

LEADERSHIP

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THE BACKGROUND

- Changing Economic Environment
 - Globalization
 - Growing Competition
 - Employability (only 26% MBAs are employable)
 - Parents desire to give best education as their legacy
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WHAT IS LEADERSHIP ?

- Leadership is the power to influence people for performing a task that leads to the achievement of given objectives and goals
 - It is concerned with:
 - Leading People
 - Influencing People
 - Commanding People
 - Guiding People
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CONCEPT OF LEADERSHIP

- To be an effective leader, a leader needs to know and understand the following:
- People paradoxically need security & independence at the same time
- People are sensitive to external rewards & punishments & yet are also strongly self motivated
- People like to hear a kind of praise
- People can process only a few facts at a time, this a leader needs to keep things simple
- Please trust their gut reactions more than statistical tools
- People distrust a leader's rhetoric if the words are inconsistent with the leader's actions

PRINCIPLES OF LEADERSHIP

- Know yourself & seek self improvement
- Be technically & tactically proficient
- Seek responsibility & take responsibility of your action
- Make sound & timely decisions
- Set the Example
- Keep your subordinates informed
- Know your employees & look out for their well being
- Ensure the task is understood, supervised & accomplished
- Build the team
- Employ your team in accordance with its capabilities
- Avoid creating ethical dilemma for your employees

TRAITS THAT DISTINGUISH LEADERS FROM NON-LEADERS

LEADER	NON-LEADER
Appeals to the best in each person: problem solver: advice-giver: cheerleader	Invisible: gives orders to staff & expects them to be carried out
Thinks of ways to make people more productive : more focused on company goals	Thinks of personal rewards, status & how he/she looks to outsiders
Comfortable with people in their work places	Uncomfortable with people
Arrives early : stays late	In late : usually leaves on time
Good listener	Good talker
Simplistic on company values	Good at demonstrating his command of all the complexities
Available	Hard to reach
Fair	Fair to the top : exploits the rest
Decisive	Uses committees, consultants

TRAITS THAT DISTINGUISH LEADERS FROM NON-LEADERS

LEADER	NON-LEADER
Humble	Arrogant
Tough : confronts nasty problems	Elusive : the artful dodger
Tolerant of open disagreement	Intolerant of open disagreement
Has strong convictions	Vacillates when a decision is needed
Trusts people	Trusts only words & numbers on paper
Delegates whole important jobs	Keeps all final decisions
Wants anonymity for himself, publicity for his organization	The reverse
Simplifies (makes things look easy)	Complicates (makes things look difficult)
Often takes the blame	Looks for a scapegoat
Gives credit to others	Takes credit : complaints about lack of good people
Gives honest, frequent feedback	Information flows one way-into his/her office

TRAITS THAT DISTINGUISH LEADERS FROM NON-LEADERS

LEADER	NON-LEADER
Sees growth as by-product of search for excellence	Sees growth as primary goal
Honest under pressure	Improvises; equivocates
Straightforward	Tricky; manipulative
Promotes from within	Always searching outside the organization
Openness	Secrecy
Keeps promises	Does not
Plain office	Lavish Office
Grooms leaders	Inhibits growth of colleagues
Sees mistakes as learning	Sees mistakes as a punishable offence

LEADERS VS MANAGERS

Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing work
Have	Followers	Subordinates
Horizon	Long-term	Short-term
Seeks	Vision	Objectives
Approach	Sets direction	Plans detail
Decision	Facilitates	Makes
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Culture	Shapes	Enacts
Dynamic	Proactive	Reactive

LEADERS VS MANAGERS

Persuasion	Sell	Tell
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risk	Takes	Minimizes
Rules	Breaks	Makes
Conflict	Uses	Avoids
Direction	New roads	Existing roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Blames

QUALITIES OF GOOD LEADERS

PERSONAL SKILLS

- Personality
- Vision
- Intelligence
- Hard work/Smart work
- Initiative
- Dynamism
- Flexibility
- Empathy
- Emotional Stability
- Passion
- Manners & Etiquettes
- Education

