Chapter 6
Empowering Leaders With Tools

ABSTRACT

This chapter presents what I call "Tools for Leaders." The tools are vision, analysis, training, motivation, and stress reduction. Effective leaders apply them to their advantage. Vision is an end state that serves as a guide for choosing courses of action for the organizational or personal effort. Analysis is dissecting the whole into its parts so that you can study the mechanism. Training is acquiring knowledge, skills, or competencies in various ways to improve performance, productivity, and/or capability. Motivation is getting someone to do something they may or may not do on their own, causing them to act by initiating, guiding, or maintaining goal-oriented behaviors. Stress management requires analyzing stressors and taking action to mitigate their effects.

INTRODUCTION

- **Emerging Research:** Servant leadership theory is a powerful tool available to leaders enticing them to exhibit servant-oriented behaviors when making connections with the team. According to Flynn, Smither et al. (2016) dimensions of these behaviors include allowing another person's priority to take precedence over your own, helping people grow and be accountable for their performance, helping the organization

make a difference in the community, and emphasizing moral and ethical actions. Other dimensions include demonstrating positive personal qualities, building relationships that are focused on listening, demonstrating empathy, collaborating, and employing conceptual skills to help people make sense of team interactions. A serving culture contributes positively to reduced turnover and enhanced job performance. *SOURCE: Exploring the Relationship Between Leaders' Core Self-Evaluations and Subordinates' Perceptions of Servant Leadership: A Field Study (Flynn, Smither et al., 2016).*

TOOLS FOR LEADERS

The leadership tools discussed herein are vision, analysis, training, motivation, and stress reduction. Effective leaders understand each tool and apply them. Vision describes the end state to which you aspire. It serves as a guide for choosing current and future courses of action for the organizational or personal effort. In other words, where do you want to be now and in the future? Closely related to vision is the mission, which describes your actions and provides a framework or context by which strategies are developed. Your vision is about where you want to be and your mission tells you what to do about it. Finally, vision sees the future while mission manages the present to get to that future.

Analysis is dissecting the whole into its parts so that you can study the mechanism. In other words, break the organization or task into its smallest parts, understand them, and then use your skills to build them back into a whole.

Training, as we all know, is acquiring knowledge, skills, or competencies in various ways to improve performance, productivity, capability, and/or capacity.

Motivation is simply getting someone to do something they may or may not do on their own. It is what causes us to act by initiating, guiding, or maintaining goal-oriented behaviors. Motivation can tell us why people do what they do, or it can give people a reason to do something they wouldn't otherwise do.

Stress management requires that leaders analyze the stressors in the organization and take action to minimize or mitigate their effects. It may be hard to determine the actual stressors, but it is vital in helping people deal with things that make work hard or uncomfortable.

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