

# PUTTING YOUR COMPANY UNDER A MICROSCOPE

- A Continuing Series of Management Insights from The Jennings Group -

## THE HIGH IMPACT LEADER

By Olin R. Jennings

The objectives of a good leadership development program should be the transformation of your managers into *high impact leaders*. What is a high impact leader? A high impact leader has the vision, the confidence, and the skills to motivate and lead other people and technical organizations through change and conflict. A high impact leader lives his or her personal integrity every day and inspires leadership in others while creating a leadership culture.

People are drawn to high impact leaders and want to follow them because of their self-confidence and their ability to motivate by enhancing the self-worth of others. The purpose of this article is to give you a ten point comparison for the leaders that you are growing to fuel the future of your company as well as the leadership for the next transition. If your people are developing into high impact leaders, they will be able to say:

### 1. I understand myself

I know who I am. I know what motivates me. I understand how I think and how I prefer to communicate. I know what enhances my self-worth, and I understand my specific areas of giftedness – those things that give me a positive emotional kick when I use them. I truly understand who I am in conflict situations – what I do, how I think, and how much my listening skills degrade when I am under stress. I know how I prefer to lead people and can crisply define my leadership style or “rules of engagement” as a leader.

### 2. I have a well-defined personal vision

I am confident of who I am. I am able to make decisions more quickly because I have a clear vision for all parts of my life – family, social, career, company. I know that I can lead from my own personal vision, but that I only manage under someone else’s vision. Therefore, I have reconciled and integrated my firm’s mission and vision statement with my own personal vision and made the firm’s mission and vision my own. I know exactly how I can fulfill my personal vision and best enhance my firm’s success. I have

integrated my areas of personal giftedness into my personal vision and can apply these gifts to all parts of my life. I have a vision for how I will lead people, inspire leadership in others, and create a leadership culture around me and in my organization.



### 3. I understand others

I know how to identify other peoples’ motivational value systems. Therefore, I understand what builds their self-worth, how they think, how they prefer to communicate, as well as what motivates and demotivates them. I understand how best to communicate with them and how best to lead and inspire them as individuals.

### 4. I am a complete communicator

I am a 100% listener. I understand how to read non-verbal communication in others. I consider their motivational value system and translate their words to understand what they meant instead of simply reacting to their words, which helps me avoid unwarranted conflict. Because I understand the motivational value system of others, I am able to choose words to enhance other people’s sense of self-worth and be more effective in motivating them at a heart level as individuals.

### 5. I take the lead in conflict situations

I understand strong-willed and other difficult personalities – demotivated, burned out, and dishonest people. I understand how people with different motivational value systems deal with conflict. I know how to be effective as a leader in conflict – how to motivate people, how to be a complete communicator, how to empathize, and how to control myself and stay in my comfort zone in order to be more effective in resolving conflict.

### 6. I am an effective leader of change

I understand the importance of change to a healthy and vibrant organization. I know the value of anticipating change and anticipating the need for change. I understand how different kinds of people deal with change. I use this understanding

to lead change – to create positive environments for change, to motivate people to accept new ideas, and to help them to change their longer-term behavior. I also know that the most important and most difficult change is changing myself.

#### **7. I am a complete coach and complete mentor**

I always get the job done and done well, but I also place an equal or higher priority on growing people as part of the task completion. I consider problems as things to be solved *while* creating leadership skills, not just problems to be solved. I take the time to help people build their technical, management, and leadership skills and understand not only the how, but also the why. Inspiring leadership in others is a personal priority every day.

#### **8. I take and control personal career risk**

I am confident in taking personal risk because I understand myself, because I am confident of where I want to go, and because I understand others. I am willing to take personal career risk because I have learned how to control it. I control personal risk by being a 100% listener and complete communicator; by leading in conflict situations and being confident that I can lead others to constructive conflict resolution; and by being an effective leader of change. I know that by being a complete coach and mentor I inspire leadership in others and build a team that I can trust.

#### **9. I inspire leadership in others and work to create a leadership culture**

I believe everyone can be a leader in something at every point in his or her life. I proactively select people with leadership potential and share who I

am and what I have learned about being a high impact leader. I make it a personal priority to identify and break down barriers to creating a leadership culture wherever I am involved.

#### **10. I demonstrate my personal integrity every day in everything I do and say**

I know that people follow my example. My personal actions are one of the best ways to inspire others to be better leaders. My personal confidence and integrity will make people want to follow me.

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How do your managers and leaders compare with the model of the *high impact leader*? Do they have the basic foundations – understanding themselves, having a personal vision, understanding others, and being effective communicators? Have they applied these foundations to leading in conflict, leading change, being powerful coaches and mentors, and inspiring leadership in others? Do they have the confidence to take on personal career risk and control it because of their investment in themselves and others? If there is room for significant improvement, you should consider evaluating and modifying your leadership development program. High impact leaders are the foundation of your company's future.

The 10 attributes of the high impact leader are taken from The Jennings Group's leadership development program – *Inspiring Leadership*.

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