

Leadership and Performance

**CIMPAD 10th International Conference
Livingstone, Zambia**

Presented by Lori Gentles
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Agenda

- Leadership
 - Global and Domestic Context
 - Causes of Leadership Gap
- Leadership Styles
 - What type of Leader are you
- 21st Century Competencies
 - Emotional Intelligence and Performance

What is Leadership

- Peter Drucker: “The only definition of a leader is someone who has followers.”
- Warren Bennis: “Leadership is the capacity to translate vision into reality.”
- Bill Gates: “As we look ahead into the next century, leaders will be those who empower others.”
- John Maxwell: “Leadership is influence – nothing more, nothing less.”

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal

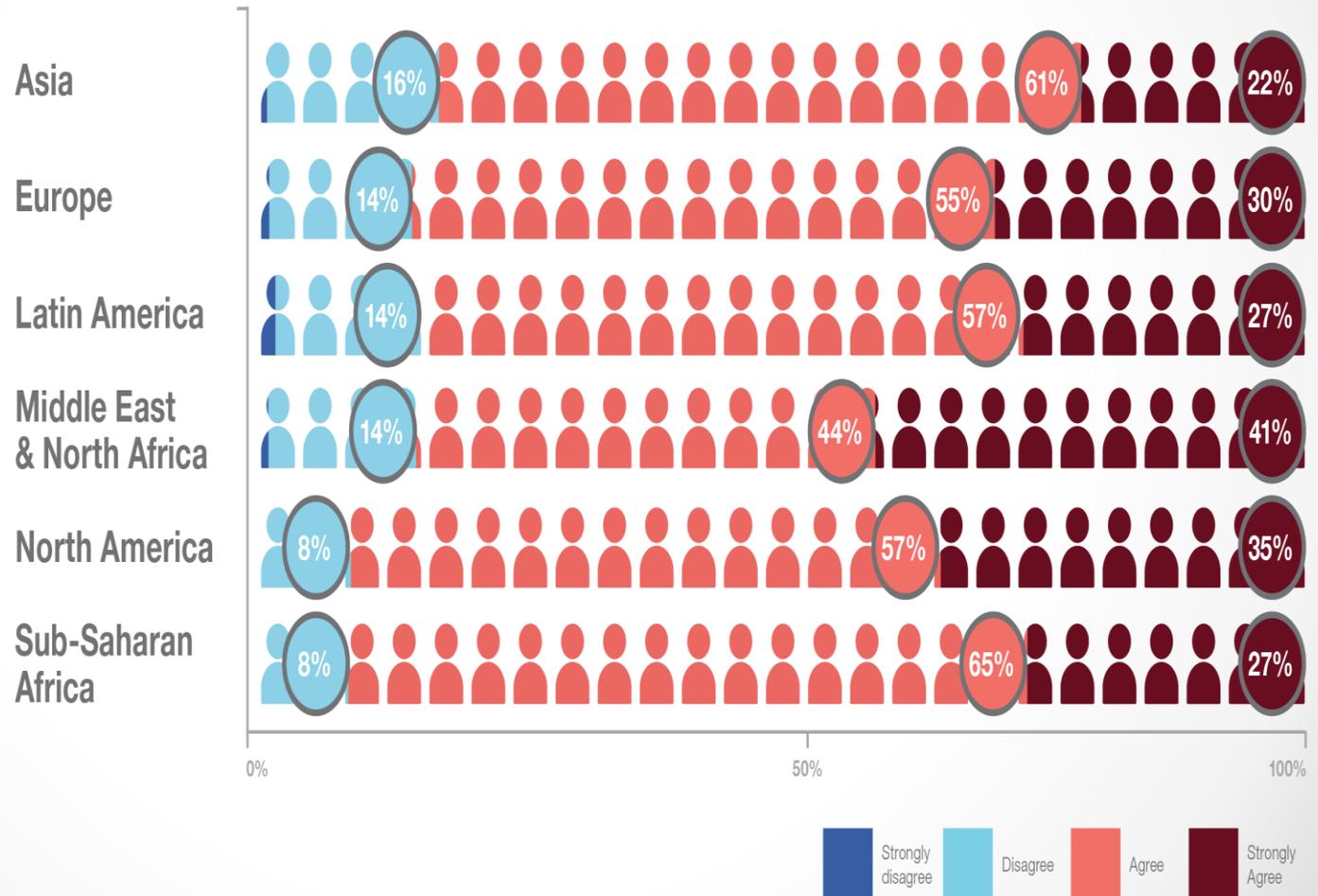
Is there a Leadership Crisis Today?

