



NAMASKAR LEADERSHIP COMPETENCIES

**MR. KEDAR RAYAMAJHI
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Sayings on Leadership

- **“Leadership is not bestowed- it is only yours for as long as it is continuously earned”**
- **“Leadership is like beauty. It is difficult to describe or define but you know it when you see it”**
- **“Leadership – easy to explain not so easy to practice”**

Thoughts on leadership

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"The very essence of leadership is that you have to have a vision."

Theodore Hesburgh

Leading and Managing: Do they differ?



1. "Management is efficiency in climbing the ladder of success; **Leadership** determines whether the ladder is leaning against the right wall."

- Stephen R. Covey

Leaders vs. Managers

◆ LEADERS:

- innovate
- focus on people
- inspire trust
- have a long-range view
- ask what and why
- have eyes on horizon
- originate
- challenge status quo
- do the right thing

◆ MANAGERS:

- administrate
- focus on systems and structures
- rely on control
- have a short-range view
- ask how and when
- have eyes on bottom line
- initiate
- accept status quo
- do things right



WHY LEADERSHIP ?? BIG Qs

- **Is there a crisis of management?**
- **Is leadership a way to respond to this?**



- Is there a crisis of leadership &
- Is more leadership the answer?



What Researches have to say on This

BORN (Nature)

Some are born with an “extra something,” a trait of tenacity and take-over-ship that makes them “natural born leaders.” Eg Einstien

Born-leaning managers may embrace a dominant and authority-focused approach to leadership; they may view asking for many opinions or seeking consensus as weak or ineffective leadership

Leadership training is three times more effective at teaching knowledge than it is in changing behavior.

MADE (Nurture)

As with people like Winston Churchill or Franklin Roosevelt, those who exhibit leadership traits early on — even when born into a privileged lifestyle — don’t become leaders by accident. They’re made into leaders, or they make themselves into one.

Executives who believe leaders are made may prefer a more-collaborative approach; being dominant and focused on rules and formalities may be less effective with them

Fifty six percent of corporate leaders predict shortages in executive-level leadership.

Fourty four percent of companies expect to increase total spending on leadership development and executive education.

Sixty four percent of learning executives say they are focusing on trying to speed up the leadership development process.

(Based on 2012 report, "[Racing the Clock: Will high potentials be ready to lead in time to meet your need?](#)")



Are Great Leaders Made or Born?

- ❑ The most asked question about leadership.
- ❑ There are dozens of books, decade's worth of debates and many well-documented studies on the subject of leadership.
- ❑ Nevertheless, the debate rages on.
- ❑ Therefore It is a great debate.



Lead, follow or get out of the
way

Anonymous



**Leadership is
Everyone's Business.**



**Life is all about
CHANGE....**

**Leadership is all about
POSITIVE CHANGE....**



Frame of reference

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- May be passionately held to
 - Incredulity at previous held beliefs!
 - has an emotional or affective colouring
- May be an expression of loyalty (family/tribe/group/company)
 - has a social or interpersonal colouring.
- May have an implicit or explicit ethical dimension
 - has a moral colouring.
- Meaning-forming – What you know
- Reforming Meaning-forming – How you have come to know.

Perspectives on leadership: four generations –

a historical view of leadership

1. Trait theories	2. Behavioural theories
3. Contingency theories	4. Transformational leadership theories

New Discourses in Leadership: Eco-leadership

Academics like to divide theories into four blocks!

• Trait Theory

Great Man (Woman) – assumes the leader is different from the average person in terms of personality traits such as intelligence, perseverance, and ambition

- Assumptions**

- People are born with inherited traits.
- Some traits are particularly suited to leadership.
- People who make good leaders have the right (or sufficient) combination of traits.

2. Behavioural Theory

- Leaders can be made, rather than are born
- Successful leadership is based in definable, learnable behavior

