

*Leading Self & Others  
Motivation & Leadership*

*Leadership, Motivation and Engagement*

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**CAMBRIDGE  
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## ***Leadership, Motivation and Engagement***

If we are considering the number of factors that affect organisational success, leadership plays an important part of it.

We all agree that motivation plays an extremely core part for high individual achievement and great success but it would be wrong to consider it as the single most important part of leadership. In this month's module we will look at several strands around organizational success and try to draw synergies to understand the complexity of leadership and what exactly makes the magic work.

To get ready for this month's leadership learning I would like to invite you take a few minutes to reflect on the questions below:

- What do you think are the core components for organisational success?
- How would you prioritise them?
- What would you consider the single most important thing?

According to Dwight Eisenhower, 'Leadership is the ability to get a man to do what you want him to do, when you want it done, in a way you want it done, because he wants to do it. '

In the twentieth century we have come across four important theories that provide a foundation for leadership development. They all have some relevance, but they all contribute to the lack of clarity around the topic as well. What is leadership? What does it do? What do we mean by strong or weak leadership?

The first theory is focused on 'Traits'. The trait theory has been built around the question of leadership characteristics. Is there a common set and if so what are the characteristics for a good leader? It has a connection with the idea that people are born leaders. There are four commonly associated traits: "dominance, responsibility achievement and self-assurance". However, we can quickly run into the difficulty to identifying a 'set' of traits that we all agree on.

The second theory concerns the 'Behaviours' of leaders. What do leaders do? Can these skills be developed? Can we change behaviour? According to this we can identify two main dimensions. Leadership can be either task-oriented (meeting deadlines, setting up roles and responsibilities) and people oriented (building teams, trust and people development). Again It has a similar downside to the above as it is hard to identify a common set of behaviours.

'Contingency' theory attempts to understand the situational variables that will influence outcomes. There are different styles of leadership needed to match the actual condition or situation. There are certain elements that influence styles of leadership such as: structure of a task, quality of relationships

between leaders and team, the leader's position to power and the overall culture of the organisation.

Finally, 'Attribution' theory suggests that people perceive leaders as having specific qualities, therefore those became traits based on other's perception, such as: power, charisma, intelligence, aggressiveness, vision and strong personality.

Now I would like to invite you to reflect upon the questions below.

- How do you think we can improve leadership in organisations?
- What one thing, if it could be done, would most improve the quality of leadership?

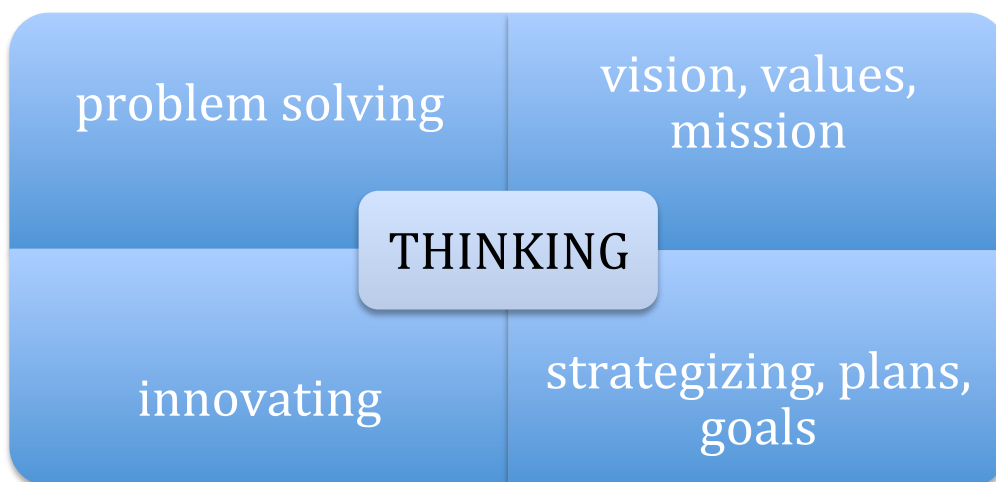
The founders of the Motivational Maps have developed a 4+1 model of leadership. There are four key skills that can be built on, that we can identify and improve if needed. But there is a fifth or +1 point that is qualitatively different from the skill set. This is the most important in real terms because it taps inside the 'core' of human beings.

There are two main aspects of leadership that we need to distinguish between. First, leaders must be able to work "**ON the organisation**". It includes not only 'Thinking about the organisation' but the 'doing for the organization'

The leader also needs to work "**IN the organisation**" including creating, recruiting and sustaining successful teams to get things done.

