

LEADING SELF SERIES

PEEPLCOACH TIPSHEET NO. 14

Though the traditional definition of a leader is 'the person who leads or commands a group, organisation, or country' the more modern, more inclusive and accessible definition of leadership is 'a person who rules or guides or inspires others.' This newer definition can apply to all members of a team or organisation, not just the people with the longest titles or biggest pay cheques. There is a growing expectation and desire that all individuals within an organisation exhibit some level of leadership, whether they are young or old, first-year graduate or the CEO.

Whether you are already a leader of people or an individual contributor with no desire to lead a team, it is critical to define your workplace principles. Specifically, what will your rules, principles and behaviours be in the workplace? How will you interact with others? What values or behaviours will you exhibit? What will you be known for?

This module will be separated into four parts:

- Identifying the leadership principles and behaviours you admire and that motivate you.
- Identifying the leadership principles and behaviours you do not admire and that alienate you.
- Defining your personal leadership principles and behaviours.
- Embedding your principles into your everyday interactions.

EXERCISE 1 - IDENTIFYING THE LEADERSHIP TRAITS AND PRINCIPLES YOU ADMIRE.

Think about leaders and individuals you admire in the workplace. They may be individuals and managers you currently work with, previous colleagues or someone you admire like Steve Jobs or Warren Buffett.

Spend some time thinking about these people and what you admire about them. How do these people make you feel? How do they inspire you? Why?

- When I am thinking of inspiring leaders and people I work with they have the following traits.
 - For example: Honesty, integrity, clever, financially strong.



DEFINING MY LEADERSHIP PRINCIPLES

- The behaviours these people exhibit are...
 - For example: They always tell me the truth even when they know I might not like it. They always think about the customer when making a decision, not just about our business needs.
- When I think about these leaders and individuals, they make me feel...
 - For example: Motivated to do my best, they have my back and I can learn from them.

EXERCISE 2 – LEADERSHIP TRAITS AND PRINCIPLES YOU DO NOT ADMIRE.

In this next exercise we want you to flip your thinking and focus on the leaders and individuals you least admire in the workplace.

They may be an old boss or a current or previous team member. You did not enjoy working with them. They are not “your” type of people and you didn’t perform or act your best when you were around them.

What annoyed you about them? How did they make you feel? How do they inspire you? How did they demotivate you? Why?

- When I think of uninspiring leaders and colleagues, they have the following traits...
 - For example: Dishonesty, focus on their own advancement, loud and overbearing.
- The behaviours these people exhibit are...
 - For example: Talking over me in a meeting, taking my work and passing it off as theirs, withholding information.
- These leaders and individuals make me feel...
 - For example: Unimportant and unheard, angry, demotivated.
- What I have learned from these people is...
 - For example: to be patient with staff, to be present in meetings.

EXERCISE 3 – DEFINING YOUR PERSONAL LEADERSHIP PRINCIPLES AND BEHAVIOURS.

From the previous two exercises you should now understand the leadership principles and behaviours that motivate you and you admire, and those that do not.

It is now time to create your own leadership principles and behaviours, in other words, your own personal code of conduct. This will be the code by which you behave in the workplace and, perhaps, outside of the workplace as well. It is important to clearly define both the principle and the corresponding behaviour(s) that reflect those principles.

- List the leadership principles that are most important to you and that you will commit to.
- If you have listed more than five principles it the previous question, review your list again and reduce the list so that you have a maximum of five.
- List the corresponding behaviour(s) associated with each principle.
- After you have completed this list, review your answers and ask yourself the question ‘Would I be happy and motivated to work with or for this person?’ If the answer is yes, let’s get to the next stage. If you think there is still some space for improvement then re-do this exercise.

EXERCISE 4 – EMBEDDING YOUR BEHAVIOURS.

The latest research indicates that it takes an average of 66 days to change a habit, more than two months! Over the next 3 weeks you will need to focus on your leadership principles and behaviours and living these values every day, building new habits around how you behave in the workplace.

At the end of each day rate yourself on your performance.

- Did you live up to your standards or not?
- What will you do to change your behaviour tomorrow?

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