

Ask the Expert Leadership

"Inspirational leaders empathize passionately—and realistically—with people, and they care intensely about the work employees do.

They capitalize on what's unique about themselves."

Rob Goffee and Gareth Jones, Harvard Business Review

Leadership starts with you and what you have to offer. Think of leadership as something that is unique about you that motivates others, gains their respect and inspires them to perform at their highest levels.

What is it about you that makes others want to follow you?



The skill of authentic leadership



Be yourself more with skill

The challenge is to balance being your **authentic self** with the requirements of the culture and context that you're leading in.

Being able to adapt within an acceptable bandwidth is an important skill to practice.

To develop your relationships at work:

- 👉 How much would you have to adapt?
- 👉 What would you need to do differently?



Detect other people's motives

We tend to assume that our most important motives are shared by others. This can create a disconnect with affects team performance and progress.

Understanding other people's motives provides insights to inform effective leadership.

Ask yourself:

- 👉 Whose performance matters to your progress?
- 👉 What motivates them?
- 👉 How could you help them?



Practice situation-sensing

In leadership, we can become too task-oriented and forget to look around and observe what is happening in our every day.

Taking the time to observe our daily events (*like social anthropologists*) increases self-awareness and adaptability.

👉 Set aside pockets of time in your day to do one-minute mindmaps. Record first impressions of who, what, where and what you've learnt.



"Leadership is non-hierarchical, relational, and contextual. You need to especially be able to adapt to others and to the context."

Rob Goffee, Emeritus Professor of Organisational Behaviour at London Business School

What do the best leaders in your business do repeatedly?



What do you need to stop and start to improve your impact?



Recommended resources



Why Should Anyone Be Led by You?

Article published in Harvard Business Review by **Rob Goffee** and Gareth Jones about how to become inspirational leaders.



How to lead with authenticity

Leadership expert **René Carayol** discusses how we can all develop and demonstrate leadership skills in our day-to-day role on #240 of Squiggly Careers.