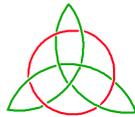


# The Growth Zone

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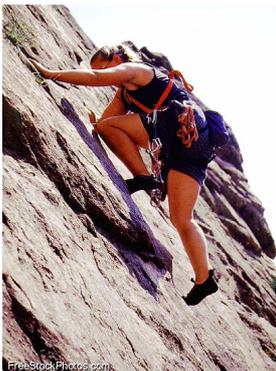
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## Leading for performance

Have you noticed flared trousers and sequined tops are back in fashion? But fashions are like that, they come, they go, they come back again. How many things in life operate on such cycles?

In the world of business executives, leadership is once more a highly fashionable topic. Everyone is encouraged to be a great leader, to learn the formula for success.

However, the thing about leadership is that, to be really effective, it must be something that is earned, that is conferred on you by others.



A survey of 1,500 managers conducted for the Institute of Management witnesses to the fact that good leadership is in short supply. Over a third of executives and nearly half of junior managers say the quality of leadership in their organisations is poor.

A good leader is worth following – to the extent that you would put your time, energy, reputation or possibly even money, “on the line” to support them. You give of your best to support a worthy leader.

The style of leadership is changing, moving from a model focussed on a remote individual to favour a more relational model of leadership within a team environment. These changes have consequences for our ability to develop and exercise effective leadership skills.

The question is, in a team environment, how can a leader inspire performance in those whom they lead? *Continued...*

## Managers choose coaching

Coaching is a highly effective tool to improve staff performance and team morale – officially!

A recent survey of UK organisations was conducted by The Chartered Management Institute and Campaign for Learning, supported by Lloyds TSB. The results were

resounding. While 33% of respondents had received coaching themselves, 80% believe that they would benefit from coaching/more coaching in their place of work and an amazing 93% believe that coaching should be available to all employees. Coaching was perceived as great benefit in a range of areas. *Continued...*

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### Where next?

The difference between a leader and a manager is both everything and nothing. If you want to enhance your attitude, to become a winner in whatever that term means for you, contact me now! The sooner we start, the sooner you get there.

If you want to receive a list of the Top 10 ways to make sure your actions produce more results, then send me an email at [leadership@thegrowthzone.com](mailto:leadership@thegrowthzone.com)

## Leading for performance...

The answer lies in a number of different behavioural traits, knowing yourself and knowing who you are leading – the skill of recognising these behaviours can be learned but refuse to fit into a simple formula.

One truth is that very few people are strongly motivated by being undervalued or constantly criticised. In this respect, we have much in common with dolphins. When these mammals are being trained, the trainers always use positive encouragement as opposed to negative reinforcement.

**Good leaders make people feel that they're at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centred and that gives their work meaning.**  
**-Warren Bennis**

People too respond to encouragement – and I don't mean "being nice to someone" for the sake of it. People see through a superficial approach. Take the time to really notice how someone is doing and give some specific and positive feedback. Recall the event accurately, point out what the person did, describe what happened next or the positive result they achieved and tell them how that reflects positively on their skill.

You'll be amazed at the results you encourage.

**People often say that motivation doesn't last. Well, neither does bathing. That's why we recommend it daily. - Zig Ziglar**

## Managers choose coaching...

Not surprisingly development of task-specific skills was seen as important but, as if to confirm the great value of "soft skills" within the working environment, Managers also felt they wanted more support to develop personal effectiveness, emotional intelligence, assertiveness or communication skills. All of these are areas where coaching can have a real impact in a short period of time.

However, we all know of business or management fads that come and go without leaving much of an impression. This question was directly addressed in the survey and only 5% of respondents believed that coaching was just a passing fad, for the remainder the benefits were so tangible as to be of real value.

**Coaching is a very cost-effective way of improving staff performance and the results of this research clearly show that people value this type of support."**  
**Dave Schofield, Centre for Leadership, Lloyds TSB**

This value is also attested to by Dave Schofield (Centre for Leadership, Lloyds TSB) in his foreword to the report. "At Lloyds TSB we know that people are our primary differentiator in a highly competitive market and we are committed to providing them with excellent development opportunities. "

"Coaching forms the core of much of our learning activity and, since the launch of some major coaching initiatives, we have seen a significant improvement in our staff survey scores.

Coaching is a very cost-effective way of improving staff performance and the results of this research clearly show that people value this type of support."

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**Your life, your time, your choice!**

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