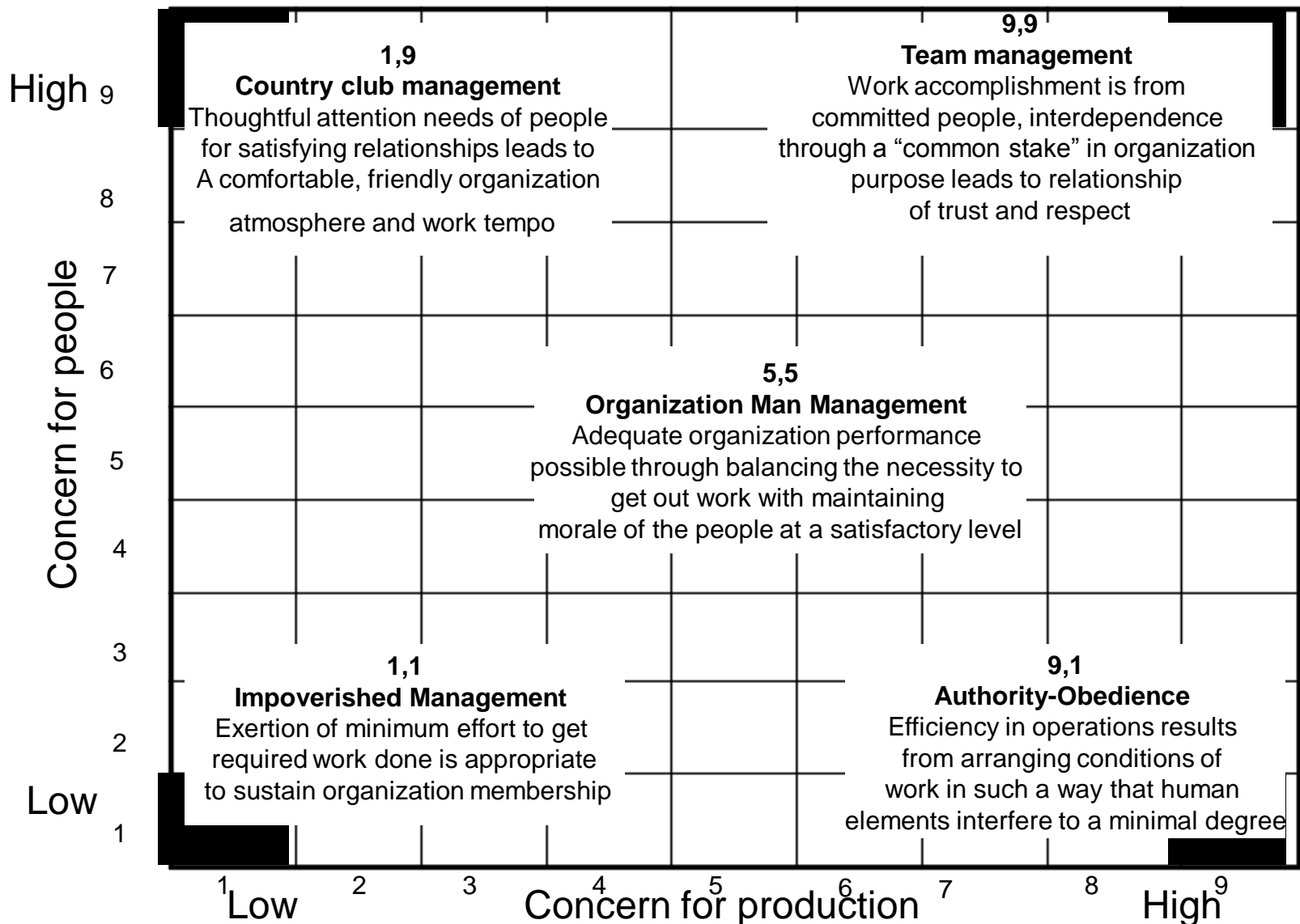
- **Description**

- Behavioral theories do not seek inborn traits – they look at what leaders actually do
- Success can be defined in terms of describable actions

