

Learning the art of Leadership



by Sharon Craig

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Website: www.clearvisionsolutions.com

Email: Sharon@clearvisionsolutions.com

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About the Author

Sharon Craig is a Personal Life Coach, Registered Psychologist, Facilitator and Speaker. She works with people who hunger for deeper levels of fulfilment; people who want to deepen their connection to themselves and others and people who are committed to living in alignment with their values, heart, gifts, strengths and dreams.

Sharon is passionate about empowering people to build on their unique strengths to make positive change and experience life with purpose. Using psychology and coaching skills that adhere to the highest levels of professional integrity and practice, Sharon enjoys enhancing personal success and leadership skills to build happier, more successful and satisfying lives. For more information visit www.clearvisionsolutions.com



“Leadership is the ability to establish standards and manage a creative climate where people are self-motivated toward the mastery of long term constructive goals, in a participatory environment of mutual respect, compatible with personal values.”

–Mike Vance



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"The older I get the less I
listen to what people say
and the more I look at
what they do"

–Andrew Carnegie

Chapter 1

Leadership

“Modeling may not only be the best way to teach, it may be the only way to teach.”

–Albert Schweitzer

The success of a company is determined largely by your leadership abilities and the good news is that leadership skills are all learnable!



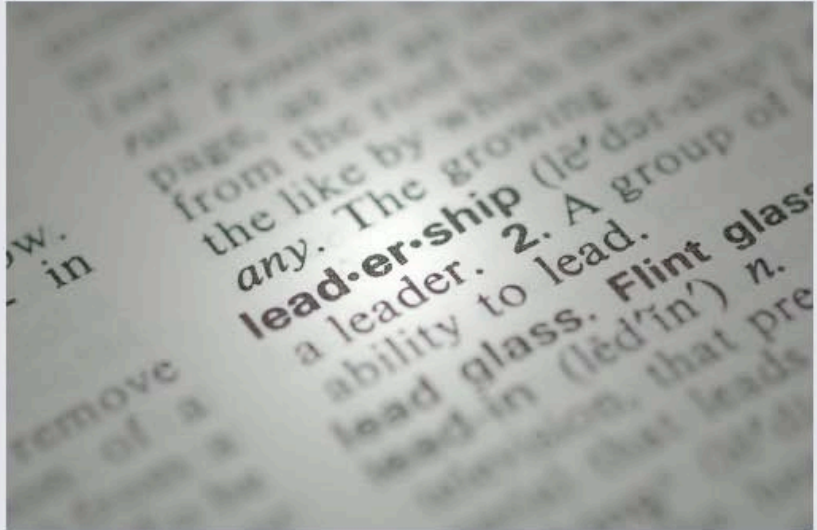
Fake it till you make it

You become a great leader by thinking and acting like a leader and taking the necessary action that makes a difference within your organisation. Leaders have a passion for their vision, they are pro active and make great things happen via their commitment to the purpose, mission and goals of a company. Great leaders inspire others and connect their team with the vision of the organisation. In turn, the leader provides direction, support and positive examples for their team through role modeling.

"People buy into the leader before they buy into the vision."

–**John C. Maxwell**

The importance of a good leader cannot be underestimated. Therefore, a great goal is to be the best you can be. Determine what values and behaviours you want from your team and ensure that you are the role model for that vision.



The leader is responsible and accountable for the outcome of the team as the attitude of our team is seldom different than the attitude of the leader. Therefore, walk the walk and talk the talk of an outstanding leader and watch the transformation of your team unfold.

“Nothing so conclusively proves a mans ability to lead others as what he does from day to day to lead himself.”

–Thomas J. Watson

When leaders have a passion for their vision, their team is simultaneously motivated and encouraged to follow the leaders example with eagerness and enthusiasm - and work towards that vision.



Remember for a moment, a time you were working for an outstanding leader. Was the workplace enjoyable? Were you more motivated and inspired, hence wanted to achieve outstanding results? Now imagine if you were open to making changes to your leadership style in order to create a more productive team. What are the differences you can envisage for your business as a result?

“My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character which inspires confidence.”

–General Montgomery

Set high standards for yourself and imagine everyone is watching you.

They are! Do whatever it takes to keep your passion for the task at hand. Enthusiasm is just as infectious as boredom!



You are the role model that inspires others and sets an example for your team's daily actions and purpose; you are responsible for ensuring the passion for your vision is alive and everyone has a commitment towards the organisational goals.

