Leadership
Obstacle and Opportunities

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Who is a Leader?

- Leader is one among all
- A successful leader is one who can accurately assess the forces and then is able to be flexible enough to adopt the most functional leadership style

Use of authority by manager

- Manager makes decision and announces
- Manager “sells” decision
- Manager presents problems and gets suggestions
- Manager lets group make decision

Area of freedom for subordinates
# Boss Vs Leader

## Differences between Boss vs. Leader

<table>
<thead>
<tr>
<th><strong>Boss</strong></th>
<th><strong>Leader</strong></th>
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<tbody>
<tr>
<td>Drives employees</td>
<td>Coaches employees</td>
</tr>
<tr>
<td>Depends on authority</td>
<td>Depends on goodwill</td>
</tr>
<tr>
<td>Inspires fear</td>
<td>Generates enthusiasm</td>
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<tr>
<td>Says “I”</td>
<td>Says “we”</td>
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<tr>
<td>Places blame for the breakdown</td>
<td>Fixes the breakdown</td>
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<tr>
<td>Knows how it’s done</td>
<td>Shows how it’s done</td>
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<tr>
<td>Uses people</td>
<td>Develops people</td>
</tr>
<tr>
<td>Takes credit</td>
<td>Gives credit</td>
</tr>
<tr>
<td>Commands</td>
<td>Asks</td>
</tr>
<tr>
<td>Says “Go!”</td>
<td>Says “Let’s go!”</td>
</tr>
</tbody>
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What is leadership?

Leadership is interpersonal effectiveness, awareness, and ability. Commitment is necessary as well. Interpersonal effectiveness involves:
- Capability of an individual to do this
- Influence others
- Competently
Awareness

- Awareness is a state of consciousness.
  - It is the ability to recognize yourself, others, events and situations in real time.
  - It is the ability to assess the impact of actions on situations and others, and be critically self-reflective.
  - It is a development process that is a function of experience, communication, self discovery and feedback.
Commitment

• For leaders, the “one thing” that leads to maturity is

  – the fully aware recognition that one’s decisions make a difference, both positively and negatively, in the lives of others, and

  – that any attempt to solve a problem might have a decided negative impact on some, while helping others.

• In no-win scenarios, one must still make a hard decision.
Ability

• Ability to learn and understand technical issues is the basis of our careers.

• Ability to lead is a function of influence:
  – Ability to communicate
  – Ability to resolve conflicts
  – Ability to solve problems and make decisions

• As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.
Attributes of a Leader

Guiding vision
- Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures.
- The effective leader establishes achievable goals

Passion
- Effective leaders believe passionately in their goals.
- They have a positive outlook on who they are, and they love what they do.
- Their passion for life is a guiding star for others to follow, because they radiate promise!

Integrity
- Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on

Honesty
- Leaders convey an aura of honesty in both their professional and their personal lives.

Trust
- Effective leaders earn the trust of their followers and act on behalf of their followers.
## Attributes of a Leader contd..

### Curiosity
- Leaders are learners. They wonder about every aspect of their charge. They find out what they need to know in order to pursue their goals.

### Risk
- Effective leaders take calculated risks when necessary to achieve their objectives.
- If a mistake is made, the effective leader will learn from the mistake and use it as an opportunity to explore other avenues.

### Dedication
- The effective leader is dedicated to his or her charge, and will work assiduously on behalf of those following.
- The leader gives himself or herself entirely to the task when it is necessary.

### Charisma
- This may be the one attribute that is the most difficult to cultivate.
- It conveys maturity, respect for your followers, compassion, a fine sense of humor, and a love of humanity.
- The result is that leaders have the capability to motivate people to excel.

### Listening
- Leaders Listen! This is the most important attribute of all, listen to your followers.
What do we mean by the challenges of leadership?

- External challenges
- Internal challenges
- Challenges arising from leadership itself
When are the challenges of leadership most obvious?

• When something new is about to start
• When something is about to end
• When times are tough
• During transitions
What are some of the specific challenges that many leaders face?

*External challenges:*

- Public criticism
- Flare-ups of others' interpersonal issues
- Crises
- Opposition and/or hostility from powerful forces
- A financial or political windfall
- Collaboration
What are some of the specific challenges that many leaders face? (cont.)

