



WHAT IS LEADERSHIP?

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

CHARACTERISTICS OF LEADERSHIP



It is an inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.

It is a group process. It involves two or more people interacting with each other.

A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.

Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

IMPORTANCE OF LEADERSHIP

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. Initiates action- Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.



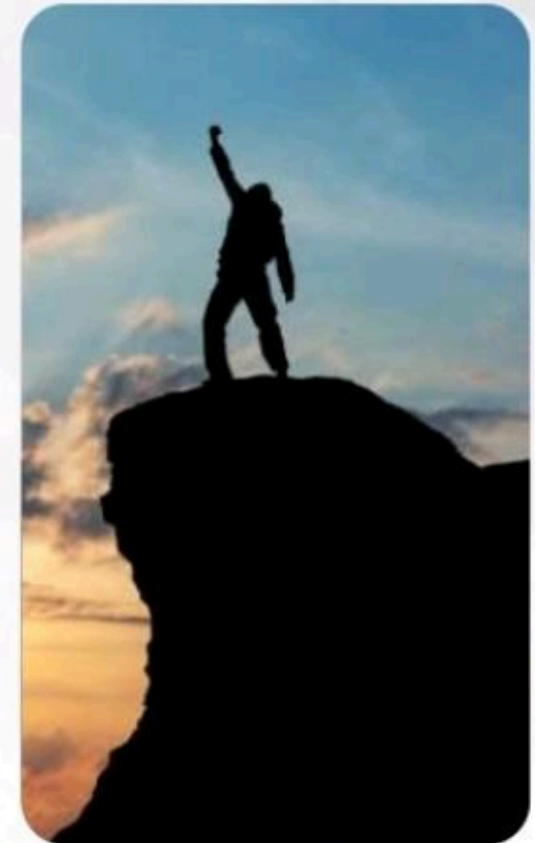
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2. Motivation- A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.

3. Providing guidance- A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.



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4. Creating confidence- Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively.

5. Building morale- Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust.



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6. Builds work environment- Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader.

7. Co-ordination- Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.





ROLE OF A LEADER

1. Required at all levels- Leadership is a function which is important at all levels of management. In the top level, it is important for getting co-operation in formulation of plans and policies. In the middle and lower level.

2. Representative of the organization- A leader, i.e., a manager is said to be the representative of the enterprise. He has to represent the concern at seminars, conferences, general meetings, etc.



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3. Integrates and reconciles the personal goals with organizational goals- A leader through leadership traits helps in reconciling/ integrating the personal goals of the employees with the organizational goals.

4. He solicits support- A leader is a manager and besides that he is a person who entertains and invites support and co-operation of subordinates.



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5. As a friend, philosopher and guide-
A leader must possess the three dimensional traits in him. He can be a friend by sharing the feelings, opinions and desires with the employees.



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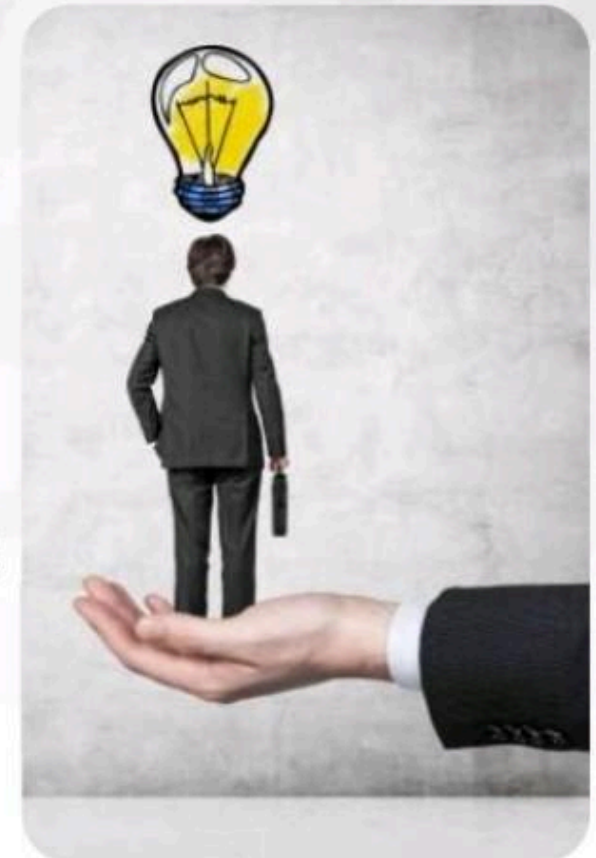


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Qualities of a Good Leader

1. Physical appearance- A leader must have a pleasing appearance. Physique and health are very important for a good leader.

