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LEADERSHIP PRACTICES
Leadership Practices: Summary

1. Scan

2. Focus

3. Align & Mobilize

4. Inspire
Leadership Practice 1: Scanning

• A leader scans the organization & external environment to understand patterns and trends – makes sense/meaning.

• Figure out past, current and future state of the organization and environment: needs, trends, national priorities. Read, consult & interpret.
Scanning

• Look out for opportunities, strengths, weaknesses, challenges/constraints (SWOT)

• Scan sources of information on client needs, expectations, local and international social and political conditions

• Enables you identify challenges, obstacles and formulate direction, strategy to deliver positive change - envision
5 C’S for situation analysis

1) **Company** – Organization: product line, technology and experience, culture, goals

2) **Collaborators** – Distributors, Suppliers, Alliances

3) **Customers** – market size, customer needs, frequency of purchase, trends, motivation behind purchase, consumer information sources
5 C analysis for situation analysis

4) **Competitors** – Actual or potential, product positioning

5) **Climate / Context**
   - political: gov’t policies and regulations
   - economic: business cycle, inflation rates
   - socio–cultural: society trends and fashions
   - technological: impact of knowledge on the demand for existing products
Self knowledge

• One’s principles: What do you stand for? What would you want to be remembered for?

• One’s values: What is your moral stand on social issues e.g. corruption,

• One’s strengths and weaknesses: Orator? Mobiliser? critical thinker?
Knowledge of the immediate team members

• What are their strengths and weaknesses?

• What are their ambitions, future plans?

• What are their networks?

• What are their interests in being part of the team?

• Who is interested in their skills?
Leadership Practice 2: Focusing

- **Focusing** – Identify critical priority challenges to allocate scarce resources to

- Pick challenges that you have control or influence over

- Formulate strategic response to address the priority challenges; & organize and coordinate mode of response – organize or agonize!

- *Try using the Pareto Principle: 20% of your priorities will give you 80% of your production; invest your time, energy, money & personnel on the top 20% of your priorities*
Selecting Priority Challenge

**Methods:**

- The 3 Rs: required, returns & rewarding
- Priority Matrix - Use criteria
- Circles of control & influence
- Root Cause Analysis using fish bone and the 5 Whys?
Leadership Practice 3: Aligning & Mobilizing

• Ensure understanding & congruence of mission, vision, goals, priorities, strategy, structures and systems

• Coordinate organizational goals with those of employees, linking task needs with individual needs

• Need to show you are for a higher or common good rather than individual interests
Aligning and mobilizing

• A leader aligns organizational members to the strategic direction / overarching goals to overcome external and internal challenges or resistance to change that may detract staff & stakeholders.

Example: Guerrilla war leader keeps his troops & people hopeful for years…
Non-aligned organization

• Non-congruence in various elements
Aligned organisation

• Elements Aligned
Aligning

• How does the leader get people aligned behind the organization’s vision and overarching goals?

• COMMUNICATE Effectively to “Manage”
  Meaning: Use all means and reach as many: to convince, clarify, make believe/appeal.

• Integrity, Credibility, Consistency – lead to trust that is important to gain Commitment
Aligning & Mobilizing

• Motivate individuals

• Recognize and reward good performance

• Mobilize both internal and external resources for achievement of vision through internal allies and external partners – understand stakeholder interests, position as well as the resources they may have
Leadership Practice 4: Inspiring

• Show integrity in interactions: Match words with deeds; “Walk the talk”.

• Be a role model; leaders inspire followers through their ethical behaviour and values “We reproduce what we are; like begets like” & “What people hear, they understand, what they see, they believe.”

• Offer challenge, support creativity, initiative, innovation & feedback & willingness to learn – Coach
Inspiring

• Motivate the team members

• Develop others to do the work; for “Success without a successor is failure!!!”

• All components of inspiring help further commitment and not just compliance!
Commitment Vs Compliance

• Commitment implies enrolling; putting one’s name on the roll – free choice; taking responsibility; having passion; motivation is internal.

• Compliance implies doing what is expected of one; following the “letter of the law”; “playing by the rules” sometimes doing it grudgingly.
Key issues in inspiring

1) Coaching:
   Develop followers’ talents, enable them to perform

2) Follower-ship:
   “A leader without followers ceases to be a leader”

3) Succession:
   “A successful leader is one who has got a successful successor”
Inspiring by Coaching

• Coaching is a process by which the coach helps the person being coached in an activity to develop proficiency in doing the activity (skill acquisition & use).
• Develops technical, personal and interpersonal skills of the followers
• The coach acts as facilitator in the acquisition of the skill(s)
• Creates an environment that nurtures growth
Coaching Principles

A coach helps another person:

• To Clarify his/her objectives and the desired results

• To see new possibilities, thus expand range of behaviour choices

• To think clearly about new ways of achieving intended results
Coaching Principles

• An Effective Coach:
  – Builds a relationship of trust
  – Supports
  – Has other person’s growth uppermost in mind
  – Listens well
  – Asks questions to clarify

• A coach does not: Judge, blame, scold or criticize, does not give the solutions himself