Leadership in Anti-Corruption Movement

Transparency Ethiopia

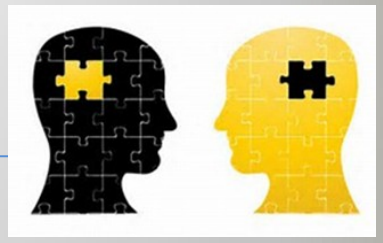
Objective

- Define leadership and its attributes
- Understand the 8 laws of leadership
- Identify attributes and key characteristics of superior leaders
- Identify sources of power
- Recognize the importance of planning in leadership process

Activity

- Define Leadership in your own words
- Have you heard or read anything about leadership?
- Have you ever had a leadership role before?
- Do you have the interest to be a leader?
- Have you heard about some leadership myths?

Leadership



- It’s influencing thinking, behavior, development or professional lives
- A process whereby an individual influences groups of individuals to achieve a common goal
- It’s influencing others to understand and agree about what needs to be done and how to do it and of facilitating individual and collective efforts to accomplish shared objectives
- It’s characterized by challenging the process, encouraging shared vision, making others act, preparing the way, and appealing to heart

Activity

- List common and major characteristics of leadership

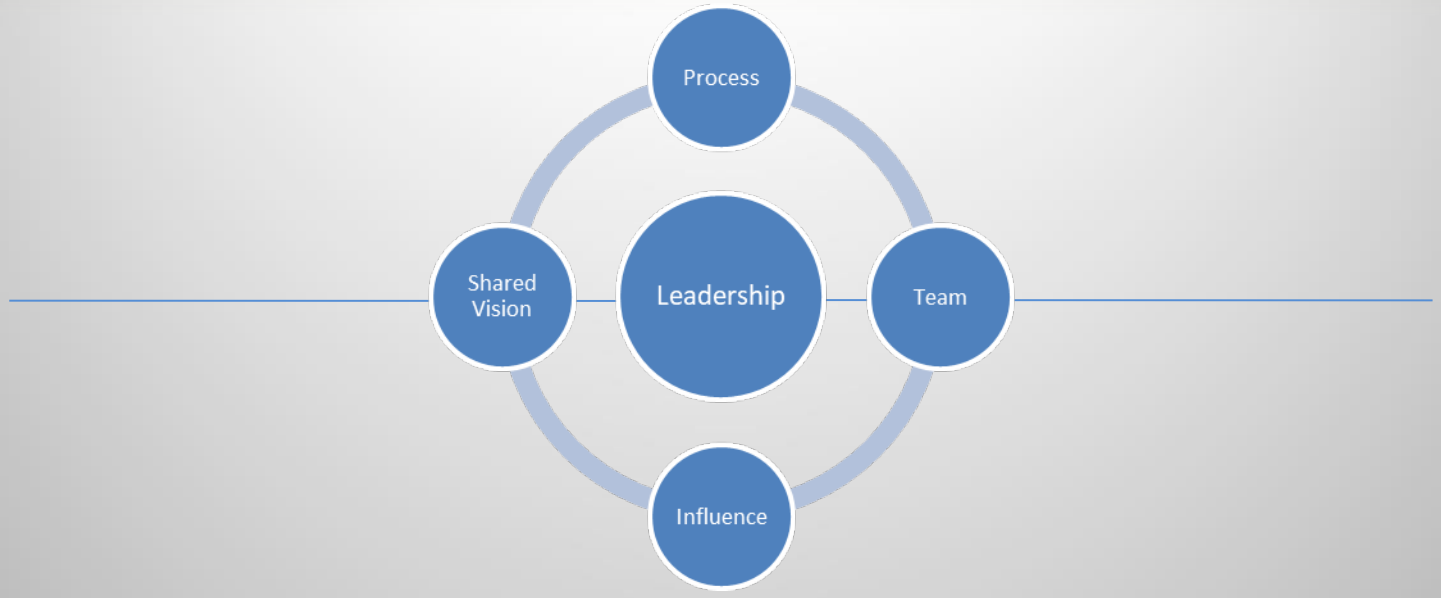
Core aspects of leadership role

- Leadership is a proce

- It involves influencing othe

- It happens within groups/tea

- It involves goal attainment and the goals are shared by the team



The most fundamental role of a leader is to define the goal, formulate plans, and organize people to achieve goals

Activity

- The three dimension of leadership tasks are:
  - Vision
  - Strategy
  - People

Explain the terms as the major tasks of a leader

Leadership tasks

- Vision: is the Goal or “Where to be?”
- Strategy: is the plan or “how to achieve the vision?”
- People: is “who should carry out the strategy?”

