



Toolkit

National leadership campaign
October 1 to October 16

16 days. 16 causes

Boss of the Year® Leadership Club initiative

Why a toolkit!

Because it can help you, and your workplace, get a better grasp of the key leadership attributes and skills – and inspire you to action them!

It can encourage everyone to improve their own leadership abilities.

It provides a topic a day for awareness, discussion and introspection.

It provides information on that topic for ease of understanding, learning and implementation.

It can help leaders increase their knowledge band-width.

It can help all of us transform South Africa's leadership landscape.

The toolkit has been put together by the members of the Boss of the Year® Leadership Club: workplace leaders who have risen to the top ranks in the annual Boss of the Year® Leadership Award.

The three keys to success of the 16 days.16 causes national leadership campaign

- Everyone's willingness to participate
- Having the humility to accept that there are areas you need to improve on
- Implementation of sounder leadership practices

How to Participate

1. Get to know what the topics/causes are and the dates each cause is aligned with. i.e. the topic/cause: *A leader needs to be courageous and have emotional resilience* is for Wednesday 10th October.
2. Get to know what the topic means by reading about it in the toolkit.
3. Think and discuss the leader's skill and attribute requirements that are aired in the toolkit.
4. Identify the attributes/skills that you need to improve.
5. Plan to action them as an individual, team or organisation.
6. Share it! Get it written about in your newsletter; Twitter; Facebook; Intranet; Noticeboards.

The duration

It's a 16 day-long 'deep dive' into leadership

This short and intense campaign aims to engage as many people as possible in looking deep into their approaches and also into the approaches of their leaders.

The 16 day timeframe is long enough to air important leadership attributes that make for better leaders, yet short enough to prevent campaign fatigue.

Leadership in focus in South Africa

On Monday 1st October a 16-day long campaign will roll out focussing on what leaders should be, and do, to better serve their organisations and their people.

The first 16 days of October was the chosen calendar because 16th October is Bosses Day (not only in SA but in many countries worldwide) and thus it made huge sense to use this period of the year to focus attention on the leadership cause.

Many say there is a leadership crisis in South Africa – and in fact, worldwide. We believe that it is not so much a leadership crisis as much as it is a 'lack of good leaders crisis' – which is not quite the same thing.

In order to have good leaders, something has to be done in order to create them or grow them!

It is pointless to keep complaining about poor leadership practices – whether these be due to weak leaders, corrupt leaders, ambivalent leaders, or toxic leaders – and far more useful to address those poor practices.

It is equally pointless to complain about leaders who fail us after we have elected them or appointed them into their positions of power. It is far more useful to be more attentive and knowledgeable about what we deem to be good leadership beforehand.

Clearly what is needed are terms of reference on what are good leadership skills and attributes!

If we know them, we can identify them. We can select and elect better, wiser! Whether it's in our workplace boards, committees, or communities, or political officeholders.

We can become more discerning about the person or persons who are going to lead and serve us – and if they do not show the essential characteristics, we can only blame ourselves if they then fail us.

Leaders themselves, on the other hand, should have a blueprint of the essentials and fundamentals.

They need to know that it is not the MBA that will make them a good leader: qualifications alone, as great as they are, are not the backbone of successful results.

There are skills that you acquire by observation, by being mentored, by being humble enough to listen and learn – on the job!

There are character traits that no college diploma and university degree can give you – like honesty; consistency; genuineness; respect; empathy; determination; courage! Character that makes a leader able to be there for his/her team every time and strong enough that makes the team feel loyal, safe and inspired!

Should all leaders be expected to have these character traits?

Without question! Strong and good leaders know this. If they have those characteristics as innate attributes, they show them early and naturally. If they only have some, they can learn the others from good mentors, from experience, from a desire to be good leaders!

The saying 'manners maketh man' can be applied here as "sound character maketh sound leader".

In compiling this toolkit for the national campaign, we took care to research worldwide what various organisations, institutes, academia and books listed as key components of good leadership.

We drew up a chart comparing and extracting what the most common would be. We elected some for this year, and will focus on the others in years ahead, as we plan this to be a yearly campaign.

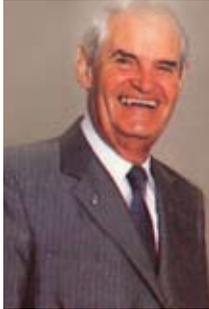
This toolkit aims to provide all South Africans, leaders or not, with a working document to start thinking, discussing, debating and ultimately growing every person's knowledge of the essentials of sound leadership.

*The Boss of the Year[®] Leadership Club
(Known as BOTY Leadership Club)*

A leader needs to know where (s)he wants to go

Definition

by Dr John Maree (Boss of the Year® 1990)



“ Have a clear vision of where you are going and what you want to achieve and set clear objectives for your organisation. ‘A ship without port knows no fair wind!’ Never stop asking questions and keep listening – nobody learnt anything by talking!”

Elaboration

John adds:

“A leader has to know where he is going and take the organisation with him. Leaders also need to take in consideration people’s thoughts and feelings within the organisation. The desire to excel is needed in yourself and the people around you.”

What to do today

If you don’t have a clear vision of where you want to go or take an organisation, today is a good day to sit down and focus on establishing a roadmap – not just goals!! Ask yourself where you’d like to be in 5 and in 10 years time and what picture do you have of the organisation in 5 and in 10 years time. Organisation can mean a company, a department, a team, a Club, a Church and even a Family Unit.

Ideas and performance tips from the BOTY Leadership Club

Create a roadmap, otherwise the journey has no clear direction for the team!

When it comes to positively changing your organisation, traditional goal-setting is not enough for leaders. The way to do it is to look inside yourself and your company and determine what kind of leader you want to be and what kind of organisation you want to lead.

Jacqueline Cornaby, CEO of Jacqueline International, Inc. puts it this way: "When leaders decide to positively change their perception of what the organization stands for, and choose ownership instead of excuses, then they hold themselves personally accountable for their business's future and don't need outside factors to guide them. They can add high achievers to the payroll because instead of continually searching for the right employees, they are committed to their big vision and as a result only attract those people with similar ideals."

Leaders need to follow a process that enables them to create a vision that enhances significantly the organisation's sustainability and success.

- **Besides a vision statement, leaders need to design a roadmap which shows that they have control whilst empowering others, and they accept responsibility for the chosen route**
 - ◆ The roadmap will give the organisation an identity which acts as the fuel to keep going and not lose sight of the destination.
 - ◆ This journey's identity makes it real and something to work towards.
- **The leader creates/designs the roadmap by getting answers to these questions:**
 - ◆ What are our short and long-term planning time horizons?
 - ◆ What is our current organisational culture and what can it become?

- ◆ What is the organisation going to look like physically and virtually in the future?
- ◆ What is our competitive position likely to be?
- ◆ Where will the likely changes and innovations come from that will affect our competitive situation? What are the key indicators?
- ◆ What customers would we like to retain and which do we need to attract? How do we identify and determine this?
- ◆ What are the customers key requirements and expectations for the future likely to be?
- ◆ What products/services are we wanting to retain, and which should we be planning to introduce or innovate?
- ◆ Which regions of operation and impact are we staying in, and which should we move into?
- ◆ How are we going to keep our operations and technology relevant and appropriate to the new business needs and directions?
- ◆ How do we plan to ensure adequate resources are available to support the new organisation and its operations?
- ◆ Which delivery mechanisms providing products and services to our customers need to be in place for the future? How will this affect our carbon footprint?
- ◆ What is the employee profile we will require?
- ◆ Who will be our key suppliers and partners?
- **Leaders need to establish checkpoints to assess and communicate progress.**
- **Leaders need to examine how to identify potential blind spots.**

Without a roadmap for the future, leaders and their followers have nothing concrete to work towards and to hope for.

