

Leading the Way

Leadership & Governance Workshop
30 May 2016
Facilitator: Lusia Sefo Leau

What we aim to cover:

- ▶ Strategic leadership – what it is & why is it so important?
- ▶ The role, responsibilities & competencies of strategic leadership
- ▶ Your role as a leader
- ▶ Leadership vs Management
- ▶ Key Leadership Styles for driving and realising a strategic vision
- ▶ The power of strength-based leadership
- ▶ Situational leadership
- ▶ Identifying our own strengths and natural contribution as a leader

What is strategic leadership?



What does it mean to you and why is it important?



Strategic leadership is a leadership style.

It provides vision & direction for the growth and success of an organisation.



www.wikipedia.com

Strategic Leadership

The process of using well considered tactics to communicate vision for an organisation or one of its parts.

Strategic leadership typically manages, motivates & persuades staff to share that same vision, and can be an important tool for implementing change or creating organisational structure within an organisation.

The Concept of Leadership

*Some men see things as they are and ask why? I dream things
that never were and ask, why not?*

J.F. Kennedy

Leadership

► What is it?



- ▶ “Leadership is any attempt to influence the behaviour of another individual or group toward the achievement of a common goal.”



- Leadership is about influencing, motivating and enabling others to contribute towards the effectiveness and success of the organization of which they are members

"Leadership is the art of getting someone else to do something you want done because they want to do it."

Dwight D. Eisenhower



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Leadership vs Management

A leader vs a manager

To lead vs to manage

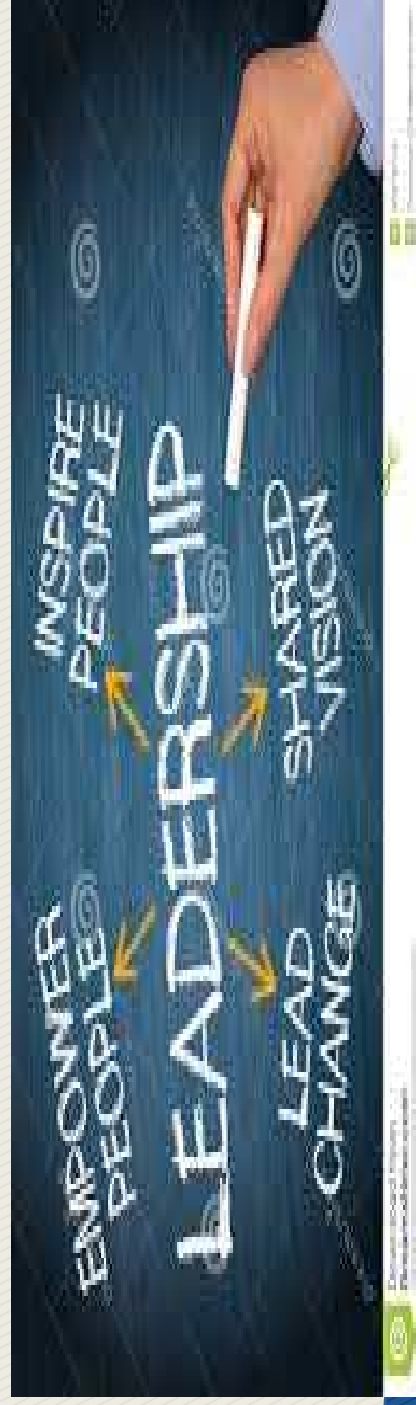
Is there a difference?

Leadership vs Management

- Management **comforts** – Leadership **inspires**
- Management is **goals** – Leadership is **vision**
- Management is about coping with **complexities** - Leadership is about coping with **change** (Kotter 1990)
- Managers do **things right** - Leaders do the **right things**

Smart organizations value both and work hard to make them part of the team

What to you is the role of an effective leader?