The skill that bridges the three functions is making decisions!

Hence, effective decision making is an essential skill for any leader

SOME MYTHS ABOUT Leadership

There are some myths about leadership

(according to Maxwell)

1. **The management myth**

a wide spread misunderstanding is that leading and managing are one and the same.

The main d/ce b/n the two is that: leadership is about influencing people to follow, while management focuses on maintaining systems and processes.

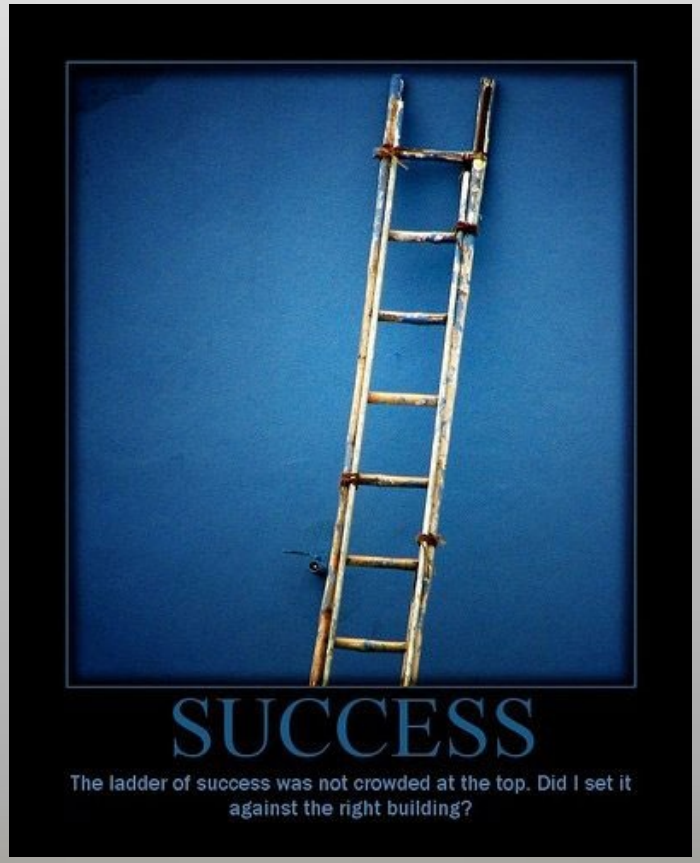
SOME MYTHS…

"**Management works in the system; leadership works on the system.**

(J.C .Maxwell)

- "Management is doing things right; leadership is doing the right things."
- (Peter Drucker and Warren Bennis)
- Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall" (Stephen R. Covey)

SOME MYTHS…


SUCCESS
The ladder of success was not crowded at the top. Did I set it against the right building?

Some myths…

2. The knowledge myth

sir Francis Bacon said, “ knowledge is power” . Most people , believing power is the essence of leadership, naturally assume that those who possess knowledge and intelligence are leaders. But that’s not automatically true.

IQ doesn’t necessary equate to leadership

Some myths…

3. The pioneer myth

Another misconception is that anyone who is out in front of the crowd is a leader. But being first isn’t always the same as leading.

- To be a leader, a person has to not only be out-front, but also have people intentionally coming behind him, following his lead, and acting on his vision

Some myths …

4.The position myth

The greatest misunderstanding about leadership is that people think it is based on position, but it’s not.

“ it is not the position that makes the leader; it’s the leader that makes the position.” (Stanley Huffty)

- It is not the position that matters, it is the function!

