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woman

NETWORK



WORKBOOK

# DEVELOPING LEADERSHIP BEHAVIOURS

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## ABOUT THIS WORKBOOK

**EVERYWOMAN IS AN ORGANISATION** that works to advance women in business. Through our work with thousands of women and men in business we have met many outstanding leaders.

Leadership is one of the most debated topics in business currently. In an age of globalisation and technological advancement against a backdrop of global recession, the ability of leaders to embrace huge change has been brought into even sharper focus.

There are over 17,000 leadership books on sale on Amazon with numerous theories, research and topics on the subject. They include Daniel Goleman on emotional intelligence, John Kotter's suite of books on leadership and change, Covey's books on the key behaviours and habits of effective leaders, through to Simon Sinek's thought provoking studies on why, when faced with the same environment and resources, some businesses and individuals just stand out from the crowd.

We will reference many of these ideas in this workbook, its purpose being to stimulate your own thinking and development of your leadership behaviours and qualities. We have brought together key research, selected information and key questions designed to help you expand your thinking and put some theories into practise straight away. All sources are referenced and suggested further reading is captured at the end.

Our online seminars will support the key learning points from this workbook and provide the opportunity to ask our experts any questions you may have.

Good luck! We look forward to hearing about your experiences and successes.

# An overview of developing leadership behaviours

**MOST OF US STRIVE TO BECOME LEADERS.** We want to achieve something, be respected or admired, make more money, make a difference in what we do and in the world. Leadership takes patience, devotion, time and knowledge.

Before you start this workbook, take a few moments to complete the following:

## EXERCISE

Who in your opinion embodies the characteristics of a 'great leader' and why?

What does 'great leader' mean to you? What key qualities do they consistently display?

Think about someone in your organisation who you admire as a leader. What qualities do you most admire in them?

What leadership qualities do you want to develop in yourself?

## SECTION 1. LEADERSHIP AND MANAGEMENT -THE DIFFERENCES





# Leadership and management - the differences

**IN HIS FIRST YEAR IN CHARGE**, Commander David Marquet took the USS Sante Fe from being the worst to the best performing submarine in the fleet. The story below summarises how he enabled such a transformation.

Commander Marquet was due to join the USS Olympia, and in preparation for joining this submarine he spent one year learning about the vessel inch by inch, pipe by pipe. There was a last minute switch of vessel and David Marquet found himself in command not of the USS Olympia but the USS Santa Fe. The Santa Fe was a completely different model of nuclear submarine, one that he did not know and was known to be the worst performing submarine in the fleet.

Early on in his command he ran a drill to shut down the reactor with an imaginary fault in order to test his crew. "Ahead 2/3 on EPM!" Marquet directed the Navigator, who then passed the order to the helmsman. Nothing happened at the helm and the submarine continued as if no order had been given. Marquet then said again this time directly to the helmsman "Ahead 2/3 on EPM!" to which the helmsman replied "Captain there's no 2/3 on the EPM". Marquet turned to his Navigator and said "why did you order it?" and got the response back "Because you told me to!" At that moment he realized that he had a deadly combination of a crew trained for compliance and a captain trained for the wrong ship.

From that moment forwards Marquet set about creating a shift from compliance to critical thinking in his crew. Other than the final order to fire weapons, he stopped giving orders and replaced them with a system where subordinates said "I intend to ..." telling superiors what they thought would happen and what they proposed to do. He moved authority to where the information was, created leadership at every level and created an environment for thinking.

This got the crew thinking ahead and thinking like their bosses, enabling better and quicker decisions and a feeling amongst the crew that they mattered. The shift from one captain and 134 compliant crew members to 135 thinking, creative and energised individuals was at the heart of the transformation of the submarine's performance.

Management is different from leadership, and both when done well play a vital role in the success of organisations. "Management helps you to produce products and services as you have promised, of consistent quality, on budget, day after day, week after week. In organisations of any size and complexity, this is an enormously difficult task," Kotter says in his book on leadership 'Accelerate'.

Management is a set of processes such as planning, budgeting, structuring and measuring performance, which help an organisation do what it knows how to do and do it well. It's common to underestimate how complex this task is. Management is crucial, but it's not leadership.

"Managers do things right,  
leaders do the right things."

