[Developing, Leading and Engaging People]

Lecture Title:

11. [Leadership – Leading Others]

Lecturer: Paul Gauci

Date: 15 June 2026 9.00hrs-13.00hrs

21 ACADEMY

Masters in Human Resources Management

Learning Objectives

Following this session students will be able to:

- Develop and apply leadership techniques in "Leading Others," to effectively inspire, guide, and support their team.

- *Enthusiasm and Energizing; Integrity and Humility; Communication Excellence; Empowering Team Members; Emotional Intelligence (EI); Vision and Goal setting; Adapting Leadership Styles; Fostering a Positive Culture; Continuous Learning.*

Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.

- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.

- **Develop and Apply Leadership Techniques**

- *Leading Others to Inspire, Guide, and Support Their Team*

Agenda

- Enthusiasm and Energizing
- Integrity and Humility
- Communication Excellence
- Empowering Team Members
- Emotional Intelligence (EI)
- Vision and Goal Setting
- Adapting Leadership Styles
- Fostering a Positive Culture
- Continuous Learning
- Summary

The Core of Leadership

- Leadership is not a title; it's an action and an influence.
- Great leaders don't create followers; they create more leaders.
- This presentation explores key techniques to become a more effective and inspiring leader

"Leadership is the ability to inspire confidence and support among the people who are needed to achieve organizational goals."

(Armstrong 2009 p.4)

- This quote provides a concise, functional definition of leadership, emphasizing the interpersonal and motivational aspects crucial for organizational success.

Enthusiasm and Energizing

- The Spark of Leadership
- **Enthusiasm is contagious.** Your energy can directly impact your team's motivation.
- Show genuine passion for your work and the team's mission.
- Celebrate small wins and acknowledge progress.

Practical Steps

- Energizing Your Team
- Share positive feedback regularly.
- Vary team meetings to keep them engaging (e.g., stand-up meetings, brainstorming sessions).
- Create a fun and encouraging work environment.

The Impact

- The Ripple Effect
- A positive and energetic leader fosters a proactive, creative, and resilient team.
- It reduces burnout and increases overall job satisfaction.
- A motivated team is more likely to overcome challenges and achieve ambitious goals.

The Power of Teamwork - Teamwork Motivational Video

Tyler Waye

- https://www.youtube.com/watch?v=8PAnd4fVpxs

Integrity and Humility

- **Building the Foundation of Trust**
- **Integrity** means doing the right thing, even when no one is watching.
- **Humility** is the ability to admit mistakes, listen to others, and give credit where it's due.

Being a Role Model

- **Lead by Example**
- Uphold the team's values and ethical standards.
- Be transparent in your decision-making processes.
- Take responsibility for failures and share success.

The Result

- **A Culture of Respect**

- When a leader is humble and has integrity, the team feels safe and respected.

- This trust allows for open communication and a willingness to take risks without fear of retribution.

- It builds long-term loyalty and a strong team identity.

Communication Excellence

- **Clarity and Connection**
- **Active listening:** Focus on understanding, not just waiting to respond.
- **Clear and concise messaging:** Avoid jargon and ambiguity.
- **Open and honest feedback:** Provide constructive criticism with kindness and respect.

Effective Communication

- **Tools for Connection**
- Schedule one-on-one meetings to check in with team members.
- Use a variety of communication channels (e.g., email, instant messaging, in-person).
- Encourage team members to share their ideas and concerns freely.

The Payoff

- **Bridging the Gaps**
- Excellent communication prevents misunderstandings and resolves conflicts quickly.
- It ensures everyone is aligned with the team's goals.
- It creates a sense of belonging and value for every team member.

Empowering Team Members

- **Shifting from Manager to Coach**
- **Trust and delegate:** Give team members ownership of their work.
- **Provide resources:** Ensure they have the tools and training they need to succeed.
- **Support autonomy:** Allow them to make decisions and learn from their experiences.

Cultivating Autonomy

- **Letting Go**
- Define the "what" and the "why," but let the team decide the "how.“
- Challenge team members with new responsibilities to help them grow.
- Step back and allow them to find their own solutions.

The Impact of Empowerment

- **Unlocking Potential**
- Empowerment leads to greater job satisfaction and a sense of purpose.
- It fosters creativity, innovation, and problem-solving.
- It develops future leaders within your team.

Emotional Intelligence (EI)

- **Understanding Ourselves and Others**
- **Self-awareness:** Recognizing your own emotions and their impact on your team.
- **Self-regulation:** Managing your impulses and reactions.
- **Empathy:** Understanding and sharing the feelings of others.

