

Advanced Diploma in Leadership and Management

Lesson 1
Why leadership matters ?



Course Agenda

Semester One: Leadership Awareness

Week 1 : Why leadership matters

Week 2 : Principles of leadership.

Week 3 : Leading with vision, values and purpose

Week 4: Leaders communicate to inspire.

Semester Two :Organisational Leadership

Week 1 : Leadership and organisational culture

Week 2 : Leadership and engagement

Week 3 : Why leaders coach and develop others

Week 4: Leaders empower innovation and creativity.

Semester Three: Strategic Leadership

Week 1 : Leaders develop strategic awareness

Week 2 : Adaptive leadership

Week 3 : Leaders constantly scan their environment

Week 4: Leading through change.

Lesson One

Why Leadership Matters



Why leadership makes a difference.



Dimensions of Leadership.



How leaders lead with resolve and humility.

Pillar 1

Why leadership makes a difference

“Lead from the back and let others believe they are in front!”

Nelson Mandela

Why leadership makes a difference

Leadership and excellence

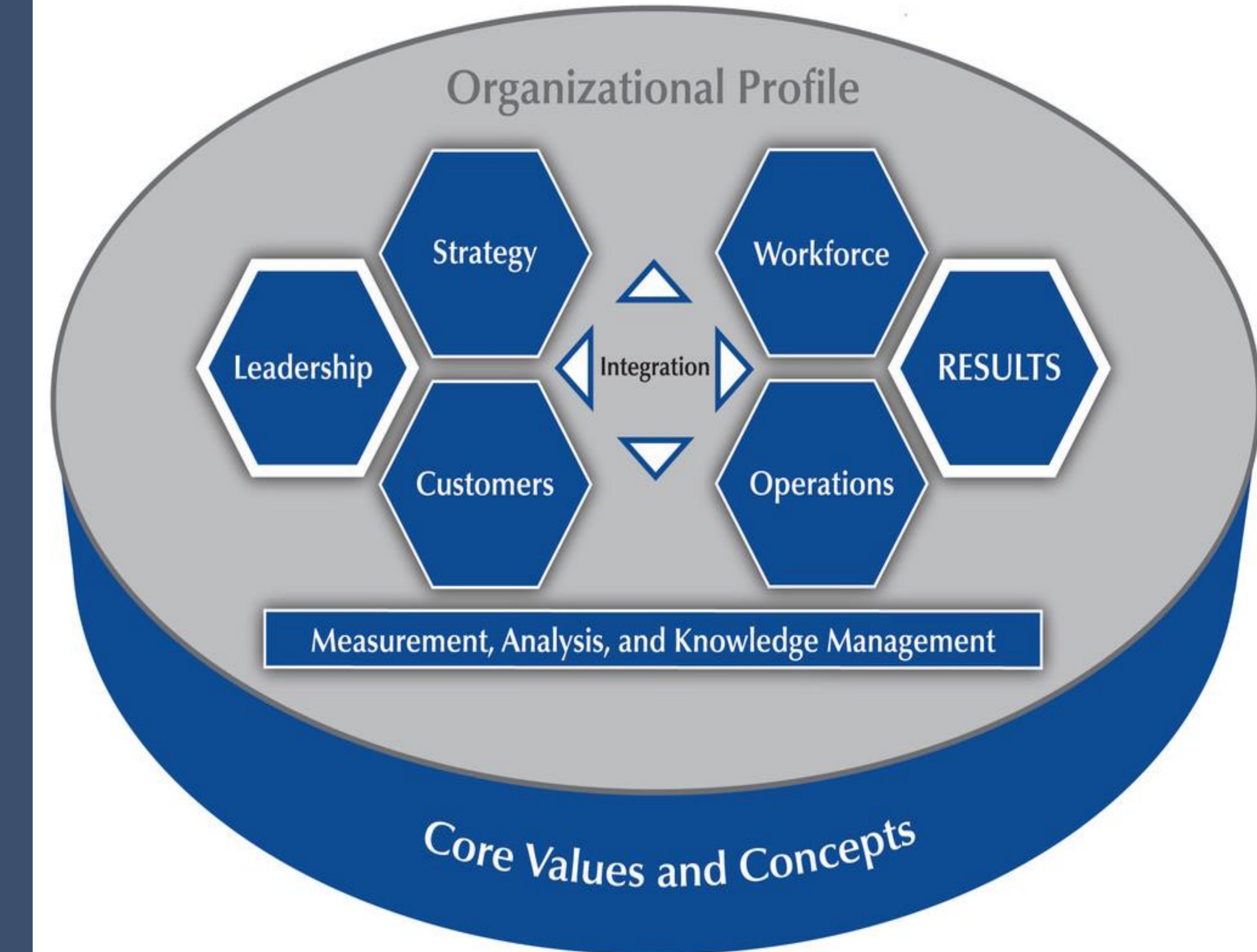
The screenshot shows a web browser window with the URL <https://www.asq.org/learn-about-quality/malcolm-baldrige-award/overview/overview.html>. The page has a blue header with the ASQ logo and navigation links for MENU, Hello, Guest, Login, Cart (0), CONTACT US, BECOME A MEMBER, and a search function. The main title is "LEARN ABOUT QUALITY". Below it are three tabs: "ABOUT BALDRIGE AWARD" (highlighted in orange), "RESOURCES" (grey), and "RELATED TOPICS" (grey). The breadcrumb navigation shows: Home / Quality Resources / Learn About Quality / Malcolm Baldrige National Quality Award (MBNQA). The main content area features the title "MALCOLM BALDRIGE NATIONAL QUALITY AWARD (MBNQA)".

