LEADERSHIP DYNAMICS

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One of the most critical issues confronting 21st century organizations is leadership.  

*The need is great and if you and your organization are to reach your potential, it will only be accomplished through effective leadership.

*But what is genuine leadership and how do we recognize it?
Learning Objectives

• Define Leadership
• Enumerate leadership Functions & imperatives
• Highlight the Styles of leadership
• Discuss the dynamics of leading
• Describe the factors that influence effectiveness of leadership
*Some people are born leaders,

*Others are thrown into a situation and expected to lead,

*and some others are trained to lead.
So??

What is leadership?
Leadership

• Leadership is the ability of a person to influence people to work with a sustained zeal towards the achievement of group goals.

**Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal**

• Leadership denotes taking action and getting results.
Leadership Defined (2)

• Leadership can be defined as a multifaceted process of identifying a goal or target, motivating other people to act, and providing support and motivation to achieve mutually negotiated goals (Porter-O’Grady, 2003).

• According to Peter DeLisle, leadership is the ability to influence others, with or without authority.

  *In other words, leadership focusses on the people that will deliver the results you so much desire for any successful endeavour; thus, the ability to influence others/people is a derivation of:*
  
  • Interpersonal Communications
  • Conflict Management
  • Problem solving

*Please, do an independent study about these three skills.*
The Key Function of Leadership

• Essentially, it is to **persuade** people to contribute **willingly** to the objectives of the group to their maximum capability.

• So, effective leaders have the ability to **inspire** and **motivate** their followers.

• Dynamic leadership **influences the attitudes of the people** being led!
Leadership Styles: It is the characteristic behaviour exhibited by a leader in order to get results through other people.

..and there three classical mix of styles.

1. Autocratic/Authoritative which can be: *Exploitative or Benevolent Authoritative

2. Democratic [Consultative or Participatory]

3. Anarchic/laissez-faire
Autocratic Leadership Style

- Centralized power and decision-making
- Fear, threat and occasionally rewards are used for motivation
- Leader has little trust in subordinates
- No opportunity for participation by people
- Communication is one-way and downward
- Discourages initiative, creates frustration, low morale may occur.
- Encourages dependency.

*In emergencies or highly technical task situations, or where unskilled or unreliable workers are present, autocratic style is important.*
Democratic Leadership Style

This may be consultative or participatory.

• Leader has substantial trust in subordinates
• Leader communicates in all directions
• Highly participatory
• Members decide on policy and process.
• Promotes motivation and commitment
• Leaders influence rather than direct
• Encourages cooperation

This is most appropriate when you are leading people who otherwise equal and as powerful as you or in democratic political and civil society organizations.
Anarchic/Laissez-faire Leadership Style

It is the direct opposite of autocratic style.

- Leader has complete trust in subordinates
- Leader provides no structure or direction
- Leader does not actively participate in decision making

This may be appropriate when there are highly competent people in the organization or leading experts that probably know more than you do.
Leadership Styles (2): Newer Concepts

✔ **Task oriented style:** focussed on getting the job done. It defines work, put structure in place, and organizes task related activities

✔ **People oriented:** focused on supporting and developing the people in the team.

**What style is the best approach at all times?**

- None is. A combination of styles is important for different situation and group. Generally, your leadership style choice will be influenced by:
  - The environment in which group exists
  - Members of the group or organization
  - Personality traits of the leader.
The Dynamics of leading..
The Dynamics of Leading…

• Leadership is much more than a destination, it’s a journey.
  – And as with a journey of any kind, you need to be prepared – for both the expected obstacles and the unexpected.
  – Irrespective of how you became a leader, effective leadership cannot happen by accident.

• As in previous slide, the ability to lead effectively depends on your core competency and skills particularly:
  • Interpersonal Communications
  • Conflict Resolution
  • Problem solving
The art of leading is a direct function of three elements of interpersonal effectiveness:

* Awareness
* Ability
* Commitment

Interpersonal effectiveness is the capability of an individual to influence others, competently.
The Dynamics of Leading... (3)

**Awareness** is a state of consciousness.
- It is the ability to recognize yourself, others, events and situations in real time.
- It is the ability to assess the impact of actions on situations and others, and be critically self-reflective.
- It is a development process that is a function of experience, communication, self discovery and feedback.

**Ability to learn and understand technical issues is the basis of our careers.**
- Ability to lead is a function of influence:
  - Ability to communicate
  - Ability to resolve conflicts
  - Ability to solve problems and make decisions
- As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.

**Commitment**
- In no-win scenarios, one must still make a hard decision.
- Everyone knows where the problems are, but no one is willing to do anything.
- You said you would do anything you had to, to make it right. Now, I’m willing to help you. You made the commitment.
There leaders and there are admired leaders!! Here are the five traits of leader who get admired:

1) **They listen.** Great leaders do a lot of listening. It allows them to evaluate talent, learn, and develop people. You can’t know everything, and the more you listen, the more you learn.

2) **They’re present.** The most admired leaders give their full presence and attention to meetings and 1:1’s. They focus intently on the conversation and who’s participating. They don’t show any signs of being distracted by blackberries or what’s next on their agenda. When they’re meeting with you, they’re meeting with you.

3) **They prepare.** The most admired leaders get more done in a day than others because they are well prepared. They plan, organize and then execute their calendar. Everything has a purpose and a plan.

