

Schoveing Series 4: Inspirational Leadership: Grow Yourself Into a Class Act and an Unforgettable Leader!

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ABSTRACT

Inspirational leadership is the human side of leadership with effects that draw people to appreciate passion, tenacity, and enthusiasm around them. Would you like to discover this proven approach to leadership characterized by traits such as business ethics, values-leadership, corporate social responsibility, and sustainability? What are the distinguishing qualities or characteristics that typically belong to inspirational leaders? What kind of leader is needed in geographically dispersed teams? Why are inspirational leaders more likely to be successful today in all industries? Is emotional intelligence a catalyst for inspirational leadership? What are the secrets to developing and applying unique ideas and new leadership methods to achieve higher performance and excellence within your company? As a leader, are you able to translate broad strategies into specific objectives and action plans? What are the keys to assuming leadership, arousing enthusiasm with people you work with, developing new techniques for managing change, coaching, influencing, and encouraging continuous improvement, innovation, and risk-taking in any organization? This paper will unlock your ability to answer these very important questions. The goal is to grow and become a better leader who is inspirational, well informed, organized, and applies the latest skills and knowledge, with the hope to make yourself and the world around you a better place. You should proudly say, "I am an inspirational leader, a class act and unforgettable person, in the past, present, and in the future!"

INTRODUCTION

A rich body of research in the area of leadership has examined the influence of transformational or charismatic forms of leadership on employees' motivation, attitudes, and behaviors. This research is based on the assumption that leaders are able to influence followers based on close, sustained, and personalized contact with them (Bass, 1985). Inspirational leadership, a subfactor of transformational leadership, which focuses on communicating a compelling vision for the team, expressing confidence in team members, and energizing the team (Bass, 1985), is particularly suited for developing socialized relationships that may manifest in outcomes of relevance to the team entity. By communicating a vision, inspirational leaders can reinforce the common goals of the team; by expressing confidence in group members, they can enhance the group's distinctiveness and prestige; and by energizing group members, they can encourage more interpersonal interaction among team members.

The skills described in this paper draw its conclusions from the author's personal experiences as a leader and people manager and by reading various books and papers on personal development by authors listed in the reference section.

KEY 1: HAVING COURAGE TO GET EVERYONE ON BOARD

A geographically dispersed context, defined in terms of spatial and temporal dispersion among team members, poses specific contingencies that can enhance the importance of inspirational leaders for developing socialized relationships. Geographic dispersion weakens the development of a shared context and reduces possibilities for informal and spontaneous communications essential for the development of social ties between team members (Kiesler and Cummings 2002).

Steve Jobs said in the inauguration speech mentioned earlier that: "Remembering that I'll be dead soon is the most important tool I've ever encountered to help me make the big choices in life. Because almost everything — all external expectations, all pride, all fear of embarrassment or failure — these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart".

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma — *which is living with the results of other people's thinking*. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary". Steve Jobs was a man of

courage and we can cherish the wisdom in his courageous words.

Courage is the invincible determination and energy that drives an individual towards victory. The quality of courage will do anything that can be done in this world and no talents or opportunities will make you whole without it. Courage will sweep away mighty barriers and will surmount the greatest obstacles. Courage is an indicator of one's positive attitude and outlook on life. It involves remaining hopeful and resilient, despite occasional setbacks.

My MBA professor in Management while at Colorado State University, once defined courage as the "ability to tell someone to go to hell, and they look forward to taking the trip!" You should have seen the glitter in his blue eyes when he added, "And that's what a LEADER IS!" While astounding, as it may seem, that definition is what we should strive for when we look at ourselves in the mirror each morning. I am in no way advocating for use of these exact words, far from it, what I am advocating is for that feeling of knowing yourself, your limits, your life, and mastering your thoughts. It is the ability to have dominion over your thought process which in turn controls your actions and which in turn controls your reactions. That's confidence that grows courage.

