



## The Laws of Leadership

### Introduction and Background

Leadership has become the topic of the 21<sup>st</sup> century in the context of HRD and people development. The reason is quite straightforward. As the command and control structures of the industrial world with their hierarchical, military-model organization, give way to a networked world of intersecting teams, partners and stakeholders, where boundaries are falling and individuals both want and have increasing influence, leadership skills are key. Leadership focuses people and doing the right things with the result that relational intelligence and the ability to develop trust - allowing people a voice, encouraging their personal development, accepting and leveraging differences of preference for innovative solutions to challenges and problems - is essential to success today. We have come to learn that all successful leaders have a high degree of emotional intelligence (EQ) as well as an acceptable level of technical capability (IQ) associated with their area of activity or specialism. Indeed, Daniel Goleman's research in this area clearly shows that the ratio of EQ to IQ in leadership roles is 85% to 15%. In all other jobs Goleman shows this to be 66% (EQ) to 33% (IQ). In short, key people in all sectors need 21<sup>st</sup> century capabilities. At the heart of this is 'connecting' with others, to release the talent that will deliver critical results.

The demands of today's networked world that comes from unprecedented advances of IT, have shown traditional management methodology totally unable to achieve the high performance required for organizations, companies and even entire economies to remain competitive. The industrial, machine age organization models of Frederick Taylor and other pioneers of 'modern management,' focus on systems that aim to maintain control and accept the status quo. They were all about doing things 'right' with energy turning inwards rather than flowing outwards, towards adding value and creating the future. The shift of emphasis towards on-going innovation that has come with our 'knowledge' economy requires, in turn, a major shift in our business, organizational and educational culture. Many companies have already identified that today's 'relational world' means that coaching for performance has become the most effective 'management' approach to employee engagement with the use of positional power - dictating and directing - simply threadbare. Hierarchy gives way to honest support, blame to open evaluation, short-termism is replaced by strategic thinking throughout the organization, and self-motivation wins over the deployment of external motivators to action.

The shift of emphasis towards the development of leaders and leadership competencies with the very personalized learning journey for each and every individual that results has come about at the same time as the explosion of both information and knowledge. In a world where information has almost no shelf life and knowledge doubles every 18 months, traditional training and development methodologies that required time taken off the job on courses, are no longer capable of keeping professionals up-to-speed. Added to this is the urgency of joined-up thinking in a multiple partner/stakeholder world, together with the need for reflective space for leaders to 'vision' and innovate.

## EquiLearn's Solution

All CPD roads must lead to executive coaching for senior leaders. To be successful, however, coaching provision needs to be professionally anchored in a personalized discovery exercise for the coachee. This provides a baseline for continuous learning and development on the job and in the workplace. EquiLearn's recommended starting point is an assessment of current personal effectiveness, natural talent, and instinctive preferences in decision-making methods. This approach to learning when espoused by senior leaders provides the impetus for the embedding of a coaching and continuous learning culture throughout the business. It sends the message that change is not to be feared, but rather to be embraced, all part of the fast-paced transformational world in which we now live. It gives recognition that this is a world that demands performance. It is a world in which people increasingly want to have control over their lives, have a voice in how they use their talent and energy. Performance is always best when people have clarity about their collective direction, feel engaged, and have a stake in the outputs. We need the leadership to bring this about. EquiLearn will partner your organisation to achieve this mission.

### The 8 Laws of Leadership Approach

**There are certain laws of leadership that form a useful starting point as leaders at all levels of responsibility begin to reflect on the journey towards meeting their personal performance challenge.**

1. A leader has willing followers, allies and partners
2. Leadership is a "field of interaction" – a living relationship between leaders and followers, allies and partners
3. Leadership occurs as an event – leadership it is not gifted by followers, allies and partners on a permanent basis. Trust is fragile as we have seen in so many circumstances across the world in recent times
4. Leaders use influence beyond formal authority
5. Leaders operate outside the boundaries of organisationally defined procedures
6. Leadership involves risk and uncertainty
7. Not all stakeholders will follow a leader's initiative, ideas and psychological contract
8. Leadership is a self-referral process. Effective leadership depends on a leader's skill or intelligence in using the "field of interaction" to communicate an understanding that connects with the understanding of the followers, allies and partners



The message is this:

1. Effective leaders of today are able to draw on the depth and breadth of their consciousness and their emotional intelligence to make sense of a world characterized by increasing degrees of uncertainty to construct a response
2. At the same time they are able to draw on their ability to connect with others– their “relational intelligence” – to foster engagement and gain commitment from others in collectively beneficial performance
3. Effective leaders engage in on-going personal development as they seek to meet the never-ending challenges of a fast-changing globally networked world

EquiLearn offers a unique **Laws of Leadership Package** in 2 formats

- A. A one-to-one programme
- B. A small Leadership Circle programme (for up to 6 participants)

#### **Your Questions Answered**

1. Why is the **Laws of Leadership Package** unique?

Because it combines a Discovery Coaching Approach with a series of Mentoring and Content-led segments

2. How is the programme designed?

It comprises 8 sessions or conversations of 3 hours each spread over 16 weeks. These are interwoven with 8 assignments each of which require a 1 hour commitment.

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