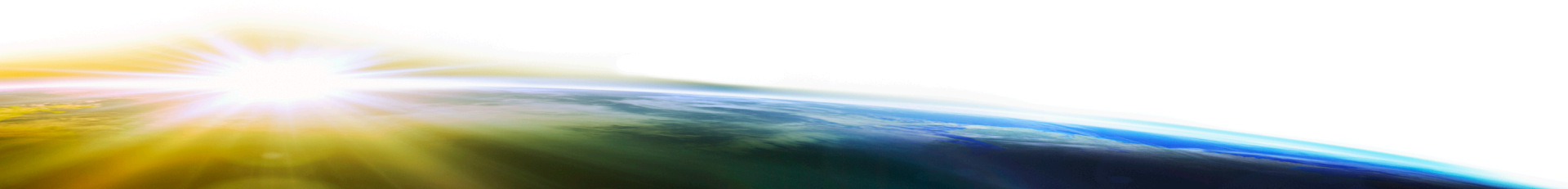


# Making a difference: leadership for the 21st Century

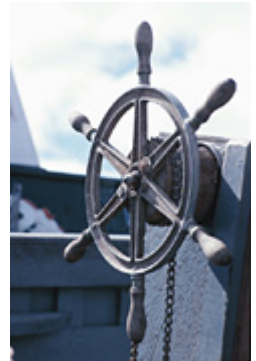
Dr Vanessa Lawrence CB



# Definition of a leader

**leader** *n.* **1** one that leads

**1** chief, commander, director, governor, head, manager, ruler, supremo; captain, skipper; guide, escort; pioneer, trail-blazer, trend-setter.



*Oxford Dictionary and Thesaurus*

# Why organisations need leaders

- Provide vision
- Create a collective effort to achieve desired outcomes
- Develop conditions that enable people to achieve
- Inspire performance out of people
- Foster a growth environment which breeds success



# View of leadership

'Leadership is the art of getting someone else to do something you want done because he wants to do it.'

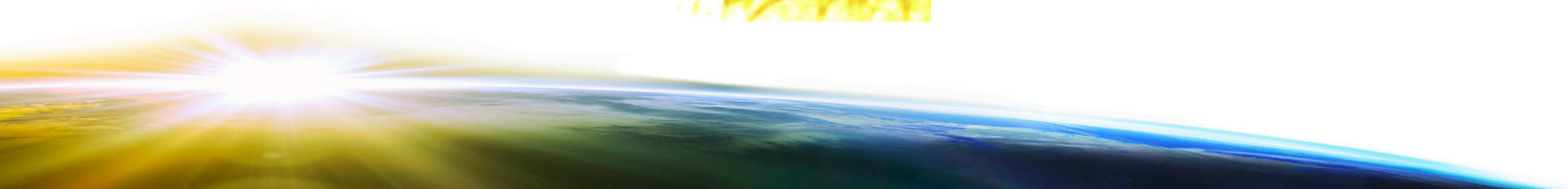
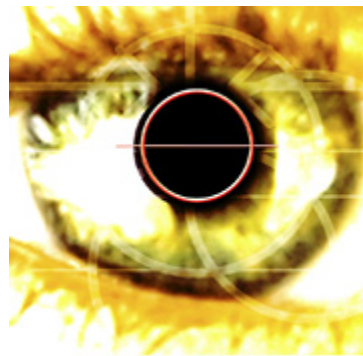
*Dwight D. Eisenhower*