Practicing Empathy

- **Putting EI into Action**
- Pay attention to non-verbal cues.
- Ask open-ended questions and genuinely listen to the answers.
- Consider different perspectives before making a decision.

The Benefits of High EI

- **A Harmonious Workplace**
- Leaders with high EI can de-escalate conflicts and build stronger relationships.
- They create an emotionally safe environment for the team.
- It helps in providing and receiving feedback more effectively.

Vision and Goal Setting

- **Charting the Course**

- **Vision:** A compelling picture of the future that inspires and motivates.

- **Goals:** Specific, measurable, achievable, relevant, and time-bound (SMART) objectives that lead to the vision.

Case Study - Groups Discussion

- **The Case of "Quiet Quitting" at ABC Retail Solutions**

- ABC Retail Solutions, a mid-sized company, has always prided itself on a high-performance, results-driven culture. Recently, however, a new phenomenon has emerged: "quiet quitting."

- This isn't about employees leaving the company; it's about them mentally and emotionally disengaging.

- They perform the bare minimum required by their job descriptions, declining extra projects, avoiding after-hours emails, and showing a general lack of enthusiasm.

- The HR Director, Sarah, and the CEO, David, have noticed a drop in innovation and team morale.

- Team leads are frustrated, feeling their direct reports have lost their spark.

- David wants to address the issue head-on, but isn't sure how. He believes a top-down, "work harder" approach will only backfire. Sarah suggests a different strategy: leading by example, starting with the leadership team itself.

Formative Assessment

Questions for Discussion

- **Diagnosis:** What are some potential root causes of "quiet quitting" at ABC Retail Solutions? Why might a top-down, "work harder" approach be ineffective?
- **Leadership by Example:** What specific actions can Sarah and the leadership team take to demonstrate a healthier, more engaged work culture? Provide at least three concrete examples.
- **Communication and Implementation:** How should Sarah and David communicate this new approach to the rest of the company? What steps are crucial for its successful implementation?
- **Measuring Success:** How can the company measure the success of this HR initiative? What key performance indicators (KPIs) would be relevant?

Feedback

1. Diagnosis

- The potential root causes of "quiet quitting" at this company are likely multifaceted. One primary cause could be **burnout**.
- The previous "high-performance" culture might have pushed employees to their limits, leading to exhaustion and a feeling that their extra efforts were not truly valued or recognized.
- A lack of work-life balance, unrealistic deadlines, or understaffing could all contribute to this. Another cause could be a **disconnect between employee values and company values**.
- Employees might feel that their work lacks purpose or that they are simply cogs in a machine. This feeling can be exacerbated by a lack of recognition for their contributions.
- A top-down, "work harder" approach would be ineffective because it fails to address these underlying issues.
- Instead, it would likely be perceived as an out-of-touch, punitive measure that confirms employees' suspicions that the company only cares about output, not their well-being. It would further erode trust and likely accelerate the disengagement, possibly turning "quiet quitting" into actual resignations.

2. Leadership by Example

- To lead by example, Sarah and the leadership team can take several actions to demonstrate a healthier, more engaged culture.

- **Model Healthy Boundaries:**
- Leaders should intentionally **avoid sending emails or messages after business hours** and on weekends. They could even send a company-wide memo stating this new policy and encouraging employees to do the same. This action directly addresses the burnout issue and signals that work-life balance is a priority, not just a buzzword.

- **Show Appreciation and Recognition:**
- Instead of focusing solely on metrics, leaders can make a visible effort to **publicly and privately recognize employees' contributions**, even small ones. This could involve celebrating a project milestone with a team lunch or giving a shout-out to an employee in a company-wide meeting for a particularly innovative idea. This validates the employees' efforts and shows that their work is noticed and valued beyond their basic job description.

- **Encourage and Participate in Professional Development:**
- Leaders can personally **sign up for and talk about professional development courses or workshops** and encourage their direct reports to do the same. They can even make time for it in their own calendars and share what they're learning. This demonstrates a commitment to employee growth and signals that the company is willing to invest in its people, which in turn can reignite a sense of purpose and curiosity.

3. Communication and Implementation

- Sarah and David should communicate this new approach with transparency and humility. They can start with a company-wide town hall meeting where David acknowledges the challenges the company is facing, openly discussing the symptoms of "quiet quitting" without blaming anyone. He can then introduce Sarah's HR initiative as a collective effort to build a better, more sustainable culture. This approach shifts the narrative from a punitive one to a collaborative one.

- The implementation should be phased and consistent.

- **Kick-off:** The town hall meeting to introduce the new philosophy.