The '**Thinking**' part includes the vision, mission and strategy of the organisation and;

*Figure 1. Leadership 'thinking' about the organisation*



**‘Doing’** part focuses on the implementation of the processes, procedures and systems to successfully deliver on the strategy. It is clear that these two skill sets are not always balanced equally.

*Figure 2. Leadership ‘doing’ the organisation*



One of the repeated mistakes in ‘organisations is to attempt to solve today’s organisational and business problems with yesterday’s understanding, skills and self-identity.’

Leaders must commit to their personal development, to their own growth and to their own learning, to be effective. Norman F. Dixon draws the conclusion that “psychologically healthy leadership makes all the difference in the world of outcomes.” James Sale states that “Without self-awareness no growth is truly possible.” Knowing what you don’t know on its own has an effect on our personal growth. It seems to engender humility and a real desire to learn even more.

*Figure 3. 4+1 Motivational Leadership Model*

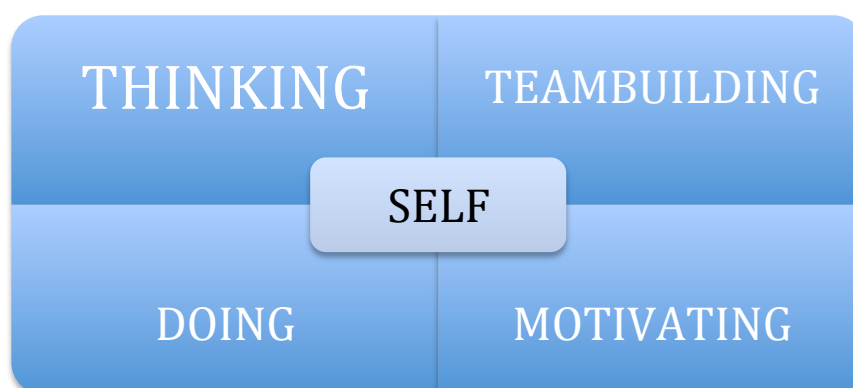
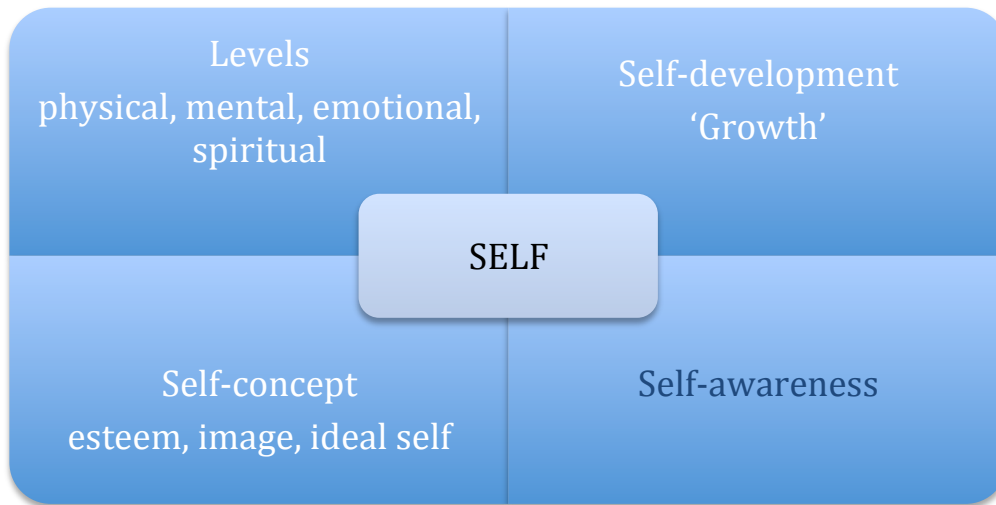


Figure 4. 4+1 Motivational Leadership Model and the Self



Self-awareness is a much wider topic than knowing your own motivators. It is important to continuously attempt to become more self-aware: if we consider all the skills including working 'ON' the business and working 'IN' the business: if we look at motivation as a core concept we can argue that more than 50% of leadership comes down to motivation: being motivated as a leader, motivates others inside the organisation, nurtures talent development inside the organisation, sustaining motivation inside the organisation to meet the company's vision. Before we can truly enable change in an organisation, we need to develop a "fertile soil" where people can become inspiring leaders from team level to a departmental or even company level.

5 effective ways to improve your self-awareness are:

- 1) Acquiring quality feedback
- 2) Using diagnostic profiling tools
- 3) Continue to complete your weekly journal
- 4) Challenging yourself outside your own comfort zone
- 5) And communicating with your super computer – your unconscious mind by using mindfulness techniques