

Konferensi Pentadbir Kali Ke 18 Primula
Beach Resort, Terengganu
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**LEADERSHIP AT ALL LEVELS:
EMPOWERING THE HUMAN CAPITAL**

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SCOPE:

1. Going to the next level (transformation)
2. Leading serve with the heart (with ihsan)
3. The essence of leadership
4. Leadership at all levels
 - Five levels of leadership
5. Systematic succession planning
6. Empowering the human capital

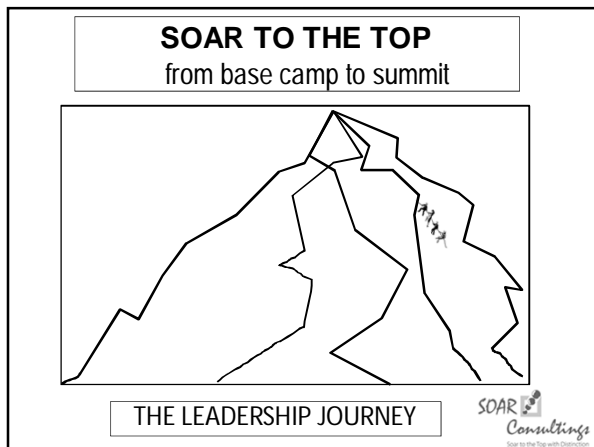


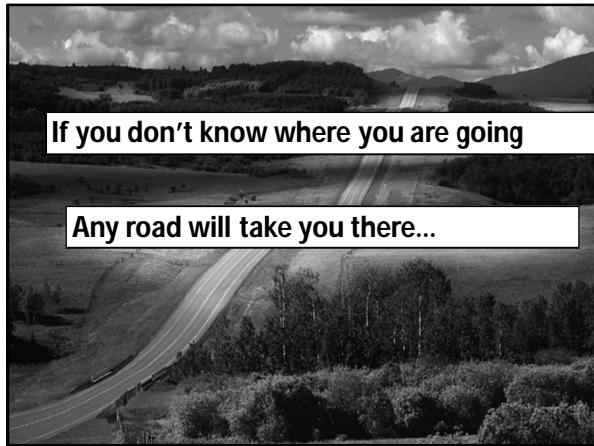
**LEADERSHIP FORUM,
INTERNATIONAL CONFERENCE ON THINKING 2009 (ICOT),
KUALA LUMPUR, MALAYSIA, 23 APRIL, 2009**

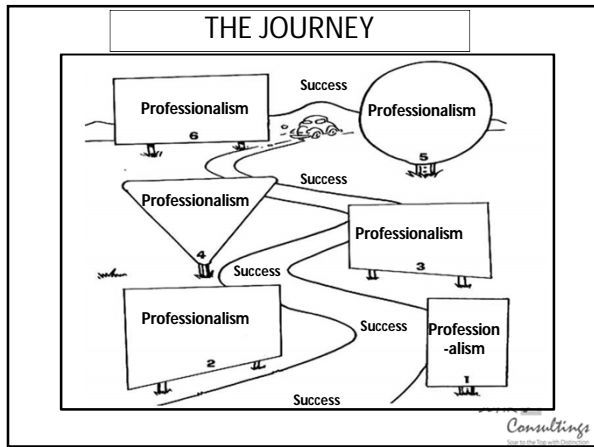












PROFESSIONALISM

Professionalism =
Competence + Caring

Competence =
Knowledge + Skill + Attitude



PROFESSIONALISM

The most important skill is the THINKING skill:

- Critical Thinking
- Idea Generation
 - Creative Thinking
 - Innovative Thinking
- Strategic Thinking

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**MOVING TO THE NEXT LEVEL
= TRANSFORMATION**