A leader needs to be firm on principle

by Trevor Munday (Boss of the Year® 1992)



When it comes to principle a leader should stand like a rock. You may not be popular but you will consistently be respected and admired.

A leader should also place a high emphasis on sound and mutually beneficial relationships and aim to be effective rather than popular – and to be effective, one must be fair at all times."

Elaboration

Says Dr Humphrey Mathe (Boss of the Year® Finalist 2008):

"In the workplace for people to give you their all, you have to show them that you are principled and that what they see is what they get. There is a poem by William Ayot – a British poet – which is called "The Contract". Towards the end it says, and I quote "...bearers of our countless hopes and expectations, we give them our trust, we give them our effort; what we ask in return is that they stay true" and that is very powerful, because people are sharp; people can read a leader, and if you are not genuine they will never believe you. A respectful leader delivers on promises – people will always like that, they will always respect you for that."

What to do today

They say be fair of people but firm on principle. When you stand by your principles, how do you communicate this to a colleague or peer in a way that comes across less harshly? Think about this today, and remember that being firm does not mean harming relationships if it's done with consideration and sensitivity.

Ideas and performance tips from the BOTY Leadership Club

A leader needs to be genuine and respectful. Humility and integrity are fundamental qualities.

Good leaders are genuine and authentic, tough and firm, passionate, people-oriented, transparent, accountable, honest and truthful.

- **Good leaders do not hide behind their office or their staff**
 - ◆ A leader needs to walk the talk.
 - ◆ Cometh the moment, cometh the man/woman to lead.
 - ◆ A leader is neither in front nor in the back, but amongst his/her people.
 - **Leadership is not an event, but an on-going process**
 - ◆ Good leaders will learn from their mistakes and grow positively from those experiences.
 - **A good leader sets the tone and direction for his people**
 - **Leaders are evolutionary**
 - **A good leader is firm without being arrogant**
 - **A good leader will use the intelligence elements of the heart, mind, spirit and soul in different combinations to get the best out of his people**
 - **A leader adapts, but remains consistent and constant**
 - ◆ There is alignment of thought, word and deed in all that a leader does.
 - **Good leaders operate on the principle that no person is an island**
 - ◆ They surround themselves with people that are efficient and in many cases, with people that know more than the leader does.
 - ◆ Although leaders set the tone and pace, and then step back, it does not mean that leaders can be taken for granted, or that stepping back is a sign of weakness, but rather it is a measure of the confidence they have in their people.
 - **They acknowledge weaknesses and then create and execute a plan to convert those weaknesses into strengths, without losing their humanity**
 - **There is a clear and distinct correlation between truth and genuineness**
 - ◆ When either is lost, trust is difficult to get back from the people. A leader needs to assess constantly whether (s)he obtains the trust truthfully and honestly.
 - **There are typically three types of leaders:**
 - ◆ **Hands-on crisis management type leader**
This leader has high energy and can inspire his people to push beyond boundaries in the short term.
 - ◆ **The maintenance leader**
This leader keeps the firm clicking like clock-work, making sure that all is in order.
 - ◆ **The conceptual leader**
(S)he creates something out of an idea. (S)he is able to inspire people with his/her vision and gets them to think out of the box.
- Leaders have followers. It is people that give leaders their position.**
- **The relationship between a leader and his followers is mutual and symbiotic**
 - ◆ It is the ability to take people on a journey (which they may or may not fully understand) so that goals are achieved and there is a sense of achievement by all parties.
 - **Leadership is not a position; it is both an attribute and a privilege**
 - ◆ Humility is a fundamental quality of leadership. A leader must be on the ground and amongst his followers (instead of the "ivory tower". A leader is not a mercenary. A leader must be sensitive to how people would judge and see him.
 - **Leaders in power must know when it is time to go**
 - ◆ When expectations are not met, it can lead to disappointment and disillusionment, sometimes with disastrous consequences for everyone.

Ideas and performance tips from the BOTY Leadership Club

- ◆ Leaders need to constantly assess expectations of the followers to ensure that there is alignment amongst the leader, followers and the institution.
- ◆ A good leader will not overstay his welcome, but find new challenges to inspire his people to greatness. When this can no longer happen, he will go quickly and with pride.
- **The reward for the leader can be financial or altruistic**
 - ◆ Leadership is a process, while rewards and/or incentives are events.
- **Good leaders should transcend the bottom line, and allow others to decide on their due**
 - ◆ Leaders fail when leaders focus mainly on the bottom line or only on themselves.
- **It is the leader's value system that forms the foundation of their intrinsic qualities, whilst they obtain much of their extrinsic qualities from their environment and challenges/experiences they encounter**
 - ◆ Good leaders are able to assimilate information and arrive at conclusions, whilst others are still processing the information.
 - ◆ Leadership takes courage, as bold decisions are required. Not everyone is able to control a situation to avoid chaos. Leaders never underestimate the potential to learn.
- **Leaders have unshakeable principles, like Mr Nelson Mandela**
 - ◆ Nelson Mandela believed in a free and equal society and was prepared to die for it. That principle never changed, even when he was released from prison.
 - ◆ Leaders deal with constraints at all times, but they find pathways, which they turn into highways through these constraints, without compromising their character and principles.

The Contract, by William Ayot

A word from the led

And in the end we follow them -

not because we are paid,

not because we might see some advantage,

not because of the things they have accomplished,

not even because of the dreams they dream

but simply because of who they are:

the man, the woman, the leader, the boss,

standing up there when the wave hits the rock,

passing out faith and confidence like life jackets,

knowing the currents, holding the doubts,

imagining the delights and terrors of every landfall;

