



11

WAYS TO BE SEEN

AS A LEADER AT WORK

(Even if it's not in your title.)





1

EARN RESPECT FOR A

BIG WIN, EARLY ON.

STARTING OUT AT A NEW COMPANY?

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*DEMONSTRATE YOUR ABILITY TO
MAKE THINGS HAPPEN.*

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Give yourself 3 weeks to get comfortable with the lay of the land, then identify a simple - but valuable - problem or pain point you can address that'll benefit your team.



2

ASSOCIATE YOURSELF
WITH A ***CHANGEMAKER.***

QUICK: TAKE A LOOK AROUND.



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WHOSE OPINION MATTERS MOST?



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WHOSE OPINION MATTERS MOST?



Identify the power-players who are integral to change in your workplace. Then, build a relationship: support their success by offering to help out on a project they're heading up, or solve a problem they're facing.

A black and white photograph of two men in a meeting. The man on the left is older, wearing a sweater over a collared shirt, looking at a laptop. The man on the right is younger, wearing a light-colored button-down shirt, leaning in and pointing at the laptop screen. A white coffee cup is on the table in front of them. The background is bright and out of focus, suggesting a modern office or meeting room. There are pink geometric shapes in the corners of the image.

3

MASTER THE ART OF

PSYCHOLOGICAL PRIMING

**PEOPLE FORGET
THE THINGS YOU
SAY, BUT THEY'LL
ALWAYS REMEMBER
THE WAY YOU MADE
THEM FEEL.**

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The 3 most powerful emotions you can conjure up during interactions with your team?

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The 3 most powerful emotions you can conjure up during interactions with your team?

Happiness, power, and aspiration.

A black and white photograph of a group of people in a meeting. In the foreground, a person is looking at a laptop. In the background, other people are seated around a table with papers, glasses, and a water bottle. A large pink diagonal overlay covers the middle of the image, containing the text.

**READY TO PRIME YOUR COLLEAGUES
TO PERCEIVE YOU AS A LEADER?**



READY TO PRIME YOUR COLLEAGUES TO PERCEIVE YOU AS A LEADER?

TRY ONE OF THESE 3 SIMPLE PSYCHOLOGICAL PRIMING EXERCISES:

A black and white photograph of a man with glasses and a beard, wearing a dark hoodie over a light-colored button-down shirt and jeans. He is sitting on a dark-colored sofa, looking towards the left. In front of him is a small table with a laptop on it. The background shows a modern office interior with a window and some architectural elements.

1 When you need to put a positive spin on a sticky situation: get your listener “primed” for happiness by asking about a highlight from their weekend.



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2 If you’re looking to foster a greater sense accountability in your team: start the conversation by recalling an instance in which your colleague/s felt powerful - a recent presentation, an award, or promotion.



1 When you need to put a positive spin on a sticky situation: get your listener “primed” for happiness by asking about a highlight from their weekend.

2 If you’re looking to foster a greater sense accountability in your team: start the conversation by recalling an instance in which your colleague/s felt powerful - a recent presentation, an award, or promotion.

3 If you need a proactive solution to a current challenge: prime your colleagues for an aspirational mindset by asking about their goals or vision for the future.



4

MAKE A TOUGH CALL, THEN

STICK TO YOUR GUNS

**PEOPLE RESPECT
PEOPLE WHO
RESPECT THEMSELVES.**



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*HOW ASSERTIVE ARE YOU WHEN IT
COMES TO MAKING DECISIONS?*



PEOPLE RESPECT PEOPLE WHO RESPECT THEMSELVES.

*HOW ASSERTIVE ARE YOU WHEN IT
COMES TO MAKING DECISIONS?*



Next time you're faced with a tricky situation, weigh up feedback fairly, but **don't be too easily waived.**





5

TRANSFORM AN ESTABLISHED
PROCESS OR ASSUMPTION.



**EFFECTIVE LEADERS
DON'T HESITATE TO
ACT IN THE FACE
OF CHANGE.**



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And rigid personalities hinder progress.



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And rigid personalities hinder progress.

Work to **be flexible, fluid and adaptable** in support of strategic objectives and big-picture growth.





6

VERBALLY *RECOGNISE*

A JOB WELL DONE.