*Internal challenges:*

- Insecurity
- Defensiveness
- Lack of decisiveness
- Inability to be direct when there's a problem
- Inability to be objective
- Impatience - with others and with situations
Challenges stemming from the nature of the leadership role:

- Keeping an eye on, and communicating, the vision
- Keeping the everyday under control while you continue to pursue the vision
- Setting an example
- Maintaining effectiveness over time
- Finding support
The Top 6 Leadership Challenges Around the World

1. Developing managerial effectiveness
2. Inspiring others
3. Developing employees
4. Guiding change
5. Managing internal stakeholders
6. Leading a team
Address the Challenges

Setting Goals
- SMART
  - Specific
  - Attainable
  - Realistic
  - Timed

Delegating
- Understand preferences
- Knowing your people
- Clear on task
- Assess & Reward

Maximizing Your Unique Value
- Do only important tasks
- Focus on unique contributions

Gaining Role Clarity
- Understand what the core responsibilities
- Be effective at core responsibilities
Being a Leader

• If you want to get ahead, be a leader, you must assume:
  – That *everything that happens* to you results *in a situation* that is in your control
  – That the *attitude* you convey is what you are judged on
  – That *what you think and do in your private life* is what you will reap in your public or corporate life
  – You are what you think and believe
  – If you never meet a challenge you will never find out what you are worth
Recipe for being a Leader

• Take **control** of your life
• Assume **responsibility** for who you are
• Convey a **positive and dynamic attitude** in everything you do
• **Accept blame**: learn from your own mistakes as well as those of others. Take blame for everything that happens in your unit
• **Give credit** wherever it is due
• **Be compassionate** when you review your team members' progress or lack thereof
Recipe for Being a Leader

• Think great thoughts. Small thinking is why companies go broke
• Turn disasters into opportunities. Turn every obstacle into a personal triumph
• Determine your "real" goals then strive to achieve them
• When you want to tell someone something important, do it personally
• Don’t be afraid to get your hands dirty doing what you ask others to do.
Recipe for Being a Leader

- Listen effectively
- Encourage teamwork and participation
- Empower team members
- Communicate effectively
- Emphasize long-term productivity
- Make sound and timely decisions
- Treat each person as an individual
- Know yourself and your team
- Protect your team
- Have vision, courage and commitment
In a nutshell- How to cope with Challenges

• Be proactive
• Be creative
• Face conflict squarely
• Always look for common ground
• Retain your objectivity
• Look for opportunities to collaborate
• Listen
• Ask for 360-degree feedback...and use it
Styles of leadership

Concern for production → Concern for people

Laissez-faire Leader (L)
Benevolent Leader (Y)
Autocratic Leader (X)
Team Leader (Z)
Styles of leadership contd..

• Theory “L”: Laissez-faire leader
  – Uninvolved - “leave them alone”
  – Sees main role as passer of information
  – Lets others make decisions
  – Basically abdicates responsibility for team or unit

• Theory “X”: Autocratic leader
  – Lacks flexibility
  – Controlling and demanding
  – “carrot and stick” approach
  – Focused solely on productivity
Styles of leadership contd..

• Theory “Y”: Benevolent leader
  – Very people oriented; encouraging
  – Organizes around people
  – Can be paternalistic
  – “country club” atmosphere: non-competitive

• Theory “Z”: Team leader
  – Balances production and people issues
  – Builds a working team of employees
  – Team approach: involves subordinates
  – Organization is a vehicle for carrying out plans
Which style of leadership works best?

- **Theory L**
  - Missing management
  - Very low productivity

- **Theory X**
  - My way or the highway
  - Job stress; low satisfaction; unions form

- **Theory Y**
  - Country club
  - Low achievement; good people leave

- **Theory Z**
  - Good manager
  - High productivity, cooperation, low turnover, employee commitment

- Team Leader (Z) has proven to be the most effective in general (9,9)
- Requires a “balancing act” of getting things done and having a genuine concern for people
Obstacles to Leadership

- Functional Team Primacy
- Lack of Unifying Common Goal
- Internal Competition among Team members
- Strategic Misalignment
- Lack of Trust
How to Discover the Issues?

Data to get beyond

Courage and Commitment from Senior Leadership

Willingness to Change

Desire to and belief that efforts will make a difference
As a leader you continually increase your ability to realize the best in yourself and to bring out the best in others.
Questions?