captain, pirate, and parent by turns,

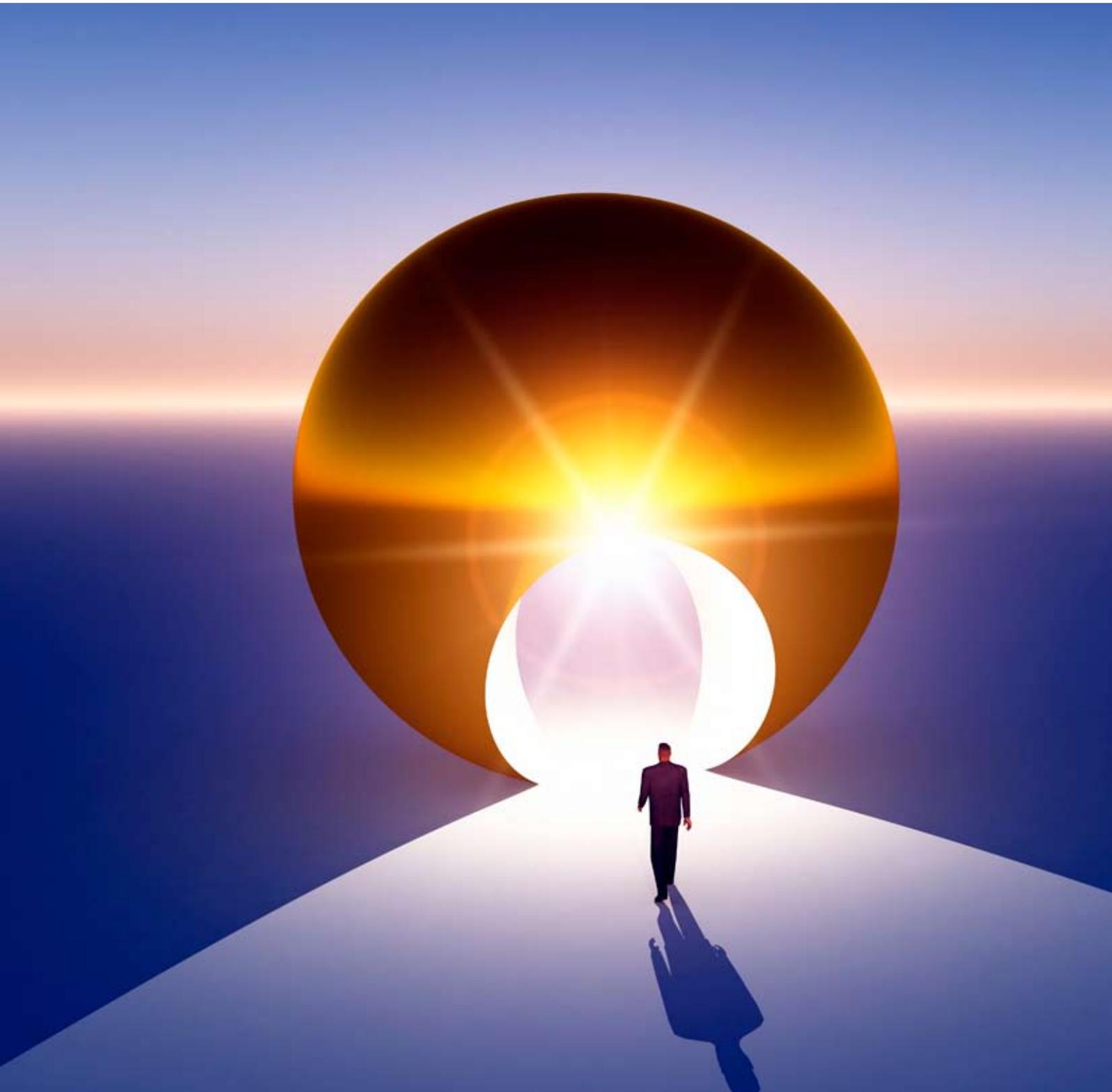
the bearer of our countless hopes and expectations.

We give them our trust. We give them our effort.

What we ask in return is that they stay true.

"Somewhere, sometime, the leader within each of us may get the call to step forward."

James M. Kouzes and Barry Z. Posner.



A leader needs to be visible and out front

Definition

by Brand Pretorius (Boss of the Year®1994)



“ Leadership is about going first, giving direction and providing energy. The only way to achieve these objectives is through visible leadership.

There is simply no substitute for the power of presence!”

Elaboration

Brand adds:

"Leadership is all about influence and in order to earn influence one has to be visible, one has to connect with people and be with them. There is nothing more demotivating than an invisible, inaccessible leader, so I see it as a fundamental responsibility that leaders have to be out there with their people."

What to do today

Make an effort to speak to people you have been emailing to a lot! Let them hear your voice, hear their voice – and where possible go to them; greet them personally and spread good vibes. Tell them something interesting; make them part of it!

Ideas and performance tips from the BOTY Leadership Club

Visible leadership reflects the power of presence, meaningful direction, face-to-face interaction.

When you talk of visible leadership the following comes to mind:

- Why is it important to be visible as a leader?
- How do you become a visible leader or become a leader that is visible?
- Does visibility qualify as a pre-requisite for leadership?
- Is leadership about ego, what you own & have? Who you are? Position you hold and what you can do?
- But most importantly, what are the critical success factors!
 - ◆ Our world is technologically advanced and dependent on electronic media providing 24/7 instant communication – as leaders do we use electronic media as an alternative or to actually substitute physical presence?

To be a visible leader you need:

- **Credibility**
 - ◆ How you communicate matters, the message you communicate and its impact is what makes a difference.
 - ◆ Always think carefully around the message you want to deliver and,
 - ◆ How you behave when you are visible.
 - ◆ Credibility needs to precede visibility.
- **Integrity**
 - ◆ How do you break through obstacles as a leader. Through your example you need to earn trust, respect and confidence.
- **Trust**
 - ◆ Convert visibility to inspiration (translate into better performance).
 - ◆ Sustain impact of personal visibility with alternative media.
 - ◆ Use your EQ and put them at ease.

- **Consistency**

- ◆ Be consistent throughout your visibility, don't only show your face when there is a crisis.
- ◆ Be there when it matters most, i.e. in good and bad times show your face.

- **Quality relationships**

- ◆ Know the people you work with and what they do (this also talks to how you will apply emotional intelligence).
- ◆ Engage in constructive dialogue that gets communication going (pro-active strategy).
- ◆ Ensure that visibility is coupled with accessibility.

- **Preparedness**

- ◆ For what may come your way and understand what to look for.
- ◆ Share workplace challenges.
- ◆ Be prepared for what you may not want to see and how to manage it.

- **Humility**

- ◆ Be passionate, communicate clearly through personal and authentic leadership.
- ◆ Not all leaders should be charismatic; it is more about character, competence and caring.
- ◆ Connect with people.

What's critical?

- Never substitute physical presence with electronic media but leaders can use it as an alternative.
- Visibility is a prerequisite for effective leadership and there is no excuse to skip it.
- Visibility has nothing to do with ego or position but about positive influence and being in touch and motivating people (admiration).

Don't fake it, it has to come from the heart!

A leader needs to be a team builder and player

by Dr Geoff Garrett (Boss of the Year®1998)



A leader needs to be a team builder and player... looking out, and ahead, from the balcony but also down on the floor, dancing.

And, as the old maxim goes, T.E.A.M. stands for 'Together Everyone Achieves More'."

Elaboration

Geoff adds:

"Let's not forget that life can be hard and we need others!

Robert Fulghum's thought-provoking and pithy best-seller 'All I really need to know I learned in kindergarten' takes us back to when we were 5 or 6 years old, and our teacher led us on an exciting outing, to the fire station or the chocolate factory, and might have said: "When you go out into the world, watch out for traffic, hold hands, and stick together.

Never a truer word. There's a lot of heavy traffic out there, in our world."

What to do today

Besides and beyond team-building exercises, YOU personally need to make people feel they are totally part and parcel of a project, department or an organisation. Make an effort to know your team as people and not just as co-workers. Show that you understand them and want each one of them to shine.

