

Edward Kachab, PhD



TOP 3 STRATEGIES OF EFFECTIVE LEADERS

TOP 3 STRATEGIES OF EFFECTIVE LEADERS

About The Author:

Dr Kachab is a cross-knowledge expert with experience in start-up, publically listed, not-for-profit and academic organisations.

He has been intimately involved in the development of leaders and high performance teams in corporate and training environments.

His leadership coaching style focuses on developing and empowering individuals to take new action that transforms their effectiveness as leaders.

Dr Kachab has being a life-long innovator with five published patents and numerous awards.

His knowledge diversity gives him a broad perspective. He is able to connect the dots to gain rare insights for problem solving.

He has developed a number of powerful leadership programs that elevate personal and business performance.

Dr Kachab currently delivers sessional lectures on leadership, innovation and entrepreneurship at the S P Jain School of Global Management and the University of Queensland.

Edition 1

© Copyright – Dreamofmind Pty Ltd

- 2016 -

DR
EDWARD KACHAB



Table of Contents:

Testimonials:	page 4
Prologue: Purpose of this e-book:	page 5
Introduction:	page 6
Strategy 1 – Inspire vision in your people:	page 8
Inspire vision in your people practices:	page 9
Strategy 2 – Care about your people:	page 10
Care about your people practices:	page 11
Strategy 3 – Walk the talk:	page 12
Walk the talk practices:	page 14
References:	page 15

Testimonials:

"A great read. Powerful insights and calls to action for both current leaders and those aspiring to call forth their innate leader."

Willow Pryor

(Masters Strategic Foresight)

Leadership Futurist

"This book distills years of experience down to simple and practical ideas that will help all kinds of people. Edward not only explains his ideas but also sets a tone of respect for the reader that instills confidence. As a leader he walks the talk."

Kate Crawford, PhD.

Leadership and Agility Expert

Prologue – Purpose of this e-book:

Leadership can be complex to evaluate especially as individuals can have a different perspective on what leadership is and how it is supposed to be practiced.

There are assigned leadership and emergent leadership (Northouse, 2013). Assigned leadership is based on a role or position in an organisation. An assigned leader does not have to earn the respect of the group. It is given or assigned.

Emergent leadership on the other hand does not require one to hold a formal position or title; rather overtime and through communications the group or followers begins to support the behaviours of an individual who emerges as a leader.

Northouse (2013) defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal.”

I've studied the leadership styles of some of the world's most prominent emergent leaders in history such as Mahatma Gandhi, Martin Luther King and Nelson Mandela amongst many others.

I like to refer to these emergent leaders as 'original' leaders. I am absolutely fascinated about their capacity to create social change especially, as they did so in a way that defied improbability.

Their top five leadership qualities of integrity, intelligence, self-confidence, determination and sociability influenced millions of people to action.

Today in the modern corporate world, I believe leadership excellence requires a combination of both assigned leadership and emergent leadership.

Indeed, the most effective corporate leaders are the ones that are followed by their people, because they want to and not because they have to.

The purpose of this e-book firstly, is to give you some insights into the top three strategies that these emergent leaders have used to be successful.

Secondly, to give you practices that you could implement in your workplace to empower you to be more effective as a leader.

Introduction:

The business world is changing very rapidly.

Innovation, the digital economy and changing employee expectations are creating an environment of unprecedented change.

Shortage of great talent is adding more complexity.

Leadership styles that might have worked in the past may not be as effective today.

The millennial generation now comprises an increasing percentage of the workforce.

According to a recent study (Millennial Survey 2016 – Deloitte), Millennials are interested in workplaces that encourage mentorship and that have purpose beyond profit.

They want personal development and leadership opportunities.

During the next year, if given the choice, one in four Millennials would quit his or her current employer to join a new organization or to do something different.

That figure increases to 44 percent when the time frame is expanded to two years.

By the end of 2020, two of every three respondents hope to have moved on, while only 16 percent of Millennials see themselves with their current employers a decade from now.

Underperformance is costing the Australian economy over \$54.8 Billion dollars annually according to a study by the Gallup organisation and reported by The Australian (The Australian Newspaper, Oct 9, 2013).

The Gallup report (Gallup, Oct 8, 2013) states that in Australia and New Zealand, 24% of staff are engaged in what they do, 60% are disengaged while the remaining 16% being are actively disengaged.

