

# Thinking Leaders



Leader's Edge—we bring out the best in leaders, wherever they are in your organisation

## DEVELOPING LEADERS:

### Self-directed learning

**How can you ensure the 'honeymoon effect' of a leadership development programme carries on to become learning that lasts?**

In *The New Leaders*, Daniel Goleman says, 'When it comes to building leadership skills that last, motivation and how a person feels about learning matters immensely. People learn what they want to learn. If learning is forced on us, even if we master it temporarily, it is soon forgotten.'

Richard Boyatzis, co-author of *The New Leaders*, developed a model of self-directed learning during three decades of work in leadership development. He identified that self-directed learning involved five discoveries by the learner:

1. **Ideal self**—who do I want to be?

2. **Real self**—who I am, including strengths and gaps.

3. **Learning agenda**—build on strengths while reducing gaps.

4. **Experiment** with and practice new behaviours, thoughts and feelings to the point of mastery.

5. Develop supportive and trusting **relationships** that make change possible.

**"Without others' involvement lasting change cannot occur."**

The first four discoveries happen in a more or less sequential way. The fifth discovery may occur at any point. Leadership development cannot be done alone.

**Coaching and feedback** is an essential follow-on from leadership development programmes.

*The New Leaders, Golman, Boyatzis & McKee. Chapter 6, Becoming a Resonant Leader: The Five Discoveries.* ✨

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## DEVELOPING LEADERS: Coaching—the triangle

Following on from the article above about self-directed learning, you'll realise if you follow Boyatzis' model of leadership development, a coach or supportive relationship is essential in leadership development.

**Coaching works** because it engages people in ways that acknowledge and honour their individuality. In addition many smart and responsible people lack the personal insight necessary to

reflect on their own behaviour.

Executive coaching consists of a **triangular relationship** between the coach, the coachee and the organisation paying the bills. It follows that business objectives need to be identified from the beginning.

Coaching requires **qualifications**—

1. Does the organisation have policies and goals for coaching?

## DEVELOPING LEADERS:

### Guiding principles from Kraft Foods

**Kraft General Foods is recognised in the US as a prodigious producer of big cheeses**—a veritable CEO machine—having produced leaders who have held top posts in Mattel, Hershey, Gillette, Sears, Quaker Oats, Campbell Soup, Young & Rubicam, and Marks & Spencer.

Kraft's secret recipe for developing leaders has five guiding principles:

1. **Focus on the big picture.** Give developing leaders bottom-line responsibility right from the start.

2. **Give managers the freedom to act**—broad leeway on how they meet their targets.

3. **School managers in the art of influence, not issuing orders.**

4. **Discourage self-promotion.** Collective achievement rules

over desire to be in the spotlight.

5. **Find the right home for talent.** Kraft has a commitment to keep talented people on board by creating roles for those who may not make top leadership positions.

*Harvard Management Update, November 2004. The Art of Developing Leaders. Vijay Vishwanath & Marcia Blenko.* ✨

### In this issue

In this issue we focus on **leadership development**—strategies, successes and synergies.

- Find out why self-directed learning and coaching are essential elements of leadership development.
- A new emotional intelligence development tool developed in New Zealand with local language and norms.
- Research-based leadership competency models.
- Social motives of successful leaders.

If you're reading someone else's copy of **Thinking Leaders** and would like to receive your own copy in the future simply e-mail your details to [energy@leadersedge.co.nz](mailto:energy@leadersedge.co.nz).

*The Wild West of Executive Coaching, Sherman & Freas, Harvard Business Review, November 2004* ✨

P O Box 240  
Silverdale  
Auckland  
Phone: 09 427 9598  
Mob: 027 222 7318  
Email: news@leadersedge.co.nz  
Director: Gail Reichert

## DEVELOPING LEADERS: Competency models

**What if you develop your leaders and nothing changes for the business?** How can you be sure your development programme will turn out leaders who make a difference to the organisation?

There are several research-based leadership competency models that are easily accessible. Use these as the basis for your leadership development programme. They provide a framework against which to assess your leaders' current development, and therefore their development needs.

These models link the competencies to superior or exemplary performance, which in turn is linked to business or organisational results. You don't have to guess or make up your own—use a research-based model as your starting point, and tailor to the specific needs of your organisation.

**The Emotional Competence framework**—effective leaders typically demonstrate strengths in at least one competence from each of the four fundamental areas of emo-

tional intelligence. Combine these competencies with the technical aspects of business for a more complete model. For a full list of the Emotional Competence areas click through to: [www.eiconsortium.org/research/emotional\\_competence\\_framework.htm](http://www.eiconsortium.org/research/emotional_competence_framework.htm)

**Lominger Leadership Architect**—This competency suite identifies 86 of the most common development needs, 67 positive and 19 negative competencies related to job performance. Find more information at [www.lominger.com](http://www.lominger.com)

**Oakley-Browne Associates Ltd**—Two levels of leadership competency models available; supervisory or new leadership roles, and senior leadership roles. These are NZ-developed and are a synthesis of various research-based models. [Contact Leader's Edge for more information.](#)

*Leader's Edge can assist you to design and implement a leadership development programme linked to competencies proven to improve results. Contact us today. ☆*

Want more information about our work? Check out our website:  
[www.leadersedge.co.nz](http://www.leadersedge.co.nz)

## DEVELOPING LEADERS: Social motives

It has been said that every action was once a thought. This is important to understand in leadership development, because it is thinking style that determines success more than almost anything else. The three predominant social motives (achievement, affiliation and influence) are distinguished by their unique patterns of thought.

High-performing leaders most frequently measure higher on the achievement and influence motives than average performers.

**Achievement motive**—is a recurring pattern of thoughts during which a person frequently thinks about 'doing things better'. They think about doing better than before, better than internal and external standards, and doing unique and innovative things.

**Influence motive**—is a recurring pattern of thoughts concerned with having an emotional impact on others, influencing outcomes and increasing their reputation and position in the eyes of others.

These motives can be developed.

Go to [www.accel-team.com/human\\_relations/hrels\\_06\\_mcclelland.html](http://www.accel-team.com/human_relations/hrels_06_mcclelland.html) or contact **Leader's Edge** to talk this through in more detail. ☆

### A personal message from Gail Reichert:



*In collaboration with an associated organisation, we are now offering a New Zealand-designed and normed emotional intelligence development tool. It is based on the Emotional Intelligence Consortium model of EI, but adapted to our local language, style and culture.*

*This 360° tool gives you a solid basis for leadership development. Ask me how.*

*I'm excited to add this to the range of products available to clients of Leader's Edge. ☆*

## Where do you have your most inspired thoughts?

*Because you probably don't have your most inspired thoughts in your office, here's an opportunity to come to the Leader's Edge base in Orewa to meet with and maybe walk with Director, Gail Reichert. Give yourself quality thinking time in the outdoors, so you can develop those inspired thoughts in the company of a skilled facilitator.*

*Gail ensures you start the session with a purposeful outcome in mind, and will guide discussion with stimulating and thought-provoking questions.*

*The session finishes with a reflection on the outcome to ensure you are satisfied with your investment. Choose either a half or full day to suit.*

✓ *Get your leadership coaching in a setting where your most inspired thinking will happen.*

*So what is it for you ... developing leadership in others or developing the leader in you?*

**Contact Leader's Edge now to check out just how much more inspired your thinking can get in 2005. ☆**

*Clients choose Leader's Edge for the sound business experience underlying our work, for the integrity of our relationships, and because our advice is based upon current research in leadership, emotional intelligence and resilience.*