MANAGERIAL SKILLS

- Good Communication
- Technical Knowledge (job specific)
- Good Coordination
- Administrative/organizing abilities
- Knowledge of human aspects (human skills)
- Quick Decision
- Team Work
- Problem solving skills
- Approachable
- Innovation

TYPES OF LEADERS

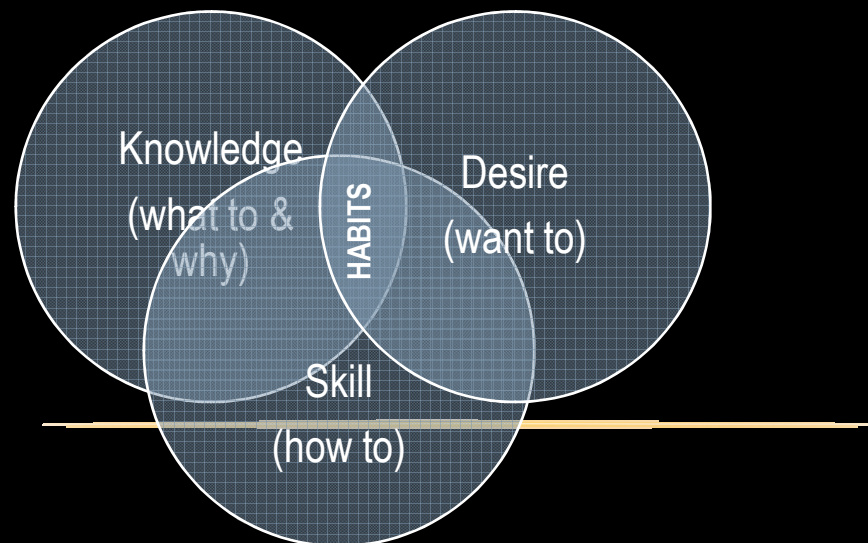
- Autocratic Leader
- Democratic Leader
- Free Rein Leader
- Paternalistic Leader
- Intellectual Leader
- Institutional Leader
- Situational Leader

THEORIES OF LEADERSHIP

- TRAIT APPROACH THEORY
 - Leaders are born, not made
 - BEHAVIOUR APPROACH THEORY
 - Leaders are not born, but made
 - SITUATIONAL APPROACH THEORY
 - Leaders adopt the style best suited to the situation
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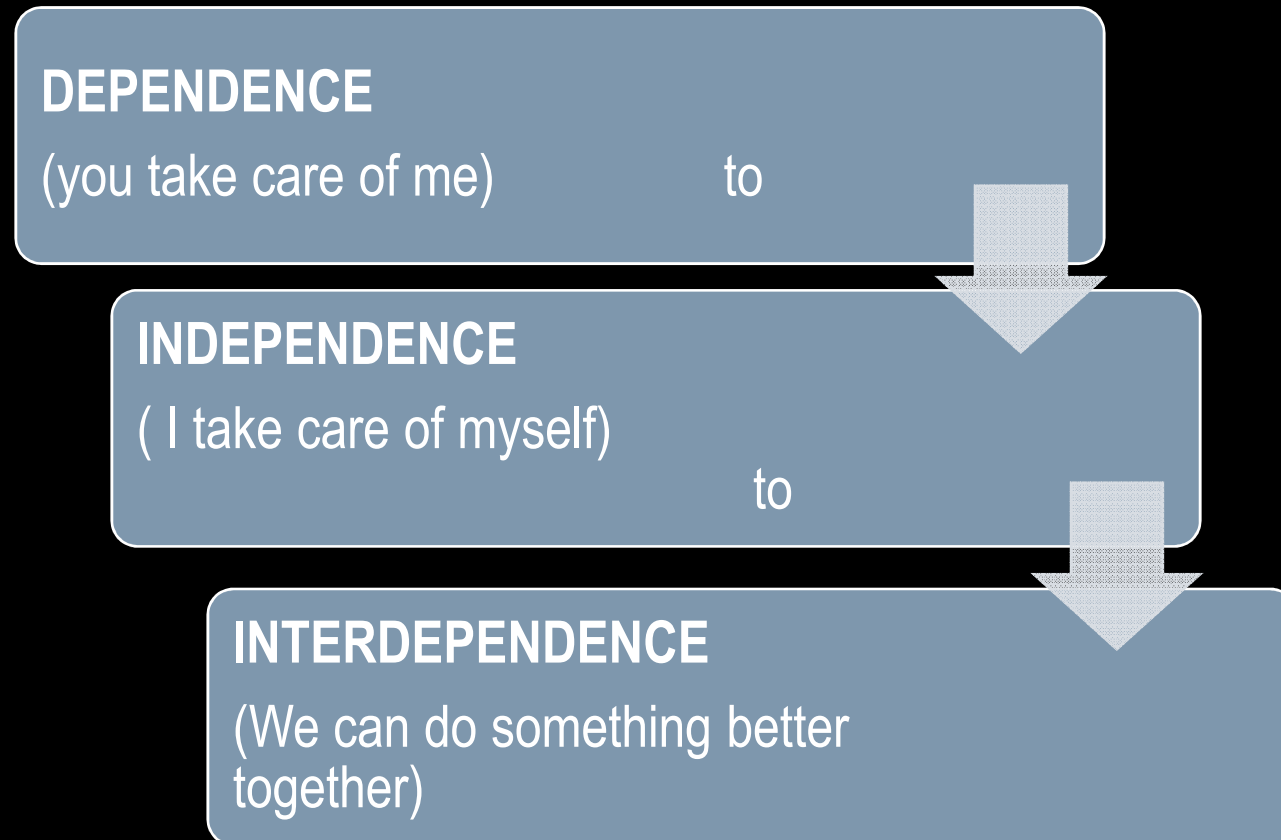
7 HABITS OF HIGHLY EFFECTIVE PEOPLE

