LAMDA Solutions

LEADERSHIP AND MANAGEMENT DEVELOPMENT ASSOCIATION

The LAMDA Leadership Newsletter

Month 2: Influence and Leading Others

Can others grow under your leadership?

In last month's newsletter we focused on self-leadership, looking inwards at:

- What drives us – Motivation
- How we show up consistently – Discipline
- How we respond under pressure – Emotional Regulation
- Who we are as leaders – Leadership Identity

We asked ourselves: *"Do I need to look at myself differently?"*

In this newsletter we move from internal control to external impact.

From "How I show up."
To "What others experience because of me."

Leadership is not proven in isolation; it's revealed in our relationships.

Organisations with have a strong leadership development offering are 2.4x more likely to hit their performance targets.

- Deloitte

Up to 70% of team engagement is attributed to the leader.

- Gallup

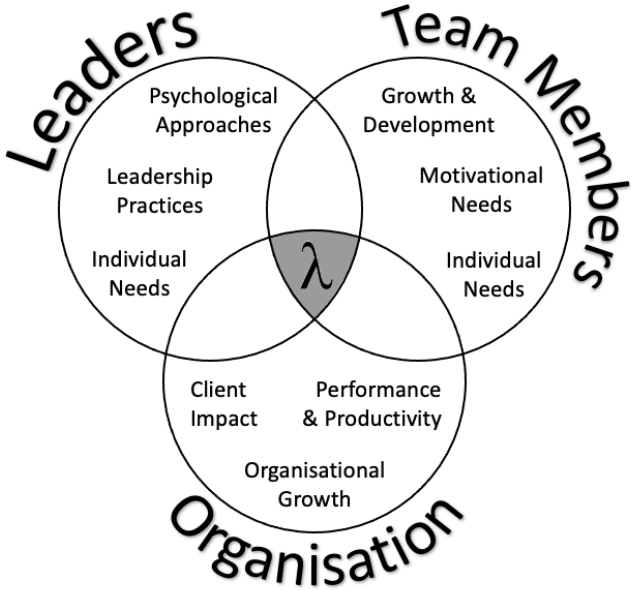
Managers trained in coaching behaviours can improve team performance by up to 20-25%.

- CIPD

If last month helped to build awareness of self…
…this month aims to build accountability.

We aim to help you explore the questions:
"What is it like to be led by me?"
"Am I the reason my team isn't performing?"

This matters because performance issues are often not capability problems…
…they are environment problems.



In this month's newsletter we will explore why some leaders create growth…

…and others unintentionally create:

- Dependence
- Fear
- Stagnation

Stay Connected | Work with Us

If you're finding value in this series, there are a few simple ways to stay connected and continue your leadership development:

Follow the podcast for insightful leadership conversations.

Visit our website: www.thelamda.co.uk

Personal Page and LAMDA Solutions for regular content and updates

1. Psychological Safety vs Performance Pressure

"Do people feel safe enough to grow?"

We build directly on our Emotional Regulation.

How you manage yourself…
…becomes the environment others experience.

People don't grow where they feel judged.

Many leaders attempt to drive performance through:

- Pressure
- Control
- Oversight

But this often leads to something else entirely:
→ Self-protection instead of growth

Controls the Environment	Facilitates the Environment
"Do it this way..."	"Find your way..."
Signals Doubt	Signals Belief
Dependence Grows	Confidence Grows
Limits Belief	Builds Belief
Constrains Growth	Enables Growth
You Become the Limit	They Discover Theirs

The Dynamics at Play:
Expectation → Behaviour → Belief

- Your expectations shape your behaviour.
- Your behaviour shapes team interpretation.
- That interpretation becomes team belief.

Over time people don't perform to their potential, they perform to perceived expectations.

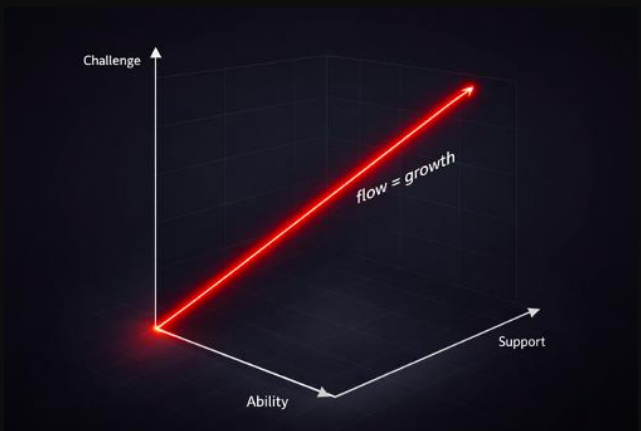
Your role as a leader is not to control performance, but to create the conditions where performance can grow.

