

LEADERSHIP SKILLS TRAINING

**Capacity Building for Filipino
Community Leaders in Italy**

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WHAT IS LEADERSHIP?

- Leadership is the process of inspiring individuals to give of their best to achieve a desired result.
- It is about getting people to move in the right direction, gaining their commitment, and motivating them to achieve their goals.

THE DISTINCTION BETWEEN LEADERSHIP AND MANAGEMENT

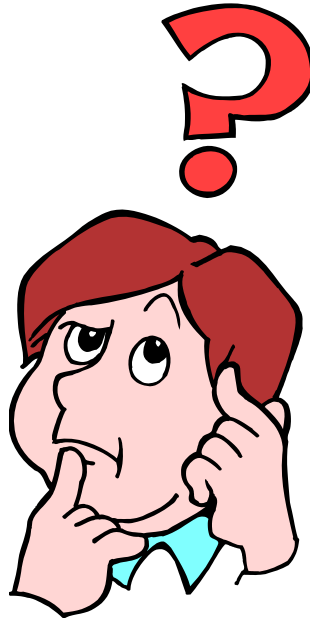
- *Management* is concerned with achieving results by effectively obtaining, deploying, utilizing and controlling all the resources required.
- *Leadership* focuses on the most important resource, people.
- *Leadership* is the ability to influence a group towards the achievement of goals.

WHAT MANAGEMENT IS ABOUT

- Essentially, management is about deciding what to do and then getting it done through people
- People are the most important resource available to managers
- It is through this resource that all other resources – knowledge, finance, materials, plant, equipment, etc – will be managed.

BEFORE WE BEGIN...

Which famous leaders can you think of?



Leaders- The World respects the most! (2004)

1. Bill Gates (Microsoft)
2. Jack Welch (GE)
3. Carlos Ghosn (Nissan)
4. Warren Buffett (Berkshire Hathaway)
5. Michael Dell (Dell Computer)
6. Hiroshi Okuda (Toyota)

(According to Price Waterhouse Coopers & Financial Times study)

Continued...

7. Jeff Immelt (GE)
8. Carly Fiorina (HP)
9. Steve Jobs (Apple)
10. Fujio Mitarai (Canon)
11. Lou Grstner (IBM)

(According to Price Waterhouse Coopers & Financial Times study)

ARE LEADERS BORN OR MADE?

- Both – With the right business tools
- Good leaders are **made** not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience.
- Great leaders develop more leaders

CONCEPTS OF LEADERSHIP

- To inspire your peers into higher levels of teamwork, there are certain things you must **be, know, and do.**
- These do not come naturally, but are acquired through continual work and study.
- Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their laurels.

HOW LEADERS EMERGE?

Bernard Bass' s(1989 & 1990) theory of leadership states that there are three basic ways to explain how people become leaders. The first two explain the leadership development for a small number of people.

These theories are:

- **Some personality traits may lead people naturally into leadership roles. This is the Trait 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. This is the Great Events Theory.**
- **People can choose to become leaders. People can learn leadership skills. This is the Transformational Leadership Theory. It is the most widely accepted theory today and the premise on which this guide is based.**

TRAIT THEORY

**“Can-Do”
Attitude**

**Desire
to Lead**

**Honesty
and Integrity**

**Self-
Confidence**

Intelligence

**Ambition
and Energy**

EFFECTIVE LEADERSHIP TRAITS

Based on a survey by *Training Magazine* and the Center for Creative Leadership who surveyed 250 managers in 2002 identified the important traits for being an effective leader as:

- Ability to construct and articulate a clear vision
- Command respect
- Ethical
- Integrity & fairness
- Honesty
- Reliability
- Communication & encouragement

So in a nutshell -- you must be trustworthy and you have to be able to communicate a vision of where the organization needs to go.

