



## THE SIX SENSES OF LEADERSHIP

Leadership can be conceptualised as engagement of followers through actions guided by a vision based on personal values and purposes., Leadership is exercised within an "in depth" understanding of the context in which the leader and followers are situated and is dependent on two sets of personal skills - **communication and motivation**.

What leaders do can be grouped into six overlapping regions of focus or the six senses leaders must have if they are to be effective. They are:

### 1. Sense of self

- Knowledge of the set of experiences, values, beliefs and attitudes that make up the internal person or the self.
- Possession of a personal vision, strongly held values, purposes, goals and priorities.
- Be self-empowered and have the courage to offer the vision to others.
- Capacity to build credibility in the eyes of potential followers.

### 2. Sense of Direction

- A capability to set directions that others will follow.
- An understanding of the past, an expanded sense of the present, and an anticipation of a range of possible future directions
- A capacity to focus on the future and to visualise what might be through thinking, feeling, analysis and imagination.

### 3. Sense of Action

- The ability to sense the need magnitude and timing of action.
- Leaders know when to act to best link action to the attainment of organisational purposes.
- Understanding change and the capacity to sense its timing, magnitude, and directions.

### 4. Sense of how organisations work

- An understanding that organisations are people and nothing more.
- A wide Knowledge horizon of how people behave in organisations and a sense of empowerment and alignment.
- Knowledge of organisational culture and its influence in shaping the activities of organization participants.

### 5. Sense of Environment

- An understanding of the modern pluralistic business environment with its propensity for change and a wide variety of views.
- A capacity to cope with the impacts of globalisation, technology, and change across the whole spectrum of human activities.
- A capacity to work with the major political - social changes currently emerging. These include new approaches to governance, equity, employment, stakeholder requirements.

### 6. Sense of moral direction

- A recognition of the dignity and worth of people.
- An ability to offer leadership based on integrity and authenticity. To achieve credibility based on trust, respect, and admiration from followers.
- Assignment of ethics to a central place in decision-making and leadership actions.

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