The 8 laws of leadership

- Like any other science, certain fundamental laws and principles govern the science of leadership.
- A more balanced approach to the science of leadership recognizes at least eight laws of leadership.

Cont..

1. THE LAW OF DREAMS

- People follow a leader who has a dream of a desirable objective.
- The law of dreams challenges the leader to direct followers to a desirable objective.
- When people buy into a leader’s dreams, they buy into his/her leadership

8 laws cont’d

2. THE LAW OF REWARDS

- People tend to follow a leader who rewards them when they accomplish their goals.
- Everyone wants or needs something in this life.
- This law states the leader who rewards his followers with the things they want ensures they will continue to follow him.
- In many organizations, things that get rewarded get done.

8 laws cont’d

3. THE LAW OF CREDIBILITY

- People follow a leader when they have confidence in his plans.
- They not only follow; they work… they sacrifice…they won’t give up, if their leader has a credible plan to reach the objective.
- The leader who believes in his followers usually has people who believe in him.

8 laws cont’d

4.THE LAW OF COMMUNICATION

- People follow a leader who effectively communicates his plan to reach the objective.
- Therefore, the successful leader must effectively communicate his ideas and plans to his followers if he hopes to motivate followers to reach the objective.
- People tend to follow a leader who gives clear directions.

8 laws cont’d

5. THE LAW OF ACCOUNTABILITY

- many people find it easier to follow a leader who gives them specific responsibilities to help them reach the objective.
- The leader must know the specific contribution his followers can make to help ensure the entire group reaches the goal.
- Then he must hold each group member accountable to do his part.
- People don’t do what a leader expects, but what he or she inspects (looks closely)

8 laws cont’d

6. THE LAW OF MOTIVATION

- Motivation is not stirring speeches, slogans, or threats.
- People tend to follow a leader who gives them compelling reasons to reach the objective.
- The primary task of the leader is to give his followers the best reasons to accomplish the objective.
- People follow you when you give them a reason to work.

8 laws cont’d

7. THE LAW OF PROBLEM SOLVING

- People follow a leader who gives solutions to problems that hinder them from reaching the objective.
- The leader must solve problems that hinder followers if he wishes to see his group move forward in reaching their objectives.
- The more barriers that frustrate your followers, the less likely your followers are to reach their goal.

8 laws cont’d

8. THE LAW OF DECISION MAKING

People follow the leader who decides well when questions arise as the group moves toward accomplishing their objective.

The leader must be a good decision maker.

Leaders make good decisions on good information, bad decisions on bad information, and lucky decisions when they have no information.

Leadership and vision

- Activity

- How do you define vision?
- As an individual, do you have a vision? If yes? What's your vision?
- Do you think vision is important for one's own life? How? List some importance
- How do you define organizational vision?
- Do you think vision is important for organizations? How?
- Do you think a leader should be visionary? Why?

- Leaders create vision, articulate it, passionately own it, and relentlessly drive it to completion

Quotes from leadership gurus

- Vision is a realistic, credible, attractive future… an articulation towards which you should aim, that in important ways is better, more successful, or more desirable than the p
(Nanus, 1992)

- Vision refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that fu
(Kotter, 1996)

Quotes…

- A core characteristics of all effective leaders is the ability to have a vision of where they are trying to go and to articulate it clearly to potential followers so that they know their personal role in achieving that vision (Wilhelm, 1996)
- Vision is an inherently communicative act…Vision is based in the current reality [and is] concerned with a future substantially different from the present (Douglas, Burtis, and Pond-Burtis, 2001)

Myth and Leadership Vision: Rhetorical Manifestations of Cultural Force

A leader with a vision:

- Adheres to ethical standards
- Inspire and motivate followers in the process
- Projects in to the future and communicates in to the global outlook
- Obtains significant, extraordinary, results from people
- Highly committed to excellence, honesty and productivity
- Expects and requires the commitment of ot
- Is an effective listener

Leadership Vs Management

- Leaders inspire their followers and managers motivate their staff
- The ideal combination is a manager with leadership skill and characteristics.

Some differences between leadership and management?

