

Influence

in•flu•ence ['ɪnfluəns] *ability to effect* *change in your sphere of responsibility*

What kind of leader are you?

PICK UP 12 BOOKS on leadership, and you're likely to find a dozen different leadership models. Distill all the theories and two distinct, polar, leadership styles emerge: transactional and transformational.

A **transactional leader** exchanges or withholds rewards to motivate employee performance. This style fosters an environment where subordinates concede power but don't trust the leader to look out for their best interests. Business goals can be achieved, but often at the expense of human potential.

A **transformational leader** wields influence through integrity. People trust the vision for the organization because they trust the leader. Inspired employees work from a higher level of self-motivation and produce extraordinary results.

Education, talent and title won't predict which kind of leadership style you will embrace. You're most likely to emulate the men and women to whom you looked for leadership. What kind of leaders were they?

What kind of leader are you?



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You can't be a great leader without integrity.

BUSINESS LEADERS are under tremendous pressure to produce results. As individuals advance in the organization, bottom line results become the supreme measure of success.

Yet one of the most important achievements of a leader is producing another generation of leaders. Too few executives cultivate successors that are as good or better leaders than they are.

Great leaders have a vision of the future *and* develop others who will refine the vision. There are many examples of forward-thinking, talented men and women who could not get others to follow their vision. Why?

People must trust the leader before they trust the vision.

Trust must be earned, one person at a time. People decide in their hearts how much of themselves they will give to their work based on the character of their leaders. The larger the organization, the easier it is to overlook this truth.

The leadership dynamic can be illustrated by a triangle divided into four horizontal sections. The base is *integrity*; the next section is *vision*, then *inspiration*. At the pinnacle is *influence*, the ability to effect change in a sphere of responsibility. When leadership is based on a solid foundation of integrity, followers develop belief and trust in the leader.

A great leader leaves a legacy of other great leaders.

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Now the leader must bring a compelling vision. A leader's integrity *and* vision inspire confidence and energize people to produce their best. Only then does the leader achieve solid, stable influence within the organization.

Too often, we focus on and applaud a person's ability to deliver results based on personality, position or, perhaps, by force. Leaders can exert influence without integrity as the stabilizing force. Inevitably, however, an upside down triangle will topple.

Truth is, integrity is the most critical characteristic of an effective leader. Integrity is honest, moral and ethical behavior. It's understanding your core values and beliefs and living them. It's consistency.



Leaders must demonstrate integrity in everyday situations. "Little things" indicate lack of integrity. Examples: blowing off a scheduled meeting, forgetting a promise, not demonstrating respect to a subordinate, not listening.

When a leader lacks integrity, followers can't grow or thrive.

Subordinates have difficulty believing this person truly cares about them and their development. There's a cloud of doubt hanging in the atmosphere. It may not be enough to prevent followers from coming to work and

making things happen. But a leader's lack of integrity prevents people from being energized, working at their full potential, and developing into effective leaders themselves.

Consequently, an individual foundation of integrity becomes essential to raising up other leaders. The process that produces great leaders entails continuous character development, fine-tuning interpersonal skills, and placing the highest premium on integrity. Because a truly great leader leaves a legacy of other great leaders.

Great Leaders Are Made, Not Born

You can develop your ability to lead with clarity, confidence and courage.

VJ Holcomb Associates has worked with thousands of men and women to enhance their leadership ability, management style, and interpersonal relationships. We offer one-on-one coaching programs that produce breakthrough results quickly.

Power Coaching provides an ideal format for leaders to gain perspective, fine tune soft skills and develop strategies to become more effective in their roles. The program includes assessments, feedback interviews, and seven, 2-hour coaching sessions over a 90-day period. One follow-up session takes place about six weeks after the main program has been completed.

Coaching Intensive gives seasoned executives fresh insight and solutions for interpersonal issues. We gather assessments and



feedback interviews in preparation for 24 hours of one-on-one coaching delivered within a few days. Clients typically receive an additional 1-3 follow-up sessions over the ensuing weeks.

The Leadership Launch places emerging leaders on a trajectory for future success. One-on-one coaching addresses challenges of a first-time manager. Primary goals for three, 2-hour sessions are to increase self-awareness, strengthen the ability to influence others, and gain perspective to grow as a leader.

*Our coaching programs are delivered only by experienced leadership development professionals. Learn more at VJHolcomb.com/coaching or call our office: **800-606-1568**.*



Are You a Transformational Leader?

Below are characteristics of transformational leaders. Think about your behavior as you lead others. Evaluate your strengths and weaknesses in each area.

	Strength	Weakness
Creative		
I encourage innovation and foresight.		
I demonstrate innovation and foresight.		
Interactive		
I am able to articulate difficult concepts so that others can understand.		
Empowering		
I motivate employee participation and involvement.		
Employees take ownership of their jobs and work up to their greatest potential.		
Others trust me with their best ideas and biggest frustrations.		
Passionate		
I am personally connected to work in a committed, enthusiastic and genuine way.		
Visionary		
I energize people and gain their commitment.		
I create meaning for the work that needs to be accomplished.		
I bridge the present and future so others can understand the linkages.		
I establish a standard of excellence.		
Integrity		
I display ethical and moral behavior consistently in every situation.		

Action Plan

Choose one strength from the list. List three actions you can take to build on that strength.

1. _____
2. _____
3. _____

Choose one or two areas you identified as a weakness. List three actions you can take to increase your effectiveness in those areas.

1. _____
2. _____
3. _____

Power Coaching Tip

Review each action. If you are able to ask “how”, your response is not specific enough.