- To be effective, we need to make a paradigm shift.
- A paradigm is the way we perceive, understand & interpret the world around us
- A habit is the intersection of knowledge, skill & desire




7 HABITS OF HIGHLY EFFECTIVE PEOPLE

- The 7 habits are a highly integrated approach
- It moves from



7 HABITS OF HIGHLY EFFECTIVE PEOPLE

- Be Proactive
- Begin with the End in mind
- Put First Thing First
- Think Win Win
- Seek First to Understand, then to be Understood
- Synergy
- Sharpen the saw 

1. BE PROACTIVE

- It is based on conscious choice based on values rather than reactive behaviour
- The language we speak is the indicator of our behaviour

REACTIVE	PROACTIVE
I Can't	I choose
I must	I prefer
There is nothing I can do	Let us look at the alternative
Things are getting worse	What initiative can we use

2. BEGIN WITH THE END IN MIND

- Leadership is creation & management
- Leadership is doing right things & management is doing things right
- In order to begin with the end in mind, create personal philosophy like:
 - Never compromise with honesty
 - Maintain positive attitude
 - Keep a sense of humour
 - Do not fear mistakes
 - Facilitate success of subordinate
 - Remember the people involved

3. PUT FIRST THINGS FIRST

- It is day by day moment by moment management of time.

- Time Management Matrix:

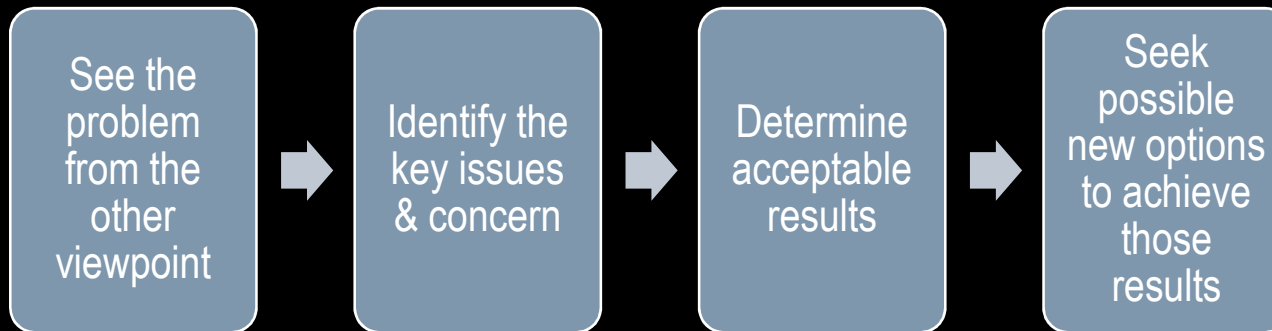
	Urgent	Not Urgent
Important		
Not Important		