- Leader focus on VISION and Manager on GOALS
- Leader unleashes PASSION and Manager MOTIVATION
- Leader maintains INSPIRED FOLLOWERS and manager STAFF
- Leader designs wor OUNDARIES and Manager WITHI ES

Manager	Leader
Does things right	Does the right thing
Control of activities	Commitment to the vision
Focused on rules	Focused on outcome
conforms	Innovates
Transactional	Transformational
Concerned with stability	Concerned with energizing
execution	Ideas
Problems are problems	Problems are opportunities
Likes control	Comfortable with risk
Works in the system	Works on the system
Follow orders	People follow them
Focus on details	Focus on directions
tells	Sells
Use established pattern	Creates new paths
process	People
What to do	Why to do it
Organize people	Aligns people/ brings people in line

Elements of Leadership According to Denis (1997)

1. Vision: the dream about the future that is best for all
2. Purpose: the reason something is done for. It drives vision, belief, and the reason for being that keeps motivation alive
3. Mission: what is it that we are here to do together now?
4. Values and beliefs: guiding principles to live by. It determines behavior and action
5. Goals: result oriented outcomes that contribute to the accomplishment of the mission

GOAL
MISSION
VISION
VALUE
PURPOSE

Elements of Successful Leadership According to Stephen L. Anderson

- Passion: be excited about

- Respect: respect who you work with
- Curiosity: desire to know

- Honesty: be trust worthy

Creativity and Innovation

CREATIVITY-

- Mental characteristic that allows a person to think outside of the box, which results in innovative or different approaches to a particular task.

INNOVATION

- The process of translating an idea or invention into a good or service that creates value or for which customers will pay.

- there are 8 basic questions that a leader should practice to think outside of the box.

Creativity and Innovation

- there are 8 basic questions that a leader should practice to think outside of the box.

Termination	Collaboration	Combination	Elimination
Re-incarnation	Rejuvenation	Illumination	Fascination

Creativity and Innovation

- Termination - is deciding to end some activities before we start to do new things
- Collaboration- is deciding with whom I can collaborate and become effective in the new task
- Combination – which skills and talents if I combine I will be effective in the new task
- Elimination- is deciding to eliminate some things to do the job easily, quickly and efficiently.
- Re-incarnation – is to give birth again eg. Skill/talent problem

Creativity and Innovation

- Rejuvenation- is a process to make something look better or younger. (Bringing old things as new)
- Illumination- is deciding which thing needs to be more revealed before we start a new task.
- Fascination- is deciding to make it fashion or to decorate it. (beauty matters)

Source of Power

French and Raven – Sources of Power

Power can be divided in to 5 bases

A. Coercive

B. Reward

C. Referent

D. Legitimate

E. Expert

In any situation where one person is deemed to be the ‘leader’, there is likely a person with the most power to make decisions.

Cont....

French & Raven's 5 forms of Power

Referent Power

Legitimate Power

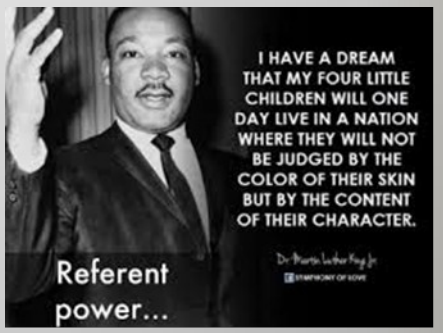
Expert Power

Coercive Power

Reward Power

Cont....

- Referent Power: achieved by cultivating the respect and admiration of followers



- Reward Power: typically financial when talking about a leader within a company

- Expert Power: power based on knowledge and experience

Cont….

- Legitimate Power: (Title Power) comes with being appointed to a specific position

- Coercive Power: ability to demote or fire someone

Leadership Developing and Planning

- Activity

- Define planning using your own words
- How do you relate leadership and planning
- Do you think planning is important in life?

Cont....

- Planning is the process of setting priorities while covering multi-faceted approach that on the comprehensive choices of economic and social aspects of the individual, an organization, and the country
- Planning is classified in terms of time and organizational factor.
- In time: plans are divided as short, medium, and long

Cont....

