**INSPIRING RESONANCE**
leadership and relationships

If you want to boost productivity and engagement, micromanagement is not the answer

By SANDY CLARKE

T HERE ARE DOZENS, perhaps hundreds, of definitions of what makes a great leader, and within many of these definitions there are common themes that create an effective leader as well as the unique per-

dadoxes of leaders them-

telves.

If we think of leadership, there are many ques-

tions that arise.

Who is a leader? Who makes the stand-

ards? In what ways are they good leaders? How do they manifest the qualities of leadership that inspire so many to follow their vision?

We could all engage in lengthy discussions about the qualities and traits that make someone a great leader, and whether leadership is an innate quality within a chosen few, or whether it can be nurtured through training and development.

While it can be difficult to pin-point exactly what makes someone a leader, most of us would likely be able to give concrete definitions of leadership that are not only intuitive, but also for an effective leader or “resonant” leader.

In some cases, you will have worked with a boss who perceives a rigid style of management, which minimizes the opportunity of involve-

ment among members of a team. Maybe a former boss adopted the concept of “management by fear and intimidation.”

In other cases, employees may find a boss who works on a basis of empathy, trying to better understand and relate to employees on a regular basis. The best leader I have ever worked for was one who was able to help team members see that their efforts were valued and that they were able to make meaningful contributions.

In the long term, however, a lead-

ership style that makes people feel as though they have little or no input into their own work, where their project is not meaningful, where they are simply a cog in the working machine, is not effective leadership.

In a sense, this is the type of micromanagement that many of us have experienced. Many of us have found ourselves working for a boss who is constantly looking over our shoulders, pressing for updates and answers, and struggling to do their job effectively.

Micromanagement is, therefore, great in reducing productivity as opposed to increasing it.

Leadership in action

The entrepreneur and motiva-

tional speaker, Jim Rohn, once said:

― Be right, not loud; be kind, but not weak; be bold, but not bully; be proud, but not arrogant; have humour, but without folly.‖

This challenge can, on first read-

ing, seem like a huge mountain to climb. But with the right attitude, we can make every effort to be a better leader.

We need to take a step back and think about what we can change in order to become a better leader. The first step is to recognize that we are responsible for creating the environment in which we want to work.

By giving team members greater awareness of their own strengths and weaknesses, we can help them become more effective leaders. This will not only improve their own performance, but it will also help them to develop stronger teams.

In addition, we need to be able to admit our own mistakes, and not be afraid to learn from them. This will help us to grow as leaders.

When leadership is dissonant, employees may have a sense of dissonance or disconnection with their leader. This can lead to a lack of motivation and commitment to their role.

Leadership is resonant, followers become engagi-

ed and committed to their work. They will do a fantastic job without having to be told to do so.

When leadership is resonant, employees no longer feel like a “sore thumb” when it comes to their contributions. In the long run, they will be much more productive and committed to their work.

**PITFALLS OF MICRANAGEMENT**

Recent psychological research by the likes of Professor Richard Boyatzis suggests that leaders manage teams either by implementing or by utilising the power of Emotional Attraction (EA) or Negative Emotional Attraction (NEA) in their leadership style.

Leaders who inclined towards using NEA are those who feel either close to or distant from their employees. Leaders who inclined towards using EA are those who feel either close to or distant from their employees.

For example, leaders who utilise the power of EA in their leadership style are able to motivate their employees by tapping into their positive emotions. Leaders who utilise the power of NEA in their leadership style are able to motivate their employees by tapping into their negative emotions.

Many of us have experienced the former type of leadership style, where our leaders were able to make us feel a sense of belonging and inclusion. The latter type of leadership style, where our leaders were able to make us feel a sense of exclusion and disconnection, is less common.

Leaders who utilise the power of EA in their leadership style are able to create an environment where employees feel valued and respected. Leaders who utilise the power of NEA in their leadership style are able to create an environment where employees feel undervalued and disrespected.

**CONCLUSIONS**

Leadership is not only important in the workplace, but also affects productivity and mental health of employees.

Here are five key qualities to help develop resonance in your leadership style.

1. **Self-awareness**: It is important to know what makes you a strong leader and that your personality and motives for driv-

ing progress in the workplace have the right intentions.

2. **Sensitivity**: This means being able to express empathy and that your motives for driv-

ing progress in the workplace have the right intentions.

3. **Authenticity**: According to businessman,

and author, Bill George, charisma, image and style have nothing to do with the authenticity of leadership.

4. **Emotional empathy**: It is important to be able to express empathy and that your motives for driv-

ing progress in the workplace have the right intentions.

5. **Sincere connections**: Sincerity is an important quality of leadership that is not often discussed. A leader who is sincere can help employees feel valued and respected. A leader who is not sincere can make employees feel undervalued and disrespected.

**TRAPS TOWARDS DEVELOPING RESONANCE**

**Emotional empathy**: when we get a sense of lead-

ership, it is important to know what someone is going through.

**Empathic concern**: when we are moved to help others when needed. Being able to emotionally connect with others is power-

fully resonant, as doing so helps to develop a leader who is able to connect with and relate to their employees.

**Relationship management**: this is where we provide a positive influence on others, help them to develop effec-

tively manage conflict and change, as well as establish teamwork and build bonds.

**Social awareness**: This is where we develop relationships with others, which are based on a genuine interest in each other. It is important to know how of their organization is functioning and to be able to meet the needs of the clients or partners.

**Empathy**: This is where we develop relationships with others, which are based on a genuine interest in each other. It is important to know how of their organization is functioning and to be able to meet the needs of the clients or partners.

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**To handle yourself, use your head, to handle others, use your heart.**

― Eleanor Roosevelt

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