***REMEMBER:* LEADERS ARE PEOPLE
WHO DEMONSTRATE DESIRABLE
CHARACTERISTICS.**



REMEMBER: LEADERS ARE PEOPLE WHO DEMONSTRATE DESIRABLE CHARACTERISTICS.



Often, those traits involve: **authenticity** in applauding the work of teammates, **honesty** in admitting their own skills gaps, and **selflessness** in sharing credit.

A fan of playing cards is shown, fanned out from the bottom left towards the top right. The cards are white with black markings. The top card is the 6 of Spades. Below it are the 7 of Spades, 8 of Spades, 9 of Spades, King of Spades, 2 of Diamonds, 3 of Diamonds, 4 of Diamonds, 5 of Diamonds, 6 of Diamonds, 7 of Diamonds, 8 of Diamonds, 9 of Diamonds, 10 of Diamonds, Jack of Diamonds, Queen of Diamonds, King of Diamonds, Ace of Diamonds, 2 of Clubs, 3 of Clubs, 4 of Clubs, 5 of Clubs, 6 of Clubs, 7 of Clubs, 8 of Clubs, 9 of Clubs, 10 of Clubs, Jack of Clubs, Queen of Clubs, King of Clubs, Ace of Clubs, 2 of Hearts, 3 of Hearts, 4 of Hearts, 5 of Hearts, 6 of Hearts, 7 of Hearts, 8 of Hearts, 9 of Hearts, 10 of Hearts, Jack of Hearts, Queen of Hearts, King of Hearts, Ace of Hearts. A pink circle with the number 7 is overlaid on the 7 of Spades. The background is a dark grey surface with pink geometric shapes in the corners.


7

DON'T KEEP YOUR CARDS
TOO CLOSE TO YOUR CHEST


**WHEN YOU
FREELY SHARE
BUSINESS- RELATED
INFORMATION
AND RESOURCES,**



WHEN YOU FREELY SHARE BUSINESS- RELATED INFORMATION AND RESOURCES,

 you empower those around you
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organisational goals.

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 you empower those around you to **own their role in achieving organisational goals.**

You'll build more meaningful relationships, and be perceived as a team player who puts the organisation's best interests before your own.



8

FOSTER


COLLABORATION.



**GET PEOPLE
INTERACTING.**




GET PEOPLE INTERACTING.

Teams only achieve extraordinary things when they have a healthy sense of mutual dependence. 



GET PEOPLE INTERACTING.

Teams only achieve extraordinary things when they have a healthy sense of mutual dependence. 

Look for opportunities to **encourage collaboration at work** and, in the process, grow your team's ability to look to one another for support when times get tough.



9

PRACTICE **WORK-LEARN**

BALANCE.



**AS MILLENNIALS
START DOMINATING
THE LEADERSHIP SPACE
OVER THE NEXT DECADE,**



AS MILLENNIALS START DOMINATING THE LEADERSHIP SPACE OVER THE NEXT DECADE,

 a new style of leadership will emerge: one that is less autocratic, and more focused on proactive self-management, supported by mentorship and coaching.



▶ Dedicate at least 15 minutes of every hour you spend on any particular task to **learning about the best way to do it.**




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- ▶ Inspire your colleagues to greatness by **demonstrating your own sustained commitment to learning**, unlearning, and relearning whatever it takes for you to stay relevant and add value.

A black and white photograph of a man with glasses and a patterned shirt sitting at a desk, working on a laptop. A desk lamp is positioned to his left. The background is a bright window. The image is overlaid with pink geometric shapes in the corners and a central text overlay.

10

THINK

LONG-TERM.



**IN HIS FIRST 5 YEARS
AT THE HELM OF
GENERAL ELECTRIC,**

10




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Jack Welch cut in 118,000 people from the payroll. At the same time, he spent millions on what he called “unproductive” things - like building a gym, and upgrading Crotonville, GE’s management and leadership training institute.





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Jack Welch cut in 118,000 people from the payroll. At the same time, he spent millions on what he called “unproductive” things - like building a gym, and upgrading Crotonville, GE’s management and leadership training institute. 

By the late 1980s, all of GE’s **key productivity metrics** were up - significantly.

