



Your Leadership Plan

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Introduction

Welcome to the Leadership Plan Workbook! I'm excited that you have downloaded this workbook and am looking forward to seeing the results you get with it.

When we started our business or career, very few of us set out to be leaders but somehow, almost by accident, that's what we find ourselves being. We might be running our business, or in charge of a function or a project, we might have a team of people or we might be a team of one working with others to make things happen. Whichever we are, whether we intended it or not, we are leaders.

Now that we find ourselves being leaders, what does that mean – and what do we actually need to do to be leaders? We know we have to become adept at a whole lot of leadership skills and we are going to have to make all kinds of decisions as we face new and potentially tricky situations.

There is lots of advice out there, often saying leaders should be strategic or should inspire; I don't know about you but sitting at my desk I'm not quite sure what to do to become inspiring!

So let's get really practical and look at what leaders need to do to be good leaders. Based on years of experience and an addiction to management books, I've put together a list of things a leader needs to do – The Six Roles of Leadership. You can see them on the next page and, yes, to make it easy to remember, the roles spell out STAR ME!

In this workbook you will find out a little more about each of the roles and be encouraged to review how you are doing against each one in turn. Then you will be encouraged to prioritise and plan how you are going to lead your way. Don't worry, it's not all about adding to your to-do list, but about tweaking and doing things that are going to make you a wonderfully effective leader. At the end of the workbook you will find some additional resources and ways you can get support on your leadership journey.

I'm looking forward to seeing how you use this workbook and to hearing about your successes.

Bekka

The Six Roles Of Leadership

STAR ME © The six roles that every leader needs to perform

- ★ **Shape** an exciting aspirational vision that engages and challenges people to unite around it.
- ★ **Translate** that vision into a well-defined strategy, give clarity on what to do and what not to do.
- ★ **Attract** and develop the best people to make that strategy happen, reward and develop a great team, your valued workforce.
- ★ **Review** and relentlessly focus on the results from the strategy. Celebrate the successes and learn from everything as you repeatedly plan, do and review.
- ★ **Model** what you want to see from others; show how to lead and be your own leader. Know yourself, welcome feedback and keep developing. Manage the appropriate balance in your life.
- ★ **Establish** a working environment where people are empowered, where innovation and learning are valued, where ideas and information are freely shared.

Review

In this section we are going to take each of the six roles in turn and look at how you are doing against each role.

I'm sure you are already doing some things really well in each of the roles, and it's important to capture those – one of the best ways to develop is to take something that is working well and do more of it!

Then we will look at the things you would like to change and some ideas for how you could change them. At this stage they are just that – things you could do – so write down all the ideas you have without deciding if they are good ideas or not and certainly without any commitment to follow through with them!

As you work through this section, jot down your thoughts as they occur. Try to let the ideas flow. It's your observations that matter and remember there are no right or wrong answers. In this section we are just catching ideas – we are going to evaluate them later.

To get the most from the review process, I suggest finding some time where you can sit quietly and think. Ideally turn off your phone, your email and any other distractions, get yourself a great cup of coffee/tea or even a glass of your favourite tippie and just start!

Shape

Shape an exciting aspirational vision that engages and challenges people to unite around it.

We all need to know the purpose of our work and as a leader one of your roles is to shape and develop that vision. It's the difference your business or team makes in the world, It's your Big Bang (Big Bold Audacious Noble Goal), it's what you stand for and why people should care.

As a leader, your job is to describe the vision in a way people understand, so they are excited about it and want to be part of making it happen. The core of it will stay the same but how you explain and share it will evolve as you move towards it.

If you work in a team of one, you are going to shape it around your purpose, your reason why and the needs of your ideal clients.

If you work in a corporation or for someone else, you will shape it around what you and your team need to contribute to the overall business.

What are you doing that is working well?

What would you like to change?

What could you try? Jot down all your ideas, you're not committing to doing any of them yet!

Translate

Translate that vision into a well-defined strategy, give clarity on what to do and what not to do.

Your vision is great and the people you work with are excited about it, but what do they actually need to do? That's where your role as translator comes in.

You need to translate the vision into a strategy which guides what people do and don't do, and then help them develop their detailed plans to achieve that strategy. It's not about controlling and micromanaging everything, it's about setting the parameters for people to work within so they are able to use their skills to make the strategy happen and bring the vision to life.

Consider taking the overall long-term vision and creating a three to five-year strategy, then setting annual goals and planning for the next 90 days.

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Attract

Attract and develop the best people to make that strategy happen, reward and develop a great team, your valued workforce.

Even when you are a team of one, you do not work in isolation; there are other people who make it possible for you to do your work. They could be suppliers, clients, your professional network or your family and friends. It can be helpful to think of your team as not just anyone you employ but in terms of everyone who helps you deliver your strategy – your suppliers, subcontractors and your clients.

Having the right people doing the right things is key and how you work with them will define how effective you all are. As a leader, think about how you attract the best people for your team, how you manage, develop, reward and show your appreciation for your people.

