Leadership: A Paradigm Shift

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Agenda

- Preliminary Remarks
- Exercises 1, 2, 3
- Some basic facts about Leadership
- Leadership Types
- Five Levels of Leadership
- On 360° Leadership
Exercise 1

- From the list provided in the worksheet, please rank in order of importance, the problems confronting the Nigerian University System today
Exercise 2

• From the list below, please rank in order of importance, the problems confronting the Olabisi Onabanjo University, Ago Iwoye
Discussion

• What role does leadership have to play in resolving the issues identified as challenges confronting the University System and the OOU?
Basic Facts About Leadership

“Leaders are the key to unlocking an organization's potential for greatness”.

John Maxwell
Exercise: Your ideal leader

• Think of 3 people you consider as leadership role models.

• Which words come to your mind when you think of these Leadership Role Models?
Your ideal leader...

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Exercise: Your ideal leader 2

- Of all leaders you have worked with, who was your ideal leader and why? What were/are his/her strengths and weaknesses?

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Lesson:

- Leaders are not infallible beings ... Neither are they perfect

- But...
  - They recognise and admit their weaknesses.
  - They keep working to improve themselves and ameliorate the weaknesses.
  - They surround themselves with those who can improve them.
Reflection/Exercise 5:

1. Are you a Leader? Do you consider yourself a Leader at whatever level?

2. Why should anyone be led by YOU? What qualities do you possess that stand you apart and place you in the position to lead others?
Why should anyone be led you?

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7. ________________________________________________________________
8. ________________________________________________________________
9. ________________________________________________________________
10. ________________________________________________________________
Leadership is responsibility...

- Leadership as a huge but interesting responsibility
- Leadership entails the following:
  1. Planning change
  2. Reacting to change
  3. Initiating change
  4. Institutionalizing change (Stone, 1995).
Now that you know...

• Do you still want to be a Leader?
• If yes, what type of leader do you aspire to be?
Leadership Types

1. Transformational leader
2. Servant leader
3. Authentic leader
Transformational Leaders...

- **Transformational Leader** is interested in & known for:
  - Improving the performance of followers to their fullest potential (Avolio, 1999; Bass & Avolio, 1990).
  - Possessing strong set of internal values & ideals
  - Very effective at motivating followers to act in ways that support the greater good rather than self-interests (Kulnert, 1994).
  - Self-confident, strong moral values, & committed to high expectations, etc.
The Servant Leader...

- **Servant Leader** is known for & interested in:
  - Natural feeling to wanting to serve & to serve first
  - Conscious choice to aspire to lead
  - Extreme care by ensuring that people’s highest priority needs are being served
  - Do the served grow as persons, become healthier, wiser, freer, more autonomous, & more likely for themselves to become servants?
  - The effect on the least privileged in society; will they benefit, or at least, will they not be further deprived? (Greenlead, 1970: 75).
  - They place the good of followers over their self-interest & emphasize follower development (Hale & Fidds, 2007).
Authentic Leader...

- **Authentic Leader** is known for & interested in:
  - Leadership as an interpersonal process
  - Leadership as a relational process that is created by leaders & followers together (Eagly, 2005).
  - Leadership is not effort of leaders alone but also the responses from followers
  - Authenticity emerges from interactions between leaders & followers
  - Leadership as a reciprocal process both affect each other.
  - The moral of this is: leaders should always do what is right.
Leadership Types

Good News, Everyone!
Leadership Types: Good News!

• The three types are NOT mutually exclusive!

• Indeed, most genuine leaders demonstrate elements of all three identified types of leaders
The Five Levels of Leadership

- Personhood
- People Development
- Production
- Permission
- Position
Level 1: Position

Rights:

People follow because they have to.

NOTES:

• Your influence will not extend beyond the lines of your job description.

• The longer you stay here, the higher the turnover and lower the morale.
Level 2: Permission

Relationships
People follow *because they want to.*

NOTE:
- People will follow you beyond your stated authority.
- This level allows work to be fun.
- Caution: Staying at this level without rising will cause highly motivated people to become restless.
Level 3: Production

Results

People follow you because of what you have done for the organization.

NOTE:

- This is where success is sensed by most people. They like you and what you are doing. Problems are fixed with very little effort because of momentum.
Level 4: People Development

Reproduction

People follow because of what you have done for them.

NOTE:

• This is where long-range growth occurs.

• Your commitment to developing leaders will ensure ongoing growth to the organization and to people.

• Do whatever you can to achieve and stay on this level.
Level 5: Personhood

Respect
People follow because of who you are and what you represent.

NOTE:
• This step is reserved for leaders who have spent years growing people and organizations.
• Few make it.
• Those who do are bigger than life.
On 360-Degree Leadership

• The reality is that 99% of all leadership occurs not from the top but from the middle of an organization.

• Usually, an organization has only one person who is the leader. So, what do you do if you are not that one person?
On 360 Degree Leadership

• Thesis: You don’t have to be the main leader (Vice-Chancellor) to have a significant impact in the University. You can learn to develop your influence from wherever you are in the institution by becoming a 360 degree leader.

• 360 degree: lead up, lead across and lead down.

• Only 360 degree leaders influence people at every level of the institution.
On 360 Degree Leadership

• The 360 Degree Leader not necessarily a superstar...

• Becoming a 360-degree leader is within the reach of anyone who possesses average or better leadership skills and is willing to work at it.

• Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers.
360-Degree leaders practice to:

- Lead Up
- Lead Across
- Lead Down
Challenge of 360-degree Leadership

• Leading up is the 360-degree leader’s greatest challenge as most leaders want to lead, not to be led.

• However, most leaders also want to have value added to them.
Leading your Leader: Principles to Lead Up

1. Lead Yourself Exceptionally Well.
2. Lighten Your Leader’s Load.
3. Be Willing to Do What Others Wont.
4. Do More than Manage - Lead!
5. Invest in Relational Chemistry.
8. Become a Go-to Player.

QRS... Raising Leaders, Building Capacity
Principles to Lead Up 1: Lead Yourself Exceptionally Well

• Nothing will make a better impression on your leader than your ability to manage yourself.
• If your leader must continually expend time and energy managing you, then you will be perceived as someone who drains time and energy.
• If you manage yourself well, however, your boss will see you as someone who maximises opportunities and leverages personal strength.
Principles to Lead Up 1: Lead Yourself Exceptionally Well

- To become someone your leader turns to when the heat is on, you must learn to manage your:
  - Emotions
  - Time
  - Priorities
  - Energy
  - Thinking
  - Words, and
  - Your Personal Life.
Principles to Lead Up 2: Lighten Your Leader’s Load

• You help your leader succeed when you help lift the load; when the boss succeeds, the institution succeeds.

• Lifting shows you are a team player; it shows gratitude for being on the team and makes you part of something bigger.

• It also gets you noticed and increases your value and influence.
Principles to Lead Up 2: Lighten Your Leader’s Load

- How do you lift your leader’s load?
  ✓ Do your own job well first.
  ✓ When you find a problem, provide a solution.
  ✓ Tell leaders what they need to hear, not what they want to hear.
  ✓ Go the second mile and do more than is asked.
  ✓ Also, stand up or stand in for your leader whenever you can.
Principles to Lead Up 3: Be Willing to Do What Others Wont

• Successful people do the things that unsuccessful people are unwilling to do.
• Few things gain the appreciation of a top leader more quickly than an employee with a whatever-it-takes attitude.
• Leaders are made when tough choices have to be made and results are difficult to achieve.
• This implies you will have to sacrifice some personal goals for the sake of others.
• You have to do something because it matters, not because it will get you noticed.
Principles to Lead Up 4: Do More than Manage - Lead!

• To move beyond management to leadership, you need to broaden your mind set and begin thinking like a leader.

• Checklist for moving from managing to leading:
  o Think longer term
  o See within larger context of how something will impact those above and beside you
  o Push boundaries to find a better way
  o Emphasise intangibles such as morale, motivation, momentum, emotions, attitudes, atmosphere and timing
Principles to Lead Up 4: Do More than Manage – Lead!

• Checklist cont.
  – Rely on intuition: “Trust your hunches. They’re usually based on facts filed away just below the conscious level.” – Dr. Joyce Brothers.
  – Look for good people and invest in them to the point where they can be released and empowered to perform.
  – Be an agent of change. Leaders want more than just to see progress - they want to make it happen.
Principles to Lead Up 5: Invest in Relational Chemistry

• All good relationship is based on relationships. People won’t go along with you if they can’t get along with you. This applies whether you are leading up, across or down.

• The key to developing relational chemistry with your leaders is to develop relationships with them by listening to their heartbeat to:
  - Understand what makes them tick
  - Knowing their priorities
  - Catching their enthusiasm
Principles to Lead Up 5: Invest in Relational Chemistry

• The key to developing relational chemistry with your leaders (cont.)
  - Supporting their vision
  - Connecting with their interests
  - Conforming to their personality
  - Earning their trust
  - Learning to work with their weaknesses, and
  - Respecting their family!
Principles to Lead Up 6: Be Prepared Every Time You Take Your Leader’s Time

• Time is precious - particularly for leaders. So, you must be prepared when you take any of your leader’s time.

• Whether you have unlimited access to your boss or you only get a few minutes on rare occasions, you need to think and plan ahead.

• Don’t make your boss think for you; bring something to the table.
Principles to Lead Up 7: Know When to Push and When to Back Off

- Timing is critically important to leadership. Successful leaders make the right move at the right moment with the right motive.
- When it comes to gaining influence with your boss, timing is equally important.
- It’s wise to wait for the right moment to speak up. A great idea at the wrong time will be received just the same as a bad idea.
- Of course, there are times when you must speak up, even if the timing doesn’t seem ideal. The trick is knowing which is which.
Principles to Lead Up 8: Become a Go-to Player

• Becoming a go-to player elevates a person above his or her peers.

• Everyone admires go-to players and looks to them when the heat is on - not only their leaders, but also their followers and peers.

• Go-to players produce when the pressure is on. They are people who find a way to make things happen no matter what.
Principles to Lead Up 9: Be Better Tomorrow Than You Are Today

• Keep learning; keep improving

• Have a strong desire to progress in your career but NEVER try to “arrive”.

• Often, when people get to their desired destination, they stop striving to grow or improve.

• Most people have no idea how far they can go in life as they aim way too low.
Principles to Lead Up 9: Be Better Tomorrow Than You Are Today

• Let your career journey be open-ended. The key to personal development is being more growth oriented than goal oriented.

• There is no downside to making growth your goal. If you keep learning, you will be better tomorrow than you are today, and that can do many things for you.
Thinking it Through/ Concluding remarks

• **Facts:**
  - Leadership is about helping others win;
  - Like any other institution desiring to grow, OOU needs more leaders than managers;
  - We can all achieve so much more if we don’t mind who takes the credit.