RETIRED COMMANDER DAVID  
MARQUET ON TAKING COMMAND  
OF THE NUCLEAR SUBMARINE USS  
SANTE FE

Leadership is focused on taking an organisation into the future, finding opportunities that are coming at it at increasing speed and successfully exploiting those opportunities. “Leadership is about vision, about people buying in, about empowerment and, most of all, about producing useful change. Leadership is not about attributes, it’s about behaviour,” says Kotter.

In a continually fast-moving world, leadership is increasingly needed from more and more people, wherever they are in a hierarchy. Management and leadership serve different ends but both are essential for success.

## EXERCISE

In defining your leader and manager roles list the major tasks you perform in a typical week. Then indicate whether you are acting as a manager or a leader when you complete the task, remembering that you manage ‘things’ and you lead people. Finally review the table and consider if you are leading when you should be managing, or managing when you should be leading. If so, indicate what behaviour changes you should make:

TASK	LEADING OR MANAGING?	IS IT THE RIGHT CHOICE?	WHAT CHANGES SHOULD YOU MAKE?
e.g. regular conversations with direct reports focus on progress vs KPI's and their completion of regular tasks	Managing	Not in isolation - build in balance of management and leadership behaviours	Connect management tasks back into vision or the ‘why’; build their development and learning into conversations.
e.g. I like to give spontaneous constructive feedback in the moment to my team	Leadership	Yes	Broaden this to your peers and the management levels above who you regularly interact with.

SECTION 2.  
EMOTIONAL  
INTELLIGENCE AND  
WHY IT CAN BE MORE  
IMPORTANT THAN IQ





# Emotional intelligence and why it can be more important than IQ

ALBERT EINSTEIN'S IQ WAS ESTIMATED AT 160, JOHN F. KENNEDY'S AT 119, ANDY WARHOL'S 86 AND MUHAMMED ALI'S 78. Whilst IQ and work ethic are important, they don't tell the whole story in what makes some people more successful in work and life than others.

Our emotional intelligence, which can be defined as the way we manage emotions, both our own and those of others, can play a crucial role in determining our happiness and success.

"What having emotional intelligence looks like is that you're confident, good at working towards your goals, adaptable and flexible. You recover quickly from stress and you're resilient. Life goes much more smoothly if you have good emotional intelligence," says Daniel Goleman, psychologist and author of 'Emotional Intelligence' amongst other titles. Decades of research now point to emotional intelligence as the critical factor that sets star performers apart from the rest of the pack.

Exceptional leaders often have one thing in common, according to Goleman, and that's emotional intelligence. In his research comparing those who excelled in senior leadership roles with those who were merely average, he found that close to 90% of the difference in their profiles was due to emotional rather than cognitive ability.

Research carried out by the Carnegie Institute of Technology shows that 85% of your financial success is due to your personality and ability to communicate, negotiate, and lead. Only 15% is due to technical knowledge. Additionally, Nobel Prize winning Israeli-American psychologist, Daniel Kahneman, found that people would rather do business with a person they like and trust over someone they don't - even if the likeable person is offering a lower quality product or service at a higher price.

IQ is an indicator of cognitive capacity - one's ability to think and reason. While it is a fairly good indicator of this, success and happiness in life depends more on many other factors, like ability to relate to people, recognising one's own emotions and responding to others' needs. Daniel Goleman termed these traits as emotional intelligence.

If we go back and look at the lives of the greatest leaders in history, we find there is one ability which is common to all of them - ability to inspire people by creating an emotional connection with them. This comes from EQ (emotional intelligence).

Having high EQ is the way to get buy-in from the people with whom you are dealing and get them to listen, be engaged and inspired to follow your lead. Research has shown that having high EQ is a better indicator of success than having a high IQ. That is why it is such an important leadership skill. The great thing about EQ is that it is a skillset that you can develop to make you a more effective leader.

## Five emotional and social competencies and how these talents matter in work life

Source: Daniel Goleman: 'Working With Emotional Intelligence' (1998)

**Self-awareness:** Knowing what we are feeling in the moment and using those preferences to guide our decision making; having a realistic assessment of our abilities and a well-grounded sense of self-confidence.

**Self-regulation:** Handling our emotions so that they facilitate rather than hamper the task at hand; being conscientious and delaying gratification to pursue goals; recovering well from emotional distress.

**Motivation:** Using our deepest preferences to move and guide us toward our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations.