Global Leadership Crisis

Survey on the Global Agenda - World Economic Forum 2014

86%

of respondents think that there is a **leadership crisis** in the world today.



Leadership Gap

We talk about the gap between the haves and the have-nots. We talk about the education gap, the achievement gap, and the income gap. **But the gap that will drive innovation, creativity, and socio-economic development all over the world will be closing the leadership gap.**

We have a leadership challenge worldwide. According to Aon Consulting, [nearly 60 percent of U.S. companies are facing leadership talent shortages](#). Globalization has made the competition for leadership rigorous at every level.

In a 2010 study conducted by Deloitte, nearly [three in four executives surveyed predicted talent shortages in research and development](#), a key area that drives innovation.

Stedman Graham, 2013

Crisis Across Sectors



55%

of respondents have confidence in **leaders of non-profit and charitable organizations** to advocate for the marginalised and under-represented



56%

of respondents do not have confidence in **religious leaders** to be active partners in addressing global problems



58%

of respondents do not have confidence in **government leaders** to not abuse their position of authority and power

The phrase "**Have confidence**" groups together the responses of "Complete confidence" and "Significant confidence"
The phrase "**Do not have confidence**" groups the responses of "No confidence at all" and "Not much confidence"

What are the top trends facing the world in 2015?

Causes: Poverty, Environmental Degradation, Persistent Unemployment, Political Instability
Violence and Conflict... Large scale progress will **require...more responsive leadership**

Pew Global Attitudes Survey 2014: 90% of Sub Saharan African Nations and 80% of the
United States regard the gap between rich and poor a big problem



The persistent jobless growth...the phenomenon in which the economy grows but employment level is maintained or decreased

Transformations and job displacements associated with technological progress



Endemic failures, factional alignment, dynasty and deep corruption...make it hard for anyone to emerge as a strong leader, **one is forced to play the game** the way it's built which is inevitably in the interest of the system



Relationships between world powers has reduced the political energy available for **tackling shared problems** like climate change and global health

Private, public, civil and academic entities will have to impress upon political leaders the importance of collective reflection



Mechanisms are in place for systems to be more democratic, yet there is a fundamental disconnect between citizens around the world and the elected officials that supposedly represent them



The weakening of representative democracy

The industrialization of the developing world is creating unsustainable pollution levels. The solution requires a **technological and an intellectual revolution**



Strengthen resilience before disaster strikes by investing in developments that work in the future not just for the **short term**



7 Increasing occurrence of severe weather events

Solutions to intensifying nationalism include achievement of equal civil, political, social, educational and **economic rights for all, irrespective of nationality**



8

Intensifying nationalism

As water stress increases across the world there will be political implications.
Water **access** and water **resource** are two components of the water crisis



9

Increasing water stress

Improving the health of a nation's citizens can directly result in economic growth

National leaders who have a vision and who are **thinking ahead 10-20 years** would be wise to invest in the health of a nation's citizens



