

FEATURES

MOTIVATING AND INSPIRING YOUR TEAM

by Dr Granville D'Souza

Unlike intelligence quotient (IQ), emotional intelligence (EQ) is not something a leader is born with. It is acquired through years of disciplined practice and personal sacrifice.

A recent survey in the United States and United Kingdom by the Global Institute for Inspiration found that 65 per cent of employees are not inspired by their supervisors at work. Past research indicates that organisations with higher levels of inspiration have significantly higher levels of employee satisfaction, commitment, engagement, and trust.

What constitutes true leadership? How does a leader motivate and inspire your team?

Midas Touch

Leaders are constantly setting new precedents for themselves. Steve Jobs was one leader who was able to meet tough business challenges. Jobs led change from the front and shaped Apple into an iconic master brand. A defining period in Apple's history was when Jobs was summoned back to lead the company he had founded. Subsequently, he successfully helped Apple rise to join the league of other "born-again" brands like IBM and Nokia.

The ability to lend a unique selling proposition, authenticity, and intrinsic value to a person or a product through the strength of their own character is what leadership is all about. For Jobs, this ability sprang from his persistent pursuit of quality. Jobs could gen-

erate an "emotional surplus" in the minds of Apple's core consumers because he did not see his products as tech toys, but as a creative mind's ultimate dream. This is why Apple did not just produce a cellphone, it produced an iPhone.

The pride that Jobs felt in his products is the kind of pride leaders feel, when a mentee does well in life. True leaders are able to see the big picture in their planning. They know how to set powerful beliefs and establish trust with their team mates.

No Fear of Feelings

This is a very important trait in a leader. A leader should not be afraid of expressing their feelings or receiving other people's feelings. They must be willing to be guided by their emotions, and let others be guided by their gut-feelings. They have to welcome the element of uncertainty in a business situation, because with it, they can break barriers and think out-of-the-box.

If a secretary has a break-down because she is unable to cope with the workload, you do not expect a leader to snigger and say, "I told you so". Instead, he or she is expected to delve deeper into the issue and find out the real reason for the complaint. Perhaps a little delegation might ease her load, or she may just need a small

break to come back recharged. In dealing with emotions, leaders are supportive but non-judgmental.

Wade through Emotions

As a fan of Liverpool Football Club, I recall how legendary manager Bill Shankly would rally the club and team from poor performances and turn those opportunities into emphatic wins. He took charge of the club in December 1959. Within three years, he managed to turn around their fortunes, helped them to win three League Championships, two FA Cup Final victories, and the club's first European trophy, the UEFA Cup.

Shankly used everything in his arsenal—threats, anger, cajoling, and pleading to work his players' emotions, and inevitably the trick worked. When his players saw through his emotion-laden coaching technique, they allowed themselves to be influenced by it because they held Shankly in high regard.

Make Everything Simpler

Leaders have this uncanny ability of avoiding all the fluff and going straight to the heart of a problem.

Take Martin Luther King's leadership approach and his closely-held views on just laws. King was a fervent believer in natural rights. He could see and campaign against the unjust man-made laws that distinguish between men on the basis of caste, colour, and creed. Going straight to the core of the issue, King saw nothing wrong in disobeying unjust laws. He thought it was extremely important and necessary to break these laws as they lowered the dignity of one man against the other. He could rally so much support for his beliefs because his philosophy was based on such sound logic.



Leaders are working for a grander purpose—for the common good of a larger group of people.

Work the 4P Model

At the core of today's leadership puzzle lies the 4Ps (people, potential, pride, and profits) model. Organisations profit only when leaders help their people actualise their true potential and are able to instil a sense of pride in them.

Research shows that up to 30 per cent of a company's financial performance can be attributed to the climate that a leader builds. Up to 70 per cent of this climate can be attributed to the emotionally intelligent workforce that one creates. Another study indicates that a top performer is at least 85 to 127 per cent more productive than an average performer and that two thirds of this difference can be attributed to emotional intelligence alone.

True leaders are not just concerned about their safety and survival. They do not work for their selfish objectives. They are working for a grander purpose—for the common good of a larger group of people. That is why their thoughts, words, and actions are able to motivate so many people.

In sum, the way that people think, behave, or act around you is a reflection of the kind of leader you are. That is your leadership legacy. It has very little to do with your innate abilities, IQ, business prowess, performance, or even your strategic intelligence. Instead, it has everything to do with who you are as a person at work or in life. It has everything to do with your natural role, personal mettle, composure, and contentment, as opposed to your material success and worldly gains. Learn to fully understand and maximise these qualities within yourself and you will become a truly inspirational leader. ■



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