**Empathy:** Sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people.

**Social Skills:** Handling emotions in relationships well and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes for cooperation and teamwork.

We can be strong in some of these areas and deficient in others, but we all have the power to improve any of them.

## How well-developed is your emotional intelligence?

### EXERCISE

These questions will help you reflect on how emotionally intelligent you are. They should prompt your thinking and are not an exhaustive set of questions.

Think about the last time you met someone new. How many questions did you ask them? How well did you listen to their answers? If you had to introduce them to someone else how much information could you give about them?

How well do you know, understand and accept your strengths and weaknesses? Think about the last time you sought feedback -what insight did this give you? How well are you playing to your strengths in work?

Think about the recent meetings you have attended. To what extent have you been 'present' in the moment? How easily have you been distracted by emails, texts or other diversions? (This could be keeping you from functioning at your most emotionally intelligent level.)

Think about the last time you felt angry or upset. What were the triggers and causes? What impact did that have on you and how did you handle yourself in the moment? With reflection is there anything you would do differently should this situation or these triggers arise again?

Think about a recent setback or disappointment you've encountered. How did you respond and how did you feel? How well do you think you bounced back from this and how quickly? What would you do differently next time?

Think about the last time you set yourself a goal. How easy did you find it to focus your attention and energy to the pursuit of that goal? What distracted you and what have you learned?

## SECTION 3. DEVELOPING KEY RELATIONSHIPS



## Developing key relationships

**BUILDING TRUSTED RELATIONSHIPS** whether internal or external to your organisation is key to your effectiveness and performance as a leader. Being successful means investing in the relationship - taking time out to understand others' needs, goals and motivations. This will help you to manage your stakeholders' effectiveness, create allies and a support network.

As human beings we are naturally social creatures; we crave friendship and positive interactions just as we do food and water. So it makes sense that the better our relationships are at work, the happier and more productive we're going to be.

Good working relationships give us several other benefits: our work is more enjoyable when we have good relationships with those around us. Also, people are more likely to go along with any changes we want to implement, and we're more innovative and creative. Furthermore, good relationships give us freedom; instead of spending time and energy overcoming the problems associated with negative relationships, we can focus on opportunities.

### EXERCISE

Put yourself in the centre of the page and map all of the key relationships you have. These will be the relationships with people you work with to get the job done, or who need to work with you to get their jobs done. If you don't know the individual - what is the department or business unit? Remember that some of these relationships are likely to be external to your organisation.

ME



Review your diagram. Who is missing? Which relationships are most critical?

In building relationships think about the investment in that relationship that you show to others – for example - time, energy, engagement and empathy.

Look at the three most critical relationships. For each one think about what is going well and what could be better. Think about what you give, what you get and what you both want from the relationship.

## EXERCISE

### Relationship with Jane (one of peers):

GOING WELL & CONTINUE	FOCUS TO IMPROVE
<ul style="list-style-type: none"> <li>● We appreciate each other - regularly saying thank you.</li> <li>● We have positive conversations and give each other energy.</li> <li>● We give each other regular feedback, can ask for advice and we trust each other.</li> </ul>	<ul style="list-style-type: none"> <li>● Invest a little more time - meet for sandwich in lunch break or go for a walk in a break.</li> <li>● Practice active listening more - focus more on listening than talking.</li> <li>● Avoid gossip with Jane as could impact other relationships.</li> </ul>

### Relationship one:

GOING WELL & CONTINUE	FOCUS TO IMPROVE

Relationship two:

GOING WELL & CONTINUE	FOCUS TO IMPROVE

Relationship three:

GOING WELL & CONTINUE	FOCUS TO IMPROVE

## SECTION 4. DEVELOPING INFLUENCING SKILLS



## Developing influencing skills

**EFFECTIVE LEADERSHIP TODAY RELIES MORE THAN EVER ON INFLUENCING OTHERS** - impacting their ideas, opinions, and actions, and today's highly collaborative organisations make it essential.

Consider how often you have to influence people who don't even report to you in order to accomplish your objectives. Success depends on your ability to effectively influence both your direct reports and the people over whom you have no direct authority.

Excellent influencing skills require a healthy combination of interpersonal, communication, presentation and assertiveness techniques with the confidence and willingness to make things happen. To influence well you need to understand yourself and the effect or impact you have on others, being able to move things forward, without pushing, forcing or telling others what to do.