- **Implication:**

Leadership capability can be learned

The Managerial Grid

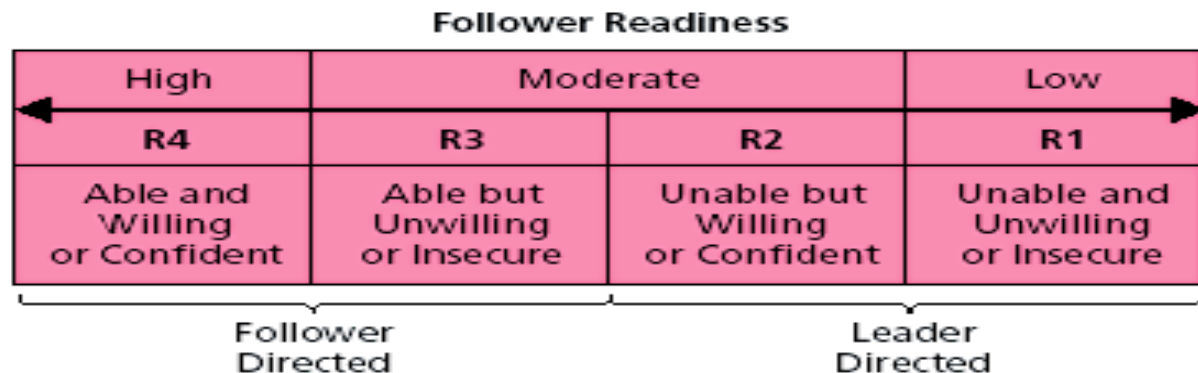
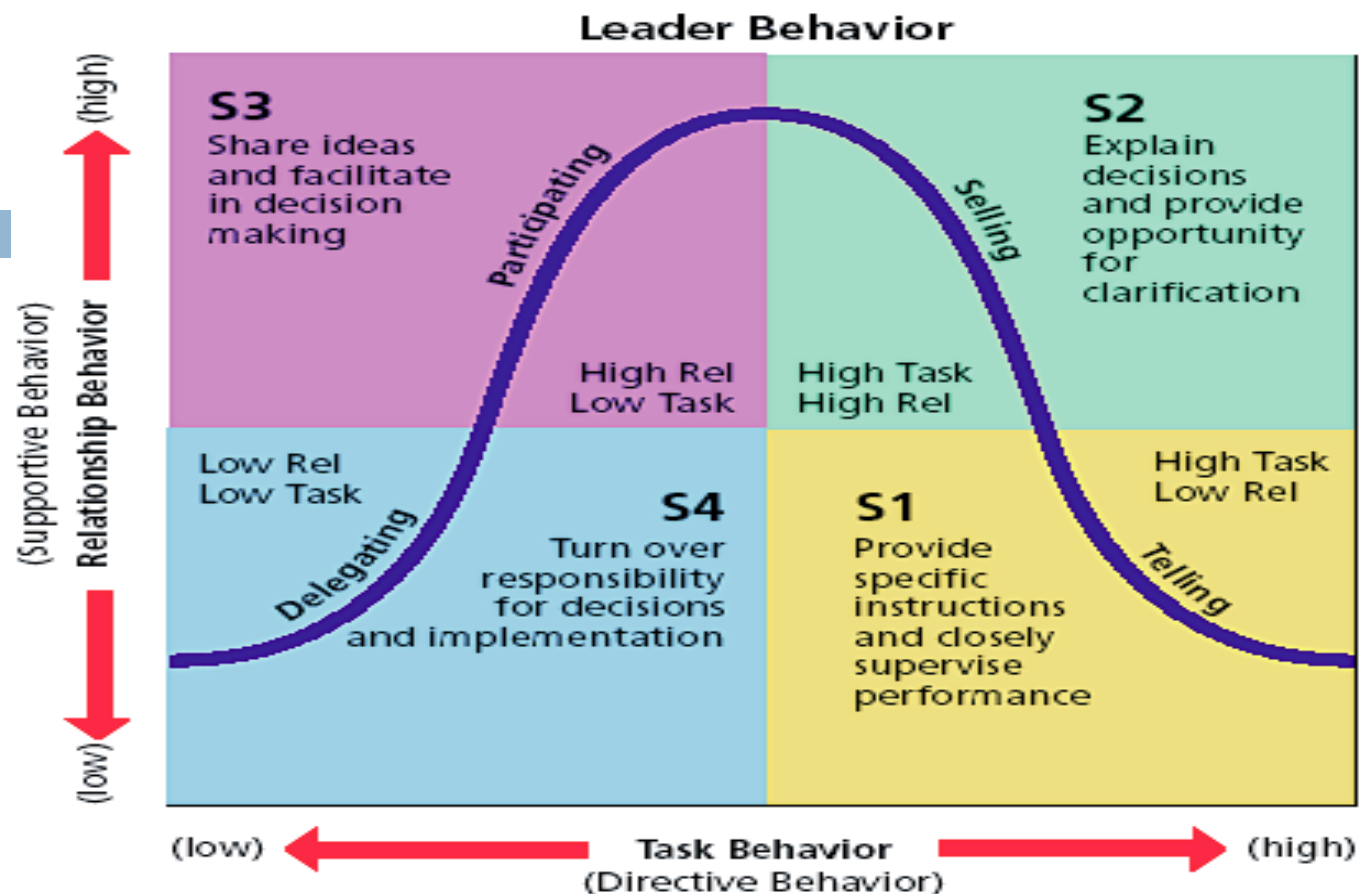


4. Contingency v. Situational Theory

Both assume that there is no simple one right way:

- **Situational theory** tends to focus more on the behaviors that the leader should adopt, given situational factors (often about follower behavior).
- **Contingency theory** takes a broader view that includes contingent factors about leader capability and other variables within the situation. (Leaders who are very effective at one place and time may become unsuccessful either.

