

IMPROVING YOUR LEADERSHIP EFFECTIVENESS

Dr. Samuel R. Chand

The American Management Association's survey reveals ten top leadership challenges.

TOP TEN LEADERSHIP CHALLENGES	
1. Get people to work together who have D	agendas or goals
2. Balance competing demands and P	
3. Motivate and inspire in a world of constant C	
4. Accomplish difficult assignments without the necessary R	
5. B	the needs of the organization with those of the individuals
6. Adjust to F	pace and more multidimensional job
7. Stay C	to people; avoid becoming isolated and aloof
8. Build O	among the fearful, skeptical and cynical
9. Establish credibility and build trust with a B	audience
10. Make critical D	from incomplete, ambiguous information

The American Management Association also found five critical leadership characteristics.

TOP 5 LEADERSHIP CHARACTERISTICS	
1. E	behavior
2. Sound J	
3. Adaptability / F	
4. Initiative	
5. Courage	

The best way to improve your leadership effectiveness is to surround yourself with the best P _____ available to you.

6 GUIDING PRINCIPLES IN SELECTING YOUR LEADERS—*In the following order*

I. I

- A. Heart/Character issues
- B. Fulfilling assigned responsibilities with excellence

Make a careful list of all things done to you that you abhorred. Don't do them to others, ever. Make a list of things done for you that you loved. Do them for others, always.

II. M

- A. Motivation for the long-term
- B. Motivated enough to motivate others

Money motivates neither the best people, nor the best in people. It can move the body and influence the mind, but it cannot touch the heart or move the spirit; that is reserved for belief, principle and morality. As Napoleon observed, "No amount of money will induce someone to lay down their life, but they will gladly do so for a bit of yellow ribbon."

- *Without integrity, motivation is D*

III. C

- A. Capacity for personal growth
- B. Capacity for organizational growth

The world is changing too fast, making detailed plans obsolete before you can implement them. What we need is a clear sense of direction and beliefs in which we operate by.

- *Without motivation, capacity is I*

IV. U

- A. Ability to see the large picture
- B. Trusting the leader when you don't understand

Substance is enduring, form is temporary. Failure to distinguish between the two is ruinous. Success follows those adept at preserving the substance of the past by clothing it in the forms of the future. Preserve substance; modify form. Know the difference. The closest thing to a law of nature in business is that form has an affinity for expense, while substance has an affinity for income.

- *Without capacity, understanding is L*

V. K

- Knowledge of assigned responsibilities
- Key question: “Would I ask this person to train others in this organization?”

The problem is never how to get new, innovative thoughts into your mind, but how to get old ones out. Every mind is a room packed with archaic furniture. You must get the old furniture of what you know, think, and believe out before new can get in. Make an empty space in any corner of your mind, and creativity will instantly fill it. Unlearn before learning.

- *Without understanding, knowledge is M*

VI. E

- Diversified experience
- Longevity does not equal experience. A person on a job for 30 years may not have 30 years of experience. They may have one year’s experience repeated 30 times!

- *Without knowledge, experience is B*

P _____ **P** _____ **P** _____

P _____ **P** _____

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