Leadership Challenge

1. Significant impact
2. Willing to discuss
3. Open to alternatives

Describe:
Your perspective
Stakeholders’ perspectives
1. Rules
2. Hard to see context & direction
3. Conflicting interests
4. Short term goals
5. Appear to over promise, appear duplicous
6. Complex interdependencies
7. Hard to maintain independence
8. Insecurity
9. End justifier means (pragmatic)
10. Enable, but their are not enabled
11. Status, not skills
12. Ambition
13. Look personal, but they are not
1. What makes your organization strong?
2. What makes your organization weak?
STRENGTHS

1. Highly skilled and motivated people (clarity of roles)
2. Budget allowance
3. Initial framework
4. Merit-based appointments
5. History of the organisation and team-based work
6. Political will (goodwill)
7. Elaborate HR management system
8. 

WEAKNESSES

1. Politically based appointments
2. Historical crisis
3. Resistance from other stakeholders
STRONG

- New organization (less than 10 years) - roles & values still fresh
- Old organization (more than 89 years) - roles & values ingrained but rebranding has reinvigorated the org
- Good appraisal system

WEAK

- Many poor leadership
- Staff disengaged & not motivated - length of service
- No technical expertise for crucial areas of regulation
- Poor communication both internal & external
- Poor appraisal systems
- Uneven distribution of work
- Over reliance on few staff members
1. What makes the organisation strong?
- Robust debate and discussion on issues
- Inclusive leadership
- Take responsibility and follow through decision
- Clarification of roles and responsibilities; the scope and goal
- People management; Capacity building + relevant
- Planning + Implementation of Strategy
- Review Performance + set Performance targets and standards

2. What makes your organisation weak?
- Lack of clarity on roles + responsibilities
- Lack of robust + intense debates + discussion
- Insufficient skills + training
- Lack of tools for performance monitoring
- Insufficient coordination within the organisation
Strong

1. Clarity of Goals
2. Clear/Flat Organizational Structure
3. Skilled/Talented Workforce
4. Training Budget
5. Team Work

Weak

1. No Clarity of Priorities
2. No Communication of Goals to Staff
3. No Clear Organizational Strategy
4. Conflicting Organizational Structure
5. Lack of Staff Motivation
6. Lack of Training Strategy
7. Divergency from Organizational Goals
STRENGTHS

1. KENGEN
   - Clear organizational structure with assigned roles & responsibilities
   - Performance based on known international standards e.g. ISO.

2. Regulators
   - Organization structure best practice
   - Good legislative framework.

WEAKNESS

1. Nepotism, tribalism political interference.
   - Lack of professional skills
   - Weak enforcement of performance management systems.
STRONG

1. Clarity - Values, Strategy, Goals
2. Leadership - Good, Transparent, Authentic
3. Employee Involvement & Engagement
4. Team Work
5. Effective Communication
6. Innovative Ideas & Culture
Weakness:

1. Ambiguity of Roles
2. Goals/Strategies
3. Poor/Weak Communication
4. Absence of Integrity
Organization

Personal Reflection

1. How do you contribute to the high scores? Low scores?

2. What does your organization need from you to raise your low scores?
Movie: "Gettysburg"

1861 - 1865
Qualities of Leadership (positive characteristics)

1. Inspirational / Motivational
2. Delegation of duties
3. Value and merit-based approach
4. Listens to his team/Others.
5. Builds authority and credibility/Assertiveness
6. Build trust
7. Recognition of vulnerability
8. Patriotism
9. Determination
10. Vision & Direction
11. Humanity
12. Builds rapport & Team player.
13. Builds confidence

ii) (Negative characteristics)

1. Exposure to risk
2. A
The Col was mindful of the prisoners being human beings, how to care of them.

- The Col was confident.
- Distinction of roles and relationship between family and work.
- The person who was speaking on behalf of the prisoners was passionate and emoting the feelings of his colleagues.
- The Captain was arrogant and demeaning in his words to the Col, as well as the prisoners.
- The Col. had very good patience and respectful in talking and dealing with the Captain and the prisoners.
- The Col. motivated the prisoners in the end, by telling them the reason the war was not only for them but mankind and the future generation.
<table>
<thead>
<tr>
<th>Leadership Traits</th>
<th>Group C</th>
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<tbody>
<tr>
<td>1. Listener</td>
<td>1. Take initiative to represent me as a prisoner</td>
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<td>2. Took ownership and responsibility</td>
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<tr>
<td>3. Motivational</td>
<td>3. Lack of respect</td>
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<td>4. Valued the People +</td>
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<td>5. Kept the team focused on main goal</td>
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<td>6. Show empathy and</td>
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<td>7. Use diligence in decision</td>
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<td>8. Allayed fears + gave assurance</td>
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<td>9. Show kindness</td>
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<td>10. Patience shown</td>
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<td>13. Involve people in decision-making</td>
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<td>14. See the bigger picture</td>
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LEADERSHIP:

1. Taking initiative in a difficult situation - rep. of the prisoners
2. Listening by the colonel
3. Prioritizing the importance of issues.
4. Long term vision
5. Paint the future picture to the prisoners
6. Identified himself with a common man.
7. No favoritism
8. Understand mutual trust
9. Work with the enemy to achieve a common goal
LEADERSHIP

1. Power of Persuasion
2. Listening skills
3. Ability to inspire
4. Ability to take control of situation
5. Ability to balance available options and determine the appropriate choice
6. Being Visionary
7. Ability to communicate & convince
8. Identifies with the problem facing the People
9. Caring
10. Gives people options to choose
11. Ability to identify the weaknesses and transform them into opportunities
1. Formal/Informal
2. Discipline
3. Empathy
4. Focus
5. Authentic
6. Orator
7. Listener
8. Persuasive & Inspirational
9. Professional
10. Calmness
11. Charismatic
12. Inclusivity
13. Analytical Skills
14. Patience
15. Strategic Thinker
16. Courageous
Authority
Direction
Order
Protection
Leadership traits

Personal Reflection

1. What traits will you leverage?

2. What traits will you look to others?
Leadership Styles

Groups

1. Discuss: What are you like?

2. Write: What do others need to know about you to work well with you?
GROUP 1

1. WHAT ARE YOU LIKE?
   
   i) Sociable
   ii) Outgoing/Adventurous
   iii) Influential
   iv) Dependable
   v) Disciplined
   vi) Daring
   vii) Considerate (Kind)
   viii) Amiable

2. WHAT DO OTHERS NEED TO KNOW ABOUT YOU TO WORK WELL WITH YOU?
   
   i) Dependable/Responsible
   ii) Trustworthy/Honesty
   iii) Accountable
   iv) Appreciative
1. **Planning**

- Organised
- Structured / Systematic
- High / Robust Standards
- Careful + Diplomatic
- Continuous Learning + Self-Development
- Disciplined + Consistency
- Compliance

**Communication**
1. Honest
2. Outspoken
3. Blunt
4. Trustworthy
5. Direct
6. Result Oriented
7. Effective
8. Discipline
9. Restless
10. Daring
11. Dependable
12. Sympathetic
13. Transparent
Leadership Styles

Personal Reflection

1. Think about the personality styles you work with.
What did you learn that will help you work better with your team?