

Employment

Leading from the

There are many different power bases that a leader can develop and use.

These include problematic ones such as the power of position, the power to give rewards, the power to punish and the power to control information. While these types of power do have some strength, they put the person being led in an unhealthy position of weakness, and can leave leaders using these power bases looking autocratic and out of touch.

More than this, society has changed hugely over the last 50 years. Citizens are individually more powerful, and employees are more able to shift jobs. Few of us enjoy having power exerted over us, and many will do what they can to undermine people who use these sorts of power.

However there are three types of positive power that effective leaders use: charismatic power, expert power and referent power.

This article teaches you how to build expert power:

Expert power is essential because as a leader, your team looks to you for direction and guidance. Team members need to believe in your ability to set a worthwhile direction, give sound guidance and coordinate a good result.

If your team perceives you as a true expert, they will be much more receptive when you try to exercise influence tactics such as rational persuasion and inspirational appeal.

What's more, if members of your team see you as an expert, you will find it much easier to guide them in such a way as to create high motivation:



If team members respect your expertise, they'll know that you can show them how to work effectively;

If members of your team trust your judgment, they'll trust you to guide their good efforts in such a way that you'll make the most of their hard work; and

If they can see your expertise, team members are more likely to believe that you have the wisdom to direct their efforts towards a goal that is genuinely worthwhile.

Taken together, if your team sees you as an expert, you will find it much easier to motivate team members to perform at their best.

So how do you build expert power?

But just being an expert isn't enough, it is also necessary for your team members to recognize your expertise and see you to be a credible source of information and advice. Gary A. Yukl, in his

book "Leadership in Organizations," details some steps to build expert power. A summary of these steps follows:

Promote an image of expertise: Since perceived expertise is associated with a person's education and experience, a leader should - in a low key way - make sure that subordinates, peers, and superiors are aware of his or her formal education, relevant work experience, and significant accomplishments.

One common tactic to make this information known is to display diplomas, licenses, awards, and other evidence of expertise in a prominent location in one's office - after all, if you've worked hard to gain knowledge, it's fair that you get credit for it. Another tactic is to make subtle references to prior education or experience (for example, "When I was chief engineer at

GE, we had a problem similar to this one"). Beware, however, this tactic can easily be overdone.

Keep informed: Expert power is exercised through rational persuasion and demonstration of expertise. Rational persuasion depends on a firm grasp of up-to-date facts. It is therefore essential for a leader to keep well-informed of developments within the team, within the organization, and in the outside world.

Recognize subordinate concerns: Use of rational persuasion should not be seen as a form of one-way communication from the leader to subordinates. Effective leaders listen carefully to the concerns and uncertainties of their team members, and make sure that they address these in making a persuasive appeal.

Avoid threatening the self-esteem of subordinates:

Expert power is based on a knowledge differential between leader and team members. Unfortunately, the very existence of such a differential can cause problems if the leader is not careful about the way he exercises expert power.

Team members can dislike unfavorable status comparisons where the gap is very large and obvious. They are likely to be upset by a leader who acts in a superior way, and arrogantly flaunts his greater expertise.

In the process of presenting rational arguments, some leaders lecture their team members in a condescending manner and convey the impression that the other team members are "ignorant." Guard against this - it can make you look very arrogant.

Act confidently and decisively in a crisis: In a crisis or emergency, subordinates prefer a "take charge" leader who appears to know how to direct the group in coping with the problem. In this kind of situation, subordinates tend to associate confident, firm leadership with expert knowledge. Even if the leader is not sure of the best way to deal with a crisis, to express doubts or appear confused risks the loss of influence over subordinates.

Maintain credibility: Once established, one's image of expertise should be carefully protected. The leader should avoid making careless comments about subjects on which he or she is poorly informed, and should avoid being associated with projects with a low likelihood of success.

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Steps to Review Your Office Systems

Running an efficient business is all about continuously improving and 'tweaking' your office management systems so that they grow with your business and not hinder your business.

But why do you need efficient office systems in place? Here are some answers!

- ▶ To quickly and easily find important contact information.
- ▶ To be able to respond to client's requests straightaway.
- ▶ So that you can immediately submit a proposal.
- ▶ To keep track of your business.
- ▶ To be able to follow-up with clients and contacts.
- ▶ So that you can stay on track with your projects.
- ▶ To monitor your latest marketing campaign.

Sometimes though problems don't become apparent with your office systems until you actually start using them - and then you may find out that they're not working in the way that you'd hoped.

