

# Six

## Inspiring and Empowering Stakeholders

*Without inspiration the best powers of the mind remain dormant.  
There is a fuel in us which needs to be ignited with sparks.*

—Johann Gottfried Von Herder<sup>1</sup>

### Introduction

Inspiring and empowering stakeholders to pursue the path for achieving a shared vision is the essence of visionary leadership. It is even more important for the health sector as the results of prevention are not immediately visible and will only be seen over a long period. Therefore, people need to be inspired by a shared vision. Some issues, such as RH, are also culturally sensitive. For instance, provision of adolescent sexual and reproductive health information and services is not accepted in many cultures. Therefore, people would need to be empowered through commitment to common values.

“Leaders take the initiative in mobilizing people for participation in the process of change, encouraging a sense of collective identity and collective efficacy,” says Burns in his classic book on leadership.<sup>2</sup> This, in turn, brings stronger feelings of self-worth and self-efficacy as an enhanced sense of “meaningfulness” in their work and lives. The word for this process is *empowerment*.

<sup>1</sup> Retrieved from [www.searchquotes.com/quotes/author/Johann\\_Gottfried\\_Von\\_Herder](http://www.searchquotes.com/quotes/author/Johann_Gottfried_Von_Herder), accessed on January 5, 2013.

<sup>2</sup> Burns, J. McG. (1978). *Leadership*. New York, USA: Harper Collins.

Instead of exercising power over people, transformative leaders champion and inspire followers.

Covey<sup>3</sup> says that leadership is communicating to people their worth and potential so clearly that they come to see it in themselves. It is this that would inspire people to a shared vision and empower them to journey on the chosen path. One has to address the whole person—body, mind, heart, and spirit. Neglecting them will lead to four chronic problems in an organization—low trust, no shared vision and values, misalignment, and disempowerment.

Kouzes and Posner<sup>4</sup> identify the following five practices of exemplary leadership:

- **Model the Way:** To effectively model the way they expect of others, a leader's behavior is important. "Exemplary leaders go first," say Kouzes and Posner. Modeling the way is essentially about earning the right and respect to lead.
- **Inspire a Shared Vision:** Leaders have a clear vision of the future that pulls them forward. However, as mentioned in Chapter Two, visions seen only by leaders are insufficient to create an organized movement. People will not be inspired to follow until they accept that vision as their own.
- **Challenge the Process:** Leaders are pioneers. They realize well that taking people to a future would require challenging the current process and experimentation with attendant risks of failure.
- **Enable Others to Act:** Leadership is a team effort. Leaders make possible for others to do good work. Therefore, empowerment is crucial to achieve results.
- **Encourage the Heart:** Realizing the desired vision requires considerable efforts and often involves ups and downs. Leaders encourage the heart of their constituents to carry on a path to the vision.

<sup>3</sup> Covey, S. R. (2006). *The 8th habit: From effectiveness to greatness*. New York, USA: Free Press.

<sup>4</sup> Kouzes, J., & Posner, B. Z. (1995, updated 2003, 2008). *The leadership challenge. How to keep getting extraordinary things done in organizations*. San Francisco, USA: Jossey-Bass, A Wiley Imprint.

Except for challenging the process, all the other four practices relate to inspiring and empowering constituents.

In the second section (Inspiring), we describe how leaders could inspire people to follow them. There is considerable confusion on what distinguishes motivation and inspiration and this is discussed in the third section (Inspiration versus Motivation). The fourth section (Empowerment) addresses ways the leaders can empower others and systems that disempower people. Finally, the fifth section (Combining Inspiration, Motivation, and Empowerment) concludes this chapter by discussing how an effective leader can combine actions for inspiration, motivation, and empowerment.

## Inspiring

The word inspiration comes from the Latin *inspirare* and means “to breathe life into others.” It implies to be *in spirit*. It is something that fills us with a purpose or calling higher than ourselves. Inspirational leadership can move people to act on a compelling shared vision. Thus, inspiring has an animated or exalted effect. It appeals more to our “heart” than to our “head.”

To inspire, leaders must do two things: create resonance with a compelling vision which has been articulated in ways that move people to act. And the leader must embody what he/she asks of others and/or offer a sense of common destiny or purpose over and above the ordinary.<sup>5</sup> Thus, leaders inspire others through three main ways:<sup>6</sup>

- Communicating shared vision
- Being a role model
- Aligning systems and structures that reinforce the core values and strategic priorities identified in the path-finding process

<sup>5</sup> Retrieved from [www.1000advice.com/guru/](http://www.1000advice.com/guru/); [www.1000ventures.com/](http://www.1000ventures.com/).

<sup>6</sup> Covey, S. R. (2006). *The 8th habit: From effectiveness to greatness*.

A visionary leader who has created a shared vision creates energy and passion which inspires others to achieve more than they may have ever dreamt possible. The inspiring leader is able to articulate and communicate a shared vision that inspires others to act. Thus, communicating shared vision is a key to inspire others (Box 6.1).

Communicating means holding conversations focused on vision/values and results; clarify assumptions, beliefs, and feelings within yourself and others. It requires balancing advocacy and enquiry.<sup>7</sup>

### *Storytelling*

Storytelling is one of the oldest ways to communicate the vision and values. Stories have more of an impact than simply stating facts and are remembered longer. The story captures our attention while entertaining us. Therefore, storytelling can influence behavior. For instance, story of how a young woman suffered because of unintended pregnancy and possibly fatal abortion effort can have more impact than all the statistics about adolescent RH.

In *Encouraging the Heart*, Kouzes and Posner<sup>8</sup> say that stories teach, mobilize, and motivate. As storytelling has been found so crucial to learning and inspiring, effective storytelling is a leadership tool. Tichy points out that storytelling is crucial to leading organizations into the future.<sup>9</sup>

<sup>7</sup> Management Sciences for Health (2005). *Managers who lead: A handbook for improving health services*. Retrieved from <http://www.msh.org/resource-center/managers-who-lead.cfm>, accessed in March 2014.

<sup>8</sup> Kouzes, J., & Posner, B. Z. (2003). *The leadership challenge. How to keep getting extraordinary things done in organizations*. San Francisco, USA: Jossey-Bass, A Wiley Imprint.

<sup>9</sup> Tichy, N. M. & Cohen, E. (2002). *The leadership engine*. New York, USA: Harper Business Essentials.

**Box 6.1:** *Interview with an Inspiring Leader*

“Results are the inspiration,” says Mr Fazle Hasan Abed. More than three decades ago, Fazle Hasan Abed left a lucrative career in a prestigious oil company to dedicate himself entirely to development of Bangladesh by founding the Bangladesh Rural Advancement Committee (BRAC). Since its founding in 1972, BRAC has grown to be one of the largest NGOs in the world and its work has contributed immensely to the country’s development.

To be a good leader, Mr Abed emphasizes the need to devote oneself entirely to one’s work, “Your commitment has to be total.” He says,

The way you live and the way you think also affect your leadership. If you are not hardworking, then you will not be able to inspire others to be hard working. A leader’s lifestyle inspires others. So, I would not say that BRAC would be a hardworking organization if I had not been hardworking myself. Leaders cannot really inspire others by word of mouth. They have to live a life that inspires others.

In response to a question, “What do you do to align your commitment with that of your colleagues, coworkers?” he responds as follows.

Whenever I have a chance to meet my coworkers, I try to give them a broader vision of things rather than operational ideas alone. I try to give them a Big Picture of what needs to be done in Bangladesh. I think the best way is to transmit your values to your coworkers and thus make them share the same enthusiasm and commitment towards their work. After all, the kind of work we do is values-driven and not profit-driven. So continuously instilling in people the principles of development and changes that we want to see in our society is always helpful and seems to inspire them to action....The most important thing is to be able to transmit a vision and values.

Mr Abed has remained focused on the cause of empowering the poor and helping them to become empowered members of the society. “I also think that it is impossible to empower the poor without empowering our staff. Empowerment is not something disempowered people can do. It is important for your staff to feel that they are empowered to do things to empower others.”

Bangladesh was a lot poorer when BRAC was started, with lots of people going hungry. Things have much improved since then and there is a huge difference between then and now. So, the challenges have also changed. BRAC is now trying to provide more services and technologies than before.

*Source:* ICOMP.

### *Role Modeling*

Inspiring requires that leaders model the role they expect from their followers. The famous quote of Gandhi, “be the change you want to see,” applies here. Role modeling to inspire requires:<sup>10</sup>

- Match deeds to words
- Demonstrate honesty in interactions
- Show trust and confidence in staff, acknowledge the contribution of others
- Provide staff with challenges, feedback, and support
- Be a model of creativity, innovation, and learning

The followers of a leader as role model would show commitment in pursuit of higher goals even when setbacks occur.

Perhaps role modeling is best illustrated by servant leadership. Servant leaders primarily lead by serving others. The phrase “servant leadership” was coined by Robert K. Greenleaf in “The Servant as Leader,” an essay that he first published in 1970. In that essay, he said:

The servant-leader *is* servant first.... It begins with the natural feeling that one wants to serve, to serve *first*. Then conscious choice brings one to aspire to lead.... The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, *while being served*, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And*, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?<sup>11</sup>

### *Aligning Goals and Systems for Results*

Role modeling alone may not suffice to inspire others. It could be supplemented by continuously communicating the vision, path,

<sup>10</sup> Management Sciences for Health. (2005). *Managers who lead: A handbook for improving health services.*

<sup>11</sup> Retrieved from [www.greenleaf.org/whatiss/](http://www.greenleaf.org/whatiss/).

and strategy. However, these would need to be supplemented by aligning goals and systems for results.<sup>12</sup> Aligning requires designing and executing systems and structures that reinforce the vision and core values as well as the path and strategies. It requires creating institutional capacity to consistently produce quality. Organizations need to develop trusting relationships with various stakeholders. Aligning work needs to be continuously reinforced. Therefore, alignment requires feedback on how these relationships are. Also, the key to the principle of alignment is to always begin with results.

Sometimes there may be a trade-off in achieving goals and being honest to values. Clearly, a leader would need to reward behavior of adherence to values. However, in the long term, such adherence is likely to pay off in terms of trust of stakeholders and their support.

Aligning should enable the stakeholders to devote time and energy to support the vision, values, and strategies. It would require:

- Ensuring congruence of values, vision, path/strategy, and daily actions
- Uniting key stakeholders around an inspiring vision
- Facilitating team work
- Linking goals with reward and recognition
- Enlisting stakeholders to commit resources

To lead an organization through adaptive change a leader would need the ability to inspire. A combination of idealism of shared vision and a realistic path would inspire people. John Baldoni argues that often when people seek inspiration, they are really seeking hope.<sup>13</sup> A leader who is confident of the path chosen can provide hope to followers. Communicating the shared vision and chosen path through a variety of media—meeting, one-on-one conversations, print, video, etc.—could inspire people.

<sup>12</sup> Covey, S. R. (2006). *The 8th habit: From effectiveness to greatness*.

<sup>13</sup> Retrieved from [www.johnbaldoni.com](http://www.johnbaldoni.com), accessed March 2012.

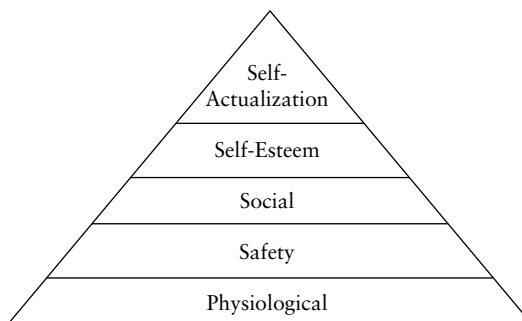
## Inspiration versus Motivation

It is often said that leaders inspire, managers motivate. However, inspiration and motivation are seen by many as synonymous. At other times they are used interchangeably and often the word “motivation” is used in a variety of shades of emphases on motivation and inspiration.

However, there are differences between the two. Motivation comes from *Motivere* (Latin word for “to move”). It is a psychological need for a behavior usually driving toward a goal or incentive. A motivated person will be dedicated to the task with a drive, energy, and commitment to achieve.

There are several theories of motivation. Maslow in his theory of Hierarchy of Needs (see Figure 6.1) argues that we are motivated by needs which are at different levels. As one level of needs is satisfied, people are no longer motivated by them and seek to satisfy the next higher level of needs. The first level consists of *physiological* needs such as shelter, hunger, etc. Once these physiological needs are satisfied, the next higher level is *safety* needs such as security and protection from danger. The need for job security is at this level. Then there are *social* needs such as belonging, acceptance, and social life.

**Figure 6.1:** Maslow's Theory of Hierarchy of Needs



Source: Maslow (1999).<sup>14</sup>

<sup>14</sup> Maslow, A. H. (1999). *Toward a psychology of being*. John Wiley and Sons. Retrieved from [www.abraham-maslow.com/](http://www.abraham-maslow.com/).



After this are the self-esteem needs which relate to achievement, status, and recognition. Rewards and recognition motivate people at this level. Finally, the highest need is for *self-actualization* including realization of one's potential and personal development. Continuing to learn and facing challenges on the job will motivate the person at this level.

Herzberg<sup>15</sup> classified motivation factors in two parts: (1) hygiene factors and (2) motivators. Absence of hygiene factors such as money, status, treatment, and security result in dissatisfaction with the job. These need to be assured first. The motivators include feeling of achievement, recognition for accomplishment, challenging work, increased responsibility, personal growth and development. While extrinsic rewards such as increased pay and perks may motivate employees for some time, it is the intrinsic rewards through interesting and challenging work and the opportunity to achieve and grow that will lead to sustained motivation. These rewards can be had by

- Increasing accountability and responsibility
- Making information available to employees
- Challenging people to new, more difficult tasks
- Becoming experts at some specialized tasks

Thus, motivation is assured through an external system of incentives and disincentives. It appeals more to the head than to the heart.<sup>16</sup> Therefore, motivating people requires:

- Treating people with respect
- Making work interesting
- Giving public recognition for good work
- Creating opportunities to develop skills
- Encouraging or facilitating participation in decisions

<sup>15</sup> Herzberg, F. (2003). *One more time: How do you motivate employees?* Boston, USA: Harvard Business Review.

<sup>16</sup> Cohen, W.A. (2002). *The new art of the leader*. New Jersey, USA: Prentice Hall.

Often the role of fear in motivation is debated. Some emphasize power of the positive but often fear combined with a path for the way forward and a goal to reach can motivate people to change.

Nohria et al.<sup>17</sup> say that new cross-disciplinary research in fields such as neuroscience, biology, and evolutionary psychology shows four basic drivers of motivation:

1. Acquire: Obtain scarce goods, including intangibles such as social status
2. Bond: Form connections with individuals and groups
3. Comprehend: Satisfy our curiosity and master the world around us
4. Defend: Protect against external threats and promote justice

They found that employee commitment is most affected by the bond they have or feel about something which provides an understanding of employee engagement. However, they advise that an organization can best improve motivation of its employees by satisfying all four drivers in concert.

### *Is Inspiration Different from Motivation?*

From the previous description, we may conclude that inspiration is different from motivation as the following Table 6.1 shows.

It is said that people do what they have to do when they are motivated by a manager *but* they do their best or do much more for a leader who inspires them.

It would, however, be wrong to conclude that inspiration is higher than motivation. Both are needed for success, as can be seen in the visionary leadership framework with leadership and management being complementary. A more recent trend is, therefore, to combine the two.

<sup>17</sup> Noharia, N., Grogberg, B., & Lee, L-E. (2008). Employee motivation: A powerful new model. Harvard Business Review. Retrieved from [www.hrb.org/2008/07.employee-motivation-a-powerful-new-model/ar/1/](http://www.hrb.org/2008/07.employee-motivation-a-powerful-new-model/ar/1/).

**Table 6.1:** Key Differences between Inspiration and Motivation

	<i>Inspiration</i>	<i>Motivation</i>
Role	Leaders inspire	Managers motivate
Source	Comes from within	Externally influenced
Result of	Service to a great cause higher than self	Incentives and disincentives
Appeals to	Heart	Head
Concerned with	To a value or purpose that stands higher than the person	To self's well-being
Provides	Meaning in life	Livelihood with some satisfaction

Source: Authors.

For instance, Kouzes and Posner<sup>18</sup> in their book *Encouraging the Heart* argue that even though people may be inspired and are doing their best, they could perform even better with encouragement. They identify seven elements of encouragement:

1. Set clear standards
2. Expect the best
3. Pay attention
4. Personalize recognition
5. Tell the story
6. Celebrate together
7. Set the example

Elements 1, 3, and 6 are more toward motivational drivers and the remaining elements emphasize inspirational generators.

Daniel Goleman<sup>19</sup> in his work, “What Makes a Leader,” says that most effective leaders are alike in one critical area—they have some level of well-defined emotional intelligence (EQ). EQ comprises, according to Goleman, a group of five skills.

<sup>18</sup> Kouzes, J., & Posner, B. Z. (2003). *Encouraging the heart: A leader's guide to rewarding and recognizing others*. San Francisco, USA: Jossey-Bass, A Wiley Imprint.

<sup>19</sup> Goleman, D. (1996). What makes a leader? Harvard Business Review. Retrieved from [www.hbr.org/2004/01/what-makes-a-leader/ar/1/](http://www.hbr.org/2004/01/what-makes-a-leader/ar/1/).

- Self-awareness: Knowing one self
- Self-regulation: Controlling or redirecting one's undesirable impulses and moods
- Motivation: Relishing achievement for its own sake
- Empathy: Understanding other people's emotional makeup
- Social skill: Building rapport with others to move them in desired directions

The word "motivation" is used here to imply both organizational commitment and a passion to work for reasons that go beyond money or status or be inspired by a higher cause. Such inspired people seek out creative challenges, love to learn, and take great pride in a job well done. Inspiration allows people to be optimistic even when they are faced with failures.

John Kotter, while describing what leaders really do,<sup>20</sup> suggests that good leaders motivate in a variety of ways. First, they articulate the organization's vision to align it with the audience's values system to the extent that the objectives, goals, or work become important to them. Second, leaders then provide the necessary support (coaching, feedback, role modeling, for example) to enable them to realize this vision. Finally, they recognize and reward success. Kotter argues that when all this is done then work itself becomes intrinsically motivating.

George et al. argue that every leader should discover his/her authentic leadership as there is no unique formula for an effective leader.<sup>21</sup> In this they distinguish between two types of motivations: extrinsic and intrinsic. Leaders are themselves motivated or even propelled to achieve this vision by benchmarking what is success to parameters set by the outside world. Some such parameters are recognition and status that are linked to promotions and financial rewards. Intrinsic motivation, on the other hand, is derived from their sense of meaning in their life. Authentic leaders need to balance extrinsic and intrinsic motivations, or as discussed in this section, motivation and inspiration.

<sup>20</sup> Kotter, J. P. (1990). What leaders really do? *Harvard Business Review*, May 1990.

<sup>21</sup> George, B., Sims, P., McLean, A. N., & Mayer, D. (2007). *Discovering your authentic leadership*. *Harvard Business Review*, February 2007.

*EXAMPLE*<sup>22</sup>

Three stone masons in the middle ages were hard at work when a visitor came along and asked them what they were doing.

The first stone mason was hard at work, sweat beading his brow. “I am cutting this stone,” he grumbled.

The second stone mason, though less distraught, responded with a deep sigh, “I’m building a parapet.”

The third stone mason, replied with a radiant face, “I am building a beautiful cathedral that will glorify God for centuries to come.”

In the story, who is inspired, who is managing, and who is just performing a task?

Thus, in the world of business, often, the word “inspiration” is underemphasized and the word “motivation” is used to subsume both, externally induced motivation and internally generated inspiration. In the health sector, we assign a separate role to each of them explicitly in a mutually reinforcing way. Health service providers get motivated when they receive praise from their clients and see their patients improve. However, they would be inspired by a big humanitarian vision and see how they are a part of realizing that vision.

## Empowerment

A leader empowers followers to produce profound and fundamental change. Empowering people implies that they have responsibility with authority and accountability. Transformative leaders focus on the collective organization, or group of people, utilizing their own unique personal values that empower them to transform the organization.

Inspiration itself empowers as it results in discovering inner strengths and resources in pursuit of a vision. However, if such strengths/resources are inadequate, it may result in frustration and dilution of inspiration.

<sup>22</sup> Overview of vision and the visioning process. Page 1, March 2005. Retrieved from [www.uwcc.wisc.edu/coopcare/docs/vision.pdf/](http://www.uwcc.wisc.edu/coopcare/docs/vision.pdf/).

### *How Do Systems Disempower People?*

Leaders seek out ways to empower others by having a belief in their abilities and by providing greater decentralization in decision-making. However, simultaneously they strengthen accountability.

Sharing power to empower others is not like sharing money or knowledge. Money given away reduces one's own store of money whereas knowledge shared increases knowledge of both the provider and receiver. However, results are more complex when power is shared with others to empower them. Power shared is power multiplied only if the provider and receiver have shared vision and values. Otherwise power shared may detract from the chosen path and compromise ability to realize the vision.

Maxwell<sup>23</sup> lists “empowerment” as one of the 21 irrefutable laws of leadership. Many successful leaders do not empower others in their organization or among their followers and, thereby, put their organization or cause at risk. Only secure leaders can empower others. There are several barriers why some leaders do not empower others: desire for job security, resistance to change, and lack of self-worth. Maxwell says, “I believe the greatest things happen only when you give others the credit. That is the law of empowerment in action.” (see Box 6.2).

Leadership analysts—Lynne J. McFarland, Larry Sen, and John Childress<sup>24</sup>—affirm that the empowerment leadership model shifts away from position power, where all people are given leadership roles so they can contribute to their fullest capacity.

Values are a key to empowerment, just as vision is important for inspiration. The stronger the value system, the more strongly leaders can be empowered and more deeply leaders can empower followers both during competition and conflict.<sup>25</sup> Values strengthen leaders' capacity to reach out to wider audiences and

<sup>23</sup> Maxwell, J. C. (1998 and 2007). *The 21 irrefutable laws of leadership: Follow them and people will follow you*. Thomas Nelson Inc., 12th law of empowerment.

<sup>24</sup> McFarland, L. J., Senn, L. E., & Childress, J. (1994). *21st century leadership: Dialogues with 100 top leaders*. California: Leadership Press, SAGE Publications.

<sup>25</sup> Burns, J. McG. (1978). *Leadership*.

**Box 6.2: Empowering Communities for Behavior Change**

The strategy to address Female Genital Mutilation/Cutting (FGM/C) in Kenya recognizes that real change needs to come from within communities themselves, through a process of dialogue and debate, in which individuals, empowered with information, have an opportunity to challenge social norms. The aim is to leverage social dynamics, which are constantly in flux.

Information about the medical and psychological harm, caused by this practice, can help inform such dialogues, as can discussions of human rights. These discussions often take place over weeks or months and address FGM/C not as a standalone issue—which can create suspicion and resistance—but within a broader context of health, human rights, and gender-based violence. The Joint Program, in partnership with the Ministry of Gender, Children and Social Development and other partners, has trained more than 400 community facilitators on how to carry out dialogues that eventually encourage communities to recognize that FGM/C violates a girl's rights.

*Source:* Retrieved from [www.unfpa.org/public/site/global/lang/en/pid/5409](http://www.unfpa.org/public/site/global/lang/en/pid/5409), accessed on March 22, 2011.

to gain support for broader arrays of values and value system. In sum, values are power resources for a leadership that would transform society or an organization for the fuller realization of the higher moral purposes.

As personal values are critical to self-leadership, shared values empower others. Therefore, leaders need to examine their own values. Covey<sup>26</sup> suggests that 90 percent of all leadership failures are character failures. Empowering role of the leader requires that the leader is trustworthy. Trust comes from three sources: the personal, the institutional, and a person consciously chooses to give it to another. Trust comes from the potential trustworthiness of the one receiving the trust and the clear trustworthiness of one giving the trust. Trustworthiness comes from character and competence. Three facets of personal character are

- Integrity: Integrated around principles that ultimately govern the consequences of our behavior. It is the number one quality people expect in their leader.

<sup>26</sup> Covey, S. R. (2006). *The 8th habit: From effectiveness to greatness*.

- **Maturity:** When the person pays the price of integrity after it has been tested.
- **Abundance mentality:** Person sees life as an ever-enlarging opportunity, resources, and wealth.

Competence includes technical competence, conceptual knowledge, and awareness of interdependency.

Results can only be achieved when all the key stakeholders are together. For instance, maternal mortality can only be reduced by addressing the three delays:

- Households recognize the need for emergency obstetric care during complications of pregnancy
- Communities are organized to provide transport
- Emergency obstetric care facilities are prepared to provide services without delay

Thus, information and skills are empowering at the household level. The visionary leaders need to empower others by fostering collaboration and trust among all stakeholders. Finally, all those who are involved need to work together to achieve the desired vision.

For others to be empowered to follow the path, they must first find a sense of personal power and ownership. Therefore, there is a need for leaders to invest in capability and commitment of all stakeholders.

## Combining Inspiration, Motivation, and Empowerment

Teamwork, trust, and empowerment are essential for journey on any path chosen to improve health. Leaders have to learn to combine inspiration with motivation to create buy-in and to empower followers with alignment of values, public recognition, and encouragement to get superior results.

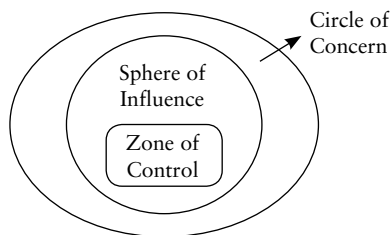


For this combination of competencies, a leader must be able to:<sup>27</sup>

- Provide an inspiring vision and strategic alignment
- Help people connect their personal goals to organizational goals
- Make relentless innovation a religion
- Encourage entrepreneurial creativity and experimentation
- Involve everyone, empower and trust employees
- Coach and train people to greatness
- Build teams and promote teamwork, leverage diversity
- Motivate, inspire, and energize people, recognize achievements
- Encourage risk-taking
- Make business fun

By applying these actions, the leader would be able to expand his/her sphere of influence beyond the zone of control and bridge the gap with the circle of concern (see Figure 6.2).

**Figure 6.2:** *Control, Influence, and Concern*



Source: Authors.

<sup>27</sup> Retrieved from [www.1000advice.com/guru](http://www.1000advice.com/guru); [www.stt.co.za/Inspirationalleadership.htm/](http://www.stt.co.za/Inspirationalleadership.htm/).