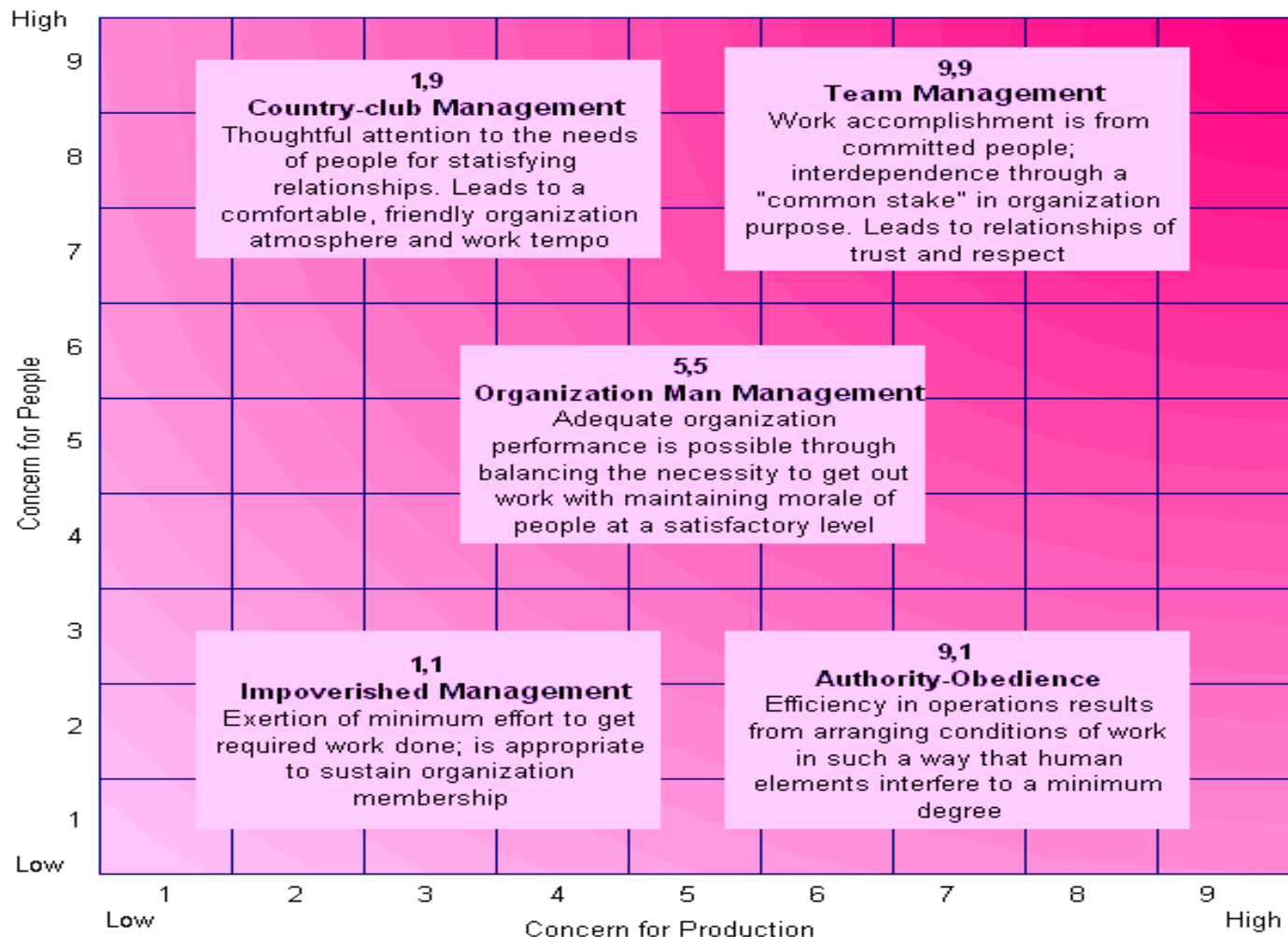
LEADERSHIP QUALITIES

General characteristics which good leaders are likely to have:

- *enthusiasm* – to get things done which they can communicate to other people;
- *confidence* – belief in themselves which again people can sense (but this must not be over-confidence, which leads to arrogance);
- *toughness* – resilient, tenacious and demanding high standards, seeking respect but not necessarily popularity;
- *integrity* – being true to oneself – personal wholeness, soundness and honesty which inspire trust;
- *warmth* – in personal relationships, caring for people and being considerate;
- *humility* – willingness to listen and take the blame; not being arrogant and overbearing.