“Leadership should be born out of the understanding of the needs of those who would be affected by it.”
–Marian Anderson

With outstanding leadership qualities, the team will thrive and your ideas and dreams are more likely to be transformed into reality.

Therefore, it is important to think about what type of role model you need to be to get the results you want. Since the top three motivators for employees are appreciation, feeling ‘in’ on things and an understanding attitude, ask yourself: What can I do differently starting today? What example do I need to set for my team to achieve the vision and goals I desire?

Remember:

**SHARED PURPOSE + STRATEGY =
LEADERSHIP**



"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

- Martin Luther King Jr.

Exercises

Brainstorm it! Having a vision for your team first requires you to have a vision for your leadership style.

- 1) What sort of organisation would I have if everyone was exactly like me? If everyone was like me would I be getting the results I desire? If not, what can I change about myself that will make my team and business a high performance culture?
- 2) Think of all the jobs you have ever had. Remember a leader you were positive about: A great role model who inspired and empowered you. What qualities did you admire? How could you make a difference so your team is motivated and inspired to work towards the organisation's vision?
- 3) Ask yourself a few questions about your style.
 - How do you maintain your team's focus on specific goals?
 - How do you set, clarify, and hold your team accountable to your expectations?
 - How do you recognise and reward successful work?
 - How does your team respond to your style – really?

During this chapter:

What are 3 things I learned from this lesson:

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- 2. _____

- 3. _____

What 3 actions will I take as a result of this lesson:

- 1. _____

- 2. _____

- 3. _____

To whom will I be accountable for these actions?

“When I dare to be powerful, to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.” – Audre Lorde

Chapter 2

Vision

“There are many elements to a campaign. Leadership is number one. Everything else is number two.” – Bertolt Brecht

The vision of an organisation is a concise word picture of the organisation at some future time. It is what the organisation strives to be. A vision is something to be pursued, while a mission is something to be accomplished.

Dare to dream!



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

–John Quincy Adams

A vision that is clear and compelling engages the hearts of the team and creates an amazing energy whereby everyone is working towards the same goal with interest, commitment and passion. When an effective leader engages their team with an inspiring vision, the work environment tends to exude more enthusiasm, commitment and creativity.



These aspects of an organisation influence the work culture. A team that is working towards this vivid picture of the future tends to be more united and when individual strengths are harnessed, organisational success is guaranteed. Your team is only as strong as your weakest link, and vision make all the links strong!

"A leader is a person you will follow to a place you wouldn't go by yourself."

-Joel A. Barker

When the vision is crystal clear to the team then everyone in your business becomes part of the dream; its all about ownership. When a person is invested in something, when they have their hand on the wheel, they begin to really care about where the ship is sailing to and how rewarding the journey can be.

Encouraging your team members to be self-reliant and self-motivated is 90 per cent of a good leaders job done.

Team members are better able to imagine, visualise, think about, feel and believe in the vision that is presented to them. Accordingly, when people are more aligned with the vision, they know what is expected of them and are better able to motivate themselves to achieve the desired goals. Encouraging your team members to be self-reliant and self-motivated is 90 per cent of a good leaders job done. Initiative is the petrol in your teams engine, otherwise you spend your time pushing the car uphill alone. Subsequently, momentum builds as does conviction and passion for the individual and organisational outcomes.



“The most elusive and desired quality of leadership is vision. Vision is the perfume of the mind.”
 — Harriet Rubin.

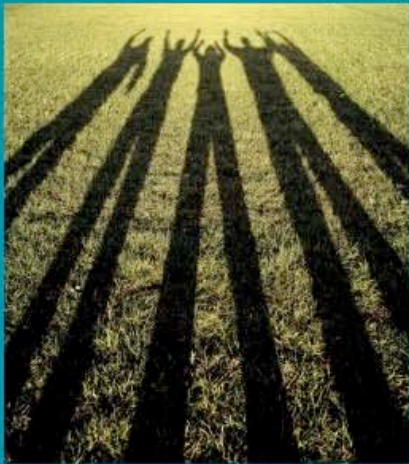
Leaders that are passionate, eager and commit to their vision create an expectation of a desired future together, a future in which team members are working towards the same end with meaning and purpose. Furthermore, the vision sets the context for the mission, strategy and goals.



Strategic visioning combined with effective communication results in a shared purpose that enables the business to be driven forward. Vision comes alive when everyone sees where his or her contribution makes a difference.