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TRANSFORM


FROM
GOOD
TO
GREAT

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TRANSFORM

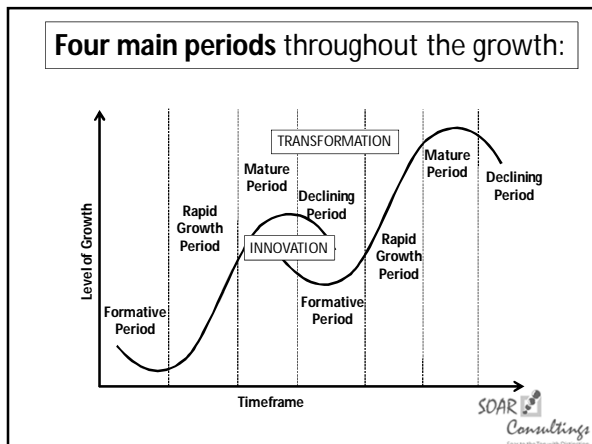
FROM
ACCEPTABLE
TO
EXCEPTIONAL

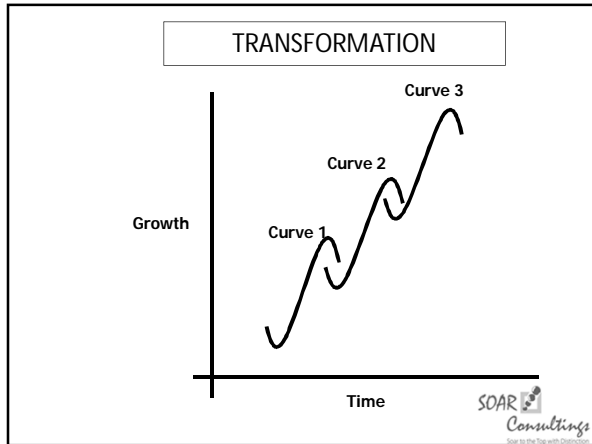


TRANSFORM

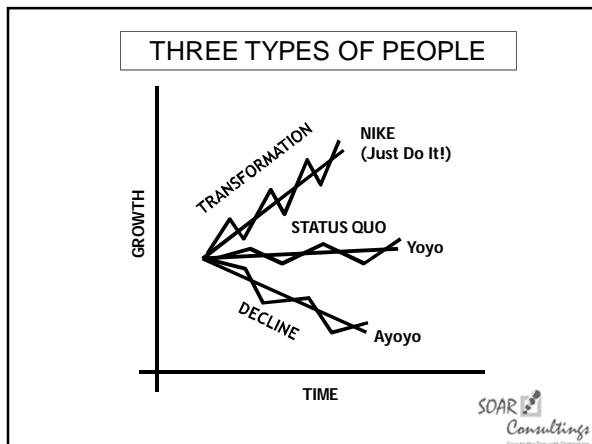
FROM
ACTIVITY (BUSY)
TO
PRODUCTIVITY








- ### JOURNEY THE NEXT LEVEL
1. Market Intelligence
(Vision; Stakeholder Perception)
 2. Clarity of Purpose
(Mission, Goals, Objectives)
 3. Strategic Leadership
 4. Strategic Management
 5. Supporting internal infrastructure
 6. Empowered team
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THE ESSENCE OF LEADERSHIP

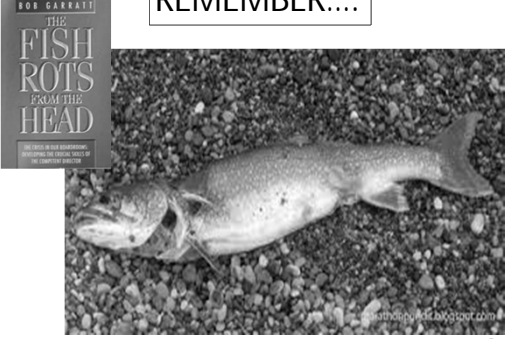


REMEMBER....