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Review

Review and relentlessly focus on the results from the strategy. Celebrate the successes and learn from everything as you repeatedly plan, do and review.

You know what you and your team/business are going to do, you know how you are going to do it, you have the right people in place... but unless you review regularly and focus on getting the results from the strategy, how will you know if you are going to be successful? Reviewing regularly, looking at what is working, what is getting results and what is not, what you have learned and what you need to change, will allow you to respond to the things happening around you and achieve great results.

It also means you can catch people doing things right and celebrate your successes which will help you attract and develop great people and motivate everyone.

As a leader, you are the person who makes sure the 'plan - do - review' cycle happens consistently everywhere in your working world.

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What would you like to change?

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Model

Model what you want to see from others, show how to lead and be your own leader. Know yourself, welcome feedback and keep developing. Manage the appropriate balance in your life.

You've probably heard the expression 'actions speak louder than words'. Well, as a leader, this is especially true. People will notice what you do and how you do it and it's up to you to show people what you expect to see from them. If people hear you say that keeping commitments matter, but you constantly duck out of meetings and don't do the things you say you will do, you will find they don't keep their commitments to you or your customers either.

Equally, your team will notice how you manage your work and your life, how you avoid becoming overwhelmed and keep time for the other things that are important to you. It's up to you to manage that balance and not fall into the trap of focusing on work at the expense of everything else.

Developing yourself as a leader starts with knowing yourself, developing your self-awareness and understanding of the impact you have on others. Listen to other people's feedback, evaluate it and then take appropriate action.

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What would you like to change?

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Establish

Establish a working environment where people are empowered, where innovation and learning are valued, where ideas and information are freely shared.

What is your dream work environment? As a leader, you have the chance to define what it feels like to work with you and to set things up to support that.

The workplace environment you set up (whether physical or virtual) needs to allow people to add value and to feel valued. Think about your attitude to your people, how you show respect and appreciation and how you make sure they know what is expected of them.

Consider what you need to do to motivate your team to take ownership of their roles and deliver the results expected. It's also about how you encourage people to share ideas and information, how you react when they do, and how you show people that learning matters.

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What would you like to change?

What could you try? Jot down all your ideas, you're not committing to doing any of them yet!

Plan

Fantastic! You've completed your review and it's time to build it into your plans.

You've come up with lots of ideas and all of them are probably good, but the aim is not to come up with an overwhelming plan – so we need to prioritise and look for ways to incorporate your ideas into your existing scheme of work. You are amazing but you can't do everything all at once!

The following questions will help you build an achievable plan:

When you look across all six leadership roles, which one do you think it is most important for you to focus on? Did you notice any themes?

What is the biggest change that you want to make in how you go about your leadership roles?

What's the first thing you are going to change?

Exactly what are you going to do to make these changes happen, and when?

What will be different when you have made these changes?

Which of your other ideas could you incorporate into your existing plans and regular activities?

Whose help do you need making these plans happen?

Do

Now the work happens; it's time to put those plans into action!

Remember to review and adjust your plans regularly and to celebrate the successes I know you are going to have.

You can do this.

Resources & additional support

I hope you are excited and looking forward to getting started with your leadership plan. If you have any questions or if there are things I can help you with please email hello@bekkaprideaux.com.

As leaders, we are always developing and from time to time we may appreciate some additional support. If that's you, either now or at some point in the future, you may want to check out:

Articles on Leadership which you can find [here http://www.bekkaprideaux.com/articles](http://www.bekkaprideaux.com/articles)

Leadership Coaching with Bekka – check www.bekkaprideaux.com and book a free consultation call to discuss your requirements.

Contact hello@bekkaprideaux.com to find out about the public and in-company courses Bekka runs.

About Bekka

I've been coaching people for more than 25 years, initially as part of my management and leadership roles in a rapidly growing engineering company and then in more specialist and project-based roles in FTSE 100 companies such as Cadbury Schweppes.

Across my varied career, I've worked with leaders to ensure they and their teams work effectively together and with their stakeholders. I've developed and implemented programmes that have changed the way FTSE 100 companies deliver projects. I developed and led the worldwide Cadbury Schweppes Coaching Skills Development programme and coaching practice. I've facilitated strategy development programmes for both global organisations and small businesses.

My coaching with individuals allows them to think through situations, solve problems and tackle issues they face in their work and career, rapidly moving them to a point where they can take effective action. I also work with leaders who are having a mid-career crisis to work out what they want from the next chapter of their working life.

The work I do with companies, teams and projects allows them to make lasting changes in the way they operate so they can deliver great results. My specialist change and organisational effectiveness skills, combined with my experience in many sectors and functions, mean I can work with clients to understand the current situation they face, define the changes they need to make, plan how to make and embed those changes, ensure any required skills are developed and work together to make the changes happen.

I have built a reputation for delivering insightful and informative consultancy and pragmatic change implementation. In everything I do, my main focus is getting great results for clients. I believe that people matter, that work should be enjoyable and that there is always something good to be learned.

You can find out more at www.bekkaprideaux.com or on [LinkedIn](#)

www.BekkaPrideaux.com