Companies in the past may have been able to cushion the impact of underperformance through very high profit activities.

Today that buffer is shrinking, especially as the power is shifting, ever so rapidly, to being in the hands of the consumer.

Innovation is becoming increasingly vital for businesses to remain competitive.

Innovation requires collaboration, open communication and the exchange of ideas between work colleagues for project success.

Excellent customer relations focusing on the customer experience require staff to be highly engaged and who are committed to making a difference.

There's now a far greater need for the practice of more effective leadership amongst senior managers, front-line supervisors, team leaders and managers.

Effective leadership is pivotal to building loyalty, engagement and a collaborative culture to drive business success at all levels.

How can leadership effectiveness be expanded in the workplace to;

- Build your brand with customers and employees;
- Capture loss in performance potential and;
- Catch missed business profitability?

What can we learn from the styles of leadership of emergent or 'original' leaders such as Gandhi, Martin Luther King and Nelson Mandela?

These leaders used unconventional methods to forge unprecedented changes in the world on a huge scale.

What are their top leadership strategies?

How can emergent leadership be practiced in a modern day workplace?

The content of this e-book reveals their top three strategies and suggests emergent leadership practices that you could implement immediately.

Strategy 1:

- Inspire Vision in Your People -

Reaching a goal quickly requires as much emotional energy as mental energy.

Without connecting emotionally to your goal, little really happens.

Connecting emotionally gives your goal power and gives you the energy and inspiration to keep going at times when you would rather give up.

As a leader inspiring your team to a higher purpose is one of the most critical practices of effective leadership.

People need to know where they are heading, how they are going to get there and as a leader you have what it takes to get them there.



Martin Luther King Junior historic speech " I have a dream" delivered in August 1963 at the Lincoln Memorial, Washington ignited emotions not just in the United States, but also around the world.

He called people to step up to a future where all men and women are treated equal.

Almost fifty years after his death, his ideas are still a source of inspiration for people who seek peace and justice around the world.

- Inspire Vision in Your People Practices-

- Ensure that any new people joining your team get to know about the big picture of your business and how they will be contributing to it.
- Share the mission and vision of your company with your team at formal and informal team meetings, in introductory backgrounds to written materials, and any other appropriate forums and communications.
- Share the vision of your business unit or project in the context of your Company's vision and the difference a successful outcome from the project would make.
- Keep it at the forefront of your mind and that of your team.
- Words matter. Make your communication style simple so your team knows what they do matters.

Strategy 2:

- Care About Your People -

You may have heard the saying “people don’t leave the organisation, they leave their boss’.

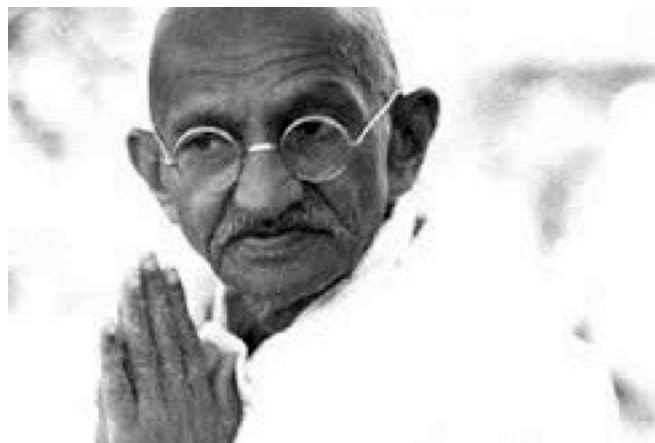
The three times in my working career where I have resigned from a full-time job has been due to the feeling that my boss only cared about their own advancement and not mine.

The first time came after working for an organisation for five years. The second time came after eight years, and the third and last time after being there for just three months. I had learned my lesson by then.

Each time was after a change of leadership and the arrival of a new leader. The resignations were not sudden.

I had stayed there and tried to make things work on the first occasion for over a year and the second for nearly three years as I had a lot at stake.

I thought that if I continued to do exceptional work, I would still have a rewarding career path in the Company. I learned the hard way that doing exceptional work does not always lead to getting what you want.



One of the reasons Gandhi was so successful as a leader is because he truly cared about people. Not just Indians, but everyone.

