come up to speed. Of course, often we do not get to hire our own team, we inherit them. Even if we do hire them, attitudes are not always self-evident when recruiting, no matter how robust our process may be. Adjusting and changing someone's attitude, while difficult, is not impossible. And if it is important enough to warrant the focus, the return on investment for you and the individual can be phenomenal.



Tip! As leader there will be many times where you need to work to adjust someone's attitudes. You need to *inspire* them to change by pointing out to them how it is impacting them professionally (and personally). They need to be *aware* of the problem and *understand* the consequences if they do not change. They may not know how to change, as is often the case with personal and professional development. Make them accountable for this growth, but as leader you need to show them the way.

Use recent examples of where they have acted in a way that you want them to change and explain what a “good” example would look like. Then monitor and meet with them regularly, recognising efforts or highlighting setbacks. We cover skills, competencies, and professional development plans in more detail next. Or for more information on this see Culture, in our previous chapter Inspire.

TAKE ACTION!



Imagine you are hiring an Accounting Assistant for a busy accountancy firm. Most interactions with customers will be via email, and a few over the phone. This role reports to the Accountant in charge of specific customer accounts. Review the results of the interview assessments. If you were to hire each candidate, what development would each need in each area?

Interview assessment results		Candidate A	Candidate B	Candidate C
a.	Accounting experience	Accountant by trade	Self-employment only	Various
b.	Computer literacy	High	Good	Basic understanding
c.	Additional experience	Tax law	Agriculture sector	Employment law
d.	Customer focus scores	(5.5/10) Fair	(8/10) Excellent	(9/10) Excellent
e.	Verbal communication style	Technical, passive-aggressive	Informal, assertive	Informal, passive
f.	Written communication	Excellent	Excellent	Excellent
g.	Likely to take direction well?	Used to being in charge	No concerns	No concerns
h.	Likely to prioritise work well?	No concerns	With some direction	With some direction
i.	Ability to start immediately?	Yes	2-weeks' notice	4-weeks' notice.

(Suggested answers are available in the Full Edition)

DEVELOP

Capability

Skills & competencies

When identifying the skills your team needs to achieve its goals, we need to consider both technical (or hard) skills, and competencies (soft skills). **Technical skills** are skills that relate to the job and industry you are in. Healthcare, Information Technology, Education, Finance, Food, Design, Engineering, to name a few, all have specific trade, and/or academic skills that professionals need to be technically proficient in, to varying levels. No matter where individuals are in terms of experience, there is usually some need for ongoing technical skills development.

On the other-hand, **soft skills**, or competencies, are not industry or trade specific. These relate to how we work and act in situations, using our cognitive abilities. Many also relate to our emotional intelligence (or EQ). These include skills such as planning, handling stress and change, problem solving, listening, political savvy, customer-focus, and so on. There are numerous frameworks available to help with this aspect of professional development, but they all have a similar purpose. Their purpose is to enable an individual to work to improve competencies that are important in their current role, and any future career aspirations.

Professional development

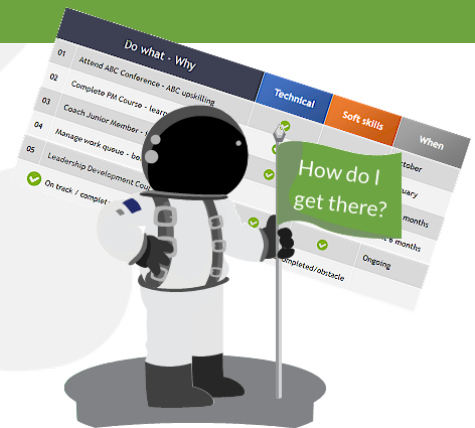
Do you and your team have a professional development plan (PDP) in place? This should be **agreed** at least annually, and but **reviewed** a lot more often, so plans and progress is tracked. A good PDP is a personalised **documented** agreement of what professional development **actions** will be undertaken, how, and when. It typically includes both hard and soft skills targets. As soft skills development takes effort, work on just a few at a time. If you yourself possess a high-level of competency or technical skill in an area that a follower needs help on, this is a great opportunity to coach team members and help them improve. For individuals new to a role, start with the most urgent or critical skills gaps. For experienced individuals, discuss any industry knowledge they may need to stay current, and competencies you feel they may need focus on (including for career progression). Over the page we show you how to have honest and evidence-based conversations using a capability mapping tool.

In the previous chapter we discussed values, behaviors, and attitudes. As leader, if you observe any behavior that conflicts with these, then you need to include them in the PDP. As they can surface at any time, PDPs need to be flexible. But without a documented plan, development opportunities are often missed, and performance issues are never addressed.



Tip! Trade courses and qualifications, conferences, membership subscriptions, industry reading/podcasts, are all great for honing or refreshing technical skills. For soft skills, exposure to new projects or challenges requiring a person to observe and practice it more, are great opportunities for learning. For example, if someone needs to hone their problem-solving skills it is good to give them more problems to solve! *But* you also need to buddy them up with someone who has this competency well-developed, so that they can learn through observation *and* practice. Also, see **Coaching** in chapter 5.

“Soft Skills get little respect but will make or break your career.” – Peggy Klaus.



DEVELOP

Building your team

Nurturing talent

“Talent without discipline is just wasted opportunity.” – Wright Thurston.



One of the most important roles a leader has is taking care of their team's professional development needs. You are in pole position to identify where each of your followers are in terms of skills relating to their performance in their role, career aspirations, as well as team and business needs. Some in your team may still be learning to master their current role, while others will be performing well and happy in their current speciality. There are others who will be wanting to progress and develop new skills or take on new challenges, or those who you may see potential in, that they themselves do not yet recognise. These last two groups contain your talent pool (stars or rising stars) for possible promotion beyond the role they are currently doing.



THE CAPABILITY MAPPING TOOL

This is where the above capability mapping tool, becomes useful. It enables you to have honest and open conversations in your team (individually), to discuss where they each feel they fit on this map in terms of overall job performance (y axis), and potential (untapped talent). For low performance, there may be good reason for this (new to a role and just learning), or an issue impacting someone that needs attention (and an honest conversation on how to turn it around). You can see from the example path of the rocket, that we each can move through this map differently. Lastly, as we transition to new roles our performance and potential is reassessed against this, due to the changing needs and expectations. In other words, this tool enables a clear discussion on ever-evolving professional development needs.

TAKE ACTION!



In your current role, where do you think you sit on the Capability Map?

Performance – have you truly mastered your current role? Do you do what is expected and no more, or do you excel?

Potential – are you happy with your lot, or do you want more? Do you take on additional responsibilities? Do your actions match your words and values? Are you trusted? Have untapped talent you are eager to use?

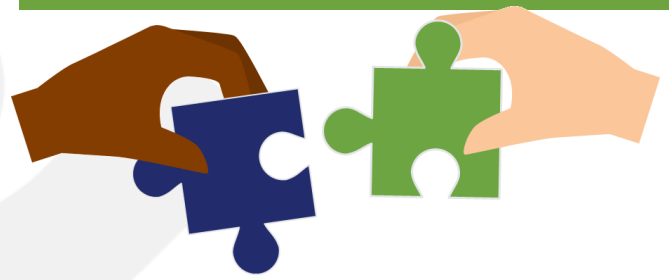


"A successful person never loses. They either win or learn!" – John Calipari

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