2. Vision and foresight- A leader cannot maintain influence unless he exhibits that he is forward looking. He has to visualize situations and thereby has to frame logical programmes.



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3. Communicative skills- A leader must be able to communicate the policies and procedures clearly, precisely and effectively.

4. Objective- A leader has to be having a fair outlook which is free from bias and which does not reflect his willingness towards a particular individual.



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5. Knowledge of work- A leader should be very precisely knowing the nature of work of his subordinates because it is then he can win the trust and confidence of his subordinates.

6. Sense of responsibility-

Responsibility and accountability towards an individual's work is very important to bring a sense of influence.



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7. Self-confidence and will-power- Confidence in himself is important to earn the confidence of the subordinates.

8. Humanist- This trait to be present in a leader is essential because he deals with human beings and is in personal contact with them.

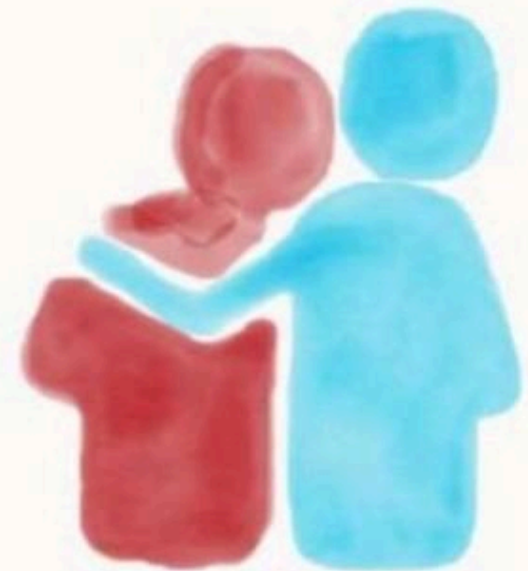


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9. Empathy- It is an old adage "Stepping into the shoes of others". This is very important because fair judgement and objectivity comes only then. A leader should understand the problems and complaints of employees and should also have a complete view of the needs and aspirations of the employees. This helps in improving human relations and personal contacts with the employees.



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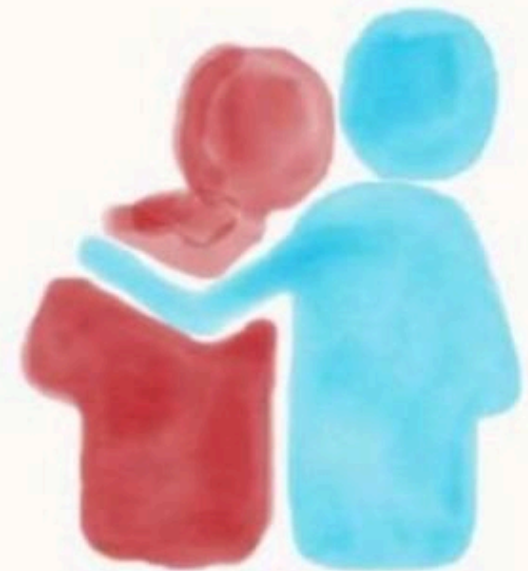
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Developing Leadership Skills

Agenda

- **Today's Realities**
- **What is Leadership?**
- **What Do Leaders Do?**
- **Key Leadership Skills**
- **Ways to Develop Leadership Skills**
- **Summary**

Today's Realities

- **Global Competition is forcing changes in all aspects of our society**
 - **Business**
 - **Government**
 - **Education**
 - **Health Care**
- **Customers are demanding more**
- **We have to change how we work and manage**
 - **All aspects of our organizations**
 - **All processes we use to do our work**

We Live in a New Era

- **Old Paradigm - One Job**
 - Go to work, do your job and come home
- **New Paradigm - We Have Two Jobs**
 - **Do** your work
 - **Improve** on how you do your work
- **Key Issue**
 - How to balance the
“Doing” and “Improving” workloads

Leaders Help Us Make the Needed Changes?

*Leaders help a group of people move from
One paradigm to another*

"Leadership: the art of **getting someone else** to do something you want done because he wants to do it."