- To be effective:

- Write down key role for the week
- List your objective for each role
- Schedule time to complete the objective
- Adapt the weekly schedule to your daily activities

4. THINK WIN WIN

- Win Win is a frame of mind & heart that constantly seeks mutual benefits in all human interactions.
- In order to obtain win win, a four step process is needed



5. FIRST TO UNDERSTAND, THEN BE UNDERSTOOD

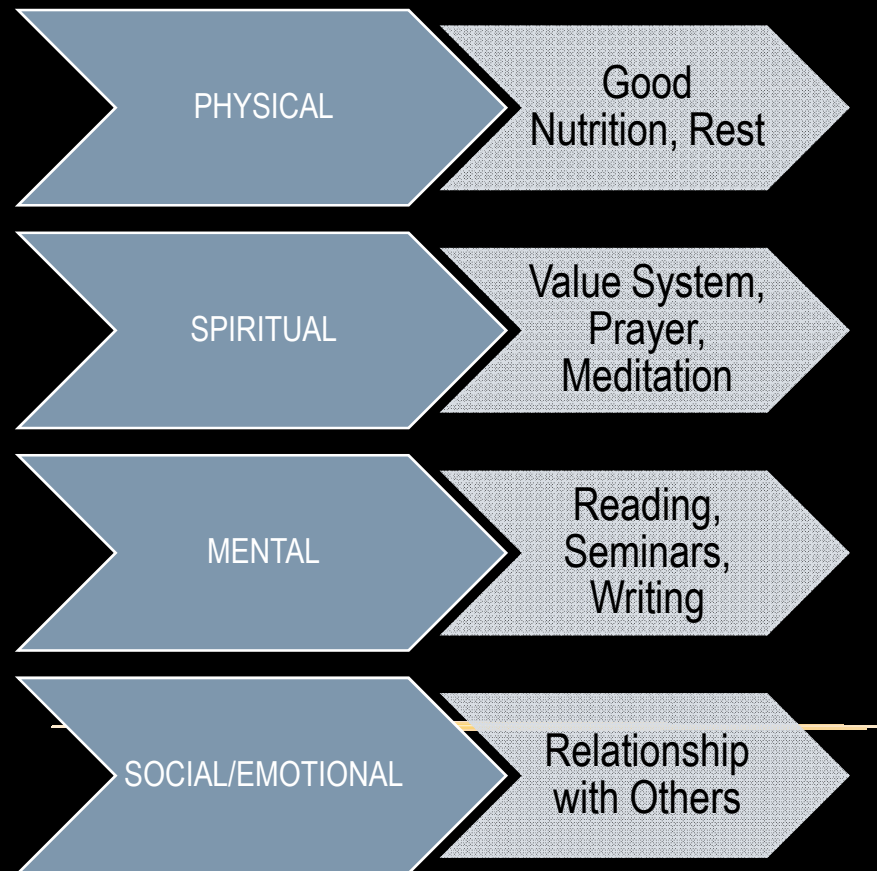
- Seek first to understand involves a paradigm shift since we usually try to be understood first
- Empathic listening is the key to effective communication
- It focuses on learning how the other person sees the world, how they feel
- The essence of empathic listening is not that you agree with ~~someone but you fully understand~~ that person emotionally

6. SYNERGY

- It means that the whole is greater than the parts
 - The first 5 habits build towards habit 6
 - Synergy occurs when people reach solutions that are better than they could have achieved acting alone
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7. SHARPEN THE SAW

- It means renewing all four dimensions of our nature



EXPECTATIONS FROM LEADERSHIP IN TQM

- Develop the core values, vision statement, mission statement & quality policy statements
- Design the strategic short/long term plans with goals & the annual quality improvement program with objectives
- Create the total educational & training plan
- Prepare check list of all activities
- Devise a functional system for all programs
- Communicate in detail to all concerned
- Delegate & empower
- Supervise/Monitor
- SWOT Analysis for each programme
- Recognize/ Acknowledge / Reward the success