Ideas and performance tips from the BOTY Leadership Club

Reflect, observe, and get advice/help

- **Good leaders “Think back” and reflect**
 - ◆ Recall across the various teams that you have ‘played in’ across your career/life – whether this be at school, sporting teams, non-work or work. What was the best team you ever were part of? One where the team really outperformed your own expectations, were firing on all 6 cylinders, and delivered great results!
 - ◆ What key descriptors of that experience come to mind? And what were the attributes of the leader(s)?
 - ◆ Maybe also reflect on your worst team experience, or worst leader you have ever had. Maybe doing the exact opposite of what (s)he intended to do might help bring positive results for you.
- **Observe**
 - ◆ You will probably now be “playing” in at least 2 teams, eg: the team that your boss runs, and the team that you run. Have a bash at being on the balcony, as well as being (at the same time) on the dance floor: what’s working? What isn’t?
 - ◆ What roles are the various players playing? Positively, and maybe also not-so-positively. What about your own role?
 - ◆ How could these teams lift their respective games?
- **Get advice/help**
 - ◆ Teams and team leaders can often benefit from the external perspective that an ‘outside’ facilitator/coach can bring to on-the-job learning. And make sure it is 5-star, properly objective, frank and fearless, facilitation.
 - ◆ There is lots of good information available about teams, and about the demands of building them and leading them effectively. There are also useful tools, such as the Myers-Briggs Type Indicator and the Belbin Team Role Inventory, for gaining better understanding of individuals and of how they see their roles in teams.

A leader needs to instill hope in those who follow

Definition

by Edward Kieswetter (Boss of the Year® 1999)



“*When the insurmountable impediments of TODAY, shackled by the stubborn stains of YESTERDAY's hurt, threatens the enthusiastic blaze of TOMORROW's inspired Vision, then it is the trusted steady LEADERSHIP IGNITED HOPE that fuels the fragile flickering flame as it embodies the promise of a yet uncertain FUTURE worthy of sacrifice.*”

Elaboration

Edward adds:

"In times like these, when followers feel the increasing pressure and reach levels of despair about the future, many lose the sense of HOPE. History has shown that during such times, remarkable leaders have come to the fore. Apart from many sterling leadership qualities, such leaders have a common attribute. They inspired their followers by instilling a SENSE OF HOPE."

What to do today

Look around and see who needs you to uplift them! Instil hope in them; make them feel valued and valuable to you. What could you do to achieve this? What messages could they need?

Ideas and performance tips from the BOTY Leadership Club

What is hope?

The imagery of a flame is extremely effective to describe hope. Everyone finds themselves somewhere on a continuum ranging from the most negative sense of HOPELESSNESS, to the most positive sense of HOPEFULNESS.

At the hopelessness end of the continuum, it is a “fragile flickering flame” threatening to be extinguished.

At the opposite end of hopefulness it becomes an inspiring all consuming raging fire.

This relative sense of hope is derived from whether or not we have an expectation that the future will be “better” (an improvement on) than the present. It is particularly relevant when in one’s present experience, a sense of despair has come about through challenges and circumstances that appear to be insurmountable, and often that lead to negativity and even wanting to give up. In other words – ONE LOSES HOPE!

Hope is thus a time relevant aspect and compares ones perspective of the future in relation to the present. However, one’s past experiences also impacts on how you would experience the present. If the present is experienced as worse than the past, with no prospect of it “getting better”, one may also LOSE HOPE!

Given the time relevance and individualised perceptual experience of each person or group of people, the same phenomenon may therefore either increase or decrease peoples’ sense of hopelessness and hopefulness in different ways.

A great illustration of this was witnessed in 1994 when the first democratic government came into being in South Africa. For many, who may have experienced the ‘old’ South Africa as a privileged environment, the future looked bleak and many experienced despair, going down on the continuum of HOPE. In contrast, for millions, who experienced the “old” South Africa as an oppressive environment, the installation of the

new government increased their optimism and they became more hopeful.

Why “INSTILLING HOPE IN FOLLOWERS” is a critical leadership attribute.

There is no question that the world is increasingly becoming a more complex and troubled place. Whether one sees the world through the lens of economic prosperity, political conflict, technological advance, environmental challenge, for example, it does not get any simpler. Organisations are retrenching. Economies are failing. Nation States are in trouble. We appear to have a significant Leadership deficiency in the world across all spheres.

In times like these, when followers feel the increasing pressure and reach levels of despair about the future, many lose the sense of HOPE. History has shown that during such times, remarkable leaders have come to the fore. Apart from many sterling leadership qualities, such leaders have a common attribute. They inspired their followers by instilling a SENSE OF HOPE.

Think of Martin Luther King in his “I have a dream” speech and how he inspired hope to African Americans under oppression. Our very own beloved Madiba’s Rivonia trial “...I have cherished the ideal of a democratic and free society...which I hope to live for and achieve...but...for which I am prepared to die” inspired hope for millions of South Africans that a better future is achievable.

Today more than ever, leaders are required to inspire hope amongst their followers.

How does a leader instil and inspire hope:

Tools 1 – 3: FROM BURNING PLATFORMS TO BLAZING FIRES – Leaders who inspire hope understand the necessary conditions required to create a fire.

Ideas and performance tips from the BOTY Leadership Club

Borrowing from the imagery, three prerequisites are required to establish a flame or fire: **FUEL, OXYGEN & HEAT**

Similarly, a leader must understand that to keep not only the flame of hope alive, but to create a blazing torch or fire, three things as a minimum are required:

- **Tool 1: UNLEASH THE IRREPRESSIBLE HUMAN SPIRIT, THE FUEL:** The infinite (highly combustible) human potential which represents an incredible energy which is the fuel we need to achieve anything to which we put our mind. History provides countless examples of the irrepressibility of the human spirit.
- **Tool 2: INSPIRE FOLLOWERSHIP, THE OXYGEN:** Leadership provides inspirational messages by, for example:-
 - ◆ Giving courage to followers, appealing for resilience and the capacity to endure the present challenges.
 - ◆ Persuading followers to let go of any baggage/ memories of the past that would constrain progress; whether the hurtful stains and pain, or nostalgic memories yearning for the “good old days”.
 - ◆ Creating enthusiasm through presenting a compelling vision of the future that is shared by followers and is worthy of sacrifice.
- **Tool 3: CREATE DISCOMFORT WITH THE PRESENT, THE HEAT:** Creating a burning platform is essential to make a strong case for change. Leaders often have to draw attention to, or provide this burning platform. This requires that they put accent on, and intensify followers’ dissatisfaction to the present conditions. Sadly human beings tend to become complacent and accept the adverse conditions in their environment. Leaders who understand these conditions have the ability to not only keep the flame of hope alive, but turn it into a blazing fire.
- **Tool 4: START WITH SMALL TWIGS TO CREATE CONSUMING FIRES:** Leaders who inspire hope must demonstrate small gains first to incentivise their followers

to kindle interest in a compelling vision. **ACHIEVABLE MILESTONES:** Start with small twigs to create consuming fires. You cannot start a fire with big logs, no matter how combustible. Small twigs are needed to start a great fire.

Often Leaders come with vision statements that are very grand and very worthy, but by themselves are not enough to inspire hope. The “prize” may even appear so distant and out of reach that followers are filled with even more despair.

Wise leaders understand that by providing demonstrable and persuasive examples of benefits and small wins they kindle interest. En route to the “worthy goal” it is critical to set clear achievable milestones and incentives, thus continuing to keep the flame of hope alive amongst even the most sceptical followers.

A further important way to keep hope alive is to actively reward the appropriate behaviour visibly and actively.

