

EFFECTIVE LEADERSHIP AND MANAGEMENT

Paul Effah

OUTLINE

- Some basic facts about leaders
- Leadership defined
- Skills of leadership
- Manager
- Management vrs Leadership
- Leadership through evangelization
- Kinds of management time
- Anatomy of managerial initiative
- A thought

Some Basic Facts About Leaders

A leader is best
when people barely know
he exists,
when his work is done,
his aim fulfilled,
they will say:
we did it ourselves.

Lao Tzu



Some basic facts about leadership

- One person may have the top title and official authority but his or her effectiveness is often a function of the quality of all other people who stand beside him or her to exercise leadership.

Nelson Mandela.

Some basic facts about leadership

- Leadership develops daily not in a day.

John Maxwell.

Some basic facts about leadership

- No man will make a great leader who wants to do it all himself or get all the credit for doing it.

Andrew Carnegie

Some basic facts about leadership

- Leaders avoid mediocrity, where mediocrity is defined as the region of our lives bounded on the north by compromise, on the south by indecision, on the east by past thinking, and on the west by a lack of vision

Myles Munroe (2008)

Leadership defined cont'd

- Leadership...

“a process whereby an individual influences a group of individuals to achieve a common goal”

Peter Northouse

Leader

- The leader's job is to manage the organization's values and generate employee commitment.

“Chester Bernard”

Leader

Welch said he has only three jobs:

1. Finding the right people.
2. Allocating resources.
3. Spreading ideas quickly.

The Minimum Qualification of a Leader

- The minimum qualification to be a good leader is not intellectual capacity but the capacity to work with people, the modesty to understand one's own limitations and do one's homework.

Professor Alex A. Kwapong

Leadership

- New model of leadership (Fletcher, 2004)
 - Depends less on heroic actions of a few individuals and more on collaborative leadership
 - Suggests a more dynamic relational leadership
 - Leadership is best achieved through teams not heroes (Bennet and Hemptall, 2010).

Leadership 2030

(Vielmetter and Sell, cited in Business Day, Vol. 2, No 51, 2015).

- Leadership in the future will involve increased personal and business discomfort.
- Will require new relationships with competitors and employees.
- Hierarchies will flatten as power moves away from top management towards employees and external stakeholders.
- “Altrocentric” leaders; relational, adept at engaging rather than commanding.

A False Management Strategy

- Management by crisis “firefighting”

Wortman, (1981)

Radical Change, The Quiet Way

- How do you rock your corporate boat without falling out?
- Become a tempered radical
- Bear no banners and sound no trumpets
- Have firm commitments but flexible means
- Yearn for rapid change but trust in patience.
- Instead of battling powerful foes seek powerful friends.

(Meyerson, 2011)

Skills of Leadership

- Technical – What you study
 - Methods, processes, procedures
 - Ability to use tools
 - Ability to operate equipment
- Human/Soft – Your understanding and ability to work with people
 - Interpersonal processes
 - Communication skills, power of persuasion
 - Co-operation

Skills of Leadership

- Conceptual Skills – Your ability to analyse situations and generate ideas
 - Ability to analyse situations
 - Ability to diagnose and solve problems
 - Seeing the big picture
 - Ability to think logically

Leadership Skills Cont'd



Leadership Skills Cont'd



Leader = Ready to go



A LEADER



The transformational leader has the key to unlock "what is" in order to discover "what can be"!

Manager

Deep Thought



Burdened

**Managers
and Management**

HDCS 4393/4394
Internship
Dr. Shirley Ezell



Manager



Managers



What Type of Leadership?



Manager

- Management is turning leadership vision into action.
- Managers do things right.
- Managers ensure that the work ,in detail ,is completed.

Management vs. Leadership



(picture from www.timothy-kline.com)

Workspace for Leaders, Managers & Administrators



Boss or Leader?