### Examining your influence

Covey references the voice of influence like a "lighthouse" as opposed to a "weathervane". "It's a constant dependable source of light, not someone that twists and turns with every social wind. Effective leaders spread their influence no matter what position they hold and consistently exercise initiative by making positive and effective choices."

To help you examine your level of influence, complete the following self-assessment by placing the score that best represents your answer to each question.

Key: 1 = never, 2 = seldom, 3 = often, 4 = usually, 5 = always

#### IS YOUR OPINION SOUGHT?

Describe an example that supports the rating you gave yourself.

"The true measure of leadership is influence - nothing more. Nothing less."

JOHN MAXWELL

"Leadership is the activity of influencing people to cooperate towards some goal, which they come to find desirable and which motivates them over the long haul."

ORDWAY TEAD, AUTHOR OF 'THE ART OF INFLUENCE' (1935)

**IS YOUR INPUT RESPECTED?**

Describe an example that supports the rating you gave yourself.

**IS YOUR EXPERIENCE VALUED?**

Describe an example that supports the rating you gave yourself.

**ARE YOU INVOLVED IN SETTING STRATEGIC DIRECTION FOR YOUR TEAM OR DEPARTMENT?**

Describe an example that supports the rating you gave yourself.

**DO YOU STRONGLY IDENTIFY WITH THE VISION OF YOUR TEAM OR DEPARTMENT?**

Describe an example that supports the rating you gave yourself.

Source - Stephen Covey - 8th Habit



## Influencing strategies

**HAVE YOU EVER THOUGHT ABOUT HOW YOU INFLUENCE OTHERS?** We naturally default to the same tactics each time and they are also the ones to which we are most receptive when being influenced.

Research done by Harvard Business School writers Chris Musselwhite and Tammy Plouffe identified five distinct influencing styles: rationalising, asserting, negotiating, inspiring, and bridging.

You may have an idea what your style is, or there are some questions you can ask yourself to begin to understand your style.

Think about the last three situations where you sought to influence change. Now use the questions below to help you to understand your natural preference or balance of styles.

- **Rationalising**

Did you use logic, facts, and reasoning to present your ideas?

Did you leverage your facts, logic, expertise, and experience to persuade others?

- **Asserting**

Did you rely on your personal confidence, rules, law, and authority to influence others?

Did you insist that your ideas are heard and considered, even when others disagree?

Did you challenge the ideas of others when they didn't agree with yours?

Did you debate with or pressure others to get them to see your point of view?

- **Negotiating**

Did you look for compromises and make concessions in order to reach an outcome that satisfies your greater interest?

Did you make trade-offs and exchanges in order to meet your larger interests?

Did you delay the discussion until a more opportune time?

- **Inspiring**

Did you encourage others toward your position by communicating a sense of shared mission and exciting possibility?

Did you use inspirational appeals, stories and metaphors to encourage a shared sense of purpose?

- **Bridging**

Did you attempt to influence outcomes by uniting or connecting with others? Did you rely on reciprocity, engaging superior support, consultation, building coalitions, and your personal relationships to get people to agree with your position?

In your answers to the questions for your three example situations, look for the similarities and differences. Where did you use the same style or mix of styles and where were the differences? How might you adapt your style in future if you face these situations and people again and which elements will you build into your approach?