Dwight D. Eisenhower

"Leaders have **followers**"

Bill Gore, Founder, W. L. Gore and Associates

We have Many Kinds of Leaders

- **Political**
- **Military**
- **Business**
- **Academic**
- **Religious**
- **Sports**
- **Statistical Leaders**
- **And many more**

Change Requires Both Leading and Managing

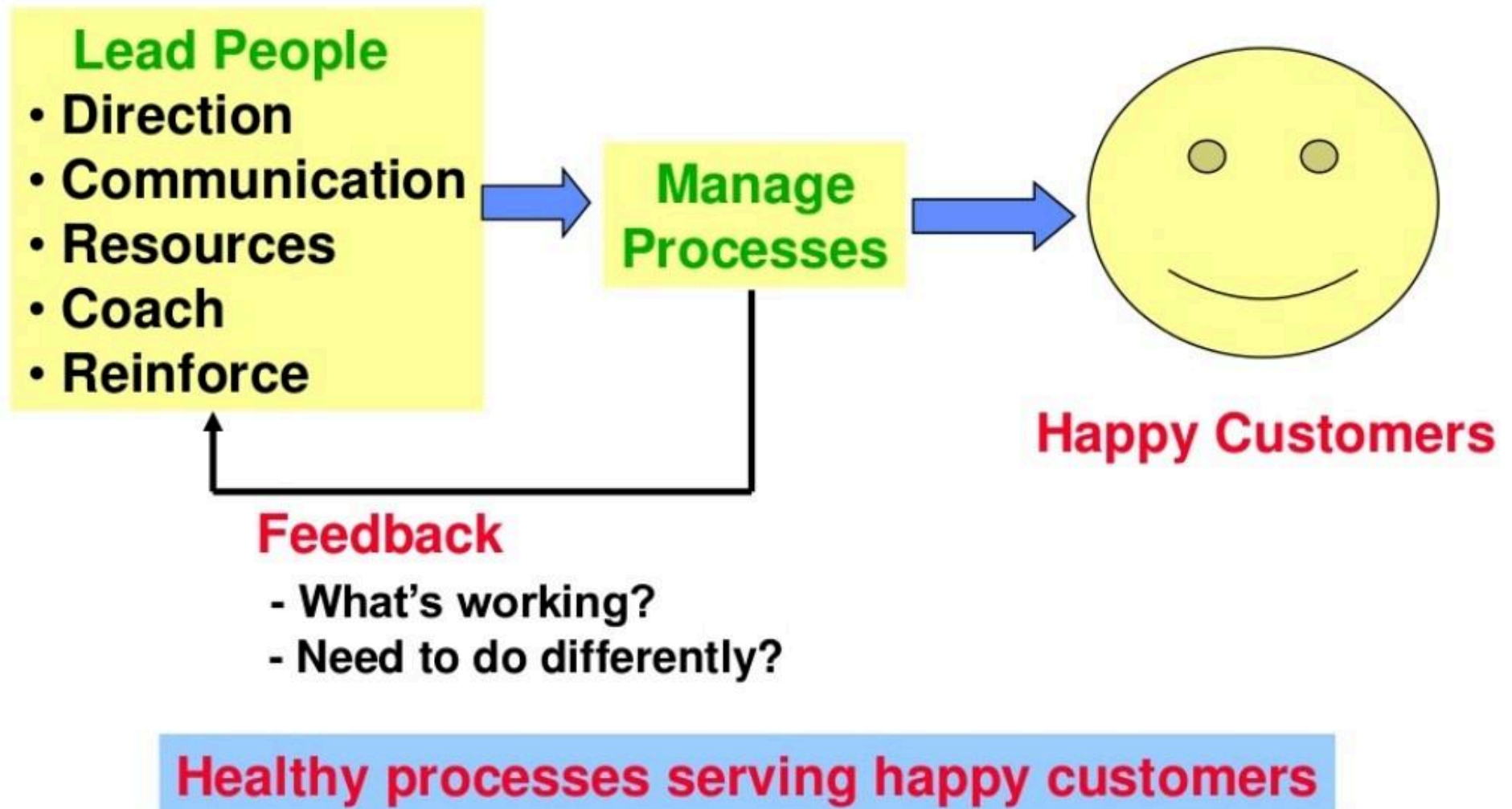
Leading

- Moving Between Paradigms
- Doing Right Things
- Creating Improvements
- Leading & Developing People

Managing

- Working Within a Paradigm
- Doing Things Right
- Holding the Gains
- Managing Processes

We Need Both Leading and Managing



Time Spent on Doing and Improving Work

<u>Role</u>	Leading <u>“Improving” Work</u>	Managing <u>“Doing” Work</u>
Executives	90	10
Managers	70	30
Others	30	70

So What Do Leaders Do?

