

LEADERSHIP DEVELOPMENT

UNIT-V

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- **Leadership development** expands the capacity of individuals to perform in leadership roles within organizations.
- Leadership roles are those that facilitate execution of a company's strategy through building alignment,
- winning mindshare and
- growing the capabilities of others.
- Leadership roles may be formal, with the corresponding authority to make decisions and take responsibility, or
- they may be informal roles with little official authority

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- Traditionally, leadership development has focused on developing the leadership abilities and attitudes of individuals.
- Different personal trait and characteristics can help or hinder a person's leadership effectiveness and require formalized programs for developing leadership competencies.

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- The success of leadership development efforts has been linked to three variables:
- Individual learner characteristics
- Quality and nature of the leadership development program
- Support for behavioral change from the leader's supervisor.

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- Among key concepts in leadership development one may find:
- Experiential learning: Positioning the individual in the focus of the learning process, going through the four stages of experiential learning as formulated by David A. Kolb:
 - Concrete experience.
 - Observation and reflection.
 - Forming abstract concepts.
 - Testing in new situations.

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- Self efficacy: The right training and coaching should bring about 'self efficacy' in the trainee, as Albert Bandura formulated: a person's belief about his capabilities to produce effects.
- Visioning: Developing the ability to formulate a clear image of the aspired future of an organization unit.
- Attitude: Attitude plays a major role in being a leader.

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Leadership Development Through Self-Awareness & Self-Discipline

- **Self-Awareness** – Insightfully processing feedback about oneself to improve one's effectiveness.
- **Self-Discipline** – Mobilizing one's effort and energy to stay focused on attaining an important goal.

8 *Self-Discipline*

- ✦ Leadership Development Through Self-Discipline
 - ▣ Leadership development requires considerable **self-discipline**, mobilizing one's effort and energy to stay focused on attaining an important goal or goals. Self-discipline plays an important role in the continuous monitoring of one's behavior to ensure that needed self-development occurs.

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Self-Help Leadership Development

- Self-awareness involves insightfully processing feedback about oneself to improve personal effectiveness
- Levels of self-awareness
 - Single-loop learning
 - Double-loop learning
- Self-discipline is mobilizing one's efforts and energy to stay focused on attaining an important goal

~~WHAT IS SELF-DISCIPLINE?~~

- Self-discipline implies self-management or self-control, self-motivation, self-reliance, self-confidence and self-awareness and eventually, remains the basis for trust.
- Secondly, self-discipline is an acquired skill, has several degrees to it and is not achieved overnight. It has to be practiced to become easier, to create routine and structure.
- Lastly, early responsibilities in life, small tasks and assignments, given by parents or managers, allow people to gain discipline from a young age and shape their character



- Self-disciplined leaders are successful and ultimately become better at what they do. They are active, self-controlled, organized, are able to censor themselves and to build great relationships.
- Leaders use self-discipline to sharpen their willpower and decisions making skills, to command respect from others and to lead by example, to achieve their goals regardless of their feelings, to gain profit and to look beyond hard work, to stick to their decisions, to evaluate themselves and place boundaries, to compartmentalize their emotions.

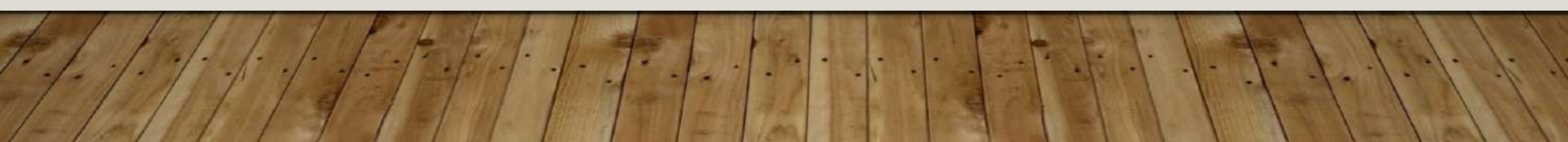
CHARACTERISTICS OF SELF-DISCIPLINED LEADERS



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SELF-AWARENESS:

- Renew your thought pattern, invest in your personal growth and don't allow setbacks to mentally set you back.
- Reverting back to the memories of your childhood and recalling what you did well and with pleasure.
- Look for a common thread in the things that immediately and sustainably attract your attention throughout your life experiences.
- Read books and gain knowledge.

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- Hire a professional to help identify your strengths and how to employ them.
 - Take well-known online tests, such as [StrengthsFinder2.0](#) and [StandOut](#), and cross-reference them.
 - Asking the people closest to you.
 - Surround yourself with supporting people. Stay away from yes men, undermining people or groups.
 - Seek the truth about yourself and be unafraid of [failure](#) or the said truth.
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- , self-disciplined leaders have no fear of the future, are respected and dependable.
 - Self-disciplined leaders practice thoughts management, emotional intelligence, time management, character building, self-awareness and team building until they turn those soft skills into habits.