4) **They coach.** The leaders that others admire have a way of developing talent that is grounded in a style that makes the individual do most of the work. Admired leaders do a lot of coaching, as opposed to telling or directing. This way, their people really come up with their own answers, which is much more powerful.

5) **They challenge.** The most admired leaders challenge without being challenging. They don’t get in people’s face and intimidate them. They challenge conventional thinking and help people see alternatives by asking good, open ended questions.
A Leader Shift...

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<th>Shift perspective from …</th>
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<tr>
<td>Individual heroics</td>
<td>Collaborative actions</td>
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<tr>
<td>Despair and cynicism</td>
<td>Hope and possibility</td>
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<td>Blaming others for problems</td>
<td>Taking responsibility for challenges</td>
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<tr>
<td>Scattered, disconnected activities</td>
<td>Purposeful, interconnected actions</td>
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<td>Self-absorption</td>
<td>Generosity and concern for the common good</td>
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## Effective leadership: Attributes & Core Competencies

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<td>Curiosity:</td>
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<td>3</td>
<td>Integrity:</td>
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<td>Dedication:</td>
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<td>Honesty:</td>
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<td>Trust:</td>
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Effective leadership: Attributes & Core Competencies (2)

a) **Guiding vision:** Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.

b) **Passion:** Effective leaders believe passionately in their goals. They have a positive outlook on who they are, and they love what they do. Their passion for life is a guiding star for others to follow, because they radiate promise!

c) **Integrity:** Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on.

d) **Honesty:** Leaders convey an aura of honesty in both their professional and their personal lives.

e) **Trust:** Effective leaders earn the trust of their followers and act on behalf of their followers.
f) **Curiosity**: Leaders are learners. They wonder about every aspect of their charge. They find out what they need to know in order to pursue their goals.

g) **Risk**: Effective leaders take calculated risks when necessary to achieve their objectives. If a mistake is made, the effective leader will learn from the mistake and use it as an opportunity to explore other avenues.

h) **Dedication**: The effective leader is dedicated to his or her charge, and will work assiduously on behalf of those following. The leader gives himself or herself entirely to the task when it is necessary.

i) **Charisma**: This may be the one attribute that is the most difficult to cultivate. It conveys maturity, respect for your followers, compassion, a fine sense of humour, and a love of humanity. The result is that leaders have the capability to motivate people to excel.

j) **Listening**: Leaders Listen! This is the most important attribute of all, listen to your followers.
Mastering taking the lead in any situation...

- Clearly stating your vision!
- Explaining your plan for attaining your vision!
- Instilling confidence and optimism!
- Expressing confidence in those you lead!!!
A QUICK RECAP., PLEASE!
“The empires of the future are the empires of the mind”

Sir Winston Churchill

“. . .to outlast life, work towards a leading role and not necessarily a leading career. Influencing people is the single most effective way of living forever.”

Abraham Idokoko
In conclusion,

"It's what you learn after you know it all that counts." - John Wooden

• Leadership is dynamic
  – No set of rules cast in stone applies
  – Rather, a robust mix of methods and techniques has to be continually enhanced to suit the group/organizational environment.

• Dynamic leaders are persons of good character.
  – They set a good example for everyone to make the world a better place.
  – They manage conflict, solve problems, envision others and build teams

“..In the long run, we shape our lives and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our responsibility.” –Eleanor Roosevelt
You are a leader if...

When the work is done, the people say,

“*We did it ourselves.*”

- Lao-Tzu
Character Is Power!

- Booker T. Washington

Whatever you do,, Leadership is not wielding authority but, empowering the people!
Further Resources & Bibliography

• Some Thoughts on Leadership by Don C. Bramlett, PE, SMIEEE, IEEE Region 4 Director 2009-2010, Southeastern Michigan Section, DTE Energy – Project Engineer

• Lecture notes on LEADERSHIP STYLES by Dr. B.E OGUNNOWO, Dept. of Community health, LUTH

• In Pursuit of Leadership: Principles and Practices from the Life of Moses by Dr. Greg Morris

• Leadership Skills for Nurses
  by Jenni Middleton, Editor, Nursing Times.
Merci beaucoup.!!

Thank you very much for your attention
APPENDIX
Leader vs Manager

Leader n, 1. A person who is followed by others.

Manager n, 1. A person controlling or administering a business or a part of a business. 2. A person regarded in terms of skill in household or financial or other management.

Leaders:
Do the right thing

Manager:
Do things right
Leadership vs Management

• Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal

• Management is the ability to organize resources and coordinate the execution of tasks necessary to reach a goal in a timely and cost effective manner

• Leadership seeks improvement through change
  – (disorder)

• Management seeks stability & predictability
  – (order)
Leadership & Management Skills

Leadership – soft skills
• Communications
• Motivation
• Stress Management
• Team Building
• Change Management

Management – hard skills
• Scheduling
• Staffing
• Activity Analysis
• Project Controls
Managers have the following attributes, they:

- Consider alternatives to design
- Estimate costs involved
- Establish risks to the organization
- Develop a schedule for the project
- Include decision steps
- Manage change in an orderly fashion
- Keep the team motivated and informed
- Review responsibilities and goals with each team player
- State clearly the basis for evaluation and where each person fits into the organization
- Monitor progress
- Set directions; set expected achievements for each individual within the next work period. Show the team members where they fit in achieving unit goals.
- Perform administrative tasks
- Report to senior management
- Money and job security play a major role in management effectiveness. They act as deficiency motivators.