Benjamin Franklin was a man of action. Over his lifetime, his curiosity and passion fueled a diverse range of interests. Here is some advice from his autobiography:

- **Don't Procrastinate** "Never leave that till tomorrow which you can do today." This is probably one of the first quotes I remember hearing as a teenager. With an impressive list of achievements to his credit, Benjamin Franklin was not a man hung up on procrastination. He was a man with clear measurable goals who worked hard to turn his vision into reality. What are you putting off till tomorrow that could make a difference in your life today?
- **Be Prepared** "By failing to prepare, you are preparing to fail." You need a plan to accomplish your goals. Charging in without giving any thought to the end result and how to achieve it, is a sure way to fall flat on your face. Think like a boy scout. Have a realistic plan of attack and a systematic approach for getting where you need to be.
- **Don't Fight Change** "When you're finished changing, you're finished." Whilst many of us don't like change, others thrive on it. Either way change is inevitable. The stronger we fight against it, the more time and energy it consumes. Give up the fight. Focus on proactively making positive changes, instead of having change merely thrust upon you. Wherever possible, try to view change as a positive instead of a negative.

KEY 2: HOW DO YOU DETERMINE THE QUALITIES OF AN INSPIRATIONAL LEADER?

In Nelson Mandela's autobiography, *Long walk to Freedom*, he takes us through his country of childhood, impeccable stories about his life in Johannesburg, how he became a freedom fighter, taking on the Struggle for freedom, being charged with treason, his dark years in Robben Island, the beginning of hope while at Robben Island, talking with his jailer/enemy, and finally Madiba helps us understand what freedom means to him, to his people, and to his country. I picked up this autobiography from the Apartheid Museum in Johannesburg, South Africa earlier this year. This museum complex illustrates the apartheid and the 20th century history of South Africa. There is an entire section dedicated to the life of Nelson Rolihlahla Mandela Dalibhunga Madiba. Please add to your bucket list for places to visit. Why choose Nelson Mandela to illustrate this key? Nelson played a key role in the formation of the ANC Youth League and the 'defiance campaign' of the early 1950s. He operated undercover and got effectively classified as a 'terrorist' by the state. He was jailed for 27 years. When he was released from Prison, he won the multi-racial elections to be the first black South African President in April of 1994. So what made Madiba successful as a leader?

On an interview with Oprah Winfrey, Madiba was asked the question how he was able to overcome his fate and enemies. His reply was astonishing. He said, "By Forgiveness". He said that resentment and lack of forgiveness does not come from the conduct of the other party in an altercation – no, they survive and

thrive because you are unwilling to end that altercation with an offering of kindness, love, and authentic forgiveness. He encouraged the audience to offer forgiveness to themselves and the other person for this was the only way to dissipate resentment, anger, frustration, and anxiety from our lives. Madiba said that he constantly asked himself how he may serve, himself, his country, and his people. He made it clear that it is important to bring love to hate, light to darkness, and pardon to injury. Madiba also offered the following advice as his 10 Laws of Success as a Leader:

1. Demand Respect.
2. Prove them wrong.
3. Use your time wisely.
4. Don't worry about labels.
5. Be humble.
6. Have heroes in your life. (Your heroes don't have to be great people. Your kindergarten teacher can be your hero!)
7. Take a stand.
8. Manage your emotions.
9. Be willing to die for your cause.
10. Speak with conviction.

I realize that it is not easy to forgive and that is why each of us must work on ourselves so that our way of living is balanced, moral, and spiritual. If nature does not create a storm that never ends, why should you hold on to non-forgiving thoughts? Be the judge.

KEY 3: THE POWER OF YOUR VALUES

One of the reasons you and I go to work is because you want to make money and have a good life using the money you earn. What is important to you about money? Is it security? If it is security, what is important about security to you? Does having security make you free to do what you want, when you want? Does the work you do or the career you are in match up to your own values about who you are, and who you want to be? Is your work in line with your values? Is your life's purpose in line with your work? These are important questions that you should answer with absolute honesty.

