

Listener



Reliable



Proactive



Energetic



Honest



# LEADERSHIP



Loyal



Respectful



Helpful



Accomplishment



Strategic



Passionate



# Basic Leadership Skills

# Contents

Introduction to leadership skills

Career skills for a leader

People skills for a leader

Technical skills for a leader

Values and behaviors



# Max DePree



*“The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become a servant and a debtor. That sums up the progress of an artful leader”*





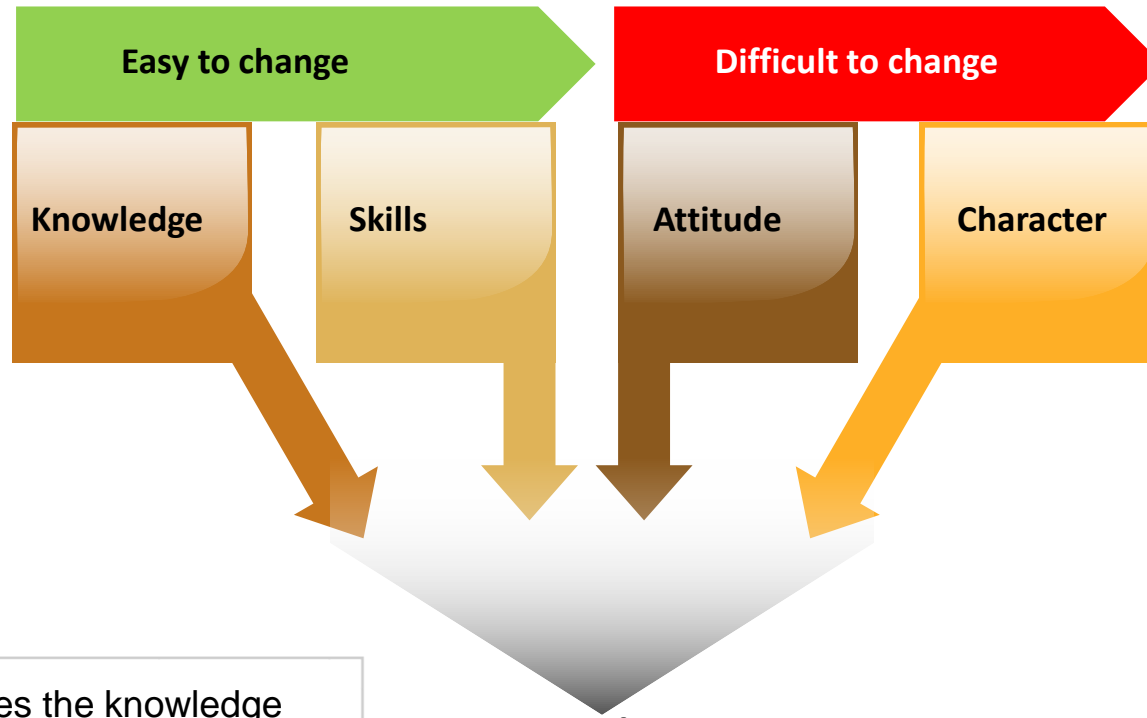
# The skills needed . . .

- ① Knowing the resources of the group
- ② Communicating
- ③ Planning
- ④ Controlling group performance
- ⑤ Evaluating
- ⑥ Setting examples
- ⑦ Sharing leadership
- ⑧ Counselling
- ⑨ Effective teaching

Let us look each one in detail



# Knowing the resources of the group



**Leader**



When the leader uses the knowledge and skills of group participants to get a job done, the participants gain experience and improve skills. They also develop a positive attitude toward using a skill

a skill

develop a positive attitude toward using

# The art of communication for a leader



## Getting information



When you look at this, it is very clearly understood there is no attention to listening



- Pay attention and listen carefully
- Make notes and sketches
- Ask questions and repeat your understanding of what was said





# The art of communication for a leader



Giving information



# Planning



Planning is an important part  
of every leader

- Consider the task and objectives. What do you want to accomplish?
- Consider the resources—equipment, knowledge, skills, and attitudes
- Consider the alternatives. Brainstorm.
- Reach a decision, evaluating each option
- Write the plan down and review
- Execute the plan
- Evaluate the plan



# Controlling group performance

Leader



A leader influences the performance of the group and individual participants through his or her actions. Why is control needed?



Consider the following example



Engine



Throttle

Does the engine run without a throttle?

Throttle keeps engine running itself into the ground





# Controlling group performance

Similarly, a group works together best when everybody is headed in the same direction

If a plan is to be properly carried out, someone must lead the effort

Control is a function that the group assigns to the leader to get the job done

Control happens as a result of recognizing the difference between where the group is and where the group is going

The leader is responsible for developing a plan to help the group get to its goal



# Evaluating – the leader activities

Evaluating helps measure the performance of a group in getting a job done and working together. It suggests ways in which the group can improve its performance



- Were relationships between group participants helped or hurt?
- Was participation equally distributed among group participants?
- Did the group enjoy the activity?
- Did the group handle conflicts well?