Recipients are selected based on achievement and improvement in seven areas, known as the Baldridge Criteria for Performance Excellence

Why leadership makes a difference

Performance excellence

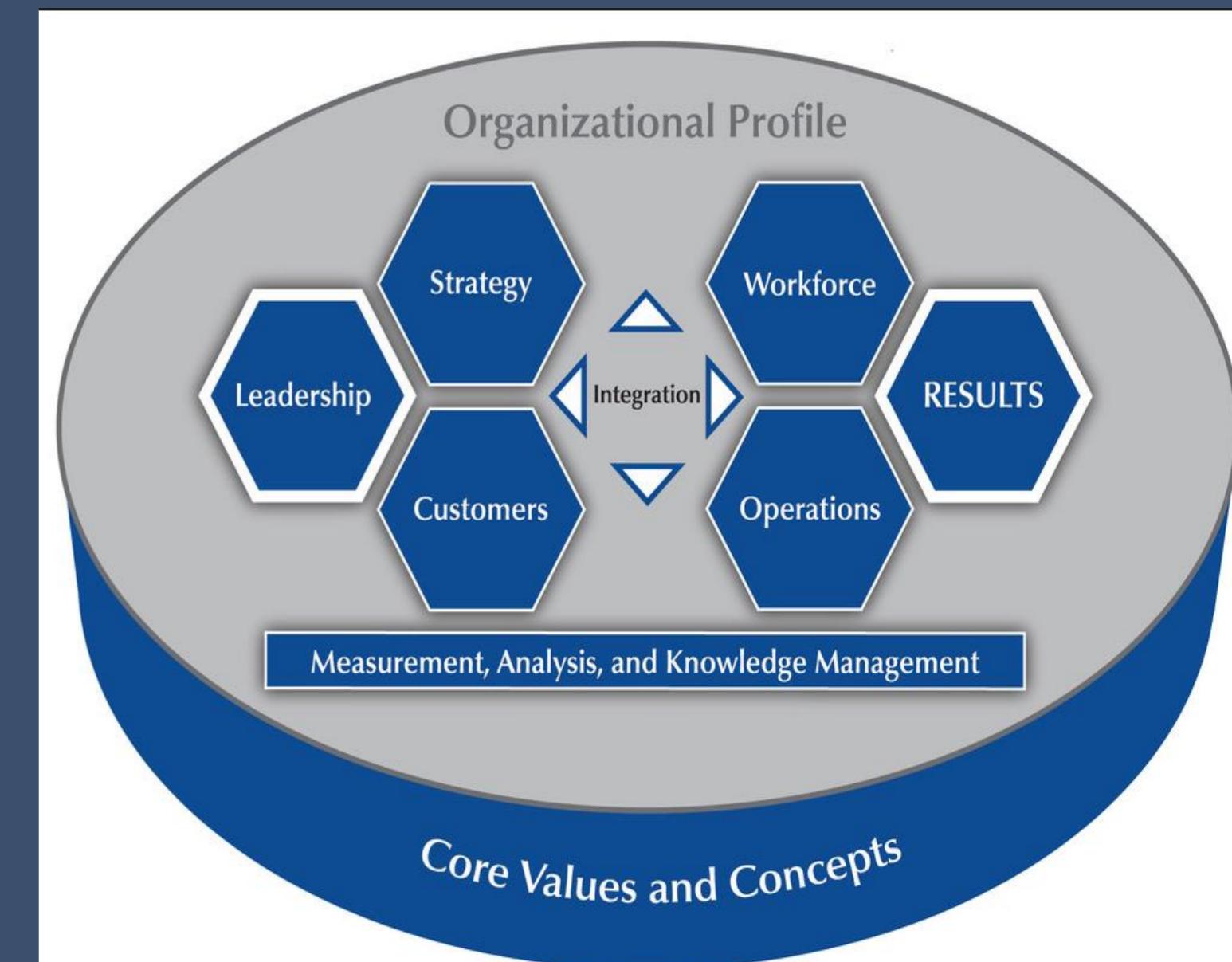
- Malcolm Baldridge Award
- Criteria
 - Leadership
 - Strategy
 - Customers
 - Measurement, Analysis and Knowledge Management
 - Workforce
 - Operations
 - Results



From Baldrige Performance Excellence Program. 2015. *2015–2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.

