

# Leadership on Ice

## Discovering Your True North & Leading by Choice



### • Pursuing purpose with passion

Leaders who 'lead by choice' recognise that the things that matter most cannot be at the mercy of the things that matter least. Without a real sense of purpose, leaders can be at the mercy of their egos and narcissistic vulnerabilities.

#### Self-reflection:

- *What is my purpose or 'True North' and what do I do each day that evidences that I 'lead by choice' and pursue my purpose with passion?*
- *In my personal and professional life, would those whom I lead say I was guided by my watch or my compass?*

### • Practicing solid values

Leaders who 'lead by choice' are defined by their values, and values are personal - they cannot be determined or defined by anyone else.

#### Self-reflection:

- *What are the core values that underpin my sense of purpose?*
- *How do I live these values in a consistent and authentic manner?*

### • Leading with heart

'Leading by choice' involves the ability to lead with our hearts as well as our heads. It requires both bravery and humility.

#### Self-reflection:

- *In what ways is my leadership 'emotionally intelligent'?*
- *How can I pro-actively develop my 'head and heart' decision making?*

### • Establishing enduring relationships

The ability to develop and nurture enduring relationships is an essential mark of leaders who 'lead by choice'.

#### Self-reflection:

- *How does my leadership enhance the relationships within my team?*
- *What important relationship(s) do I need to mend or give further time and attention to?*

## • Demonstrating self-discipline

Leaders who 'lead by choice' know that a consistent and high level of self-discipline is critical in order to produce effective outcomes and results.

### Self-reflection:

- *How do I practise being an authentic and deliberately disciplined leader on a daily basis?*
- *How would those around me describe my level of self-discipline and what evidence would they provide that I 'lead by choice'?*

Leaders who 'lead by choice' use the following approaches at different times, depending on the capabilities of the people involved and the situation they are facing:

**"In life there are two kinds of pain - the pain of DISCIPLINE, & the pain of REGRET. The pain of discipline weighs ounces, but the pain of regret weighs tons."**

Jim Rohn

- Showing up
- Engaging people
- Helping teammates
- Challenging others
- Stretching people
- Aligning everyone around a shared purpose

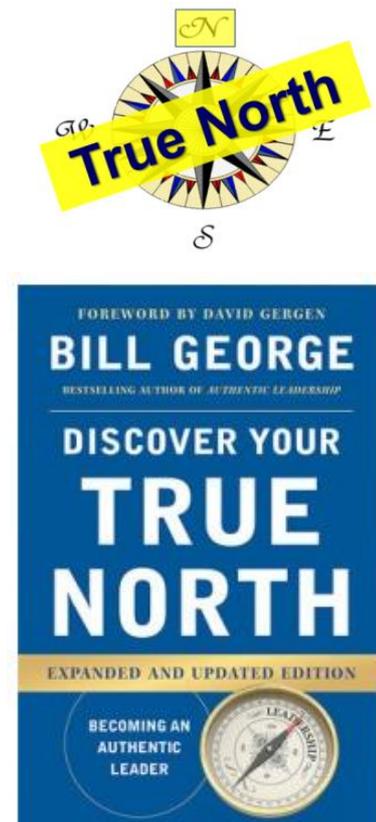
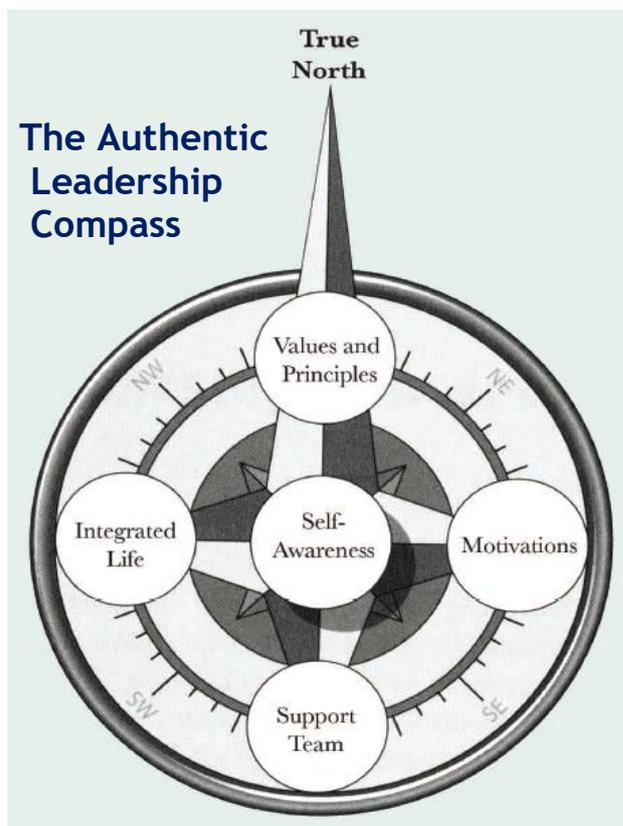
## Linking Leadership Style and Power

Your leadership style conveys your sense of power, just as your use of power reflects your leadership style.

- **Directive leaders** create dependent relationships with their subordinates, who obediently carry out their orders and respond to their demands.
- **Coaching leaders** create interdependent relationships.
- **Consensus leaders** use power in subtle ways to reach agreement without hurting others' feelings or isolating people with different points of view.
- **Affiliative leaders** are embraced by others for their highly empathic relationships.
- **Expert leaders** believe knowledge is power and being right and efficient is more important than relationships.

As you think about your leadership style and power, and whether you 'lead by choice', ask yourself these questions:

- In what ways is my leadership style consistent with effective leadership principles and values? Is it ever inconsistent, and in what ways?
- How do I adapt my leadership style to the circumstances facing me and to the capabilities of my team/colleagues?
- How do I optimize the use of my power in leading others with integrity?
- In situations in which I used my power over others inappropriately, how did they respond? How would I now act differently?
- How do I respond to powerful people who use their power over me?
- **What is the first action I will take that can assist me in becoming a leader who 'leads by choice'?**



Reference:

George, B. (2015) Discovering Your True North - becoming an authentic leader. New Jersey : John Wiley & Sons



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