

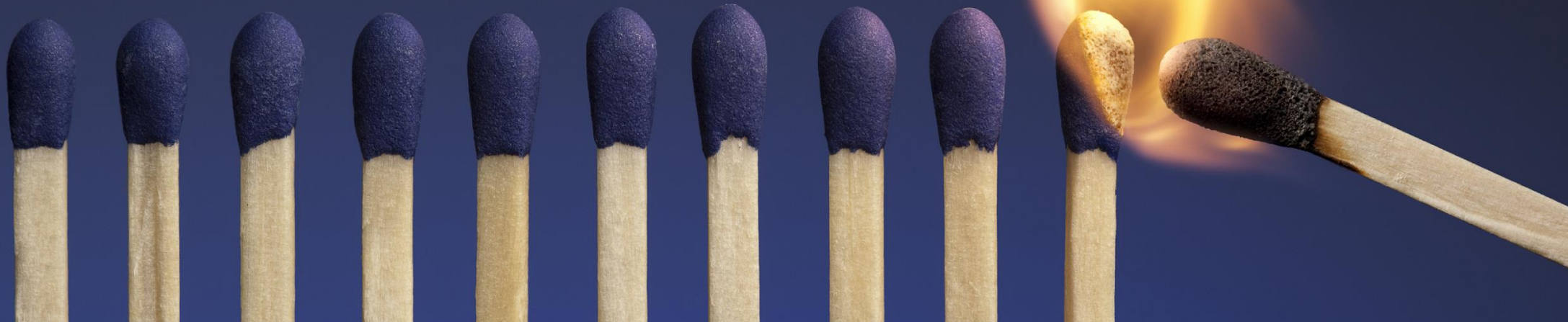
A person stands in silhouette on a dark, rocky hill, looking up at a vast night sky. The Milky Way galaxy is visible, stretching across the sky with vibrant colors of pink, purple, and orange. The stars are numerous and bright, creating a sense of wonder and vastness.

LEADERSHIFT

What
makes a
GOOD
leader
GREAT?

Defining *LEADERSHIP*

*“Leadership is a **process of social influence** that **maximizes the efforts of others** towards the achievement of a goal.”* Kevin Kruse



1

Be
AUTHENTIC



1

Be ***AUTHENTIC***

Key Questions:

- Who am I ***when no one is watching?***
- ***What am I not telling my people? Why?***



1

Be ***AUTHENTIC***

- Am I ***willing to talk about the elephant in the room?***
- Have I become ***a master of impression management?***



2

VISIONEERING



VISIONEERING

- ***Where*** are you taking us?
- ***Why*** are we doing this?
- What will this ***department look like next year?***
- What is the ***WIN?***

VISIONEERING

Leaders are
dealers in hope

Napoleon Bonaparte

3

Understanding

PEOPLE



3

What are their strengths?

What are their gaps?

*What are the
overextensions of
their strengths?*

*What **makes
them cry?***

*What are their
deepest fears?*

*What energizes
them?*

What motivates them?