- **Provide Direction - Where we are headed**
- **Communicate**
 - **The “Why” & “Benefits” of the direction**
- **Enable, Coach and Counsel**
- **Recognize Results and Reinforce Desired Behavior**

Kotter's Eight Stages of Successful Change

- **Establish a sense of urgency**
 - Positive vision of being a premier company
- **Create a guiding coalition**
 - Champions
- **Develop a vision and strategy**
 - Six Sigma at my company
- **Communicate the change vision**
- **Empower employees for broad based action**
 - Aggressive results oriented training at all levels
- **Generate short-term wins**
 - \$50M in six months at Company A
- **Consolidate gains and produce more change**
 - Using annual operating plan and communications program
- **Anchor new approaches in the culture**
 - Champions, Master Black Belts, Black Belts, Green Belts

Elements of Successful Change

- **Vision**
- **Motivating forces - Burning platform**
- **Strong, respected leader**
- **Broad participation**
- **Communication - Tight networks and patterns**
- **Training and Education**
- **Reinforcement**

Communicate The Direction

Provide Understanding and Hope

- **The direction we are pursuing**
- **What benefits we expect to get**
- **Progress - Results achieved to date**
- **Communication should be clear, concise and continuous**
- **Variety of media should be used**
 - **People take in and process information in different ways**

Enable - Set Up People for Success

- **Provide resources - people, time, \$\$\$**
- **Provide training - build needed skills**
- **Provide methods to accomplish assigned tasks**
- **Remove barriers**
- **Coach and Counsel**

Recognize and Reinforce

Catch People Doing Things Right

- **Recognize accomplishments and results**
 - **Psychological rewards**
 - **Financial rewards**
- **Reinforce desired behavior**
 - **Catch people doing things right**
- **People want and need feedback**
 - **“How am I doing?” , Ed Koch, Mayor, New York**
- **Feedback needed for improvement**
- **Key tool - Management reviews**

Leaders Lead People

- Provide Direction
 - *Leaders show the way*
- Communicate
 - *Leaders develop understanding and hope*
- Enable, Coach, Counsel, Provide Resources
 - *Leaders set people up for success*
- Recognize Results and Reinforce Desired Behavior
 - *Leaders catch people doing things right*

Dalton Model for Career Development

Career Stage

- Apprentice
- Colleague
- Mentor
- Sponsor

Role

- Helps, follows direction
- Independent contributor
- Manager, developer of people, networker
- Shapes the organization's direction

Leadership skills are required to function as a “Mentor” and “Sponsor”

Quotes on Leadership

“The very essence of leadership is you have to have a **vision. It s got to be a vision you **articulate forcefully** on every occasion. You can’t blow an **uncertain trumpet**.”**

Rev. Theodore Hesburgh,
President Emeritus, Notre Dame University

“Leadership and learning** are indispensable to each other.”**

John F. Kennedy
November 22, 1963

“The **speed of the leader determines the rate of the pack”**

“It is the capacity to develop and **improve their skills that distinguishes leaders from their followers.”**

Warren Bennis and Bert Nanus

Quotes on Leadership

“The best coaches know **what the end result looks like.--If you don’t know what the end result is supposed to look like, you can’t get there.”**

Vince Lombardi
“Hey, Wait a Minute”
John Madden p224

“Failing to **prepare is preparing to fail”**

John Wooden

“The secret of success is **constancy of purpose”**

Benjamin Disraeli

Quotes on Leadership

“Life is like a dog sled team. If you’re not the **lead dog the view never changes.”**

Anonymous

“Leadership: the art of **getting someone else to do something you want done because he wants to do it.”**