The Role of a Leader

- ▶ Create a vision & ignite their team to make it a reality
- ▶ Focus on strategic issues
- ▶ Role model actions & behaviour
- ▶ Master their own competencies
- ▶ Inspire others to want to follow
- ▶ Set the direction
- ▶ Build team capability

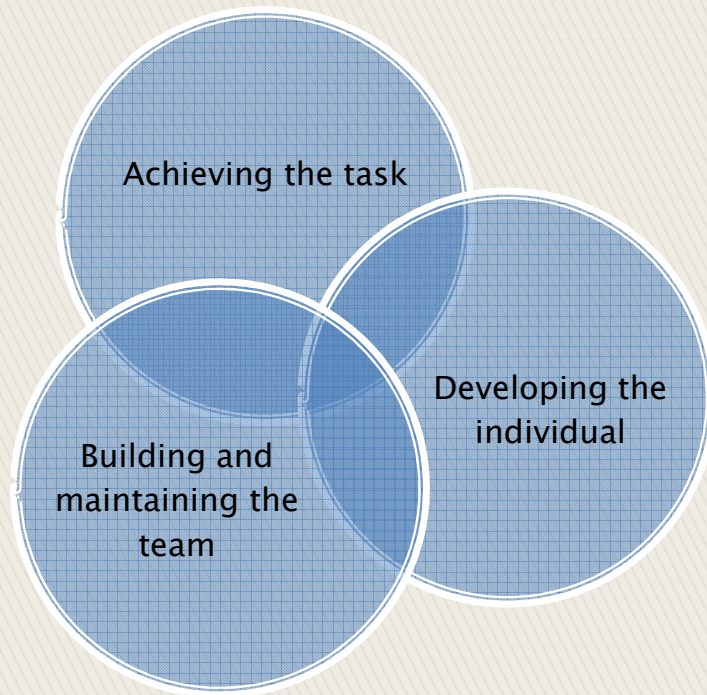




Strategic Leadership

Generic Role & Main Functions

▶ Three Broad Functions



▶ Seven Role Functions

- ▶ Purpose/Vision
- ▶ Strategic Thinking & Planning
- ▶ Operational/Administration
- ▶ Organizational Fitness to Situational Requirement
- ▶ Energy, Morale, Confidence & Spirit
- ▶ Allies, Partners, Stakeholders & Political Environment

Adapted from “Effective Management”, John Adair

The role of a Manager

- Understanding the Vision & Strategic Plan & what needs to happen to make it a reality
- Planning – at the strategic, operational & day to day levels
- Monitoring progress & performance towards goals to ensure we are on track and stay on track
- Controlling systems, resources & budgets to achieve our strategic goals
- Keep things on an even keel