- Short-term plan: has very brief and limited horizon. It is formulated with only one fiscal year in view
- Medium-term plan: covers four to seven years period with five years being the popular
- Long-term plan: often called “perspective plan” and have 8 and above years tenure depending on the peculiar economic compulsions and needs of a country

Cont....

- The core element of leadership lies on planning the activities.
- The planning needs to be participatory and transparent to the followers
- Tools for planning could be Gant chart or critical path method

Sample Gant chart

Year 1													
Activity	Half year 1						Half year 2						Implementing body
Activity/months	1	2	3	4	5	6	7	8	9	10	11	12	
Preparatory activities													
Signing MoU													TE
Staff recruitment													TE
Preparing training materials													TE
Signing contract with radio													TE
Execution activities													
Result 1:													
1.1. training on the issue of good governance													TE
1.3. training university student leaders													TE
1.4. public events on good governance													TE
Result 2:													
2.1. ALAC promotional works													TE
2.2. Provision legal consultation													TE
2.5. Making surveys													TE
Result 3:													
3.1. periodic radio program													TE
3.3. journalists training													TE
Result 4:													
4.1. Widening the membership													TE
4.2. dialogue platform													TE
Monitoring and evaluation													Consultants

Activity

- As a club leader or considering yourself as a leader of a certain club, prepare your plan using a Gant chart

Leadership and succession planning

- Succession is the most important responsibility of leadership
- The most valuable goal of leadership is not to succeed in the present but to secure the future
- It’s not what leaders achieve that matter but what they transfer
- Succession and workforce planning present an opportunity to identify and plan for staffing, training, and knowledge needs
- This allows an organization to predict where critical needs are and provide necessary time to adjust programs, training, and recruitment to meet these needs

Cont….

- The succession planning toolbox: after identifying the **leadership role** you need to plan for, the **competencies needed**, and **the gaps**, you can devise strategies to improve institutional knowledge

Key strategies in succession planning activities

- **Training**: provides public servants with information to perform their current job efficiently and also can grow employees in to new positions, duties, and responsibilities
- **Coaching and Mentoring**: allow for seasoned experts of an institution to work with the next generation to impart knowledge about institutional culture, work policies and procedures, and public servant management skills
- **Performance Evaluation**: it order to grow and develop leadership, you must be able to accurately assess performance and ensure that it’s strategically aligned with your competency framework

Cont....

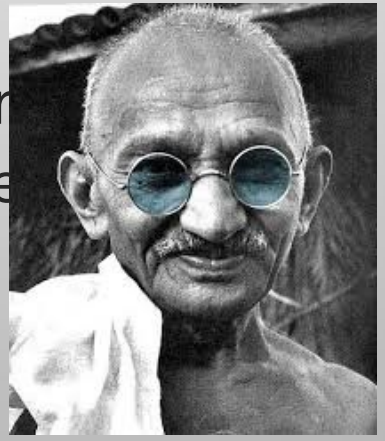
- **Knowledge Management**: knowledge transfer focuses on retaining institutional memory and registered knowledge that can be lost when experienced workers depart organizations for retirement and other reason

Activity

- Think about your great leaders in the world and even in your country. Who is your leadership hero or model? And why?
- How can you describe him/her?

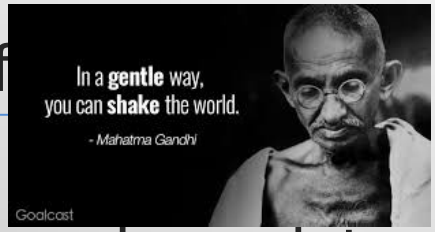
World class leadership role models

- Mahatama Gandhi- Indian model of servant leadership
  - Born on 2nd Oct. 1869 (International day of Non-Violence)
  - His message to the wor
    - “My life is my message



