

Leadership Through the Wrong End of the Telescope.



The demand for effective leadership is as old as the human need to organise ourselves. Just about every organisation has defined a list of qualities, behaviours, competencies and attributes that it needs its leaders to have. However, in our attempts to identify leaders by capabilities and personality have we been looking for the wrong thing? Undoubtedly these organisational specific “capabilities” are helpful in identifying potential and clarifying development needs, but it feels as if something is missing.

Impact – the reference point for effective leadership

Why don't we focus more, not on the leader, but on the effect of that leader on his or her followers? A leader has impact when they connect at a motivational and emotional level with others. A leader may tick all the boxes on your “how to be a good leader scale”, but does this really mean they will be able get the most out of their team?

Take a team who have lost their way. Anyone assuming a leadership role in this situation will want to establish clear goals for the team. However, depending upon many different factors, the impact of one leader might be that goals are seen as arbitrary and further proof of the team's helplessness; whilst the impact

Would you expect one of the following men to be a great leader? Would either of them pass the assessment centre requirements for a junior administrator for an ice-cream van?!

Leader 1

“ [His] tendency to conduct strategy by impulse infuriated his advisors. His chief of staff complained that every day [he] had 10 ideas only one of which was good – and he did not know which one.”

This leader's father said he lacked “cleverness, knowledge and any capacity for settled work. He has a great talent for show off exaggeration and make-believe.”

Leader 2

He seemed a confirmed hypochondriac;

“I have been so ill since I have been here, that I was obliged to be carried to and from bed with the most excruciating tortures... I am physicked three times a day, drink the waters three times and bath every other night, besides not drinking the wine which I think the worst torture of all.”

“He is vain and weak and therefore open to flattery”

“He was devoured by vanity, weakness and folly, was strung with ribbons, medals, etc., yet pretended that he wishes to avoid the honour and ceremonies he everywhere met with on the road.”

The men being described here are two of Britain's finest and well respected leaders in history; Winston Churchill and Lord Nelson respectively!

These men highlight the fact that a great leader may not display all the attributes we have defined as being required, and those attributes in themselves may not be the only means of delivering the leadership results we need.

of another may be to show a clear route to better times.

Organisations spend thousands on leadership development programmes and 360° tools every year, to assess and nurture their leaders. However even 360° feedback, while expressing the views of the follower – can often focus on behaviours of the leader and not how the follower feels. Absolutely we need to know about the competencies and capabilities of a leader, but from the perspective of how this helps them understand the impact they are making and how they could enhance it.

Specifying Leadership Impact

A Motivationally Rich Proposition

Michael Apter one of the world's leading psychologists on motivation has identified 8 motivational values which reflect fundamental aspects of our personality that we all experience at different times and prompt different responses and behaviours in us. Accordingly we are motivated by:

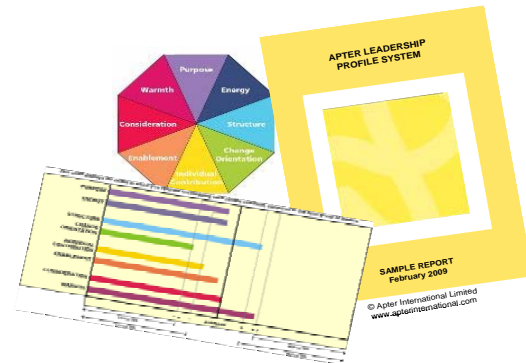
- Achievement
- Enjoyment
- Fitting-in
- Freedom
- Personal power
- Being cared for
- Enabling others
- Caring for others

These values provide a complete range of 'motivational hooks' that engage passion and commitment.

The heart of a positive leadership impact is the creation, by the leader, of a "micro-climate" in which people can connect these 8 values to what they should be doing. This is leadership that happens when you are not there, leadership that promotes the

contribution of others when they have the choice to do otherwise.

Profiling that liberates not limits



From exploratory research the Apter Leadership Profiling System (ALPS) was born. The ALPS measures a number of different aspects of a Leader's impact across 8 different climate conditions, which if present encourage specific linkages between a motivational value and the contribution that a person might make.

Unlike other psychometric tools, this provides feedback on: the leader's view of the climate that he or she is creating, the followers view and the extent to which the followers agree with each other on the impact of their leader.

Largely used in the context of leadership development and executive coaching the ALPS has been completed by over two thousand leaders. It enables leaders to understand the climate they are creating and how this impacts upon what they are trying to achieve.

A recent research study showed that the ALPS could predict the degree to which followers are caught up and involved with their work; finding it important and meaningful, plus other 'standard' engagement factors such as effort, enthusiasm and dedication.

Sustainable leadership performance

With this awareness much of the way we currently develop leaders remains valid. However, it could be argued that the ultimate judgement of a leader, as a leader rather than as an expert or a strategist, should be the impact that he or she has on his or her followers. The ability to read a situation and people within it (including oneself) is at the heart of all great performance and something that coaches in sporting performance have worked on for a long time.

Leadership that seeks to deliver resilient *sustainable* performance needs to focus deeper than strategic thinking, industry and market knowledge and cognitive skills such as problem solving and innovation.

Positive impact as defined here, increases the likelihood of achieving short and long term goals and doing so in a way that is efficient, effective and with a built in capacity for change and innovation.

Microclimate Condition and value	Contribution
Purpose (Achievement)	Pursuit of organisational and individual goals
Energy (Enjoyment)	Enthusiasm, momentum
Structure (Fitting-in)	Disciplined execution to accepted standards
Change Orientation (Freedom)	A restless challenging of the accepted and a search for the new, for improvements, for a better way
Individual Contribution (Personal Power)	Welcoming personal responsibility and feeling able to act
Enablement (Enabling others)	Willingness to help others succeed through sharing expertise and resources or taking a mentoring role
Consideration (Care for self)	Feeling liked and trusted which enables individuals to cope and maintain themselves
Warmth (Care for others)	Feeling able to support and protect others which fosters team spirit and openness

If you would like to find out more about the Apter Leadership Profiling System (ALPS) or other products in the Apter Profiling Toolkit, then please contact Claire Winstanley:

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