

Leaders are people who do the **right** things.
Managers are people who do the things right. (Warren Bennis)

LEADERS – LEADING WITH QUESTIONS

Skilfully using and **encouraging** questions can help a Leader achieve a number of specific team goals:

- 1 A **shared commitment** to solving problems. Team members realise and accept they are **accountable**.
- 2 Alignment around **clear values** and goals. People **jointly clarify** the goal and achieve agreement about what the group should do.
- 3 Willingness to **work with others** to develop strategies. Reminds people that no one in the group will have – *or is not expected to have* – all the answers.
- 4 Improved morale.
- 5 Clear and accepted norms.
- 6 Respect for one another and support for **another's** ideas.
- 7 Improved learning and a **willingness** to help others to learn.
- 8 A **fuller** understanding of the situation people are facing.

“Meetings require conversations where people can **freely voice** their support and their doubts. My ability to say YES is only as good as my ability to say NO.” (J.H. Axelrod)

“I found the use of questions resulted in a clearer definition of the **problem**. I also quickly realised, that the use of the **right question** was a better Leadership tool than the traditional trading of statements.” (Frank Andracchi - VP)

Try brainstorming – “*with questions*”. The goal is **not** to come up with answers, ideas or suggestions, but to come up with as many **new questions** as possible. The goal is to open new doors in our minds. A **question not asked** is a **door not opened**.

Some Points;

Whatever the reason for owning a business, a vast majority of owners, have one critical thing in common – they have no formal business training. They know their business but they do **not know** business.

In the 2006 Fortune magazine "100 Best Company's To Work For" survey, not a single employee said MONEY was a reason they loved where they worked. **NOT ONE!**

CHEERLEAD. It has been said that there are only two types of people who **thrive** on being *recognized* for their *achievements*: men and woman.

Develop a love of having plants around. It is a reminder that all living things (family / friends / employees / clients) **need our** attention.

It is by the actions of followers that leaders are **known**.

Coaching is a method of helping your people discover what they ought to **be** doing instead of telling them what to **do**. *People rarely resist their own ideas*.

As a Leader, you are already visible, and you are already a role model. The only question is, "What are you a role model for"?

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Take "PUTTING OUT FIRES" off your job description.

When business performance needs to be improved, it may well be wise to start the improvement process by first exploring the source of the **leadership** in that business.

Reward Creative Failures. One way to foster a creative environment, instituting a reward for the most creative failures, sends the message that initiative and daring are encouraged in the organization.

Some Favourite Zig-ZAG Leadership Quotations;

What you have to do and the way you have to do it is incredibly simple. *Whether you are willing to do it, that's another matter*. (Peter F. Drucker)

A leader takes people where they want to go. A **great** leader takes people where they *don't necessarily want to go, but ought to be*. (Rosalynn Carter)

Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish. (Sam Walton)

The function of leadership is to produce more leaders, **not** *more followers*. (Ralph Nader)

Example is not the main thing in influencing others, it is the only thing. (Albert Schweitzer)

Management works **in** the system; leadership works **on** the system. (Stephen R. Covey)

The best leaders are those most interested in surrounding themselves with assistants and associates smarter than they are. (Amos Parrish)

If you want to build a ship, don't herd people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea. (Antoine de Saint-Exupery)

The country is full of good coaches. What it takes to win is a bunch of interested players. (Don Coryell)

I am looking for men who have an **infinite capacity** to NOT KNOW what can't be done. (Henry Ford)

Only he who can see the invisible can **do** the **impossible**. (Frank Gaines)

You do not lead by hitting people over the head – that's assault, **not leadership**. (Dwight D. Eisenhower)

It's what you learn **after you know everything** that counts. (John Wooden)

Owners do not have a business, unless, *they can step away for **six months***, and have more than an empty building when they return.

One person **practicing** leadership is far better than 50 preaching it. (Knut Rockne)

Most leaders do more telling than **asking**. That's why they never find out what's really going on.

The tragedy of life is what **dies inside a man** while he lives. (Ken Hendricks)