Leadership and management framework

- Requires creation of Vision, Purpose, Mission, Values and Goals.
- Creates alignment.
- Eliminates silos.
- Creates focus on Key Stakeholders and their Requirements.
- Requires measurement of important things
- Requires strategic planning
- Fosters continuous improvement



Why leadership matters

Leadership is required across strategy and operations

Strategic Leadership

- Defining the overall vision and mission of an organization.
- Developing strategies, systems and structures to achieve the vision and mission.
- Creating both technical and social systems that are effectively integrated, and which address the needs of both customers and employees.

Operational Leadership

- Ensuring that organizational processes are effectively carried out on a day-to-day basis.
- Monitoring performance.
- Addressing constraints.
- Ensuring that employees understand what is to be done and are provided with the authority, knowledge and skills to do it.

Why leadership matters

Leaders need to be operational and strategically savvy



Strategic Engine

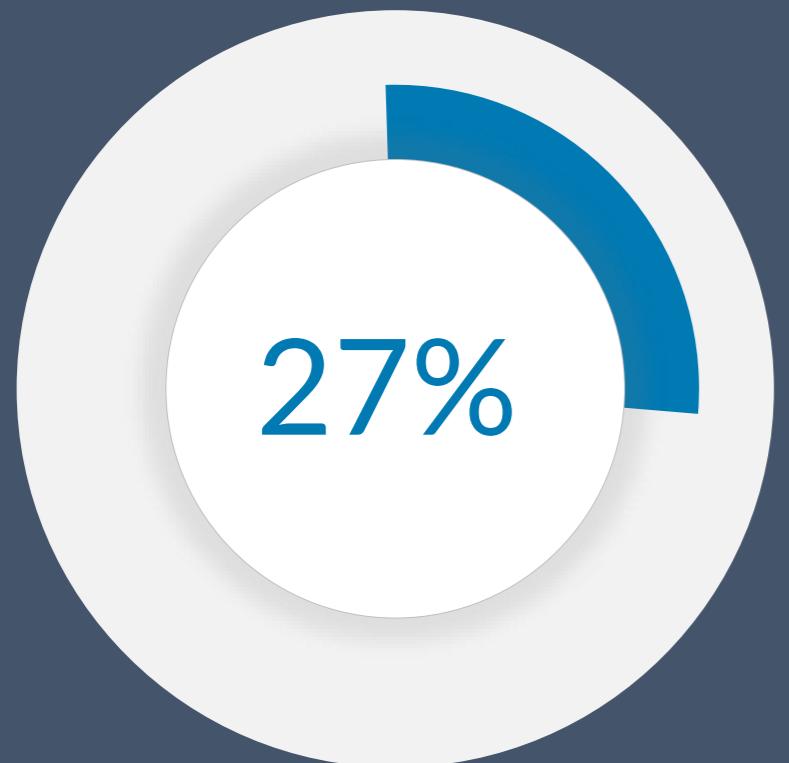
Where should we compete in the future?

Operational Engine

How can we improve our product or service right now?

Why leadership makes a difference?

