

Overview of TCI's Approach to Leadership

Anglophone Master Training of Trainers & Coaches

September 2017 | Dar es Salaam

Kojo Lokko, Deputy Project Director, The Challenge Initiative

with Linda Ippolito, Consultant to TCI



Leadership sessions: overview

1. Transformational leadership for TCI & your personal leadership journey
2. Mindsets & facilitating change
3. Developing & empowering effective leadership in others

TCl's Approach to Leadership

*Key Elements of
TCl's Approach to
Leadership*

*TCl's Core
Leadership
Competencies
for
TCl Staff & Leaders
in Geographies*

TCI's Approach to Leadership: *Transformational*

Key Elements of TCI's Approach to Leadership

1. City Commitment, Ownership & Leadership
2. Mindset change(s)
3. Decentralized, non-hierarchical information sharing & decision making
4. Learning organization
5. Continuous learning/growth mindset
6. Innovation
7. Business Unusual

Core Leadership Competencies TCI Staff & Leaders in Geographies

1. Master yourself
2. See the big picture
3. Communicate effectively
4. Build trust
5. Use data to prioritize & make decisions
6. Coach, mentor & motivate
7. Support teams
8. Lead change
9. Negotiate
10. Promote positive client-relationships

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Transformational Leadership for TCI & Your Personal Leadership Journey

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Kojo Lokko, Deputy Project Director, The Challenge Initiative
Henry Mosely MD, Professor Emeritus, Johns Hopkins University
with Linda Ippolito, Consultant to TCI



Session Objectives

1. Identify key elements & core competencies for TCI's approach to leadership
2. Demonstrate the potential of leadership in everyone
3. Explain why leadership is a role, not a position
4. Identify the different styles of organizational leadership
5. Identify the 3 key characteristics of transformational leaders
6. Illustrate the power of shared vision
7. Distinguish between coping, management and leadership
8. Assess their own leadership and management capacities

The Challenge Initiative

- Builds on URHI's accomplishments
- An *exciting, innovative, demand-driven approach* to providing *life-saving reproductive health & family planning* information & services to individuals, families & communities
- Rather than being chosen, participating *cities will self-select & bring their own resources* (cash or in-kind) to the table

TCI Core Leadership Competency: *Master Yourself*

Know your own:

- Values, beliefs & assumptions
- Strengths & weaknesses
- Best ways to reflect and learn continuously
- Sources of personal reward

Use a 'whole-person' perspective



'Whole-person' perspective

Introduction to Leadership

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Henry Mosely



Learning Objectives

Upon completion of this leadership session the participants will be able to:

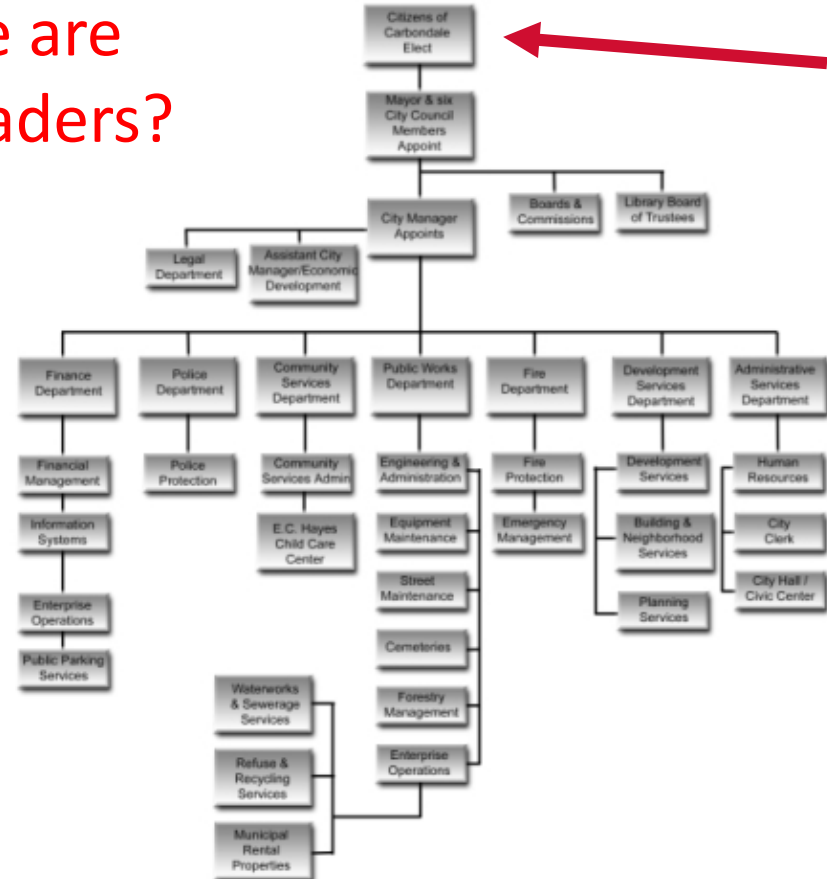
1. Demonstrate the potential of leadership in everyone
2. Explain why leadership is a role, not a position
3. Assess the competencies of effective leadership
4. Identify the different styles of organizational leadership
5. Describe the 3 key characteristics of transformational leaders
6. Illustrate the power of a shared vision
7. Distinguish between coping, management and leadership
8. Assess their own leadership and management capacities

Activity: Follow the leader

What does it take to be a leader?