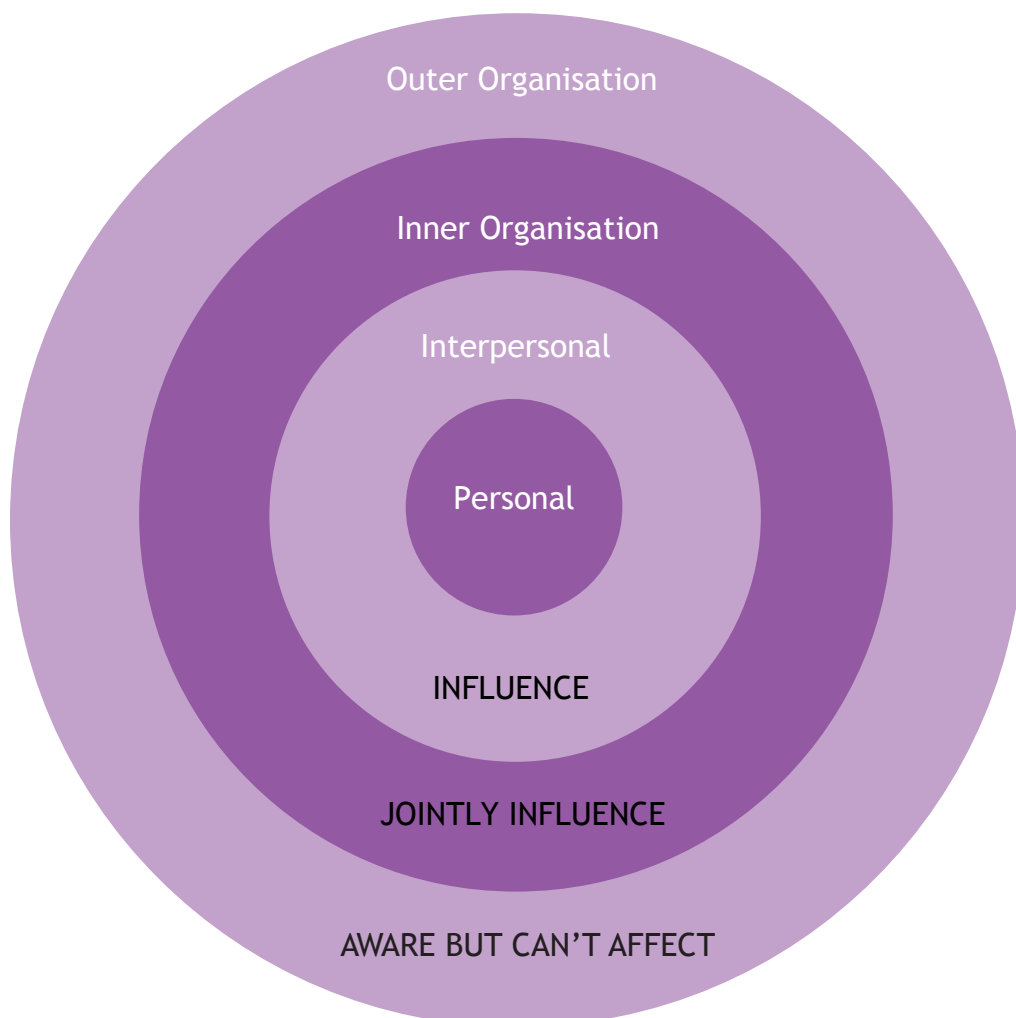
Being able to flex our influencing style to different people and different situations is key to gaining the outcome we want. There are five different influencing styles and using only your preferred style has the potential to undermine your influence with as many as four out of five people.

## Spheres of influence

GLOBALISATION, INTENSIFIED COMPETITION AND TECHNOLOGY are some of the factors influencing a fundamental change in our work structures and environments.

Traditional hierarchies have evolved into networks, matrix management, remote working and other such complexities. Decision making can be less obvious than it used to be and the power of influencing more important.

The diagram below illustrates a way of thinking about levels of control and decision making, and can be helpful in thinking through how to go about influencing.



**Personal sphere:** You are the decision maker. In some instances you may decide to consult with others in order to engage and align them in your decision, but the decision is completely within your control.

**Interpersonal sphere:** The decision maker is someone with whom you have a direct relationship, and it is therefore possible for you to have direct influence over the decision.

**Inner organisation sphere:** The decision maker is someone with whom you have a level of influence, but you are one of many influencers. Bearing this in mind will play an important role in how successful you are at influencing.

**Outer organisation:** The decision maker is far removed from your day to day activities and you may not feel able to affect directly. In order to influence you will need to think about those within your interpersonal and inner organisation spheres who can influence on your behalf.

If you find it difficult to get directly to the decision maker then begin building relationships within the 'sphere'. Usually there are co-decision makers that readily influence the ultimate decision. Build relationships with them so that they can introduce you to the right decision makers.

On the other hand you may decide to focus instead on decisions directly within your reach, where you can perhaps be more effective.