- Was the job done?
- Was the job done right?
- Was the job done on time?



# Setting the example



Setting the example is probably the most important leadership skill

It is the most effective way to show others the proper way to conduct themselves, and is even more effective than verbal communication

One way to think about setting the example is to imagine yourself as part of a group and think about how you would like your leader to act

# Sharing leadership



“For a good leader When the work is done, his aim fulfilled, they will say, ‘We did this ourselves’ ”

The Exploring leader wants to give team participants the skills he or she possesses, not to use those skills in ways that keep the team weak or dependent

He or she offers leadership opportunities to team participants and teaches them the skills they need



# Counselling

Counselling is important

①

To help people solve problems

②

To encourage or reassure

③

To help an Explorer reach his or her potential

Counselling can be effective when a person is

④

Undecided—he or she can't make a decision

⑤

Confused—he or she doesn't have enough information or has too much information

⑥

Locked in—he or she doesn't know any alternatives

# How do you counsel?



**First, try to understand the situation.**  
**Listen carefully.**  
**Summarize**

Check the facts.  
Paraphrase to make sure you understand

Second, list as many options as possible

Third, list the disadvantages of the options

Fourth, list the advantages of the options

Finally, let the person decide on a solution. The counselor's role is to give encouragement and information, not advice



# Effective teaching

Effective teaching is a process to increase the knowledge, skills, and attitudes of the group and its participants. The focus is on learning, not teaching. For teaching to be effective, learning must take place



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# Understanding others

Do not try to be someone else

Do not try to change the other person

Be patient

Be aware

Find the right situation in which to work

Build the team



INTORVERT

ENCLOSED/  
LESS ACCESSIBLE/  
MORE PRIVATE/  
SHELTERED



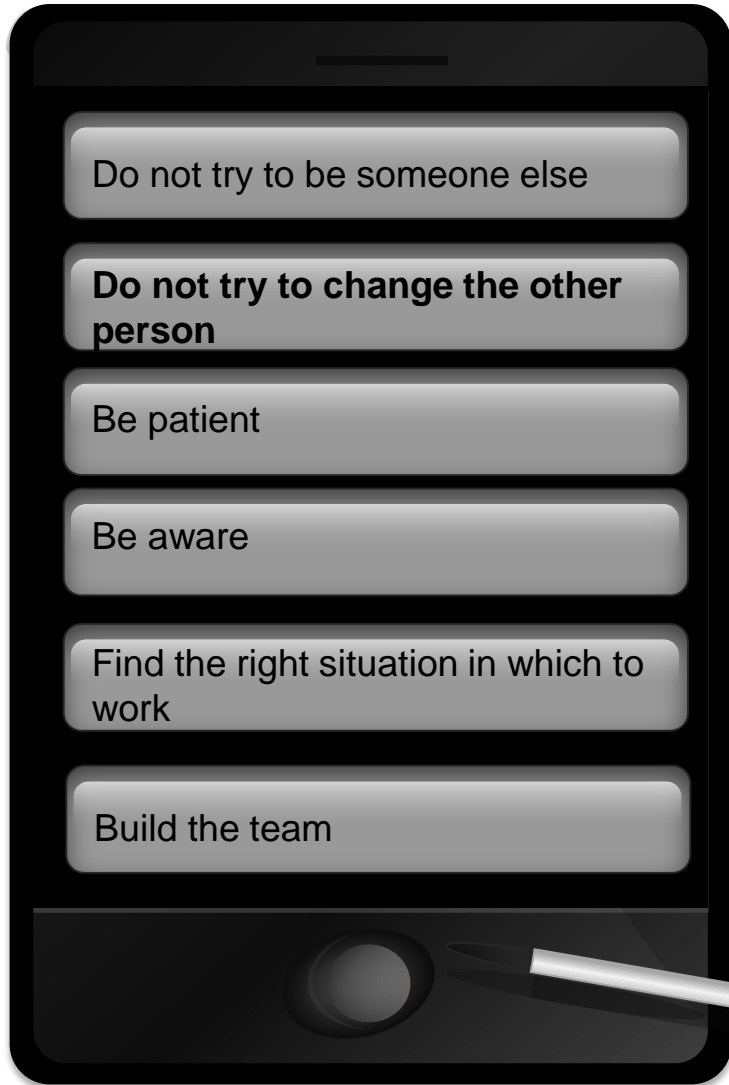
EXTROVERT

OPEN/  
MORE ACCESSIBLE/  
LESS PRIVATE/  
EXPOSED

If you are an introvert, then you are not suddenly going to transform yourself into an extrovert who is the life and soul of the party. Under stress, people often do resort to a second style of operation



# Understanding others



Hey! Paul Come . . . On . . .  
What are you up to?



Tom please don't make  
me to accept this. Sorry!