A photograph of a desk with a laptop, a pen, and a mouse. A large, semi-transparent pink overlay covers the middle of the image, containing text. The laptop is open and its screen is dark. The desk is light-colored, and the background is a dark brick wall.

THE LESSON?

Making tough calls in the short-term

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THE LESSON?

Making tough calls in the short-term

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A photograph of a desk with a laptop, a pen, and a mouse. A large, semi-transparent pink overlay covers the middle of the image, containing text. The text is centered and reads: 'THE LESSON?' followed by 'Making tough calls in the short-term', a plus sign, and 'Maintaining clarity of long-term vision'.

THE LESSON?

Making tough calls in the short-term

+

Maintaining clarity of long-term vision

THE LESSON?

Making tough calls in the short-term

+

Maintaining clarity of long-term vision

=

THE LESSON?

Making tough calls in the short-term

+

Maintaining clarity of long-term vision

=

A thriving organisational culture in which people understand that
true leadership is the ability to lead while being led.



11

PERSONIFY YOUR
VALUES, EVERY DAY.

**SHARED VALUES
ARE THE FOUNDATION
OF GENUINE AND
REWARDING WORKING
RELATIONSHIPS.**



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*WHETHER YOURS OR YOUR ORGANISATION'S,
THE VALUES YOU CHOOSE TO HONOUR IN
YOUR WORKPLACE SERVE TO:*

SHARED VALUES ARE THE FOUNDATION OF GENUINE AND REWARDING WORKING RELATIONSHIPS.

*WHETHER YOURS OR YOUR ORGANISATION'S,
THE VALUES YOU CHOOSE TO HONOUR IN
YOUR WORKPLACE SERVE TO:*

- 1 inspire those around you,

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*WHETHER YOURS OR YOUR ORGANISATION'S,
THE VALUES YOU CHOOSE TO HONOUR IN
YOUR WORKPLACE SERVE TO:*

- 1** inspire those around you,
- 2** keep you accountable, and

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- 1** inspire those around you,
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- 3** reinforce productive behaviour.

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THE VALUES YOU CHOOSE TO HONOUR IN
YOUR WORKPLACE SERVE TO:*

- 1 inspire those around you,
- 2 keep you accountable, and
- 3 reinforce productive behaviour.

All of which are **characteristics that make any strong leader worth following.**



TO SUM UP?





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If we've learned anything from watching Game of Thrones, it's that **power resides where men *believe* it resides.**



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If we've learned anything from watching Game of Thrones, it's that **power resides where men *believe* it resides.**

**SO, "LEADER" ISN'T
REALLY A TITLE.**

INSTEAD?

“LEADER” IS A SET OF INSPIRING
PRACTICES.

INSTEAD?

“LEADER” IS A SET OF INSPIRING
BEHAVIOURS.

INSTEAD?

“LEADER” IS A SET OF INSPIRING
CHARACTERISTICS.

INSTEAD?

“LEADER” IS A SET OF INSPIRING
HABITS.

INSTEAD?

“LEADER” IS A SET OF INSPIRING
BELIEFS.

INSTEAD?

“LEADER” IS A SET OF INSPIRING
ACTIONS.



**YOUR CAPACITY FOR LEADERSHIP EXPANDS
IN DIRECT PROPORTION TO YOUR
COMMITMENT TO LIFELONG LEARNING.**

The background of the image is a grayscale photograph of the University of Cape Town. In the foreground, there is a large, classical-style building with a prominent portico supported by columns. Behind the building, the iconic Table Mountain rises, its flat top and jagged peaks clearly visible against a clear sky. A large, semi-transparent magenta banner is overlaid across the middle of the image, containing the main text.

YOUR CAPACITY FOR LEADERSHIP EXPANDS IN DIRECT PROPORTION TO YOUR COMMITMENT TO LIFELONG LEARNING.

Register for a career-advancing online short course from the University of Cape Town today.

The background of the advertisement is a grayscale photograph of the University of Cape Town. At the top, a large, craggy mountain peak (Table Mountain) dominates the skyline. Below the mountain, the university's main building is visible, featuring a prominent portico with columns. In the foreground, a wide stone staircase leads up to the building, with a central arched gateway. The entire scene is overlaid with a semi-transparent magenta band that contains the text.

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Improving lives through better education

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