"If you don't know where you are, it's difficult to know where you are going. If you don't know where you are going, any road can take you there – but not very many will. So better to choose a path of your own making."

– Chinese Proverb



Exercises

What is your vision? Imagine there are no barriers to you achieving absolutely anything. Then write or draw a vivid picture of your ideal business, dream or goal. What would you be doing that would make your life worthwhile?

There is no editing allowed here! Think really BIG!

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– Harriet Rubin

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“The basic building block of good communications is the feeling that every human being is unique and of value.”

--Anon

Chapter 3

Communication

“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.”

--Winston Churchill

Communication is the process of attempting to transmit our thoughts, ideas, wishes, or emotions to others. Effective and open communication promotes an honest and trusting environment.



Furthermore, good communication creates deeper rapport hence more profound results and stronger partnerships within a business.

"A genuine leader is not a searcher for consensus but a molder of consensus.."
— Martin Luther King, Jr

Firstly, it is important to understand what communication is, and how we communicate.

Every day we exchange messages and information via speech and writing in countless situations such as reading the paper, scanning the internet or reading a menu. However, words consist of a mere 7 per cent of our communication. Just 7 per cent! Our tone of voice contributes 38% of our communication therefore the same words can have numerous meanings depending on the tone.



“The leader can never close the gap between himself and the group. If he does, he is no longer what he must be. He must walk a tightrope between the consent he must win and the control he must exert. ”

— Vince Lombardi

With words and tone contributing to less than half of how we communicate, 55% of all our communication is therefore transmitted via our physiology and body language.

Take a minute to think about this number. More than HALF of everything you say is done completely without your voice. You could almost get through an entire day in silence, using only your eyes, posture, and facial expressions to communicate with the people around you.

What are you really saying to your team?

The first step to communicating more effectively is by increasing our self-awareness when we communicate and improving our sensory acuity, which is to understand how others are reacting to our communication.

55% of all our communication is transmitted via our physiology and body language.

The goal of communication is that the sender's message is accepted by the receiver and action is taken. That is, if the receiver understands the meaning of a message, yet does not act, then the goal of communication has not been achieved. If however the receiver responds to the message and takes the appropriate action then the goal of communication has been achieved.

Therefore, when communication is successful, action is taken and the objective of the communication is achieved.



“Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes ”

— Peter Drucker

So, how can a leader communicate effectively to get the most out of their team?

Although it is important to provide feedback on what can be improved, it is essential that the positives, possibilities and potential are highlighted in conversations regularly. This focus creates a more effective framework for solving problems by creating an innovative, safe and open environment. The focus is therefore moving forward towards the vision, goals and improvement rather than focusing on the past which cannot be changed. Effective communication allows the leader to guide the imagination of a team toward organisational success.



Create a more effective framework for solving problems by creating an innovative, safe and open environment

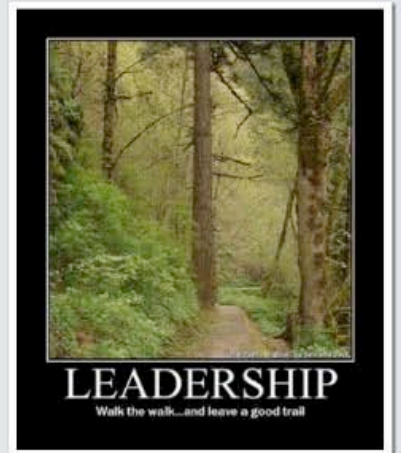
"You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere"

- Lee Iacocca

Effective leaders assist each team member to fulfill their targets with inspiring communication in the form of questions, facilitating, and coaching.

As a result, good leaders are role models for the team, continually showing the ways to behave and interact with others in the workplace. Open communication creates an environment that brings about change and clarity which influences the team's daily actions, commitment and purpose. Your objectives will be met sooner and more effectively once you have mastered communication skills that are encouraging rather than purely directive.

A great person to learn leadership from was Socrates. This ancient Greek philosopher realised that he wasn't getting anywhere by lecturing his students. The only way they learned was when he asked them questions. Eventually, he asked them enough questions that - using the answers they came up with - they taught themselves! The same goes with leadership. Encourage your team members to think, contribute, and come up with the ideas alone (even if it was your idea in the first place!).