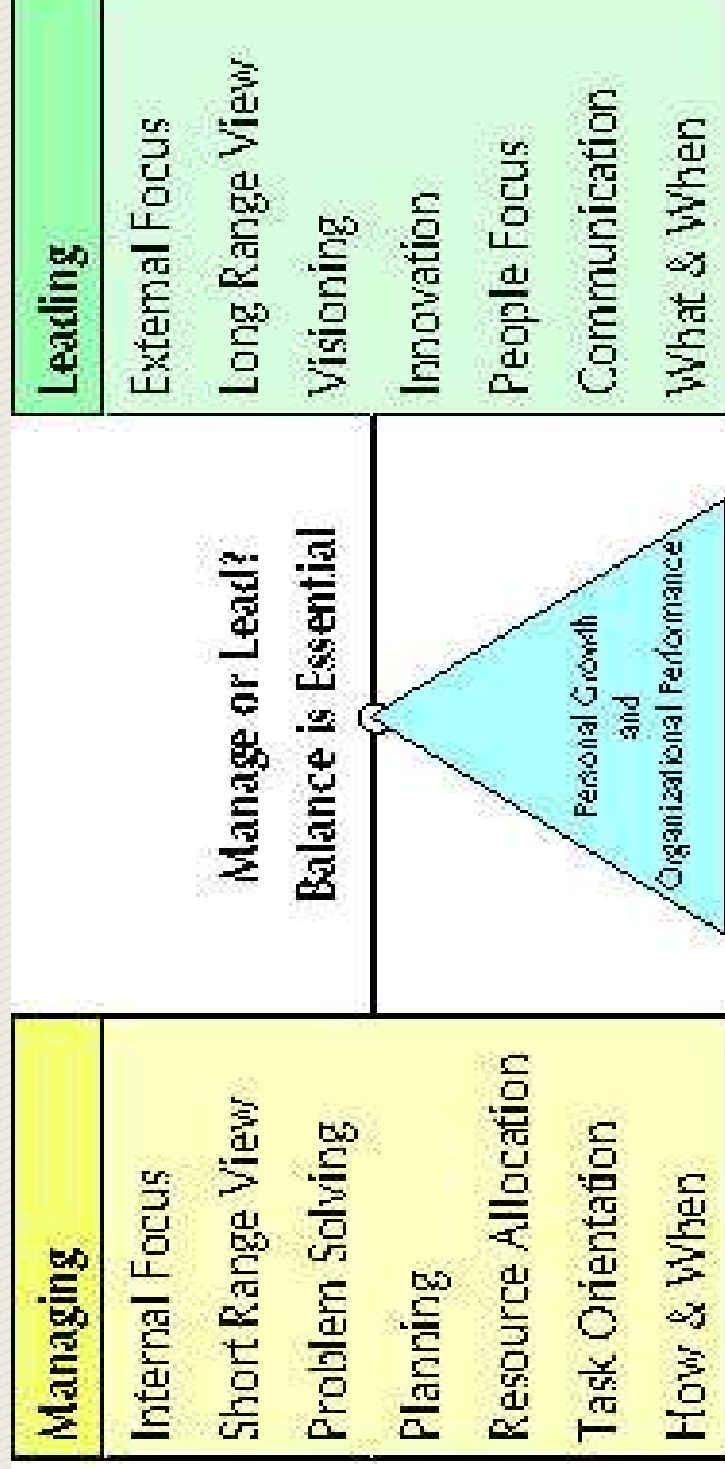


Managerial Leadership

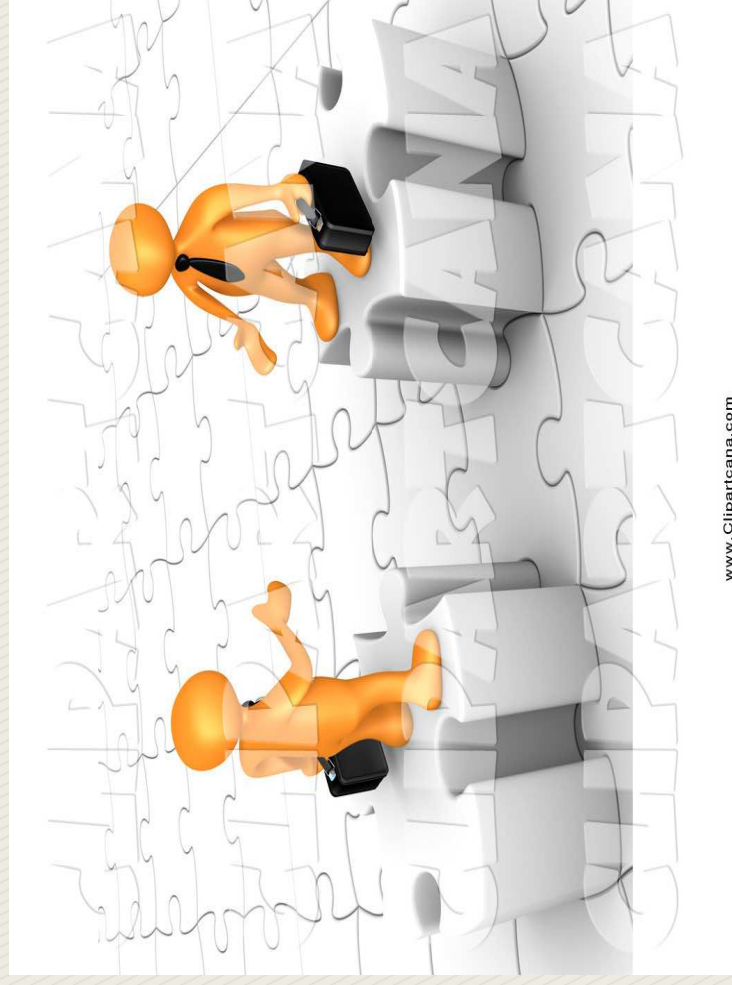
Difference Between What Leaders and Managers Do

Managers	Leaders
Deal with status quo	Deal with change
Work in the system	Work on the system
React	Create opportunities
Control risks	Seek opportunities
Enforce organizational rules	Change organizational rules
Seek and then follow direction	Provide a vision to believe in and strategic alignment
Control people by pushing them in the right direction	Motivate people by satisfying basic human needs
Coordinate effort	Inspire achievement and energize people
Provide instructions	Coach followers, create self-leaders, and empower them

Finding the Balance



Leadership at its best!!!