- **Tool 5: EVEN A BIG FIRE REQUIRES CONSTANT STOKING:** Leaders who inspire hope must remain present in the lives of followers; presence cannot be delegated.

CONSTANT STOKING: Even big fires require this. Leaders understand that creating a fire is not a once off event. Inspiring hope is not a remote activity. Leaders must remain continuously engaged with their followers through ongoing communication; by being present and visible and above all leading by example.

When leaders are absent, then even the most hopeful may lose hope in difficult times. Sometimes leaders become disconnected from those whom they lead. They develop a sense of self-importance. They indulge in self-engrandizement at others’ expense. Followers take great comfort when they see their leaders personally retaining hope and remain “an activist in the struggle” for positive change.

Sometimes it is easy to spark the flame of hope, but it is very hard work requiring active, present leadership to keep the flame alive and cause it

Ideas and performance tips from the BOTY Leadership Club

to burn brighter. Repeat positive messages often. Above all remain in touch, visible and present in the reality of the followers.

- **Tool 6: EMPOWER OTHERS TO “GO FORTH” AND CREATE MORE FIRES:** Leaders who inspire hope, influence others to become ambassadors of hope and thus not only they keep hope alive, but also spread hope.

SPREAD THE FLAME OF HOPE: Take coal embers to start fires elsewhere. Leaders understand that it is not only about them. They leverage their own contribution through others but also actively invite the contribution of others.

In relation to HOPE, those who instil hope successfully, not only stoke the flame within those whom they lead, but those being led, themselves become ambassadors of hope – thus they “go forth and spread the flame of hope” in others. Creating

fires, as it were, in more places. In doing so, the message of hope not only remains alive, but spreads. Leaders who inspire hope in an empowering way, never give up, but actively campaign for a followership until “HOPE becomes infectious”.

CONCLUSION

Viktor Frankl said that “Life is never made unbearable by circumstances, but only by lack of meaning and purpose”.

Leaders who instil HOPE in followers continuously aid this process of constant clarification of “meaning and purpose” for each individual follower, but also for the collective who looks for inspiration whilst in pursuit of the fulfilment of their personal and professional aspirations.

Ten golden steps

1. Create a vision (worthy of sacrifice) that your people subscribe to and keep repeating your message of hope at regular intervals
2. Set achievable goals & reward the appropriate behaviours
3. Treat people with dignity and trust
4. Develop a plan and start implementation – having set clear expectations that enable people to manage themselves and lead others
5. Spend time and effort training your people to meet expectations
6. Continuously review performance and focus on catching people doing things right
7. Celebrate successes along the way
8. Act with confidence
9. Repeat your positive message/s
10. Repeat the process, appoint ambassadors and institutionalise gains

A leader needs to make the hard choices when necessary

Definition

by Seadimo Chaba (Boss of the Year® 2002)



“ When faced with hard decisions it's tempting to take the route of least resistance, i.e. compromise or wanting to please. Good leaders, however, rely on sound principles and values, for they make for a more sustainable solution and peace of mind.”

Elaboration

Seadimo adds:

"If you make decisions based on values, on sound principles, then you know that you are always going have the same base from which to work from – so your solutions or your decisions are consistent with what is right or ethical."

What to do today

Remind yourself of what your values are and how these could influence others for the better. If you're a leader you need to set an example. What example are you setting?

You can start today to become more aware of what you do and the decisions you take and on what your decisions are grounded on.

Ideas and performance tips from the BOTY Leadership Club

In order for leaders to make hard choices and decisions, their resolve to do the right thing emanates from within: their values.

The critical question: “What would make a leader, make the hard, often unpopular, yet the right decisions?”
The logical answer: His/her values – something within – that guides him/her to make these decisions with a stern resolve and steady heart even in the case of unpopularity or adversity.

The concept of Value-Based-Decision-Making should act as the foundation for leaders to base their difficult decisions on.

An understanding of the “values”

- **Different people have different interpretations around what certain words mean**
 - ◆ The focus for conversation within businesses and South Africa as a whole should be on common values – no gain in driving the differences that divides, but instead gain understanding on what binds us together.
 - ◆ The conversation on common values should be on our common understanding of values like integrity, ethics, care, honesty etc.
 - **The biggest challenge to the debate of value-based decision making, is the opposing view that we see so many times in South Africa of “what can I get away with, everyone else is doing it”**
 - ◆ This is eating at the fibre of our society and corruption and fraud is stealing the prosperity of South Africa and all its people.
 - ◆ Newspapers for the last year have almost weekly published stories about tender irregularities where individuals are accused of lining their own pockets rather than serving the bigger picture of a prosperous South Africa.
 - **The medicine for this may be open, transparent and public outing of those involved in these activities as well as decisive, unapologetic actions of those who uncover it**
 - **Clear ‘consequence management’ which is severe enough to deter unwanted behaviour – is**
- needed to push leaders and people in general to value “values” more than self-serving interests.
 - **Transforming business, community, political and other leaders to use “value-based” principles in their tough decision making, is no easy challenge to address**
 - ◆ This is a challenge that goes to the core of human values and norms.
 - **Change to values-based decision-making starts with us as leaders**
 - ◆ Take time to think about what is right, what the consequences or repercussions of a wrong or “weak” decision may be, and then act decisively based on shared values.
 - **From awareness, to repetition, to action – so that the “talk becomes the walk”**
 - **As leadership is about influence – we need to set the example. Leaders:**
 - ◆ Need to inspire.
 - ◆ Need to be conscious that they are being watched.

Action required

- Create awareness on values and the importance thereof in driving behaviour through people in all spheres of society.
- Have a conversation about common values within the organisation (Integrity, Care, Ethics).
- Keep talking until the “Talk becomes the Walk”.
- Join hands with other similar initiatives like Lead SA and South African National Values Campaign and use every opportunity as leaders to talk about values (together we can achieve more).
- Build your courage to stand up for what is right and take the decisions that you need to take.
- Create momentum; encourage other leaders to join in.

A leader needs to be genuine and respectful

Definition

by Dr Con Fauconnier (Boss of the Year® 2004)



“*Listening before speaking, maintaining the dignity of others, understanding rather than being understood, acting with kindness and patience, valuing integrity above short-term expediency: These characteristics of genuine and respectful leaders build great relationships and great organisations.*”

Elaboration

Con adds:

"I believe that leaders really need to be genuine and respectful because to be respected you need to respect other people first – part of respect, I think is integrity: being genuine and being really open and upfront about how you go about your business so that people can recognise that in you. And you need to live by those standards."

What to do today

Respect is earned. If you want to be respected as a leader you need to start showing a genuine interest in people as people and not as objects. People can tell when you're faking it. Learn to involve others; develop people's real potential not what you imagine it to be; be empathetic and respectful yourself.

Ideas and performance tips from the BOTY Leadership Club

As human beings, irrespective of age and background, we generally want to be respected.

It is therefore within a good leader to take the first step and demonstrate what respect is to his team or followers. Remembering that respect is earned. This attribute talks largely to leading genuinely from the heart with complete respect for each and every individual in their human capacity. This quality of genuineness and respectfulness is authentic and cannot be faked, however can be learnt and developed. When a leader has learnt and developed this attribute, constant awareness to his/her conduct and actions become apparent.