Applying the Situational Leadership Model





Hershey–Blanchard Situational Leadership Model

- A model aims to provide a practical way for leaders to decide how to adapt their style to the task.
- Model focuses on four leadership styles
 - *The delegating leader* lets the members of the group decide what to do.
 - *The supporting (participating) leader* asks the members of the group what to do, but makes the final decisions.
 - *The coaching (selling) leader* makes the decision but explains the reasons.
 - *The directing (telling) leader* makes the decision and tells the group what to do



Transactional Leadership Assumptions

- People are motivated by reward and punishment.
- Social systems work best with a clear chain of command.
- When people have agreed to do a job, a part of the deal is that they cede all authority to their manager.
- The prime purpose of a subordinate is to do what their manager tells them to do.



- Transactional – leader engages others in the reciprocal activity of exchanging one thing for another (participatory/dynamic)

Transactional Leadership Behaviours

- ▣ Leadership actions that focus on accomplishing the tasks at hand and on maintaining good working relationships by exchanging promises of rewards for performance.



Transactional Considerations

- The transactional leader often uses *management by exception*, working on the principle that if something is operating as expected then it does not need attention.
- In the Leadership vs. Management Spectrum, transactional leadership is very much towards the management end of the scale.
- Relies strongly on principle of “rational man” and reaction to rewards and punishment.



Transactional versus Transformational Leadership Behaviours

- *Transformational Leadership Behaviours*
- Transformational –leader examines and searches for the needs and motives of others while seeking a higher agenda of needs. (visionary/change agent)
 - ▣ **Leadership actions that involve influencing major changes in the attitudes and assumptions of organization members and building commitment for the organization's mission, objectives, and strategies.**



Transformational Leadership

Assumptions

- People will follow a person who inspires them.
- A person with vision and passion can achieve great things.
- The way to get things done is by injecting enthusiasm and energy.



How to Be a Transformational Leader

- ✓ **Articulate a clear and appealing vision.**
- ✓ **Explain how the vision can be attained.**
- ✓ **Act confident and optimistic.**
- ✓ **Express confidence in followers.**
- ✓ **Provide opportunities for early successes.**
- ✓ **Celebrate successes.**
- ✓ **Use dramatic, symbolic actions to emphasize key values.**
- ✓ **Lead by example.**
- ✓ **Empower people to achieve the vision.**

Ethical Leadership

- * **Maintain strict discipline**
- * **Avoid preoccupations**
- * **Recognize privacy and confidentiality**
- * **Be honest and impartial**

If the king plucks an apple from a public garden the public will take away even the roots.



According to Peter Drucker....

“Leadership Effectiveness is neither an ability nor talent. It is a habit, a practice, a self-discipline that must be learned.”



Alternative frames

Dispersed/Distributed Leadership

As a response to the 'heroic' status of leadership invested in one 'man' scholars have theorised a dispersed approach in which leadership is distributed through the collective (Harris, 2007)

- Japanese models of organizing.
- Contingent upon the effective distribution of power – the empowered worker.
- *Leadership is not roles but practice and the focus is leadership not leaders.*

Hubris Syndrome

- **Overconfidence**
- **False Confidence.**
- **“I am always right attitude.”**
- **My way or the high-way syndrome.**



"Just as the diamond requires three properties for its formation—carbon, heat, and pressure—successful leaders require the interaction of three properties—character, knowledge, and application (BE-KNOW -DO).

Like carbon to the diamond, **character** is the basic quality of the leader. . . . But as carbon alone does not create a diamond, neither can character alone create a leader.

