



Excel Leader Advisory Letter

ISSUED BY THE EXCEL LEADERSHIP GROUP

March 2009

Excel's Mission Statement

We help leaders create and sustain a high performance, values-based culture that fully engages the talents of all associates to consistently deliver world-class results and achieve higher profits.

Thought for March

"Innovation comes only from readily and seamlessly sharing information rather than hoarding it."

-Tom Peters



For several months now, we have been discussing the critical connection between effective leadership, an organization's work culture and profitability. The primary reason we have devoted so much time and space to this subject is captured in this main point: **Effective leaders create high performance cultures which foster higher levels of employee engagement and discretionary effort that in turn produce better results and higher profits.** Enlightened executives, therefore, would do well to place significant focus and resources on the recruitment, development and retention of their leadership talent in order to enhance profitability and secure a real, sustainable competitive advantage in today's global economy. Thus far, we have discussed five characteristics of extraordinary leaders: high integrity, visioning, communication, change agent or catalyst, and resilience.

This month let's look at another characteristic that sets extraordinary leaders apart from their peers: personal power. Another way to think about personal power is the self confidence that we possess. In other words, it is an inner belief that we have the ability to attain the goals and get the things we want in life. People who have a highly developed level of personal power believe they can set the direction of their lives and they do. Here are a few coaching tips that should help you build your personal power:

1. Make a list of your strengths. I always advise my clients to keep a journal. It doesn't have to be elaborate. It is just a way to keep track of significant accomplishments. What do you excel at? Identify your strengths, write them down and imagine how you feel when you are working with one of your strengths and succeeding! Remember, emotions and feelings, especially positive ones, can be very powerful motivators for future performance.

2. Move on from failures. Recognize what you can learn from your mistakes, take that information and apply it to current situations and move on. Don't dwell on the failure as lasting or permanent.

3. Rehearse powerful performances. Anticipate upcoming situations where you will be asked to present ideas or give an opinion. Imagine how you will handle these situations in an extraordinary manner! Don't hesitate to role play. Practice out loud!

4. Look for opportunities to influence. Recognize where you can help shape a decision or outcome. Commit to making your impact in these situations.

5. Seek information and ask for feedback. As we discussed last month, don't hesitate to ask for feedback from a trusted colleague or your coach. These individuals can prove invaluable in helping you recognize how well you handle various situations as well as point out areas where you can grow even stronger.

I encourage you to try these steps to strengthen your personal power. Let me know how they work for you. Also, if you have encountered any other “best practices” for increasing personal power and self confidence, please do share them, and I’ll include in a future letter.

Thus far, we have discussed six critical characteristics of “extraordinary” leaders: high integrity, visioning, communications, change agent or catalyst and resilience and personal power. Next month, we will discuss another critical dimension or characteristic: initiative or bias for action.

As always, I encourage readers to contact me anytime at mike@excelleadership.net with your comments and questions. Also, if Excel can be of assistance with any of your leadership challenges, please give us a call. We’ll talk to you again in April. Be well and best regards.

Join our Web-based “community” devoted to open and honest discussions on topics related to leadership challenges and solutions. To join, simply visit TheExcelLeadershipGroup.net and click on “Community.”



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on your company's leadership team.*