Leadership is inevitable

- ▶ Always those who makes things happen – the movers & the shakers
- ▶ Every society has its own leadership traditions and practices



Are leaders born or made?
Is it nature or nurture that makes a true leader?



Changing Leadership Understanding

- ▶ Leadership understanding is shifting (knowledge tapping)

Trait theory (early last century)
(leaders are born)



Behaviour theories
(leaders are taught)



Contingency theories
(situational factors)



Charismatic/Transformational theories
(leaders are born)



Collective theories (still in development)
(leader and leadership)



Followership/power (influence theories)
(influence of followers)

Characteristics & skills of an effective leader

The ARE-KNOW-DO Model

1. Who leaders ARE:

Character, personalities, values, motives, abilities, traits, commitment, honesty, courage, imagination

2. What leaders KNOW:

- Competencies (knowing yourself & others, leadership theory, professional knowledge)
- Skills (people, leadership & professional skills)

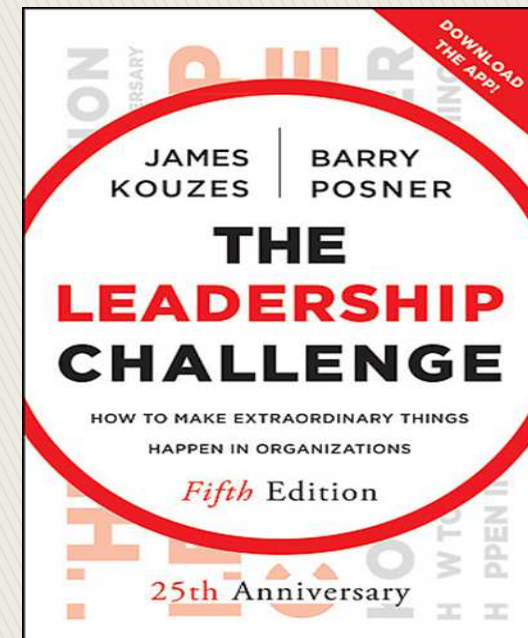
3. What leaders DO:

- Habits, behaviours, styles, leading by example

The leadership Challenge

- ▶ What leadership characteristics are most admired?
- ▶ Complete the “Leadership Challenge” & find out
- ▶ Please take the next 2 minutes & rank the top 10 characteristics you personally admire most in a leader.

The Leadership Challenge



Leader characteristic	2002	1995	1987
Honest	88	88	83
Forward-looking	71	75	62
Competent	66	63	67
Inspiring	65	68	58
Intelligent	47	40	43
Fair-minded	42	49	40
Broad-minded	40	40	47
Supportive	35	41	32
Straightforward	34	33	34
Dependable	33	32	33
Co-operative	28	28	25
Determined	24	17	17
Imaginative	23	28	34
Ambitious	21	13	21
Courageous	20	29	27
Caring	20	23	26