- **The quality of understanding rather than being understood demonstrates humility and contentment of the leader**
 - ◆ Also such a leader listens intently and learns from the views of others. By understanding what others think, a leader will be better empowered to lead effectively.
- **It takes a lot of confidence and humility to lead and as such ready to admit and own up to your mistakes as a leader**
 - ◆ If you are honest and respect others, owning up to your faults and errors becomes seamless and effortless.
- **A good leader is happy and appreciates learning from others experiences and directions and does not only rely on his views**
 - ◆ Such a leader can comfortably say he/she does not know when that is fact.
- **An honest leader is not scared to follow his gut and heart as all his actions and conducts are genuinely built on the interest of others and best decision at hand**
- **A good leader carries these leadership qualities in all his dealings**
 - ◆ These are his general values, integrity, morality, humility, respect, all integrated in the person and character and further highlighting the leaders' view of life.
 - ◆ Leadership is not confined to business. This allows the leader to be fair and just in all his dealings, treating people with kindness and respect and maintaining high standards.
- **Effective leaders are serving leaders**
 - ◆ Taking time to understand his/her team and serving their needs with patience and respect.
- **An effective leader is honest and humble enough to accept his/her weaknesses and limitations and therefore surrounds himself with individuals that complement him**
- **A genuine and respectful leader is reliable and dependable**
 - ◆ It is his/her interest to create an environment of honesty and openness.
- **A good leader adapts with the times and circumstances demonstrating genuine courage to adapt to change and to support for others**
- **A genuine leader earns the trust of followers as they would be comfortable with his/her integrity in what (s)he says**
- **Genuineness and respect also drive performance as followers would tend to be loyal and want to support their leader**

All these attributes of leadership are intrinsically integrated. They are imperative in making a good respectable leader.

A leader needs to live his/her standards and mentor those who follow

Definition

by Ismail Dockrat (Boss of the Year® 2005)



“Leadership is a journey of discovery of the self. At times the process can be brutal and painful, at others exhilarating, but in the end is sublimely rewarding. The leader has an obligation to mentor others based on the hard lessons learnt along the way.”

Elaboration

Ismail adds:

"From the point of view of the organisation's objectives, mentorship ensures that there is a continuity of leadership and that the core values of the organisation are transmitted from one leader to the next, often from one generation to the next. From the point of view of the leader himself or herself, it is incumbent upon the leader to be selfless in transmitting the acquired knowledge of the leadership process to the leadership team."

What to do today

"Are you mentoring anyone? Does anyone look to you for guidance? Are people comfortable asking you? Are you willing to share your expertise? A sign of a good leader is a willingness to lead others to success by helping them. If you're not actively engaged in mentoring someone you can start today by planning to do so."

Ideas and performance tips from the BOTY Leadership Club

Why leaders should mentor

- **The goal is to help others become more skilled, confident and productive**
 - ◆ Mentoring can also help people (employees/colleagues) become more self-aware, more creative and reach their full potential.
 - ◆ Leaders can also use mentoring to transfer specialised know-how and enhance the competitive position of a department or organisation.
 - ◆ Furthermore, it can be effective in addressing diversity and build inclusiveness.
 - ◆ Mentoring can boost morale and engender commitment and helps in succession planning.
 - ◆ Mentoring is not just a one-way street. In the process of knowledge-transfer the mentor him/herself learns through the questions asked by the mentee. But this collaboration enriches not only both the skills and knowledge banks of mentor and mentee but also of the organisation as new ideas or processes can arise.
 - ◆ Leaders can mentor informally or in a formalized way. Whichever one, the leader as mentor is an invaluable resource for the mentee.

How mentoring happens

- **Leaders can be sought by a mentee or actively elect mentees**
 - ◆ The leader can make him/herself just available for advice or develop a more structured relationship by setting out a programme with assignments, role-play activities, and time goals etc.

- ◆ Other alternatives are to have the mentee job-shadow for a while i.e. hands-on-learning; especially in the case of succession planning.
- ◆ Mentored employees or colleagues know better what the objectives are and how to achieve them; this is why some leaders ask that all new managers have some form of mentoring as a clear sign of support and guidance.
- ◆ Leaders understand that their role as mentors is to foment independence and not dependence i.e. the mentee must feel empowered not disempowered.

The role of leader as a mentor

- **First and foremost leaders who mentor others need to have sound values**
 - ◆ The 'being' part of a mentor is as important as the 'doing'.
 - ◆ A leader as a mentor offers not only knowledge and insights, but also behaviours and principles: and these should be beyond reproach.
 - ◆ A mentor may be a custodian of personal confidences regarding fears and anxieties and as such should be implicitly trustworthy.
 - ◆ Leaders as mentors need to be approachable, and know how to direct people positively.
 - ◆ They need to have a predisposition to want to share – knowledge, skills and wisdom (but not patronizingly).
 - ◆ They should be able to define the role the mentee expects i.e. does the mentee need an advisor/counsellor or tutor/nurturer.
 - ◆ They are driven by achieving good results in others and have a passion for achievement.

A leader needs to be courageous and have emotional resilience

Definition

by Terry Volkwyn (Boss of the Year® 2006)



“*Courageous leadership is about taking a risk toward a virtuous end with no predictable outcome. You have to be fearless if you want employees to rally behind you and your business. The emotional resilience you show will contribute to the defining moments.*”

Elaboration

Terry adds:

"You have to be able to be transparent with your people and say it like it is; and very often this is not exactly what people want to hear. Emotional resilience then kicks in because no matter what comes at you, regarding the decisions that you have made, requires you to be courageous by telling them exactly why the decision has been made."

What to do today

If you have shied away from making an important decision or taking an important step you need to ask yourself if it's been through lack of courage or lack of facts or fear that you'll upset someone. Get the resources you need and then move ahead. Courage is built every time you are brave enough to do something.

Ideas and performance tips from the BOTY Leadership Club

What is courageous leadership?

- **Courageous Leadership:**
 - ◆ Inspires one to explore the unknown.
 - ◆ Has the ability to make decisions quickly even if they are unpopular.
 - ◆ Requires one to know when to stick to ones guns vs. listening to others to change one's mind.
 - ◆ Another way of putting it is DEMOCRACY in planning and AUTOCRACY in implementation.
 - ◆ Is not being egotistical but humble – too much pride and ego in a Leader can prevent them from behaving appropriately.
 - ◆ Is mostly intrinsic, so it's people who have a high EQ who can deal with people who are problematic and resistant to change.
 - ◆ Is inherent in one's personality/DNA.
 - ◆ Cannot be faked ... but can be enhanced over time and with experience.
 - ◆ Requires that you trust yourself ...
 - ◆ Is felt in the gut and heart not just thoughts in the head. It moves you to act.
 - ◆ Means driving decisions that are not necessarily only about making money. So they are not always bottom line issues. Softer issues can get money to flow in the long run.
 - ◆ Means admitting to one's mistakes.
 - ◆ Does not come with the absence of fear.
 - ◆ Does not mean that you know it all – different generations have different perceptions and inputs and can add value.
 - ◆ Means that one has to move quickly and embrace change quickly.
 - ◆ Shows an understanding that people are in power not just the boss. (Arab Spring)
 - ◆ Has to have a very good understanding of the digital world out there as messages are now instantly spread good or bad.

