

Leadership **Essentials**



Let's be honest...

There isn't a more overhyped word in the dictionary than leadership.

Thousands of books, millions of articles and whole oceans of videos and speeches about leadership flood the world.

That flood doesn't seem to make a lot of difference to the working lives of most people, nor lift productivity. Research shows people lack trust in leaders across society, while here in NZ productivity lags other OECD countries.

However, as you'll learn leadership can make a real difference if you focus on the essentials and train leaders well. You don't need to read the Harvard Business Review after all.

From our work over the last 25 years with front line leaders in government, business, sports and the military we've zeroed in on two leadership essentials:

What should leaders do in order to get people to work together to deliver an outcome or a product?

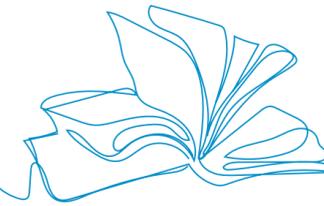
How should leaders act to build trust and goodwill?

Enjoy our experience and thinking. Then call us to help activate real leadership in your organisation.



Dave Winsborough

DO LEADERS REALLY MATTER?



Worker happiness

Co-workers

Managers

It's a really good question.

In 2013 a study by Stanford University researchers studied the output of over 25,000 technology workers. They found that the boss effect - who you are managed by - had a dramatic effect of productivity. Replacing a poor boss with a better one is the same as boosting a 9 person team to a 10 person team.

In another study, managers who demonstrated effective communication, gave feedback, encouraged innovation and created development plans saw a 50% lift in sales.

Or consider that when it comes to employee happiness, leaders play an exponential role (see image). Relationships with management are the top factor in employees' job satisfaction, which in turn is the second most important determinant of employees' overall well-being.

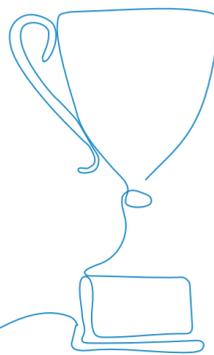
Good leaders improve bottom lines, raise productivity and innovation and help employees' wellbeing. Why wouldn't you invest in them?

WHAT GOOD LEADERS DO



Winsborough's long relationship with the NZ Defence Force began when we developed the **Defence Force leadership framework**, the basis of all leadership development for NZ's service men and women.

The NZDF framework doesn't prescribe heroic qualities, nor command and control. It describes what great leaders actually do.

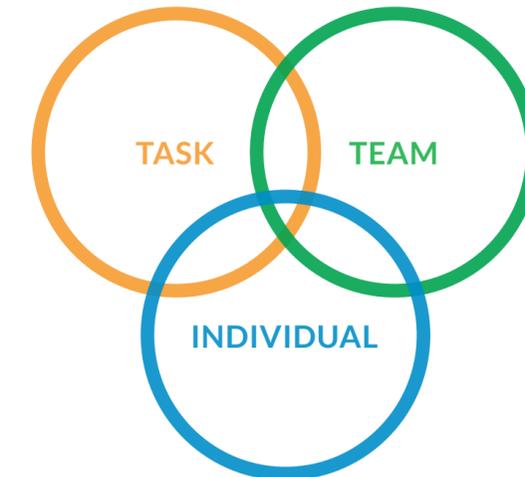


One core lesson?

Focus on the three essential questions all leaders must be able to answer:

TASK:

What are we all here to achieve together?



TEAM:

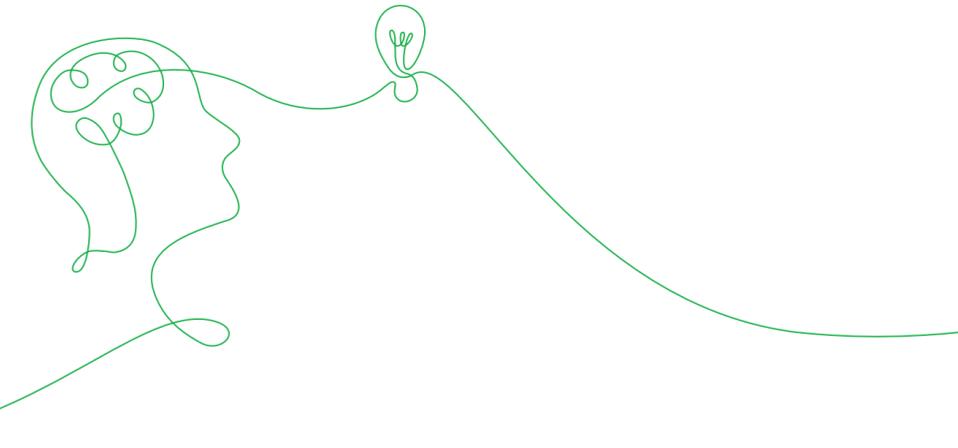
Is the team working well and operating smoothly?

