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
TCI’s Approach to Leadership

Key Elements of TCI’s Approach to Leadership

TCI’s Core Leadership Competencies for TCI 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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Core Leadership Competencies TCI Staff & Leaders in Geographies

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

Just be yourself
Where are the leaders?
Leadership is a role, not a position.

We need leaders at every level.
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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Henry Mosely
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?

- Data
- Information
- Knowledge
- Action
- Results

(Vision)

Benefits oriented approach

**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
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.
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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Henry Mosely
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

Leadership

Management

Coping
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

Leadership

Management

Coping
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.