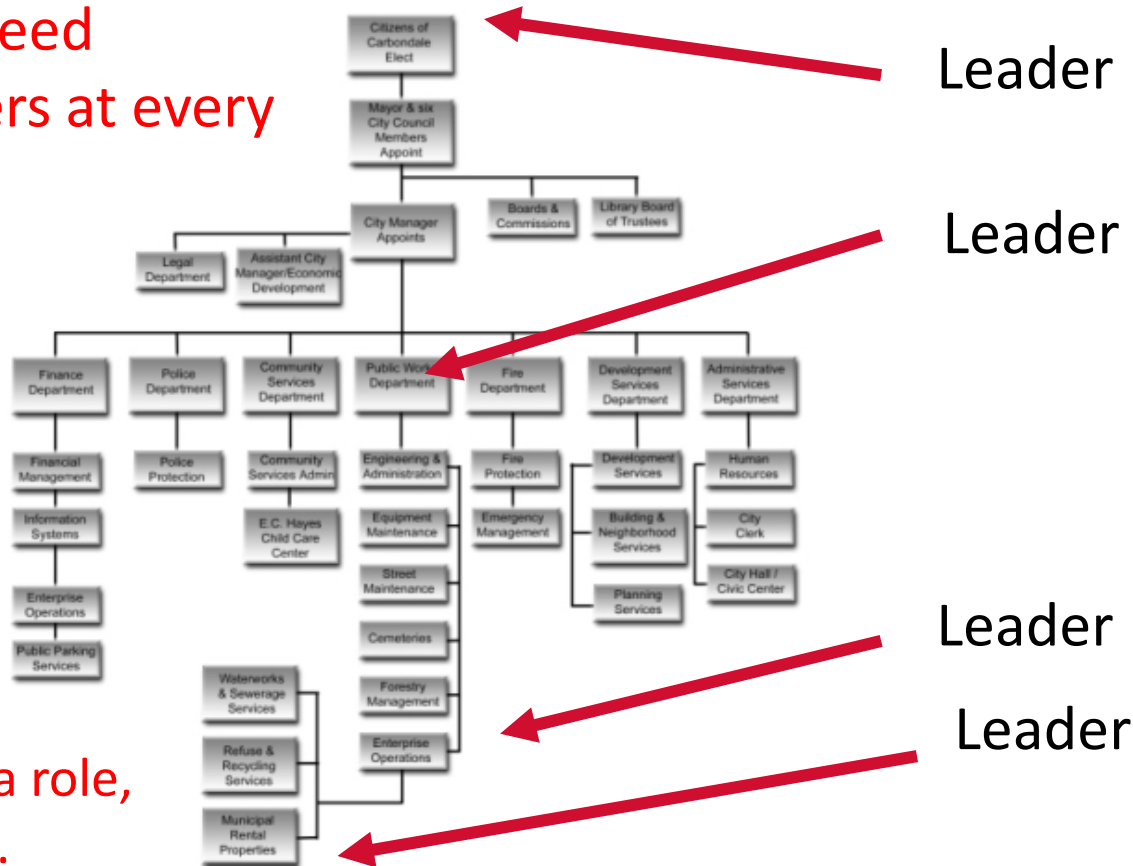


Where are
the leaders?



Leader

We need
leaders at every
level.



Leadership is a role,
not a position.

Exercise: Choosing a leader

Leadership Styles

There are many different styles of leadership that fit different types of organizations. Only brief summary of 8 types is given here.

1. **Charismatic:** Charismatic leadership relies on the charm and persuasiveness of the leader, as well as the leader's self-belief.
2. **Innovative:** Innovative leadership focuses on inspiring others to think originally, then creates an environment where the ideas can be tested and evaluated.
3. **Command and control (bureaucratic):** Bureaucratic leadership emphasizes going by the book. Typically, they do not care who wrote the book.
4. **Laissez-faire:** Laissez-faire leadership focuses on strong relationships and helping followers make the right decisions for the good of the community.