INDIVIDUAL:

Do they have the right skills and abilities?
Are they getting their needs met?

Success comes when all three circles are balanced. Effective leaders will adjust the emphasis in order to respond to the situation.

WHO YOU ARE DETERMINES HOW YOU LEAD



What are you really like to deal with?

Your personality - who you are way down deep inside - has a big influence on how you show up. Humans have built in preferences for leaders who are honest, caring, determined, interested in the group's work and who display good judgement.

Development is learning to dial down negative attributes and enhance strengths.

Building self-awareness is an essential component of all our development programmes.



PERSONALITY CHARACTERISTICS OF EFFECTIVE LEADERS

- Warm and good at relationships
- Goal driven and ambitious
- Show integrity and honesty
- Humble and inclusive



PERSONALITY CHARACTERISTICS OF INEFFECTIVE LEADERS

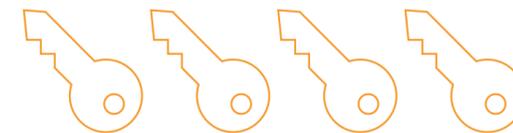
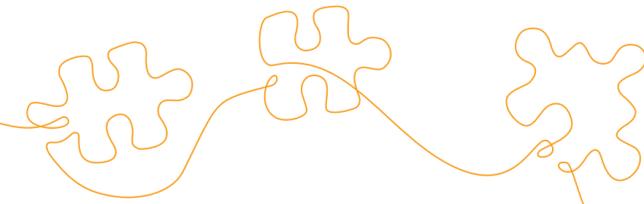
- Worried, anxious or easily stressed
- Perfectionistic and picky
- Distant and emotionally cold
- Domineering and uncaring

BUILDING PSYCHOLOGICAL SAFETY



Google popularized psychological safety in research to uncover the secrets of productive teamwork. Their best teams create a workspace where people ask questions without fear, share ideas, are unafraid to make mistakes and don't expect to be embarrassed for trying new things to supercharge teamwork.

Research has shown psychological safety delivers deeper engagement, more team effort, better relationships and more creativity.

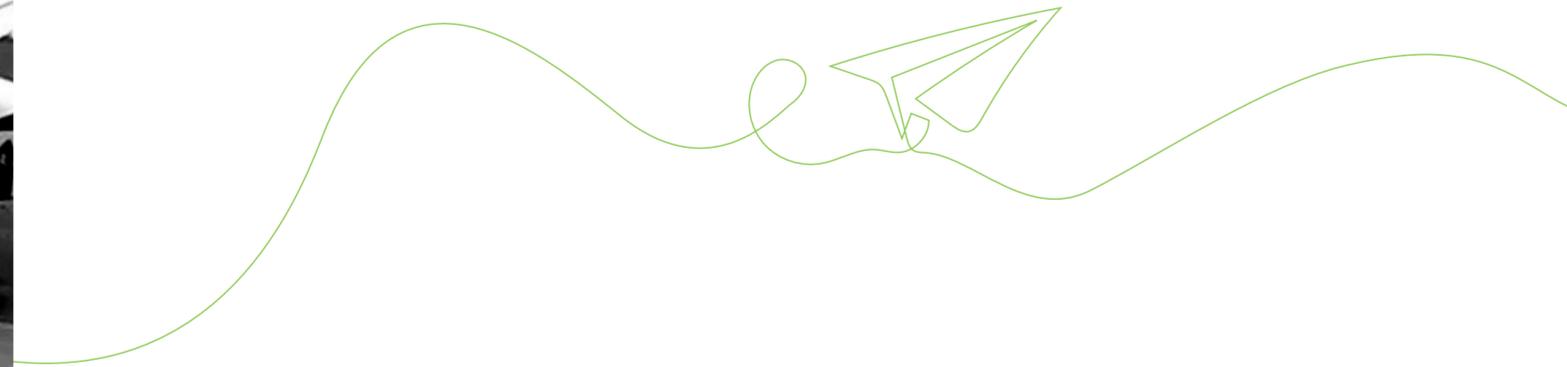


4 KEYS TO SAFETY

Winsborough teach four essentials for leaders to create psychological safety:

1. Curiosity as a mindset. If someone is curious they cannot be defensive, angry or punitive.
2. Skilled conversation. How to listen, inquire, synthesise and decide.
3. Leader benevolence and integrity.
4. Inclusion. Harnessing the power of everyone's skills, abilities and experience.

TRAIN LEADERS AT THE START OF THEIR CAREERS, NOT THE END



If you were running an airline would you train your pilots:

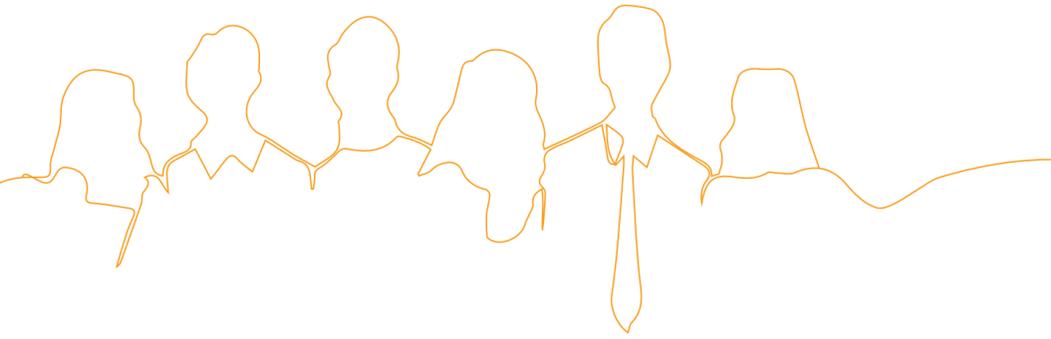
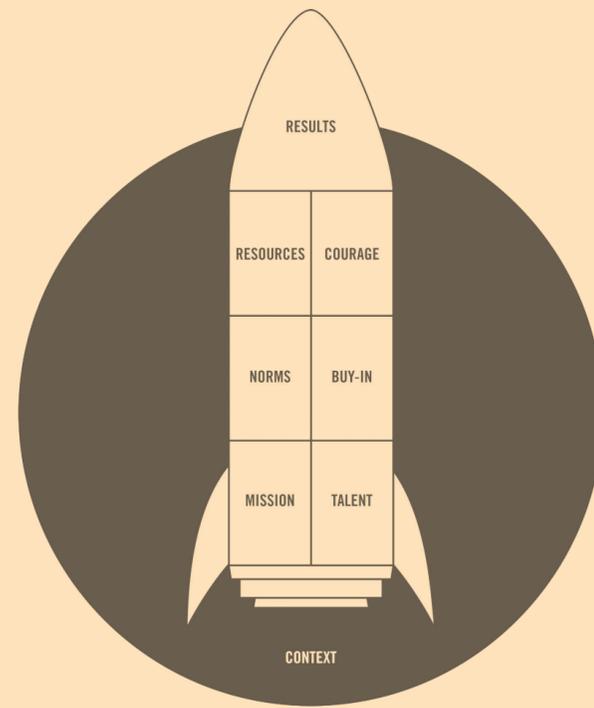
- a) at the start of their flying career, or
- b) after they've been flying for 30 years?

When it comes to leadership however, most companies do it the other way around. More money is spent developing leaders **after** they have arrived in the executive suite than on team leaders who have the greatest day-to-day contact with staff and customers.