Managerial Grid

from Blake and Mouton, 1964



LEADERSHIP LEVELS



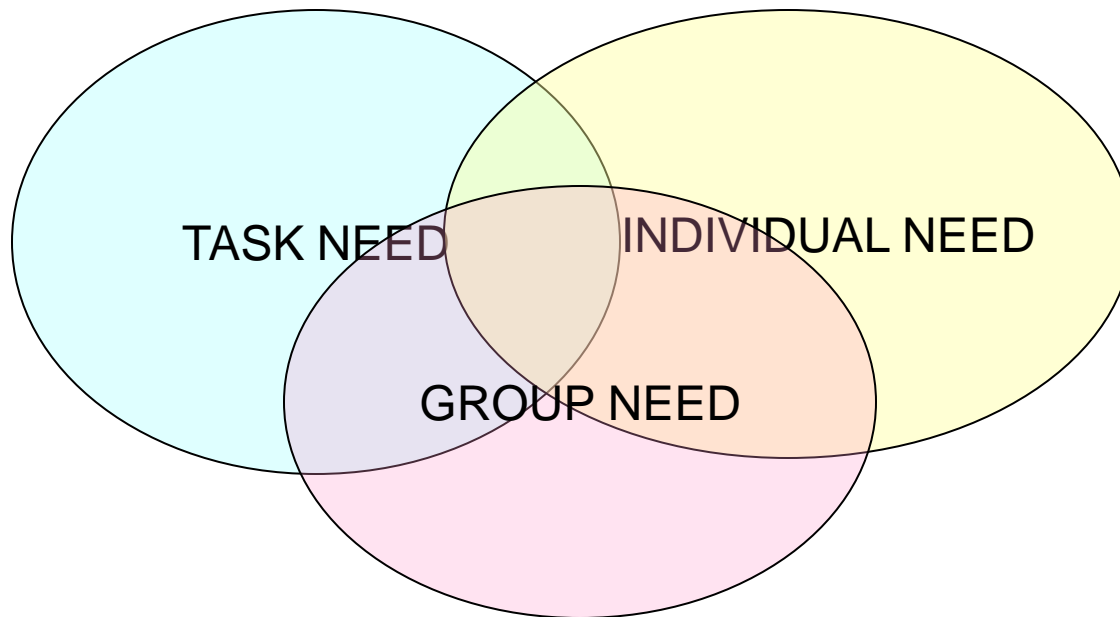
THE ROLES OF THE LEADER

Leaders have two essential roles. They have to:

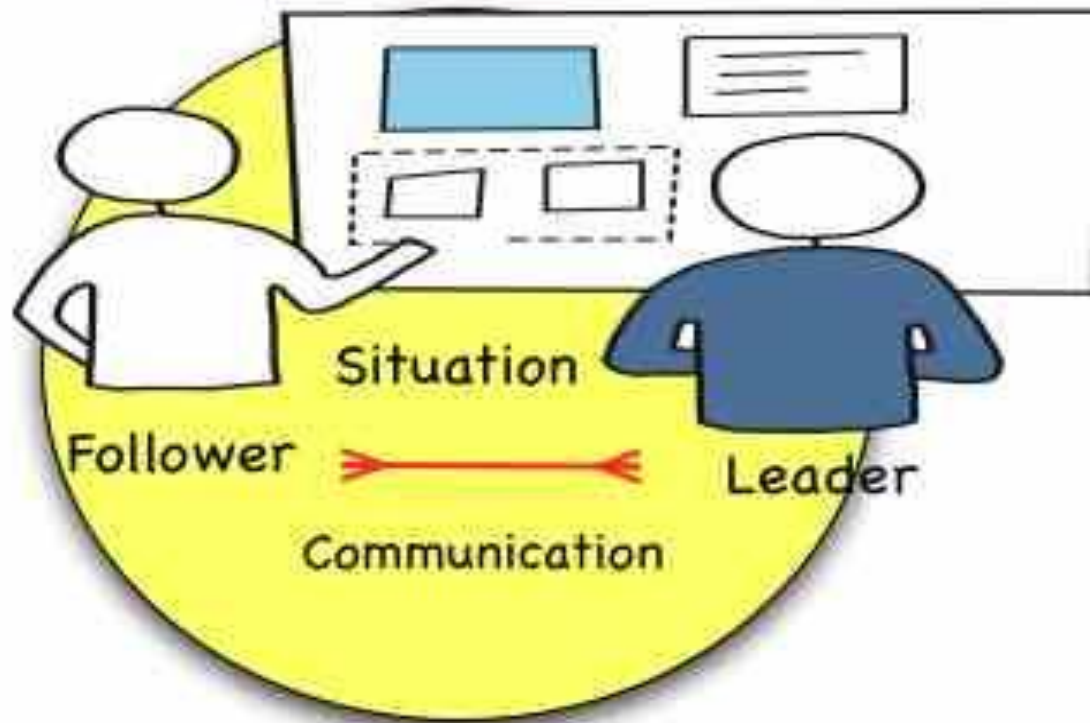
1. *Achieve the task* – that is why their group exists.
2. *Maintain effective relationships* – between themselves and the members of the group, and between the people within the group as well as outside the group.