Dwight D. Eisenhower

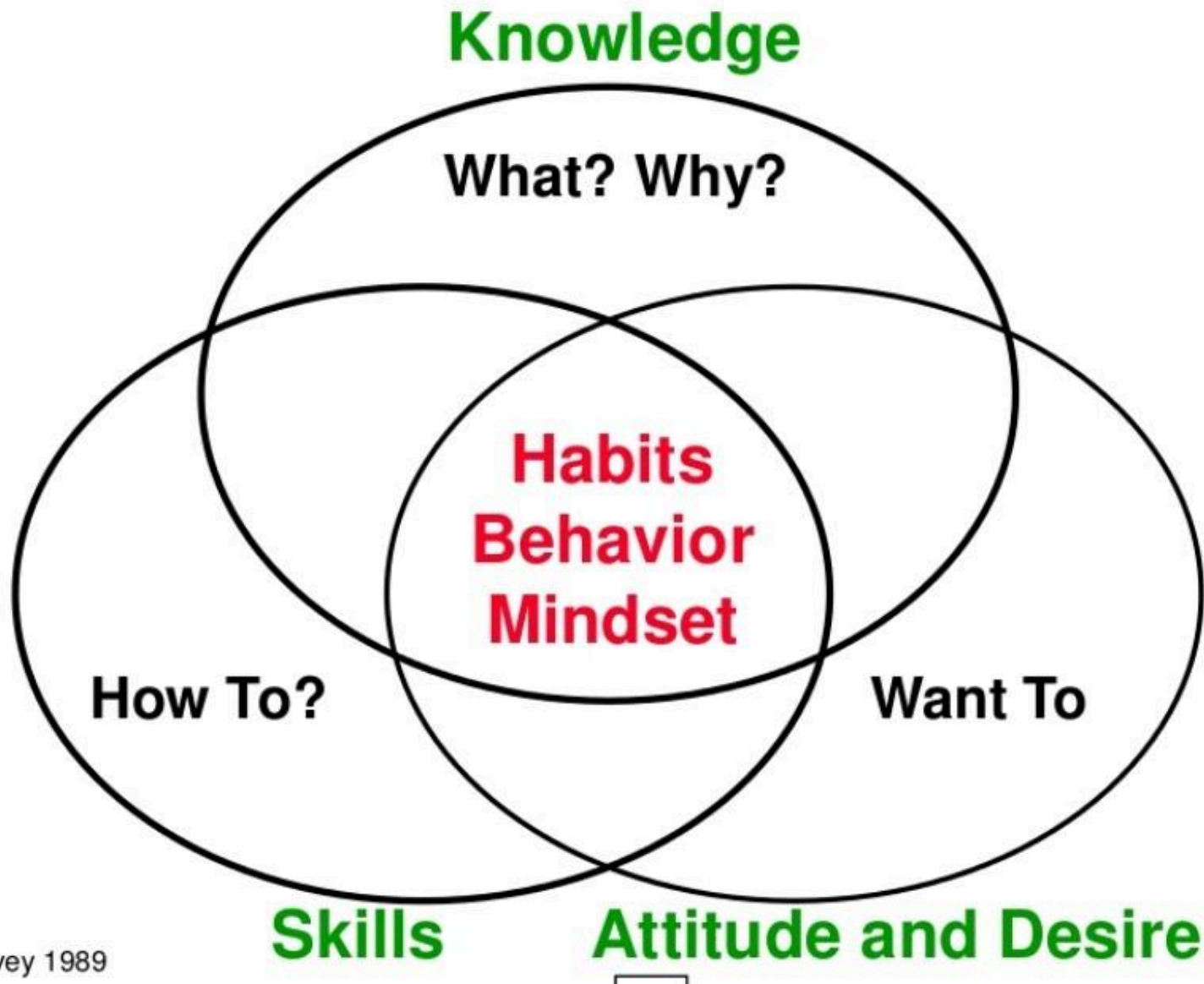
“Leaders have **followers”**

Bill Gore, Founder, W. L. Gore and Associates

“You can manage what you cannot **understand, but you cannot lead it.”**

Myron Tribus

Change Requires Shifts in Knowledge, Skills and Attitudes

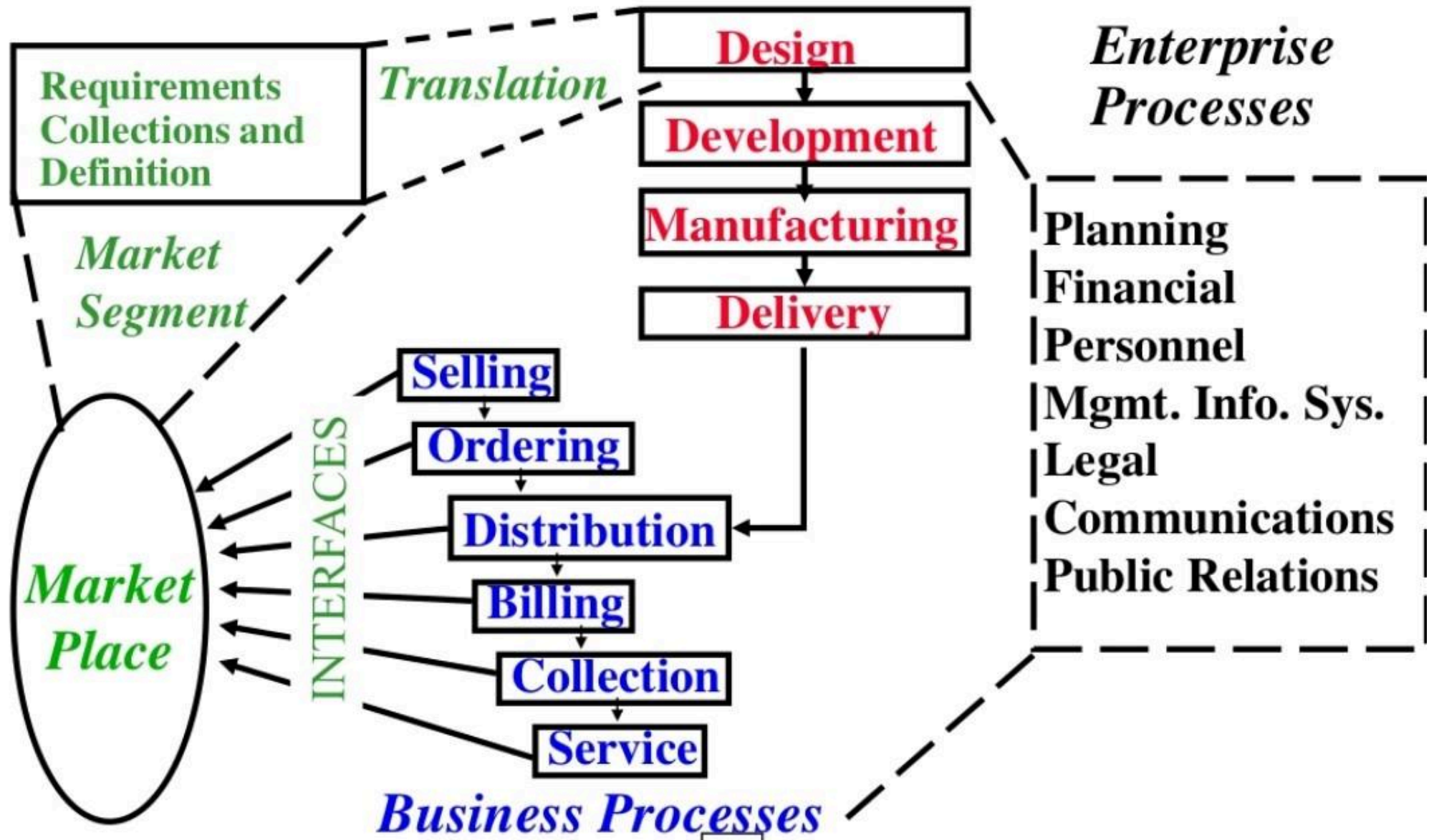


Key Leadership Skills

- **Business Acumen**
 - Understand how business works
- **Process and Systems Thinking**
- **Strategic Planning and Deployment**
- **Stakeholder Building**
- **Communication – Clear, concise & continuous**
- **Reviewing and Coaching**
- **Structured Improvement Methods (Six Sigma)**
- **Learn to Deal With Teams & Group Dynamics**
- **Meeting Design and Facilitation**
- **Project Planning and Management**
- **Understanding Human Behavior**