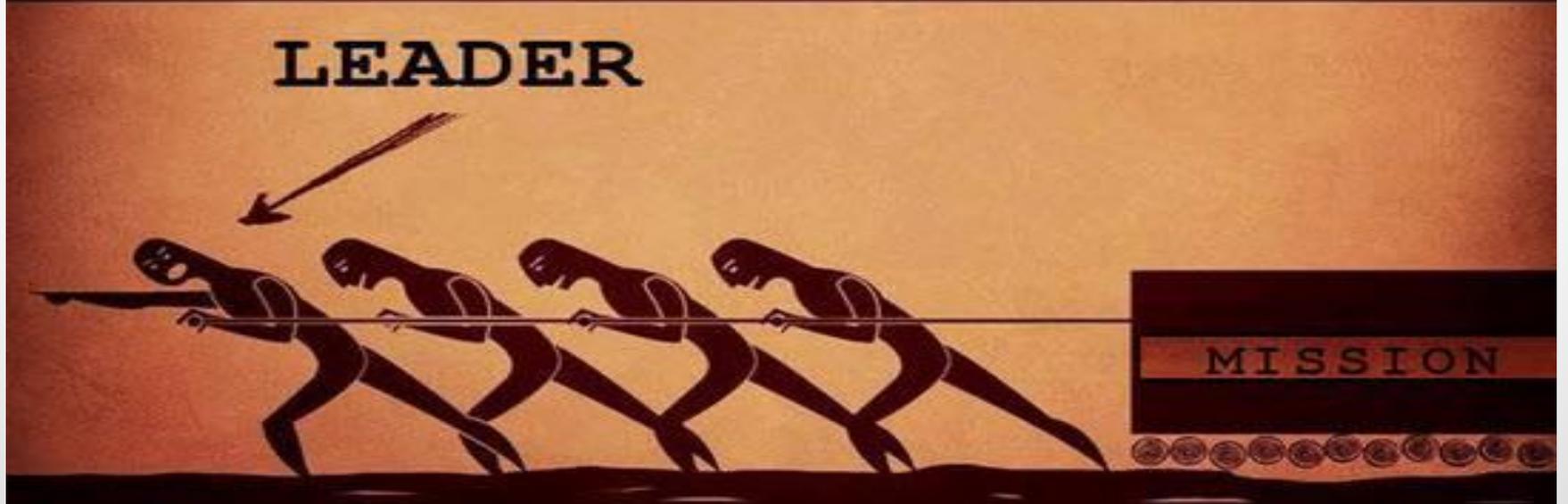
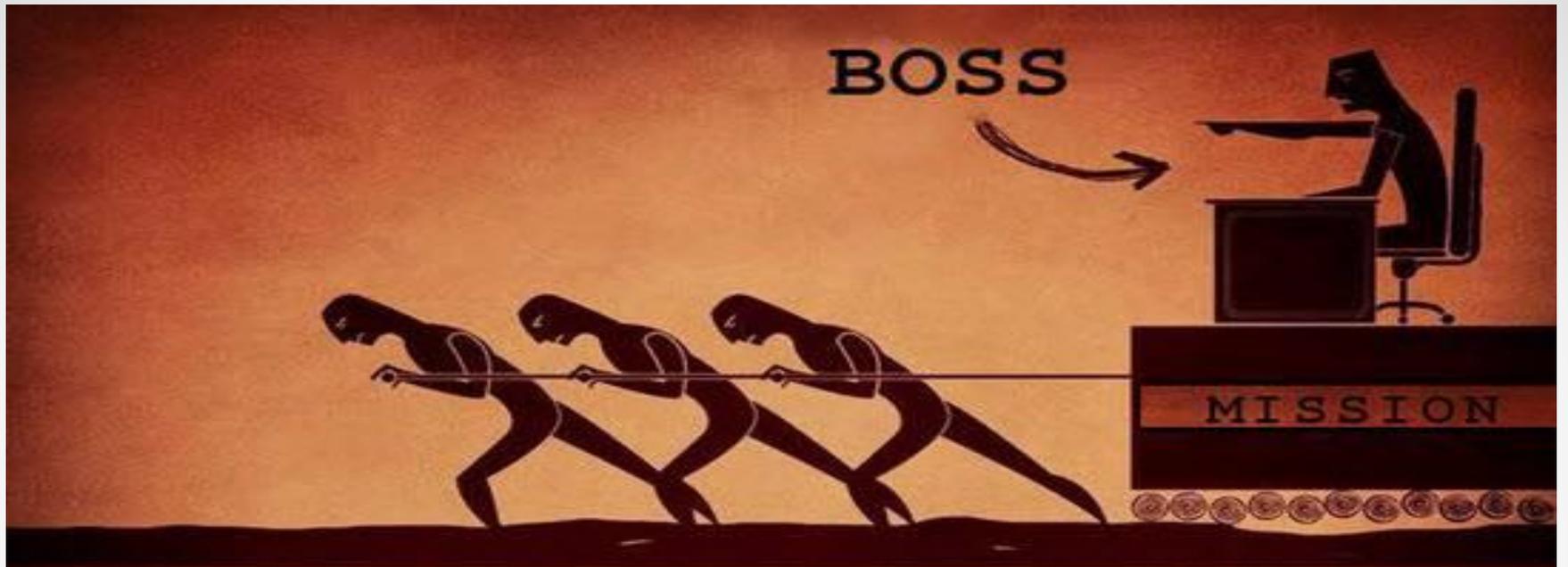
10 Growing importance of health in the economy

Top 10 Reasons Leaders Fail

- **Greed.** I'm going to get mine since everyone else is and besides, I deserve it. Look at what I have done.
- **Insecurity.** Poor self-esteem based on family experiences – shockingly high.
- **Power.** I am in control – I want and get the attention I need.
- **Arrogance.** Delusion belief: I am better than anyone else.
- **Narcissism.** Severe form of selfishness and often an inability to love others.
- **Paranoia.** Never trust anyone – no such thing as loyalty.