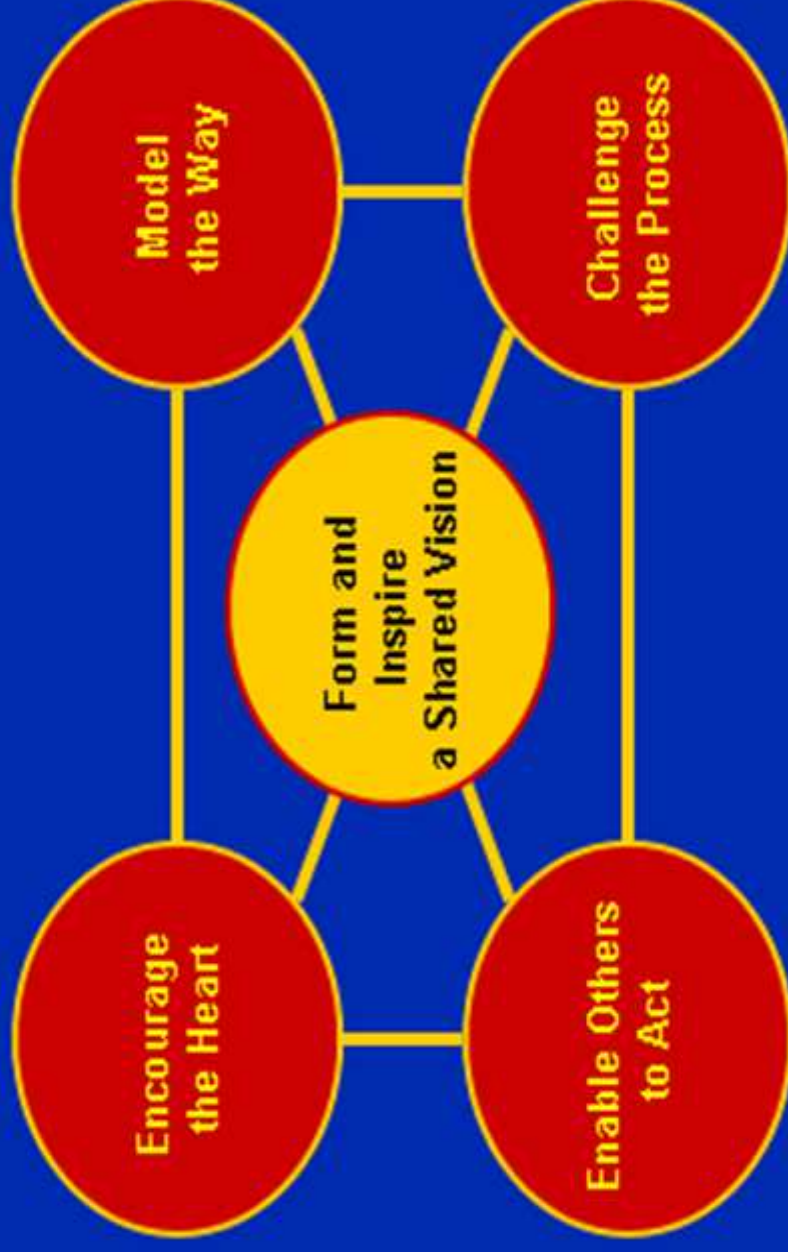
Leadership Challenge Model

The Five Practices of Exemplary Leadership



Leadership Challenge Model

The Five Practices of Exemplary Leadership



Source: Study by Jim Kouzes and Barry Posner

1000ventures.com

Leadership Styles



Leadership styles

- ▶ Autocratic
- ▶ Consultative
- ▶ Democratic
- ▶ Laissez-faire

Leadership styles

Autocratic

- ▶ *“I tell, you listen, I decide and you do as I say.”*
- ▶ Authoritative leader
- ▶ Going solo – the solo leader
- ▶ Controlling/dominating leadership style
- ▶ Directing leadership style – high direction, low support



Leadership styles

Consultative

- ▶ *"I ask, you answer, I explain my decision and you have to agree with it."*
- ▶ Paternal/maternal leadership style
- ▶ Rules & regulations & sweet-talking leader
- ▶ Ideas sharing leadership style
- ▶ Coaching leadership style – high direction, high support



Leadership styles

- ▶ *“I raise issues, maybe suggested by you, we discuss them & we decide together what to do.”*
- ▶ Participative/facilitative leadership style
- ▶ Sharing leader
- ▶ Empowering leadership style
- ▶ Supporting leadership style
- ▶ High support, low direction



Leadership styles

- ▶ Laissez-faire
 - ▶ *“You do what you think is right.”*
- ▶ Hands-off leadership style
- ▶ Opt out leader
- ▶ Delegating leadership style
- ▶ Low direction, low support
- ▶ Empowering leadership style
 - ▶ low direction, low support



Is there a single formula for
successful leaders?



- ▶ So what's the “RIGHT” answer – the RIGHT way to lead?
- ▶ THE BEST WAY TO DO IT?



