# Effective Leadership

Effective leaders are not born—they're made. Hard work, discipline, direction, commitment to the team and its goals, and the ability to inspire and empower others are all part of successful leadership. Individuals at every level of the organization can develop their leadership skills with this four-step process: PREPARE, ORGANIZE, IMPLEMENT, and REVIEW. The steps are illustrated at the right.
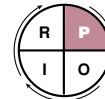
1. PREPARE — Gather data and plan.

2. ORGANIZE — Gather and assign resources.

3. IMPLEMENT — Execute and follow through.

4. REVIEW — Evaluate and make necessary improvements.

1. PREPARE

▶ Know yourself.
➤ Carefully assess your own leadership strengths and development needs.
➤ Invite feedback from others on your leadership ability and style.
➤ Be clear about your own values.
➤ Try to picture yourself in a variety of leadership situations.

WHO AM I?

▶ Understand your team.
➤ Review the background, character, and style of each person on your team.
➤ Appraise each individual's values and beliefs.
➤ Discuss the values that the team will need in order to achieve its goals.

▶ Formally assess capability.
➤ List the strengths of the team.
➤ List the weaknesses of the team.
➤ Develop plans to "leverage" strengths and help overcome weaknesses.
➤ Determine optimal roles within the team.

TELL ME ABOUT YOURSELF

▶ Agree on leadership ground rules.
➤ Decide with the team what minimum standards will prevail.
➤ Determine what will constitute acceptable and unacceptable behavior.
➤ Jointly agree on how to enforce the ground rules and maintain team standards.

GROUND RULES
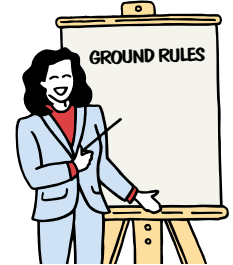
2. ORGANIZE

▶ Provide directional clarity.
➤ Provide a compelling vision of what the team can achieve.
➤ Invite team input, feedback, and ideas.
➤ Describe the future in tangible terms, according to the needs of each individual.

GOAL

▶ Set tangible goals and targets.
➤ Develop specific goals to achieve the vision, and agree on the time frame.
➤ Set targets with the team.
➤ Agree on the measurement system to be used.

TARGETS

3. IMPLEMENT

▶ Lead by example.
➤ Take an active role in achieving at least one team goal.
➤ Support the team in striving for performance excellence.
➤ Provide ongoing and active coaching.

FOLLOW ME

▶ Take measured risks.
➤ Applaud individual and team achievements and encourage innovation.
➤ Take on or "create" a difficult challenge.
➤ Invite the whole team to strive beyond its perceived capability.

COME ON, YOU CAN DO IT

4. REVIEW

▶ Appraise team performance.
➤ Consistently monitor the performance of every individual on the team.
➤ Openly discuss shortfalls immediately as they occur.
➤ Widely praise and publicize individual and team successes.
➤ Celebrate every win for the team in a new and different way each time.

▶ Reward and recognize success.
➤ Avoid punishing people for mistakes and errors, if possible.
➤ Seek out new and innovative ways to regularly encourage people. Recognize small successes.
➤ Invite the team to create its own reward and recognition systems.

▶ Invite feedback and adjust style.
➤ Regularly ask team members to share their thoughts on what you can do to be a better leader. Encourage feedback.
➤ Hold regular team meetings to discuss leadership issues.
➤ Operate on the assumption that leadership skills can always be improved.

Problem-Solving: Template

Solve:
Propose
Test
Agree

HOW?
_____
_____

Specify:
Sponsors
Process owners
Key people

HOW?
_____
_____

Seek:
Possibilities
Ideas
Options

HOW?
_____
_____
_____

Problem Identification Matrix

PROBLEM LAYERS	PROBLEM GRAPH OR CHART
Identify the problem and look for either inner or outer layers of the problem	

FISHBONE DIAGRAM

Separate:
Symptoms
Causes
Underlying factors

HOW?
_____
_____

Select:
Tools
Methods
Approaches

HOW?
_____
_____

Segment:
Issues
Inner layers
Outer layers

HOW?
_____
_____