Continued

- **Manic Behavior.** Obsessively driven which often results in a big crash.
- **Addictions.** Drugs, alcohol, gambling and sexual compulsions.
- **Burnout and Depression.** Often hidden and at least subconsciously reasons for irrational behavior.
- **Moral Deficiencies.** Primitive moral development and rationalization and blaming.



Everyone is a Leader...

- Leader by the position achieved
- Leader by personality, charisma
- Leader by moral example
- Leader by power held
- Intellectual leader
- Leader because of ability to accomplish things

Leadership Styles

- Facilitative - Indirect
- Influence - Behavior
- Participative - Involved
- Servant - Moral
- Transformational - Change
- Charismatic - Inspire
- Visionary - Purpose
- Autocratic - Control
- Bureaucratic - Obedience
- Coaching- teacher
- Laissez Faire – hands off
- Situational - Adaptive
- Strategic- Competitive
- Transactional

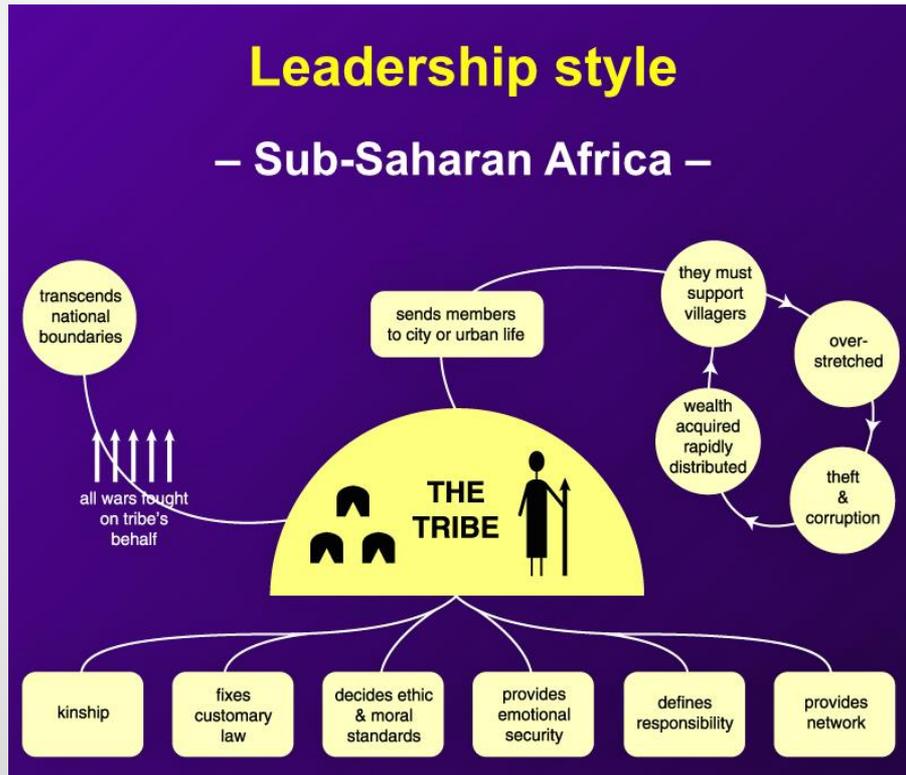
Leadership Styles by Country

Sub-Saharan Africa

Societies based on clans – clan influence weakening due to economic changes

United States of America

Managers are assertive, aggressive, goal oriented, individual freedom, further own career