Exercise

“All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership. ”

— John Kenneth Galbraith

1) Is your communication resulting in the outcome you want? Are team members aligned with you and your vision for the organisation? What could you do differently to take this level of cooperation to the next level? Now you have more awareness of the effect of the tone of your voice and body language, what could you change to communicate more effectively?

2) Reflect on the value of communication in work and life. Ask yourself, 'How good a communicator am I?'

Then:

Think of ways to improve your listening

Commit to being more present to one conversation at a time

Speak more honestly with everyone you meet

Increase your awareness of how you communicate



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To whom will I be accountable for these actions?

“If you're walking down the right path and you're willing to keep walking, eventually you'll make progress.”
— Barack Obama.

Chapter 4

Mission

“One needs something to believe in, something for which one can have whole-hearted enthusiasm. One needs to feel that ones life has meaning, that one is needed in this world.”
— Hannah Senesh

A mission statement is a statement of purpose for an organisation. It clearly identifies the organisation's values, scope and priorities now as well as what it aspires to be in the future.

A company's energy and purpose are critical factors for turning ideas into reality and following the vision of the company. The purpose defines 'why' a business exists, often in idealistic and abstract terms. A mission establishes clear priorities in line with the vision and a sense of purpose makes a company great and leads to empowerment and collaboration of the team.

When discussing the purpose with a team, collective language is invaluable. For example, "our purpose is to promote the value, professionalism and expertise of our team via delivering outstanding training". When a leader is clear about the purpose of the organisation and includes the team as part of that process, cohesiveness is developed. Everyone's skills, knowledge, expertise and experience can be utilised for organisational success. An individual can know a lot yet one individual can never know as much as a collective team of people.



Quick Exercise: **Exercise**

Think of Family Fun as a statement of purpose.

Now, which company comes to mind first?

Yes, Disneyland, one of the first companies to tightly refine their vision, mission and purpose.

Works doesn't it!

"Outstanding people have one thing in common: an absolute sense of mission."
— Zig Ziglar.

Exercise

When speaking with your team do you include everyone as part of the purpose with collective language? If not what small changes could you make improve cohesiveness and access the collective knowledge and experience that is available to you?

"To realize ones destiny is a person's only real obligation"

-- Paul Coelho, The Alchemist

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To whom will I be accountable for these actions?

“Obstacles are those
frightful things you see
when you take your eyes
off your goal.”

– Henry Ford

Chapter 5

Goals

“When defeat comes, accept it as a signal that your plans are not sound, rebuild those plans, and set sail once more toward your coveted goal.”
— Napoleon Hill



Goal setting is the process of first deciding what you want to accomplish and then devising a plan to get there.

This goal setting definition emphasises that goal setting is a two part process. For effective goal setting, it is not only important to decide what you want to do and clearly state that goal: Work is necessary to accomplish whatever goal you have set for yourself. A popular way to effectively reach organisational goals is via a process known as SMART GOALS:

Specific/ simple – Be specific with what needs to be achieved. Tightly defining your goals will help you to see multiple simple goals, rather than one enormous (and impossible!) objective.

Measurable – how will you know when you have achieved the goal? Know *what* will be different once you have achieved the goal and *how* you will know it is different. What will you see, hear, feel and be telling yourself?

Attractive / As if now – Goals need to be real and attractive in the short and long term. State as if the goal is already achieved. E.g. On 5th December 2010 I will own a new cleaning business. Proactive language (using "I will" instead of "I would like to," "Remember" instead of "don't forget") is a powerful tool. It gives you a solid image to keep in your mind and will fast-forward you toward your objectives.

Realistic – Ensure that the goal is achievable. If goals are too easy and small we are not as motivated to take action. On the other hand, if goals are too unrealistic or are not achieved in our set time frame, we can be disheartened rather than motivated and inspired to achieve realistic goals.

Timed – Specify when the goal will be achieved and state it as if it was done. An example is provided above with the cleaning business. A contrary example is saying I will finish my assignment tomorrow yet tomorrow may never come as there will always be a tomorrow! The importance of having your goals timed cannot be underestimated.

“The quality of a leader is reflected in the standards they set for themselves.”
— Ray Kroc

Clear business goals with a specified time frame create more clarity for the team to follow the vision. When a leader has clear goals, the leader can more effectively communicate expectations to the team.

