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| Approach: **Building an emotional Connection** |
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| You can't rely on the hierarchy and telling people what to do. I have worked in 3 different type of leadership cultures. One you could describe as laissez faire. There was no direction but you had a lot of space and time. So at that time I was self-led, did what I thought was right. Problem was so did everyone else, everyone was moving in different directions and it was chaos and there was no alignment. Then I worked in a very hierarchical environment. You don’t get the commitment and ***you can't switch from telling people what to do to asking for their involvement, people won't trust you***, ***or feel safe.*** It’s not authentic and the leadership lacks integrity. What works best is what I have got from my HoD which is collaborative. He genuinely respects and values my opinion. Its meant I have been able to tell him what I think and really challenge him. He shows respect by showing humility and admits mistakes. That shows a human side and helps build trust and commitment. I recently went for a job and was unsuccessful. I was disappointed but he responded to it by having more open and honest conversations. Made me feel more respected and committed.  A colleague asked me why staff often seemed to say "yes" to me when he often got "no" from people. I explained its because of the relationships I hold and that I ask them in the right way. What I'd seen him do is tell them - you only get short-termism that way. If you have that shared respect it makes it easier to say "I know you don’t want to do this but I really need you to help me with this"  You’ve also got to front up and accept when you have something wrong. People respect that. Too many leaders don’t admit mistakes or avoid decisions for fear of failure. You've got to front up, this builds trust through humility. My HoD has unshackled me by encouraging challenge and shown he is open to admitting mistakes and changing his mind. That builds respect |