- **Leadership Workshop:** The leadership team undergoes a workshop with Sarah to align on the new values and practices. This ensures they are all on the same page and can effectively model the new behaviors.

- **Team-Level Discussion:** Team leads are then tasked with having open, one-on-one conversations with their direct reports to discuss professional goals, workload, and well-being.

- **Regular Check-ins:** The new behaviors, such as setting boundaries and recognizing achievements, are incorporated into regular meetings and performance reviews.

4. Measuring Success

- Measuring the success of this initiative will require a combination of qualitative and quantitative metrics.

- **Employee Engagement Score:** This is a crucial quantitative KPI. Innovatech should conduct regular **employee engagement surveys** to track how employees feel about their work, their managers, and the company culture. A rising score would indicate the initiative is working.

- **Retention Rate:** A decrease in voluntary turnover would be a strong indicator that employees are feeling more valued and are less likely to seek opportunities elsewhere.

- **Innovation Metrics:** This could include the number of new product ideas submitted through an internal suggestion box or the number of cross-functional projects initiated. An increase would suggest employees are once again feeling motivated to go beyond the bare minimum.

- **Qualitative Feedback:** Conduct focus groups or anonymous feedback sessions to gather direct feedback on the new leadership approach. Asking questions like, "Do you feel more or less supported by your manager?" or "Has the work-life balance improved?" provides invaluable insights that numbers alone cannot.

Masters in Human Resources Management

Communicating the Vision

- **Inspiring Action**
- Communicate the vision with clarity and passion.
- Explain how each team member's role contributes to the bigger picture.
- Regularly revisit and celebrate progress toward the vision.

Turning Vision into Reality

- **The Power of Goals**

- Break down the vision into actionable, short-term goals.

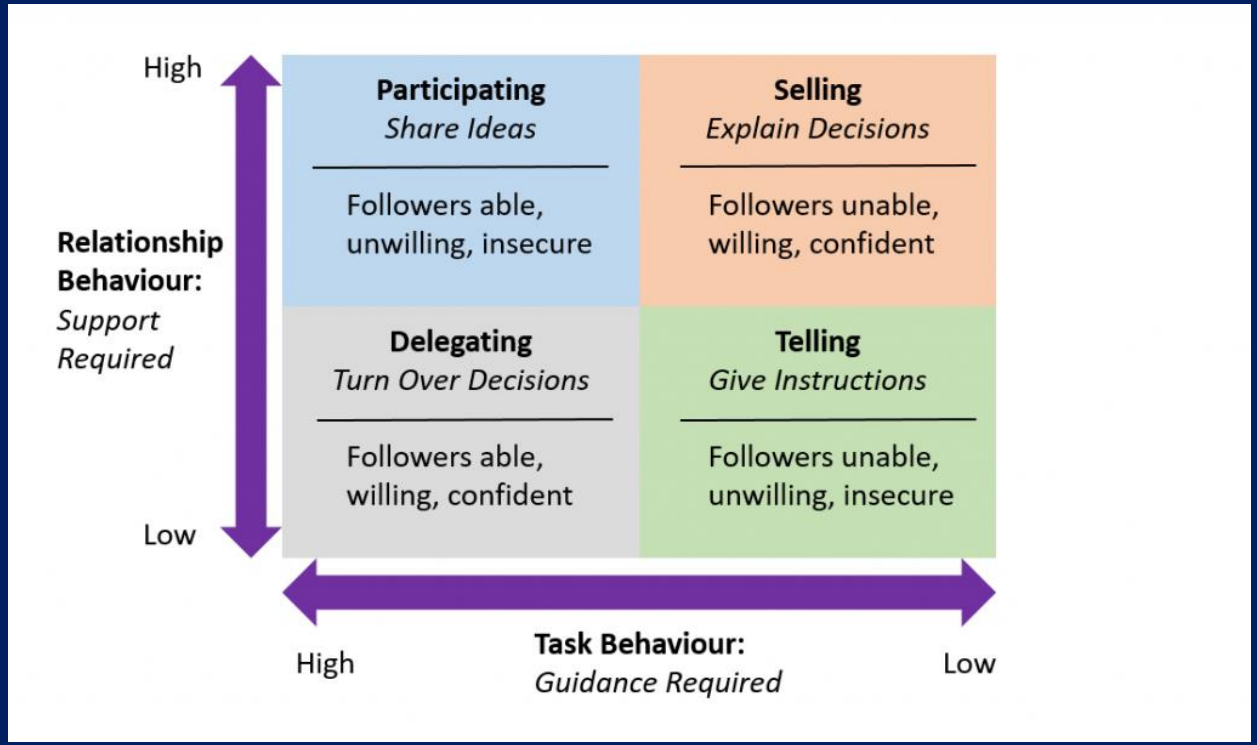
- Collaborate with your team to set individual and group goals.