3

*What are their **emotional triggers**?*

*Who **influences** them?*

*Who are **their heroes**?*

*What are **THEIR wins**?*

*What do they **expect from me**?*

*What **brought** them here?*

*What will **make** them **leave**?*

*What do they **need** that only I can give?*



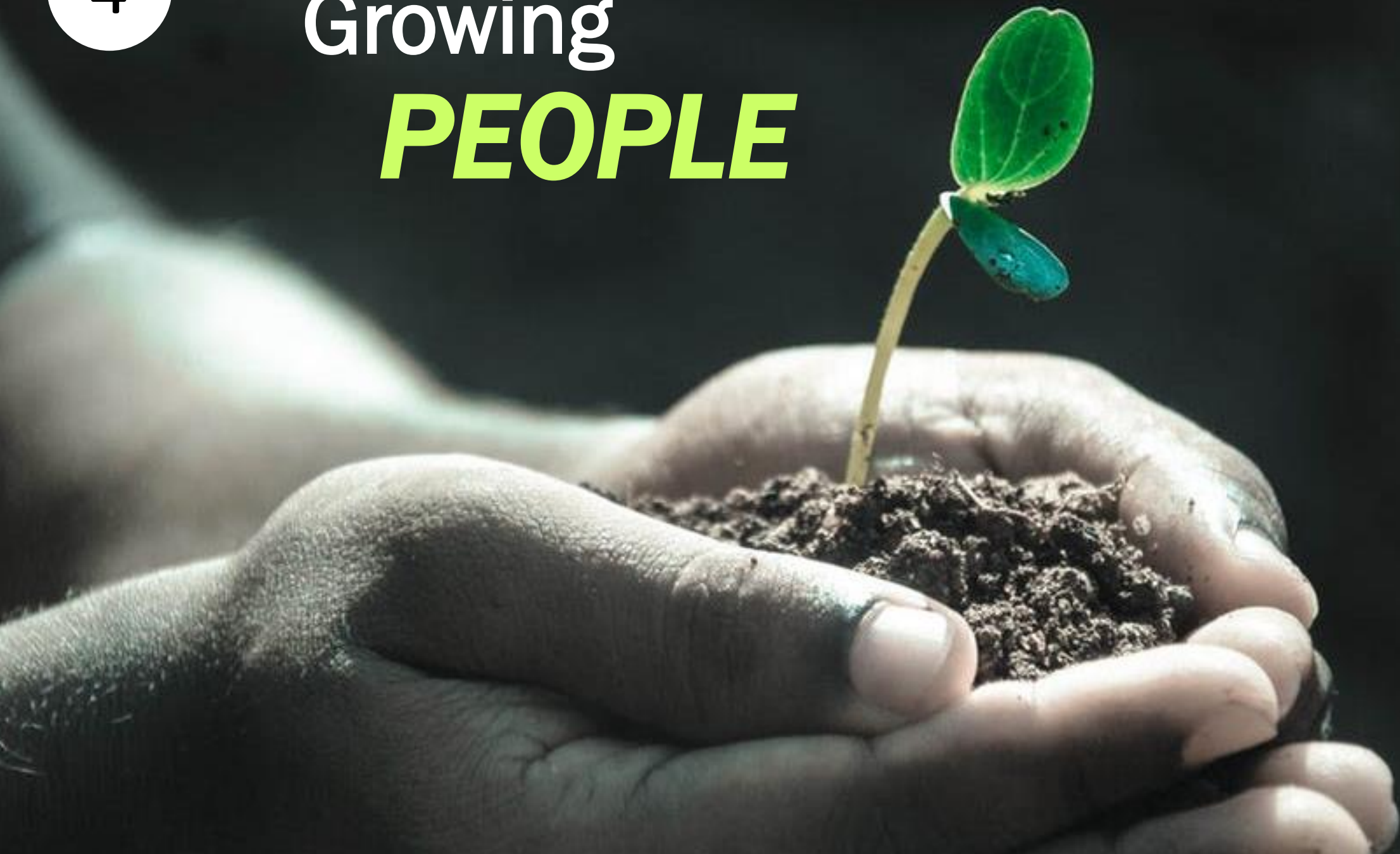
Leaders understand

*the norms of
their followers*



4

Growing ***PEOPLE***



Growing **PEOPLE**

“You never change
your life until you step out
of your comfort zone;
***change begins at the
end of your comfort
zone.***”