Situational leadership

- ▶ Appropriate leadership values according to the situation
- ▶ Practices effective in one situation may be ineffective in another
- ▶ Leadership must be adjusted to suit

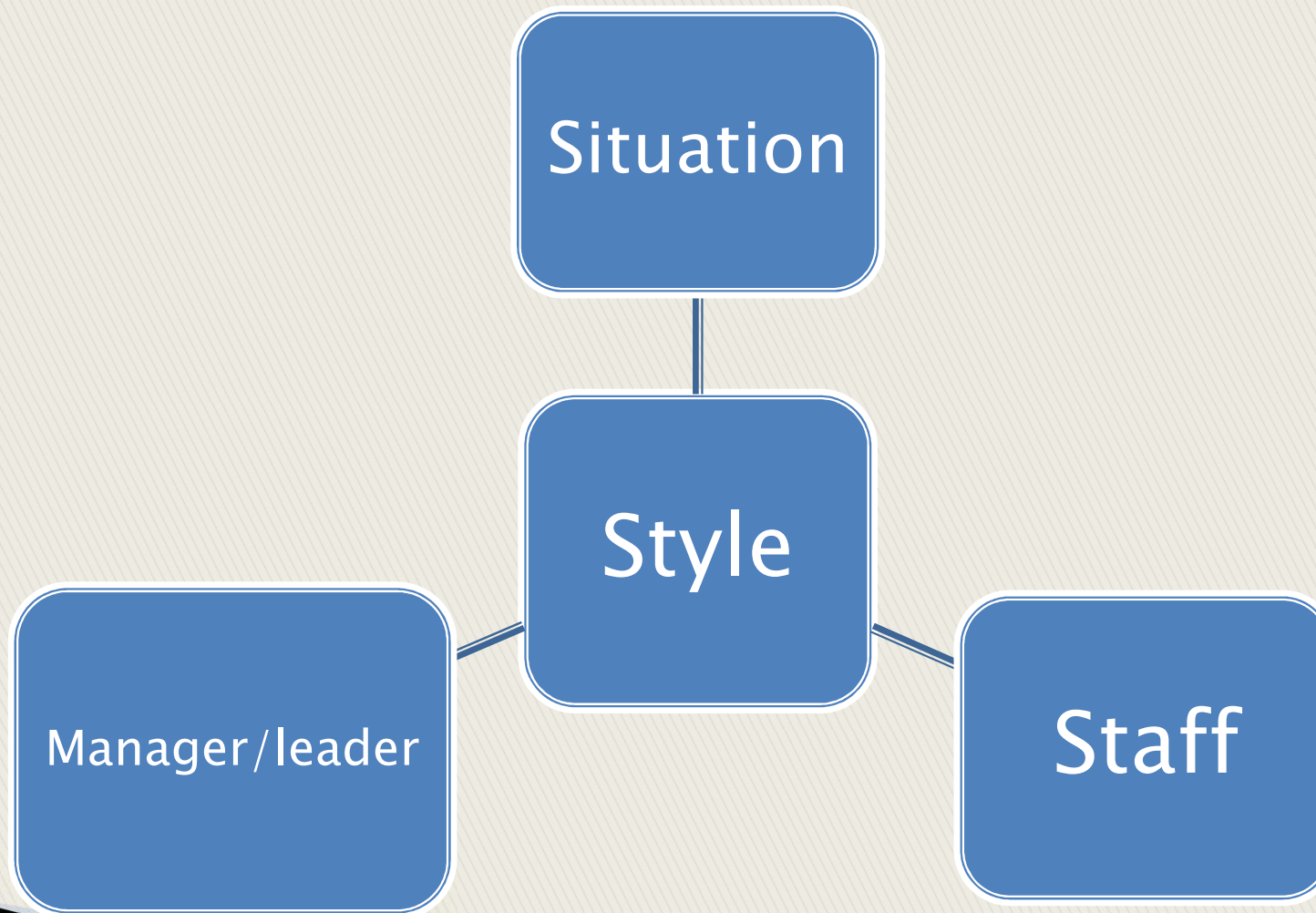


Situational leadership

- ▶ Effective managers/leaders adopt appropriate leadership styles to reflect the:
 - The characteristic of the group
 - Their own confidence & competence
 - Specific situations facing them