ACTION PLAN FOR QUALITY IMPROVEMENT

- Work towards achieving an ideal physical infrastructure
- Hiring qualified, efficient, dedicated staff
- Training staff in professional competencies and personality development
- Encouraging Excellence/Innovation in teaching learning process
- Decentralize authority for making decisions about curriculum, instructions, staffing & resource allocations
- Greater use of technology in all areas
- Emphasis on co-curricular & extra-curricular activities
- Involvement of Alumni & Society
- ~~Bring transparency in all matters~~
- Creating just & conducive environment for learning

ACTION PLAN FOR QUALITY IMPROVEMENT

- Inclusive Education
 - Ensuring Academic Norms & Standards
 - Aligned assessment of student performance
 - Regular follow-ups & feed backs
 - Motivating students for Public/Competitive Exams
 - Counseling of Students & Parents
 - Develop and Implement standard operating procedures for all activities
 - Sustained investments in strategies in school improvements
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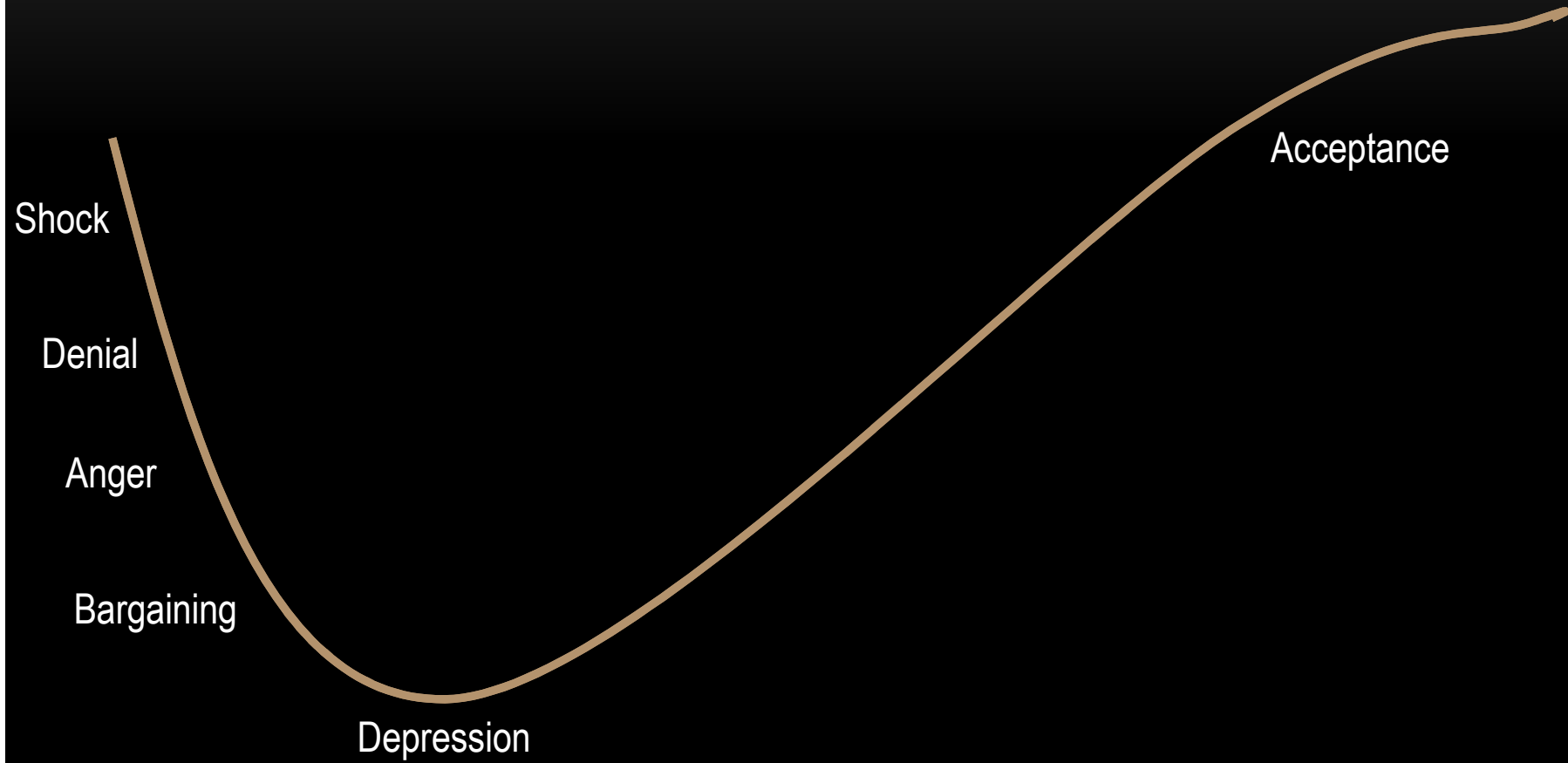
EXPECTED OUTCOMES