A leader needs to be responsible and decisive

Definition

by Dawn Jones (Boss of the Year® 2007)



“*Decisive and responsible leadership is vital for any organisation as it provides focus and direction for the entire entity, enabling every employee to confidently and enthusiastically fulfil their own roles with passion and purpose.*”

Elaboration

Dawn adds:

"Decisive leadership is basically about making a decision and sticking to it and getting others to buy into your decision. Responsible leadership is about leaders who take decisions not just for the here and now, but also with the long term sustainability of the business in mind."

What to do today

Learn to be assertive regarding a choice you have made or a decision you have taken which you truly believe serves everyone's best interests. Whilst it is important to be inclusive it is also important to stick to your guns when you know best, and be able to convince the 'troops' that your head and your gut are confident that it is the best way.

Ideas and performance tips from the BOTY Leadership Club

Good leaders take wisdom and experiences of others together with their own personal experiences and use that to get the best out of their people and to get the best out of any situation.

- **Leaders need to analyse a situation comprehensively before making a decision**
 - ◆ Gather all the necessary facts before making a decision.
 - ◆ Your decision/s must be supported with facts where necessary.
- **The decision/s that leaders take must be in the best interests of the organisation**
 - ◆ Avoid serving interests of just certain individual/s.
- **Strong and confident leaders allow other team members to input and be part of your decision-making process (Inclusivity)**
 - ◆ Know your team as a leader.
 - ◆ Identify people's strengths and weaknesses in your team.
 - ◆ Spend more time with those team members that might resist a particular decision.
 - ◆ Trust is critical as a leader and for a leader.
- **Leaders need to take responsibility for the decisions taken**
 - ◆ People will respect you for that.
- **Good leadership requires acknowledging, accepting and apologising for a wrong decision taken**
 - ◆ When necessary, make tough choices and move on.
 - ◆ Decision/s must, however, be responsible and sustainable.

A leader needs to create and share a vision

Definition

by Kgosientso Ramokgoba (Boss of the Year® 2008)



“ A vision helps in formulating a commonly shared picture of the future and has the effect of propelling individual energies towards its realisation. It is in effect the reason why any organisation exists.”

Elaboration

Kgosientso adds:

"I think that amongst the many attributes you can have on the leadership value chain, a vision is an important component. The attributes which are required over and above just having a vision are: an ability to communicate in an uncluttered fashion; an ability to mobilise everyone behind that vision and to create an environment and space that allow people to ascend themselves in pursuit of that vision."

What to do today

You need to look carefully at the vision you have, or your organisation has, and see if it is written in a way that inspires people or just spells out goals for the organisation without words that involve and engage the people reading it. If you need to reword it, then do so!

Ideas and performance tips from the BOTY Leadership Club

Leaders need to spell out the vision by giving a clear picture of how the company should look like

- **The vision**
 - ◆ Needs to be unambiguous, like a mantra.
 - ◆ Must be realistic and appealing.
 - ◆ Should not be too idealistic or too ambitious as it could be detrimental to its realization.
 - ◆ Should have people bond with it; have an affinity with it and feel inspired.
 - ◆ Is the glue that binds people together and is a compass in times of dissension or tribulation.
- **The vision should be broad enough and long ranging**
 - ◆ It should be able to be translated into operational language to meet both the immediate and tangible needs as well as long-term ones.
 - ◆ The realization of the vision is made up of a series of dynamic and robust steps, whose progress should be monitored at all times.
- **The leader must embody the vision**
 - ◆ It can build a common culture for everyone to aspire to.
 - ◆ It makes diversity valuable rather than a challenge.
- **A leader is necessarily a visionary but a visionary is not always a leader**
 - ◆ A vision should out-live leaders!

A leader needs to be empowering

Definition

by Ian Heyns (Boss of the Year® 2009)



“ Empowerment is dignity and it is achieved through respect and trust. Empowered people are greater citizens of the world.”

Elaboration

Ian adds:

"A leader will be empowered and respected if the people being led feel respected and valued. I think the important thing for us as a nation is – that given our history and our past – people are treated with dignity and respect; and out of being treated with dignity and respect, people will become empowered and that can happen at a level of family, small groups and all the way through to their leaders in industry."

What to do today

Ask yourself what you can do to create an environment conducive to empowerment, at home, in the office and in the community. Do you turn a blind eye to unacceptable behaviour? Is there something I can do in my community to add to leadership skills, build a culture of respect and dignity, and make a difference?

Ideas and performance tips from the BOTY Leadership Club

In a nutshell leaders need to be strong, respectful, to listen, to treat people with dignity and have a vision that requires people to feel that they own the process.

- **Why empowerment is important**
 - ◆ It's fundamental in the development and growth of people at all levels. Not only in a business arena, in other contexts as well including at home.
 - ◆ It's about opening the door so that people can contribute with confidence.
- **Empowerment is the result of:**
 - ◆ Dignity and respect to fellow human beings.
 - ◆ Engagement and listening.
 - ◆ Trust.
 - ◆ Allowing for courage/creating a safe "sand pit".
 - ◆ Building self-esteem.
 - ◆ Creating an open/unrestricted Learning environment.

An empowerment mentality and approaches are needed

- Within the family and community – starts there and must be nurtured.
- In workplaces everywhere – in order to get the greatest contribution from people.
- At political level – can express aspirations without denigrating others.

Wise words

- "People with clenched fists cannot shake hands." Indira Gandhi
- "Courage is like a muscle, we strengthen it with use." Ruth Gordon
- "The best index to a person's character is how he (a) treats people who can't do him good and (b) how he treats people who can't fight back." Abigail van Buren
- "The most common way people give up their power is by the thinking that they don't have any." Alice Walker

A leader needs to be communicative and a good listener

Definition

by Lerato Mosiah (Boss of the Year® 2010)



“*The communicative leader and good listener effectively connect with those (s)he leads; earns their respect and trust and inspires them to stay focused, engaged and productive at all times.*”

Elaboration

Lerato adds:

"The leader who communicates effectively gains the respect and trust of his/her people because they view him/her as their guide and mentor. Employees stay motivated, inspired and therefore productive when they know they have a reliable leader who will listen attentively at all times and guide on direction to be embarked on."

What to do today

Healthy relationships in organisations lead to healthier employees. As a leader you need to set the example of open and politics-free communication. Start today to show that building good relationships is the 'other bottom-line' of your vision!

Ideas and performance tips from the BOTY Leadership Club

Leaders take the first step in building relationships; they understand that relationships are the web for loyalty, work ethic and commitment.

- **Great leaders learn to connect with people**
 - ◆ They greet the security guard, cleaner, tea-maker, receptionist by name! It's not only the people in offices that they know by name.
 - ◆ Leaders know how to communicate – whether they are charismatic or introverted
 - ◆ Good communication is founded in speaking in a way that people understand and in really listening to people's input or conversation.
 - ◆ Good communication skills do not require an expansive outgoing personality; they require the leader to genuinely want to share information for the benefit of the listener!
 - ◆ Leaders who want to communicate better need to ask more questions more often. This shows interest and willingness to think with, and not just for, others.
 - ◆ They frame their communication – verbal or written – in a way that matches their audience. They give out the facts plainly to one audience but to another give that information contextualised in a story format.
 - ◆ Besides the how, leaders need to know the 'when' and the 'where'. There is a time and place for certain messages and good leaders chose wisely and sensitively.
- **Effective leaders use the power of communication for motivation**
- **Effective leaders also understand the power of non-verbal communication**
- **Actions speak louder than words!**
- **When communicating bad news, good leaders end the message with a ray of hope**
- **Leaders should have an ear to the ground to address the emotional climate of their organisation**
- **Leaders should be able to tap into the dreams of the people who work for, and with them.**
- **Strong leaders know that good communication builds healthy relationships**
 - ◆ “Building relationships is one of the strongest skills sets related to leadership effectiveness,” says Jean Leslie, a researcher at the Center for Creative Leadership (CCL).
 - ◆ Not everyone in a leadership position has relationship-building skills and yet it is one of the fundamentals in leadership.
 - ◆ Interpersonal communication beats faceless leadership any day! And so does an environment where open communication is favoured.
 - ◆ Good relationships build loyalty. Loyalty produces good bottom-lines.