Roy T. Bennett



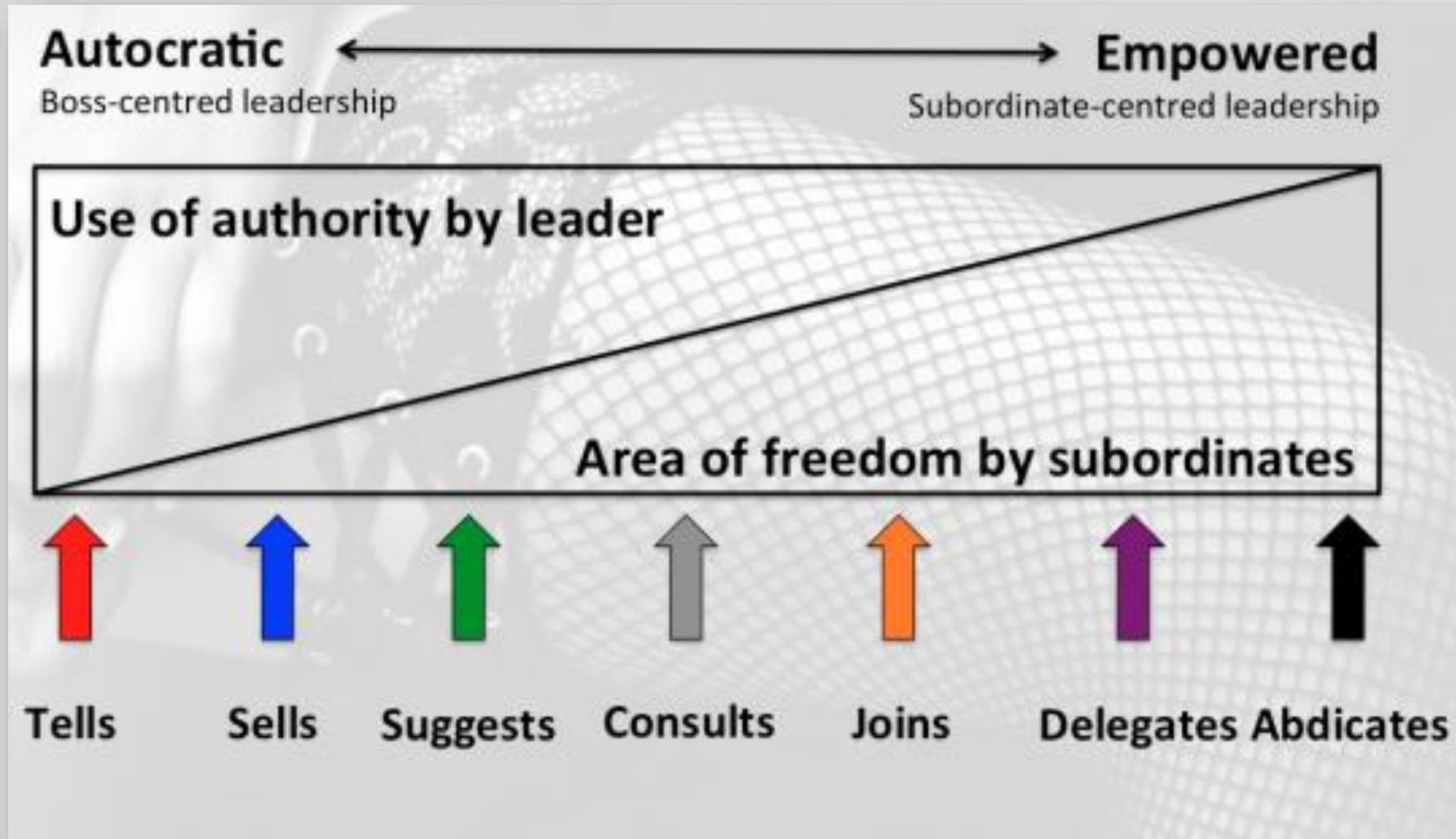
Growing **PEOPLE**

- *I do you watch*
- *We do together*
- *You do I watch and give you feedback*
- **You do and give me feedback**



Adapting *LEADERSHIP STYLES*





Leadership Styles in Different Contexts

1. The Pacesetter leader

Do as I do, NOW.

2. The Authoritative Leader

Come with Me.

3. The Affiliative Leader

People come first.



Leadership Styles in Different Contexts

4. The Coaching Leader

Try this.

5. The Coercive Leader

Do what I tell you.

6. The Democratic Leader

What do you think?



Taking *OWNERSHIP*



Taking *OWNERSHIP*



STOP

making excuses

***CREATING* a sense of ownership:**

DO!

1. Plan
2. Get their input on matters that affect them
3. Create a culture of self-assessment
4. Establish mutual accountability beyond you
5. Co-create rules of engagement
6. Delegate meaningful work
7. Create a Climate of significance, belonging and self-respect
8. Have fun



7

Taking ***ACTION***

Make ***DECISIONS***

Taking ***ACTION***

Stop ***PROCRASTINATING***

People procrastinate
because of:

- Inner vows
- Resentment
- Fear
- Disagreement
- Perfectionism
- Alternative low priority activities
- Fatigue
- Difficult conversation

7

Taking ***ACTION***

Be ***DARING***



Leading ***CHANGE***





They resist change when the following categories of questions are *left unanswered*:

- **Motive**
- **Information**
- **Collaboration**
- **Implementation**
- **Personal Impact**
- **Responsibility**
- **Accountability**
- **Self esteem**



People will resist change even
when the change is good.





John Kotter has outlined *8 reasons* why *change strategies* often *fail*:

- 1. *Low sense of urgency*** for change.
- 2. *Lack of a guiding coalition*** responsible for the change.
- 3. *Lack of vision*** to guide the process.
- 4. *Lack of communication*** of the vision.



John Kotter has outlined **8 reasons** why ***change strategies*** often ***fail***:

5. ***Lack of removal of obstacles*** to change (political dynamics within the organisation).
6. ***Lack of short-term wins.***
7. ***Declaring victory too soon.***
8. ***Lack of reinforcement*** of the change

9

ENROLLING Others



ENROLLING Others

Can you ***lead people***
who are ***not like you?***

- Multigenerational leadership
- Leadership across gender
- Multidisciplinary leadership
- Cross-cultural leadership



LEADERSHIFT