- Use goals to track progress and celebrate achievements along the way.

Adapting Leadership Styles

- **Situational Leadership**
- **Directing:** Providing specific instructions and close supervision for new or inexperienced team members.
- **Coaching:** Offering guidance and support while allowing more decision-making.
- **Supporting:** Empowering and collaborating with skilled and confident team members.
- **Delegating:** Entrusting experienced and motivated team members with full responsibility.

Situational Leadership Model Explained



https://www.youtube.com/watch?v=pykuvuA-QFU&t=192s

Putting into Practice - Case Study: A New Project Team

- Alex is a project manager in a fast-growing tech startup. Their team has been assigned a new project to develop a mobile application that will streamline internal communication. Alex has assembled a team of three employees:

- Ben: A highly skilled and experienced software developer who has been with the company for five years. He's an expert in his field and has successfully led similar projects in the past.

- Chloe: A junior designer who recently graduated and is eager to learn. She's new to the team and has limited experience with app design, but is very enthusiastic.

- David: A data analyst who is competent in his role but has shown a lack of confidence and is often hesitant to make independent decisions, especially when faced with new challenges. He's been with the company for two years.

- Question 1: How should Alex lead Chloe, and why?
- Question 2: How should Alex lead David, and why?
- Question 3: How should Alex lead Ben, and why?
- Question 4: What would happen if Alex used a "one-size-fits-all" leadership approach with the entire team?

Formative Assessment

When to Adapt

- **Reading the Room**
- Assess your team members' skill levels and motivation for a given task.
- Adjust your style to meet their specific needs.
- Be flexible and willing to change your approach as the situation evolves.

The Advantage of Flexibility

- **Versatility and Growth**
- Adaptive leadership maximizes team performance by providing the right level of support.
- It builds trust and confidence by showing you care about individual development.
- It prevents micromanagement and fosters a culture of independence.

“The overriding function of management is to provide order and consistency to organizations, whereas the primary function of leadership is to produce change and movement.”

(Northouse, 2021 p. 13)

Fostering a Positive Culture

- **The Team Environment**
- **Values:** Define and live by shared principles (e.g., respect, collaboration, innovation).
- **Recognition:** Consistently acknowledge and reward good work.
- **Psychological Safety:** Create an environment where people feel comfortable speaking up and taking risks.

Building a Great Culture

- **Culture in Action**
- Promote collaboration over competition.
- Organize team-building activities and social events.
- Actively listen to team feedback and be willing to make changes.

The Result

- **A Thriving Workplace**
- A positive culture leads to higher engagement, lower turnover, and greater productivity.
- It attracts and retains top talent.
- It creates a sense of community and shared purpose.

"*Leadership is about influencing, motivating, and enabling others to contribute to the effectiveness and success of the organizations of which they are members.“*

(Armstrong 2009 p.5)

- This quote further elaborates on the role of a leader, highlighting the active processes of influence and enablement.

Continuous Learning

- **The Growth Mindset**
- **For the Leader:** Be open to feedback and constantly seek to improve your own skills.
- **For the Team:** Encourage and provide opportunities for professional development.
- **For the Organization:** Stay current with industry trends and new technologies.

Implementing Learning

- **Making Growth a Habit**
- Allocate time for professional development.
- Lead by example by sharing what you've learned.
- Celebrate curiosity and a willingness to try new things.

Conclusion

- **Key Takeaways**
- Leadership is a journey of continuous improvement.
- Inspire your team through your actions, not just your words.
- The best leaders create environments where others can succeed.
- **Your leadership is your legacy.**

Why the Best Leaders Think Like Gardeners | Nate Payne | TEDxGreenhouse Road

- https://www.youtube.com/watch?v=oeCRLGbHsm0#:~:text=This%20is%20one%20of%20my,Great%20work%2C%20Nate!

References

- Armstrong M. (2009) Handbook of Human Resource Management Practice - Kogan Page 11th Edition
- Bryant, A., & Kazan, A. (2012). *The self-leadership guide: The journey to your full potential*. Pearson Education
- Maxwell, J. C. (2019). *Leadershift: The 11 essential changes every leader must embrace*. HarperCollins Leadership.
- Northouse, P. G. (2021). Leadership: Theory and Practice (9th ed.). Sage Publications.

21 ACADEMY

Masters in Human Resources Management