Leadership Styles -continued

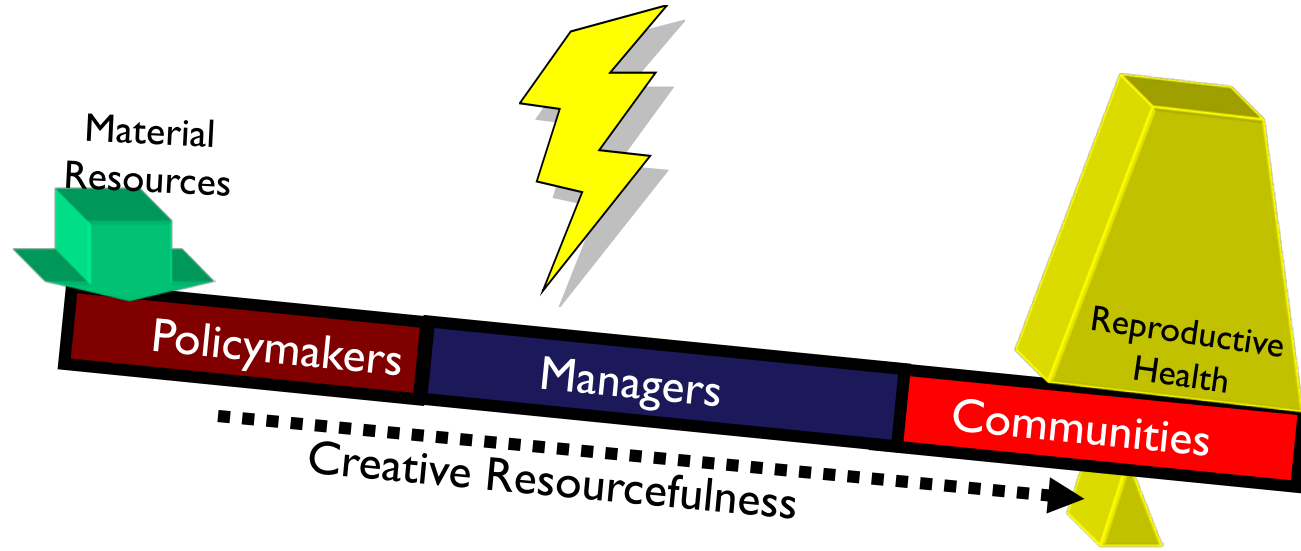
5. **Transactional:** Transactional (bargaining) leadership relies on order and structure to negotiate change.
6. **Servant:** Servant leadership focuses on the needs of the individual and holds individuals in high regard.
7. **Situational:** Situational leadership takes stock of their team members, weighs the many variables in their workplace, and chooses the leadership style that best fits their circumstances.
8. **Transformational:** Transformational leadership focuses on inspiring people to achieve unexpected or remarkable results

Characteristics of Transformational Leaders

Fundamentally, transformational leaders have three core characteristics –

1. **Catalytic** – generating a shared vision for a future that people want to create
2. **Enabling** – creating an environment that is characterized by teamwork, trust, open-mindedness, transparency and shared accountability for all outcomes
3. **Learning** – Encouraging the development of action-learning teams that leverage the vast resources of ordinary people to more effectively discover how to do new things

The Leader is a *Catalyst* for Change



The **Learning Organization** is the
Instrument of Change

Shared Vision

Empowering others to action

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Where Do Leaders Operate?

Beyond Imagination

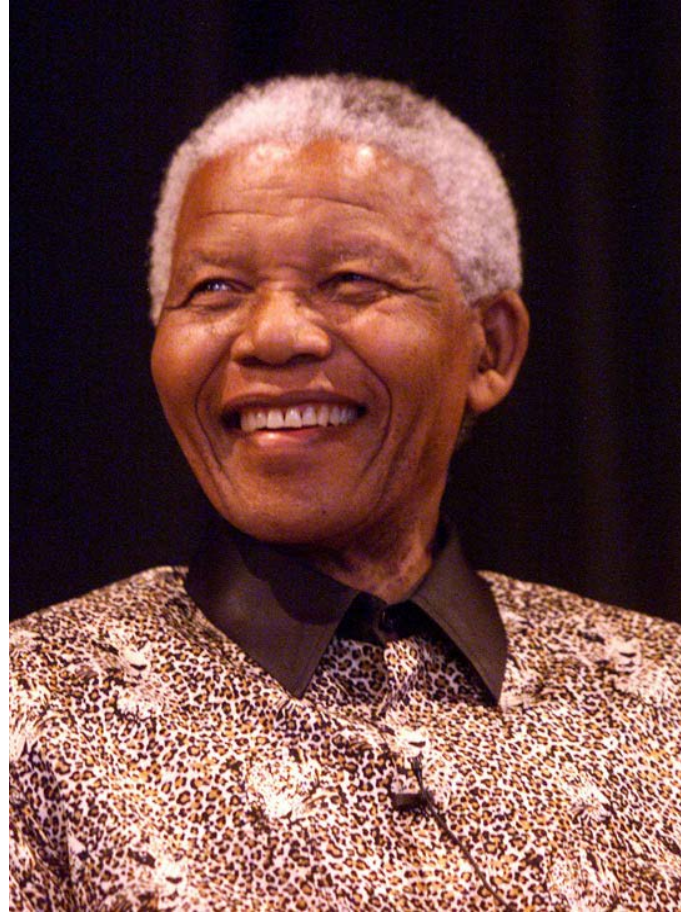
That's Impossible

Looks Difficult

Easy to do



Leadership starts
with vision -
personal, then
shared



Do you board a plane and decide where to go?



Or decide where you want to go and board the right plane!



What is the usual way of approaching a challenging problem?



