



## **INSPIRATIONAL LEADERSHIP**

Soft skills of leadership that transform you from average to excellent.

- I** Inspire and motivate
- N** Nurture an environment of team focused goals
- S** Set the example you want your group to follow
- P** Praise and give constructive feedback
- I** Insist on setting high standards, relative to each person in the group
- R** Recognise and respond to each individual's needs
- E** Empower people and encourage them to create and implement their own solutions

### **Inspire and motivate**

- Be positive, say positive things, describe things positively.
- Be enthusiastic, show passion.
- Tell people about this route and others that are also good.

### **Nurture an environment of team focused goals**

- Introduce each team member, start off by establishing that it is a team of people that will need to work together.
- Explore previous experience and individual goals, discover strengths of people in the team.
- Explain this is a shared experience and people should embrace this.
- Enjoy the company as much as the walk.
- Supporting each other and sharing the experience is as much of a goal as completing the walk.

### **Set the example**

- Turn up on time, ready to go, and in the right frame of mind.
- Be open and friendly, start conversations, be empathetic.
- Chat.
- Help others, offer treats, support others.
- Walk in a manner that you want everyone else to.

### **Praise and give constructive feedback**

- They have done well just to turn up and take part.
- Actively look for specific things to give praise about.
- Offer solutions instead of criticism (“I wonder if walking poles would be of use to you”, “Perhaps we could try walking a bit slower but without the stops”).

### **Insist on setting high standards relative to each individual**

- Be a role model and set standards at a level each person can achieve.
- Challenge people in a way that is achievable for them.
- Offer positive suggestions of how people can improve.
- Don't allow people to fall into lazy habits.

### **Recognise and respond to each individual's needs**

- Monitor each individual by speaking with everyone, positioning yourself in order to do this.
- Keep people warm, comfortable, fed and watered, inspired, engaged and motivated.
- The fit, regular group members need just as much monitoring as the physically challenged people.

### **Empower people, encourage them to create and implement their own solutions**

- “Lead us to the edge of the forest”
- “tell us the story of...”
- “Tell us about the geology”
- “Walk with this person to give them some support please”
- “Which way down do you want to go?”
- “How shall we go about this next section?”

All of these fit into John Adair's Action Centred Leadership model and help us manage the needs of the team and the needs of the individual. The needs of the task in leading a walk are relatively discrete skills such as navigation and time management.



## **ACTION CENTRED LEADERSHIP**

John Adair

To be an effective team leader you need to balance your energy evenly across the needs of the task, the needs of the individuals and the needs of the team.

### **Needs of the task**

- Navigate the route effectively.
- Calculate the timings and monitor the pace during the walk to get back on time.
- Identify hazards, manage risk, keep it safe enough.
- Monitor the weather and its effect on the group.

### **Needs of the individuals**

- Keep people warm, comfortable, fed and watered.
- Keep people motivated, engaged and inspired.
- Challenge people at the appropriate level physically or mentally.
- Support people.

### **Needs of the team**

- Identify the team, establish the fact that it is a team.
- Introduce individuals, share strengths and weaknesses, goals and aspirations.
- Establish a culture of support.
- Identify and agree on shared goals.