

Making Everything Easier!™

Leadership

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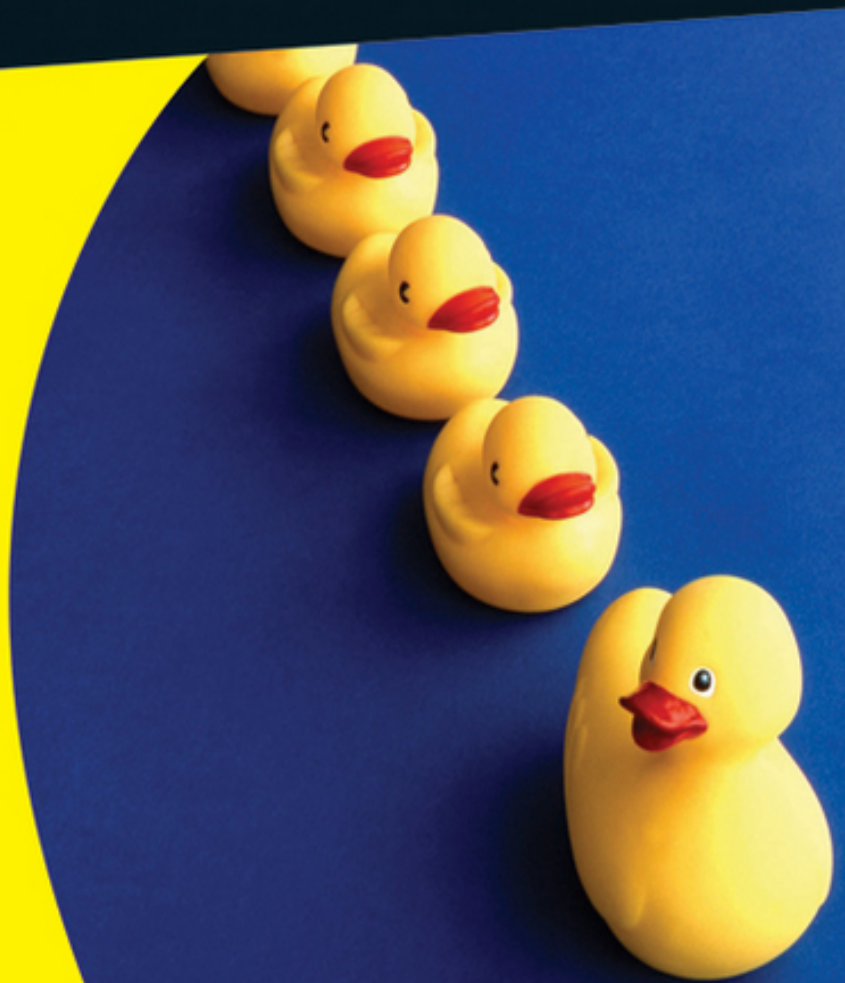
DUMMIES®

Learn to:

- Find your style of leadership
- Guide people through change
- Lead a team spread across different locations
- To become a better and more effective leader

John Marrin

Leadership coach



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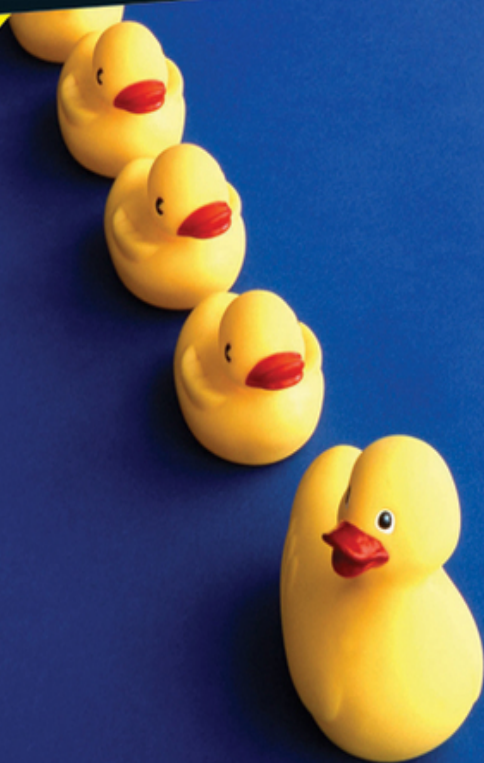
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by Dr John Marrin



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About the Author

Dr John Marrin is an expert on how leaders of organisations totally engage their directors, managers and employees to enhance their commitment and achieve higher levels of individual, team and business performance. He is a leadership coach and organisation development specialist to a wide range of clients including large multinationals, privately owned businesses and public sector organisations. While working primarily with organisations throughout the United Kingdom, John is also experienced in supporting clients in Europe and South America.

John is intensely enthusiastic about engaging people to work better together through enhancing mutual understanding and establishing shared commitment and accountability for achieving success: he redefined the meaning and practice of engaging through his DPhil. John is a Chartered Fellow of the Chartered Institute of Personnel and Development, and holds a Master of Arts in Management Learning from Lancaster University.

John is founder of Marwel & Co. which specialises in leadership development and employee engagement. To find out more about the services of Marwel & Co., visit his website:

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I thank my clients and colleagues for the opportunities to work and learn with you, and for the experiences that have eventually been distilled into the contents of this book.

Dedication

I dedicate this book to my wife Linda, and my sons, Paul and David, who have given me the inspiration, encouragement and support to clarify and fulfil my vocation.

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We're proud of this book; please send us your comments through our Dummies online registration form located at www.dummies.com/register/.

