



YOUR ESSENTIAL 21ST CENTURY LEADERS REFLECTION GUIDE

“ “ *If your actions inspire others to dream more, learn more, do more and become more, you are a leader.* ” ”

John Quincy Adams

Although Adams said this in the 19th century this quote still holds true.

The way we organise our workplaces might have changed but the fundamentals of what defines a leader are still the same. In this short reflection guide you have the opportunity to challenge yourself to be more of the brilliance that is you and in doing so inspire others to be the best of themselves.

Imagine what your organisation would be like if every manager looked at themselves and made small changes each day to be even better!








Please distribute this around the managers in your organisation to help them get better and better; simply!

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How have things changed?

Managers can no longer rely on their 'position' to ensure support. They now need to **lead** a more fluid workforce who are seeking involvement.

You need to start developing both functional management skills and a leadership focus from the off to ensure your own and your team's success

20th Century <i>Scarcity</i>		21st Century <i>Abundance</i>
Top down/ hierarchy		Shared purpose
"The" information source		Community Builder
Competing		Collaborating
Revered for credentials		Trusted for authenticity and agility
Communicating one way		Two way conversations
Leading with technology and tools		Integrating tools in business and part of work
Measuring activity		Measuring impact

“
“
Leadership and Learning are indispensable to each other”
”

**John Fitzgerald
Kennedy**

DO YOU INSPIRE THOSE YOU MANAGE?

Now you are in chargecheck your readiness for the role!

You have worked hard for **your management** position, your skills and achievements have been recognised and now you have the role.

Congratulations, you are awesome!

- But what does it really take to be a leader?
- What skills and behaviours do you need and importantly have you got them?

The next few pages will help you to assess your level of skill and offers ideas to help you build up your skills further.

Take time to *ponder* and think about how this skill/behaviour shows up for you at work, mark yourself on a score of 1 - 10 on it to *critique* your performance - the more honest you are, the more you give yourself room to grow. Then *advance* - decide on the actions you are prepared to take to develop new habits or approaches that will stretch your skills to help you be the best you possible!

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We are always updating our **resources page** so keep visiting for ideas to help you grow



<i>Leadership Skill</i>	<i>Key Questions</i>	<i>Personal Reflection</i>	<i>Ideas for Action</i>
Inspirational, passionate, engaging communicator.	Am I confident in speaking and presenting to my own team? What about other groups within the business? Are my arguments clear and concise, am I convincing?		Next time you speak, ask someone you trust to provide you with feedback and tips on how you can improve.
Active listener	When people talk to me do I listen to what they are saying, am I able to paraphrase back to them what has been said?		Practice repeating back to people your understanding of what they have said. How accurate were you?
Change champion, credible, accountable	Do I encourage my team to take safe risks? When mistakes are made by my team do I take full responsibility?		Do some research online to explore how different people react to change and apply what you learn to each member of your team to better support them

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<i>Leadership Skill</i>	<i>Key Questions</i>	<i>Personal Reflection</i>	<i>Ideas for Action</i>
<p>Visionary. Sets goals & targets. Empowers others</p>	<p>Do I passionately believe in the organisation's vision, would I argue for it in the full glare of media publicity?</p> <p>Are targets I set relevant, challenging and, excite others to action?</p> <p>Do I truly delegate, am I able to set targets but let others determine how to get there?</p> <p>How do I recognise and reward achievements in others, am I fair in my praise?</p>		<p>Really think about the difference you and your team make in helping the organisation achieve. Think also about the difference you make to customers in what you do and how you do it...tap into this to inspire your team.</p> <p>Talk to other organisations or areas in your organisation. Ask what targets do they use, what works and why.</p> <p>Identify questions you can ask to help others explore and work out their approach rather than offering them solutions.</p> <p>Thank someone NOW!</p>