Values are beliefs or ideals about what is good and desirable for you as a human being. Your values have a major influence on your behavior and attitude about life and the external environment. Values are the most important things in life and these are the things you will do just about anything in the world to achieve – because ultimately they are truly who you are! Without values, you will find it difficult to achieve your goals in life. With this mind, it is important to design your life around your values. Values are the key. When you understand them correctly, they will pull you toward your dream – which is way better than having to push yourself!

Being VALUE driven will change your life and how you balance life and work. Realizing this, has changed my life. When I go to the office these days, it's to work. It's to get the job done, achieve results, and go home. It's not to socialize. I'm not antisocial or rude, but I don't have time for chitchat. I come to work to work, and as soon as I am finished, I get out of the office. I have a life out of the office. The point of working is to have a life, not the other way round. Remember that.

KEY 4: THE POWER OF YOUR EMOTIONAL INTELLIGENCE

Emotionally intelligent abilities, capacities and skills are increasingly becoming significant and inevitable almost in all works of life ranging from effective leadership, building teams, to the globe-spanning network of communication, development of human potential and performance, social skills and economic and political life. In this dynamic and complexly integrated international economic system, tomorrow's leaders will have to facilitate others to develop their own leadership, skills and potential with the help of emotional intelligence.

In the building your emotional intelligence, may I encourage you to build a habit of deep listening? We are challenged to listen at three levels. These are: - Listening for the feet, which is the will level. Listening for the heart, the feeling level. Listening for the head, which is the thinking level. In as much as we are

challenged to listen at these different levels we are also challenged to express ourselves more clearly from these 3 levels. Ask the following questions as you listen:

- Tell me more ...
- Help me understand ...
- I heard you say ...
- Ask “what if”
- Bring order to the statements
- Ask – if you are unclear what is meant, ASK.
- Summarize.
- Establish what the other person wants.
- Explore the feelings – “You sound enthusiastic about the idea ... “
- Clarify – what is being conveyed?
- Phrase it your way – “Based on my understanding, you are saying that ... “

Just tell your listener, I only have 15 minutes, and let’s make the BEST OUT of it!

KEY 5: THE POWER OF ENTHUSIASM IN INSPIRATIONAL LEADERSHIP

Many authors recognize that an enthusiastic attitude is fundamental to our success, joy, and personal development. Each day is a new life to a wise man, and its important to let the winds of enthusiasm sweep through you as you carry on during the day. Eckhart Tolle defines enthusiasm as being “in GOD”. Eckhart says that, without enthusiasm in your actions, you miss out on the accessible and great power of being PRESENT in the NOW. Enthusiasm can be increased through: Non-Judgment, Non-Resistance, and Non-Acceptance. Just go read the books listed in the reference section!

Today’s I.Q. tests have one very important shortcoming, which is that they fail to measure “emotional drive.” Dale Carnegie in, “*The Little Recognized Secret of Success*” makes it clear that low scores in the I.Q. test should never sentence you to a menial job, and a high score does not necessarily mean that you are guaranteed of success! It is possible to find someone considered having a low I.Q. who suddenly gets an idea that drives him or her to success. What does this have to do with a Statistical Programmer? We all know that programmers are people with high I.Q.s and what will drive them to success is understanding the value of *Emotional Intelligence* and the impact it has on their personal motivation and that of others. Programming should be more than an occupation or science. We should be passionate about the work we do ... changing lives, changing science, giving people a reason to live, a reason to appreciate life and be with their families a while longer. We have a very special job and each of us should savor the moment of waking up, knowing you will make a difference!

According to James Allen, the author of the book, *As a Man Thinketh*, he points out clearly that we are what we think all day long. So, if I knew what you were thinking, I would know who you are. We are products of our thoughts and it behooves us to watch what we think because to attain self-fulfillment requires that we be guided with positive thoughts and actions. It is this positive energy that helps improve our relationship with others and our willingness to be open to new ideas that can change our lives. Focusing on the NOW is important because we shut down the iron gates of the past and have little worry concerning the future. The past is what it is. You are what you are, and you can only change that by changing your thought process, and having an enthusiastic and positive approach to the opportunities provided in the present moment.