Understand how the other person's style differs from yours. These differences are positive. Together, you are likely to be able to achieve more than if you operate independently



# Understanding others

Do not try to be someone else

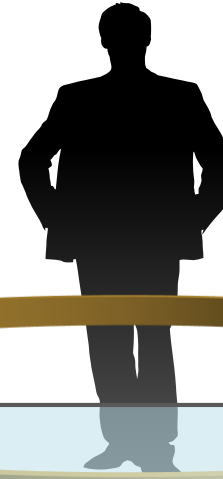
Do not try to change the other person

**Be patient**

Be aware

Find the right situation in which to work

Build the team



If you are highly task-focused, it can be frustrating if some one else never talks about critical tasks in hand. Instead, this person talks about people the whole time



# Understanding others

Do not try to be someone else

Do not try to change the other person

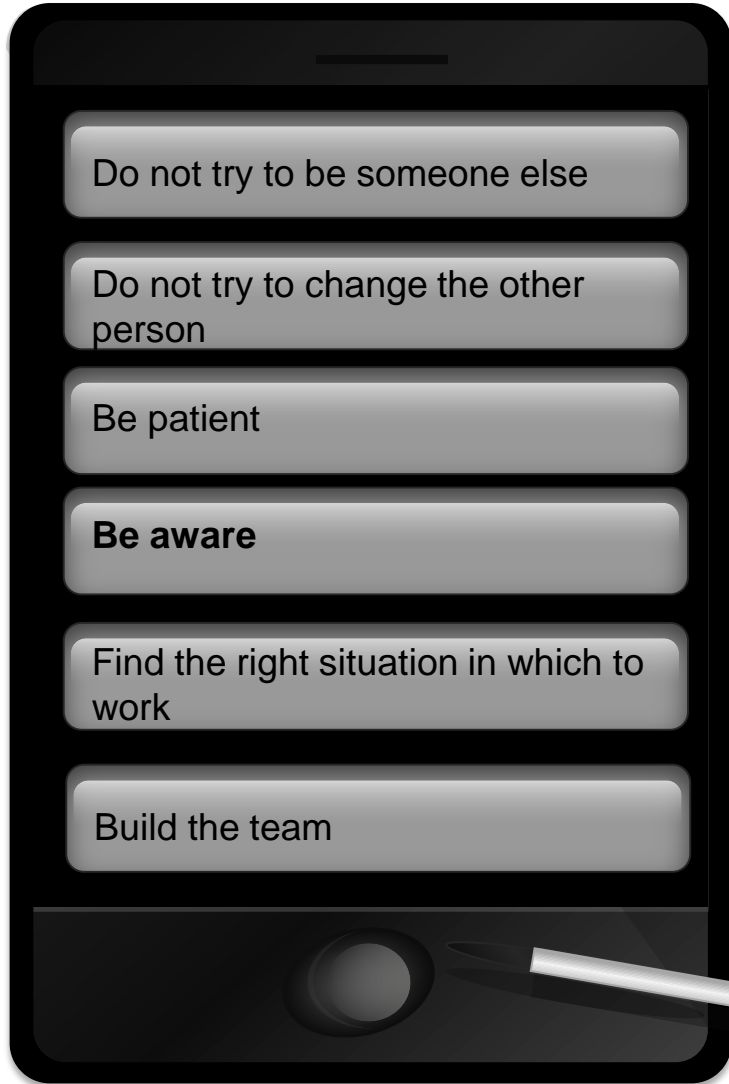
Be patient

**Be aware**

Find the right situation in which to work

Build the team

Most of us stumble into personal and professional relationships. We know how long it takes to build personal relationships. We have little time to build professional relationships. We need to understand other people's styles fast so that we can influence them positively and quickly





# Understanding others



PHOTO: GIUSEPPE ARESU/BLOOMBERG NEWS/GETTY IMAGES

Do not try to be someone else

Do not try to change the other person

Be patient

Be aware

**Find the right situation in which to work**

Build the team

Warren Buffet remarked that, “when a great manager joins a lousy company, it is normally the reputation of the company that remains intact” .

The same is true of work styles: You will not change the style of the organization in which you work. You need to find a way of living with the style of your organization, or you need a new organization



# Understanding others

Do not try to be someone else

Do not try to change the other person

Be patient

Be aware

Find the right situation in which to work

**Build the team**

Strong teams are diverse. Diversity does not mean regulatory diversity and having token minorities decorating the cover of annual report. It means the subtler diversity of building a team with complementary styles, skills and perspectives



# Leadership success matrix



Ability



# Finding the right place at right time



**Is this an organization with prospects?**

A declining organization has fewer opportunities than a growing one. Are those prospects real and sustainable? How does the organization compare to its peer group



# Finding the right place at right time



Will I enjoy the work?

You only excel at what you enjoy. And you will spend a large of your waking hours at work. So if you are working just for the money, you will find it tough to sustain the enthusiasm and stamina required in the road to **leadership**

# Finding the right place at right time

## Experiential Learning Concept



What will I learn?