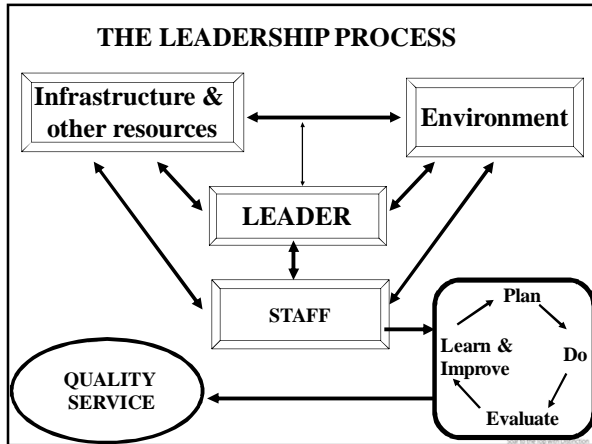
BUSINESSES
DON'T FAIL
Leaders
DO

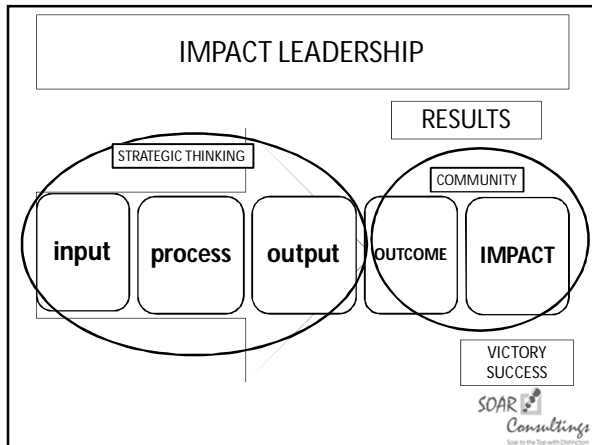


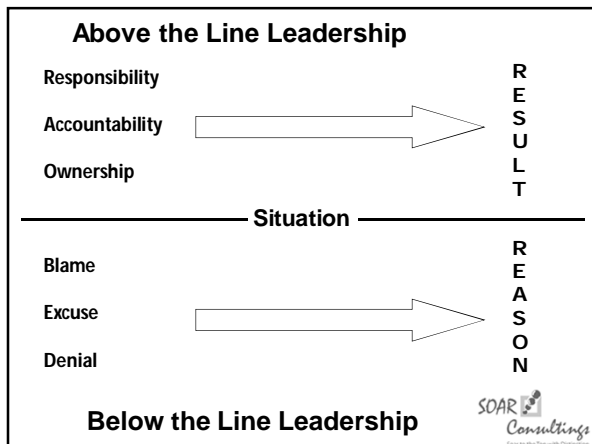
REMEMBER....



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Attributes of Impactful Leaders

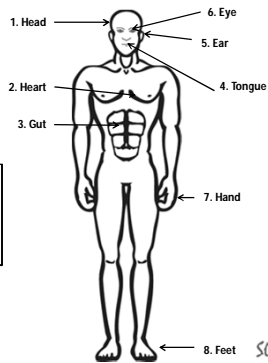
- Result-focussed
- Purpose-driven
- Massive action



THE ANATOMY OF A LEADER

A leader performs with exceptional anatomies.

How we use them determines whether we becomes a great leader or otherwise.



TWO MOST IMPORTANT ROLES OF A LEADER

1. Establishing direction
2. Influencing the team to move in that direction willingly



A LEADER

1. Knows the way
2. Goes the way
3. Shows the way



LEADERSHIP IS:

- about relationships,
- about working with and guiding people to new directions,
- about integrity and trust.
- about achieving the most positive interaction between customers (students etc), employees, shareholders, vendors- whomever



LEADERSHIP

- the art of getting others to do something you want done because they want to do it now and finally create the impact.



LEADERSHIP

- Leadership is power with people
(vs power over people= the boss)

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Leadership
It's Not Just About You

Leadership is about growing others



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LEADERSHIP
It's Not Just About You

Best of leaders

- abiding love
- desire to see people grow and succeed

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Leadership
It's Not Just About You

- Building self-confidence - pouring out encouragement & recognition to energize your team.

"Self-confidence energizes, and it gives your people the courage to stretch, take risks, and achieve beyond their dreams. It is the fuel of winning team".

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Leadership
It's Not Just About You

- Leaders relentlessly upgrade their team, using every encounter as an opportunity
- Coaching - helping people improve themselves

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WHAT DO LEADERS DO?
(Jack Welch: Winning)

1. relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach, and build self-confidence.
2. make sure people not only see the vision, they live and breathe it.
3. get into everyone's skin, exuding positive energy and optimism.
4. establish trust with candour, transparency, and credit.

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WHAT DO LEADERS DO?
(Jack Welch: Winning)

- 5. have the courage to make unpopular decisions and gut calls.
- 6. probe and push with a curiosity that borders on scepticism, making sure their questions are answered with action.
- 7. inspire risk taking and learning by setting the example.
- 8. celebrate.



EFFECTIVE LEADERSHIP MODEL: D-A-C

- Direction: How will we decide on a shared direction?
- Alignment: How will we coordinate our work so that it fits together?
- Commitment: How will we maintain commitment to the collective?



