

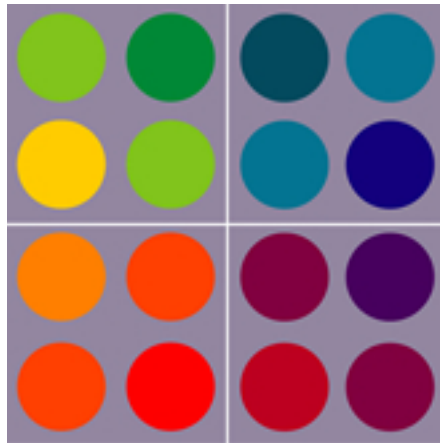


Facet Personal Profile

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Company: Demonstration Client



Leading Edge Guide to leading

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Transformational Leaders

Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

Creating a Vision - Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure that colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with enthusiasm.

Stimulating the Environment - People who do well are able to provide a positive and challenging environment for others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

Treating People as Individuals - Creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

Transactional Leaders

Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership

Goal Setting - Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

Monitoring Performance - There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person

to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

Providing Feedback - Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions:

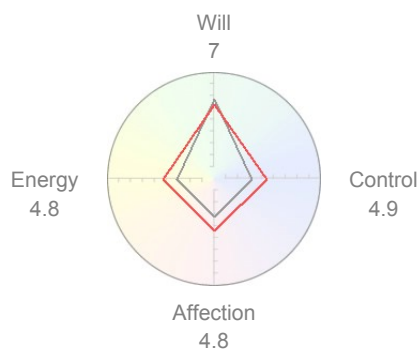
- What are we expecting?
- How are we doing?

And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

Developing Careers - The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist.

Leading Edge Guide to leading



Creating a Vision

- Pre-sell new ideas - 'sow the seeds' and 'let them germinate'
- Show you value Hettie's opinion and help
- Paint a broad picture and outline some alternatives for Hettie to think about and come back to you on
- Distinguish between fact and opinion
- Make sure Hettie listens and doesn't express an opinion too quickly

Stimulating the Environment

- Appeal to Hettie's desire to lead and need for power and recognition
- Involve Hettie in creating solutions to challenging and difficult situations
- Motivate by asking Hettie to create something new and different which reflects Hettie's own ideas
- Allow Hettie scope to take important decisions and to contribute to moving things forward

Treating People as Individuals

- Create opportunities that give Hettie responsibility, recognition and status
- Appeal to Hettie's down to earth and business like approach to things - but tactfully point out the importance of consultation and of not imposing a view on others
- Avoid putting Hettie on the defensive - being stubborn Hettie can find it difficult to retract
- Remember Hettie's tendency to make quick decisions and encourage alternative views

Goal Setting

- Agree challenging goals that allow Hettie to exercise authority and control over the performance of others
- Clearly state how Hettie's goals directly relate to strategy and overall success of the business
- Allow freedom and autonomy in deciding how the goals are met
- Give Hettie scope to identify own targets and specific objectives

Monitoring Performance

- Let Hettie do things in own way, but if you need to redirect be firm and clear about the reasons
- Arrange ways of ensuring that Hettie keeps you informed of progress
- Assert your authority as a last resort. Do not argue with Hettie. Find where your ideas and Hettie's agree then widen the area of common agreement
- Use subtle ways of ensuring that Hettie involves people and curb any tendency to dominate and impose views on others

Providing Feedback

- Praise Hettie's successes personally and directly, pointing out how standing within the organisation has been enhanced
- Comment on sound judgement, decisiveness and Hettie's drive and determination
- When you have cause to criticise be sure of your facts; be tactful but firm and direct
- Allow Hettie a face saver if it can be done

Developing Careers

- Respond to Hettie's need to advance and visualise future career success
- Address any of Hettie's development needs by linking these directly to how they can effect prestige and potential to progress
- Be direct, do not accept excuses or allow Hettie to blame others for any shortfalls in performance
- Hettie hates to admit ignorance or failure - make it easier by finding common ground and widening it