



Leadership Fundamentals

Leadership comes from within. It is about understanding ourselves first, being psychologically strong, flexible and grounded enough to bend and not break under pressure.

Strong leadership is shown when leaders have the ability to take a long-term view (or helicopter vision) to see what is on the horizon, have the skills to come back to land and



communicate with the team, pulling on their strengths to guide them through to the goals. The ability to motivate and listen, evaluate and take decisive action is vital if the difficulties, problems and pitfalls of the current economic climate are to be navigated successfully.

“Too many managers seem to follow the route of short-term impact and long-term disillusionment.” (Tongue and Wilson 2005)

We have to build on strong foundations – and first we have to examine the state of our *own* foundations: strong and solid, or cracked and crumbling? If it is true that leadership comes from within, then we need to make sure that we are doing the developmental work necessary on ourselves to build confidence, ability, increase alignment and personal integrity so that what people see in our behaviour is consistent and congruent.

Leaders achieve the task through other people, they cannot do it alone. The way they connect and communicate with others is therefore vital if they are to bring out the skills and potential of team members, so that the



Leadership Fundamentals (Tongue, 2011)

team can be successful, and achieve the goals set for them by the organisation.

This programme will consider the leadership fundamentals of Autonomy, Authenticity, Accounting and Action. We will examine and understand how what we model in our behaviour is taken on board by others as the standard for all to emulate and adopt for themselves.

We need to make sure what we are offering is a positive model!

Autonomy

Being fully autonomous is about understanding what makes us tick, and being able to make decisions in a grounded here-and-now way, checking reality and not thinking, feeling and behaving in ways which are relics from our past. It is about knowing that we always have a choice in our behaviour, it is about **taking responsibility** for our decisions and it is about being flexible in our leadership style. We respond to the reality we are facing and **choose** from options how to behave around others. We know our strengths and do not discount them, we can be close to others in authentic ways and we encourage others through praise and permissions to be autonomous too. We understand the impact we have on others, we use our personal power from an I'm okay, You're okay place to create environments where people can motivate themselves to achieve.



Authenticity

We show authentic behaviour when we ask clearly for what we want from others, when we keep our word and act in ways which are **congruent** with our word. We will appropriately disclose how we are feeling and will surface any issues we may have at the psychological level when contracting with others.



We know we can be our real selves, and not hide behind a mask and know that our real self is good enough. Those who work for us know that they can trust us, that we mean what we say, that we are assertive, clear in how we communicate and open in our views and manner.

Accounting

We account for ourselves and others, are aware of our needs and those of others and also work towards identifying alternatives, different ways of working and solving problems.

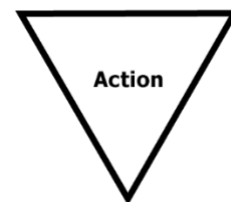


We encourage others to account for themselves and others by contracting clearly and holding people to their agreement. We know where we fit into the wider picture and encourage our team to do the same. We **develop others** through coaching, training, delegation and giving feedback. We work from a position

of positive regard and trust, hold firm boundaries which we honour and encourage others to do the same. We do not take advantage of people, recognising their **intrinsic value** and we account for differences in frame of reference, race, cultures and creeds. We listen, give strokes and ask for opinions and information.

Action

We are proactive, positive people who seize opportunities to learn and apply our learning. We are always looking for ways to improve, ask for feedback, take developmental opportunities and seek the learning in everything we do.



We actively problem solve, take issues to supervision and act on the decisions we have made. We seek out situations where we can continue our personal development whether that is through attending programmes, reading leadership literature, subscribing to professional journals or attending seminars.

We constantly **model the behaviour** that we want to see in others.

As leaders, we work in a community – an environment where we are key players in the organisational **culture**. On a personal basis, with strong, grounded leadership fundamentals in place, we can create an environment where everybody is motivated to achieve their goals, where everybody has a sense of achievement and job satisfaction and where everybody knows where they fit in and how they contribute to the overall goals of the organisation.