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Introduction

Leadership is something that you recognise when you see it and notice when you don't see it, and yet most people find it hard to articulate what leadership really *is*. I've written this book because I want to remove the mystique of leadership and enable you to ground leadership in your everyday work practice.

Every chapter in this book is designed to help you to understand different aspects of leadership and how to lead in different contexts and situations. The information you find within the covers of this book is grounded in the real world. This information is primarily distilled from my working with thousands of leaders in many different types of organisations, including owner-managed and public limited companies, public sector organisations and charities. I coached and mentored leaders, built high-performing work teams, worked through difficult leadership dilemmas and facilitated senior management teams to transform their organisations.

About This Book

Reading this book enables you to discover how to work on becoming the great leader you aspire to be (who aspires to be an average leader?). If you're new to the world of leadership, you can find all you need to succeed in your new position. If you're an experienced leader, I challenge you to turn the kaleidoscope, and look at your leadership philosophy and practice from a new perspective to identify what's working for you – and the people you lead – and what's not.

You can make the fastest progress in enhancing your leadership skills by putting what you learn into practice, and then reflecting on and learning more from your experiences.

Leadership in a work setting is all about engaging people and gaining their commitment to making a highly valued contribution to improving the performance and success of their organisation, and enable them to gain a real sense of fulfilment through doing so. Among the topics covered in this book are:

- ✓ How leading and managing people are different.
- ✓ How to gain the commitment of people who work for and with you.
- ✓ Why you have to start with leading yourself.
- ✓ How to succeed in leading people through change.
- ✓ How to increase your influence in your organisation.
- ✓ How to challenge people whose behaviour or performance doesn't meet your standards.
- ✓ How to lead different types of teams.
- ✓ How to build a great senior leadership team.

I do my best to explain these things, and much more, clearly and concisely. Now that you have an insight into the content of this book, I hope you're raring to go!

Conventions Used in This Book

To help you navigate through this book, I've set up a few conventions:

- ✓ *Italic* is used for emphasis and to highlight new words or terms that I define.
- ✓ **Boldfaced** text is used to highlight important text in lists.
- ✓ Monofont is used for web and email addresses.

Also, I use the term *organisation* quite loosely. I define an *organisation* as a group of people who have formally come together to achieve objectives. Many different types of organisations exist, including small owner-managed businesses, global public limited companies, charities, public sector organisations and so on. I use the term *organisation* (or sometimes *company*) to refer to the business, charity or whatever that you work for.

What You're Not to Read

I've written this book so that you can easily access and understand what you want to find out about leadership in a work context. I've made it easy for you to identify material that you don't absolutely have to read. This information is interesting stuff, and you can benefit from it, but it isn't essential for you to know:

- ✓ **Text in sidebars:** The sidebars are shaded boxes that share interesting stories about real life examples to illustrate points made elsewhere in the text, but you can skip them if you wish.

- ✓ **The stuff on the copyright page:** You'll find nothing here of value unless you're looking for legal notices and reprint information! If you are, then this is the place to look.

Foolish Assumptions

I wrote this book assuming some things about you:

- ✓ You're enthusiastic about developing your leadership ability.
- ✓ You want to improve your own and others' performance.
- ✓ You've some experience of leadership through coming into contact with good or bad leaders, or through the position you currently hold in your organisation or positions you've held in the past.
- ✓ You want to know what works. While you want to understand key concepts about leadership, you're more interested in a pragmatic and practical approach to becoming the leader you aspire to be.
- ✓ You like discovering *why* as well as *what*. That is, you want to know *why* people typically do what they do at work rather than just knowing *what* they do.
- ✓ You want to make a positive difference and contribution to the organisation you work for and the people you work with.

How This Book Is Organised

I've organised this book into six parts to make the material easier to understand and access by keeping related material together. Each part is broken down into chapters, and the table of contents gives you details on each chapter.

Part I: Introducing Leadership

In this part, I provide an overview of leadership and explain the words and phrases you typically encounter in talking and reading about leadership. You discover how to come up with a definition of leadership that really works for you, and start to identify your own leadership strengths and development needs. You also find the key differences between leading and managing people in this part.

Part II: Leading Yourself

This part focuses on you. I introduce you to the notion of being an authentic leader, and explain why working on leading yourself is critical to becoming the leader you aspire to be. You find out how to identify the values that are really important to you and how these may impact on how you lead people. You discover how to learn more about leadership from reflecting on your experiences, and how to handle the dilemmas you may experience in stepping up to a leadership position.

Part III: Leading Others

To be a successful leader, others have to choose to follow you. I explain how you can really engage people so that they give you their commitment: they put all the effort, knowledge, expertise, and skills they have into doing a great job rather than just being compliant. You find out about leadership styles and how to choose the most appropriate style for different situations. I emphasise why you have to consciously set the standards that you expect people to work to, and you discover how to effectively challenge people who don't meet your standards.

Part IV: Leading People Through Change

In this part, I explain why many people don't like change, and you find out how to be a change agent. I introduce you to approaches to implementing change in teams and organisations that enable people to embrace change. You also find techniques for embedding new ways of working, and how to prevent people from slipping back into old habits.

Part V: Leading Different Types of Team

This part is where you find out about different types of teams that you may have to lead, and the challenges that you may experience. You discover the characteristics that separate great teams from good ones, and how you can build a high-performing team. I provide tips on how to create a senior leadership team that's a great role model for everyone in the organisation.

Part VI: The Part of Tens