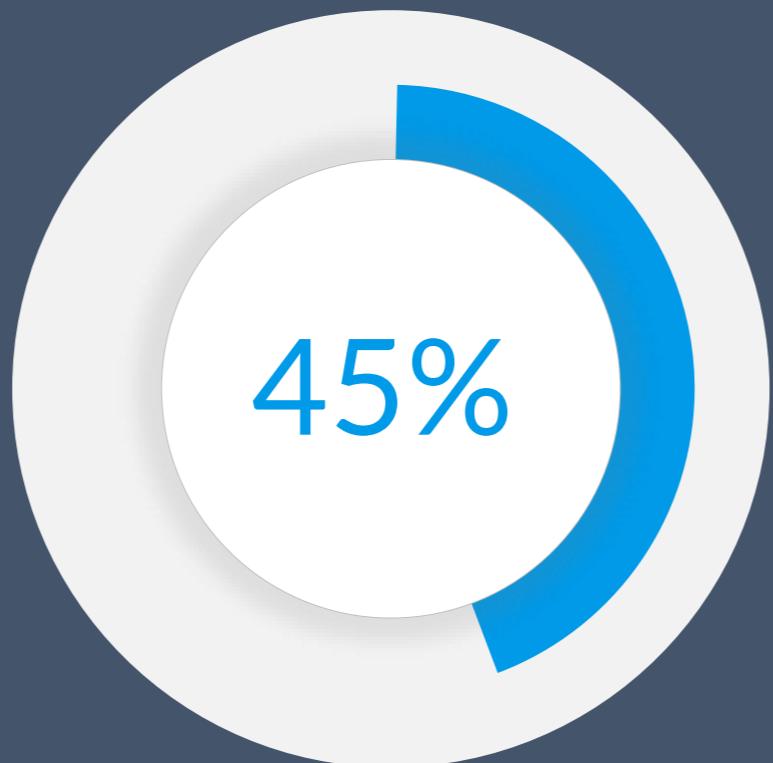
Top leadership preparedness



Human Capital

Improve leader development programs

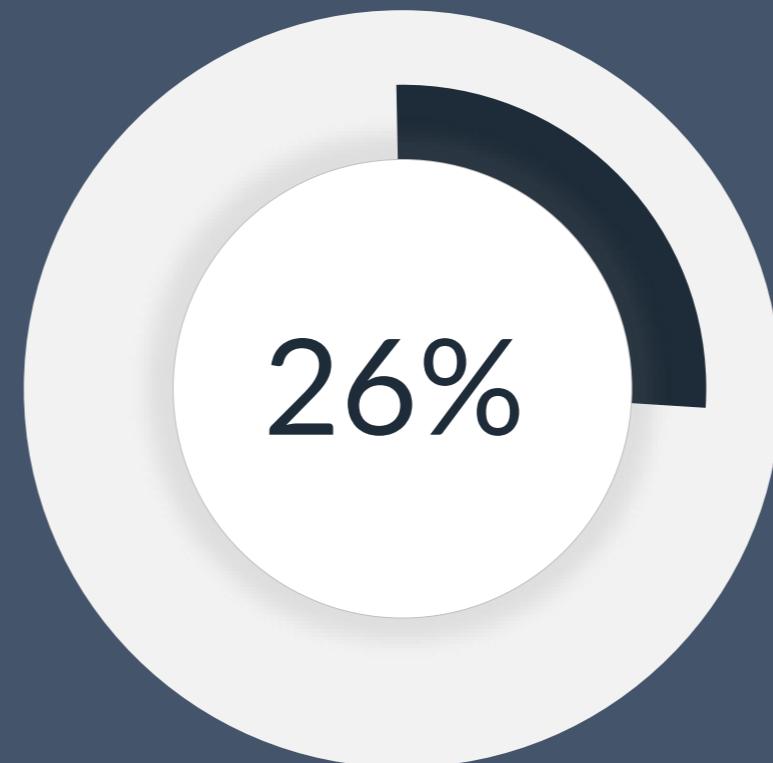
Succession Planning



Customer Relationships

Buyer behaviour

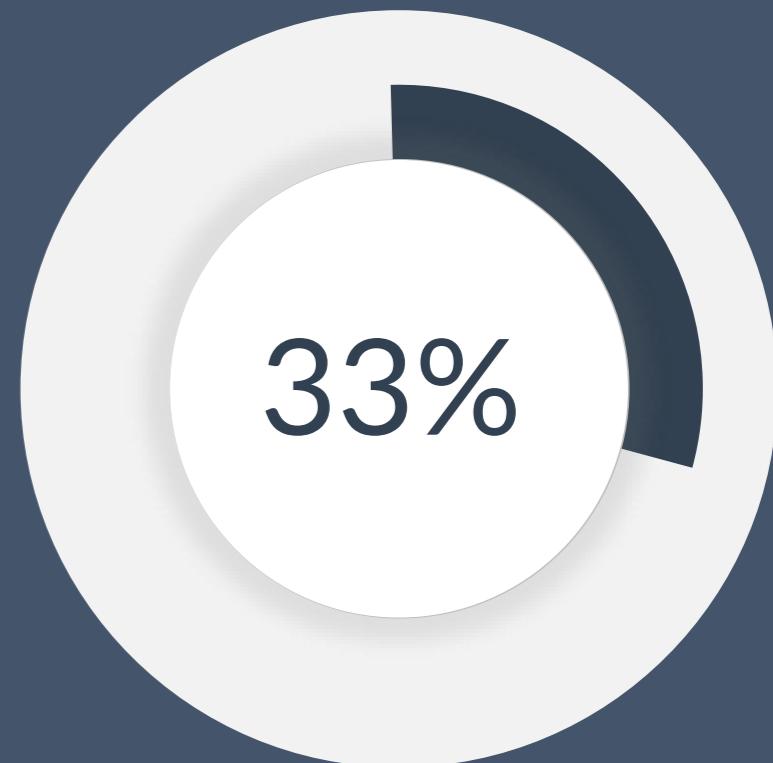
Focus on your touch points



Creativity Innovation

Utilizing diversity

Think divergently



Operational Excellence

Global uncertainty

Digital transformation

Why leadership makes a difference

Importance of leadership

Initiates Action

Communicates the vision, purpose and goals and explains the WHY, WHAT, and HOW we will succeed.

Provides Guidance

Leaders share passion in a way that enables others and the organizations soar in the accomplishment of their mission and vision.

Builds Motivation

Use both tangible and intangible rewards

Builds Morale

Get on board
Winning their trust

Create Confidence

Employees like to work with confident leaders

Safe & Secure Environment

Only in an environment of “trust and cooperation” can people produce great, even heroic, work.

Why Leadership makes a difference

Behaviors that make a difference

Top kinds of leadership behavior¹

- | | |
|--|--|
| 1 Be supportive | 11 Keep group organized and on task |
| 2 Champion desired change | 12 Make quality decisions |
| 3 Clarify objectives, rewards, and consequences | 13 Motivate and bring out best in others |
| 4 Communicate prolifically and enthusiastically | 14 Offer a critical perspective |
| 5 Develop others | 15 Operate with strong results orientation |
| 6 Develop and share a collective mission | 16 Recover positively from failures |
| 7 Differentiate among followers | 17 Remain composed and confident in uncertainty |
| 8 Facilitate group collaboration | 18 Role model organizational values |
| 9 Foster mutual respect | 19 Seek different perspectives |
| 10 Give praise | 20 Solve problems effectively |

¹Based on a survey of 81 organizations that are diverse in geography (eg, Asia, Europe, Latin America, and North America), industry (eg, agriculture, consulting, energy, government, insurance, mining, and real estate), and size (from ~7,500 to 300,000 employees).