- ❖ Brand Building & Image
 - ❖ Excellent Academic Results
 - ❖ Empowerment of Employees
 - ❖ Higher Efficiency
 - ❖ Motivated Staff
 - ❖ Conducive learning Environment
 - ❖ Good Citizens & leaders
 - ❖ Satisfaction of Social obligation
-

STUMBLING BLOCKS FOR TQM

- Lack of commitment from top management
- Authoritarian behaviour, hierarchical thinking
- Fuzzy vision or mission
- Unattainable goals
- Goals that do not solve core problems
- Not listening to stake holders
- Press of current routines
- Too many unproductive meetings
- Lack of meaningful measures
- Impatience, looking for a quick fix
- Obsession with the bottom line, seeing quality as overhead
- Skepticism, fear, resistance to change

REACTION CYCLE TO CHANGE



ROLE OF LEADER IN CHANGE MANAGEMENT

DO'S :-

- Clearly define Change in quantitative / qualitative terms
 - Develop/find experts at all levels to implement change
 - Measure/Update the steps that lead to achieving the change
 - Ensure that both leaders & employees (agents & drivers of change) are well-equipped & skilled to bring effective change
 - Focus on efforts of getting all (leader/employees) to truly lead
-

DON'T'S :-

- Under-communication
- Fail to involve people who are impacted
- Forget that people's first reactions are emotional rather than logical
- Disheartened by fear of failure
- Stop/Revert Decision by victim mentality

LEADERSHIP MATRIX SURVEY

- **Questionnaire**

1. I encourage my team to participate when it comes decision making time and I try to implement their ideas and suggestions.
2. Nothing is more important than accomplishing a goal or task
3. I closely monitor the schedule to ensure a task or project will be completed in time.
4. I enjoy coaching people on new tasks and procedures.
5. The more challenging a task is, the more I enjoy it.
6. I encourage my employees to be creative about their job.
7. When seeing a complex task through to completion, I ensure that every detail is accounted for.
8. I find it easy to carry out several complicated tasks at the same time.
9. I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. When correcting mistakes, I do not worry about jeopardizing relationships.
11. I manage my time very efficiently.
12. I enjoy explaining the intricacies and details of a complex task or project to my employees.
13. Breaking large projects into small manageable tasks is second nature to me.
14. Nothing is more important than building a great team.
15. I enjoy analyzing problems.
16. I honor other people's boundaries.
17. Counseling my employees to improve their performance or behavior is second nature to me.
18. I enjoy reading articles, books, and trade journals about my profession; and then implementing the new procedures I have learned.

