

# Role Modelling In Inspiring Knowledge Workers

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## ABSTRACT

We live in an age of the Knowledge Worker, where intellectual capital is supreme. Leadership is hard in today's world and gets more challenging when leaders are surrounded by knowledge workers. Leaders have many ways to set direction, secure commitment and increase execution effectiveness. The voluminous frameworks and models offered in the many best sellers would have overwhelmed most who are seeking leadership wisdom. Through one-on-one discussions and/or talks to larger groups, leaders can communicate the importance of the core activities. However, leaders are most likely to inspire their people through personal example – role modelling.

Steven Covey, the author of the bestseller 'The 7 Habits of Highly Effective People' has added the 8th Habit to meet the central challenge of the new Knowledge Worker Age: Find Your Voice and Inspire Others to Find Theirs. It is about fulfillment, passionate execution and significant contribution. It is on a different plane and empowering. Tapping into the higher reaches of human genius and motivation of these knowledge workers requires a new mindset, a new skill set and a new tool-set.

This research study looks at role modelling as a new inspirational approach to formal and informal development of knowledge workers in organisations. The researches are carried out in two separate settings in Malaysia; first with the state-run hospitals and then the private business organisations. The investigations on what Knowledge Workers look for in role models resulted in a list of admired characteristics and positive attributes. The research also explores the need to understand the dynamic psychological process of perception in this inspirational approach for the results to be meaningful and motivational.