



# Leadership

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

*“With the best of leaders, when the job is done, when the task is accomplished, the people will say: we have done it ourselves.” Lao Tzu*

*“A leader is a dealer in hope.” Napoleon Bonaparte*

*“When I give a minister an order, I leave it to him to find the means to carry it out.” Napoleon Bonaparte*

*“Let him who would be moved to convince others, be first moved to convince himself.” Thomas Carlyle*

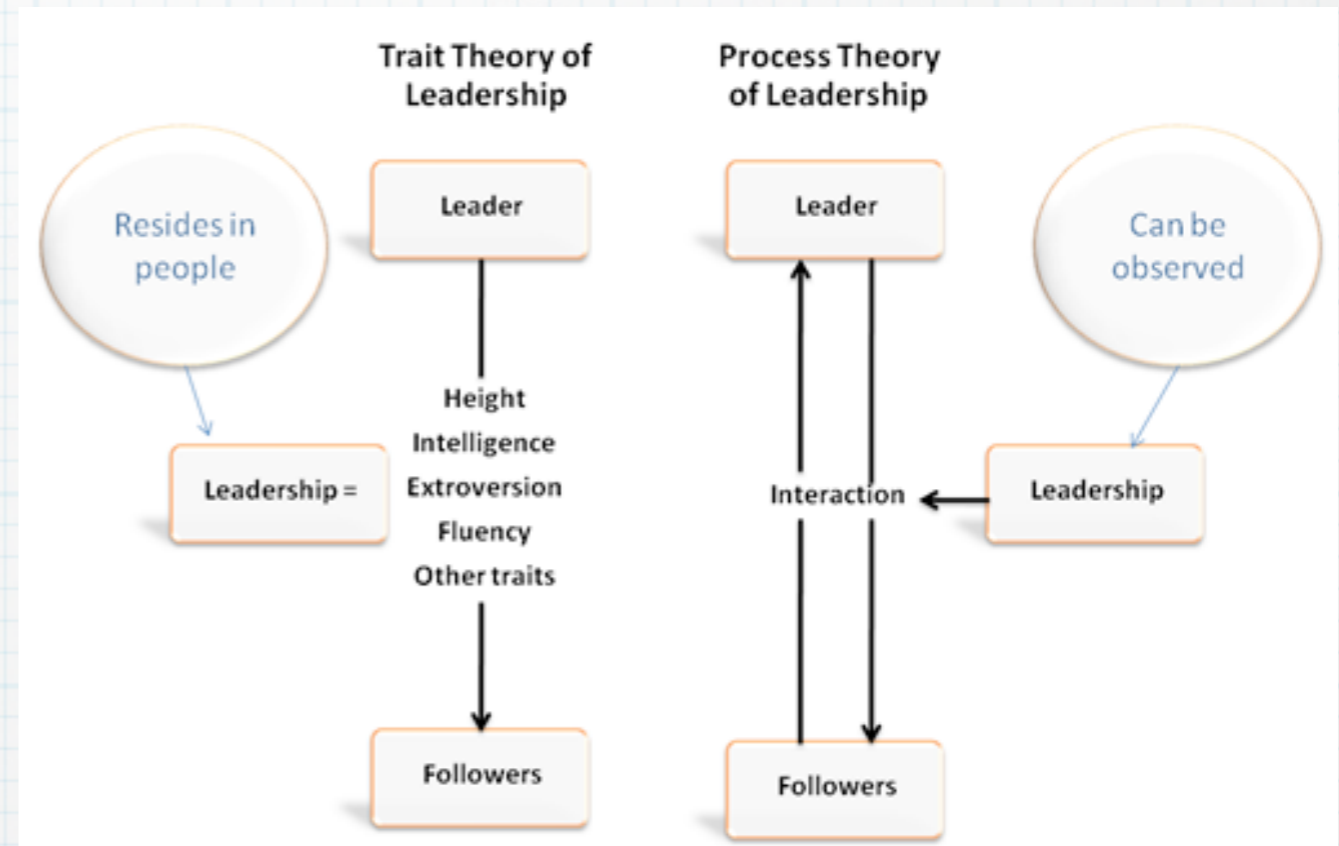
*“I have fixed and unbending principles, the first of which is to be flexible at all times.” Everett Dirksen*

*“Innovation distinguishes between a leader and a follower.” Steve Jobs*

*“Never doubt that a small group of thoughtful concerned citizens can change world. Indeed it is the only thing that ever has.” Margaret Mead*

# Theories of leadership

- **Are leaders born, forged, or made?**
- **The 'Trait Theory' says leaders have inborn talents that naturally suit them to leadership.**
- **The 'Great Events Theory' says leaders emerge or are forged in a crisis.**
- **The 'Process Theory' says leadership is a skill and can be taught and learnt - and mastered with practice.**
- **Not surprisingly, most leadership talks assume the latter; but the truth is that leaders are variable mixtures of all these.**



