

# FULL DAY POST CONFERENCE WORKSHOP

17 SEPTEMBER

- WHAT IS LEADERSHIP?

In 1997 Warren Bennis and Joan Goldsmith published a revised edition of Learning to Lead. In this book they make 13 distinctions between managers and leaders.

And the distinctions are:

1. The manager **administers**; the leader **innovates**.
2. The manager is a **copy**; the leader is an **original**.
3. The manager **maintains**; the leader **develops**.
4. The manager **accepts reality**; the leader **investigates it**.
5. The manager focuses on **systems and structures**; the leader focuses on **people**.
6. The manager **relies on control**; the leader **inspires trust**.
7. The manager has a **short-range view**; the leader has a **long range perspective**.
8. The manager asks **how and when**; the leader asks **what and why**.
9. The manager has his or her eye always on **the bottom line**; the leader has his or her eye always on **the horizon**.
10. The manager **imitates**; the leader **originates**.
11. The manager **accepts the status quo**; the leader **challenges it**.
12. The manager is **the classic good soldier**; the leader is **his or her own person**.
13. The manager **does things right**; the leader **does the right thing**.

I read some of the comments on the web site and can share some:

So without

- IF LEADERSHIP IS THE ANSWER WHAT IS THE QUESTION?

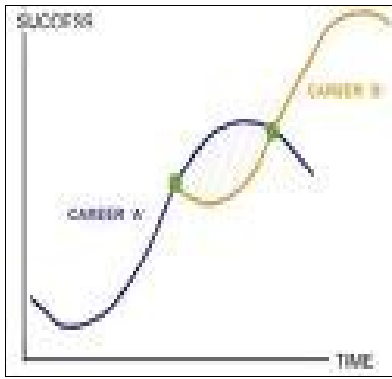
The Law of Explosive growth.

Leaders of Leaders grow by multiplication and while Leaders of Followers grow by addition.

- DRIVERS OF CHANGE

DESPERATION  
ANITICPATION  
ASPERATION

INTRODUCE THE SIGMOID CURVE AND LIFE CYCLES



- LEADERSHIP DEVELOPS DAILY AND NOT IN A DAY

The Law of Connection

Introduce Abraham Maslov Competency Model/



## THE FIVE LEVELS OF LEADERSHIP

### POSITION 1

LEADERSHIP BY POSITION

RIGHTS

PEOPLE FOLLOW ME BECAUSE THEY HAVE TO.

Your influence will not extend beyond the lines of your job description. The longer you stay here, the higher the turnover or the lower morale

### POSITION 2

LEADERSHIP BY PERMISSION

RELATIONSHIPS

PEOPLE FOLLOW ME BECAUSE THEY WANT TO.

People follow you beyond your stated authority. Work becomes fun.

### POSITION 3

LEADERSHIP BY PRODUCTION

RESULTS

PEOPLE FOLLOW YOU BECAUSE OF WHAT YOU HAVE DONE FOR THE ORGANISATION.

Success is sensed by people. Problems are fixed with little effort.

### POSITION 4

LEADERSHIP BY PEOPLE DEVELOPMENT

REPRODUCTION

PEOPLE FOLLOW YOU BECAUSE OF WHAT YOU HAVE DONE FOR THEM.

Long range growth occurs. Your commitment to growing leaders will ensure ongoing growth.

### POSITION 4

PERSONHOOD

RESPECT

PEOPLE FOLLOW YOU BECAUSE OF WHO YOU ARE AND REPRESENT.

Reserved for Leaders who have spent years growing people and organisation. Those who are larger than life.

Questions to reflect on and discuss in pairs.

1. How have you defined Leadership in the past?
2. Do you agree the true measure of Leadership is influence.
3. If you could add another level to the five levels, where would you add it
4. At what level would you place your former leaders, managers or instructors on? Why?
5. How did the level of their leadership affect your performance? The team or group performance?
6. Which of the truths of the five levels did you find most helpful? Which did you find most challenging?
7. Which level of leadership would you place yourself on at this time?