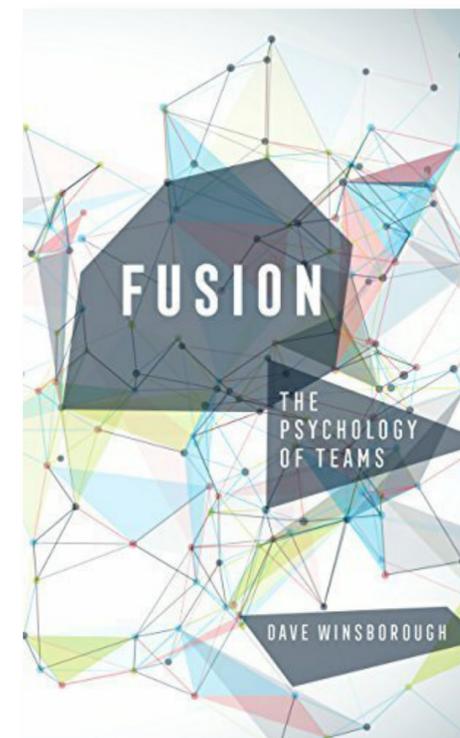
Research from the Corporate Executive Board showed that even though the initial step into leadership is the hardest, nearly three quarters of all firms fail to train first time leaders.

Investing in leadership essentials when leaders are at the start of their career produces greater return than all the expensive investment in executive education.

TOOLS TO BUILD A TEAM



Teams are now the basic unit of modern work.
Of course, humans are group-based animals, and we will cooperate when there is a shared need.
Great leaders focus their attention on building a team that can sustain high performance.
Winsborough are world experts on team development. With our partner, Dr Gordon Curphy, we teach the **Rocket Model** of team development across the globe. This simple diagnostic and tool describes the essential components of high performance teamwork.



And after all,
we wrote the book
on the psychology
of teamwork.

[SEE IT HERE >](#)

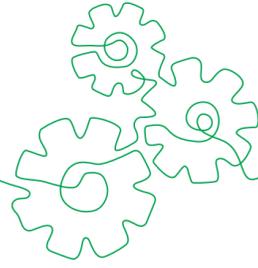
12 CORE LEADERSHIP PRACTICES



We've honed the key elements of effective leadership into 12 fundamental practices, based on our 25 years of work with top NZ organisations and grounded in psychological research.

Run one as a standalone workshop or combine them into a coherent leadership programme. Choose either high energy in-person workshops, or engaging virtual sessions. Each lasts 90 minutes and accommodates up to 10 participants.

- 1. HOW YOU SHOW UP AS A LEADER.**
Boost self-awareness of leadership character, strengths and weaknesses based on in-depth psychological profiling. Set goals to improve leadership style.
- 2. THE ROLE OF THE LEADER.**
Orient leaders to the change in tasks, focus and level of work. Identify what to do less of and more of to add value to the work of the team.
- 3. HOW TO BUILD A TEAM.**
Use a proven methodology to understand the dynamics of teamwork and put in place the essential building blocks.
- 4. PSYCHOLOGICAL SAFETY.**
Leverage what Google and top medical facilities know underpin creativity, inclusiveness and better performance.
- 5. VALUES IN ACTION.**
Teams aligned on values perform better. Use values to understand and build team culture.
- 6. GOAL SETTING.**
Understand the value of clearly defined goals and measures; learn to utilise goal setting as a team performance tool.



- 7. POWERFUL COMMUNICATION.**
Understand leadership presence and persuasion techniques to lift your confidence and impact.
- 8. BRAVE CONVERSATIONS AND STRAIGHT FEEDBACK.**
Learn how to deal with conflict, talk about difficult issues and provide straight feedback.
- 9. COACHING FOR HIGH PERFORMANCE.**
Apply the GROW coaching model to structure conversations with staff and engage them in being their best selves.
- 10. PERSONAL RESILIENCE.**
Understand the ways stress impacts you and how to manage your health, wellbeing, sleep and performance.
- 11. LEADING OTHERS THROUGH CHANGE.**
Understand the WIFM model and learn to frame change from a staff perspective.
- 12. COMMITTING TO GROWTH.**
Own your own development, commit to making personal change and prepare your detailed plan.



**Modular learning
– run a programme
or pick and mix**

REGISTER TODAY >

EXCEPTIONAL LEADERSHIP.
A BETTER FUTURE.
WITH WINSBOROUGH

REGISTER TODAY >

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