You will learn some technical skills. But you will also need to learn people skills and leadership skills. Are you **learning the right mix of skills to sustain the leadership journey**, or are you simply reinforcing technical skills, which will keep you at your current level





# Finding the right place at right time



**How will this experience look on my CV?**

Will other employers value the skills and experience I am gaining, or am I locking myself into my current employer by acquiring a very narrow set of skills and experience

# Assessing your next move

Is this organization likely to be a winner? why?

Growing organization have more opportunities than static ones

Do I have the right skills/cultural fit? What happened to the cohort of five years ago?

Can I see myself enjoying work at this new organization? Do I like the people and its purpose

Will it grow and create opportunities for me as it grows?

Will I be learning skills that will be helpful to me longer-term? Do the skills give me options or do they tie me into one specific career journey

Am I likely to succeed here?



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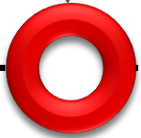
Technical skills for a leader



# Principles of effective delegation



Ensuring clarity over the task and the eventual success criteria. Make the team summarize back to you what they think the task and out comes are meant to be. Do not assume they have understood anything until they say it back to you



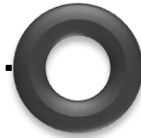
**Ensuring  
Clarity**



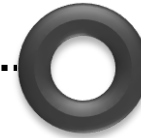
**Ensure  
enough skills  
and resources**



**Be clear**



**Be available to  
help**



**Delegate  
projects**



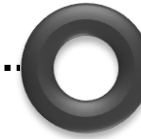
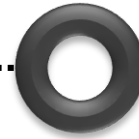
**Show faith**



# Principles of effective delegation



Ensure people have enough skills and resources to complete the job; do not delegate too much too soon



Ensuring  
Clarity

Ensure  
enough skills  
and resources

Be clear

Be available to  
help

Delegate  
projects

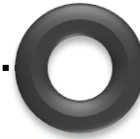
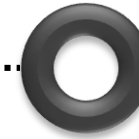
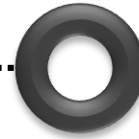
Show faith



# Principles of effective delegation



Be clear about how you want to work together (progress reports). Discuss concerns before you start



Ensuring  
Clarity

Ensure  
enough skills  
and resources

Be clear

Be available to  
help

Delegate  
projects

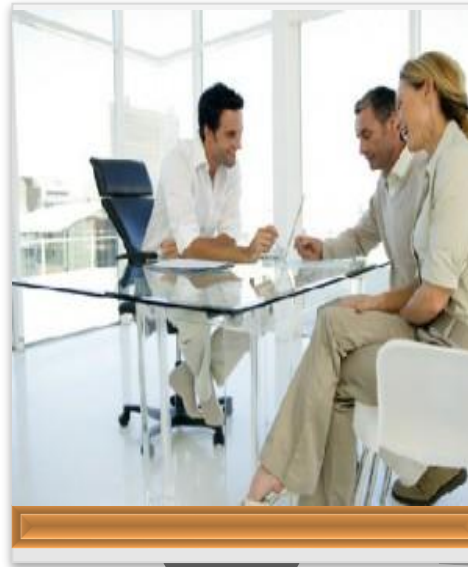
Show faith





# Principles of effective delegation

Be available to help, but do not interfere all the time when they ask for help, ensure that they suggest solutions so that they always learn



**Ensuring  
Clarity**

**Ensure  
enough skills  
and resources**

**Be clear**

**Be available to  
help**

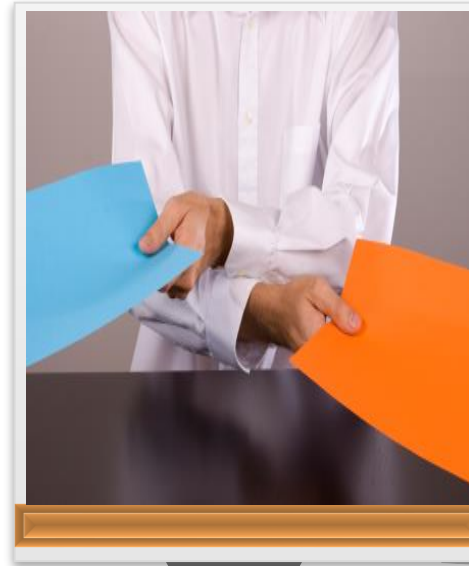
**Delegate  
projects**

**Show faith**



# Principles of effective delegation

Delegate meaningful projects, not just *administrivia*. Stretch people and they will rise to the challenge. Giving away mundane jobs only demotivates people