Data-oriented
approach



DIKAR sequence – Self-limiting, opportunity “blind”

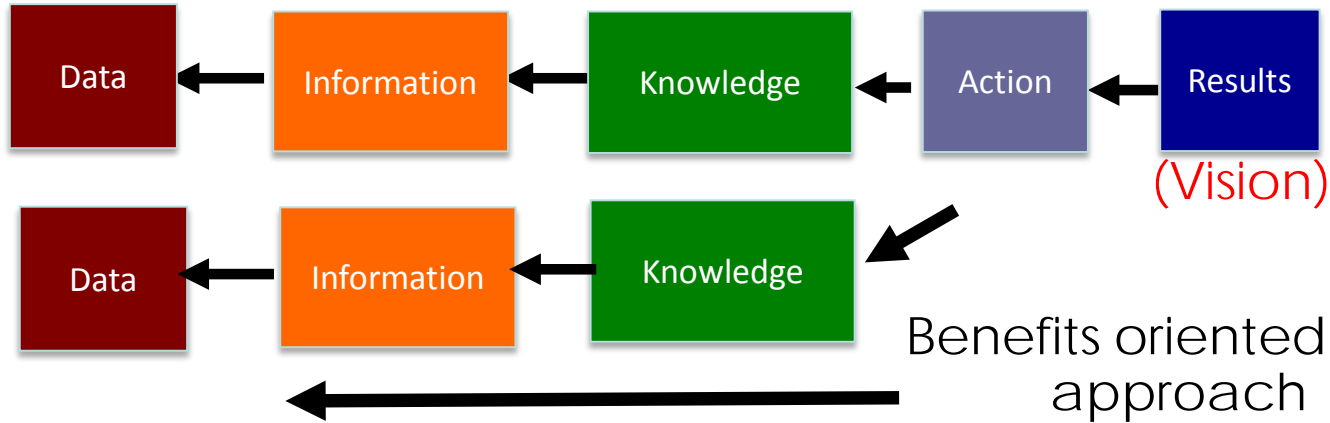
The Usual Strategic Approach

- | | |
|----------------------------|----------------------|
| 1. Where are we now? | Situation Analysis |
| 2. Where do we want to go? | Strategy |
| 3. How do we get there? | Strategic Objectives |

Disadvantages of the Usual Strategic Approach

1. More descriptive than analytical - usually involves no more than presentation of indicators
2. Discouraging - the current situation makes people scale down their expectations
3. Requires more and more resources to do more of the same thing
4. Does not encourage fundamental changes in the way things are done

What is an alternative way of approaching a challenging problem?



RAKID sequence - Opportunity sensitive, asks generative questions like:

1. What do we need to change to get the results that we want?
2. What new knowledge do we need to generate?
3. What new data do we need to collect?

An Alternative Strategic Approach

- | | |
|-------------------------------|----------------------|
| 1. Where do we want to go? | Shared Vision |
| 2. Where are we now? | Current situation |
| 3. Why is there a difference? | Root Cause Analysis |
| 4. What do we need to change? | Strategy |
| 5. How do we nurture change? | Strategic objectives |

Advantages of the Alternative Strategic Approach

1. Shared vision clarifies what is important - empowers people to take initiatives.
2. Nurtures analytical thinking
3. Encourages focus
4. Highlights the need for change
5. Forces confrontation of the barriers to change

A Powerful Shared Vision

I have a dream that one day little black boys and black girls will join hands with little white boys and white girls as sisters and brothers.

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character. I have a dream today



He did not say – “I
have a strategic
plan – reduce
racism by 10% per
year!”



A Creative Solution by a Smallpox Field Worker that Shared the Vision

To control the growing smallpox epidemic, the national directive was for every field worker to visit every family once a week. The field worker knew this was impossible in her remote area. So she devised a plan to go to every elementary school and show the children pictures of smallpox cases and ask them to report any they see to the teacher who would report to her. This meant she had essentially 100% household surveillance every day!

This innovative strategy was adopted nationally.



Activity: Feet off floor

Where Do Leaders Operate?

