Building A Shared Vision

Leadership and Team Building
Leadership and Leadership Skill Development

Approaches to Leadership

1. Transformational / Transactional
   (James MacGregor Burns, Leadership)
   A. Transactional leaders ..”quid pro quo”
   B. Transformational….change, moral agents

2. Servant Leadership:
   A. Robert Greenleaf “ The Servant Leader is first a servant…”

Leadership Cont’d

B. The servant leader asks what is the effect on the least privileged in society; will they benefit, or at least will they not be further deprived
C. Characteristics of the Servant Leader:
- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Growth
- Honesty
- Passion
- Ability to overcome obstacles
- Sense of joyfulness (Barbuto and Wheeler)

3. Ubuntu (Lovemore Mbigi)
- The term comes from a ZULU and Sotho adage
  “A person is a person through other persons”
- African Transformation Management
Ubuntu: The African Dream in Management

African (Ubuntu) Management Systems

Elements/Building Blocks

Cultural Heritage
- Rituals
- Symbols
- Oral Story telling
- Oral Literature (Poetry)
- Music & dance
- Spirits

African Values
- Forums / Indabas
- Rituals / ceremonies
- Solidarity – Ubuntu
- Inclusivity
- Stakeholder shares governance (shared ownership) communication
- Community Bottom-up
- Unconditional Acceptance & respect of People

Intellectual Base
- Rituals
- Symbols
- Intuition
- Community Driven
- Group significance
- Ubuntu

Organizational Skills / Features

Strategy is better than strength
Housa Legend

The Roots of African Management
Spirit of African Management

Managerial Lesson: Before We Know What We Can Become (Our Vision), We Must Know What We Are, (Our Spirit) Mbigi
Leadership Cont’d

4. Leadership Styles /Decision Making

- Authoritarian
- Consultative
- Enabling
- Collaborative

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### LEADERSHIP STYLES

<table>
<thead>
<tr>
<th>Authoritarian Leadership</th>
<th>Consultative Leadership</th>
<th>Enabling Leadership</th>
<th>Participatory Leadership</th>
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</thead>
<tbody>
<tr>
<td>Leader Makes Decision and Responsibilities</td>
<td>Leader Presents Decision &amp; Allows Input; Sometimes Allows Call for Change</td>
<td>Leader Calls on Members to Make Decision, but Helps Value</td>
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Leadership Styles Diagram: 
- Authoritarian: Leader Makes Decision and Responsibilities
- Consultative: Leader Presents Decision & Allows Input; Sometimes Allows Call for Change
- Enabling: Leader Calls on Members to Make Decision, but Helps Value
- Collaborative: Leader Calls on Members to Identify Problems, Brainstorm Solutions, Make Decision
Leadership Cont’d

• Leadership Skill Development
  1. Techniques of Leadership

Techniques of Leadership

• Budgeting one’s time
• Maintenance of Options
• Knowledge of or awareness of current
• Sunk Costs
• Friends and enemies
• Ruffling waters
• Delegation
• Participation
• Innovation
• Relations
• Speaking up for subordinates
Leadership Cont’d

1. Time Management/Organizing
   There are common and contradictory assumptions about organization and time management

   Organizing Audit

Leadership Cont’d

- Time Management Continued
  1. Don’t Just Tract Your Time Manage It
  2. Manage Your Tim With Time Management Categories
     a. Putting Out Fires
     b. Dealing with interruptions
     c. Doing planned tasks
     d. Working uninterrupted
     e. Uninterrupted downtime
Leadership Cont’d

3. Prioritize Ruthlessly
4. Learn to Delegate/ Share
5. Establish Routines and Stick to Them
6. Get in the Habit of Setting Time Limits for Completing Tasks
7. Be Sure Your Systems are Organized
8. Don’t Waste Time Waiting
Leadership Cont’d

• Communication
  – The Environment of Organizational Communication Consists Of:
    • External
    • Internal
    • Personal levels of communication
Leadership Cont’d

• What really matters in the communication process and in the definition of effective communication is not what message the sender intends to communicate but what the receiver understands from the message.
Leadership Cont’d

• In the communication process the following question must be addressed:
  • Did You receive my message?
  • Are You clear on what I am suggesting/recommending?
  • Do you understand what is in it for you?
  • Do you need more incentives?
  • Are you going to do what I would like for you to do?

Leadership Cont’d

• Be Focused
• Be Brief
• Use the appropriate medium or mix of media
• Repeat the message without changing the content
Leadership Cont’d

• Followship
  – Followers and leaders should both orbit around goals and purposes not leaders
  – The leader/follower relationship is multilayered and complex
  – Sources of a follower’s power

TOPIC: TEAMBUILDING

• KEY BENEFITS OF TEAMS
  • Promotes shared ownership and governance
  • Effective delegation of work load
  • Increased flexibility in task assignments
  • Proactive approach to problems/innovation
  • Increased and better communication
  • Better decisions
  • Skill development/cross-training
  • Early Warning System for trouble
Teambuilding Cont’d

• Key Drawbacks of Teams
  • May be more time consuming, might interfere with “regular” work
  • Can cause confusion of roles and responsibilities
  • Are viewed negatively by “old school”
  • May require longer time to produce results
  • Require people to change

Teambuilding Cont’d

• Five Issues to be Considered in Teambuilding (Linder)
  • Cohesiveness
  • Roles and Norms
  • Communication
  • Goal Specification
  • Interdependence
Teambuilding Cont’d

• In much of the literature, teams are divided between Multifunctional and Functional
  1. Types of Multifunctional:
     a. Task Force or Cross functional
     b. Organizational Policy Making Teams
  2. Types of Functional
     a. Department Improvement Teams
     b. Quality Circles
     c. Self-Directed Work Teams

Teambuilding Cont’d

• Conflict Management and Resolution
  – Principles of Conflict Resolution
    • Define the Conflict
    • It is you against the Problem not the person
    • Find a common point of interest
    • Think before reacting
    • Listen Actively
    • Assure a Fair Process
    • Attack the Problem
    • Accept Responsibility
    • Use Direct Communication
    • Focus on the Future
Teambuilding Cont’d

Tips:
1. Do Not ask “What happened?”
2. Develop “Rules of Civility
3. Listen, Listen, Listen