# Leadership traits

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- **What are the traits exhibited by good leaders?**
  - **Vision, passion, authority, drive, integrity, courage, empathy, resolution, commitment, confidence, oratory, determination, charisma, strength, reliability, openness, principles, people skills, trustworthiness, creativity...**
- **What other traits do you see/look for in leaders?**
  - **Name at least three more traits of good leaders...**
- **Out of this extended list, which are the most important?**
  - **What do you think are the five top leadership traits?**
- **Which of these traits do you think you possess?**
  - **Yes, you have at least some of them.**
  - **No, you don't have all of them.**

# What do leaders do?

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1. **Leaders speak truth.** Speaking truth is about being clear, honest and authentic.
2. **Leaders care about people.** They genuinely care about others and develop the people around them.
3. **Leaders have strength of character.** Who you are speaks far more loudly than anything you can say. People trust, respect and listen to those with integrity.
4. **Leaders are courageous.** It is not about doing what is easy, but what is right. (Meyer's Law: the hard thing to do is the right thing to do)
5. **Leaders build teams and create communities.** They give people a sense of belonging by creating workplaces that foster collaborations and friendships.
6. **Leaders know themselves.** They know their weaknesses and play to their strengths.
7. **Leaders are dreamers.** They spend a lot of time thinking, what if? Einstein said that "imagination is more important than knowledge".
8. **Leaders are inspirers.** They can always see a way forward, offering hope & a plan.
9. **Leaders achieve goals.** Such achievements are their legacy, and foremost amongst them must be forming a new generation of leaders.

# What do leaders do?

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- 1. Know yourself and seek self-improvement.**
- 2. Be technically proficient.**
- 3. Seek responsibility and take responsibility for your actions.**
- 4. Make sound and timely decisions.**
- 5. Set the example.**
- 6. Know your people and look out for their well-being.**
- 7. Keep people informed.**
- 8. Develop a sense of responsibility in people.**
- 9. Ensure that tasks are understood, supervised, and accomplished.**
- 10. Work as a team and use the full capabilities of your organisation.**

**Share a story about the best or most influential leader you have encountered. What made that person such an effective or inspirational leader?**

# Vision

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*“Leaders articulate and define what has previously remained implicit or unsaid; then they invent images, metaphors, and models that provide a focus for new attention. By so doing, they consolidate or challenge prevailing wisdom. In short, an essential factor in leadership is the capacity to influence and organise meaning for the members of the organisation.”*  
Bennis & Nanus (2007)

- **So what’s this vision thing? Try out some definitions...**
  - **Looking over the horizon**
  - **Seeing through brick walls**
  - **Capturing the zeitgeist**
  - **Knowing what to do**
  - **Imagining the future**
  - **Imagining you can change the future**
  
- **Do you have a vision? What is it?**
  - **Where did it come from? What shaped it? Is it a dream or a passion?**
  
- **What’s the difference between ‘vision’ and ‘a vision’?**

# Vision statements

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*“Men wanted for hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honour & recognition in case of success.”*

Ernest Shackleton in a 1890 job ad for his first Antarctic expedition

*“When I'm through... everyone will have one.”* Henry Ford on producing automobiles

*“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the Earth.”*

President Kennedy initiating the Apollo program

*“There's something going on here... something that is changing the world... and this is the epicentre.”* Steve Job at the start-up of Apple Computers

*“2000 stores by the year 2000.”* Howard Schultz of Starbucks Coffee Company

*“Do it, try it, fix it!”* Wal-Mart's motto

## **What's your own vision statement?**

**(it could be for your job, your career, your organisation, your field...)**



# Leadership styles

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- **There's more than one way to do it!**
  - **The Dictator**
  - **The Consensus-builder**
  - **The Visionary**
  - **The Administrator**
  - **The Team Captain**
  - **The Expert**
  - **The Prophet**
  - **The Field Marshal**
  - **The Sage**
  - **The Power behind the Throne**
  - **The Educator**
  - **...can you suggest some more?**
- **The most effective style(s) depend on context/situation**
- **No one style is a panacea, and several might work**
- **Adopt different styles for different situations!**

# Practising leadership

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**Find an opportunity, engage your strengths and your vision, and try leading...**

- **Have confidence - if you don't believe in yourself, who will?**
- **Start as big as you dare - and then some**
- **Don't be afraid to fail - learn from the experience**
- **Learn from and copy good leaders you encounter**
- **Learn your strengths & weaknesses (nemesis clobbers hubris)**
- **Try different leadership styles to see how & when they work**
- **As with any other skill, you will get better with practice!**