Today

- Leadership thinking in the past..... and now?

- Management vs Leadership – what is the difference?

- What actions enable good leadership?
Historical theories (early 19th century – late 20th century)

**Traits**

Leaders have certain physical characteristics

**Great Theory**

Leaders are born and designated by divine intervention

**Hierarchy**

You become a leader when you attain a senior position

**Competence**

You can learn and use certain skills to become a leader
**Assigned vs Emergent Leadership**

**Assigned Leadership**
- Appointment to
- A formal role
- Authority within an organisation.
- Leading & Managing
- Although formally in the role, may or may not be looked upon for leadership

**Emergent Leadership**
- Exercised by anyone
- Is situational
- Exists in relationships
- A process
- Results from personal power
- May be temporary, and linked to personal skills
Management

Minimising risk
Planning & Budgeting
Keeping the system operating
Organising procedures, systems, staffing
Controlling & problem solving
Monitoring & evaluating
Delivering NOW

Focus on keeping complex work running - Now

Leadership

Setting direction and building a vision
Developing a strategy
Motivating & Inspiring
Aligning people behind a vision
Empowering and creating challenge
Building networks
Building a successful FUTURE

Focus on the future and engaging People through Change
What do “great” leaders do?

Leading as a process
Leadership as a process

- Stephen Covey considered the question:
  
  What is it that exceptional leaders do?

- He found 4 fundamental areas for leaders to master...
PATHFINDING

MODELLING

EMPOWERING

ALIGNING

Adapted from work by Stephen R. Covey
Creating a vision that connects what customers are passionate about getting, with what we are passionate about giving
Pathfinding

Leadership questions

- Who is most important to us and what matters to them?
- What is our purpose, what matters most to us?
- Where are we going and how will we get there?
Leadership

PATHFINDING

ALIGNING
Aligning

Organising our people, processes, structures to meet the future vision
Aligning

Leaders who align well consider the following questions:

- Do we use the right processes to get the outcomes we need?
- Do we have the right structure?
- Do we have the right people for our goals?
- Do we get the right information to the right people?
- Do we make decisions in the right way?
- Do we receive the right rewards for the right work?
Teams and organisations are perfectly aligned to get the results they are getting.
Leadership

PATHFINDING

EMPOWERING

ALIGNING
Empowering

Releasing the talent, energy and contribution of people
Empowering

Leadership questions:

- How do we cultivate an environment where people can do their best and are committed?
- What is an appropriate balance between control and abandonment?
- What is the perceived risk, and how much confidence do I have in that person?
- How can I create win:win agreements?
Modelling

Leading by example & building trust with others.

- Leadership questions:
  - What behaviours, attitudes, leadership styles and skills am I modelling?
  - Is it helping or hindering people to achieve their goals?
  - Do I inspire others to trust me and follow me?
Why should anyone be led by me?

Who would follow me?

Am I trustworthy?

Do I take responsibility?

Do I ‘Walk my Talk’?

Modelling comes from Authenticity
Thank you

Warren Scott