Clear goals give security to your team members and will provide all of you with consistency even in difficult times

A strong culture is more likely when goals are aligned and team members are working towards the same goals to achieve the mission and vision. The presence of structure provides more clarity around team member roles. This creates purpose and energy and works in alignment with the organisational goals. When employee roles and responsibilities are clarified they are able to fully contribute their best to the mission and vision of the organisation. Clarity of goals is even more crucial in times of change.



“When we are motivated by goals that have deep meaning, by dreams that need completion, by pure love that needs expressing -- then we truly live life.”

- Greg Anderson

Exercise

What processes do you have in place to achieve your goals? What has worked for you in the past? Write down your goals for today, this week, one month, 90 days, 6 months, 1 year and 5 years. Make these goals vivid so that you know what you will be hearing; feeling; seeing and telling yourself once you have achieved the goal. What are you doing, what will you have and most importantly who are you being once the goals are achieved?

Think big as the only limits are those you put on yourself!



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To whom will I be accountable for these actions?

"An empowered organisation is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organisational success."

--Stephen Covey

Chapter 6

Empowerment

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

--General George Smith Patton, Jr.

Empowerment is the process of increasing the capacity of individuals or groups to make choices and transform those choices into desired actions and outcomes.

Empowerment of others is an art as it accesses untapped potential by encouraging the team to be the best they can be. This process acknowledges differences in personalities and strengths, nurturing and harnessing the power of these differences to reach organisational goals. Empowered employees are more engaged, think critically and tap into their creative potential.



Empowerment of others is an art

People want to know that they are making a difference therefore an encouraging environment builds confidence and morale. Empowered employees are appreciated, stretched and challenged which creates greater connection to their role and clarifies their contribution to the organisation. An environment that supports learning, asks 'what if' questions and encourages thinking outside the box consequently grows self esteem and job satisfaction.

“One of the true tests of leadership is the ability to recognize a problem before it becomes an emergency. ”

— Arnold H. Glasow

Happy and empowered team members who are clear about their goals, responsibilities and how they contribute to the organisation's vision are more self efficacious. It has been said that 85% of problems comes from the system not the people. Therefore, the importance of connecting with employees and developing trusting relationships whereby you work together towards continuous improvement cannot be emphasised enough. .

Successful visionary leadership is achieved when the team has a shared purpose and they are constantly empowered to contribute to the organisational vision and goals.

It is essential to value the team and let you know that you appreciate them, their work and the contribution on a regular basis. When a leader appreciates their employees and treats them with respect and honesty, team members are in a better position to contribute to meaningful goals that are in line with organisational vision.

In a supportive environment with open communication, employees are empowered with regular feedback that reinforces what they are doing is important and how their contribution is making a difference to the organisation. Successful visionary leadership is achieved when the team has a shared purpose and they are constantly empowered to contribute to the organisational vision and goals.



A Simple Tale of an Empowered Employee

We are constantly being interrupted – whether it's by email messages, text messages, people needing something from you while you're in the middle of something else. We have come to accept these interruptions, perhaps embrace them and not even recognise when we are being rude.

This story has to do with an empowered employee who recognised a minor mistake resulting in a customer interruption and without having to call her boss, made a positive change. It happened recently at the Zoo, when a family was paying for admission tickets. The employee in the booth started her string of questions and then another employee barged into the ticket booth needing something and demanding this employee's attention urgently.

The interruption lasted less than a minute. The employee turned back around just as the customer was ready to pay for the tickets and gave a heartfelt apology for the interruption and the wait. She proceeded to say that there would be no charge. A free day at the zoo for a family of four! The family reacted like they had won the lottery and weren't even angry about the interruption. This Zoo employee made the call to handle a potential upset customer by going above and beyond, without having to get approval from her boss.

That's empowerment. That's good customer relations. Think about the little unexpected actions that your employees can take to surprise your customers and keep them coming back for more.

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"Feedback is the breakfast
of champions."

- Ken Blanchard

Chapter 7

Feedback and Recognition

"I consider my ability to arouse enthusiasm among men the greatest asset I possess. The way to develop the best that is in a man is by appreciation and encouragement"

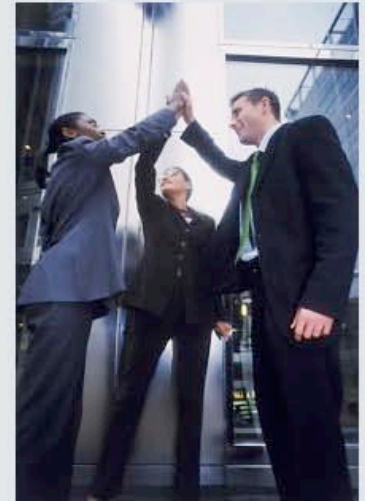
- Charles Schwab

Effective leaders are open, communicate well and subsequently empower their employees with feedback. Feedback can be either positive or stretch the person towards future improvement. Positive feedback is delivered to reinforce good performance, confirm what they are doing is important and how their contribution is making a difference.