Ensuring  
Clarity

Ensure  
enough skills  
and resources

Be clear

Be available to  
help

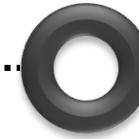
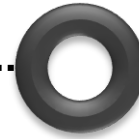
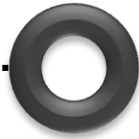
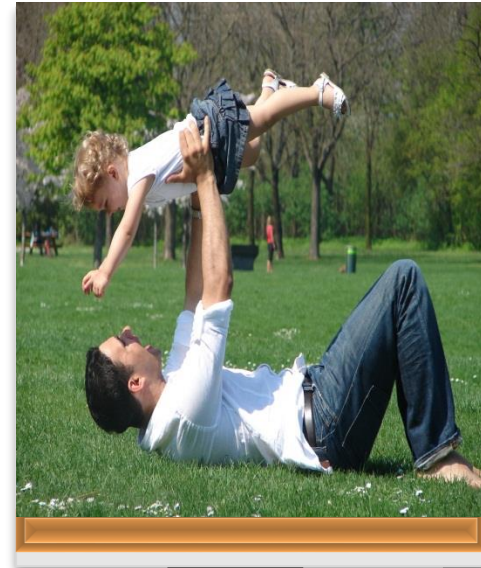
Delegate  
projects

