



The Secret of Leadership

The Power To Turbo-charge Any Team!

By Stephen Bray
www.quietquality.com

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This work is dedicated to Amanda Knight, Tracy George,
Irem Bray, Cheryl Ross, Dave Crabb, Joanne Atkinson,
Kelvin Evans, Peter Short and Tobin Sykes
with whom I developed these ideas

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“A quantum organisation will be vision centred and value driven”

Danah Zohar

Leaders are sometimes egocentric, self opinionated, self-righteous,
blinkered, ruthless and manipulatively intelligent

If this is a description of you, don't worry, you can change

Anyone will benefit from applying the lessons in this book

It is written to promote a new kind of leadership:

Developmental Leadership 

Traditional Leaders often worship themselves and:
use their people for self

- ☞ advancement
- ☞ advantage
- ☞ aggrandisement



They say:

I am right .

(This page contains the only full stop in the document)

Developmental Leaders:

respect themselves
and support their people

Ultimately we are one:

If we cannot respect ourselves we do not respect others

If we do not respect others then, we cannot respect ourselves,

And we certainly cannot be developmental leaders

Leadership is personal

“Once people start not knowing the people in the building and it starts to be impersonal, its time to break up the company ~ people shouldn't get lost in the corridors of power”

Richard Branson

A Developmental Leader:

- ☞ Has presence and shows awareness
- ☞ Is at ease with power and powerful people
- ☞ Inspires by example
- ☞ Is interested in people
- ☞ Thinks creatively about how to engage staff
- ☞ Operates from a value system based upon self-knowledge and integrity
- ☞ Makes things happen where others believe them to be impossible
- ☞ Is compassionate

Developmental Leaders are both intuitive and analytical, and they believe in getting the best out of everyone by putting in the best effort that they can ~

- ☞ They set tough standards of performance
- ☞ They ask their staff to contribute ideas and encourage experimentation and creative discussion
- ☞ They engage in dialogue rather than debate in order to resolve conflict
- ☞ They are committed to a better way
- ☞ They have the courage to experiment and challenge existing power bases and norms
- ☞ They take initiatives that go beyond the remit of their job-description
- ☞ They have the ability to motivate themselves and others
- ☞ They care about how people are treated and are enabled to perform
- ☞ They avoid strident crusading and self-promotion
- ☞ They have a sense of playfulness and can laugh at themselves

As a Developmental Leader you will have a vision of how you want your people to communicate and relate with each other

This vision remains constant even when your team's function or membership changes ~ If a member of your team is not performing according to your vision, then it is your job to find out from them what it would take for them to change in ways that you would wish



You must then make it
happen!!!

Disregard your technical abilities
or, teach them to someone else
for they are not your job anymore ~

leaders make their visions happen

In order to do this you will need to demonstrate:

Empathy ~ the ability to understand others' thoughts and feelings

Interest ~ the ability to wish to see others develop as individuals

Curiosity ~ the desire to find out how they got 'stuck'

Analysis ~ the ability to think about how to move others forward

Leadership ~ the ability to get others focussed on your vision

Incorporation ~ accepting the useful ideas of others and acting on them

In order to demonstrate these you must:

Listen and learn

Share your vision with the team

Listen and learn

Incorporate their ideas without losing focus

Listen and learn

Encourage team members to brainstorm

Listen and learn

Insist that the team presents its ideas coherently

Listen and learn

and ☞

take what is communicated seriously

The world is changing fast:

You could be reorganised, restructured or replaced tomorrow ~
So could your people ~

Have you developed the necessary skills to adapt?
Could your team instantly change direction by 180%?

Do you have the entrepreneurial skills to start up on your own?
If you asked your team to come with you, would they follow you?

If you can answer 'Yes' to those questions

you are well on the way to being a Developmental Leader

If your answer is 'No'

we have some way to travel



Are you preparing for the changes that new technology brings?

How can you be, for we do not know the future?

Be sure that your life will be different

five, ten, fifteen years from now

or even tomorrow!



“How far will the culture of management be the major barrier to releasing the operational savings offered by using the full capabilities of information and communication technologies?”