10 strategies and virtues learned from Gandhi

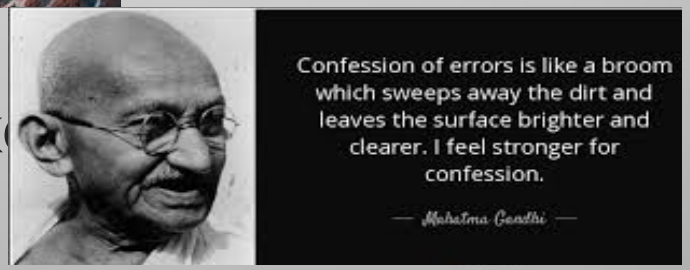
- Faith in self



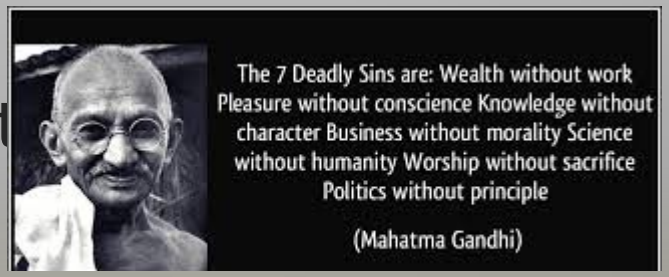
- Resistance and persistenc

- Forgiveness

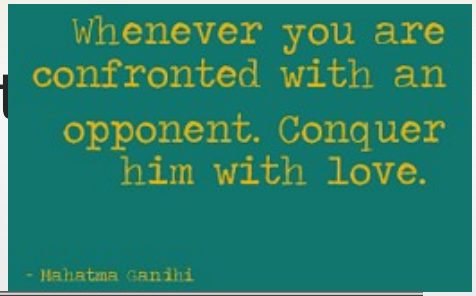
- Learning from mistak



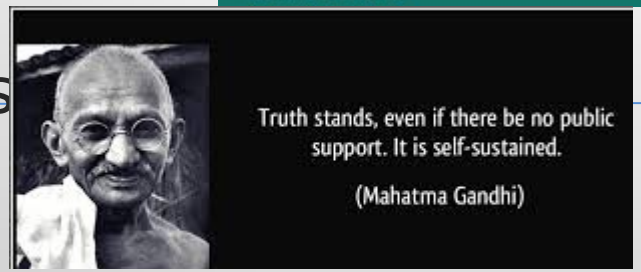
- Strength of charact



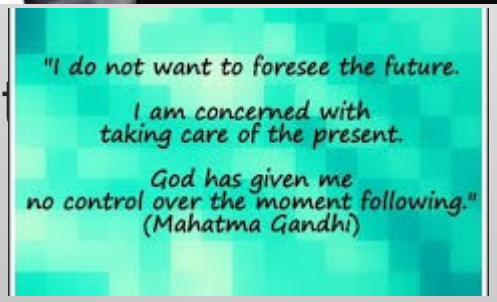
- Love but never hat



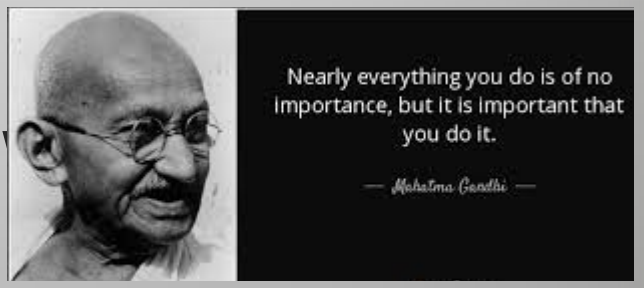
- Truthfulness



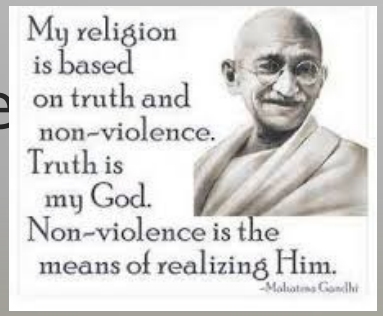
- Live in present



- Take the first step and do it any



- Non-violence



Home Take Activity

- Read the background about leadership lessons from the Animal Kingdome and answer the following:
- 1. what do you understand from the Eagles' history?
- 2. How do you relate the Eagles' experience to your own life?
- 3. Please try to tell to the group if you know other animals that have the same experience as Eagles.

- Thank You Very Much