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Pemimpin yang Berpengaruh

**Disusun oleh: Nita Sutantri
Disunting oleh: Gracela Salsabillah**

It's time to expect more from leaders

Think about a time when someone's belief in you made all the difference, even if you weren't at your best.

Organizations must have higher expectations for managers and others in formal and informal leadership roles, as leaders who lift others up, unlock their potential, and believe in their team.

How to make the mindset switch

Are you someone whom others look up to (or could look to for direction)? If so, this may be written with the workplace in mind, but this also applies to you. Whether you're a manager, a parent, a therapist, or anyone in a position to teach or guide, choosing to recognize others' strengths and potential can make a huge positive impact.

We won't like everyone we work with, and we don't have to. But if we are in a position of formal (or informal) authority, and we can't see a team member's potential, they are at a disadvantage. Overlooking someone's potential also puts us at a disadvantage, because it means we aren't acting in a way that sets our team up for success.

Although this mindset represents one of the simplest ways to unlock others' capacity, simple doesn't mean easy. Most managers I've worked with report one or two people with whom it's especially difficult to apply this mindset of belief. Here are three suggestions to deal with that:

1. Make it relevant. Most of us are too busy to put energy towards a difficult change if we don't see that change as important. It's helpful if we can make the shift personally relevant and meaningful.

One way to do this, as mentioned earlier, is to recall someone whose belief in you made all the difference, even when you weren't at your best. Recalling this person may serve as motivation to pay it forward by choosing to believe in others.

2. Watch out for unconscious bias. Because of [similarity bias](#)—the tendency to favor those most similar to ourselves—we may be more likely to overlook the potential of those who are different than us. That said, it's critical to double-check our assumptions about those with whom we work, and not confuse opinion with fact.

3. Act as if. The Pygmalion Effect doesn't mean that a manager's opinions on someone's potential can magically rewrite their future. Rather, it can be explained by the way that the manager's thinking influences their behavior. You can behave in a way that promotes opportunities to succeed by a) communicating high expectations; b) investing resources that promote success (e.g., training, coaching, adequate support to complete a project at a high level); and c) providing feedback in a helpful way.

Believing in *someone's* capacity is easy—believing in *everyone's* capacity is the work of sages. Working towards this is the type of internal work that makes leadership so personally transformative (and grueling in a good way)—when done right.

This doesn't mean you're entirely responsible for your team's performance, nor does it mean you have magical powers of influence, nor does it mean you can never let someone go for poor performance. What it does indicate is a subtle, simple, and important way you can stop holding others back, and start giving them a boost that enhances the chance they will blossom and bloom.

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Berhasil mengalahkan dirimu,
menjadikanmu dewasa. Berhasil
mengalahkan orang lain,
menjadikanmu pemenang. Tapi
memberhasilkan orang lainlah yang
menjadikanmu pemimpin.

Mario Teguh

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Sumber:

- *Influential Leaders (Sarah Greenberg)*
- *<https://www.psychologytoday.com/intl/blog/lifes-work/201911/influential-leaders>*

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