Source: McKinsey's Organizational Health Index

1. Being Supportive

Leaders who are supportive understand and sense how other people feel.

2. Result Oriented

Leaders with a strong results orientation tend to emphasize the importance of efficiency and productivity .

3. Seek different perspectives

Leaders monitor trends, grasp changes in the environment, encourage employees to contribute ideas that could improve performance.

4. Solve problems effectively

The process that precedes decision making is problem solving, when information is gathered, analyzed, and considered.

Pillar 2

Dimensions of Leadership

“Look for three things in a person- intelligence, energy and integrity. If they don’t have the last one, don’t even bother with the first two!”

Warren Buffet

Integrity and honesty as dimensions of leadership



Clarify their value, and be an example to others.

Trust employees to do their job. Trust stems from honesty.

The vision is the emotional element of a company's mission statement.

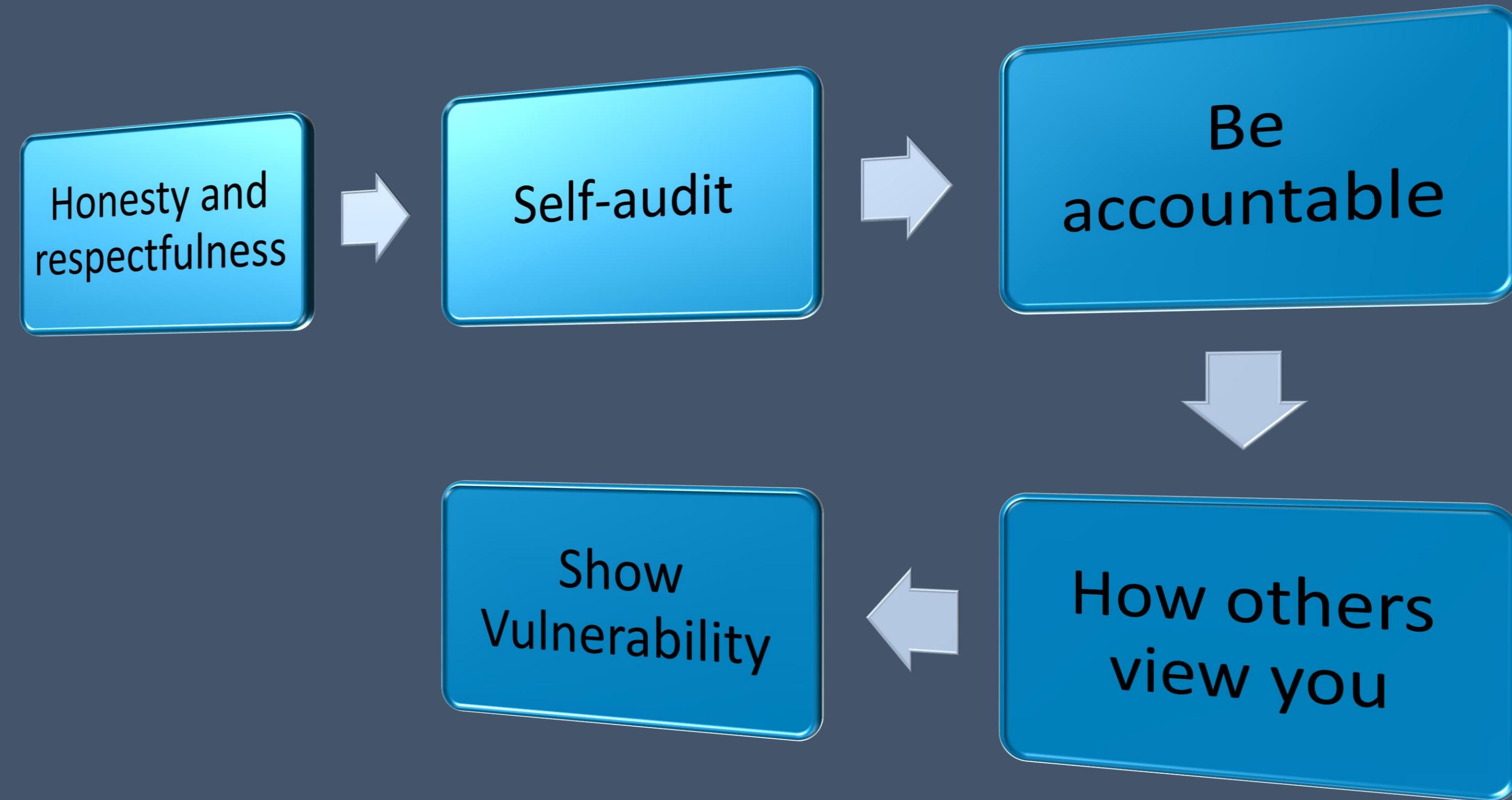
they must be willing to address areas that require change

Encourage the heart

Leaders must nurture the emotional dimension of their relationships with followers

Your great Subtitle in this line

How do aspiring leaders develop integrity?



