



Leadership

Warren Scott

Today

- Leadership thinking in the past.... and now?
- Management vs Leadership – what is the difference?
- What actions enable good leadership?



dreamstime.com

Historical theories (early 19th century – late 20th century)

TRAITS



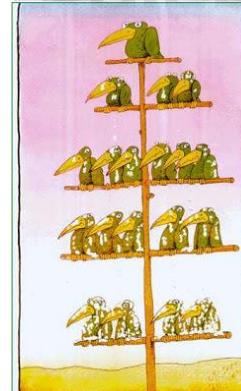
THE GREA T

Leaders have certain physical characteristics

Leaders are born and designated by divine intervention

You can learn and use certain skills to become a leader

HIERARCHY



You become a leader when you attain a senior position

COMPETENCE

S Ingredients
Flour [Contains: Wheat Flour, Malted Barley Flour, Niacin, Reduced Iron, Thiamine Mononitrate, Riboflavin, Folic Acid], Water, Sourdough (6.4%) (Contains: Water, Flour [Wheat Flour, Malted Barley Flour, Niacin, Reduced Iron, Thiamine Mononitrate, Riboflavin, Folic Acid], Yeast), Salt, Wheat Germ, Semolina (Contains: Durum Wheat Semolina, Niacin, Ferrous Sulphate, Thiamine Mononitrate, Riboflavin, Folic Acid).

Assigned vs Emergent Leadership

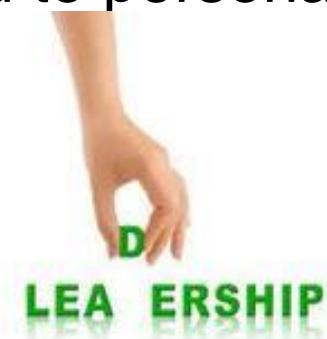
Assigned Leadership

- 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?



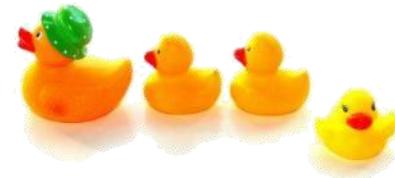
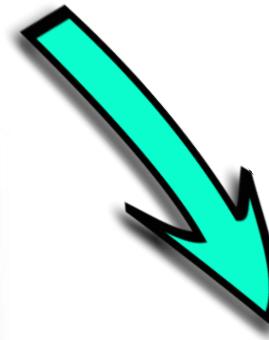
- He found 4 fundamental areas for leaders to master...

PATHFINDING



EMPOWERING

MODELLING



ALIGNING

Pathfinding



**Creating a vision that connects
what customers are passionate
about getting, with what we
are passionate about giving**

Leadership questions



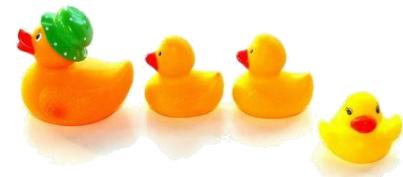
- Who is most important to us and what matters to them?
- What is our purpose, what matters most to us?
- Where are we going and how will we get there?