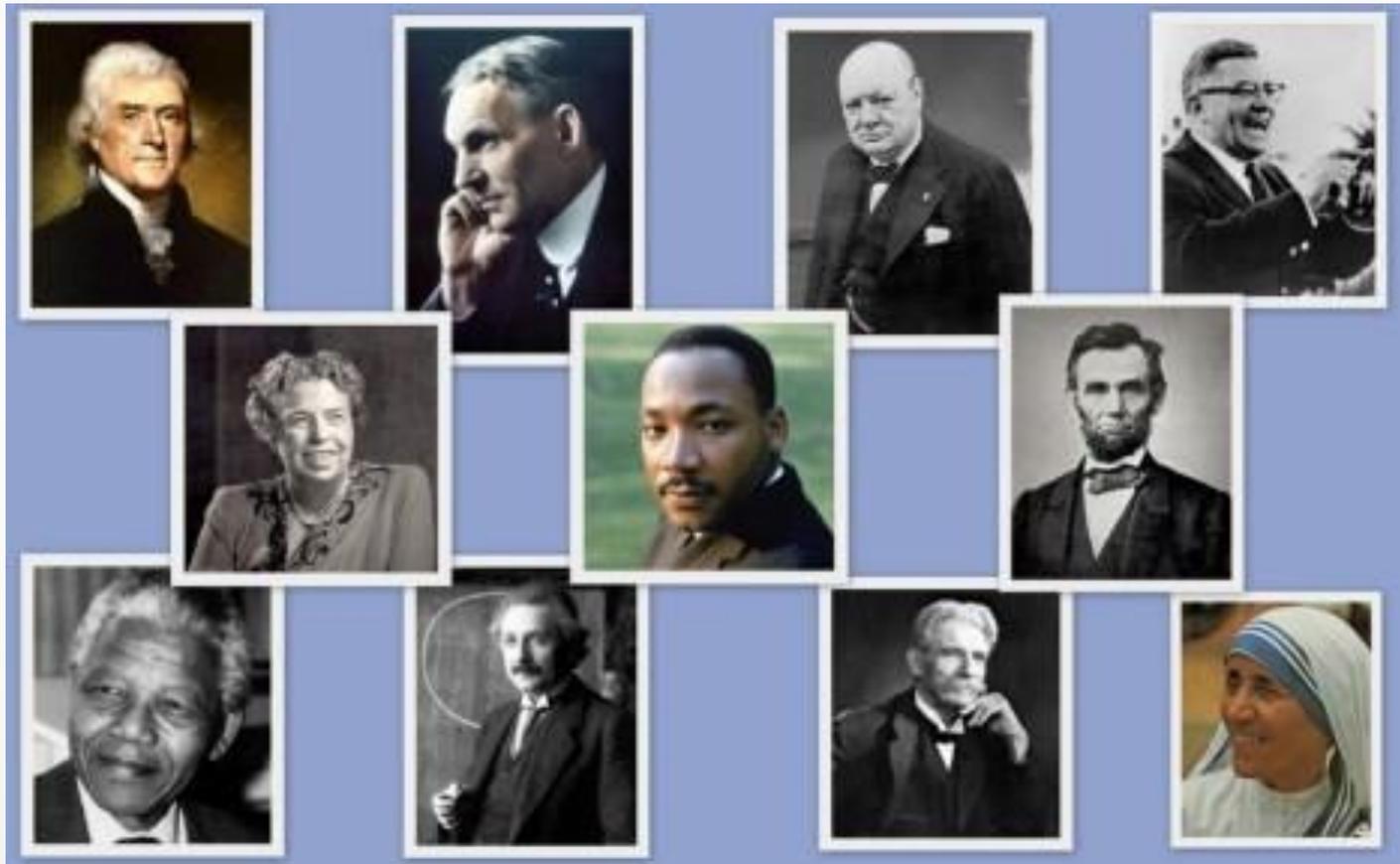


What Type
of Leader Do You Aspire to Be?

What Type of Leader Are You?

