

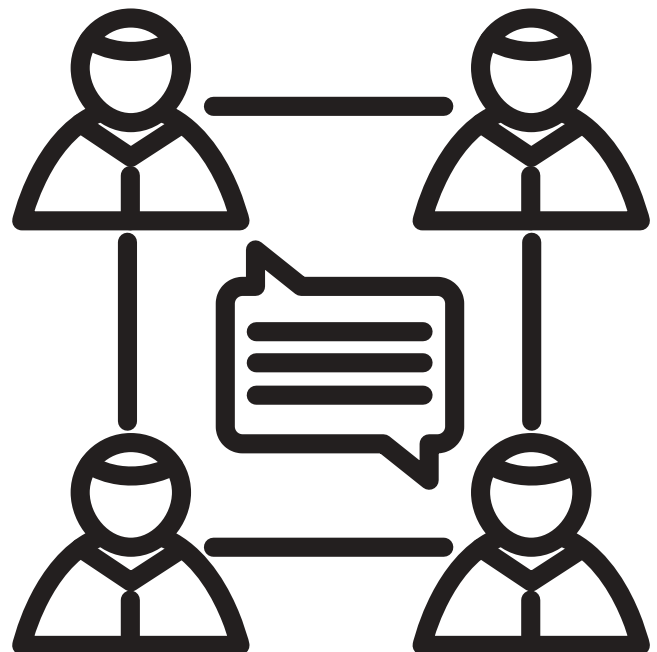


## Light and Shadow of a Leader – your personal impact on others, and how to understand it!

This is the eighth 'tool of the month' from the IHR Project's Workforce Development Team. We are sharing our favourite concepts, models, hints, and tips that resonate with us and really helped us out in different work environments. Please come back each month to see what we are sharing. As with any concepts, models, hints and tips – these do not represent a fixed way of doing things, they are not hard and fast rules – if they resonate with you please make use of them – if they don't that's fine too!

Again we return to one of my favourite books 'Leadership Plain and Simple' by Steve Radcliffe (PEARSON, 2012)! Steve Radcliffe encourages us as leaders (what ever your level) to understand our impact on others.

In any situation, it is helpful to understand how we can affect those around us. It is natural for us to display different behaviours in different settings; sometimes our behaviours have a positive impact, sometimes neutral or sometimes an unhelpful impact. As a leader your personal impact is magnified; colleagues listen to what you say, take direction from you and model your behaviour – all these factors have an impact on the culture of your team or organisation, as such your behaviours extend far beyond your direct reports. It is of significant benefit to pause and reflect on this.



Steve Radcliffe describes personal impact as follows:

***“When people arrive in your space, and before a word is spoken you can feel different. I describe this by saying that each of us at different times shines our Light and casts the Shadow of a Leader.”***

Radcliffe, S (2012) Leadership Plain and Simple, p 65

### Step 1

Select a trusted colleague with whom you can have a discussion

### Step 2

Select an appropriate location and time to convene the meeting – ensuring privacy for you.

### Step 3

Share with your colleague the model and following tips and start the discussion! Ask them to write down their feedback so you can reflect on it now and later.

One way of understanding our personal impact is to have a deep discussion with a colleague. When colleagues invite feedback at a deeper level it can be powerful, so this needs care.



#### Tips for you – the receiver

- Identify a trusted colleague to give you feedback about your personal impact (the person giving feedback needs to be committed to the success of the receiver).
- At the end just say Thank You!
- Ask those providing feedback to provide you with written feedback
- Take time out after the session to reflect on the feedback that you have received and consider how it can be used

#### Tips for those providing feedback

- Your intent should be to help
- Speak straight and with care/compassion.
- Be future focussed - help the person see what more they could bring in the future. Own your experience - it is not a 'truth' but rather feedback of a person's immediate impact
- Encourage the feedback receiver to focus on the positive feedback, rather than what they may perceive as negative.



## Step 4

Now it is over to you. What are you going to do with this information? Use it to support your development! When writing your personal development objectives, ensure they reflect the steps that you can take to amplify your positive attributes and/or address your unhelpful behaviours.

Good luck on your journey!

## Jessica Moll – Workforce Development Manager IHR Strengthening Project December 2021

### References

- About FED - Future - Engage - Deliver - [Homepage - Future - Engage - Deliver % \(futureengagedeliver.com\)](https://futureengagedeliver.com)
- 'Leadership Plain and Simple' by Steve Radcliffe (PEARSON, 2012)