Leadership is situational



Manager/Leader

- ✓ Their perception of their role
- ✓ Their background & experience
- ✓ Their own personal values system
 - ✓ Their confidence in their staff
 - ✓ Their confidence in themselves
 - ✓ Their leadership inclinations
 - ✓ Their personal strengths
 - ✓ Risk of getting it wrong

Situation

- ✓ Type of organisation
- ✓ Nature of the problem
 - ✓ Time pressure
 - ✓ External constraints
- ✓ Complexity of the issues
- ✓ Degree of flexibility available
 - ✓ Relevance to the team

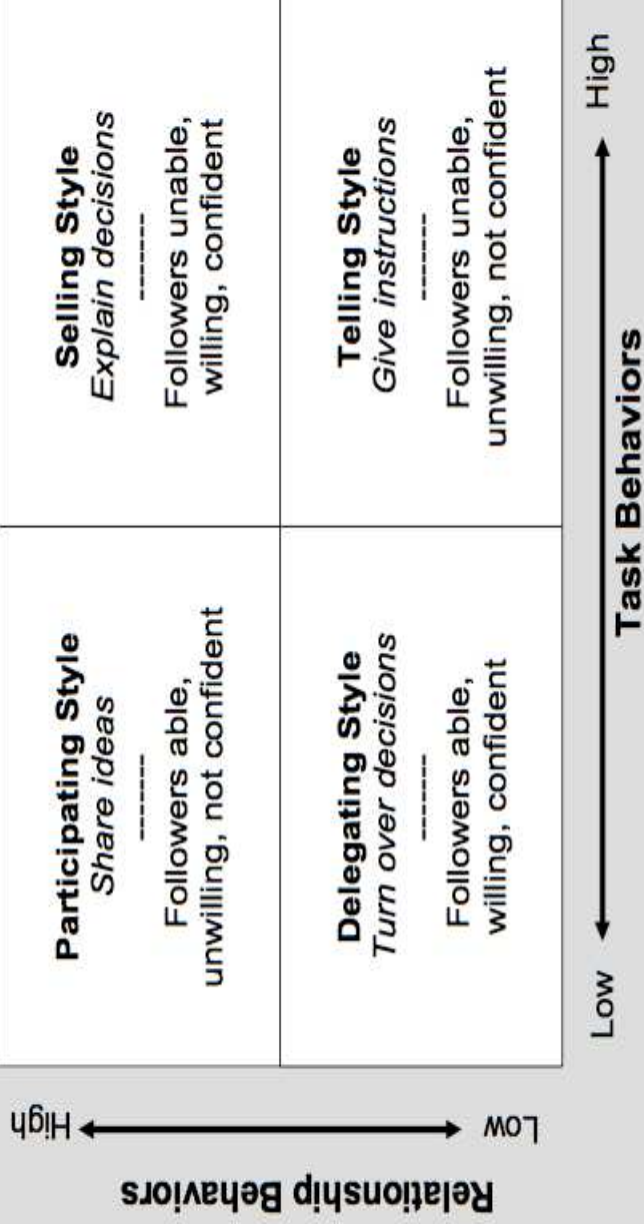
Staff & Team

- ✓ Individual personalities
 - ✓ Independence need
- ✓ Readiness to be responsible
- ✓ Ability to cope with change
- ✓ Expectations re decision making
- ✓ Their competence & confidence
- ✓ Their experience & strengths

Situational Leadership

Managerial leadership styles

Leadership Styles in the Hersey-Blanchard Situational Leadership Model



Decision-making styles



Situational Approach To Leadership

Continuum of Leadership Behavior that Emphasizes Decision Making

Managing by
directing

T e a m m a t u r i t y

Leading by
empowering

1	Managers makes decision and announces it
2	Manager "sells" decision
3	Manager presents ideas and invites questions
4	Manager presents tentative decision subject to change
5	Manager presents problem, gets suggestions, makes decision
6	Manager defines limits; asks group to make decision
7	Manager permits subordinates to function within limits defined by superior

Adapted from: "The Tannenbaum and Schmidt Leadership Continuum"

1000ventures.com

Present or past reality?