3 NEEDS OF A LEADER

- (1) *Task needs* – to get the job done
- (2) *Individual needs* – to harmonize the needs of the individual with the needs of the task and the group
- (3) *Group needs* – to build and maintain team spirit.



FACTORS OF LEADERSHIP



Role Play

Leadership “Style”

- Autocratic – “dictator”
- Democratic – “boss”
- Laissez Faire – “guidance”

**Want To Know More About Your
Leadership Style?**

LEADERSHIP STYLES

Directing:

- Close supervision;
- Leaders define role and task;
- Largely one way communication

Supportive:

- Leader still defines roles and tasks but seeks ideas/suggestions from the followers.
- Decision still with leader.
- More two-way communication

LEADERSHIP STYLES

Consulting:

- Day-to-day decisions rests with the followers,
- Leader facilitates and takes part in decisions,
- The control is with the follower.

Delegating:

- Leaders are still involved in decisions and problem-solving,
- The control is with the follower.
- The follower decides when and how the leader will be involved.

PRINCIPLES OF LEADERSHIP

To help you BE, KNOW & DO follow these 11 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**

PRINCIPLES OF LEADERSHIP

- 5. Set the example**
- 6. Know your people and look out for their well-being**
- 7. Keep your workers informed**
- 8. Develop a sense of responsibility in your workers**
- 9. Ensure that tasks are understood, supervised, and accomplished**

PRINCIPLES OF LEADERSHIP

10. Train as a team

11. Use the full capabilities of your organization

TASK

Organize an office party on _____

List down the steps that you would take to make this event happen successfully

Time: 15 Mins

LEADERSHIP FRAMEWORK

BE - KNOW - DO

BE a professional.

Examples: Be loyal to the organization, perform selfless service, take personal responsibility.

BE a professional who possess good character traits.

Examples: Honesty, competence, candor, commitment, integrity, courage, straightforwardness, imagination.

LEADERSHIP FRAMEWORK

KNOW the four factors of leadership - follower, leader, communication, situation.

KNOW yourself.

Examples: strengths and weakness of your character, knowledge, and skills.

KNOW human nature.

Examples: Human needs, emotions, and how people respond to stress.

KNOW your job.

Examples: be proficient and be able to train others in their tasks.

KNOW your organization.

Examples: where to go for help, its climate and culture, who the unofficial leaders are.

LEADERSHIP FRAMEWORK

DO provide direction.

Examples: goal setting, problem solving, decision making, planning.

DO implement.

Examples: communicating, coordinating, supervising, evaluating.

DO motivate.

Examples: develop morale and *esprit de corps* in the organization, train, coach, counsel.

SEVEN LEADERSHIP COMPETENCIES

Emotional Intelligence	<ul style="list-style-type: none">• Perceiving, assimilating, understanding, and regulating emotions
Integrity	<ul style="list-style-type: none">• Truthfulness• Translates words into deeds
Drive	<ul style="list-style-type: none">• Inner motivation to pursue goals• Need for achievement, quest to learn
Leadership Motivation	<ul style="list-style-type: none">• High need for socialized power to accomplish team's or firm's goals

SEVEN LEADERSHIP COMPETENCIES

(Cont'd.)

Self-Confidence	<ul style="list-style-type: none">• High self-efficacy regarding ability to lead others
Intelligence	<ul style="list-style-type: none">• Above average cognitive ability• Can analyse problems/opportunities
Knowledge of the Community	<ul style="list-style-type: none">• Familiar with organization's environment• Aids intuitive decision making

THE PROCESS OF GREAT LEADERSHIP

The road to great leadership (Kouzes & Posner, 1987) that is common to successful leaders:

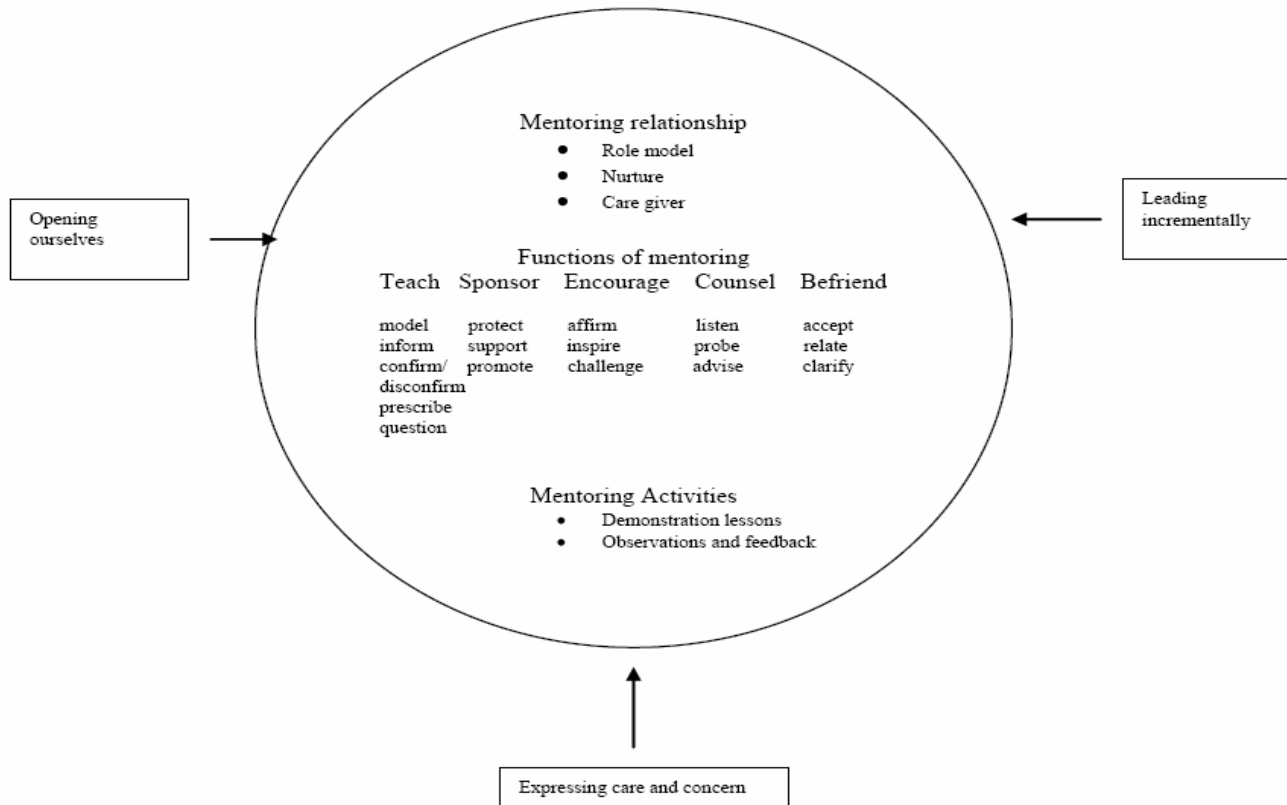
- **Challenge the process** - First, find a process that you believe needs to be improved the most.
- **Inspire a shared vision** - Next, share your vision in words that can be understood by your followers.
- **Enable others to act** - Give them the tools and methods to solve the problem.
- **Model the way** - When the process gets tough, get your hands dirty. A boss tells others what to do, a leader shows that it can be done.
- **Encourage the heart** - Share the glory with your followers' hearts, while keeping the pains within your own.

DEVELOPING SUBORDINATES

MENTORING

Mentoring is a fundamental form of human development where one person invests time, energy and personal know-how, assisting the growth and ability of another person.

MENTORING MODEL



(Adapted from: Kerry and Mayes, 1995)

ROLE OF A MENTOR

Mentors can play a versatile role :

- *advisors*, who have career experience and share their knowledge
- *supporters*, who give emotional and moral encouragement
- *tutors*, who provide specific feedback on performance
- *sponsors*, who are sources of information and opportunities
- *models of identity*, who serve as academic role models

THE QUALITIES OF A MENTOR

Personal qualities

- good interpersonal and communication skills
- approachable
- empathy
- good listening skills
- a genuine desire to help others
- an open mind and flexible attitude
- is supportive without being controlling
- can give guidance to a mentee without making their decisions
- will always give honest answers
- doesn't apportion blame but looks to find solutions
- actively questions the mentee
- ability to probe and challenge
- willingness to debate and discuss
- has realistic expectations of themselves and others
- good organizational skills.