Leadership

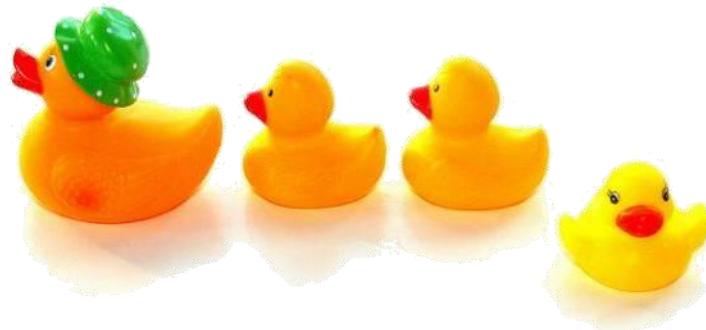
PATHFINDING



ALIGNING

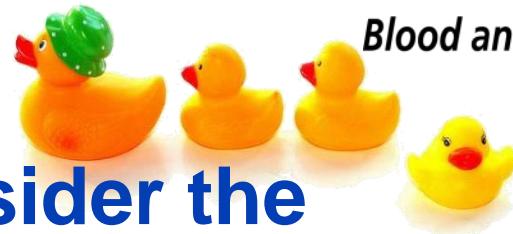


Aligning



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

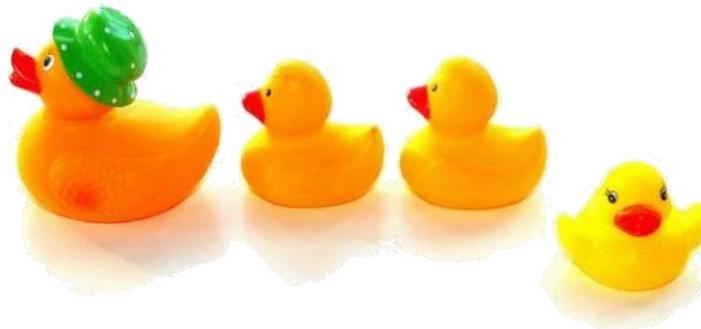
Aligning



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?

Aligning



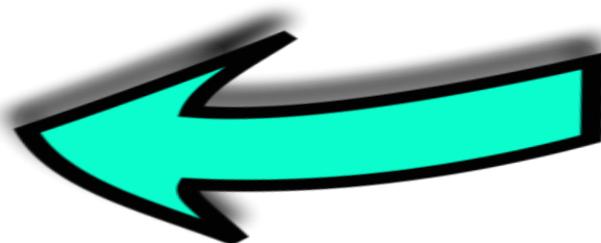
**Teams and organisations
are perfectly aligned to get
the results they are getting**

Leadership

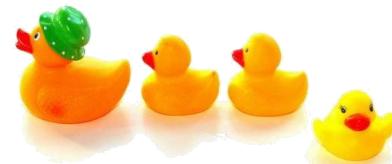
PATHFINDING



EMPOWERING



ALIGNING





**Releasing the talent,
energy and
contribution of people**

Empowering

Leadership questions:

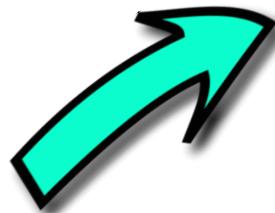


- How do we cultivate an environment where people can do their best and are committed?
- What is an appropriate balance between control and abandonment?
- What is the perceived risk, and how much confidence do I have in that person?
- How can I create win:win agreements?

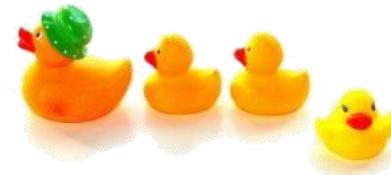
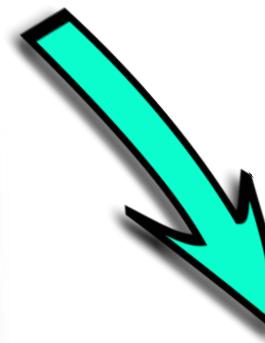
PATHFINDING



EMPOWERING



MODELLING



ALIGNING



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?



Do I take
responsibility?

MODELLING

Who would follow me?

Am I trustworthy?

Do I 'Walk my Talk'?

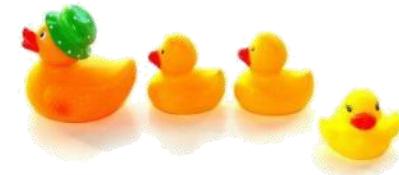
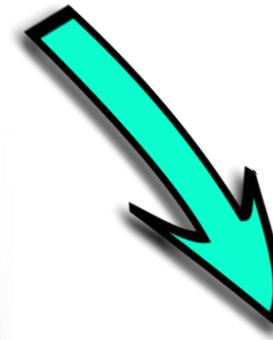
Modelling comes from Authenticity

PATHFINDING



EMPOWERING

MODELLING



ALIGNING



Thank you

Warren Scott