When he announced the call to boycott British clothes to rejuvenate the Indian economy and break the British monopoly. He took the time to visit the mills in Manchester and apologise to the workers there.

The British weavers never let him apologise and actually cheered his boycott.

- Care About Your People Practices-

- Ask each team member how you could help develop their careers during the time that they will be spending with you.
- Develop a culture in your team that fosters colleague-to-colleague support and work-life balance.
- Give recognition and praise often.
- Focus on developing their strengths.
- Give trust and respect by not micromanaging as people can manage themselves.
- Lead by asking questions that provoke self-reflection and thinking.

Strategy 3:

- Walk The Talk -

As a leader you are always being watch. Not just by your people but also by your colleagues.

Your effectiveness as a leader sits largely with your capacity to do yourself what you are asking your team members to do.

Walking the talk is a great tool to model the behaviours you want to see in your people and to set expectations.

When applied consciously and deliberately, it can help you build the performance culture that you want to achieve with your team very quickly.

Loss of reputation or credibility can have devastating effects on your power to lead and to call people to action.

Once power is lost it becomes very difficult to restore, taking much consistent effort over a long period of time.

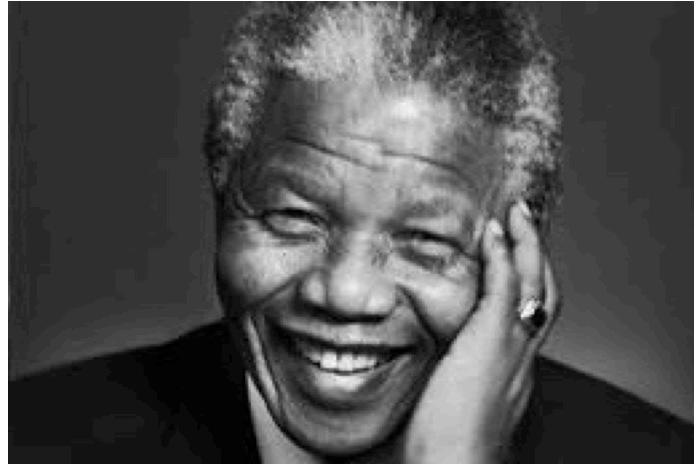
Leading by example can be a highly effective way of building trust and loyalty within your team and developing their capacity to lead others.

However, walking the talk is more than modelling the behaviour that you want to see in others. It's also about taking a powerful stand for what you believe in.

When I was working for a biotech company in the late 1990's to the late 2000's. I took an unbending stand for the development of new technologies in the Company, as I believed it could potentially step change the business.

This eventually led to the set up of the Advanced Technologies Division in the organisation.

Prior to that, the development of an intellectual property portfolio had added an estimated 25% - 30% to the share price of the business when it listed on the Australian stock exchange.



Mandela's sense of his own dignity was conspicuous. That was a trait evident all through his years.

"I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal, which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die," he had said during his trial. He walked the talk.

- Walk The Talk Practices-

- Always speak the truth and show transparency in your communications with your team members.
- If you make promises to any team member ensure that you deliver on your promises.
- Always be mindful that your team will model what you do. If you want everyone to show up to meetings on time you need to be there first. No excuses.
- Take a firm stand for what you believe in.

References:

Northouse, P. G. (2013). *Leadership: theory and practice*. (6th ed.). Thousand Oaks, California: SAGE Publications, Incorporated

The Deloitte Millennial Survey 2016 from <http://www2.deloitte.com/global/en/pages/about-deloitte/articles/mille>

The Australian Report Oct 2013 from <http://www.theaustralian.com.au/national-affairs/australians-disengaged-at-work-report/story-fn59niix-1226735435897>

The Gallup Report, Oct 2013 from <http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>

Martin Luther King Jr. (2014). *The Biography Channel website*. Retrieved 10:18, Jan 26, 2014 from <http://www.biography.com/people/martin-luther-king-jr-9365086>

Mahatma Gandhi. (2014). *The Biography Channel website*. Retrieved 09:11, Jan 26, 2014, from <http://www.biography.com/people/mahatma-gandhi-9305898>

Nelson Mandela. (2014). *The Biography Channel website*. Retrieved 11:07, Jan 26, 2014, from <http://www.biography.com/people/nelson-mandela-9397017>