

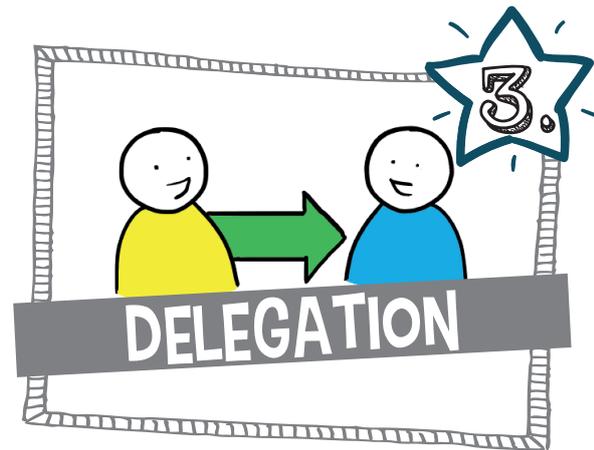
SERVANT LEADERSHIP

SKILL GUIDE

Servant Leadership is an approach to leading people that enables not dictates. In today's fast moving and complex environments no-one can keep up with the pace of discovery and will hold up progress by trying to know more than they do. Co-creation, collaboration and delegation are key to progress.

The focus of leadership is shifted from the process to people and the future, developing people to act confidently and independently.

Delegation is therefore crucial, enlisting the talents of others giving them sufficient autonomy to exercise their own judgement is crucial.



SELF-ASSESS

Why not use this simple self-assessment scale to consider your strength in this area, share your self assessment with someone whose opinion you value, do they agree with your assessment? How do they see you demonstrate this skill? What might you do to maintain or improve your skills?

Retains authority and responsibility, prefers to do things yourself. May hold up progress by putting in sign off or approval steps to stay in control.

This scale extends left to right across a range of competence. Read the descriptors at either end of the scale and mark the box closest to your current state

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Explicit about expectations. Will allow other others to help reach objectives, gives the freedom to make mistakes. Trusts others.

DEVELOPING DELEGATION

- START SHADOWING OR DEPUTY DUTIES; WHAT REGULAR FORUM OR DECISION MAKING MEETINGS CAN YOU INVOLVE OTHERS IN TO HELP DEVELOP THEIR ANALYTICAL OR DECISION MAKING PROCESSES
- SET THE SCOPE; ARE YOUR TEAM CLEAR ON YOUR TEAMS PURPOSE? IT'S IDEAL OUTCOME AND CONTRIBUTION TO THE BUSINESS? OFTEN FOLKS STRUGGLE TO MAKE DECISIONS OR 'ACT UP' AS THEY ARE UNCLEAR WHAT THE TEAM IS REALLY ALL ABOUT
- HANDOVERS; ALLOW PROPER TIME TO HANDOVER AND 'WELCOME BACK' A DECISION OR PIECE OF WORK, BE COURTEOUS ENOUGH TO BRIEF WHOEVER YOU DELEGATE TO SUFFICIENTLY AND ALWAYS OFFER FEEDBACK
- DELEGATE THE RESULT, NOT THE PROCESS; FOCUS ON THE END RESULT AND ALLOW THE PERSON TO WHOM YOU'RE DELEGATING TO DETERMINE HOW BEST TO ACHIEVE IT. DON'T ABDICATE THOUGH, BE THERE TO OFFER SUPPORT IF NEEDED

NOTES

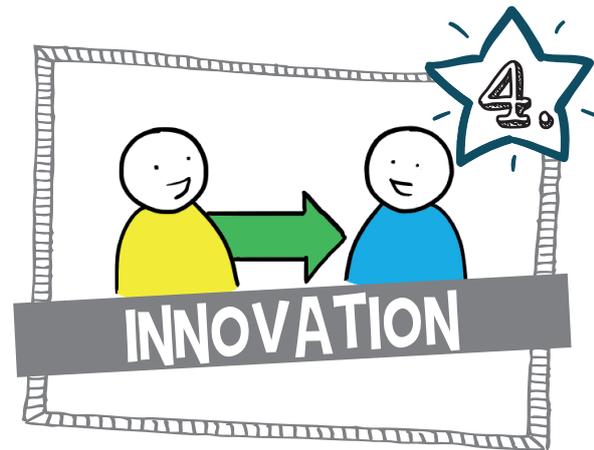
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SKILL GUIDE

There's a lot written about the need for leaders to innovate, less written about different styles of innovator.

Few of us can be a Gates or Jobs, more of us can build on the ideas of others asking 'what if?' (adaptor innovator), keep creative energy going (enthusiastic innovator) or sniff out potential (detector innovators). Innovation is fuelled as much by analytical as creative thinking. Innovators are often as resilient or courageous as creative.

Innovation cannot be taught, it has to be tried so give it a go!



SELF-ASSESS

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Less attracted to exploring new ideas or approaches, leaves things 'well enough alone', avoids unnecessary risks. An under developed environmental radar, ie isn't aware of macro trends.

This scale extends left to right across a range of competence. Read the descriptors at either end of the scale and mark the box closest to your current state.

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Feeling comfortable in fast-changing environments, being willing to take risks and consider new approaches. Looking beyond the past and present to develop a vision for the future is common. Scans the horizon for ideas to adapt or adopt.

DEVELOPING INNOVATION

- **INNOVATION CANNOT BE TAUGHT BUT CREATIVITY TECHNIQUES CAN BE LEARNT, EVEN SIMPLE BRAINSTORMING OR IDEA HARVESTING GAMES CAN KICK START IDEAS. TRY MYCOTED.COM FOR A WHOLE RANGE OF TECHNIQUES AND IDEAS**
- **MASTER THE MESSAGE; SUCCESSFUL INNOVATION USUALLY REQUIRES A HIGH LEVEL OF COLLABORATION AND WELL DEVELOPED COMMUNICATION SKILLS. PRACTICE FRAMING, PITCHING AND EVEN DRAWING OUT YOUR IDEA OR VISION**
- **PRACTICE THE THREE IFS; START BY TAKING AN EXISTING SUBJECT AND ASKING THESE THREE QUESTIONS**
 - WHAT WOULD HAPPEN IF I CHANGE IT? WHAT WOULD I CHANGE TO MAKE IT FASTER - LIGHTER - CHEAPER- ATTRACTIVE TO CHILDREN?
 - WHAT WOULD I CHANGE ABOUT THIS OBJECT?
 - WHAT IF I HAD NO BARRIERS?
- **COMMIT TO THINKING TIME; IDEAS NEED TIME TO FORM AND BREW, WHERE DO YOU DO YOUR BEST THINKING? HOW DO YOU BUILD REFLECTION AND OBSERVATION INTO YOUR DIARY?**

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