DISTINGUISHING LEADERS FROM LEADERSHIP

- The role of developing Direction, Alignment and Commitment may fall on a leader or small group of leaders.
- Leadership is a process rather than a person.
- The process of leadership calls for shared agreement on all three dimensions.



DEFINING LEADERSHIP: D-A-C

- Whether or not you are a formal leader, you are most probably engaged in the process of leadership



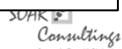
WHAT IS YOUR CURRENT LEADERSHIP BRAND?

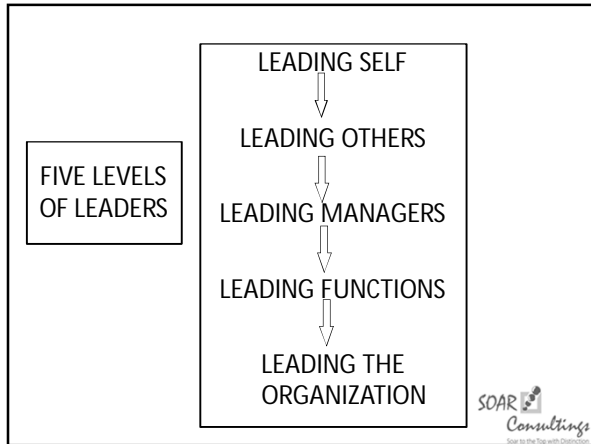
- Direction: How do you help to gain agreement with others on the goals and objectives?
- Alignment: In what ways do you work with others to coordinate the various components of the work?
- Commitment: How do you work with others to ensure that you are all invested in the success of the work ?



FIVE LEVELS OF LEADERS


1. Leading Self - Individual contributors, professional staff and emerging leaders
2. Leading Others - Leaders of individual contributors
3. Leading Managers - Experienced leaders who lead other managers or senior professional staff
4. Leading the Function - Senior leaders of organizational functions or divisions
5. Leading the Organization - Top executives leading the enterprise





CHALLENGES OF LEADING SELF

- Prepare for management or leadership role
- Build a common leadership language within an organization
- Increase personal effectiveness and performance



The slide features a title 'CHALLENGES OF LEADING SELF' and a list of three bullet points. The SOAR Consulting logo is in the bottom right corner.

COMPETENCIES REQUIRED OF LEADING SELF


- Establishing credibility
- Leading with purpose
- Delivering results
- Doing whatever it takes
- Interpersonal savvy
- Embracing flexibility
- Tolerating ambiguity
- Understanding one's own values and culture



The slide features a title 'COMPETENCIES REQUIRED OF LEADING SELF' and a list of eight bullet points. The SOAR Consulting logo is in the bottom right corner.


CHALLENGES OF LEADING OTHERS

- Transition from individual performer to leading a team
- Build relationships to get work done
- Deal effectively with conflict
- Solve problems successfully



COMPETENCIES REQUIRED OF LEADING OTHERS

- Coaching and developing others
- Leading team achievement
- Building and maintaining relationships
- Resolving conflict
- Learning to delegate
- Innovative problem solving
- Embracing change
- Adapting to cultural differences



CHALLENGES OF LEADING MANAGERS

- Integrate cross-functional perspectives in decisions
- Handle complexity
- Manage politics
- Sell ideas to senior leaders
- Select and lead managers for high performance



COMPETENCIES REQUIRED OF LEADING MANAGERS

- Thinking and acting systemically
- Managing organizational complexity
- Negotiating adeptly
- Selecting and developing others
- Taking risks
- Implementing change
- Managing globally dispersed teams
- Building resiliency

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CHALLENGES OF LEADING FUNCTION

- Set vision and build toward the future
- Balance trade-offs between the short-and long-term
- Align the organization for strategy implementation

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COMPETENCIES REQUIRED OF LEADING FUNCTION

- Being visionary
- Driving results
- Strategic thinking and acting
- Creating engagement
- Identifying innovation opportunities for new businesses
- Working across boundaries
- Leading globally

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**CHALLENGES OF
LEADING ORGANIZATION**

- Set organizational direction
- Foster alignments across the organization
- Gain commitment for performance
- Refine and build strong executive persona

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**COMPETENCIES REQUIRED
OF LEADING ORGANIZATION**

- Creating and articulating vision
- Creating strategic alignment
- Developing a leadership and talent strategy aligned with business strategy
- Leading the culture
- Executive image
- Creating a culture of innovation
- Catalyzing change
- Leading outwardly

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**SYSTEMATIC
SUCCESSION PLANNING**

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THE GOAL SUCCESSION PLANNING

To have
"the right people in the right place
at the right time"
(Rothwell, 2005).



