



WINNING HEARTS AND MINDS

Four Key Performance Drivers

You can be appointed a manager, but you are not a leader until your appointment is ratified in the hearts and minds of those who work for you. Jim Collins in his book "Good to Great" (2001) has argued that the following characteristics differentiate the "great" from the "good" managers in their capacity to win the hearts and minds of their colleagues.

Performance Drivers to Win the Hearts & Minds:

1. Personal Humility:

Demonstrating personal humility and modesty and not boasting and shunning public adulation.

2. Setting Inspiring Standards:

Acting with quiet, calm determination, relying principally on inspired standards rather than performing to convey inspiring charisma.

3. Developing Others:

Channelling energy into the development of others rather than yourself to set up successors for even more greatness.

4. Taking Personal Responsibility:

Pointing the finger inwards to apportion responsibility for poor results, and never blaming other people, external factors or bad luck