

The ENERGY Bulletin

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THE LEADERSHIP BLUEPRINT

Over the course of the last 50 years corporate life has evolved from one that believed it had the leadership blueprint to one that engendered a leadership style driven more by situation and personality. Is the 21st century leader still aching to 'command and control' or looking to adopt 'a coaching style of leadership'? The fascinating 'tell v ask' debate continues to permeate leadership L&D programmes although whatever way the contemporary leader turns, '360 degree leadership' seems to be the requirement in medium to large corporates, while innovation is always paramount.

The big leadership issue for most leaders is about finding a style that works for them and whether the style should change depending on the situation and the sector. Can one lead a sales team with the same qualities that one would lead a constituency? Are there common competencies that are always present irrespective of whether the organization is in health, education, business services or local government? Should the leader change style according to the nature of the people in the team?

The leadership style menu now has a greater width to select from, ranging from the 'excitement' and 'community' served by Goffee & Jones to the 'quiet leadership' of Rock. Common themes appear to be authenticity and a focus on finding talent and developing it. The jury is still out on whether leaders are born or created, yet what if inside every member of every organization there is a leader just waiting to be unleashed; one who initiates, takes complete ownership and responsibility, and yet who also appreciates the value of the team. The possibilities and potential are unlimited.

3Q

3Q is a new feature where we ask business leaders to share three questions that they would like an answer to. Our first special guest is digital research guru Darren Mark Noyce of SKOPOS.

- *How do you most efficiently and profitably grow a consulting business (or make growth scaleable); organically, i.e. without outside investment and incurring no debt?*
- *How do you balance the needs of the individual with the needs of the business when dealing with senior expensive staff with high self esteem, self worth and assertiveness?*
- *Is an office really necessary in this day and age?*

Darren Mark Noyce is the Founder & Managing Director of SKOPOS market insight. For further info, visit www.SKOPOS.info & email Darren-Mark.Noyce@SKOPOS.info



COACHING MODELS – The Four Leaders

What type of Leaders do you have in your organisation? The categories below can be used in a group coaching exercise to explore leadership styles and stimulate discussion. Some may have a dominant style and move across the four categories adopting a situational leadership approach; and so what might your default style be?

Coach – listens, raises awareness, strength-finder, seeks patterns and connections, delegation supremo, empowers individuals to take ownership and lead change initiatives

Champion – produces ideas, leads change, motivates by example and through inspirational team talks, pr guru/stylist with individual flair and drive

Collaborator – builds team spirit, joins the group to brainstorm and encourages them to make team decisions; creates business communities

Commander – traditional 'command and control' management, makes full use of experience and expertise, and makes most decisions

BOOK WATCH

Why Should Anyone Be Led by You? Rob Goffee & Gareth Jones
First, Break All The Rules Marcus Buckingham & Curt Coffman
Quiet Leadership David Rock