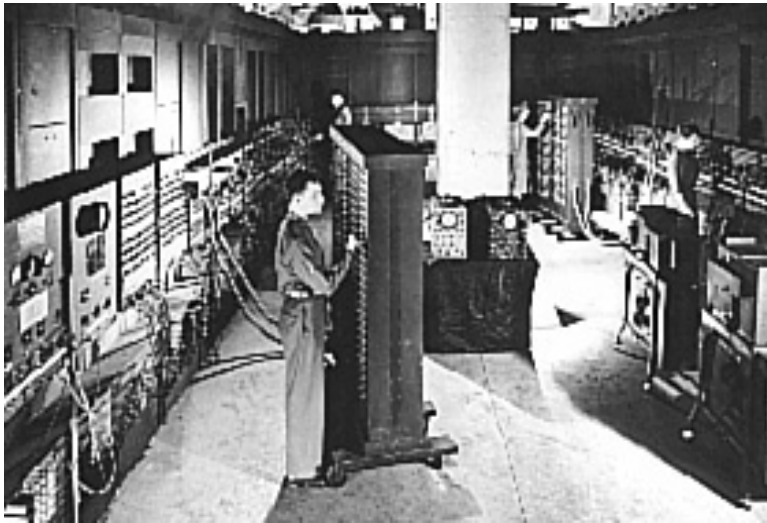


National Archives

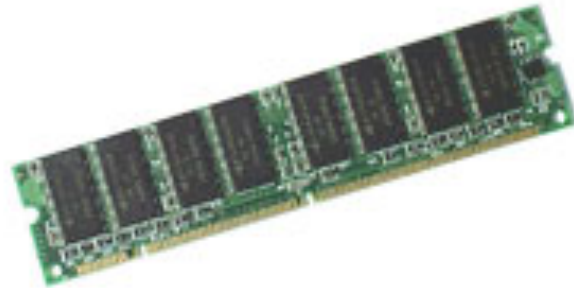
# As a leader you must have a vision

Vision must be clear to all  
It must mean the *same thing*  
not *something* to all





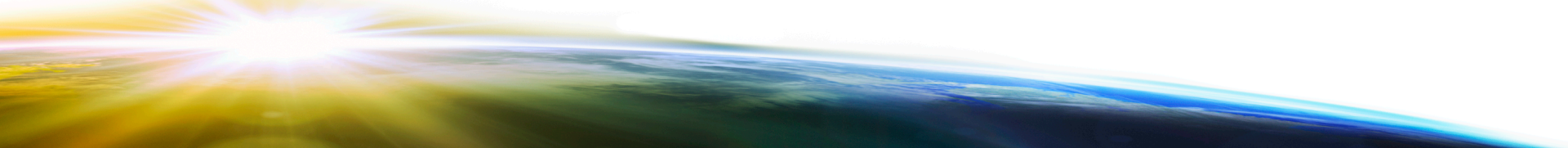
"In future computers may weigh less than 1.5 tons"  
*Popular Mechanics* magazine 1949



"640k RAM should be enough for anyone"  
*Bill Gates* 1981

# Delivering the vision through teamwork

- Develop the Vision
- Communicate the vision
- Take the team with you
- Acknowledge strengths and weaknesses
- Have confidence and build confidence in others
- Celebrate success but never be afraid to give feedback



# Delivering the vision through teamwork

The Leader must understand at what development stage their team has reached and work with them to get them to the next stage:

- Forming
- Storming
- Norming
- Performing

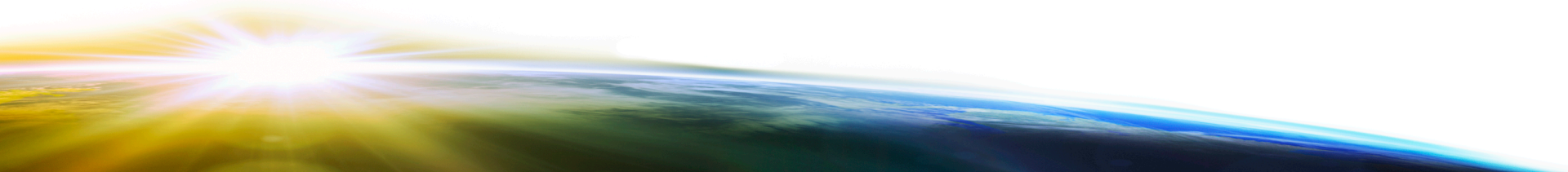




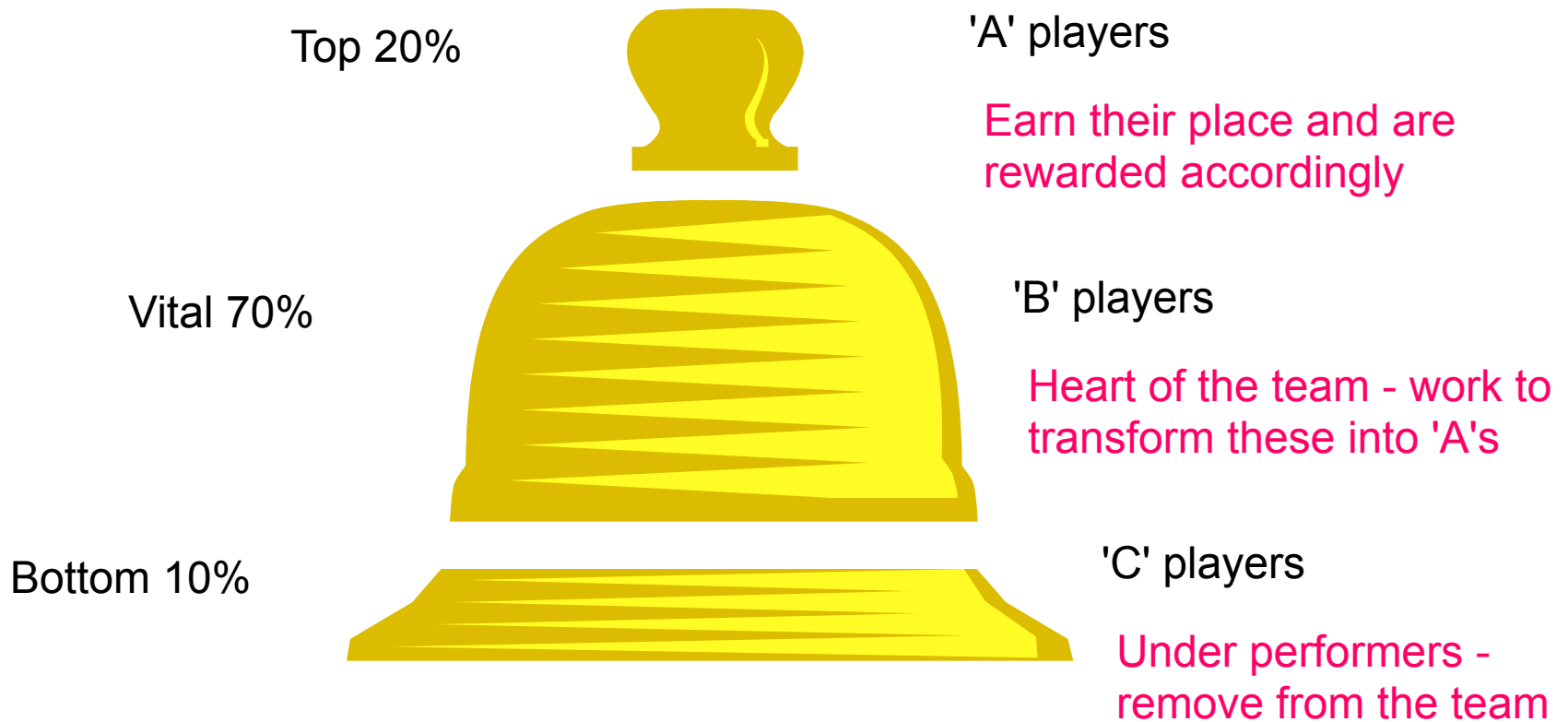
# Differentiating within the team

## 'Raising the bar'

- Need for differentiation when leading a team
- Reward the best and weed out the ineffective
- Always fight to raise the bar
- Increase the overall calibre of the organisation
- Open and honest approach - kind feedback lead to false kindness
- *Asking people to leave a team will always be hard. Anyone who enjoys this should not be a leader and neither should anyone who cannot perform this task.*



# Differentiating within the team: 'raising the bar'



# The wrong leadership style



# One has to consider

- The future culture
- The journey for the staff
- The journey for customers
- The agility of the organisation
- The values of the organisation
- The pace for today and the future
- Achieving goals: 30, 60, 90 day targets
- Partnership working

Are you just making a living and  
attending....

...or are you making a difference?



'It is not the employer who pays wages - he only handles the money. It is the product that pays wages.'