Empower employees with useful feedback that assists them to grow and learn.

Stretches are intended to correct or improve current and future performance. Empower employees with useful feedback that assists them to grow and learn.

Good communication skills are essential as feedback delivered incorrectly can be demotivating and destructive.



"If a man does his best,
what else is there?"

-- General George S.
Patton



People want to believe they are making a difference therefore an encouraging environment builds confidence and morale. Coach your team to develop themselves and their skills.

Research shows that employees prefer to feel appreciated, feel in on things and that their leaders have an understanding attitude. Therefore, the power of good communication, empowerment and effective feedback cannot be underestimated. These skills are essential to be an outstanding leader and consequently achieve great organisational outcomes.

Coach your team to develop themselves and their skills.

Effective language is essential for valuable feedback. For instance, words including could, should and might, are not helpful. Be the best coach you can be with feedback that is mostly positive, allowing the employee to be acknowledged for what they do right and then stating what they could improve. An environment that supports feedback and open communication on all levels will produce the best results to motivate, grow, develop and improve the team.

“You cannot build character and courage by taking away a mans initiative and independence”

- Abraham Lincoln

Exercise

How can you encourage a feedback rich environment of open communication in your organisation? What environment is necessary for employees to take appropriate risk taking behaviour where it is safe to fail? This environment will encourage employees to learn and develop as there is not the fear of failure.

Ways to provide feedback:

1. Firstly, tell them what they did well; then tell them what they could improve for next time and lastly summarise with a positive such as overall great work.
2. Tell your team member what you like best; what you would like to see next time and then the desired future behaviour.
3. Responding is learned behaviour. Do you react or respond? What needs to happen for you to respond in future?

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"Never doubt that a small group of thoughtful, committed people can change the world. Indeed. It is the only thing that ever has."

--Margaret Mead

Chapter 8

TEAM

“Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.”

-- Vince Lombardi



Team:

A distinguishable set of two or more individuals

- A group of people with a goal.
- A group of people who work well together
- A group of persons associated through their activities.

A team that becomes more than a group of people with a strong sense of mutual commitment creates synergy, which in turn generates performances greater than the sum of the performance of its individual members. When a team is accountable for individual and collective performance via a high degree of interdependence, team members are in a better position to work towards common goals and shared rewards with success.

“Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work.”

-- Vince Lombardi

Effective teams are created in an environment of belonging and inclusion

By acknowledging employees' contribution and collaborating as a team, a leader is able to tap into employee's competencies, wisdom and strengths.

A great team environment views diversity as a strength as every team member is supported to contribute their complementary skills and strengths to reach the organisation's vision.

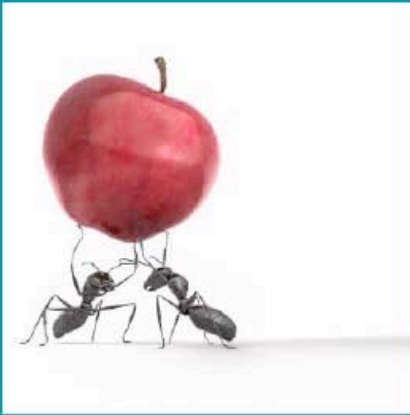
Once team strengths are identified and acknowledged, it is possible to utilise collective intellect and tap into the talent of your team.

No matter how smart you are, you are never as smart as everyone in your team combined. Therefore, a great leader accesses the experience, knowledge and intellect of each team member to strengthen their talents and maximise team member contribution.



“The main ingredient of stardom is the rest of the team.”

— John Wooden



Poor use of synergy is evident in a work environment that breeds competition. When team members do not share their ideas, successes, strategies or learnings, the team can easily fragment and self-defeating behaviour can dominate. Ineffective communication creates an environment where assumptions can be made and unhelpful actions, beliefs and thoughts contribute towards an unhealthy group culture. Consequently, goals are not achieved.