So what can you do about it?

Step #1 Look at where the problems are.

Are you constantly searching around looking for an email address? Or cannot tell at a glance if your project is on track? Or you don't know your cashflow situation?

Step #2 Analyse what percentage of your time is being spent on administrative tasks.

Keep a diary for a week of how you are spending your time. At the end of the week look it over and see what percentage of your time is being spent on these jobs. Could this time be better spent on income-generating activities? Or market research?

Step #3 Compile a list of all non-income generating tasks that you currently do. Could some of these be delegated? Would it help if you took on an assistant?

Once you have followed these 3 steps you should have a good idea of where your time is being spent, what your biggest time drains are, and where you can make improvements. You will be well on your way to deciding if you need to partner with a Virtual Assistant and will be able to see exactly where you need the support.

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Three key office systems you need to manage your business

These days we are so overloaded with information that it's easy to lose sight of the basics of running a business, and you very quickly become overwhelmed and suffer from information overload! Just take a look at some of the ebooks, products, courses etc. you have stored on your PC - I bet they all relate to marketing your business, getting more clients, increasing your income etc. but I bet NONE of them tell you how to manage your business!

Building a successful long-term profitable business isn't about "marketing" your business - it's about "managing" your business - the marketing comes once you have your management systems in place.

You cannot begin to market your business if you can't find the information you need, don't know who you are

marketing to, and don't know where you are in your business.

So, let's go back to basics and take a look at the 3 key office systems you need to "manage" your business before you can start to "market" your business.

Filing Management System

Creating and maintaining a filing system is the very foundation that your business is built on, so this is the very first system you need to put in place - an efficient and effective filing system.

With a proper filing system in place you will very quickly and easily be able to find the information you need, when you need it.

Contact Management System

After you've got your filing system all straightened out, you then need to set



about organizing your contacts. This is another crucial area of managing your business. If set up correctly your contact management system allows you to:

- ▶ Keep a note of clients, potential clients, and colleagues contact information.

▶ Easily and effectively follow-up with a prospect.

▶ Locate critical client contact information quickly and easily.

▶ Build your business.

Financial Management System
The is the final key office management system you need to put in place for managing your business. Once you know where you are in your business financially, you will be able to much more effectively market your business.

Having up-to-date, critical, financial information available at your fingertips allows you to efficiently manage cashflow and be able to know straightaway if you can take advantage of opportunities that come your way.

So remember, go back to basics and first "manage" your business before you "market" your business.

Learn effectively by understanding your learning preferences

Have you ever tried to learn something fairly simple, yet failed to grasp the key ideas? Or tried to teach people and found that some were overwhelmed or confused by something quite basic?

If so, you may have experienced a clash of learning styles: Your learning preferences and those of your instructor or audience may not have been aligned. When this occurs, not only is it frustrating for everyone, the communication process breaks down and learning fails.

Once you know your own natural learning preference, you can work on expanding the way you learn, so that you can learn in other ways, not just in your preferred style.

And, by understanding learning styles, you can learn to create an environment in which everyone can learn from you, not just those who use your preferred style.

Whenever you are training or communicating with others, you have information and ideas that you want them to understand and learn effectively and efficiently. Your audience is likely to demonstrate a wide range of learning preferences,

and your challenge is to provide variety that helps them learn quickly and well.

Your preferred teaching and communication methods may in fact be influenced by your own learning preferences. For example, if you prefer visual rather than verbal learning, you may in turn tend to provide a visual learning experience for your audience.

Be aware of your preferences and the range of preference of your audiences. Provide a balanced learning experience by:

Sensory - Intuitive: Provide both hard facts and general concepts.

Visual - Verbal: Incorporate both visual and verbal cues.

Active - Reflective: Allow both experiential learning and time for evaluation and analysis.

Sequential - Global: Provide detail in a structured way, as well as the big picture.

Key Points



Learning styles and preferences vary for each of us and in different situations.

By understanding this, and developing the skills that help you learn in a variety of ways, you make the

most of your learning potential. And because you're better able to learn and gather information, you'll make better decisions and choose better courses of action.

And by understanding that other

people can have quite different learning preferences, you can learn to communicate your message effectively in a way that many more people can understand. This is fundamentally important, particularly if

you're a professional for whom communication is an important part of your job.

Take time to identify how you prefer to learn and then force yourself to break out of your comfort zone. Once you start learning in new ways you'll be amazed at how much more you catch and how much easier it is to assimilate information and make sense of what is going on.