Beyond Imagination

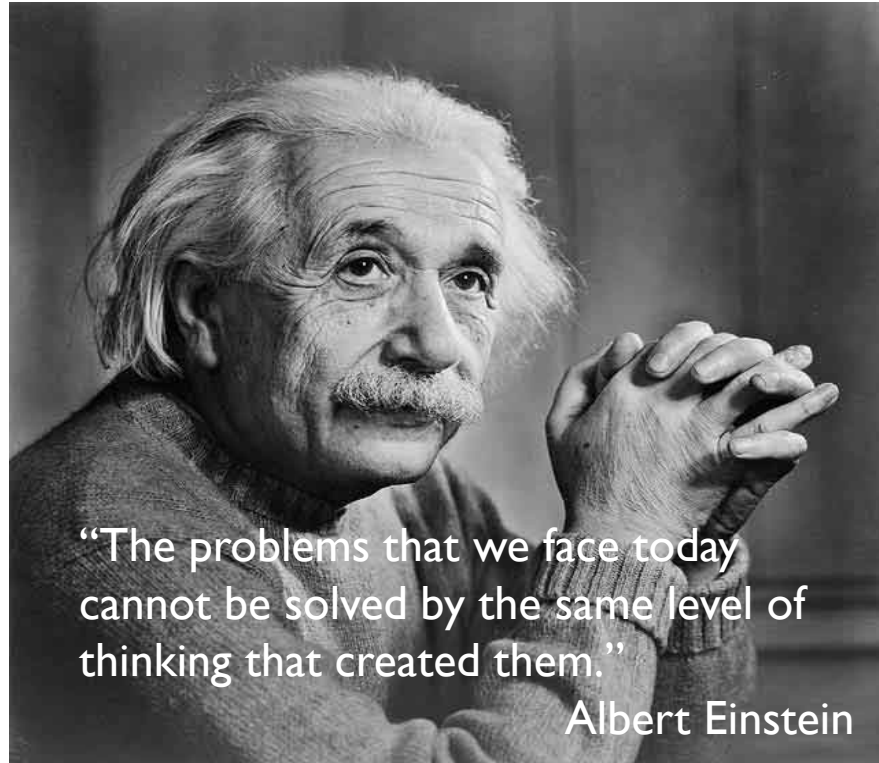
That's Impossible

Looks Difficult

Easy to do



Why we need learning organizations to reach goals “beyond imagination.”



“The problems that we face today
cannot be solved by the same level of
thinking that created them.”

Albert Einstein

On the Power of Shared Vision

“ It is not what the vision is, but what it does...”

Kazuo Inamori

Kyocera Inc.



Laozi
老子



Laozi depicted by Daoda Tianzun
Source: Wikipedia

TAO TE CHING
by Laozi

XVII RULERS

Of the best rulers
The people only know that they exist,
The next best they love and praise,
The next they fear,
And the next they revile.

....

But of the best,
when their task is accomplished,
their work done,
The people all remark,
"We have done it ourselves."

Source: *The Wisdom of China and India* by Lin Yuntang

Coping, Management and Leadership

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Learning Objectives

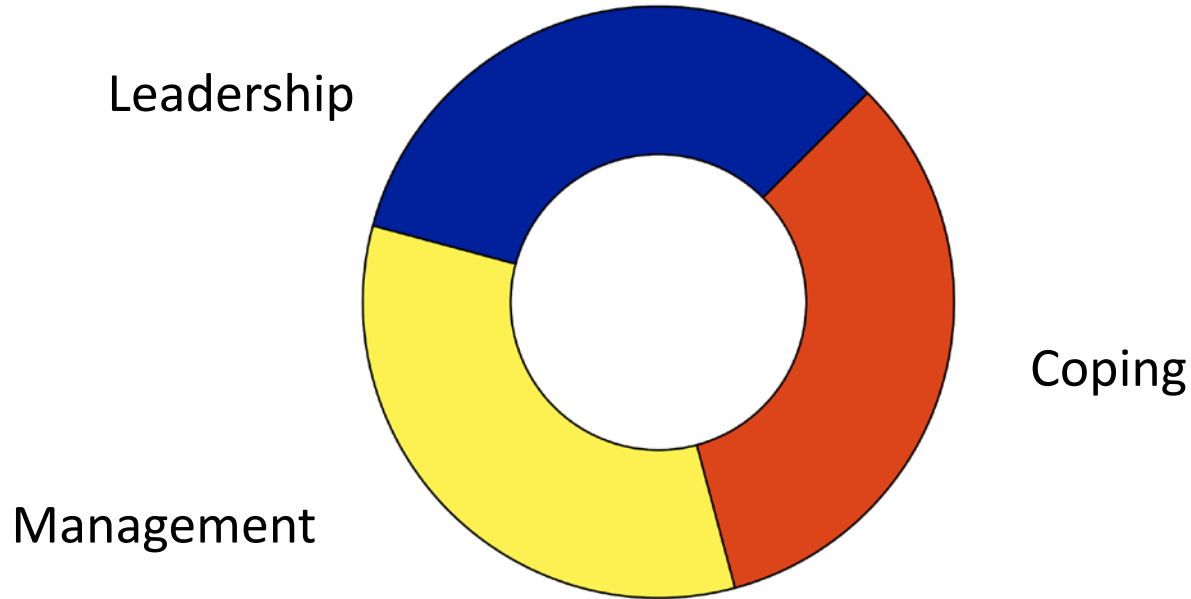
By the end of the presentation, the participants will be able to:

1. Distinguish between coping, management and leadership
2. Explain why learning organizations require a balance of effective management and leadership

What are coping, management and leadership?

Coping, management and leadership are parts of a continuum that describes how we respond to events, change and challenges.

Leadership-Management Continuum



Coping

Reactive response to problems as they occur.

