

Leadership Skills

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Leadership

Leadership can be said to have three main functions within a team or organisation

Strategic Function – developing a sense of direction

Task Function – defining the tasks necessary to achieve the team's or the organisation's goals, and making sure that these tasks are carried out effectively with the right resources

Interpersonal Function – maintaining the morale, cohesion and commitment of the team or organisation

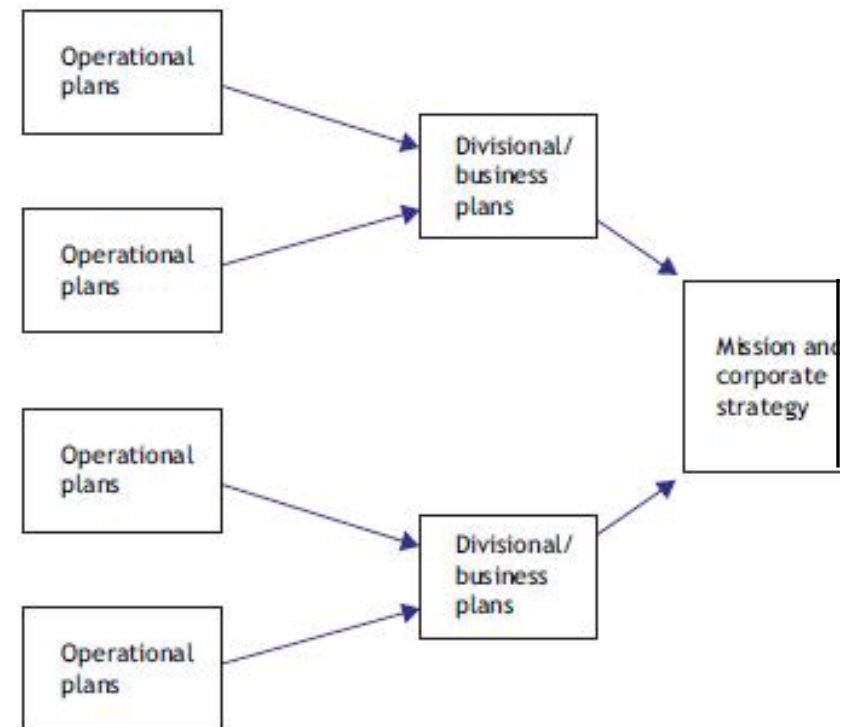


Leadership definition

What do leaders do?

Setting strategic direction

- Aligning individual objectives with team/ organisational objectives
- Ensuring objectives are SMART and understood by individuals
- Manage performance
- Lead by example



Task Functions

- Manage productivity
- Align resources to tasks
- Organise
- Staffing
- Planning
- Monitoring
- Administration



Interpersonal Functions

- Motivate
- Empower
- Delegate
- Inspire
- Mentor





Leadership V Management

The links and differences between
management and leadership



Leadership V Management

Leadership

- Set strategy
- Long term vision and strategies
- Delegate goals
- Challenge the status quo and create change
- Creating new ways of working
- Develop the culture
- Innovate
- Coaching and mentoring
- Exemplify new behaviours

Management

- Implement strategy
- Tactics and plans
- Delegate objectives and tasks
- Budgets, employees, suppliers and customers
- Maintain the status quo and implement change
- Work within existing structures
- Work within the culture
- Administer

Situational Leadership

- High relationship behaviour
- Low task behaviour
- Able but unwilling or insecure

Supportive (mentoring) style

- High relationship behaviour
- High task behaviour
- Unable and unwilling or insecure

Coaching (selling) style

- Low relationship behaviour
- Low task behaviour
- Able and willing or confident

