



What It Takes to be a Leader....

In the Best of Times & the Worst of Times

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“For Tom, it was the best of times and it was the worst of times.
It was the best of times because he had just been promoted to a
new job... more pay, more status, more authority and of course,
more responsibility....



But it was also the worst of times.....”

**A Tale of Two Employees
& the Person Who Wanted
to Lead them
C. Bart, C.A. 2003**





“Leaders are not born. They are made. They are made just like anything else... through hard work. That’s the price we have to pay to achieve that goal or any goal.”

Vince Lombardi



Leaders

- Are made, not born
- Embark on a never-ending process of self study, education, training and experience
- Are influenced by their beliefs, values, ethics & character
- Understand themselves, their strengths, weaknesses
- Inspire trust and confidence by what they do and then what they know



Leaders (cont'd)

- Have a good understanding of human nature
- Are good communicators
- “walk their talk”
- Would never ask you to do something they wouldn't do themselves
- Are adaptable
- Exercise good judgement



Leaders (cont'd)

- Aren't afraid to correct inappropriate behaviour
- Recognize the value & benefits of informal leaders in the organization
- Recognizes that power makes them a “boss”; the success of their employees makes them a “leader”
- Have a sense of humour



Leadership Theory

Trait Theory:

- Personality traits take people naturally to leadership roles

Great Events Theory:

- A crisis causes a leader to rise to the occasion; make extraordinary people extraordinary (heros)

Transformational or Process Theory:

- Learned leadership skills as a chosen path



Four Framework Approach (cont'd)

- Might use a structural approach during major organizational changes
- Symbolic during growth and development phase
- Need to move between them and through them quickly to be effective
- Style is defined by concern for people in conjunction with concern for tasks or results



Four Framework Approach

- Coalitions
- Major constituencies

Political

Human
Resource

- People at the heart of the organization
- Empowerment
- Servant

- Problem based
- Process driven
- Analytical
- Design

Structural

Symbolic

- Inspiration
- Vision
- Prophet



“Leaders instill in people a hope for success and a belief in themselves and the organization. Positive leadership encourages and empowers people to accomplish their goals.”

George S. Patton



Total Leadership

- Leaders must convey a strong vision, have a clear sense of direction, act ethically and earn respect
- Be, know, do

(US Army 1983)



Total Leadership (cont'd)

- Strong, not rude
- Kind, not weak
- Bold, not a bully
- Humble, not timid
- Proud, not arrogant
- Humour without folly (witty, not silly)
- Reality and truth, not fantasy and lies



Leading vs Managing

- Managers ensure goals are met
- Managers monitor employee productivity
- Managers accept responsibility for accomplishing certain goals for organization
- Leaders make employees want to achieve high goals
- Leaders help employees see the big picture; define the vision



"When Noah heard the weather forecast, he said "Build an ark!"

- that's leadership.

When he got everyone on the ark he said "Don't let the elephants see what the rabbits are doing!"

- that's management

Unknown



Principles of Leadership

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



Principles of Leadership (cont'd)

7. Keep your employees informed
8. Help your staff develop a sense of responsibility
9. Ensure that work is understood, supervised and accomplished
10. Train as a team
11. Use the full capabilities of the organization



Culture and Climate



Culture:

- Rites, rituals, “the way we do things here”
- Formed by the founders, past leadership, current leadership, crises, events, history and size

(Newstrom, Davis 1993)



Culture and Climate (cont'd)



Climate:

- The “feel” of the organization
- Individual and shared perceptions
- Short term phenomenon created by the leadership
- Determined by what people believe about what occurs in the organization
- Directly related to the leadership style based on values, attributes, skills and actions, as well s the priorities of the leader
- Cannot easily change the culture but everything a leader does affect the climate.



Great Leadership

- Challenge the process
- Inspire a shared vision
- Enable others to act
- Model the way
- Encourage the heart



“ A leader takes people where they want to go; a great leader takes people where they ought to be!”

Jim Rohn



Best of times..... Worst of times

- Lots of resources
 - No deadlines
 - No crises
 - Stable environment,
- or**
- Scarce resources
 - “Pressure cooker” feeling
 - Multiple crises
 - Changing environment



A leader must be trustworthy and must be able to communicate a vision



"I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz. There is more improvisation".

Warren Bennis