THE QUALITIES OF A MENTOR

Professional skills

- excellent teacher practitioner
- knowledge and experience of the mentee's new area of work
- knows organisational routines, procedures and policies
- enthusiastic about teaching
- can offer a range of perspectives and teaching and learning techniques
- can make suggestions informed by their own expertise and experience
- can empower the mentee with the knowledge gained from their experience
- can help the mentee to identify practice which meets professional requirements.

COACHING

Coaching is a personal (usually one-to-one), on-the-job approach used by leaders and trainers to help people develop their skills and levels of competence.

WHY COACH

The aims of coaching are to:

- help people to become aware of how well they are doing, where they need to improve and what they need to learn;
- put controlled delegation into practice;
- get managers and individuals to use whatever situations arise as learning opportunities;
- enable guidance to be provided on how to carry out specific tasks as necessary, but always on the basis of helping people to learn rather than spoon-feeding them with instructions on what to do and how to do it.

THE COACHING SEQUENCE

Coaching can be carried out in the following stages:

1. Identify the areas of knowledge, skills or capabilities where learning needs to take place to qualify people to carry out the task, provide for continuous development, enhance transferable skills or improve performance.
2. Ensure that the person understands and accepts the need to learn.
3. Discuss with the person what needs to be learnt and the best way to undertake the learning.
4. Get the person to work out how they can manage their own learning while identifying where they will need help from you or someone else.
5. Provide encouragement and advice to the person in pursuing the self-learning programme.
6. Provide specific guidance as required where the person needs your help.
7. Agree how progress should be monitored and reviewed.

DELEGATION

You can't do everything yourself, so you have to delegate. At first sight delegation looks simple. Just tell people what you want them to do and then let them do it. But there is more to it than that.

WHEN TO DELEGATE

You should delegate when:

- You have more work than you can effectively carry out yourself.
- You cannot allocate sufficient time to your priority tasks.
- You want to develop your subordinate.
- The job can be done adequately by your subordinate.

HOW TO DELEGATE

When you delegate you have to decide:

- What to delegate.
- To whom you delegate – choosing who does the work.
- How to inform or brief your subordinate – giving out the work.
- How you will guide and develop your subordinate.
- How you will monitor his or her performance.

HOW TO MANAGE UNDER-PERFORMERS

Poor performance may arise because individuals lack the skills and/or the motivation to achieve the results expected of them.

THE ACTIONS REQUIRED TO MANAGE UNDERPERFORMANCE

1. *Identify and agree the problem.*
2. *Establish the reason(s) for the shortfall.*
3. *Decide and agree on the action required.*
4. *Resource the action.*
5. *Monitor and provide feedback.*

THE FIVE P_s OF LEADERSHIP

- **P**ay attention to what's important
- **P**raise what you want to continue
- **P**unish what you want to stop
- **P**ay for the results you want
- **P**romote those people who deliver those results

HOW TO IMPROVE YOUR LEADERSHIP SKILLS

- **Skill 1:** Think Like a Leader
 - Identify what is happening
 - Explain why it is happening
 - Decide what you are going to do about it.
- **Skill 2:** Use an Appropriate Leadership Style
 - Leaders usually fit their style to the situation.
 - Different leadership styles are appropriate to different situations.

Continue...

- **Skill 3:** Pick the Right Leadership Situation
 - Gravitate toward leadership situations that fit your favored leadership style.
- **Skill 4:** Good communication skills
 - Listen carefully
 - Ask questions and paraphrase to confirm
 - Speak slowly and clearly
 - Have listeners repeat the understanding of what was said.
 - Encourage questions.

Continue...

- **Skill 5:** Exercise Better Judgment
- Decisiveness and good judgment (“cognitive ability”) are important leadership traits.
- **Skill 6:** Improve Leadership Traits and Skills
 - Exhibit self-confidence.
 - Display honesty and integrity.
 - Increase your knowledge of the business.

Five negative leadership traits that prevent individuals from being leaders

1. Uninformed about the problem being discussed
2. Non-participative
3. Rigid in holding on to their ideas
4. Authoritarian in bossing others around
5. Offensive and abusive in language style.

What Organizations need:

- Strong leadership and strong management for optimal effectiveness.
- Leaders to challenge the status quo, to create visions of the future and to inspire organizational members to want to achieve the visions.
- Leaders and managers to formulate detailed plans, create efficient organizational structures, and oversee day-to-day operations.

Maraming salamat po!