

LEADERSHIP AND MANAGEMENT

Learning Objectives

By the end of this session you will be able to:

- Define and explain leadership, management and Key Terms
- Enumerate the rationale for leadership in Local Councils
- Explain the journey to a citizen centred government

Reflection

- 1.If you left your organization today, would your followers cry so openly about losing you?
- 2.And if they did, would any of their grief relate to losing a leader of integrity or tears of joy for good riddance?
- 3.Are Leaders born or made?

Today's Public Sector Challenges

- Increasing pace of change
- Technological developments
- Increasing expectations
- Citizen empowerment

Today's Public Sector Challenges (Cont..)

- **Resources**
 - Budget constraints, fewer staff/more work, attracting/retaining talent
- **Growing population**
 - Provide education and healthcare
- **Public perceptions**
 - Politicization, negative public attitudes, trust, transparency, credibility

The Leadership Concept

**Leadership (*Laedo*) means
*journey***



**Manager is from the Latin word
“*Manus*” meaning ‘to handle’
...*things***



The Leadership Concepts

- “A leader is the person who guides the efforts of a group toward a result *beyond its current reach*.”
- Leaders are not necessarily managers – they can come from anywhere in the organization.
- *And no leader leads all the time.* They know how to follow the lead of others and rely on the strength of others. Human qualities – not position or title – make a leader.”

Management concept

- It is about Controlling and Directing people and resources according to set principles or values. It is the Art of getting things done through with the effort of others.

“Managers are people who do things right...Leaders are people who do the right things.”

Warren Bennis The Leader Within

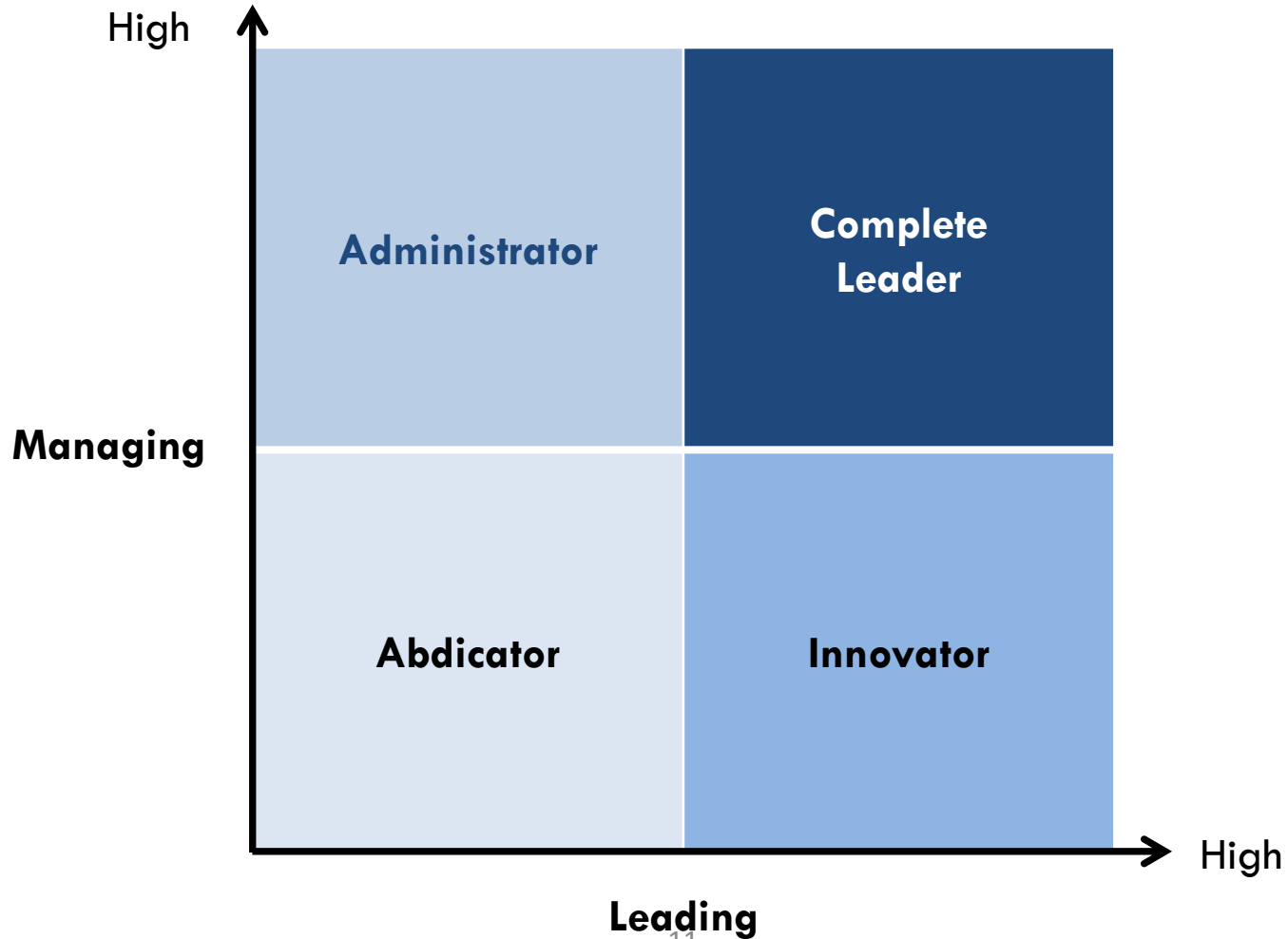
Management Vs Leadership

Management (Doing things right)	Leadership (Doing the right things)
<p>Administration</p> <p>Maintaining the Status Quo</p> <p>Rules</p> <p>Systems & Structure</p> <p>Efficiency</p> <p>Short-range</p> <p>How and When (methods)</p> <p>Compliance</p> <p>Skills</p>	<p>Innovation</p> <p>Creating Change</p> <p>Principles</p> <p>People and Customers</p> <p>Effectiveness</p> <p>Long-range</p> <p>What and Why (Purposes)</p> <p>Commitment</p> <p>Practices</p>

Managing Vs Leading

If you are Managing...	If you are Leading...
<ol style="list-style-type: none">1. You are dealing with what needs to be done today...2. You rely on the rules and procedures3. You use the chain of command to pass on directives4. You emphasize accuracy and efficiency- Do it right	<ol style="list-style-type: none">1. You envision what is possible tomorrow2. You lead by example and demonstrate values3. You empower people to do what they think is best4. Emphasize honesty and integrity- Do what is right

Leadership-Management Blend



Leadership Approaches

Transformational Leadership:

- It is people centered that builds on men's need for meaning, transcends daily affairs, is oriented towards meeting long term goals without compromising human values and principles.

Transactional Leadership:

- This is self-centered, builds on man's need to have the job done and to make a living, pre-occupied with daily affairs and is short term rather than long term.
- Who are You????

Qualities of a Effective Leaders

- Provides a strategic Vision and direction
- Challenging old rules and processes
- Enlisting support
- Providing good role models
- Challenging the heart in bringing about change
- Achieving excellent results.

Qualities of Effective Leaders Cont..

- Display of enthusiasm
- Support other people
- Recognize individual effort
- Listen to individual's ideas and problems

Why Public Sector Leadership

State of public services



Existing public service cultures



How national interests require them to be

Public interest

GAP

Leadership as evidenced by lack of dedication to the underlying values of PS

Living Leadership

*“Leadership is a process that is observable and can be learned. Is primarily an **influence process**, centered on building relationships, **generating possibilities** and remaining in action. It is exercised within the context of our **commitments** and supports us in bringing **out the best in ourselves and others** so that we can implement a vision and achieve results.”*

Canada School of Public Service

The best way to predict the future is to design it-
Peter Drucker



Citizen Centred Government

Bureaucratic Organization

- Organization-centred
- Position power
- Independent action
- Ad-hoc management
- Process-oriented
- Centralization
- Budget-driven
- Monopolistic

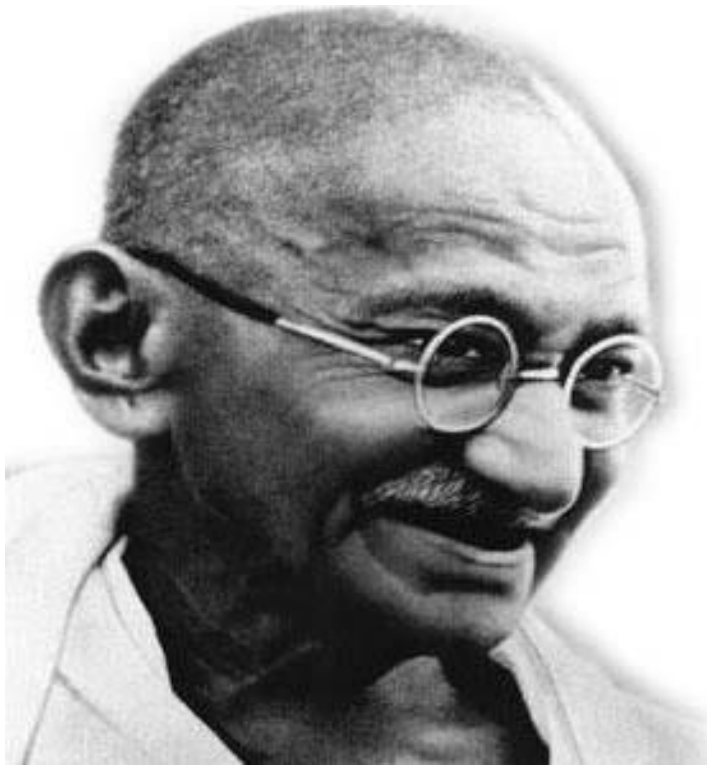
Post-Bureaucratic Organization

- Citizen-centred
- Leadership
- Collaboration
- New Public Management
- Results-oriented
- Decentralized
- Revenue-driven
- Competitive

The End Result of Excellent Leadership



Concluding Quote



Mahatma Gandhi

*“Be open-minded Always keep things in perspective. **Do not dismiss others or anything – big or small** – without giving a try. We never know where the next **‘cool’ or useful** idea may come from”.*