Leadership
What is leadership?

Leading people

Influencing people

Commanding people

Guiding people
Types of Leaders

- 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
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Common Activities

- Planning
- Organizing
- Directing
- Controlling
Planning

Manager
- Planning
- Budgeting
- Sets targets
- Establishes detailed steps
- Allocates resources

Leader
- Devises strategy
- Sets direction
- Creates vision
Organizing

Manager
- Creates structure
- Job descriptions
- Staffing
- Hierarchy
- Delegates
- Training

Leader
- Gets people on board for strategy
- Communication
- Networks
Directing Work

Manager
－ Solves problems
－ Negotiates
－ Brings to consensus

Leader
－ Empowers people
－ Cheerleader
Controlling

Manager
- Implements control systems
- Performance measures
- Identifies variances
- Fixes variances

Leader
- Motivate
- Inspire
- Gives sense of accomplishment

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Leadership Traits

- **Intelligence**
  - More intelligent than non-leaders
  - Scholarship
  - Knowledge
  - Being able to get things done

- **Physical**
  - Doesn’t see to be correlated

- **Personality**
  - Verbal facility
  - Honesty
  - Initiative
  - Aggressive
  - Self-confident
  - Ambitious
  - Originality
  - Sociability
  - Adaptability
Leadership Styles

- **Delegating**
  - Low relationship/low task
  - Responsibility
  - Willing employees

- **Participating**
  - High relationship/low task
  - Facilitate decisions
  - Able but unwilling

- **Selling**
  - High task/high relationship
  - Explain decisions
  - Willing but unable

- **Telling**
  - High Task/Low relationship
  - Provide instruction
  - Closely supervise
New Leaders Take Note

**General Advice**
- Take advantage of the transition period
- Get advice and counsel
- Show empathy to predecessor
- Learn leadership

**Challenges**
- Need knowledge quickly
- Establish new relationships
- Expectations
- Personal equilibrium

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New Leader Traps

- Not learning quickly
- Isolation
- Know-it-all
- Keeping existing team
- Taking on too much

- Captured by wrong people
- Successor syndrome

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Seven Basic Principles

- Have two to three years to make measurable financial and cultural progress
- Come in knowing current strategy, goals, and challenges. Form hypothesis on operating priorities
- Balance intense focus on priorities with flexibility on implementation....
Seven Basic Principles, con’t

- Decide about new organization architecture
- Build personal credibility and momentum
- Earn right to transform entity
- Remember there is no “one” way to manage a transition
Core Tasks

- Create Momentum
- Master technologies of learning, visioning, and coalition building
- Manage oneself
Create Momentum

- Learn and know about company
- Securing early wins
  - First set short term goals
  - When achieved make a big deal
  - Should fit long term strategy
- Foundation for change
  - Vision of how the organization will look
  - Build political base to support change
  - Modify culture to fit vision

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Create Momentum

- Build credibility
  - Demanding but can be satisfied
  - Accessible but not too familiar
  - Focused but flexible
  - Active
  - Can make tough calls but humane
Master Technologies

- Learn from internal and external sources
- Visioning - develop strategy
  - Push vs. pull tools
  - What values does the strategy embrace?
  - What behaviors are needed?
- Communicate the vision
  - Simple text - Best channels
  - Clear meaning - Do it yourself!
Enabling Technologies, con’t

- Coalition building
  - Don’t ignore politics
  - Technical change not enough
  - Political management isn’t same as being political
  - Prevent blocking coalitions
  - Build political capital
Manage Oneself

- Be self-aware
- Define your leadership style
- Get advice and counsel
  - Advice is from expert to leader
  - Counsel is insight

- Types of help
  - Technical
  - Political
  - Personal

- Advisor traits
  - Competent
  - Trustworthy
  - Enhance your status
How Far Can You Go?