## Expanding your spheres of influence

The following points are all ways to increase your spheres of influence and the level of influence you have:

1. Increase your visibility  
Put yourself in front of more people and across the wider organisation.
2. Be a role model  
Ensure you deliver your key performance objectives and demonstrate key leadership behaviours, continually nurturing these skills.
3. Focus on the future  
Creating and developing opportunities that will benefit the organisation.
4. Lateral power  
Shifting the emphasis from transactional to relational conversations will give you greater influence.
5. Get input from stakeholders  
This will increase the breadth and the strength of your influence.
6. Build your networks and the key relationships in your networks.
7. Language  
Creating an emotional response with the language you use can make your message more impactful and appeal to heart and mind.
8. Ask compelling questions and question assumptions  
This will provoke others' thinking and your input should strengthen their solution and reflect your input.
9. Shift from being a problem spotter to a problem solver.
10. Sell solutions

## EXERCISE

1. Choose a subject you're currently trying to influence that's important to your work success:

- Which sphere of influence does it sit in?
  
- Who is/are the key decision makers on that subject?
  
- Which relationships will help you influence decisions on that subject?
  
- What influencing style/s do you believe will be most effective?
  
- What actions will you now take?

2. How well are you building and nurturing relationships with your stakeholders?



SECTION 5.  
THE HIGH TRUST  
LEADER



# Getting Prepared

**WHAT DIFFERENTIATES GREAT LEADERS FROM GOOD LEADERS?** What makes an individual credible with customers, investors and other stakeholders? Well the common thread is trust - being someone who can be trusted.

A high trust leader is an individual who has unquestionably strong personal credibility, has the ability to create and grow trust with others interpersonally, and who is then able to extend that trust organisationally.

Covey identified 13 key behaviours that high-trust leaders have in common. The first five behaviours are primarily character based, the second five are primarily competence based and the last three are equal parts character and competence. These 13 behaviours of high-trust leaders can be learned and applied by any influencer at any level within any organisation. The net result will be a significantly increased ability to generate trust with all stakeholders in order to achieve better results.

These behaviours need to be used in balance with each other. Any behaviour pushed to the extreme can become a weakness.

## Character behaviours

### 1. Talk straight

Be honest. Tell the truth and let people know where they stand. Use simple language and say things how they are. Demonstrate integrity and don't manipulate people or distort facts. Don't spin the truth and don't leave false impressions.

"Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not." Oprah Winfrey

### 2. Demonstrate respect

Genuinely care for others. Show you care and don't fake it! Respect the dignity of every person and every role. Treat everyone with respect especially those who can't do anything for you. Show kindness in the little things. Don't attempt to be 'efficient' with people.

"If people know you care, it brings out the best in them." Richard Branson.

### 3. Create transparency

Tell the truth in a way people can verify. Be open and authentic, real and genuine. Operate on the premise of 'what you see is what you get'. Don't have hidden agendas or hide information.

"Trust happens when leaders are transparent." Jack Welch – former CEO General Electric

#### 4. Right wrongs

Make things right when you're wrong and apologise quickly. Demonstrate personal humility and don't let personal pride get in the way of doing the right thing. Don't cover things up.

"What I call level five leaders build enduring greatness through a paradoxical blend of personal humility and professional will." Jim Collins, author of bestselling leadership and management books and visiting professor at Harvard University.

#### 5. Show loyalty

Give credit to others and speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't bad mouth others behind their backs and don't disclose others' private information.

"If you want to retain those who are present, be loyal to those who are absent. The key to the many is the one." Stephen Covey

### Competence behaviours

#### 6. Deliver results

Establish a track record of results. Get the right things done and make things happen. Accomplish what you're hired to do and be on time and within budget. Don't overpromise and under-deliver and don't make excuses for not delivering.

"There is no ambiguity around performance at Pepsi, which some people perceive as harsh. I see it as an important and necessary part of how you operate. You can't create a high trust culture unless people perform." Craig Weathrup – former CEO Pepsico

#### 7. Get better

Increase your capabilities and continually improve. Be a constant learner, developing feedback systems both informal and formal. Thank people for the feedback and then act on it. Don't consider yourself above it and don't assume your knowledge and skills will be sufficient for tomorrow's challenges.

"The illiterate of the 21st century will not be those who cannot read and write but those who cannot learn, unlearn and relearn." Alvin Toffler

## 8. Confront reality

Take issues head on and address the tough issues and conversations directly. Don't skirt the real issues or bury your head in the sand. Lead courageously in the conversation.

