



## **ACTION-CENTERED LEADERSHIP:**

***Balancing Task, Team, and  
Individual Focus***

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# A picture is worth a thousand words



*“A journey of a thousand miles begins with a single step.”*

# Windshield

- **Future**
- Vision
- