LEADING TRANSFORMATION #65:

CELEBRATIVE LEADERSHIP—INTRODUCTION

A. INTRODUCTION AND DEFINITION

Any significant change initiative invites challenges and sometimes opposition; both external and internal. The possible negative results include distractions, diffusion of purpose, discouragement and demoralization.

CELEBRATIVE LEADERSHIP provides the fuel and lubricant for staying motivated, energized and focused. It involves AFFIRMING leaders, partners and other stake holders for WHO THEY ARE, as well as for WHAT THEY BRING to the change initiative. Most leaders will keep an eye on their team members to see what they are doing wrong in order to correct them. In Celebrative Leadership, leaders move around with the aim of catching team members doing what is right in order to appreciate and affirm them.

DEFINITION:

Celebrative Leadership affirms people, for who they are and what they contribute, with the purpose of helping them achieve their maximum potential and make their optimum impact on an institution or community.

B. THE ONE MINUTE LEADER

The “One Minute Manager” is a short book by Ken Blanchard and Spencer Johnson. The book tells a story that explains three techniques of an effective manager: one-minute goals, one-minute praisings and one-minute reprimands. Each of these leadership techniques takes only a minute but it results in lasting benefits.

Leaders can apply a ONE MINUTE LEADER principle for motivating team members in:

1. CASTING VISION OF THE FUTURE THAT IS FULL OF HOPE

Communicate that the change initiative is of utmost importance, on track, and will be successful.

2. SHOWING CARE AND CONSIDERATION

People want to know that they are cared for as human beings and not simply being used by the organization. It helps to know that you are needed by your company. It is even more motivating to know that you are wanted.

3. AFFIRMING GOOD PERFORMANCE

When team members are continually affirmed for doing what is right, they know they are both respected and needed by their company. This motivates them to give of their best. Leaders who continually affirm team members when they do what is right also earn the trust to correct them when they do wrong.

4. CORRECTING WHAT IS WRONG

Leadership does involve pointing out what is being done wrong to help team members improve, as well as ensure the right results for the company.

5. CELEBRATING SHORT-TERM WINS

The celebrating of short-term wins is usually a boost to the sustainability of the change process. It creates a winning mentality, and also builds confidence for a “mission possible.”

C. REWARD SYSTEM

A good system of remuneration and recognition reinforces the attitudes, behaviors and skills required to achieve the mission. A reward strategy includes fair decisions on compensation structures and mechanisms; the mix of basic salary, bonuses and long-term incentives; the benefits package; and the recognition system.

Celebrative Leadership is closely linked to corporate culture and values. A high energy environment and winning mentality are a must for enduring the challenges of change.

REFLECTION QUESTIONS

1. What changes would you need to make to your thinking, lifestyle and leadership practice in order to become a ONE MINUTE LEADER?

2. What needs to change for your institution to have a high energy environment and winning mentality?