

# “Ensuring the future health of organisations through real leadership”

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Are you a ‘safe’ or a ‘real’ leader? Unsurprisingly it’s the ‘real’ leaders who hold the key to the future health of organisations, but how do you identify and develop this crucial talent? Professor Graham Jones shares his insights in *HRreview* around the kind of leadership that is required for organisations to succeed in today’s difficult economic climate.

## Our Digest

How can you identify safe vs. real leaders?

### Safe Leaders

- Driven by reward, status and power
- Care most about role security
- Afraid to put themselves in the firing line
- Risk averse
- Deliver limited innovation or challenge
- Micromanage shorter term results
- Focus predominantly on cost cutting
- Limit spending on people development or coaching

### Real Leaders

- Driven by challenge and opportunity
- Care most about making a difference
- Known for ‘making things happen’
- Make decisions and stands by them
- Invest now for the future
- Display strength of character, authenticity and determination
- Invest most in development when times are difficult to drive longer term competitive advantage

How do we further develop ‘real’ leaders but also encourage ‘safe’ leaders to move out of their comfort zone and transition across to ‘real’ leaders?

### Safe Leaders

- Encourage them to create and communicate visions for their team to inspire ownership and longer term thinking
- Provide them with regular 360 degree feedback, even though they may resist
- Give them challenging coaching to encourage them to get outside of their comfort zone
- Help them set goals around ‘how’ they want to lead

### Real Leaders

- Give them access to the latest leadership thinking, training and events
- Provide them with regular 360 degree feedback, which they will welcome
- Facilitate access for them to be heard at senior levels so they can share their ideas
- Provide coaching and mentoring to support them through difficult times and to keep them stimulated and challenged

Organisations often trip themselves up by promoting people based on functional expertise rather than leadership capability. They should place greater emphasis on understanding what good leadership looks like to ensure individuals in leadership roles possess the right capabilities, mindset and motivations to succeed. To read the full article, please click on the following link:

<http://www.hrreview.co.uk/analysis/analysis-hr-strategy-practice/ensuring-the-future-health-of-organisations-through-real-leadership/35697>