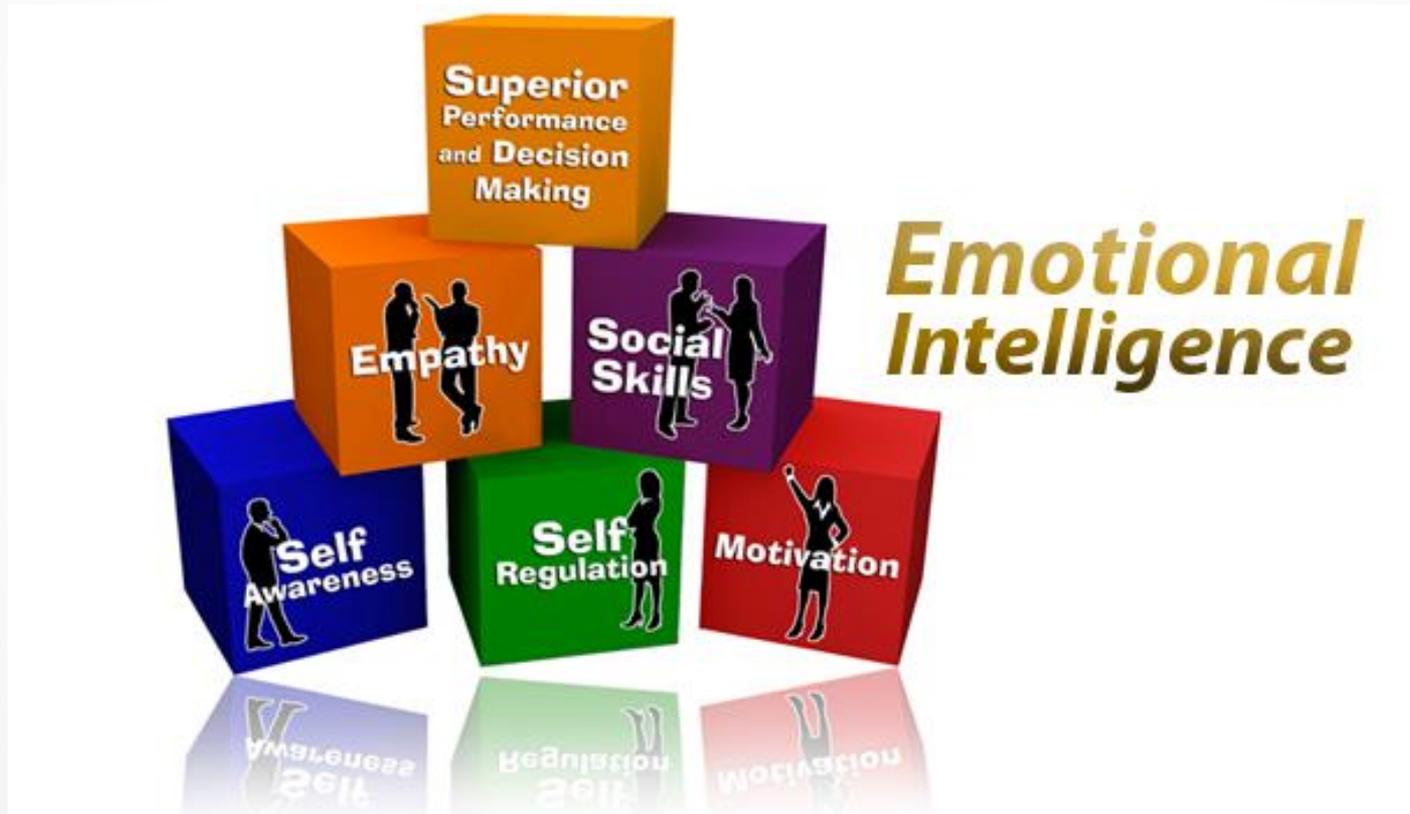
Great Leaders of the World...

What Made Them Great?



Is Leadership More Art Than Science?

Hallmark of a Good Leader in the 21st Century



Emotional Intelligence

- Emotional Intelligence (EQ or EI) is a term that was created by two researchers – Peter Salavoy and John Mayer – and popularized by Dan Goleman in his 1996 book of the same name.
- EQ/EI is the ability to identify, assess, and control one's own emotions, the emotions of others and that of groups.

Emotional Intelligence and Effective Performance

Research Findings – Consortium for Research on Emotional Intelligence

- 188 large global companies
- Objective: Determine which personal capabilities drove outstanding performance
- Capabilities grouped into three categories
 - Purely technical skills (accounting and business planning)
 - Cognitive abilities (analytical reasoning)
 - Leading change
- Method: Senior managers asked to identify capabilities that typified the most outstanding leaders,
- Using objective criteria such as profitability to differentiate the star performers at senior levels from the average performers
- Individuals were interviewed and tested and their capabilities compared

Findings Continued

- Result: a lists of 7 – 15 ingredients for highly effective leaders (initiative, strategic vision, etc.)
- Analysis: Intellect was a driver of outstanding performance. Cognitive skills such as big-picture thinking and long-term vision were particularly important.