WHAT IS SUCCESSION PLANNING? *(according to Schein, 1997)*

A purposeful and systematic effort made by an organization to:

- ensure leadership continuity,
- retain and develop knowledge and intellectual capital for the future, and
- encourage individual employee growth and development"



REPLACEMENT PLANNING

- a reactive approach to staffing that involves identifying replacements for key positions, usually at the senior levels of the organization.
- only a small focus on the development of the successor.



SUCCESSION MANAGEMENT

- a proactive approach to managing talent
- involves identification of high potentials for anticipated future needs
- a tailored development of these people so that there is a talent pool or leadership pipeline available to meet organisational demands as they arise.



SUCCESSION PLANNING

- is focused on senior management positions, starting at the top of the organization (CEO and/or MD)
- goes at least 4 levels down.
- identified successors undertake focused development.
- closely intertwined with the workforce planning process.



BEST PRACTICE TO SUCCESSION PLANNING

- focused on developing large talent pools rather than a few key individuals
- extension of the program to all levels of management and beyond
- built upon well-developed competencies and objective assessment processes



**SUCCESSION PLANNING:
A 5 STEP PROCESS**

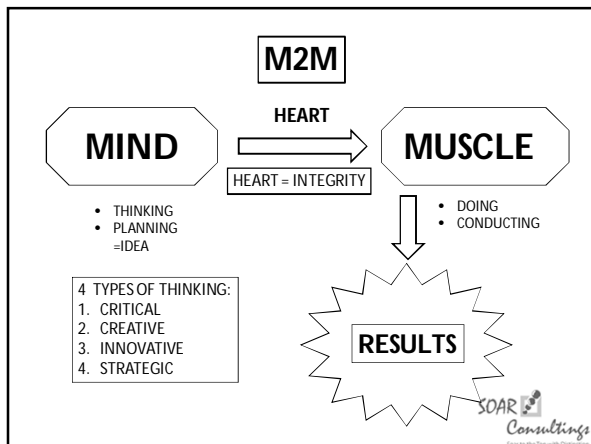
1. Identify critical positions
2. Identify competencies
3. Identify succession management strategies
4. Implement succession plans
5. Manage performance
(Measuring, Monitoring and Modifying)

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TALENT MANAGEMENT

- bring in the right people
- keep them in
- move them up

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**STAFF DEVELOPMENT:
EMPOWERING THE HUMAN CAPITAL**



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QUALITY EQUATION

- Key variable is People
- Quality begins and ends with the Individual
 - Integrity
 - Self Esteem
 - Self Empowerment
 - Competence




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HUMAN CAPITAL

- expertise
- experience
- energy
- excitement
- ethical
- empathy

**= EMPOWERMENT
and
PROFESSIONALISM**



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EMPOWERMENT

- The willingness of an individual to take and act with personal responsibility for his behaviour and the work he does.
- On inner drive
- "Want to"....
- Inspiring a burning passion
- Enjoying the journey.

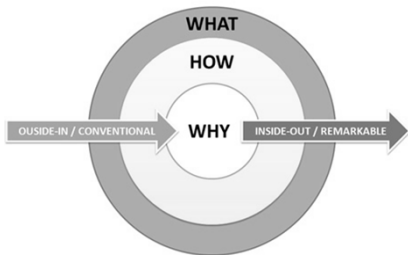


ENFORCEMENT


- Need to be forced to start and finish the task.
- "Have to"....
- Not enjoying it..



HOW GREAT LEADERS INSPIRE ACTION (Golden Circle, Simon Sinek)




HOW GREAT LEADERS INSPIRE ACTION
(Golden Circle, Simon Sinek)



Why = The Purpose
What is your cause? What do you believe?

How = The Process
Specific actions taken to realize the Why.

What = The Result
What do you do? The result of Why. Proof.



**THANK YOU AND
BEST WISHES**