Dale Carnegie says, “One of the chief reasons for success in life is the ability to maintain a daily interest in one’s work, to have a chronic enthusiasm; to regard each day as important.” When I worked at Bristol-Meyers-Squibb several years ago, we were confronted with a submission that required us to act faster than our competitor for a Leukemia drug. It was not easy, we had to shorten the timelines, stay passionate, and still keep quality with the final deliverable. As the Lead Programmer for the submission I remember showing enthusiasm and a can-do-attitude to get the submission completed. We found better ways to work, in parallel, in a single area, communicating often and with ease, taking rests, and looking out for each other. In the competitive drug environment that we find ourselves, it is crucial that we realize the one ingredient of success. Enthusiasm.

Thomas Edison said: “when a man dies, if he can pass enthusiasm along to his children, he has left them an estate of incalculable value”. We all think about what we can inherit on the material prism, however it is true that enthusiasm will produce more than wealth and the master key that opens the storehouse of a rich living.

Let us pose for an instant and realize that as statistical programmers in the same office, we have exactly the same kind of job, write SAS programs be it for development, validation, or for submission purposes, etc. **Example:** One of the programmers in the Oncology therapeutic area is resentful, half-hearted, and glad to be home after 6pm. The other programmer works with unending gusto and purpose and each day is a new adventure. Which of the two programmers will advance in their career and do a better job? It's that easy. Come to work putting your past behind you, your criticism, complaining, and condemning behind you, and you will fill your workday with moments of pride and achievement.

Once, I interviewed a programmer in a conference several years ago, and asked what they found most fulfilling about their job, the programmer replied, “My parent's both died of cancer, I saw the pain in their eyes as they slowly dissipated to the next world, and so I when I program, it's not SAS code and its not owned by anyone, it's my code, my life, my destiny, and who I am today. My job provides the channel to enrich my life and provide a solution to patients who need me, because I can write a SAS program.” Powerful, very authentic, I thought. Indeed, that is true and amazing enthusiasm, the enthusiasm that achieves, accomplishes, and offers victory to us.

Enthusiasm is what brings you closer to a richer and fuller life that enables you to remember that joy and happiness is from within and not without. Be grateful for everything in your life and strive to harbor thoughts of hope, love, wholeness, courage, confidence, and success. Strive to be happy.

KEY 6: THE POWER OF RESILIENCE IN INSPIRATIONAL LEADERSHIP

We will draw some very insightful conclusions from the inauguration speech delivered by Steve Jobs at Stanford University on June 12, 2005. Steve changed the way we look at technology you now have a laptop instead of a monitor, computer, keyboard, and mouse!

When speaking to the college students, Steve Jobs said in his closing first story that, “Again, you can't connect the dots looking forward; you can only connect them looking backward. So you have to trust that the dots will somehow connect in your future. You have to trust in something — your gut, destiny, life, karma, whatever. This approach has never let me down, and it has made all the difference in my life.”

Resilience is the ability to bounce back from an untoward situation. Think about the adverse reactions we have to deal with when creating the adverse events tables from the data collected in our clinical trials. Imagine, for a minute that AEs and SAEs never existed. It would be impossible! Similarly, our lives, as statistical programmers are filled with adverse situations that warrant us to code ourselves with an armor of resilience. This resilience is a power that comes from within.

Is resilience necessary as we grow older? I have a friend, a remarkable talent in the IT field, who once told me that the older he got, the more entrenched in his interests he got and would take risks only if it was an obligation. He said, “resources and the right network have to exist to bounce back. Sometimes you have no choice but to take the risk. Is the magnitude similar to a risk you took in the past? It's up to you to assess that. The key being that if you decide to bounce back and take risk, be sure to enjoy the ride to offset the potential costs!”