Great things happen when an effective team work together as they are more productive, supported, motivated and inspired hence achieve greater success

A team that bonds can create an environment that encourages success and high performance. Individuals that support one another collectively are able to achieve outstanding results more easily. Relevant skills are shared, communication is open and the environment encourages feedback hence a team that works together to create the desired outcomes for all involved.

"The greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals."

- Rensis Likert

Exercises

Team members each have unique strengths and attributes that combine to create a group which is more effective than an individual. These exercises demonstrate how each team member contributes their piece to the puzzle.

1) Imagine your team was all at a circus and you all had different perspectives of the show. How could all your difference perceptions, experiences, knowledge and beliefs contribute to create the whole picture?

2) Explore how you will now be more of a team player at work and in life. Who will you connect with more? Who could you offer more support to? Who will you ask for more help from? True success is a collaborative venture that serves everyone involved.

"The greater the loyalty of a group toward the group, the greater is the motivation among the members to achieve the goals of the group, and the greater the probability that the group will achieve its goals."

--Rensis Likert

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“People travel to wonder at the height of mountains, at the huge waves of the sea, at the long courses of rivers, at the vast compass of the ocean, at the circular motion of the stars; and they pass by themselves without wondering”

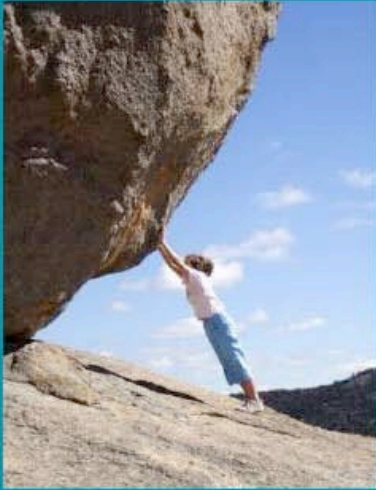
- St Augustine

Chapter 9

Self - Awareness

"Everything that irritates us about others can lead us to an understanding of ourselves."

– Carl Jung



Self awareness is an insight into oneself. It is the knowledge and understanding of our own strengths, weaknesses, ability and nature.

A person cannot go further than the thoughts which they hold. As Shakespeare wrote 'Nothing is either good or bad, but thinking makes it so' Hamlet (Act II, scii).

Thoughts and feelings create our actions and results. If we change our thoughts our life will change too! In other words, what we focus on is what we get. Therefore, ask yourself this important question. Will you choose to give up or face challenges? Whether you think you will succeed or fail, so it will be!

What we focus on is what we get

Your perception and expectations will create your outcomes as your level of thinking determines the results you get. Choose carefully what you think!

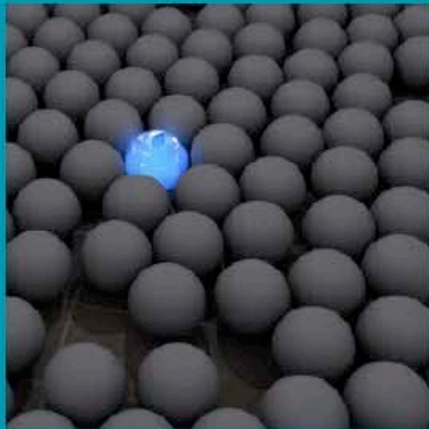
For example, if an individual believes that they are likeable and accepted by everyone, they will attract these experiences which gathers evidence to support this belief. Conversely, if an individual believes they are not likeable or popular, then they will look for this evidence to confirm their mantra and their experiences will reflect their beliefs.

“He who knows others is wise, he who knows himself is enlightened.”
- Lao Tzu

It has been said that 80% of constraints holding you back are internal and only 20% are external. Therefore it is a worthwhile exercise to start questioning what these external constraints might be. Self awareness is the first step to change.

This belief is supported in Philosopher Eric Fromm's book "To have or to be", where it is reported that to be successful requires an inquiry and education about our identity (who am I?), about our personal values (what do I want?), and about our vision (what is my life for?)

Hence the need for ongoing learning via coaching, seminars, mentors, reading and so on to truly gain wisdom and self-knowledge for growth and success.



80% of constraints holding you back are internal and only 20% are external

“There are no benefit in
downplaying your brilliance.”

– Sharon Craig

With greater understanding of ourselves we are better able to live with complete authenticity, be faithful to core values, listen to inner wisdom and fulfill our purpose in this lifetime.