15 Development Through Education, Experience, & Mentoring

- **Education**
- **Experience**
 - Challenging Experiences
 - Broad Experiences
 - Pivotal Life Experiences
- **Mentoring**
 - Formal
 - Informal
 - Shadowing

6 Leadership Development through Experience

- Factors that make any given experience potent in fostering leadership growth:
 - The people you work with
 - The characteristics of the role (tasks)
- Leaders in any field tend to first stand out by virtue of their **technical proficiency**.
 - **Competence** or **proficiency** are factors that serve as basis for emergence or selection of a leader.

~~CREATING LEADERS THROUGH~~ ~~MENTORING~~

- Many organizations use a formal mentoring program for the development of hi-potentials. Mentoring can be used to motivate these types employees by providing direction and developing specific leadership competencies. In addition, mentoring can further engage and retain these valuable employees.

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- Many mentoring programs miss the mark because of a lack of alignment to business goals and strategy and because they fail to clearly articulate the goals of the program from the outset. Others fail because of poor mentor/mentee matches and insufficient training at the beginning of the program. To avoid these pitfalls and launch successful, enduring mentoring programs, HR should use the following steps:

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- Lay the groundwork – business case, buy-in, sponsorship
 - Prepare for the launch – tools, communicate intentions with laser focus
 - Launch the program and train mentors and mentees on process and tools
 - Build relationships and assess progress and momentum
 - Evaluate effectiveness of the mentoring program and pairings at regular intervals

- The following steps are recommended to enhance the success of mentoring in a leadership development program:

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Ensure all stakeholders are clear on the objective of leadership development.

- Review your succession pipeline to decide who should be part of the mentoring program.

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- Qualify your mentors; these should be executives that have enough years of experience within your company, are part of your leadership team and have the competencies needed to be a good mentor.
 - Create a communication plan to market the program; include the benefits for the mentors and mentees to engage them.
 - Create a matching application form that allows matching to occur based on leadership development competencies- [mentoring software](#) can assist you in this process.

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- Once you have enough mentors and mentees, provide training. This includes role definition, the mentoring process, phases in the relationship, tips and advice.
 - Set up a portal to allow mentors and mentees to enroll in the program and mentees to choose their mentor.
 - Provide deadlines on when enrollment and matching will take place.
 - Send out communications once partners have been matched.
 - Gather feedback from both parties.
 - Evaluate to see if the program was a success; ask managers, mentees and mentors on if leadership development has taken place.

23 HOW TO EVALUATE THE IMPACT OF LEADERSHIP DEVELOPMENT

- *To achieve a good evaluation design, you should ask 5 key questions:*
- **1. Who are the people who care most about the evaluation findings?**
- **2. What changes do we expect from our program?**
- **3. What's most critical to measure?**
- **4. How will we gather useful data?**
- **5. What did we learn, and what do we do about it?**

LEADERSHIP SUCCESSION PLANNING

- Succession planning is the process of identifying and developing new leaders to succeed current leaders.
- an organization's leadership needs will evolve in the future, identifying future leaders, and identifying activities to strengthen leadership capacity are the core of succession planning. While the future may be uncertain, creating a plan enables the organization to develop leaders more intentionally and effectively through five linked processes:

25 FIVE LINKED PROCESSES

- **Engage senior leaders**
- **Map out a vision of the future leadership team**
- **Develop future leaders**
- **Seek new talent to fill gaps**
- **Monitor and improve the process of developing leaders**

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EMPOWERING LEADERSHIP ENABLES EMPOWERED EMPLOYEES

- the empowering leader can help employees in four ways:
- **1. Enhance the meaningfulness of work**
 - – Help employees understand the purpose, goals, and objectives of the company
 - – Help employees understand the importance of their work to the overall effectiveness of the company
- **2. Foster participation in decision making**
 - – Consult employees on decisions that affect them
 - – Share decision making responsibility with employees

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- **3. Express confidence in high performance**
 - – Let employees know you believe they have the ability to improve even when they make mistakes
 - – Let employees know you believe they can handle demanding tasks
 - **4. Provide autonomy from bureaucratic constraints**
 - – Allow employees to make important decisions quickly to satisfy customer needs
 - – Keep rules and regulations simple and allow employees freedom in the way they perform the job

28 LEADERSHIP AND INFLUENCE TACTICS FROM AN ETHICAL PERSPECTIVE

1. Leading by example and respect
2. Using rational persuasion
3. Developing a reputation as a subject matter expert (SME)
4. Exchanging favors and bargaining
5. Legitimizing a request
6. Making an inspirational appeal and emotional display
7. Consulting
8. Forming coalitions
9. Being a team player
10. Practicing hands-on leadership

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