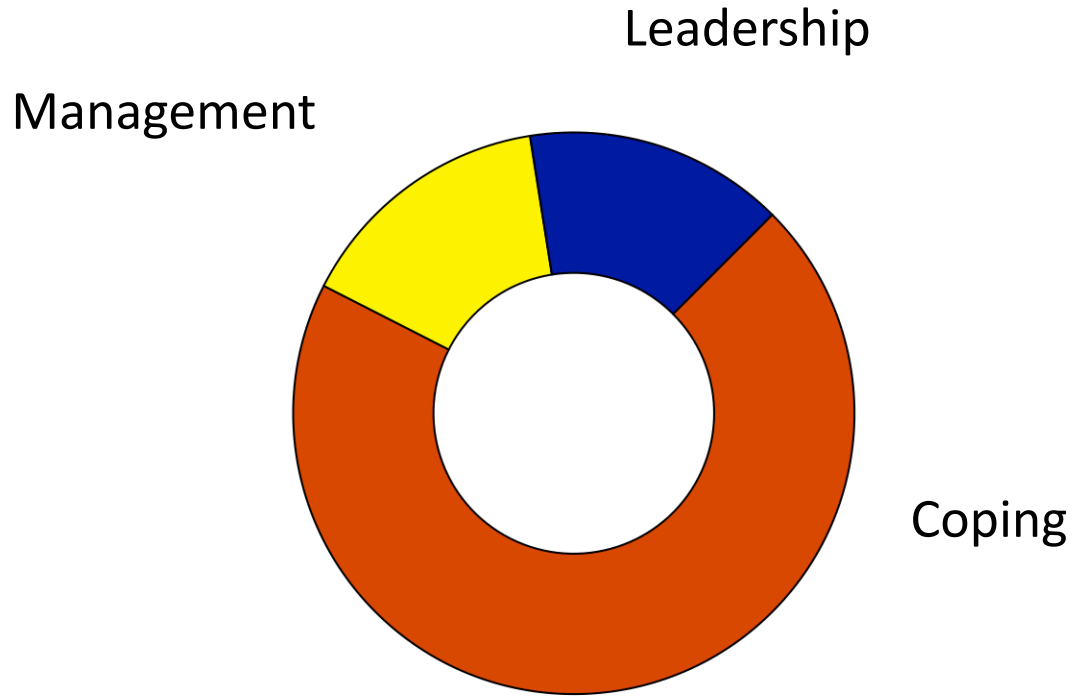
Basically “problem-solving”.

People do not think ahead and simply try to “cope” with problematic situations.



Coping- solving an existing problem, “putting out fires!”

Coping can be dominant



Coping is dominant when organizational behavior is:

- Mostly reactive
- Often in “crisis management” mode
- Running to keep in place
- Focused on short term rather than pursuing a clear vision for the future.

What happens when coping is too dominant?

1. Panic reactions
2. Confusion and chaos
3. Waste of time, human and other resources
4. Problems multiply

Management

- Management is about dealing with complexity
- It is a more proactive with planned responses to problems.
- The focus is on “controlling” events through standards, policies and procedures

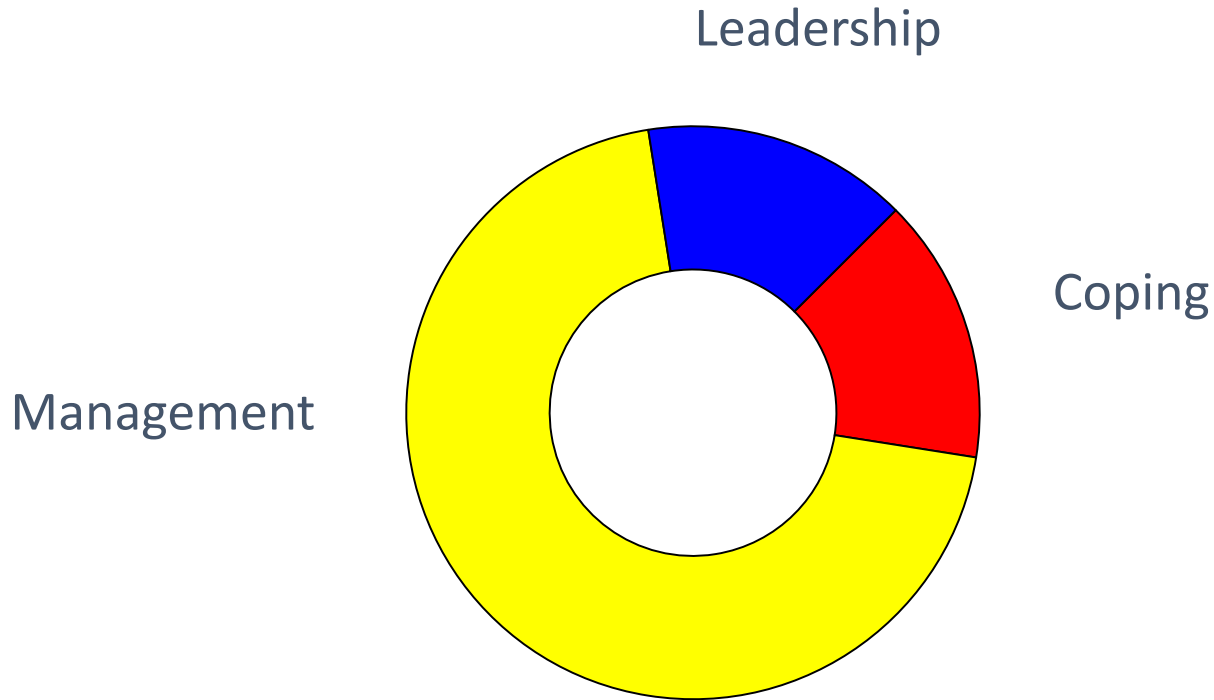
Management skills

1. Staffing
2. Planning
3. Budgeting
4. Controlling
5. Problem solving

Management – ensuring that standards are met. Keep things the same - no surprises!