Present Reality



The changing role of leadership



RealAdventures.com

- ▶ “When the rate of change outside the organization is faster than the rate of change inside the organization, the end is near.”

Jack Welch



Being agile within the “whitewater”

- ▶ The Webster’s Dictionary definition:
 - ▶ **Agility:**
 - ▶ The quality or state of being agile; nimble
- ▶ **Agile:**
- ▶ The ready ability to move with quick easy grace.
- ▶ Mentally quick & resourceful



Being agile within the “whitewater”

- ▶ Personal agility is the ability to be flexible & productive during times of change, & to expect & welcome the next change as an opportunity.
- ▶ Organizational & team agility is having the attitudes, processes, & energy to execute new business strategies quickly & effectively.

Changing Leadership Environment

Changing World:

- Becoming smaller with technology
- Increasing overseas outsourcing
- Greater understanding has revealed a more complex & dynamic world.

Changing Workplace:

- Three generations in the workplace
- Greater focus on building people
- Organizations moving to being more flexible

Changing Mindset:

- Moving from focusing on shareholder value to all stakeholder s value
 - Moving from CEO focus to team focus
 - Moving from experts to generalists
- 

Respond vs React



Working to our strengths

Strengths based approach

Marcus Buckingham

By focusing on an individual's, a team's & an organization's strengths (as opposed to their weaknesses) is where process, innovation, & creativity is born.

Strengths based leadership

Tom Rath & Barry Conchie

The most effective leaders are investing strengths
-- theirs & their teams'.



Strengths Based Approach

Marcus Buckingham

- ▶ “Leadership is about making an alignment of strengths making people’s weaknesses irrelevant,”

Peter Drucker



Working to our strengths

“A person can perform only from strength.
One cannot build performance on weakness,
let alone on something one cannot do at all.”

Peter Drucker



Working to our individual strengths

“Concentrate on RESULTS,
not on being
busy”

80/20 Rule
Pareto's Principle



ACTION

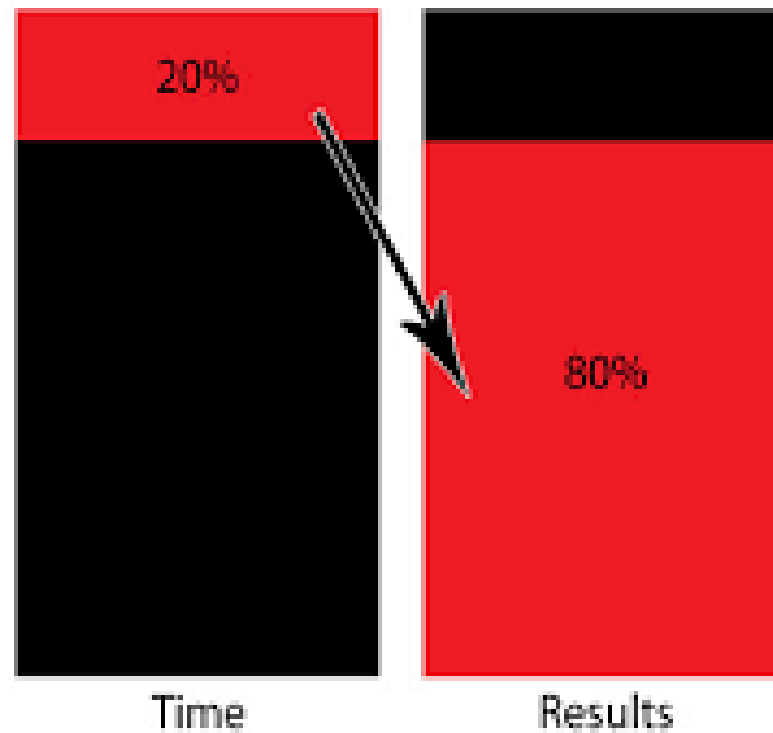
RESULTS

80/20 Rule – Pareto's Principle

The 80/20 Rule

(The Pareto Principle)

20% of your activity produces 80% of your results



*Are you ready to be an
extraordinary leader?*



A BUNCH OF PROBABILITIES

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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