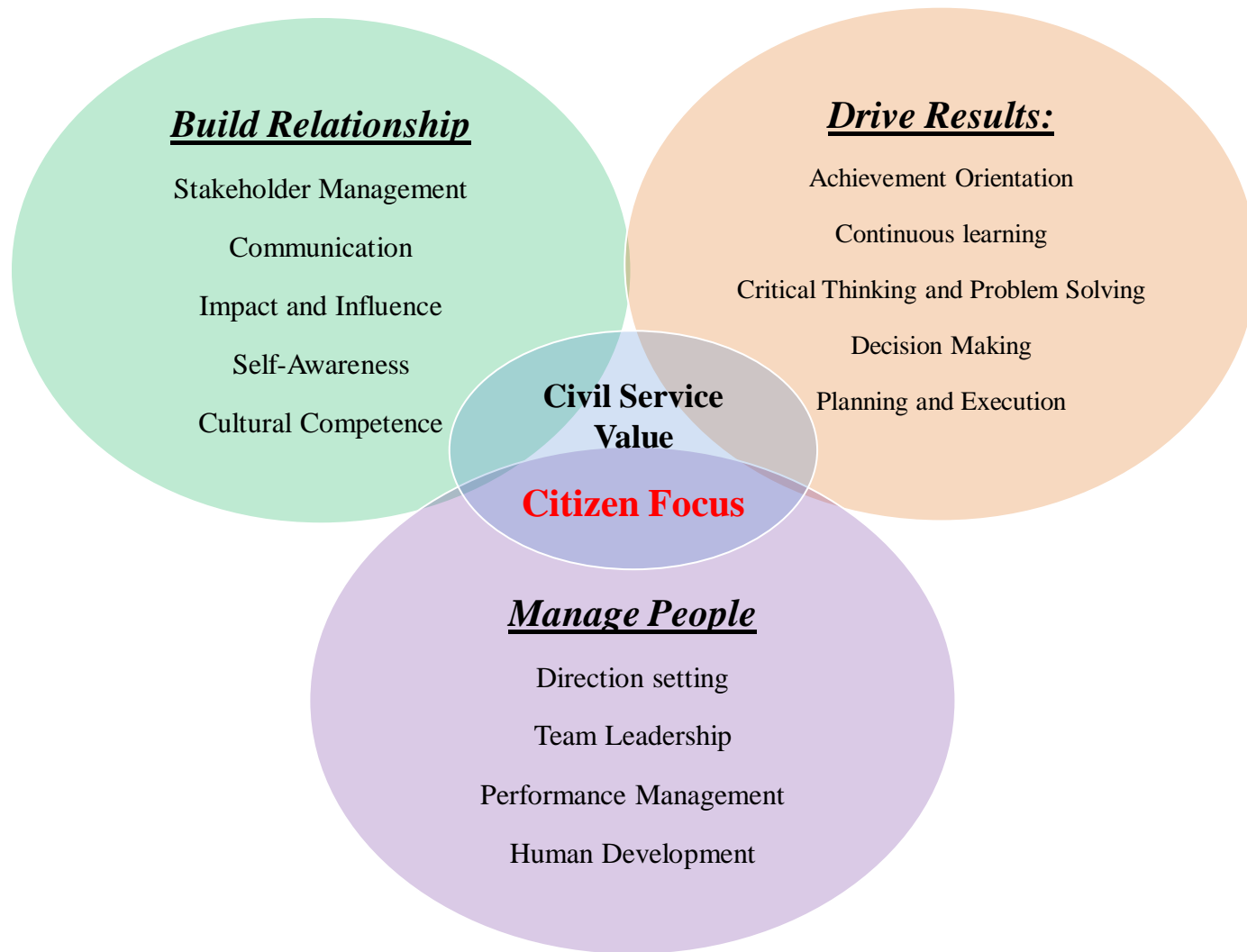
The diamond needs heat. Man needs **knowledge**, study and preparation. . . . The third property, pressure—acting in conjunction with carbon and heat—forms the diamond.

Similarly, one's character attended by knowledge, blooms through **application** to produce a leader".

GEN Edward C. Mayer

Chief of Staff of the Army (1979–1983)

(Extracted From Department of Army; Army Leadership; October, 2006)



**Competency Framework In Civil Service
Leaders of Nepal**



Transformational Learning

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Genuinely transformational learning needs to be distinguished from the informational (both have merit).

- The *form* undergoing transformation
- At the heart of a *form* is a way of knowing – Frame of Reference.
 - ▣ Transformational learning therefore requires deep change in the frame of reference as opposed to a change in behavioural repertoire.
- Requires a narrowing and a broadening – ask questions about your understanding of the object over a lifetime.



□ Assess your leadership readiness:



Your Development as an Authentic Leader

- ❑ Which people and experiences in your early life had the greatest impact on you?
- ❑ What tools do you use to become self-aware?
- ❑ What are your most deeply held values?
- ❑ What motivates you extrinsically?
- ❑ What kind of support team do you have?
- ❑ Is your life integrated?
- ❑ What does authentic mean in your life?
- ❑ What steps do you take to develop your leadership?

Leadership is

...

Just common
sense.