In Paulo Coelho’s book *The Alchemist*, “Spiritual goals are about vision, values and what moves a person’s heart; what you give your life to; they are important as life itself; goals are discovered not made”.

This discovery comes from greater self exploration and understanding of our true self.

It is your choice whether you handle failure wisely or foolishly and whether you chose to take the lesson from the experience or chose to blame others, make excuses or not take responsibility.

As Oprah Winfrey has stated her biggest fear was that others would see her as arrogant and she did not want to appear conceited or full of herself. Look at what Oprah has achieved. Remember, there is no benefit in downplaying our brilliance, as when we shine, we give others permission to do the same.

OUR DEEPEST FEAR

Our deepest fear is not that we are inadequate.
Our deepest fear is that we are powerful beyond measure.
It is our Light, not our Darkness, that frightens most of us.
We ask ourselves, who am I to be brilliant, gorgeous, talented and
fabulous?

Actually, who are you NOT to be?...
There is nothing enlightened about shrinking so that other people won't
feel insecure around you...
As we let our own Light shine, we unconsciously give other people
permission to do the same.
As we are liberated from our own fear, our presence automatically
liberates others.

Marianne Williamson

"We don't see things the way they are; we see things the way we are."

-- The Talmud.

Exercises

What can you do next time to coach yourself through the experiences that haven't worked out the way you wanted them to? How can you look at the situation in positive way and take the lesson? What are the most valuable changes that you could make during the next 12 months?

How do you learn more about yourself? Have you been coached, written journals or had counselling? Do you meditate or reflect regularly on your behaviour, thoughts and feelings to increase self awareness? What can you do to learn more and how will you apply these learnings to create greater success, contentment and happiness in your life?

"People of the world don't look at themselves, and so they blame one another."

--Mevlana Rumi -

During this chapter:

What are 3 things I learned from this lesson:

1. _____

2. _____

3. _____

What 3 actions will I take as a result of this lesson:

1. _____

2. _____

3. _____

To whom will I be accountable for these actions?

"Celebrate what you want to
see more of."

-- Thomas J. Peters

Chapter 10

Celebration

"Stop worrying about the potholes in the road and celebrate the journey!"

-- Barbara Hoffman



It is important to reward success and achievements of the team.

A celebration, in whatever form you chose is a form of feedback and acknowledgement that creates more inspiration and motivation to pursue the vision.

...a team that regularly achieves their successes learns to deeply believe in itself

If a leader encourages and ensures that their team regularly celebrates their achievements and lessons, pride is nurtured and feelings of wellbeing are encouraged. The result is a heightened desire to be a high performing team which in turn creates better outcomes. Subsequently, a team that regularly achieves their successes learns to deeply believe in itself and the abilities of its members which encourages further successes.

"It doesn't matter who scores the goals so long as we win."

-- Steven Gerrard

Gratitude is especially beneficial for personal and business success.

A leader, who shares with their team members what they are grateful for, provides acknowledgement and celebration.

For instance I am grateful that you always arrive to work on time or you put in extra effort to make this project a success.

Gratitude invites more grace and success into your life. It restores a feeling of abundance and attracts what you most value and desire.



"To be yourself - in a world that is constantly trying to make you something else - is the greatest accomplishment."

-- Ralph Waldo Emerson

Exercises

- 1) How can you celebrate with your team to show your appreciation and reward their successes?
- 2) List all the people to whom you are grateful. Do these people know the full extent of your gratitude? Do you realise how grateful they will be when you tell them?
- 3) Plan to end your day reflecting on three things that you are grateful for. Make this a habit and notice how your focus changes your reality.

During this chapter:

What are 3 things I learned from this lesson:

- 1. _____

- 2. _____

- 3. _____

What 3 actions will I take as a result of this lesson:

- 1. _____

- 2. _____

- 3. _____

To whom will I be accountable for these actions?

The art of leadership can be learnt! Understanding and trusting ourselves is the important foundation before we can begin to understand others. With self awareness we are more likely to live in line with our values and purpose, hence motivate, encourage and inspire others to live their true potential.

Leaders have a passion for their vision. They bring out the best in their people thus create an environment where everybody thrives and success is inevitable.

Think big and create your future the way you want it to be.

To your success,

Sharon Craig

Clear Vision Solutions

PO Box 3131
St Pauls NSW 2031
Australia

www.clearvisionsolutions.com

Sharon Craig