Q. Do you consider that business is concerned with ethics?

Dimensions of leadership

Building honesty, integrity and trust

Ethical leadership is the process of influencing people to act on principles, values and beliefs.

Honesty may be seen as transparency and openness.

Integrity is often equated with courage- courage to speak up when your point of view is at odds with how things are being done.

Trust is seen when you act in the best interest of the team or organization rather than advancing your own agenda.

Leaders with high levels of integrity are in constant learning mode.

High-integrity leaders keep their promises.

High-integrity leaders own the situation and all of its outcomes.



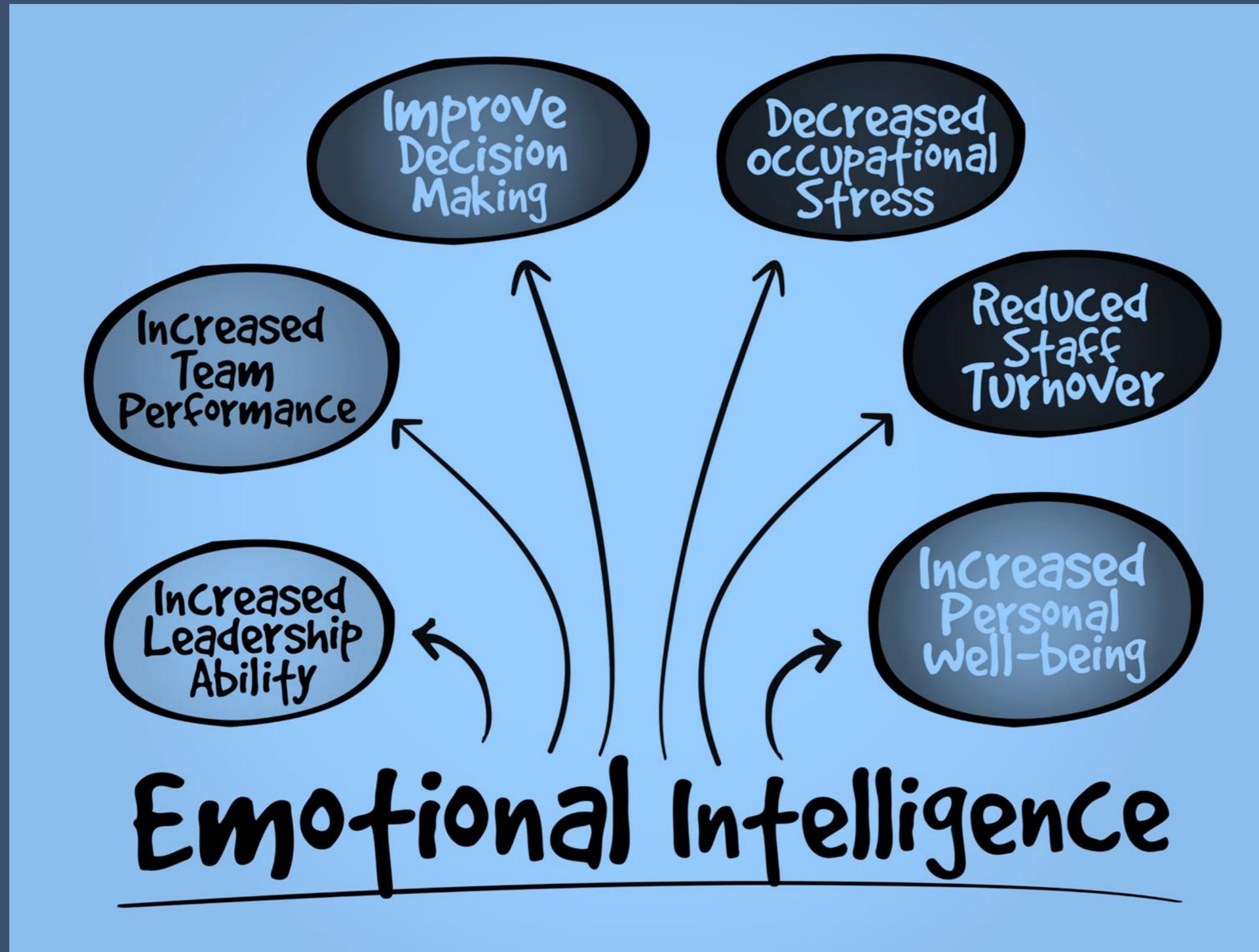
Dimensions of leadership

How do you perceive integrity?



Dimensions of leadership

Social & Emotional Intelligence



Dimensions of Emotional Intelligence

- Self-Awareness: ability of an individual to be in tune with her/his own feelings and to recognize the impact that his/her feelings have on others.
- Self-Management: ability to keep negative emotions and impulsive behaviour under control.
- Social awareness is the awareness of the motives and feelings of yourself and others around you.
- Relationship Management: ability to influence, guide and handle other people's emotions.