“But when I calculated the ratio of technical skills, IQ and emotional intelligence as ingredients of excellent performance, emotional intelligence proved to be twice as important as the other for jobs at all levels”

Daniel Goleman

- The higher the rank of a person considered to be a star performer, the more EQ/EI capabilities showed up as the reason for his/her effectiveness
- Comparing star performers with average ones in senior leadership positions, nearly 90% of the difference in profiles was attributable to EQ vs cognitive abilities

Five Components of Emotional Intelligence at Work

Definition	Hallmarks
<p>1. Self-Awareness: The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.</p>	<ul style="list-style-type: none"> • Self-confidence • Realistic self-assessment • Self-deprecating sense of humor
<p>2. Self Regulation: The ability to control or redirect disruptive impulses and moods The propensity to suspend judgment-to think before acting</p>	<ul style="list-style-type: none"> • Trustworthiness and integrity • Comfort with ambiguity • Openness to change
<p>3. Motivation: A passion to work for reasons that go beyond money or status A propensity to pursue goals with energy and persistence.</p>	<ul style="list-style-type: none"> • Strong drive to achieve optimism, even in the face of failure • Organizational commitment
<p>4. Empathy: The ability to understand the emotional makeup of other people Skill in treating people according to their emotional reactions</p>	<ul style="list-style-type: none"> • Expertise in building and retaining talent • Cross-cultural sensitivity • Service to clients and customers
<p>5. Social Skill: Proficiency in managing relationships and building networks An ability to find common ground and build rapport</p>	<ul style="list-style-type: none"> • Effectiveness in leading change • Persuasiveness • Expertise in building and leading teams

Component 1: Self Awareness

Case Study

- A manager is skeptical about a new personal-shopper service that her company, a major department store chain was about to introduce. Without her boss prompting her she offered an explanation: “it’s hard for me to get behind the rollout of this service,” because I really wanted to run the project, but I wasn’t selected. Bear with me while I deal with that.”
- What do you think? How would you perceive this?

Component 2: Self Regulation

Case Study

- An executive just watched his team of employees present a botched analysis to the company's board of directors. The executive wants to pound on the table in anger, kick over the chair, scream at the group, or give the silent treatment and stalk away.
- How would you perceive these actions? What is a better reaction? How would you react?

Component 3: Motivation

Case Study

- A portfolio manager at a large investment company experienced several successful years. Over the last three consecutive quarters, her fund tumbled and her largest clients shifted their business elsewhere.
- Should the manager
 1. Blame the nosedive on circumstances outside their control?
 2. see the setback as evidence of personal failure?
 3. see this as an opportunity to prove that he/she could lead a turnaround?
- Discuss a time when you had to manage failure?
What motivated you to overcome?

Component 4: Empathy

Case Study

- A marketing manager at a large information technology company was appointed to lead a troubled team. The group was in turmoil, overworked and missing deadlines. Tensions were high among members. Tinkering with procedures was not enough to bring the group together and make it an effective part of the company.
- How would you handle this situation with empathy?

Component 5: Social Skill

Case Study

An executive in the strategy department of a global computer manufacturer in 1993 was convinced that the company's future lay with the Internet. Over the course of the next year, he used his social skill to create a virtual community. He used this de facto team to create a corporate web site – among the first by a major company. With his own initiative, no budget or formal status he signed up the company to participate in an annual Internet industry convention. Using his connections he was able to persuade various divisions to donate funds and recruited more than 50 people to represent the company at the convention.

Examples of how you use your social skills?

Last Thoughts

Leadership to me is simply "doing something." It is not being a part of the status quo or part of the crowd. Leadership is doing anything, large or small, that adds meaningful value to the world.

Leadership can be demonstrated in a simple act, like picking a piece of paper off the ground and putting it in the trash. Many people could have picked up the same piece of paper but did not.

Every person has the chance to demonstrate action in need, but few embrace the opportunity to act.

Stedman Graham, chairman and CEO of S. Graham & Associates, a management and marketing consulting firm that specializes in the corporate and educational markets.

Sources

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