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<i>Leadership Skill</i>	<i>Key Questions</i>	<i>Personal Reflection</i>	<i>Ideas for Action</i>
<p>Courageous, resilient, focused, willing to take risks</p>	<p>Am I willing to take risks in my personal and professional life? How do I influence the outcome?</p> <p>How do I react to failure, am I able to learn and bounce back stronger or do I try to hide the truth from others?</p> <p>When things get tough how do I keep myself focused and motivated?</p> <p>How do I look after my own health and well being?</p>		<p>Remember Edison said 'genius is 1% inspiration and 99% perspiration'</p> <p>If things go wrong think what can be learnt, explore with others:</p> <ul style="list-style-type: none"> ● Facts – what happened ● Feelings – how we feel now ● Future – what we can do differently next time <p>Do something different NOW!</p>

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<i>Leadership Skill</i>	<i>Key Questions</i>	<i>Personal Reflection</i>	<i>Ideas for Action</i>
<p>Learns Reflects Is self-aware Authentic</p>	<p>What three things have I learnt in the last 6 months which I have put into practice?</p> <p>Looking back over my previous answers, are there any which I have not answered fully or truthfully – if so why?</p> <p>What is the one thing I could improve to make a real difference to my confidence?</p>		<p>At the end of each day for the next two weeks write a reflections diary.</p> <ul style="list-style-type: none"> ● Cover what you did, ● How well it went and ● What you wish you had done differently. <p>Ask 3 different people what they think you could improve to be more effective.</p>

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<i>Leadership Skill</i>	<i>Key Questions</i>	<i>Personal Reflection</i>	<i>Ideas for Action</i>
<p>Builds trust, collaboration, networks & partnerships, Is a role model</p>	<p>When people disagree with me do I get defensive or assume positive intent?</p> <p>How do I build my networks, is this effective?</p> <p>Do I act as a role model for the values and behaviours required by my organisation?</p>		<p>Next time you disagree with something note down the language you are using.</p> <p>How can you appear more positive e.g. could you replace the word 'but' with the word 'and'.</p> <p>Talk to someone new NOW!</p>

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<i>Leadership Skill</i>	<i>Key Questions</i>	<i>Personal Reflection</i>	<i>Ideas for Action</i>
Monitors progress, keeps control	<p>Do I ask questions which challenge, explore and encourage reflection?</p> <p>Do I focus my attention on the right activities; do I let others distract me?</p> <p>Am I clear on the information I need, do I get information I don't need, what information is missing?</p> <p>If I am given information I don't understand do I always seek clarification?</p>		<p>Pick up a management report you use regularly. Exactly how much do you read and use from it, find out who produces it and how much time it takes. Is the time proportionate to the use made of it?</p> <p>Identify 3 pieces of information you must have and then get them!</p> <p>Before your next meeting write down the things you need answers to and then don't leave the meeting without them.</p>

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<i>Leadership Skill</i>	<i>Key Questions</i>	<i>Personal Reflection</i>	<i>Ideas for Action</i>
<p>Facilitates, negotiates, manages conflict</p>	<p>When others have a disagreement, how do I facilitate their discussion to help them understand each other's viewpoint?</p> <p>In the last meeting I facilitated, did I ensure everyone had a chance to contribute, what could I have done better?</p> <p>Do I truly seek a win-win outcome wherever possible?</p>		<p>Before a negotiation put yourself in the other persons shoes, what would an ok, good and great outcome look like for them. What would you need to do or change to achieve this and still get the outcome you need!</p>

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Take a look through the reflections you've made and think about the strengths you display.

Take a moment to commit to 3 actions that you will take to step up in your leadership role. No matter how brilliant you are now everyone can improve so make that commitment now.

You might like to share this with someone you trust - your manager, a peer or a member of your team. When you make a public commitment you have someone who can catch you doing it right and celebrate with you!

Revisit this reflection every quarter to help you grow and remember to keep visiting our [resources page](#) for fresh ideas to support you.

My Actions

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02

03

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