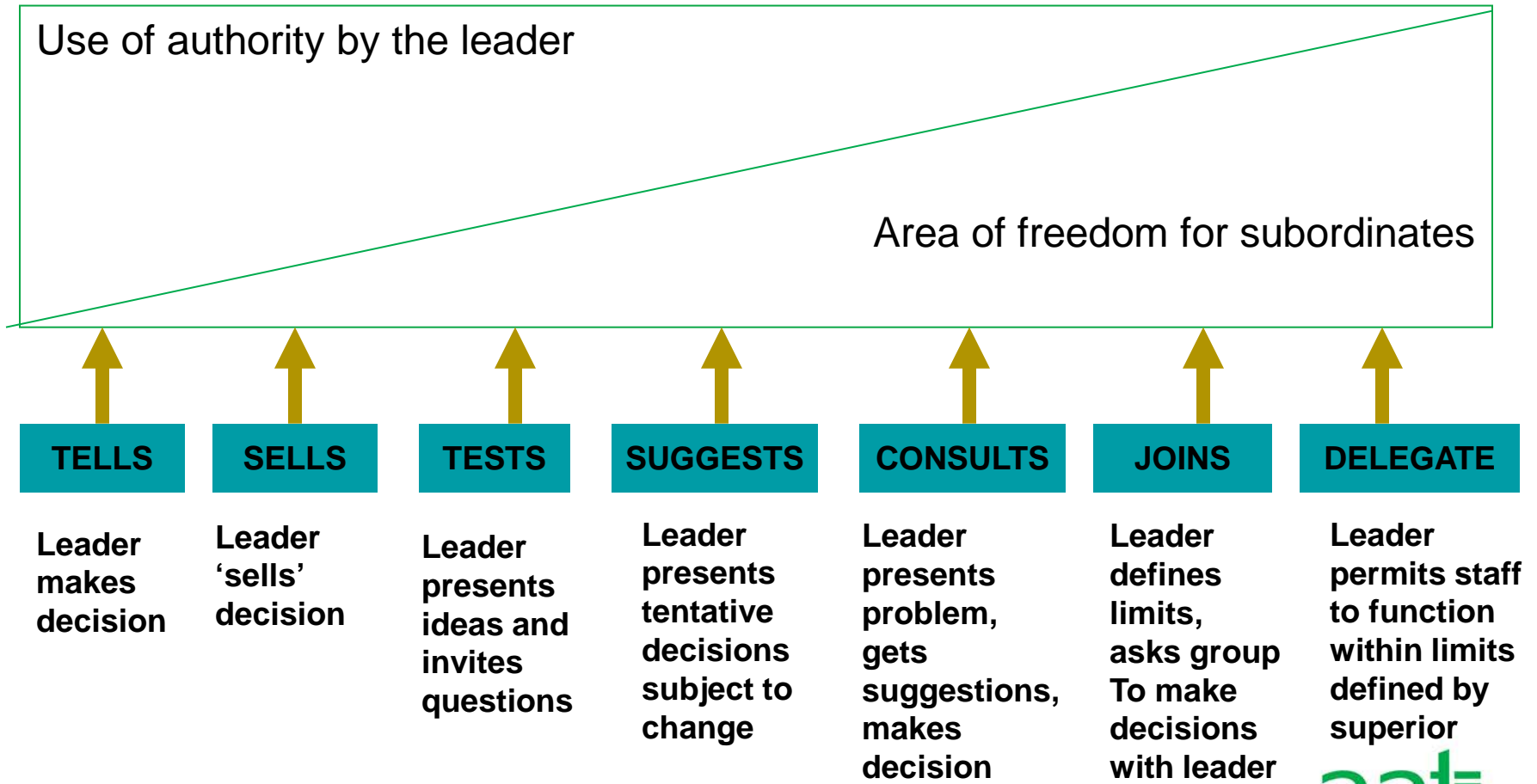
Delegation style

- Low relationship behaviour
- High task behaviour
- Unable but willing or confident