Employees who receive regular feedback are 3.6x more likely to be engaged.
- Gallup

Only 21% of employees strongly agree they feel empowered at work.
- Gallup

Employees who feel empowered show higher initiative, creativity, and accountability.
- McKinsey & Company

Lack of development is a top reason people leave…94% would stay longer if their organisation invested in their growth.
- LinkedIn Workplace Learning Report



Effective Challenge vs Support	Poor Challenge vs Support
Set direction, not dependency	Control replaces challenge
Trust first, adjust later	Trust is withheld until "earned"
Challenge thinking, not confidence	Questions feel like criticism
Challenge thinking, not confidence	Proof is demanded before belief

2. Ownership vs Dependency

"Do people think for themselves…or rely on you?"

Consistency in your leadership behaviour doesn't just create standards, it creates patterns.

If your team always comes to you…you've trained them to.

Many leaders unintentionally create approval cultures instead of ownership cultures.

The balance between challenge and support matters here:

- Too much support → Comfort
- Too much challenge → Fear
- The right balance → Growth

When we are too involved, we:

✓ Step in too quickly ✓ Solve too often ✓ Stay too involved

This will not build capacity, rather it will build dependence.

The necessary shift is to move from being the first point of contact, to being the last point of escalation.

Ownership grows when thinking happens first.

3. Communication and Interpretation

"Are you being understood the way you think you are?"

This all builds from your leadership identity.

Because who you are…
…comes through in how you communicate.

→ What you say…isn't what they hear.
→ What you mean…isn't what they feel.

Communication is not linear.

It occurs through layers.

- What you say.
- How you say it.
- What is heard.
- How it's interpreted.
- The resulting action.

And under pressure?

This chain becomes distorted.

Employees who trust their leaders are 13x more likely to be engaged.

- Edelman

Toxic leadership is a leading predictor of burnout and disengagement.

- MIT Sloan

Organisations with strong coaching cultures report higher employee engagement and stronger financial performance.

- International Coaching Federation

1. Spot the Shift	When did the conversation move away from adult-to-adult?
2. Understand the Driver	Did this come from pressure, defensiveness, or a perceived threat?
3. Reset the Space	Make use of small, intentional changes in posture, language, and pacing.

What Changes within Leadership?

→ Your words carry weight!

→ Your tone shapes meaning.

→ Your presence influences response.

Without awareness, communication shifts from:

Adult → Adult

To:

Parent → Child

Which leads to:

- Compliance
- Resistance
- Disengagement

Great leaders don't just communicate clearly.

They communicate consciously.

Because the outcome of any conversation is shapes less by intent…
…and more by delivery.

4. Identity-Based Leadership

"Who do people become under your leadership?"

This again builds from your leadership identity, but we shift the focus outwards.

Your role as a leader does not just shape performance.

→ It shapes identity.

Every environment you create will do one of three things:

- Expand people.
- Constrain people.
- Confuse people.

Over time people don't just adapt to that environment.

→ They become it.

The biggest questions we can ask are:

- Who thrives under you?
- Who shrinks?
- Who leaves?

Because leadership is not neutral.

It is always shaping something.

Move from asking: "How do I get the best out of people?"

To: "Who do people need to become to succeed here?"

Signs of 'Swim'	Signs of 'Sink'
Takes the initiative	Waits for instructions
Asks questions to improve	Asks questions for reassurance
Shares partial ideas	Holds back ideas
Seeks and acts off feedback	Avoids feedback and becomes defensive
Owns mistakes and fails forwards	Hides mistakes or shifts responsibility
Consistently contributes	Stays silent in groups
Visibly grows in confidence	Hesitates, second-guesses, overchecks
Voluntarily stretches beyond current role	Stays within comfort zone

Only 10% of people naturally possess strong leadership skills.

- Gallup

Just 11% of organisations feel they have a strong leadership pipeline.

- Deloitte, 2017

60% of new managers fail within the first 24 months due to lack of development.

- Gartner (Previously CEB)

So, leadership is not what you do.
It is what others experience because of you.

Take a moment to reflect:
→ "What do your behaviours suggest you believe about your team?"
→ "What are they starting to believe about themselves because of you?"
→ "Where might you be creating safety…or pressure?"
→ "Ownership…or dependence?"
→ "Clarity…or confusion?"

Whether intentional or not…
…you are already shaping your team's performance.

And more importantly…you are shaping who they become.

Partner with LAMDA Solutions

At LAMDA Solutions, we work with organisations to develop confident, capable middle leaders who can drive performance and shape culture.

We offer:

- Targeted leadership development programmes for middle leaders.
- One-to-one coaching to support individual growth and performance.

If you're looking to invest in your leaders…or your own development…reach out via LinkedIn (either directly to me or through LAMDA Solutions).