Management can be dominant



Management is dominant when:

- Rules become more complex and rigid
- Managers see organizations as “machines”
- Managers “direct” change through a linear plan and “fixing” mode

What happens when management becomes too dominant?

- There is a “control” organizational climate
- Bureaucratization
- Problems grow because rigid rules dampen creativity

“Control” Climate

- Detailed policy manuals
- Bureaucratic red tape
- “Restrictive” atmosphere



Bureaucratic Rules

Rules meant to prevent bad things from happening often prevent good things from happening.



Imagine you are in a box which represents a “control” organizational climate – how can you be creative?



Leadership is about nurturing change.

- While management is about dealing with complexity, leadership is about nurturing of change.
- Setting the direction of that change is fundamental to leadership.

John P. Kotter

Leadership skills

1. Align people, resources and practices
2. Inspire shared visions
3. Promote teamwork
4. Nurture values and organizational climate
5. Enable others to act and be accountable for their actions

"Teamwork" Climate

- Together
- Everyone
- Achieves
- More



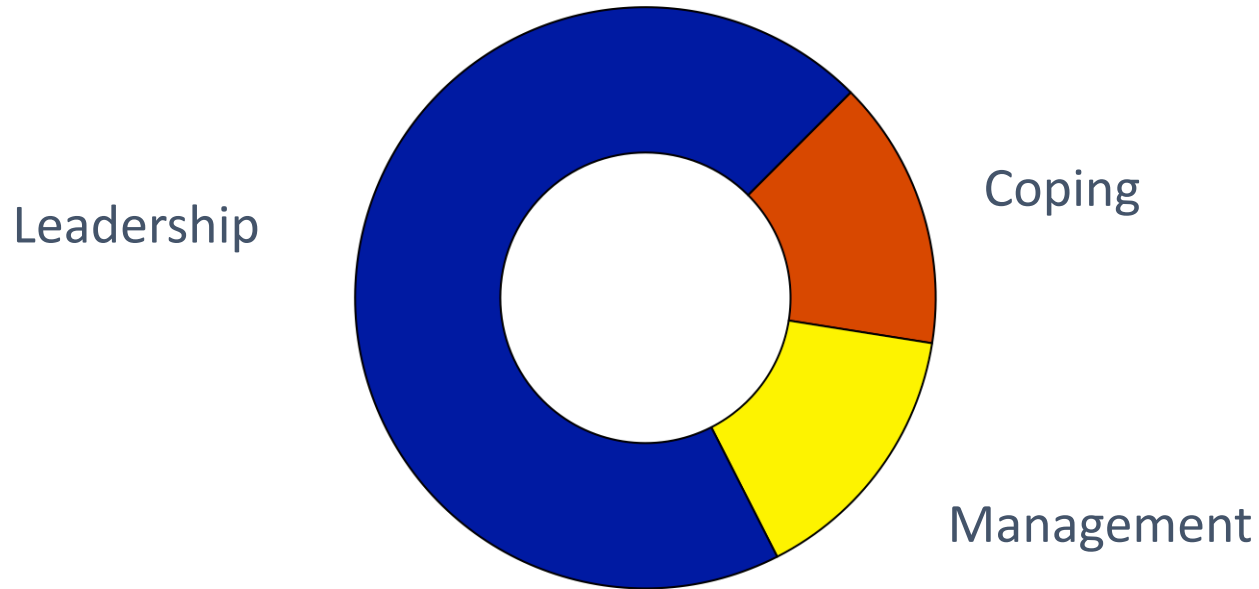
- Everyone is accountable for the results.
- Nobody wins until we all do!



What happens to an organization when leadership is strong?