Show faith



# Principles of effective delegation

Show faith and trust in the team. Praise successes, and do not undermine team



**Ensuring  
Clarity**

**Ensure  
enough skills  
and resources**

**Be clear**

**Be available to  
help**

**Delegate  
projects**

**Show faith**



# Effective delegation chart



Others can do this

Very important

**Delegate-** supervise and support closely

Less important

**Delegate-** make sure you are delegating more, than just the rubbish

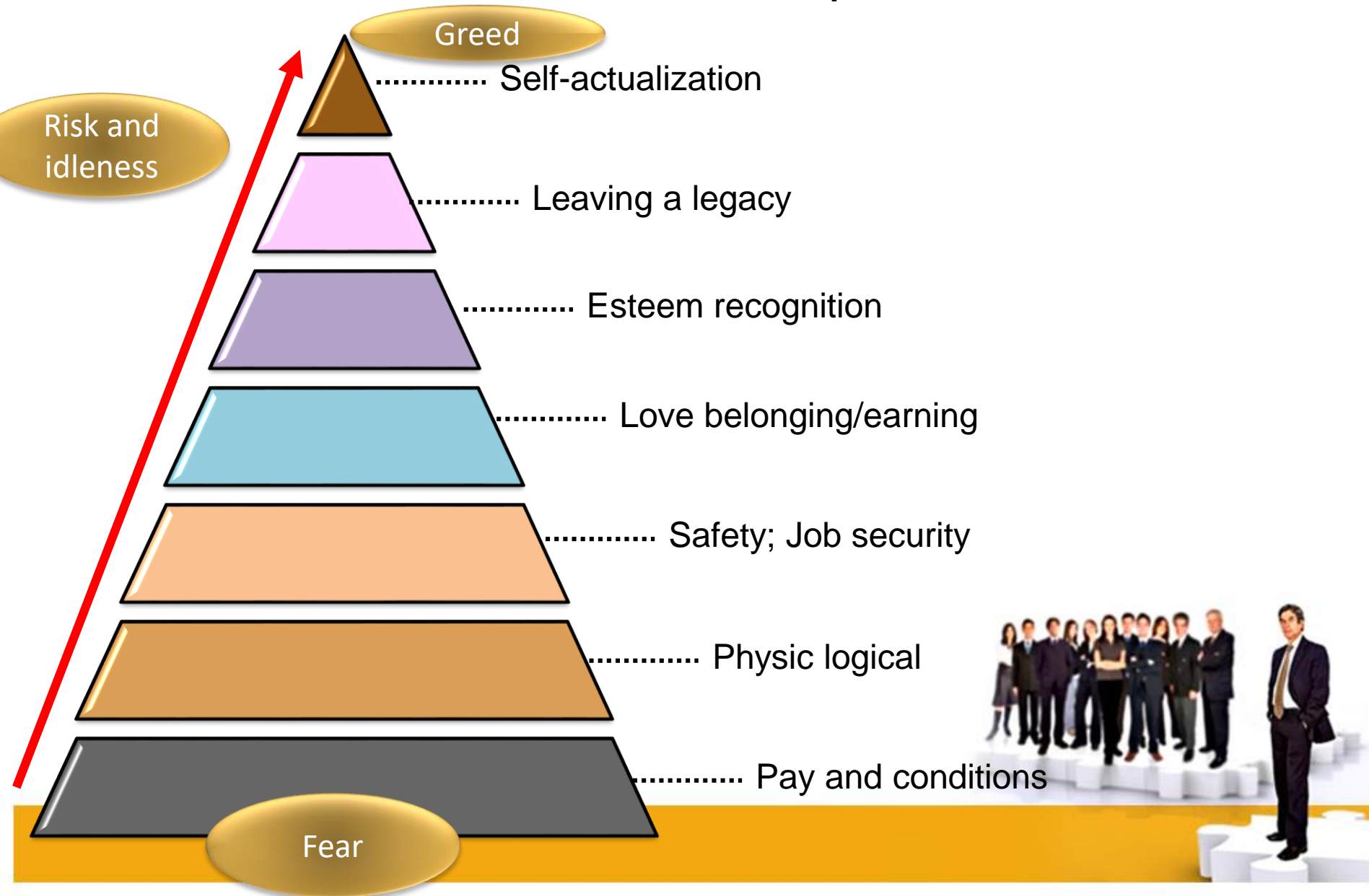
Only I can do this

**Take the lead-** involve others so they can learn and develop

**Are you sure?** Could be a development opportunity for someone

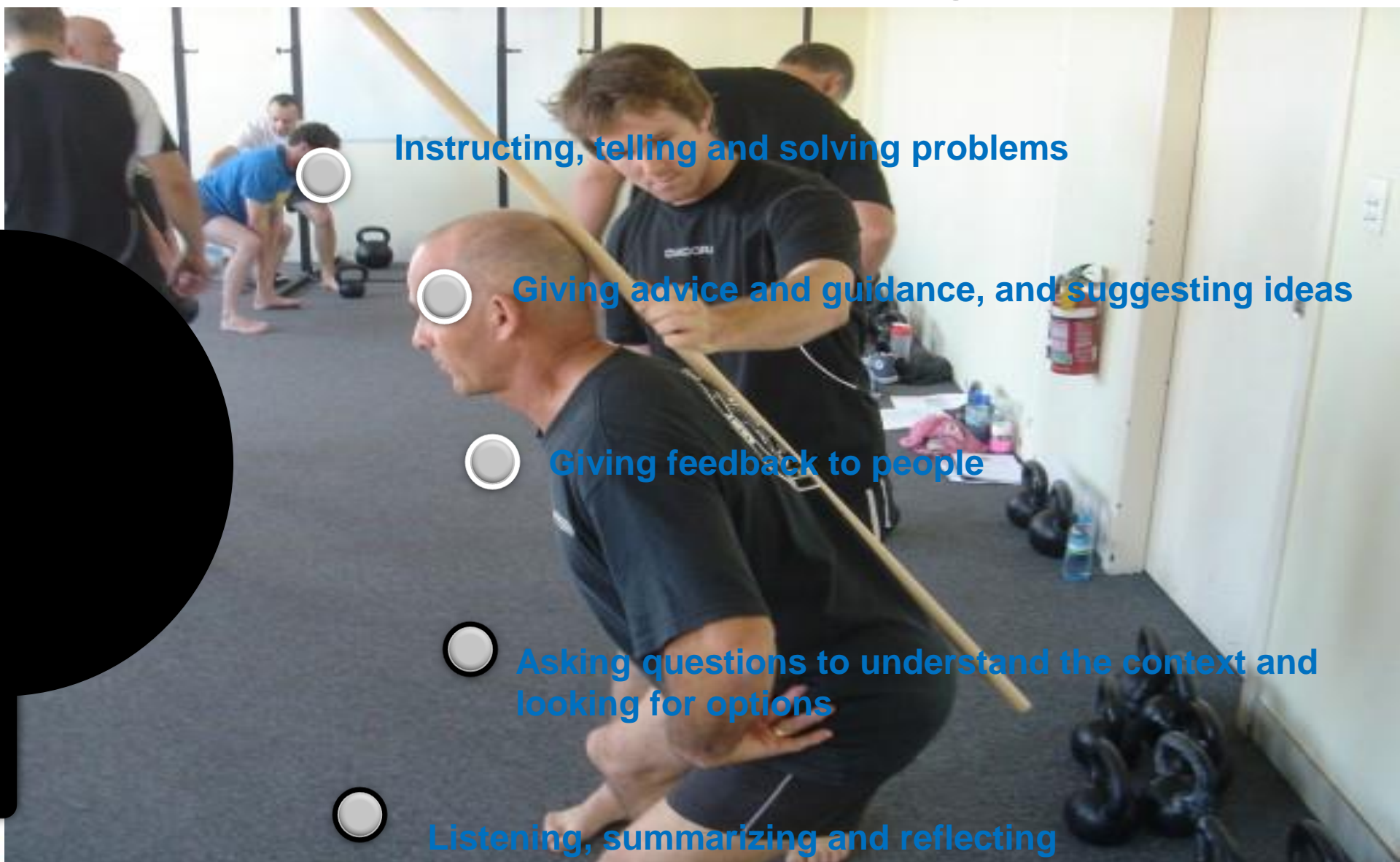


# Maslow's hierarchy of needs- The unauthorized, revisionist, leadership vision





# The art of coaching



Instructing, telling and solving problems

Giving advice and guidance, and suggesting ideas

Giving feedback to people

Asking questions to understand the context and looking for options

Listening, summarizing and reflecting

The art of coaching is about helping people discover their own potential and resolve their own issues. It is not about telling them what to do or solving all their problems for them

# Coaching structure

**Agree the goal/purpose of the session:**

- **What do you want to focus on / achieve/ review today?**



## Understand the context

- **Why is this important to you now?**
- **What is the situation?**
- **How do the other people see the situation?**
- **How do you know that?**
- **What do you/others feel about the situation?**



**What are the potential consequences of this?**



# Coaching structure

## **Create and evaluate options:**

Have you seen anything similar before?

What happened?

What choices do you have? What do others want?