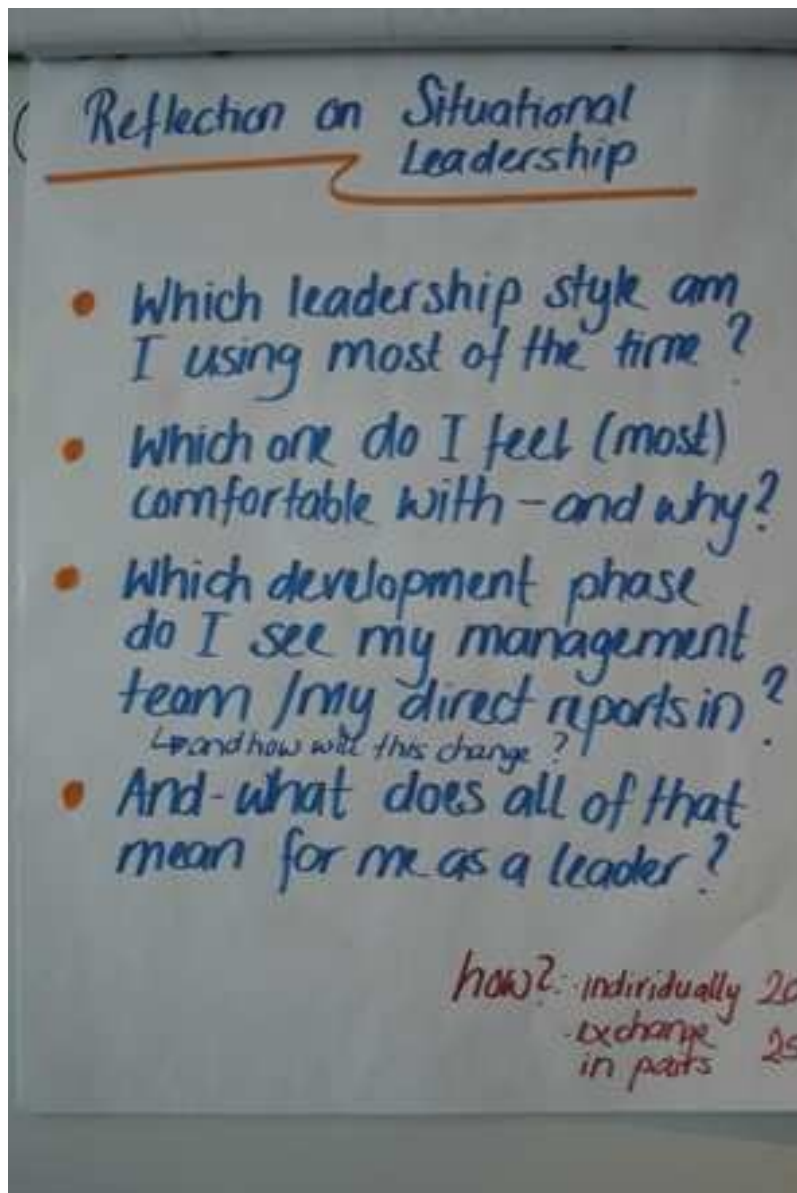
Reference: 5 LEVELS OF LEADERSHIP FROM DR JOHN C MACWELL 21 IRREFUTIBLE LAWS OF LEADERSHIP.

In most cases the level of leadership is also supported by the Leadership style you use for most of our day.

SITUATIONAL LEADERSHIP MODEL

HERSHEY AND BLANCHARD

QUESTIONS TO CONSIDER AROUND THIS MODEL.



There is a relationship as is shown by the model between get the task done and or developing a relationship. This is further impacted by the level of readiness of the person,



## THE FOUR PILLARS OF LEADERSHIP

Dr John C Macwell

R ELATIONSHIPS

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## **L LEADERSHIP**

THE WORKSHOP CONCLUDED AT 12H00 AFTER SEEING THE VIDEO VALIDATION