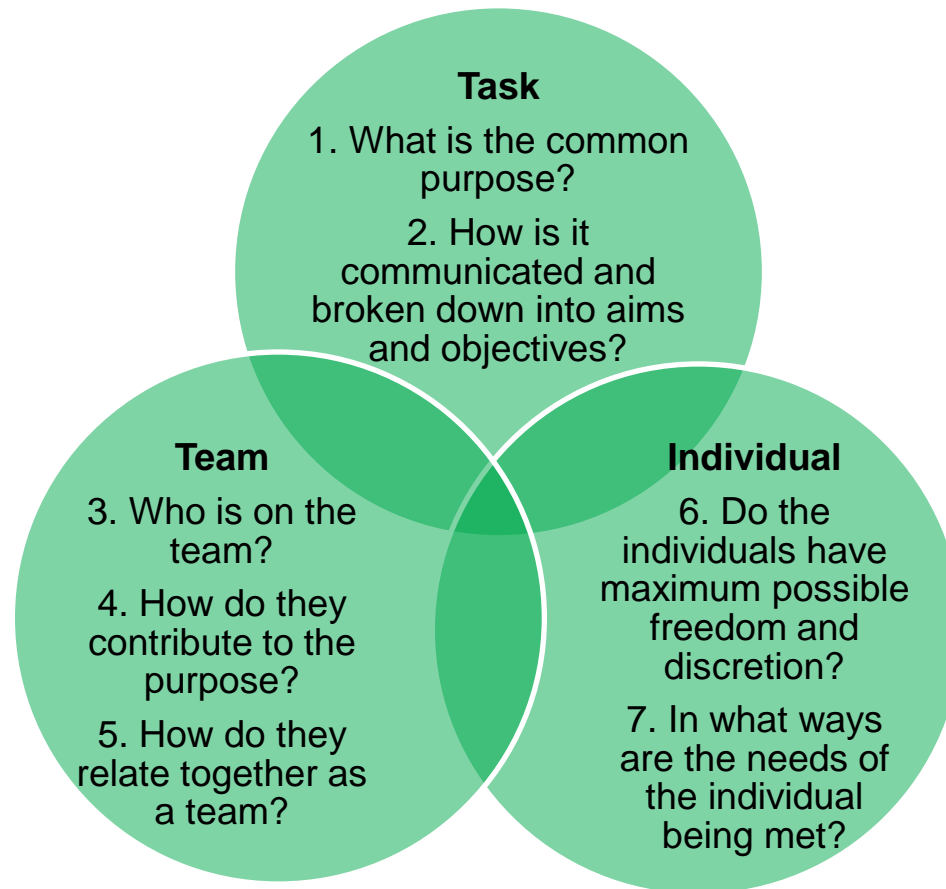
Directing (telling) style

What examples of this do you see in your own organisation or your own leadership behaviour?

Situational Leadership



Action Centred Leadership



(John Adair 1973)

J A Kotter's Comparison Of Transactional Leadership (Management) and Transformational Leadership (True Leadership)

	Transactional Leadership (Management)	Transformational Leadership (Leadership)
Creating An Agenda	Planning & Budgeting: Developing a plan - a detailed map of how to achieve the results	Establishing Direction: Developing direction - a vision which describes a future state along with a strategy
Developing Human Resources (i.e. People)	Organising & Staffing: Which individual best fits each job and what part of the plan fits each individual	Aligning People: A major communication challenge getting people to understand and believe the vision
Execution	Controlling & Problem Solving: Monitoring results: identifying deviations from the plan and solving the "problems"	Motivating & Inspiring: Satisfying basic human needs for achievement, belonging, recognition, self-esteem, a sense of control
Outcomes	Produces degree of predictability & order	Produces changes - often to dramatic degree

Leadership Styles



How is your ability to....

- Explain the vision and strategy
- Motivate and communicate
- Guide emotions and passions
- Manage energy – yours and theirs
- To inspire and develop culture
- Deal with change and stress
- Cope with complexity
- Act as a role model





Leadership Competencies

- We can learn from history or books about other great leaders
- We don't know them and yet we know they are GREAT
- How do you know?
- What leadership competencies do they portray?
- What score out of 5 would you give them?

Courage, Compassion, Coherence, Innovation,
Communication, Strategic Thinking, Systems Thinking,
Decision Making, Problem Solving etc

Let's consider if leaders

- Recognise their impact?
- Feel responsible for their impact?
- Recognise the power of their role?
- Understand themselves?
- Actively manage their image?



Why Are They Memorable?

- Lead by example
- Show courage and compassion
- Having personal presence
- Creating an impact
- Think clearly and make the right decisions
- Communicate well
- Charismatic



How do they do that?

Good Leaders

- Create meaning and understanding
- Performance increases
- Invite enthusiasm
- People care about each other
- Inspire commitment
- Ensure people are highly motivated
- Support people to cope with challenges



As a leader

- Do you develop people?
- Do you help others to be heard?
- Do you welcome their views?
- Do you listen to them?
- Do you support your colleagues and staff?

HOW DOES THAT MAKE YOUR TEAM FEEL?
WHAT DO THEY THINK OF YOU?



Creating Personal Impact

As a leader, people are

watching what you do

listening to what you say

Be aware of the messages
you convey in:

- what you say and how you say it
- what you do and how you do it

= PERSONAL IMPACT

You are always on the stage!





Your Leadership Style

is influenced by your experience, knowledge what your organisation needs and what your colleagues/team needs -

- What is happening in your organisation at the moment?
- What does that mean for you?
- How have you explained that to your team?
- What do they need from you?
- How can you be a better leader?
- What will you do differently?

Commitment to Changing Leadership Habits

- Conscious action required
- Contact with others –
willing to consult & receive feedback
- Make a positive impression
- Make the most of the people around you
- Inspire and motivate





Key To Success

- Be yourself but be prepared to change
- Know your strengths and weaknesses
- Be serious about your development as a leader
- Inspire others
- Aim high - Not just good but great!

Review Questions

How will you be a better leader?

What will you do differently?

How will you know you are being successful?



You have the ability to be a great leader – do it!

JFK
Churchill
Mark
King
Montgomery
Alex
Queen
Yasser
Luther
Hitler
Martin
Carnie
Elizabeth
Arafat
Paton
Obama
Ferguson
Thatcher

Looking forward

24 May – Communication & influencing skills

12.30-13.30

25 May – Business & project management skills

12.30-13.30

5 Oct – Managing high performance teams master class –

Full day 09.00 for 9.30 start -16.30 finish.



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Thank you

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