Keys things to look for in hiring a new leader

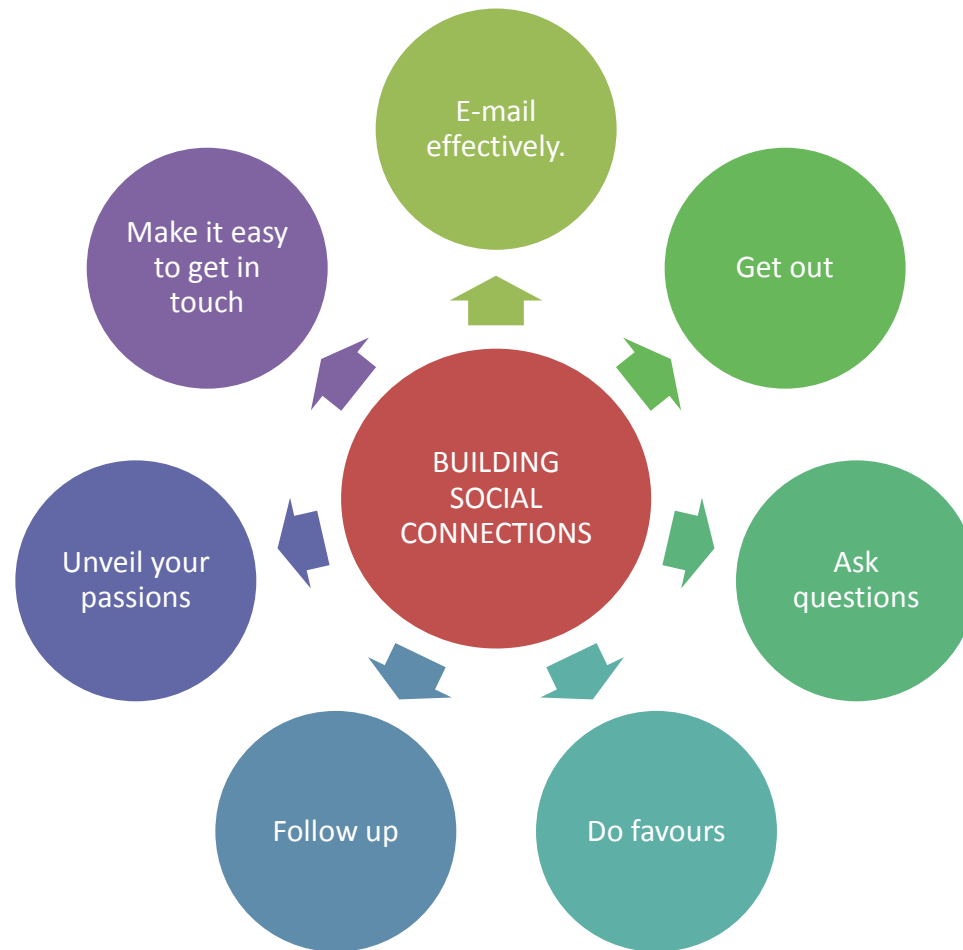
- The person should be:
 - Willing to take risk
 - Willing to learn and who is approachable
 - Willing to serve those they lead
 - Willing to take a stand
 - Someone who has a vision
 - Someone who can simplify and clarify thoughts

Jim Estill

Leadership Through Evangelization

Schmoozing Approach

(Guy Kawasaki, 2015)



Kinds Of Management Time

- Boss-imposed time
 - Activities that cannot be disregarded without penalty
- System-imposed time
 - Used to accommodate requests from peers for active support . It may also have penalties.
- Self-imposed time
 - Used to do those things that the manager originates or agrees to do.

William Oncker Jr. and Donald L. Wass

Kinds Of Management Time CONT'D

- Subordinate-imposed time
 - Time taken by subordinates
- Community/association-imposed time
 - E.g. church activities, footballs, funerals, weddings, naming ceremonies, etc. (Effah)
- Discretionary time
 - Remaining time, managers' own time.

William Oncker Jr. and Donald L. Wass

Over Stressed by Urgent and Important Task



Getting Rid of the Monkey

- Who is carrying the monkey.
- How do you get rid of the monkey
 - Make appointments to deal with monkeys; avoid discussing monkeys on adhoc basis.
 - Develop employees skills.
 - Foster trusting relationship between you and your subordinates.
 - Specify level of initiative.

Anatomy Of Managerial Initiatives

Steven Covey



Rules of Management

- Rule 12
- Let them make mistakes.
- - “Tell me and I’ll remember for an hour; show me and I’ll remember for a day but let me do it and I’ll remember forever.

Richard Templar (2013).

Rules of Management CONT'D

- Rule 21
- Keep track of everything you do and say
 - For you will need to check back from time to time; and
 - To prove something at a future date.
- The better a manager you are the more information you need to keep.

Richard Templar (2013).

Rules of Management CONT'D

- Rule 63
- See the wood and the trees
- Do not concentrate solely on what you do or what your department does.

Richard Templar (2013).

A thought

If you want to know why your people are not performing well step up to the mirror and take a peek

(Ken Blanchard)