How leaders lead with resolve and humility

“You might gain that rare tranquillity that comes from knowing that you’ve had a hand in creating something of intrinsic excellence that makes a contribution!”

“A company should limit its growth based on its ability to attract enough of the right people.”

Jim Collins

How leaders lead with resolve and humility

How humility underpins leadership



Resolve: determination to accomplish a goal.

Humility: by admitting to employees that they don't have all the answers and by sharing their own personal journeys of growth and development.

How leaders lead with resolve and humility

Level Five Leadership

Level 5 - Executive

Builds enduring greatness through a paradoxical combination of personal humility plus professional will.

Level 4 - Effective Leader

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.

Level 3 - Competent Manager

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

Level 2 - Contributing Team Member

Contributes to the achievement of group objectives; works effectively with others in a group setting.

Level 1 - Highly Capable Individual

Makes productive contributions through talent, knowledge, skills, and good work habits.

Your great Subtitle in this line

Lessons in leadership: Darwin E. Smith CEO Kimberly Clark



-36%

Came in as CEO when shares had
fallen behind the market

20 years CEO

Sold the Mills.

Moved into consumer paper based
products

**Stock grew 4.1
times greater**

For next 20 years he outperformed
Hewlett-Packard, £M, Coca-Cola, and
GE

Smith was seen as someone unqualified to lead. Yet his success was down to extreme personal
humility with intense professional will.

Good to Great



"70% culture and 30% technology. The truth is, I'm not sure if it's 80 to 20 or 60 to 40 percent, but I'm certain our culture accounts from more than half our success as a business."

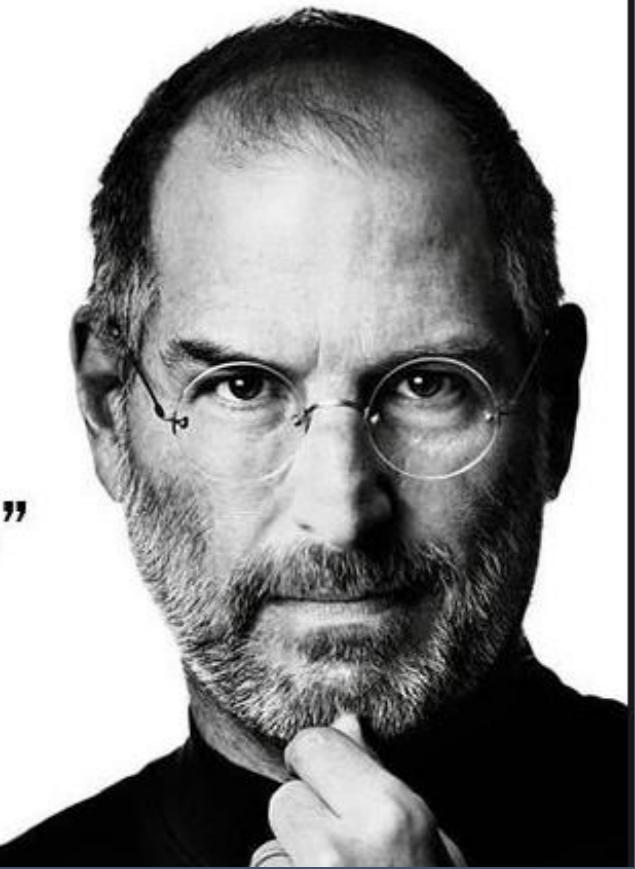
– F. Kenneth Iverson

Service

Service to "a cause or purpose we are passionately dedicated to and are willing to suffer and sacrifice for."

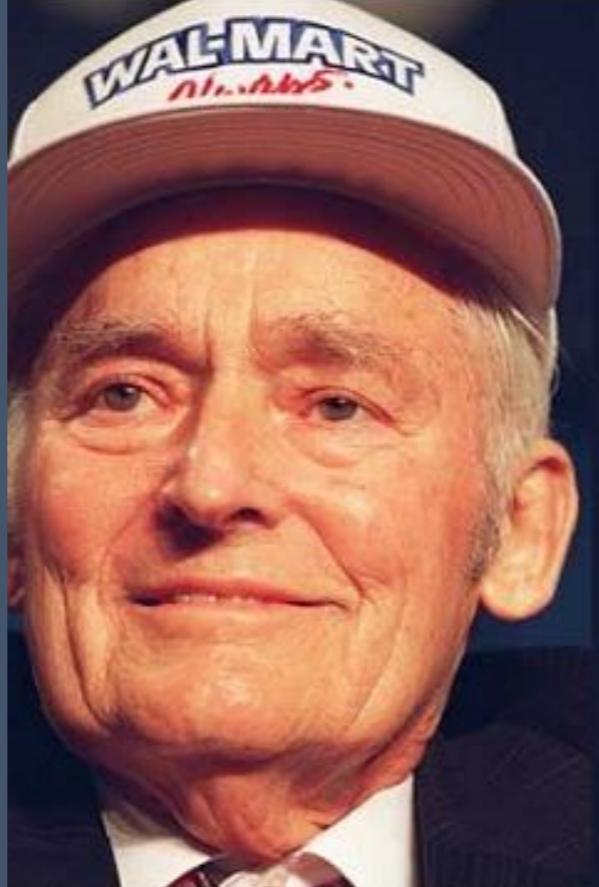
"Have the courage to follow your heart and intuition. They somehow know what you truly want to become."