Richard Scase
H.M. Government Foresight Group

The future is now
And you are making it happen
Regardless of whether you want the responsibility,
or not
If there is a mess surrounding you
its your mess
If there are unhappy people surrounding you,
theirs' is your unhappiness, so clear it up

Start today 

Developmental Leadership Checklist

- ☞ Do you know your own values, vision and purpose?
- ☞ Are you looking after your own health?
- ☞ Have you positively revised your vision this month?
- ☞ Are you on track?
- ☞ Have you taken the trouble to speak to each of your staff individually and informally this week?
- ☞ When assigning new tasks to the team have you found time to ask individuals how they are finding them?
- ☞ Does each of your staff know what they are doing well? Have you told them individually?
- ☞ Have you had a team meeting within the last two weeks?
- ☞ Do you make time for problem free talk in your team meetings?
- ☞ Do you warn staff about changes and seek their comments and reactions over two or more meetings?
- ☞ Are you all working hard for simplicity?
- ☞ Are you writing off backlogs whenever possible?
- ☞ Can your team re-organise itself to help each other in order to clear log-jammed work?
- ☞ Have you used your team to brainstorm new initiatives?
- ☞ Are you enabling them to learn flexible skills?

Early in 1991 Lexmark a floundering subsidiary of IBM was bought from the parent company by its management. In the next 16 months the following actions were taken:

- 1) Line-manager autonomy was dramatically increased
- 2) Autonomous strategic business units were created
- 3) Procedures were significantly simplified, especially those requiring financial approvals
- 4) The central staff was decimated and the hierarchy flattened
- 5) Many activities were outsourced
- 6) Manufacturing was totally reorganised

Lexmark made \$1,000,000 in pre-tax profits on \$2,000,000,000 sales within the first year of independence from IBM

Answer these questions, feel free to elaborate or change your answers next week:

- a) What made this possible?
- b) What can you learn from your answer?

“All good work is done in defiance of management”

Bob Woodward

People are always creative, it is a basic function

without leadership, focus, motivation, information, permission, and the discretion to spend company money they will create:

absenteeism	complaints	deceptions
delays	demands	destructive behaviour
dissatisfaction	ill-health	in-fighting
insubordination	moodiness	petty larceny
politics	problems	wastage

and you will have to deal with all of that creativity alone!

There is an easier way☞

Give your people what they need to get the job done

Give them:

a budget

attention

direction

education

information

inspiration

motivation

permission

responsibility

simple systems

thinking skills

time of day

and they will do the job for you

but, I hear you say☞

I don't have all those things myself,
so how can I give them to my people?

it takes the courage of a lion,
the stealth of a snake,
the intelligence of a dolphin
and the love of one human for another

This is what Developmental Leadership is about:

its up to you to get what your team needs (development)

to enable them to achieve the task at hand (leadership)

no one gives a leader permission
you must take it for yourself

no one will offer you a larger budget
you must negotiate it with facts and figures

and for a while
for all your effort, you will reap no reward

because being a leader can seem lonely
and your people may seem confused and uncooperative
and you will think yourself to be a dunce
and want to go back to more familiar ways
and bury yourself in your old technological skills

don't do it
there is more at stake than you think
and in time your people will change
and thank you for it

and you will be glad too!

So take the time to:

Stop and Think

Limit your technical activities

Examine your values

Refine your vision each month,

as well as the aspiration you have for each member of your team

Train your team to be flexible no matter what happens,
and for each member to powerful within it

Consult with Stephen Bray at QuietQuality™
when seeking inspiration

And above all keep aspiring to the ideal,
accept no compromise

for you too will feel the quiet quality of
satisfaction

when your people are working in peaceful harmony
so work hard to make that happen

“Until you can experience the impact you are having on people around you, you can’t truly understand who you are”

Michael Gerber

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Thank you for your attention

Warmly,

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About the Author



I was born and raised in Dorset in the United Kingdom and educated at Blandford Grammar School, Plymouth Polytechnic and the Universities of Santa Cruz and London. During the 1980s I taught on an MBA programme at Manchester Metropolitan University but my first discipline is as a psychotherapist. I have worked with literally thousands of people over the past 30 years and accumulated a great deal of knowledge about how we make ourselves suffer unnecessarily. With Joseph Sinclair I wrote a book called An ABC of NLP in 1988, and I have also been fortunate to have had a number of articles published in the fields of business and therapy. You are welcome to contact me by e-mail stephenbray@quietquality.com.

With best wishes for you and your team,

A handwritten signature in blue ink that reads "Stephen Bray". The signature is written in a cursive, flowing style.



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