

Session 4



The Nature of leadership: Nature & Applied

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Overview

1. **Thought leadership**
(acknowledging Owen/Hodgson/ Gizzard)
2. Transformational Trends
3. Talent
4. Technology
5. Taking a Step-Up

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A Journey



- Developing your leadership potential is a **life long process**, not quick fix
- To achieve and deliver in our increasingly complex world

- The journey of leadership is
 - *Not so much an isolated one for the individual*
 - *As one that exists only in a set of reflections with others”*

(Confucius)

The Essence of Leadership

What is it?

- **Prof W Bennis:** It is like beauty – hard to define, but you know it when you see it
- **K Blanchard:** going somewhere rather than wandering aimlessly

- Drawing from thinking.....

... From the Old and the New



- **Chinese philosophy, Confucius:**
 - A transformational process
 - An individual who can express the best of themselves through leadership will encourage and influence others
- **20th Century M P Follett:**
 - Leadership comes from anywhere, regardless of the leaders position
 - It is about grasping the total situation and the ability to organise everyone to serve a common purpose
 - Requires a pioneering spirit that would challenge and blaze a new trail by seeing possible new routes

The Essence is

- The most important feature of something which determines its identity:
 - Suggested key words are: ***Authenticity, purposeful, positive transformation, relationships, collective action***



Actions equals Behaviours

5 key actions that requires the behaviours:

1. **Challenge the process-** of searching for opportunities, experimenting and taking sensible risks
2. **Inspiring a shared vision-** of constructing a future vision and building follower support
3. **Enabling others to act-** of fostering collaborating and supporting followers in their personal development
4. **Modelling the way-** of setting an example and focusing on step-by-step accomplishments
5. **Encouraging the heart-** of recognising followers contributions and celebrating their achievements

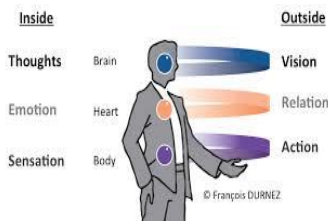
Kouzes & Posner (1980's)

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Life Long Learning – Key Facts

Importantly actions & behaviours need to balance with:



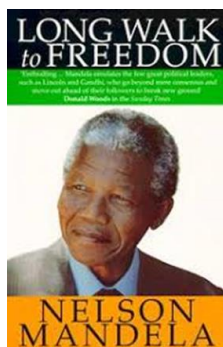
– **Emotions – Beliefs- Thinking, and**
 – **Environment that your leadership is expressed within**

- Learning is a fundamental process to developing leadership
- Because learning is: **Brain- think- feel - perceive**
- NB Courses provide a creative framework to guide behaviour

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Your Journey, your story.....



- The way **you express** your leadership will differ from that to everyone else
- Nothing will change if we continue to do what we've done before.
- *Developing leadership begins with you*

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Leadership potential



Leadership and Genes:

- Genes Always some influence; but **other factors** (environment, parents' values, peers etc.)
- **Avoid the Perception** that leader is only for those in positions of power, if so
 - Everyone else feels degrees of powerlessness, so a tendency to sit back, and expect the person at the top to 'fix everything'.
- **Increase your Self Esteem**, a healthy self view is more important than genes!
- (i.e. how we perceive ourselves is based on our own and others expectations of who we are)

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A Reflective Fact...



Expressing leadership to transform something requires taking ***responsibility, courage*** and the ***will*** to act

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Applying this knowledge to within your work and organisation



ASK yourselves these questions:

When leading change....

- Do you identify what people care about as part of the new outcome you want to achieve?
- Do you gain people support for the change?
- Do you focus the activity on the end result but identify ways to reach it?
- Do you take responsibility for the outcome?
- Do you use your courage to ask for more from people ?
- Do you act to ensure success?

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Shiftour expectation of leadership

“the truth is that

Every human being has leadership potential.

For some this will be small, for others potential will be huge”

- *In between* will be where most of us lie, but you definitely don't have to be a manager to be a leader
- Leadership can come *from anywhere* (Follet 1995/ Owen)
- **So shift our expectations** of leadership for the few to where each person has some potential
- **Overcome the problem:** that most don't know they have potential and have never had the opportunity to develop it for the benefit of their organisations, community or the world at large.

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The Role of Followers

- When we say leadership can be expressed by everyone it does not mean that there will be no followers – rather the...
- **Reality:** each of us is a leader and a follower, at different times
- **Key:** to recognise when!
- **Followers:**
 - Are NOT passive but actively help the leader to stay in control of the situation i.e the success of the team enabled the success of the leaders, not the other way around (M P Follett)
 - This has huge implications in the workplace and how you organise

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Leadership in your sights



- **Expressing:** Increasingly in our complex networked world expression is not based on position power; but rather on trust and relationships
- **Culture:** Recognising this is a huge cultural shift for us all!
- **Look:** Leadership will look different at different times with different people

*Each individual must find our **who they are** as a leader.*

No two people will express leadership the same way.....



Leadership: The messages are...

1. Developing leadership is a journey of continuous learning
2. We are all leaders and followers at different times
3. No two people express leadership in the same way
4. Understanding People, places and power
5. In today's context you are an influential bridge between a range of stakeholders

It is you and your talent

Session 4



**The Nature of
leadership:
Nature or Nurture?**