- Steve Jobs



Challenge & Growth

"What huge and audacious challenges should we give people that will push them hard and make them grow?"



"Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish."

Sam Walton

Communal Success

"What can we do to reinforce the idea that we succeed only by helping each other?"

Someone who puts the company before most other things.

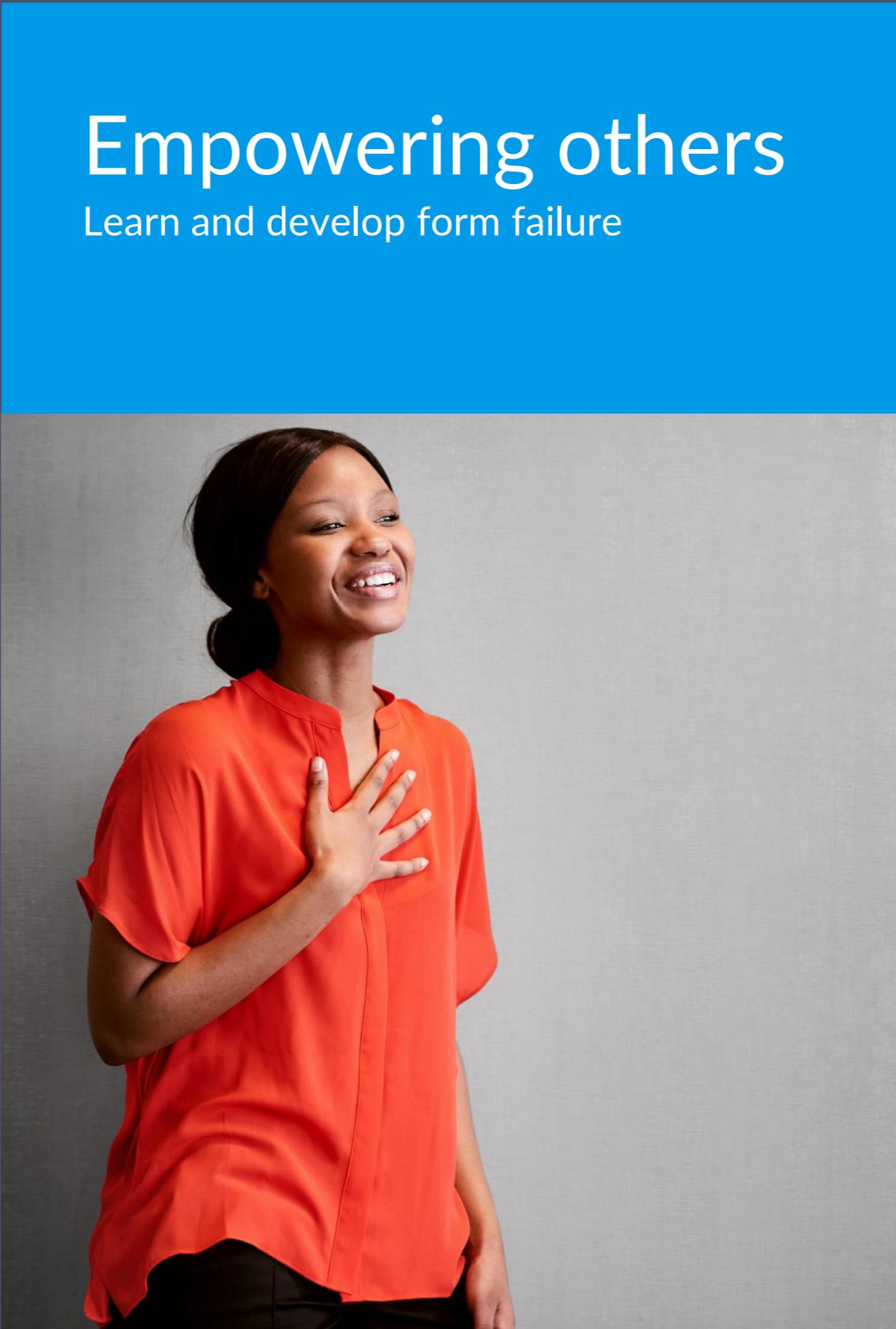
Humility in leadership

Acts of Humility



Learning from criticism

Admitting mistakes



Empowering others

Learn and develop from failure



Courage & resolve

Taking personal risks for the greater good



Lesson 1 Summary

Why leadership matters

1. Why leadership makes a difference.
2. Dimensions of Leadership.
3. How leaders lead with resolve and humility.



What kind of a leader are you?

What kind of a leader are you?

1. Transactional Leadership
2. Transformational Leadership
3. Steve Jobs & Douglas Conant
4. Finding your leadership style.