*Henry Ford*



# Key attributes of a good leader

## The 4 'E's

- Leaders have **Energy**
- Leaders **Energize** others
- Leaders demonstrate **Edge**
- Leaders always **Execute**



# Key attributes of a good leader

A good leader is..

- focused
- clear in their vision and communicates it to all
- listens to their organisation and its customers
- inspires
- leads by example and 'walks the talk'
- decisive
- seizes the moment
- instinctive - can identify the 'empty suits'
- not just a manager
  
- ..Courageous - it can be a lonely job





# Three types of courage in the work place

- **Courage to fail**
  - Fear of getting it wrong means doing nothing and letting others take the prizes.
- **Interpersonal courage**
  - Courage to say what needs to be said
- **Moral courage**
  - To stand up for a set of moral beliefs

*Courage cannot be taught*

But it's useful to remember

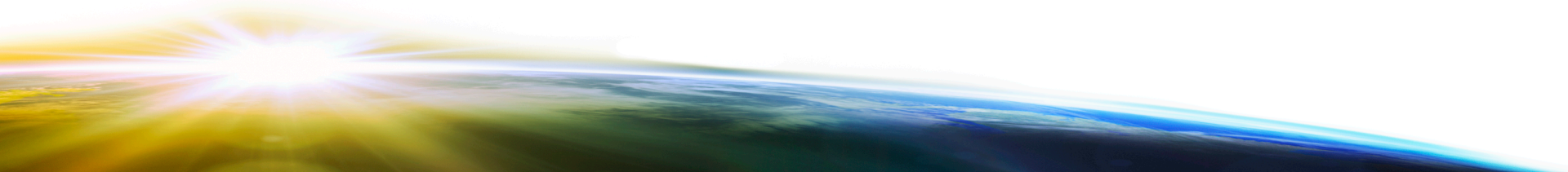
“What would I do if I were not afraid?”



# Leadership styles

- Directive
  - Limited discussion - dictatorial approach from the top
- Consultative
  - Involves the team in decision making - encourages debate and pooling of ideas
- Laissez-faire
  - Only becomes involved in decision making when requested by the team

*Adapt style to lead different people*



# Personal leadership style

- Consultative
  - Free and open discussion - participative debate where all attendees have a voice
- Consensus
  - Clarify the situation - identify the issues and obtain a consolidated view
- Decisive - the final word
  - All information taken into account and a final decision made - limited opportunity for appeal!



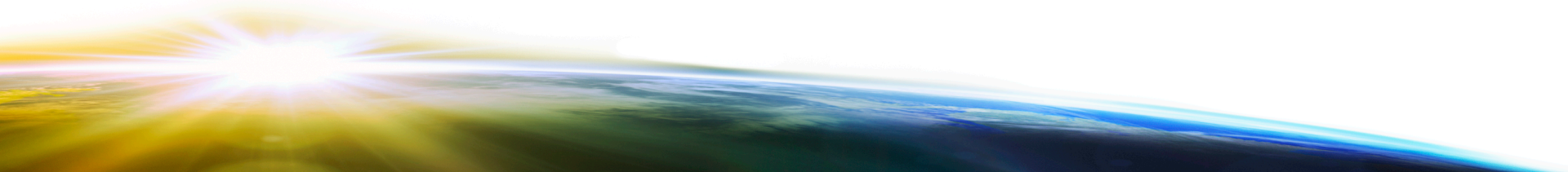
# Rewards of good leadership

- Knowing that you have made a difference
- Helping others to make a difference
- Controlling the destiny of an organisation
- Acting as a catalyst for change
- Achieving the impossible



# Tips for success

- Don't be afraid to make changes... make your mark
- Learn to push the envelope
- Build your own team
- Get your managers on board early and manage those who don't
- Don't be daunted by 'policies and rules' – learn to work with those you have to and challenge the others
- Continually challenge the 'norm' – don't just accept
- Build yourself a credible and supportive network





COPYRIGHT FINANCIAL TIMES

Make it happen and  
make a difference...

but always remember ....

***'IF YOU CAN DREAM IT YOU CAN DO IT'.***