As managers of statistical programmers, we have to stop being moons. Moons are dead, cold things – no light - no heat – no fire – no energy. Build yourself and your associates into a resilient sun. You have it in you – manifest it. Get into action and convert yourself into a living sun. You can do it. It is within your power. Every human soul contains within it the elements of the sun – get to work and express yourself. Stiffen up your backbone, and hold your head erect. Don't be afraid to say, “I AM IT.”

Resolve to grow, build, sustain, and embrace resilience by going back to what Benjamin Franklin did:

- **Get Moving** “All mankind is divided into three classes: those that are immovable, those that are movable, and those that move.” There's a reason we use the expression, movers and shakers. Movers are the ones who take action, the people who get things done, while the immovable are

sitting around scratching their heads wondering how others could possibly be so successful. Which group do you want to belong to?

- **Avoid Busywork** “Never confuse motion with action.” We are always running around doing things. We rush from one meeting or event to the next, sometimes without achieving a great deal. At the end of the day, how much of our busywork are we proud of? How much of that running around improves anyone’s life (including ours) for the better? Make your motion mean something.
- **Give Yourself Permission to Make Mistakes** “Do not fear mistakes. You will know failure. Continue to reach out.” If we fear making mistakes, we become scared to try new things. Fear leaves us nestled in our comfort zone. Staying in your comfort zone rarely leads to greatness. Taking risks and giving yourself permission to make mistakes, will ultimately lead you to whatever your version of success may be.
- **Act Quickly on Opportunities** “To succeed, jump as quickly at opportunities as you do at conclusions.” Opportunities are everywhere. The trick is being quick enough and smart enough to seize them when they arise. Instead of jumping to the conclusion that something won’t work or can’t be done, allow yourself the freedom to ask what if?
- **Continue to Grow** “Be at war with your vices, at peace with your neighbors, and let every new year find you a better man.” We all have vices of some description. The key is to keep them under control or preferably eradicate them entirely. Be kind to those around you, whether they are neighbors, family, co-workers or friends. Never accept that you have finished growing as a person.

As a statistical manager, try practicing the following GROW questions in your coaching sessions without providing solutions, because questioning is one of the key skills when coaching.

- **GOAL**, where are we going?
- Where are we now, **REALITY**?
- What are the **OPTIONS**?
- **WILL**, What are the next steps?

KEY 7: MAKING YOURSELF A CLASS ACT AND UNFORGETTABLE PERSON

Steve Biko is one of the greatest resilient leaders that South Africa emulates because he took upon himself to teach the black majority that the eradication of fear from their thoughts would be the key to attaining freedom and leadership. He did this through the creation of the black consciousness movement. The movement was instrumental in uniting black Africans in the struggle against the apartheid government in South Africa. Biko stopped himself being concerned and about the white people of South Africa, but instead hungered to get the right answers by asking the right questions. There was need to do some inductive reasoning to find out what went wrong – where and when. He emerged as a fearless leader who questioned the law, the system, the democracy, and the new religion brought by the missionaries whose aim was to ‘civilize and educate’ the black South Africans.

When one has no fear and is resilient, then one is fit to lead. This statement is of mathematical exactitude; there is no deviation or variation to it. A lot of people are followers because they are fearful and let other people do the thinking for them. A leader is fearless and resilient, and comes from a place of greatness where nothing or no one can get in their way. Fear is an enemy that must be completely destroyed, eliminated, expelled forever. Fear is the cloud which hides the sun and causes perpetual gloom. Fear makes people fear the past, present, and future; fear themselves, their friends, and their enemies; fear everything and everybody.

CONCLUSION

These modalities or habits are simple to understand and easy to put into effect; it is a matter of changing your mind and opening up to allow the power of the life force within you to carry you along. Be present. You will find responding to the newfound energy motivating and fulfilling.

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And to you the reader, THANK YOU and see you soon for an exciting and remarkable Schveing Series 5!

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