Peter Cammock’s leadership ideas are among some of the most interesting and valuable in recent years. (The Dance of Leadership, 2003)

I’ve divided what he's arguing into two sections.

1. His ‘big picture’ philosophical ideas.

2. His more practical approach to leadership and what effective leaders do.

The Big Picture
Leadership isn’t just about a mechanical series of steps and skills. It’s an individual calling on a journey that joins together an individual’s strategic mind with the voice from their heart and the creative hopes of their soul.

This wholeness of the rational and emotional (to put it simply) is based on concepts of wholeness, rather than fragmentation; unity rather than schism; fluidity and movement rather than a mechanical understanding of the universe.

Translating this into leadership, Cammock argues the need to apply these ideas to:

• leaders as people who understand themselves and their rational side and their emotional/spiritual/soulful drivers
• the fluidity of the relationship between leaders and followers.
Most business activity/leadership is conducted according to rational norms, yet Cammock argues that the soul is equally, if not more important. The soul represents the spiritual, emotive and intuitive aspects of how we as individuals (and organisations) operate.

<table>
<thead>
<tr>
<th>Conscious/Unconscious Mind</th>
<th>Leadership</th>
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<tr>
<td>Conscious mind</td>
<td>Tasks and skills</td>
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<td></td>
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<td>The unconscious</td>
<td>Soul: emotionality, identify, character</td>
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1. **Connecting**
To connect successfully leaders are highly visible. They move around, mix with others and interact. They keep up with how people are feeling and what’s going on in their areas. They support and back up their staff.

2. **Listening and learning**
Leaders consult and encourage participation in decision making. They listen well, encourage discussion and are willing to learn.

3. **Reflecting**
Effective leaders take time out to plan, organise, reflect and re-centre.

4. **Seeing the whole**
Effective leaders avoid getting bogged down in detail and maintain the ‘big picture’.

5. **Clarifying purpose**
Leaders instill a sense of purpose by creating a clear, compelling and credible vision of the future.

6. **Team building and networking**
Leaders develop a big network of organisational, community and client contacts. They are team oriented and keep the team together. Leaders talk on equal terms with people, lead by example and respect, support and have goodwill towards their team.

7. **Communicating and re-communicating**
Leaders sell the vision well and enthuse others. They keep people informed and remind them frequently about the vision and why it is important.
8. **Delegating and involving**

Leaders delegate well, involve others and follow up on delegated tasks.

9. **Encouraging and supporting**

Leaders regularly approach people to see how they are getting on. They encourage, praise and give constructive feedback and support.

10. **Recognising, rewarding and fronting**

Leaders highlight the positive and recognise/reward good performance. Fronts up to non-performance.

**Future orientation** - Looks ahead and anticipates future problems and opportunities.

**Priority setting** - Has a good sense of priorities and keeps sight of the bottom line.

**Problem solving** - Incisive, goes to the heart of problems and fixes basic causes.

**Passion** - This means a high level of drive, ambition, motivation, enthusiasm and work capacity. A leader with passion sticks with difficult or monotonous tasks and is persistent and disciplined.

**Integrity** - A leader with integrity is reliable and keeps promises and confidences. They are straightforward, honest and open in their communication. They admit mistakes and work for the good of the organisation.

**Courage** - Leaders with courage tackle unpleasant tasks and take tough decisions. They front up to problems and assume responsibility if things go wrong. They speak the truth when it may not be popular and stick to what they believe.

**Faith** - A leader with faith is optimistic and positive. They have a good sense of humour and never let things get on top of them. They bounce back quickly if knocked back.

**A sense of self** - By this Cammock means a sense of security in the leadership position held. Leaders appear confident and have a bearing and presence. They take command easily and have what Cammock calls a ‘natural leadership ability’. This is very close to the more old-fashioned views of leadership based on trait theories, ie you’re either born with it or you’re not.

**A concern for others** - This basic leadership principle underlies a great deal of Cammock’s thinking on leadership. Effective leaders put themselves out for others and are interested in developing staff. They’re approachable and friendly. They’re sensitive to the feelings of others and prepared to stand up to senior management on behalf of both staff and clients.