A leader needs to be able to make people feel valued

Definition

by Chris Mukoki (Boss of the Year® 2011)



“*Today’s world is one of interdependence for survival: of finances, resources and people skills. When it comes to the latter, leaders know the value of people’s commitment, quality of input and delivery. Wise workplace leaders, however, know that it is important to value the person first before you show value for what they can deliver. A true leader will show as much pride in the “gold nugget” his/her organisation is selling as in the miner who has dug it!*”

Elaboration

Chris adds:

"Cultural perceptions of what people skills are have to be taken into account – and this applies as well when you are wanting to make people feel valued. One has to know what they perceive as being important: praise, recognition, sense of belonging, time off, money?"

What to do today

Look at the incentive and reward systems you have in place. How many kinds do you have? Do you have different ones for different achievements? Are they meaningful to the people who qualify for them? Be ready to innovate. Be ready to add more of an informal nature where you personally thank and praise people.

Ideas and performance tips from the BOTY Leadership Club

If people are valued, and made to feel valued, it is very likely they will perform to the best of their abilities.

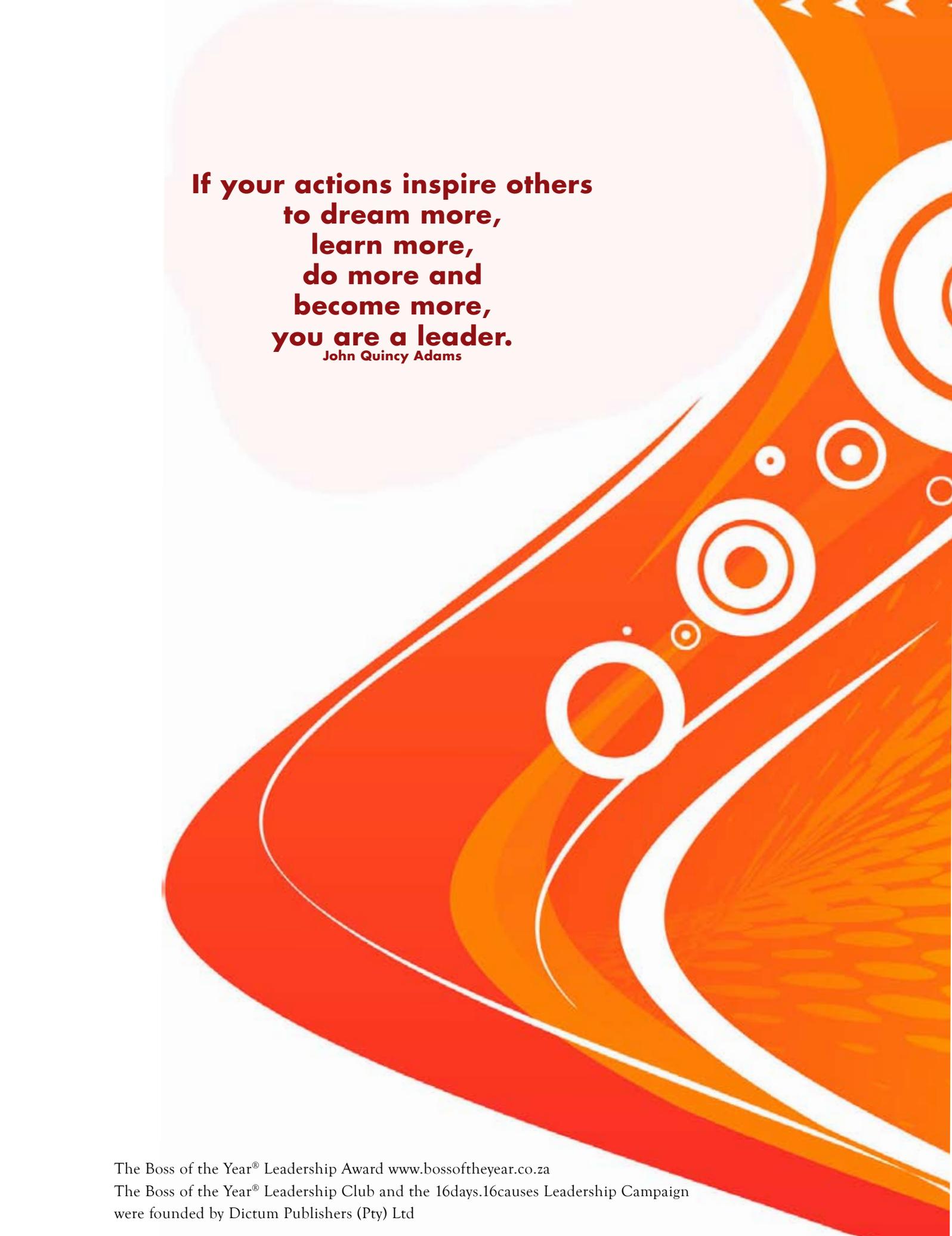
- **The critical questions for leaders are:**
 - ◆ How do I help each employee understand the value that they bring?
 - ◆ Can people articulate for themselves the value that they bring?
 - ◆ Can I or any leader learn to value people? Or is it an intrinsic thing?

This really needs to be driven by sincerity and authenticity – otherwise it could feel manipulative: for those who struggle, it will probably be necessary for a leader to understand what business impact ‘valued’ people have:

- **Valuing people is:**
 - ◆ An ongoing thing – culture rather than event.
 - ◆ Built on a foundation of respect.

Beware confusing ‘valuing people’ and measurement, recognition and incentives.

- **How to value people**
 - ◆ Define what value means when looking at ‘hard incentives’.
 - ◆ Can’t be indiscriminate: appreciate REAL value added, and beware of ‘blanket value’.
 - ◆ It begins with a culture of value, and then people are rewarded for ‘wow’ performance.
 - ◆ Find opportunities to recognise people’s contribution – particularly when the contribution is valuable but also intangible.
 - ◆ Work at the continuum of the manifestation of value creation.
 - ◆ Be open to people being able to engage on value.
 - ◆ Value is only valuable when realised.
- **Benefits of valuing people**
 - ◆ People are more engaged when they feel valued: better retention and job tenure.
 - ◆ People who feel valued GIVE value.
 - ◆ Valued people are personally inspired to grow more as people and contribute more.
 - ◆ It creates a vested interest.
 - ◆ It builds a bank of succession talent.



**If your actions inspire others
to dream more,
learn more,
do more and
become more,
you are a leader.**
John Quincy Adams