Core Processes

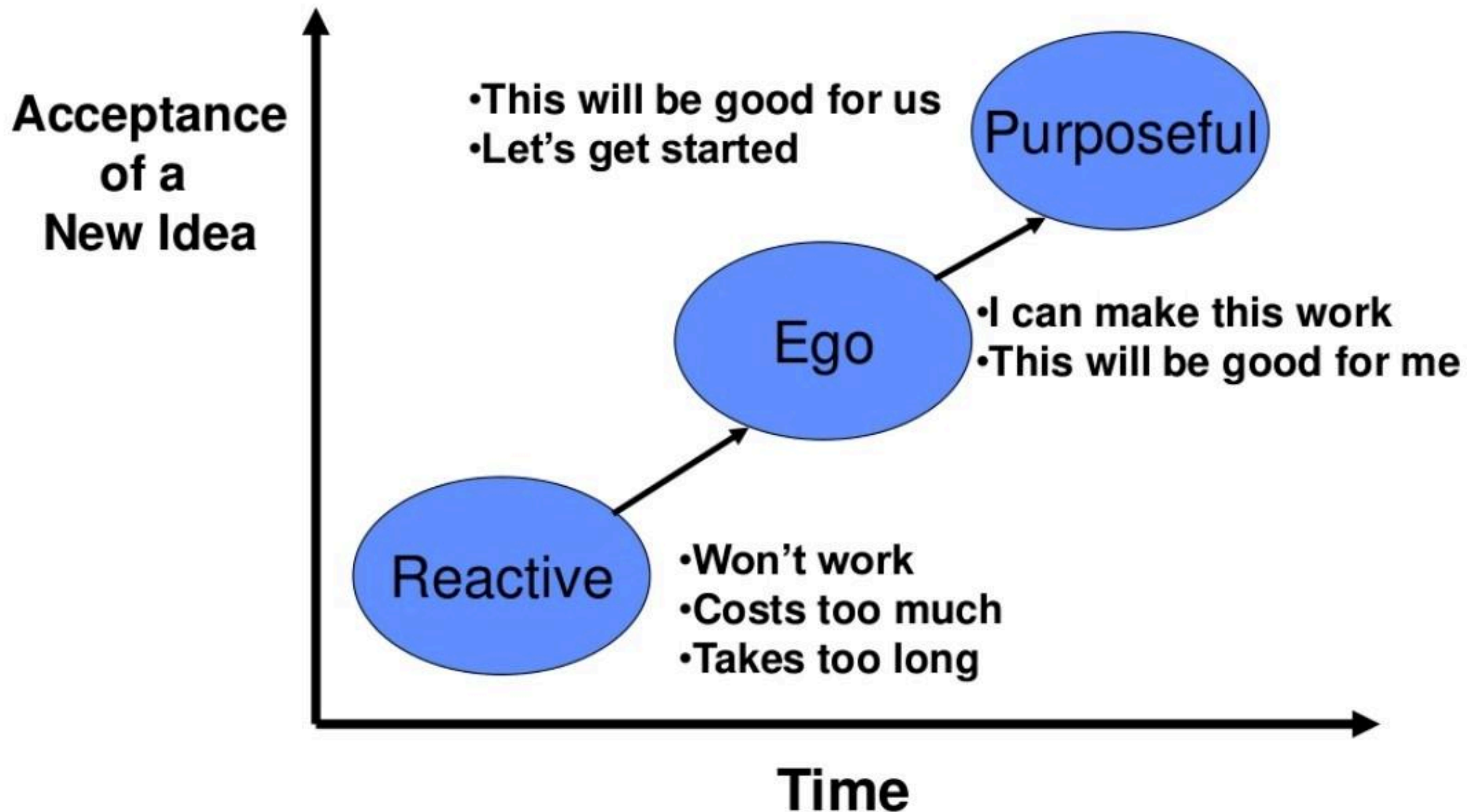
Product Processes



Elements of Strategic Planning

- **Mission** – What the organization does for its customers
- **Vision** – What the organization wants to become
- **Values** – Principles organization will live by
- **Objectives** – What we have to do to be successful
- **Strategy** – How we will achieve our objectives
- **Goals** – Numerical targets that enable the organization to meet its objectives
- **Initiatives** – Actions taken to implement strategies
- **Deployment** – Process of taking the strategies and objectives to each level of the organization so that the overall objectives are achieved