"We strive to tell everyone everything we can. We want a culture with open dialogue and straight answers. In terms of our work with employees, we have been direct with them even when they don't like the answer. Our goal is not to please everyone but instead for them to trust that what we tell them is the truth. You can't work the tough issues we face unless everyone, starting with the senior team, trusts one another." Greg Brenneman – former CEO Continental Airlines

## 9. Clarify expectations

Disclose and reveal expectations. Discuss, validate and renegotiate them if needed and if possible. Don't violate expectations and don't assume that expectations are clear or shared.

"Almost all conflict is a result of violated expectations." Blaine Lee

## 10. Practice accountability

Hold yourself and others accountable. Take responsibility for results and be clear on how you'll communicate how you're doing and how others are doing. Don't avoid responsibility, blame others or point fingers when things go wrong.

"Remember when you were made a leader, you weren't given a crown, you were given a responsibility to bring out the best in others. For that, your people need to trust you." Jack Welch – former CEO General Electric

## Character and competence behaviours

### 11. Listen first

Listen before you speak then understand and diagnose. Listen with your ears - and your eyes and your heart! Find out what the most important behaviours are to the people you are working with. Don't assume that you know what matters most to others and don't presume that you have all the answers or all the questions.

"Nothing beats personal, two-way communication for fostering cooperation and teamwork and for building an attitude of trust and understanding among employees." Bill Packard co-founder Hewlett Packard.

## 12. Keep commitments

Say what you're going to do and then do what you say you're going to do. Make commitments carefully and keep them at all costs. Make keeping commitments the symbol of your honour and don't break confidences.

"Trust is established through action and over time, and it's a leader's responsibility to demonstrate what it means to keep your word and earn a reputation for trustworthiness."  
Hank Paulson former CEO Goldman Sachs

## 13. Extend trust

Demonstrate a propensity to trust and extend trust abundantly to those who have earned your it. Learn how to appropriately extend trust to others based on the situation, risk and character/competence of the people involved. Do have a propensity to trust and don't withhold it because there is a risk involved.

"I have found that by trusting people until they prove themselves unworthy of that trust, a lot more happens." Jim Burke former CEO Johnson & Johnson .

## EXERCISE

Think about your last week in work and all of the conversations you've had. To what extent have you communicated in simple language and delivered clear, straight and honest messages? What will you improve?

Think about one of your direct reports or if you don't have one then a colleague or peer. How well do you show care to them and respect them and their contribution? Ask them for feedback on this and what they would like to see more or less of from you.

Think about the past six months in your role. How well have you taken ownership for results and outcomes? Have you delivered everything you said you would in the timeframes you committed to and if not then why? What do you need to do differently moving forwards?

Think about a recent project or task you led or completed that didn't go well. How clearly did you define others' expectations of you and how realistic were they? What will you do differently next time?

## SECTION 6. PERSONAL ACTION SUMMARY





## Personal action summary

YOU SHOULD BY THIS POINT HAVE ANSWERED A NUMBER OF KEY QUESTIONS that will prompt your thinking and action around developing your leadership behaviours.

You've seen selected research outputs, studies and content on the differences between leadership and management, why emotional intelligence is so important, the importance of building relationships, influencing and finally what qualities high-trust leaders demonstrate.

ACTION	WHEN
e.g. create space in my diary (20mins) per day to develop and nurture my key relationships	Start next week
e.g. Broadening my influence, build my network in the organisation, put my name forward for a project that requires cross departmental/divisional working	By 1st December

### Some final reflections

- How trusted am I as a leader?
- What will I do differently today to be a stronger leader?
- How will I build trust in my team or department?

every  
woman

This workbook has been produced and edited by everywoman, with content commissioned from associate expert Kate Fletcher. It is part of the everywoman portfolio of resources that have been specially created to support and develop women as they advance their careers and businesses.

## everywoman Expert



Kate Fletcher has been involved with business and sports teams for 25 years both as a leader and team member. At UK Board level in FTSE 100 and 250 companies, she has successfully led teams to double their revenue and profit, transform customer relationships, achieve the highest company employee engagement ratings and successfully led teams through transformational change. In sport, Kate has been member of a team competing in the Round the World Yacht Race, been a member of the winning European Cup Winners Cup hockey team and played English National League hockey for 12 years. Kate is passionate about inspiring and supporting women to business success.

## Further reading

- 'Emotional Intelligence', Daniel Goleman
- 'Start with why?', Simon Sinek
- 'Accelerate', John Kotter
- 'The Speed of Trust', Stephen Covey
- 'Turn round the ship', David Marquet

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