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## **White Paper – Effective Leadership.**

Aim – This paper suggests techniques to aid leadership development.

To be an effective leader you do not necessarily need to be in a position of hierarchy. It is also possible to lead by example from a position of equal status within a peer group.

A suggested definition - **Leadership means being influential on things that matter**

There are 3 core issues which face any group or organization:-

- The ‘ends’ or strategic problem – what direction should we go in to maximize potential. (what path should we take)
- The ‘means’ or tactical problem – how can we follow the path which has been chosen.
- The maintenance problem – how do we maintain good working relationships whilst pursuing the organizations aims.

This view of leadership has three important implications.

- 1) A leader is not necessarily someone who has formal authority over the group or organization but someone who influences how the group understands the core issues and how these should be tackled.
- 2) A group may have more than one leader. Leadership may be focused (one or two) or dispersed (a greater number)
- 3) To tackle the ‘ends’ and ‘means’ problems of a group the leader needs knowledge of the wider environment and how it is likely to impact on the group.

Leadership is all about exerting “**acceptable influence**” In most situations persuasion is the most acceptable form of influence and effective persuasion depends on knowledge and expertise.



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A key part of leadership is focusing people's attention on the issues which the leader considers important. You are much more likely to do this **if your deeds match your words**.

To be an effective leader the following roles need to be deployed:-

- **Initiator** - The leader has to bring the problem to the group in the first place.
- **Ambassador** – The Leader often represents the group to the world around it.
- **Standard Setter** – It is to the Leader the group looks to get its standards.
- **Focus** – Groups need a center, a source of inspiration.

Above all the leader needs **Integrity** – without this key attribute confidence within the group will be lost and the seeds of dissatisfaction will be sown.

Effective Leadership is never easy but being aware of these key traits can only help.

*If you found this article useful please feel free to circulate amongst colleagues & friends.*



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