Modes of Behavior



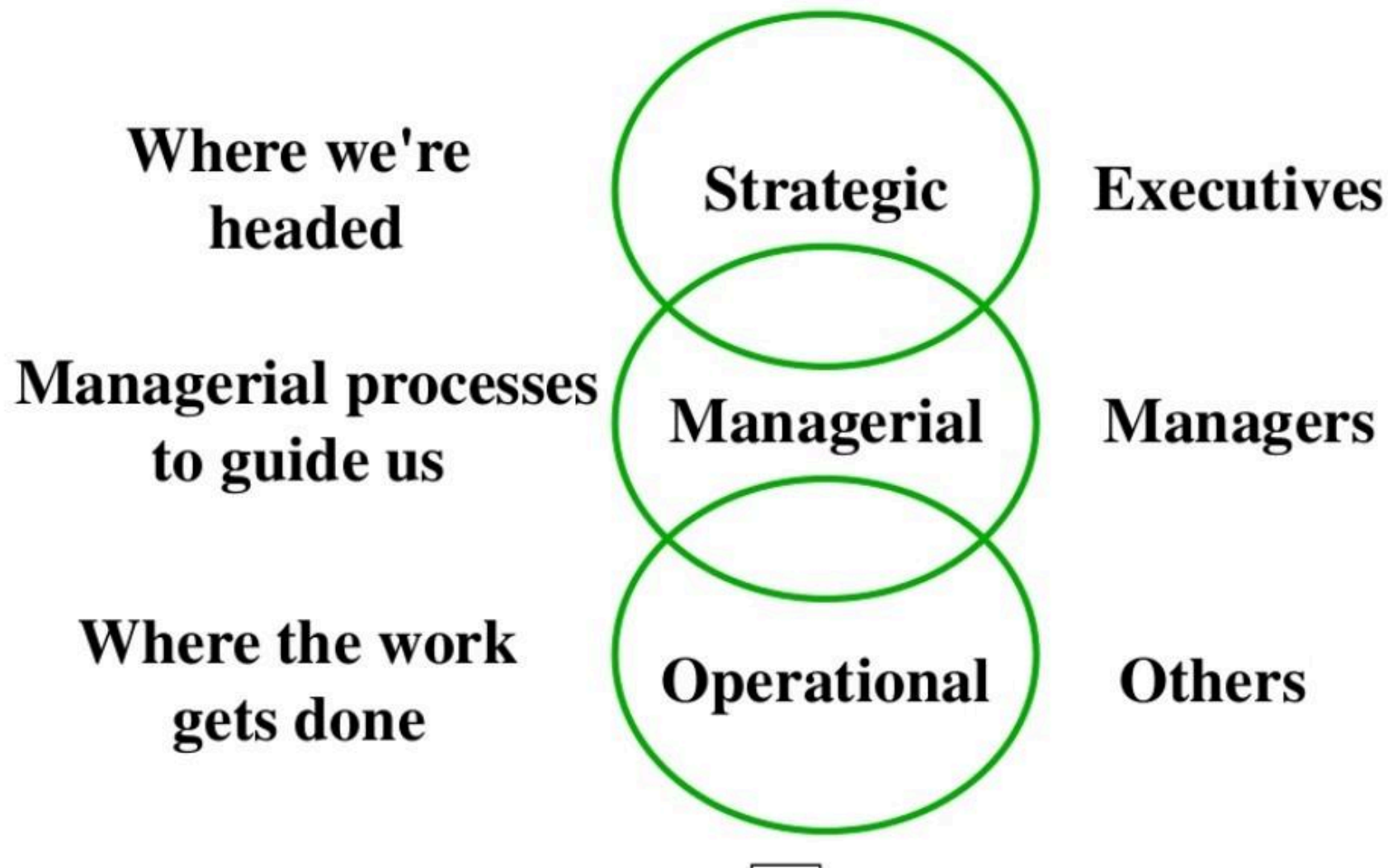
Reaction to a New Idea – Modes of Behavior

- Phase I – **Reactive**
 - This will never work - The cost is too high
 - I don't have time for this
- Phase II – **Ego**
 - I see some benefit for me - I think that I can make this work
- Phase III – **Purposeful**
 - This can be good for us
 - Everyone should get this training
 - Let's get started

Note: Everyone starts in the reactive phase – “Goes Reactive!”

- We all pass through the Ego Phase before “Becoming Purposeful”
- People move through the phases at different rates
- Some people don't ever get out of the Reactive phase

Leaders Recognize Different Levels of Activity and Job Responsibility



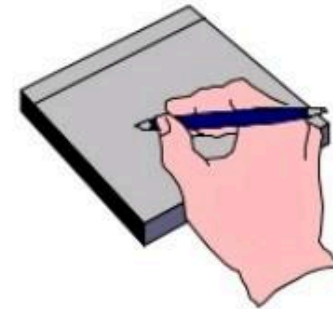
Running Effective Meetings

- **Well-Defined meeting purpose, desired outcomes, agenda and roles**
- **Meeting Roles**
 - **Leader – Runs the meeting**
 - **Facilitator – Helps the group conduct the meeting**
 - **Scribe – Captures ideas and issues on flip chart to keep the group focused including Action List and Parking Lot**
 - **Note Taker – Prepares the meeting minutes**
 - **Timekeeper – Keeps track of the meeting time**

Meeting Roles



Meeting Leader



Scribe



Time Keeper



Facilitator



Note Taker

Myths of Leadership

- **Leadership is a rare skill**
- **Leaders are born not made**
- **Leaders are charismatic**
- **Leadership exists only at the top of an organization**
- **The leader controls, directs, prods, manipulates**

Bennis and Nanus 1985

Personal Change Is Required

- **Insanity**
 - **Doing the Same Things and Expecting Better Results**
- **The Only Person Who Enjoys a Change is a Wet Baby**
- **“If You Can’t Change Your Mind You Can’t Change Anything”--George B. Shaw**
- **Those Who Fail to Respond to Their Changing World Will Have Less Influence in It**

Ways to Develop Leadership Skills

- **Read books and articles**
- **Attend courses**
- **Discuss the subject with colleagues**
- **Practice, Practice, Practice,**

**“Becoming a leader is like
learning to play the violin in public”**

Anonymous

Can I Be Successful?

“Never doubt that a small group of committed people can change the World. Indeed, it is the only thing that ever has”

Margaret Mead