What are the risks and benefits of each course of action?



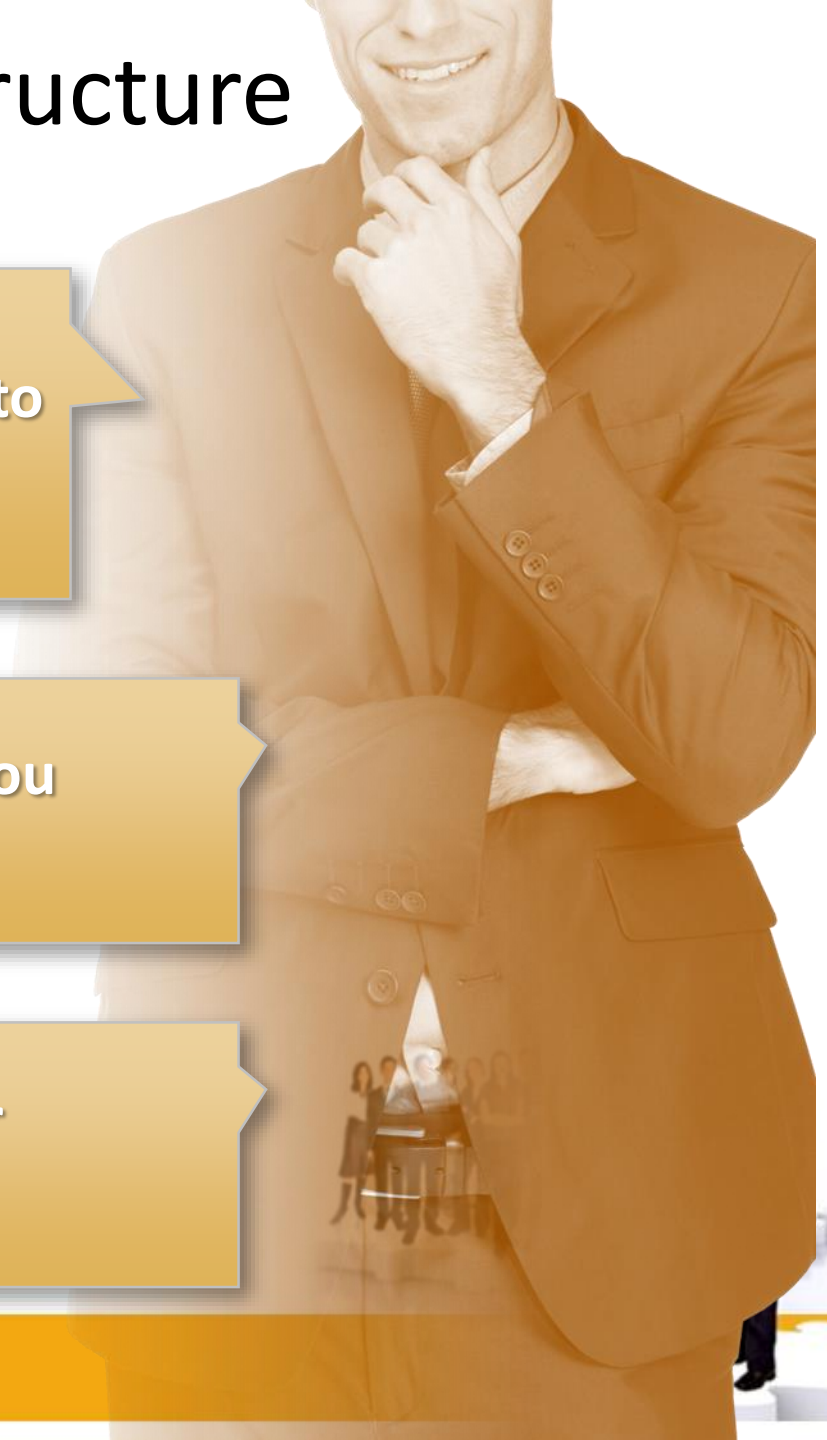
# Coaching structure

## Conclude

So tell me what you are going to do next?

Will any thing prevent you doing this?

Do you need any help or support?



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# Working to Win

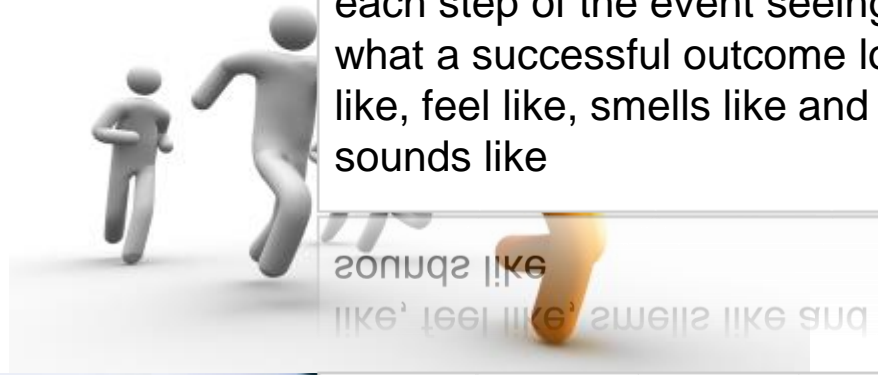
## Play to your strengths:

Know what you are good at and in what context (occupation, company and project)



## Visualize success:

This is important before big, stressful events. Walk through each step of the event seeing what a successful outcome looks like, feel like, smells like and sounds like



## Think like a winner:

Remember all the times you have done great things. Let your self get back into that frame of mind.

