

# What makes a great leader?

*“Being in charge or having authority is not the same as leadership. Managers have sub-ordinates. Leaders have followers.”*

## A great leader....

- leads by example.
- serves their team, not the other way round.
- builds trust and loyalty within their team.
- knows the importance of communication, and creating a shared vision or goal – and achieves it.
- knows that listening is the most important part of communication.
- is aware of their strengths, but more importantly, know their weaknesses – and works to improve them.
- is an avid learner (the average CEO reads 60 business books per annum).
- doesn't even try to get every decision right – they know they will make mistakes (lots of them) – and will learn from them.
- observes what other people do well, and replicates them.
- recruits people who are better than them into their teams.
- doesn't micro manage. They've recruited great people – so gives them the space to be great
- looks after others before they look after themselves. Nurtures and protects their talented colleagues.
- treats everyone with courtesy and respect, junior or senior.
- truly delegates and empowers.
- is always looking for ways to improve their organisation / team – and themselves.
- focuses on what needs to be done for the team to be successful – helps remove redundant activities or 'blockers' to success.
- takes time to think, reflect and contemplate...on a daily basis (put your smartphone down from time to time)
- allows their people to fail...as this is all part of their learning development...but provides a safety-net of protection
- celebrates success – with the team. It's about the team, not them.
- accepts responsibility when things go wrong, credits everyone else when things go well

**Want more tips? Then contact Tom Fender at:**

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# Leading a team

Leading a team is, for most people, an enjoyable and rewarding part of someone's job, as they progress through their career.

Here is some helpful advice for aspiring managers and leaders to manage people and teams effectively

- A successful team is made up of people with a wide and differing (complementary) range of skills and capabilities - you can't have just one 'type' of person or personality profile in a successful team.
- Hire people with the right attitude, then train the required skills. Empower and inspire.
- Work should be challenging - but it should also be enjoyable, rewarding and fun.
- The work-place needs to encourage motivated individuals to perform. Aesthetics are important. Often it's the small things which bug people at work (people trip over molehills, not mountains.)
- Offer flexible working conditions where possible (challenge a 'it wont work' ethos - most companies have financial targets, not 'how many hours have you been sat at this desk' targets).
- Pay people what they're worth. Remuneration IS important. Training and development is equally as important.
- Recognise and reward regularly. Thank your team (collectively and individually) regularly (ie couple of times a week?)
- Offer opportunities for each person to grow their career / take on more responsibility. Invest in their development (ie training) and progression – grow your successors to fill your boots.
- Allow / encourage each team member to have a mentor. Respect their mentors (and the fact that what is spoken between your team members and their mentor is strictly confidential.)
- Promote people before they're the finished article – they won't become the finished article until they're in the role
- Get to know each person individually - spend time with each person on a 1-2-1 basis regularly.
- Don't punish failure - we all need to make mistakes to grow.
- Set clear goals. Give each person regular feedback. Provide each person with all of the tools to enable them to achieve their goals.
- Be the last to speak at meetings - let others speak first. Take the time to listen and reflect what has been said.
- Take gambles once in a while. Explore/trial new ways of working/thinking. Don't worry if it doesn't work. All business leaders will have had failures in their career.
- Have clear values which you all abide by. Lead by example.
- Be the boss you would like to have yourself. You probably don't want to be micro-managed, so don't micro manage others. Have trust in your team. Don't be a control freak!
- Sometimes, people are not right for the team. This is not your fault or theirs. But once you know someone is not right for your team, act decisively – and with compassion – to allow them to achieve great things in a different job or other company. How you say 'goodbye' is as important as how you say 'hello'

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