SCORING SECTION

SCALE:

Never		Sometimes		Always	
0	1	2	3	4	5

- **People**

- 1. _____

- 4. _____

- 6. _____

- 9. _____

- 10. _____

- 12. _____

- 14. _____

- 16. _____

- 17. _____

- **TOTAL** _____

- **X 0.2 =** _____

- (multiple the Total by 0.2 to get your final score)

- **Task**

- 2. _____

- 3. _____

- 5. _____

- 7. _____

- 8. _____

- 11. _____

- 13. _____

- 15. _____

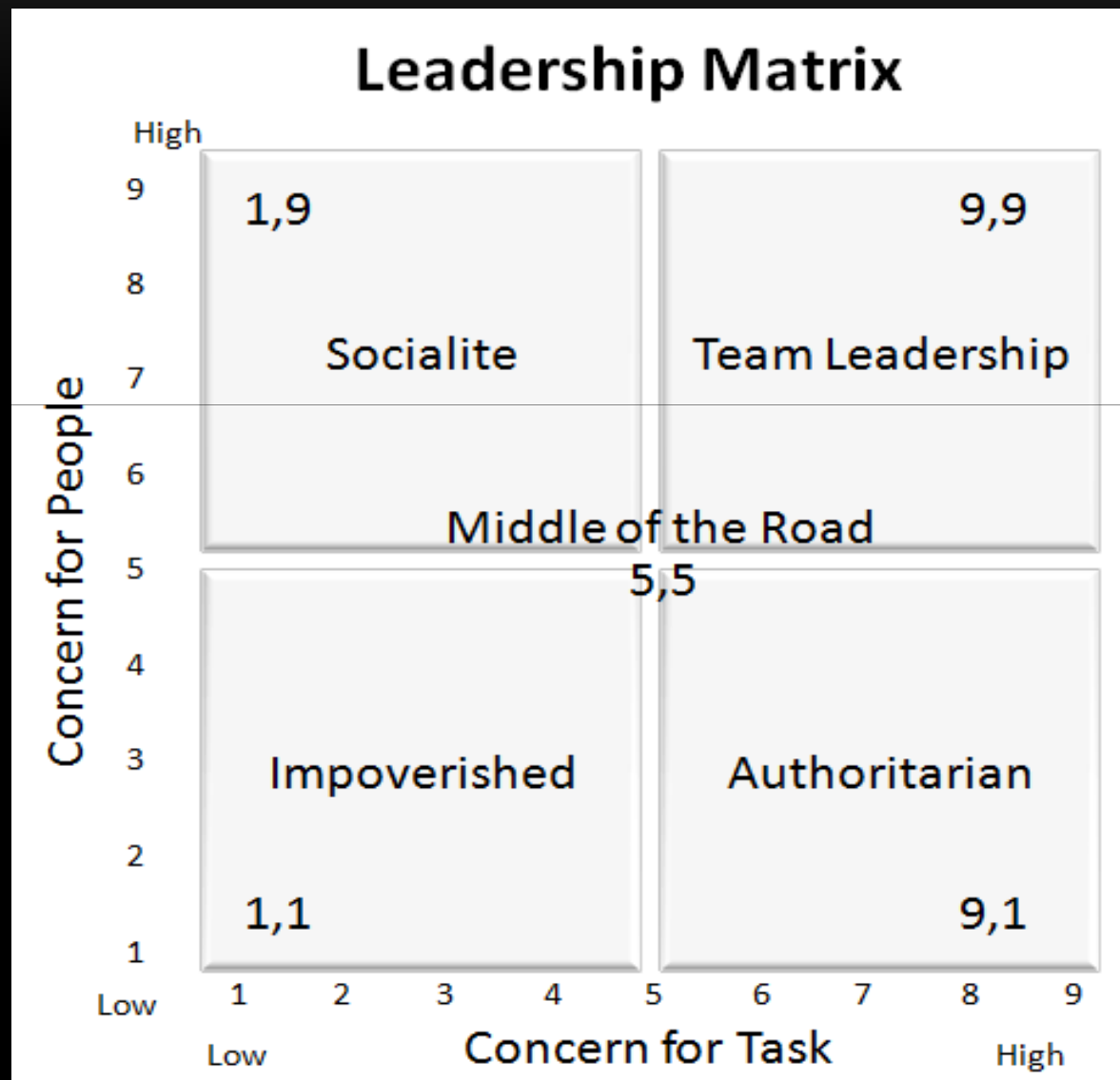
- 18. _____

- **TOTAL** _____

- **X 0.2** _____

- (multiple the Total by 0.2 to get your final score)

LEADERSHIP MATRIX



THANK YOU