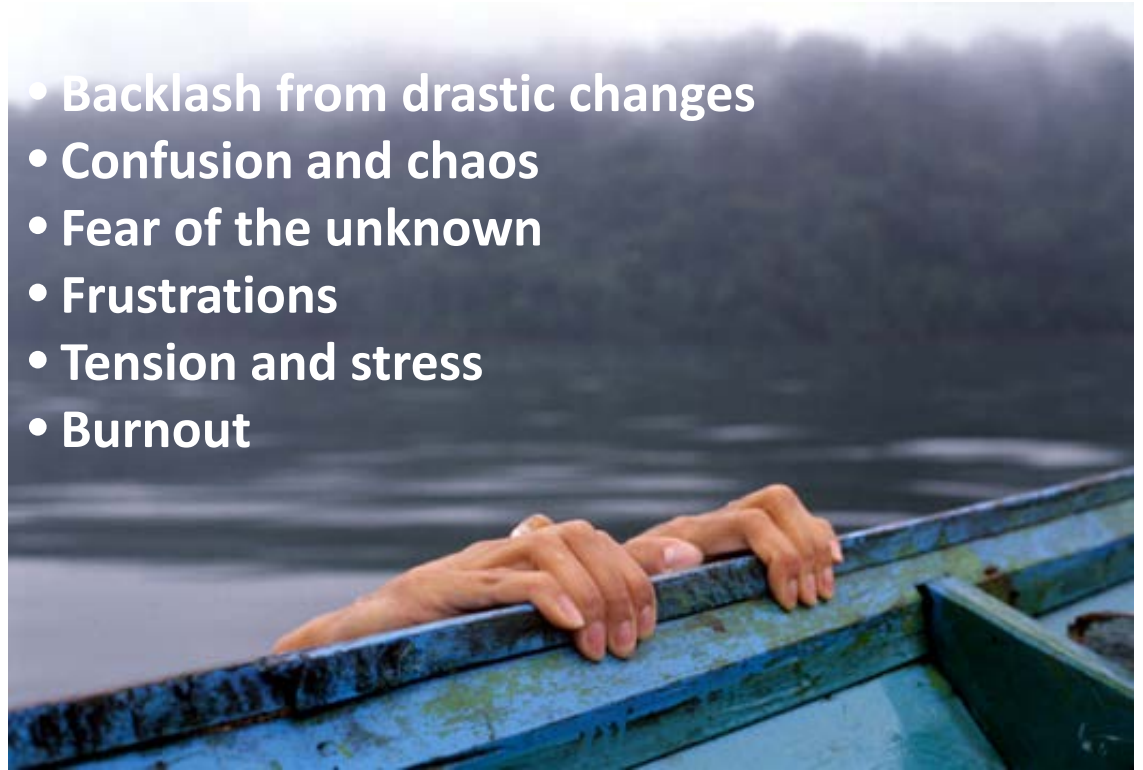
- More creativity
- People look at the organization as a “living- organism” model with constant communication and supportive feedback
- People cultivate change towards a shared vision through nurturing of values and relationships

Leadership can be dominant

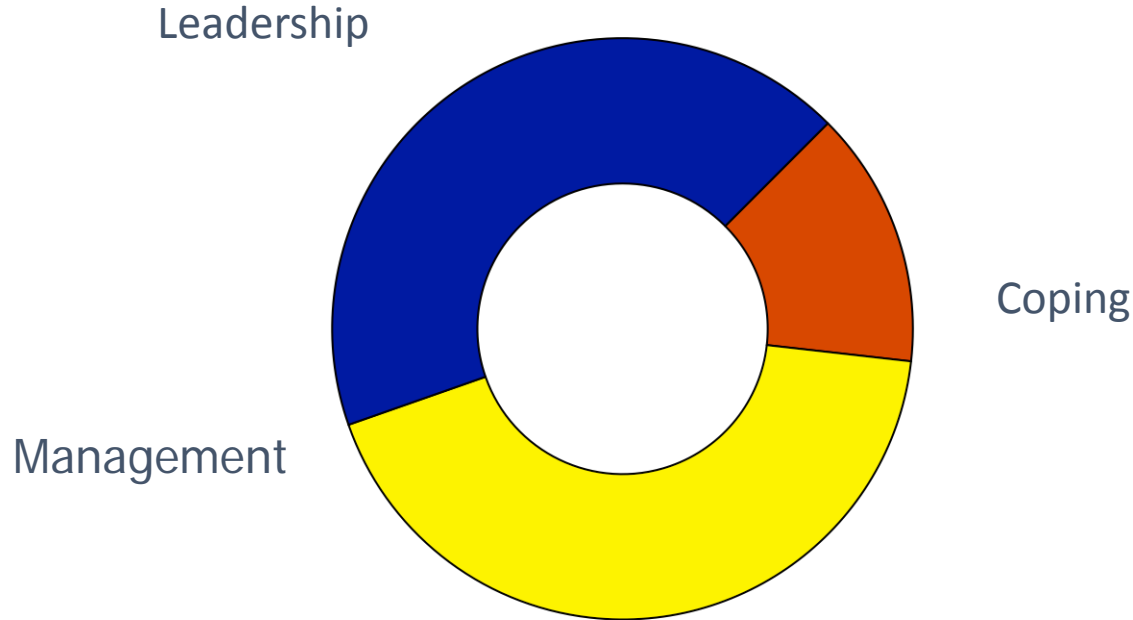


What happens when leadership becomes too dominant?

- Backlash from drastic changes
- Confusion and chaos
- Fear of the unknown
- Frustrations
- Tension and stress
- Burnout



Progress comes when good leadership is supported by good management



Summary

- Coping - Solving problems
- Management – Maintaining standards
- Leadership - Nurturing change

We need a balance of management and leadership and minimum coping.