

Inspirational leadership

A design for a course.

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Reality in business is often boring

Repetition of the same failures. When you are lucky only 70% successful activities. People change in concentration; change in levels of being attracted to their work of that day; they change in using their skills in communication, in team work. Managers have problems that absorb their focus, they forget to pay attention to the needs of the people they are working with.

Many people accept this reality, as they have to accept themselves in their fallibility; their weakness. As long as we keep on correcting ourselves, give corrections to others and accept others correct us, we manage to go on. When we have the combination of: accepting weakness, accept corrections and hard working to improve, others will like to work with us.

A leader is powerless. He only can reach result by the work of others. He depends completely on them. Why should people choose you as their leader?

A two day reflection on “inspirational leadership.”

Focus is on two questions:

- a. People are naturally motivated to develop themselves in work and in cooperation. What conditions a manager must create that facilitate this natural ‘giving’ attitude?
- b. What in your personal/functional behaviour as a manager makes you effective/ ineffective? Why might people like to work for you?

The output is defined by each participant at the beginning. He can change the goal while exploring finding new, better, more important goals. At least every participant has in the end two practical feasible improvements he will implement in his daily work.

The working process

Managers, leaders are do-ers. They make things happen. They act according to what they experience as successful. Most of these behaviours are like habits. Reflexes to use without reflection. This makes them effective and efficient. Sometimes they learn habits that fits only 60 or 50% of the situation. Sometime habits grow less effective when the environment changes. Sometime organisations want a change to prepare for a future that has to be created. One cannot find a future. New behaviour is not in the habits and the forcing power of reality gives pressure and the feeling of urgency, but is not the change itself. Reflection is the working tool: “what do I do now?” “What are the presumptions behind it?” “What are the necessary presumptions of the future behaviour?” “Where can I find examples that I can lend for use ?” Leaders, people learn from each other. Their ideas, their experiences.

Reflection first, then experiment with new behaviour.

Actions:

1. *Preparation*. The managers are personally invited by the GM to take part in the two day reflection/training. He state why he urges them to participate. He expresses his expectations of course in general expressions.
2. *Contracting*. Three parties involved. The person of the GM, the participant and the facilitator/trainer. The GM state his commitment and his expectations. The participant

open up and show his personal/functional behaviour. He has questions, is willing to give feedback, receive feedback. Participates in exercises and tries new behaviour. He ends with commitments for improved behaviour. The facilitator commits himself to a respectful approach of every participant. He facilitates the application of general statements to particular situations. Working rules will be established.

3. *Important personal sources of inspiration.* Reflection. Guided search for the important people who's actions, words, are referred to as of influence.

Outcome: a. What change does everyone to practice in their leadership?
b. Practice the intention.

Working steps:

- a. personalising standardised list of important persons
- b. adding an act or saying that is of influence to each person
- c. valuing the influence of the important persons with their action by adding a emotional value
- d. ordering the persons and action on a distance from the centre (me) to show the relative importance (=influence)
- e. search in the emotional score for patterns. Same, opposite.
- f. reflect on the results: (write down in a working book)
 - a. what do you see?
 - b. what do you think to what you see?
 - c. what do you feel?
 - d. what is you internal conversation?
 - e. What is your evaluation? What do you like? what do you want to change?
 - f. the change you want, how does it look like?
- g. share in small group. Others only ask for clarification.
- h. everyone shows two behaviours: their normal one and the new one the intend to practice from now on.

4. *What ideas on inspiration leadership can be found in cultures and words of famous people?* What to lend of these? Presentations, Discussions and reflections.

- a. ideas of Western ideologies
- b. ideas of Chinese culture
- c. ideas of Business Guru's and research
Goffee; Drucker; Global Leadership Research.
- d. adding ideas of personal inspirational people

Outcome: Adding new persona reference persons, words and acts. Show new acts.

5. *Reflections* having the perspective: what conditions do people need to go on working motivated and give their best?

- a. Presentation of research and align to own experiences.
- b. Personal profile: how good are you in practice of the different actions?
- c. What does your people want from you? Personal investigation.
- d. What are the improvement you are gong to practice? When? where?
- e. Show new behaviour.

6. *The personal working plan.* Participants present their goals for the coming month.

Working on the question: what is the most important blockade you see? How are you removing the blockade?

7. *Closing.* Write a personal letter to the GM with a self-evaluation after these days and the improvement plan. Post before leaving this course.

