

THE ELEVEN KEYS TO LEADERSHIP

Essential Leadership Skills at Your Fingertips

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MAIN IDEA

Leadership skills can be described and learned. The eleven keys to leadership lie not in having the right stuff from birth, but in getting it.

There are five core roles effective leaders master:

1. A Vision Role (Keys 1 - 3) in which leaders see beyond the current demands to what the organization can and should become.
2. A Relationship Role (Keys 4 and 5) in which the leader encourages and builds business associations that are beneficial.
3. A Control Role (Keys 6 and 7) in which the leader designates which specific goals will be pursued and resourced.
4. An Encouragement Role (Keys 8 and 9) in which meaningful incentives are provided to the members of the organization.
5. An Information Role (Keys 10 and 11) in which internal and external channels of communication are established.

Leaders organize their activities efficiently around the requirements of these five core roles. They use their previous experiences (particularly their failures) as a base from which to move onwards and upwards. They develop a broad repertoire of the techniques, approaches and skills that contribute to effective leadership. And, in the final analysis, they act rather than waiting to be acted upon.

LEADERSHIP - The Right Stuff and the Common Myths Page 2

Many people, when facing a business or professional situation in which significant leadership will be required, fall into the trap of assuming leaders are born rather than made, and that you either have the right stuff genetically ingrained from birth or you don't. That concept, however, is essentially a rationale for not trying. In reality, leadership skills, like any other business or personal skills, can be enhanced and refined.

Key #1 Define the Vision Page 3

Leaders look beyond the organization's immediate challenges and articulate what the company can and should become in the future.

Key #2 Set Goals That Motivate Page 3

Leaders translate the vision statement into goals and practical actions the organization can take to move towards the attainment of that vision.

Key #3 Develop a Dynamic Belief System Page 4

A leader convinces followers they will become whatever they think they will become. Therefore, if they believe they will be successful in the future, they will be.

Key #4 Assemble the Right Personnel Working in Teams Page 4

The leader assembles and manages teams that make the most of the synergies that are created created by the personalities and skills of the respective team members.

Key #5 Build High Quality Networks Page 5

A leader either initiates or joins networks that add value to the organization as a whole.

Key #6 Empower Staff to Solve Problems Page 5

Leaders exercise influence within their organizations by selecting and acting upon problems that matter and ignoring problems that don't.

Key #7 Delegate Meaningful Responsibilities Page 6

Good leaders maximize their influence by delegating important responsibilities, influencing the way work is segmented and described and by resolving any conflicts.

Key #8 Recognize Achievement With Worthwhile Incentives Page 6

Leaders praise and reward the individuals or teams within the organization whose work results add value.

Key #9 Provide Support in Tangible Forms Page 7

The leader devotes part of the organization's resources to supporting the work activities of its members.

Key #10 Nurture Effective Channels of Information Page 7

Leaders design and maintain channels of information which are applicable to the company's direction and achievements, and then keep abreast of the information flowing within these channels.

Key #11 Train, Consult and Mentor Page 8

Good leaders actively encourage learning at all levels of the organization as the way to build the skills necessary to advance careers.

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