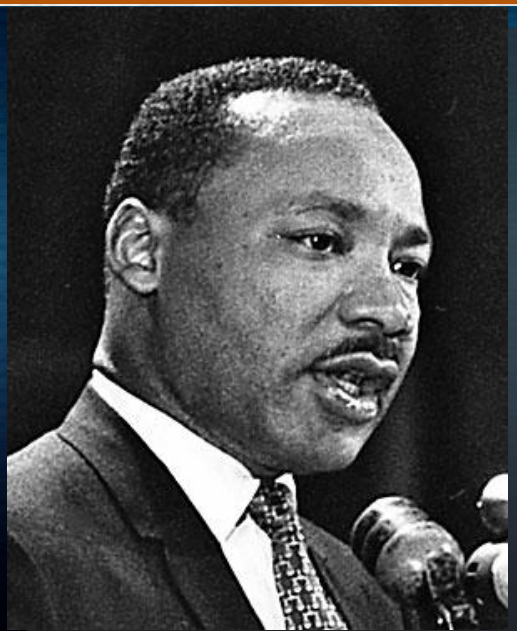
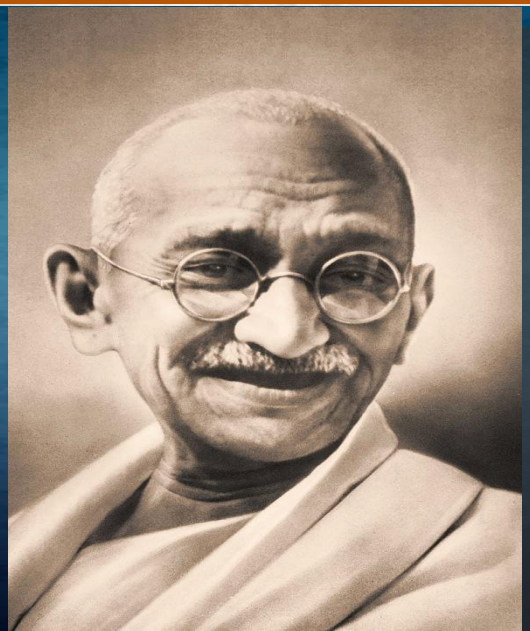
Leadership Skills





“Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal.”

- Vincent Lombardi

Exercise: The Leadership/Technical Split

- As a leader, you will be successful to the extent that you can free yourself from the "technical" work of your unit by giving those you lead the skills, resources, and "space" to take this work on.
- List all your activities in a given day or week, along with the time spent on each.

Exercise: The Leadership/Technical Split

- For each activity, identify whether it is a “leadership” or “technical” activity:
  - A “leadership” activity is one that organizes or enables the work of the people you manage, such as planning, budgeting, or coaching.
  - A “technical” activity is one that involves performing the tasks that produce outputs for your unit’s customers.

Exercise: The Leadership/Technical Split

- Consider the technical activity that takes up the largest part of your time.
- Why aren't the people you lead doing this work?
- Are there any reasons why they can't currently do this work?

Manager’s Checklist

Manager's Checklist

- Develop both your leadership and your management skills: both are essential to your involvement in running the organization.
- Keep a log of your activities so that you can focus better on those that advance the departmental mission.
- Establish a culture of accomplishment.

Source: McGraw Hill - Leadership Skills for Managers

Manager's Checklist

- Demonstrate leadership with an "I'll go first" style.
- Obtain approval for changes not just from those above you, but also from those around and below you.
- Prepare for opposition. Use the ABCD Approach: Anticipate objections, "Benefitize," Categorize, then Develop the plan.
- Praise—but be sure that it's sincere, deserved, and unique.

Source: McGraw Hill - Leadership Skills for Managers

Manager's Checklist

- Develop your influence skills. Don't depend on your authority to get things done.
- Assure yourself that manipulation is not always a bad thing. It's harmful only when it's used for exclusive self-gain.

Theories on Leadership

- Bass' (1989 & 1990) theory of leadership explains the three basic ways how people become leaders.
  1. The Trait Theory: some personality traits may lead people naturally into leadership roles
  2. The Great Events Theory: a crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person
  3. The Transformational Leadership Theory: people can choose to become leaders or can learn leadership skills

Basic Personality Traits Required

- Courage
- Conviction
- Commitment
- Competence
- Communication
- Creativity
- Caring ness
- Clarity in Mind

Important Need-to-be-Used Leadership Jargons

- The six most important words: "I admit I made a mistake.“
- The five most important words: "You did a good job.“
- The four most important words: "What is your opinion.“
- The three most important words: "If you please.“
- The two most important words: "Thank you,“
- The one most important word: "We“
- The least most important word: "I"

Types of Leaders

- **Authoritarian** (high task, low relationship)
- **Team Leader** (high task, high relationship)
- **Country Club** (low task, high relationship)
- **Impoverished** (low relationship, low task)

Principles of Leadership

Analyze Issues:

- Evaluate your analytical skill
- Break down problems into manageable part
- Focus on most critical information
- Identify and test assumptions
- Analyze issues from different points of view
- Apply accurate logic and reasoning
- Integrate information from various sources to arrive at optimal solution

Principles of Leadership

Leverage Innovation

- Use brainstorming to generate new ideas
- Routinely try out new ideas, methods and technologies
- Leverage fresh perspectives, breakthrough ideas and new paradigms to create value in the market
- Find ways to extend and apply innovative ideas to enhance business results
- Identify significant cost-saving or revenue opportunities

Principles of Leadership

Employ Financial Acumen

- Understand the organization's financial environment
- Set aggressive yet achievable financial goals
- Identify key financial indicators and metrics to measure the business performance
- Demonstrate understanding of how your work unit's performance contributes to the overall organization's financial results
- Identify levers to improve financial performance

Principles of Leadership

Build and Establish Relationships

- Build give-and-take relationships. Know whom to involve when. Build coalitions or alliances
- Show interest in the needs & concerns of others
- Identify agendas, concerns and motivation of others
- Relate to others in an accepting and respectful manner regardless of their organizational level, personality or background
- Create an environment conducive for work.

Principles of Leadership

Manage Conflict

- Analyze your conflict-management style
- Address and resolve conflict directly and focusing on issues rather than people
- Facilitate the discussion and resolution of conflicts
- Use active listening and address conflicts tactfully and sensitively
- Negotiate effectively to achieve win-win outcomes

Principles of Leadership

Facilitate and Inspire

- Provides facilities and environment to make decisions
- Planning roles to be filled by appropriate individuals Ensuring values are collectively met
- Carrying the responsibility of representing the team loyally to others both inside and outside
- Inspiring people in lateral thinking, motivation and in excelling

Principles of Leadership

Promote Collaboration and Teamwork

- Link the team's mission to that of the organization
- Build collaboration by establishing, communicating and reinforcing shared values and norms
- Promote teamwork among groups
- Provide direction and define priorities, clarify roles and responsibilities with team members
- Value contribution of all team members and acknowledge and celebrate team accomplishments

Principles of Leadership

Coach/Train and Develop Others

- Adopt a systematic approach to training after assessing your coaching skills
- Accurately identify strengths and development needs
- Help people assess their skills and create effective development plans and increase their skills
- Create an effective learning environment and implement adequate coaching formats
- Ensure effective feedback
- Address performance issues

Principles of Leadership

Manage Change

- View change as a way of life and understand how individuals and the organization respond to change
- Identify your role in the change process and execute it well
- Address resistance to change and motivate people to accept change
- Clarify new behaviors and practices and what constitutes successful implementation
- Establish roles and structures to support change

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