

ACE MODEL FOR LEADERSHIP

If you're looking to ensure your leadership team are ready for the challenges ahead and how best to support them, we've highlighted three development areas to help them thrive.

Our ACE acronym helps you to identify and enable the leaders that are going to be the architects of your organisation's future success.

Questions you might be asking are:

- How confident are you that your leaders are at their best right now?
- Are they fully engaged and motivated?
- Are they clear about their purpose and their priorities?
- Are they resilient - agile, adaptable and ready to take the organisation forward?

These are all huge questions and not easy to answer, especially when many of us are not seeing our colleagues face to face. With all of this in mind, where do we start?

ACE focuses on three key attributes that will help a leader show up at their best and can help you to shine a light on where to direct support and possible coaching for your leaders.

AWARENESS

CLARITY

EMPOWERMENT

A is Awareness, in particular self awareness

We emphasise the role of self-awareness in coaching and the part this plays in going from 'good' to 'great'. There's a growing body of evidence to suggest that the biggest differentiator between a good and a great leader is how emotionally intelligent they are. Daniel Goleman highlights a cluster of 4 skills and competencies - self-awareness, self-management, relationship management, and social awareness. And the good news is that, unlike conventional IQ, EQ can be learned.

Self-awareness is also about understanding our own strengths and utilising them more effectively. Also being aware that, when under-pressure, strengths can be overplayed. When this happens, what behaviours do we need to be aware of? This is where working with a coach can be really helpful - to do an audit of your strengths and blind spots.



C is Clarity of purpose, knowing what's important to the individual and how this links to the organisational purpose and drivers

Once leaders have this clarity they understand the steps needed to reach their own and the wider organisational goals, without wasting time or energy. Clarity of business purpose acts as a powerful performance catalyst. There's evidence to suggest that a sense of purpose not only builds team morale and performance, but is also a powerful initiator of innovation and service quality. Clarity improves a team's ability to execute, its ability to change direction confidently. It impacts on satisfaction too because people have more confidence that they're doing the most important work they can be doing, and understand why it matters in the grand scheme of things.

E is Empowering others, having the skills to understand the people in your team

With this understanding its possible for leaders to work to their team's strengths, tailoring their approach so that aspirational individuals get the stretch and challenge they need to stay motivated.

Leaders often find it hard to delegate – whether they are new to their first role or have significant experience. Their sense of identity is closely linked to their particular knowledge or expertise and they are reluctant to let this go. And this can be for a variety of reasons - because they are good at the technical stuff and it's what they are known for (their reputation has been built on this), because they enjoy it and it brings that all important sense of reward and satisfaction, or simply a sense that its quicker and easier for them to do it themselves. However, if your team has what they need to solve their own problems, it frees up valuable time for the leader to focus on other areas – the bigger picture stuff such as organisational strategy and direction.

It also serves another important purpose – building individual and organisational capability. This starts with understanding your team's aspirations and strengths, building trust, and knowing who you can ask for input, and delegate authority and decision-making to. Research suggests that when this happens two important psychological effects come into play.

First, employees feel empowered – they have a greater sense of autonomy or control, that their job had meaning and aligned with their values, that they were competent and, importantly, that they could make a difference. Secondly, employees were more likely to trust leaders who they perceived as more empowering. They were more likely to put in effort without feeling that they would be exploited.

For more on this, and to organise a time to talk about what sort of coaching support your leaders might need, please email us enquiry@theocm.co.uk.