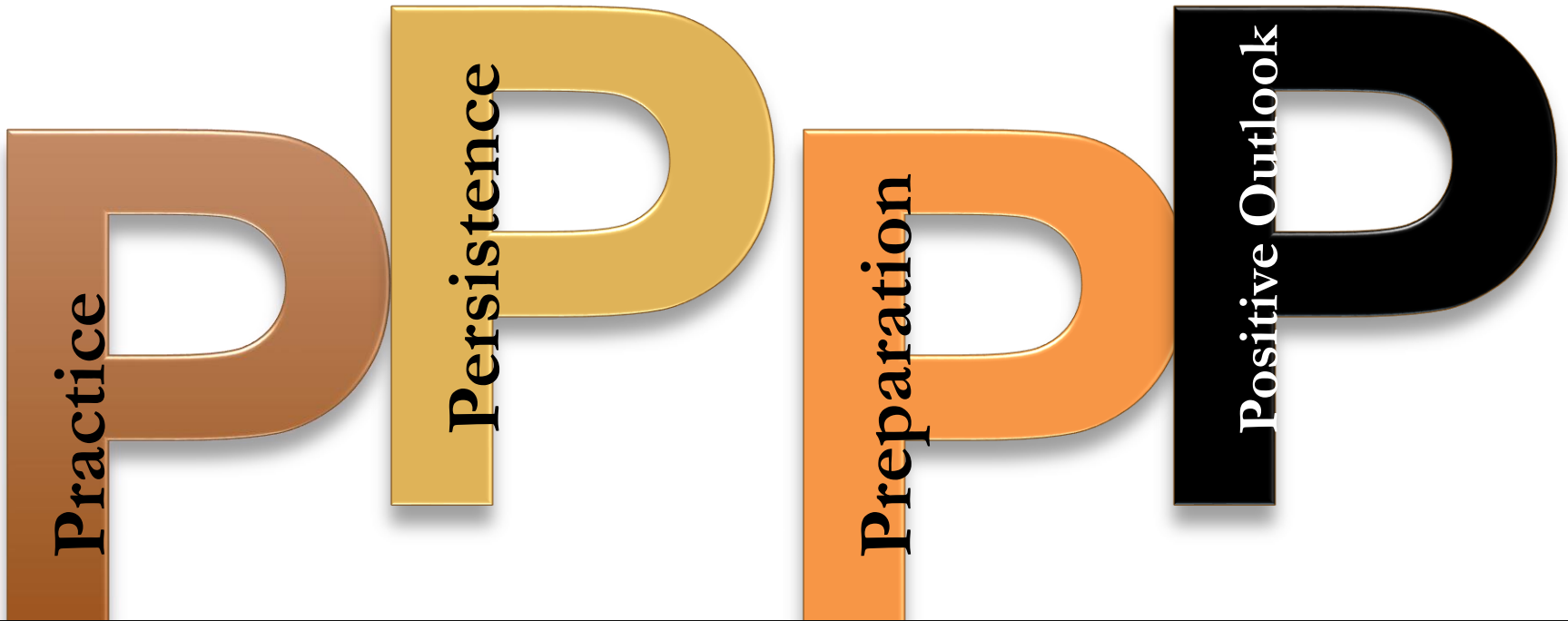


## Create a team that compensates for your weaknesses:

If you are not good at accounting, rest assured there are thousands of accountants out there to help

out there to help  
are thousands of accountants

# Learning to be lucky – The 4 Ps



The more you practice, the luckier you get



The difference between failure and success is giving up



If you do not know what you are looking for, you will not find it. Know what you want, hunt it persistently



Look for solutions, not problems. Look for action, not analysis. Be confident in yourself; If you are not enthusiastic, no one else will be

# Positive leadership- Asking the right questions

## Leader mindset

What are some possible solutions/options/ways forward?

What can I do now to regain control and build momentum?

Whose support do I need and how will I get it?

What can I learn from this?

## Follower mindset

What went wrong?

Why have I been put in this position?

Who messed up? Who is going to put this right?

How do I avoid blame?

# The art of buying time

## Agree the goal of the idea

- What is the problem this idea solves? For whom?
- What are the benefits if doing this? For whom?

## Understand the context:

- What are the time frames?
- What support and resources will be available?
- Why are we looking at this now?
- How does this fit with our other priorities?

## Create and evaluate options

- How else can this be achieved?
- What are the obstacles to success?

## Conclude

What are the next steps?

