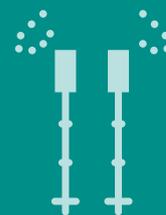


Self Development Guide Leading Leaders

Module 1
Purpose / Kaupapa



Purpose

A senior leader's role is to create clarity. You need to communicate the purpose and strategic intent of your organisation to your team so that everyone is clear on the direction you are heading in. Without a clear purpose, a unifying direction and an emotional connection to that direction (the WHY), an organisation's direction is based on luck at best. We know we have clarity when we have minimal politics and confusion amongst our team, high degrees of morale and productivity, and very low turnover among our exceptional employees. Why? Everyone is operating from their core strengths and contributing to the shared purpose. Additionally, the value of clarity has a ripple effect that affects all who come into contact with the organisation, including your stakeholders and the community.

Kaupapa



Ideas and inspiration to get you thinking

Watch video by Patrick Lencioni - **Over Communicate Clarity**

🕒 2 minutes

➔ <https://www.youtube.com/watch?v=eFm6DeqN-jPs&index=10&list=PLCLvX6C4i00tAJq7yBRgKuH-dgFG75H12j>

Watch Capability Group's video - **Circle of Concern and Influence**

🕒 2 minutes

➔ <https://vimeo.com/211417292/3cf4fe567f>

Watch video by Patrick Lencioni - **What if you're not the CEO?**

🕒 2 minutes

➔ <https://www.youtube.com/watch?v=nst1d7wzd-wE&list=PLCLvX6C4i00tAJq7yBRgKuHdgFG75H-12j&index=12>



Reflection questions to help gain clarity, purpose & meaning

Reflect and complete the following questions:

The 4 key components of clarity within organisations or departments are:

- 1. Establish
- 2. Build
- 3. Over - communicate
- 4. Reinforce

This may sound simple or even idealistic, but it is a useful way of thinking about establishing clarity within your own teams. So how does an organisation or department attain clarity? Put simply: good leadership. Leaders are responsible for ensuring clarity - or lack of, within their teams. And it's not just the responsibility of the CEO and their direct reports to establish clarity - all leaders within an organisation must take responsibility for clarity.

1. Establish

How clear is your team, your internal customers and your external stakeholders around your team's purpose, strategies and priorities? What could you implement to increase clarity within your own team?

2. Build

a) Complete a Circle of Influence (see the Capability Group video clip on the previous page) with your team on the issues around gaining clarity and what they can achieve to overcome these issues.

b) Reflect on your own leadership behaviours that may be getting in the way of providing clarity for your team or your stakeholders. Seek out feedback around this from trusted colleagues.

3. Over - communicate

a) What communication techniques have you tried - what's worked, not worked and why?

b) What have you consciously done to over-communicate, and what else could you do to over-communicate?

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4. Reinforce

In your own role, what systems and processes (e.g. delegation, goal setting) can you establish that will support and reinforce clarity for your team?

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**Practical ideas & suggestions...
to help you take the right actions**

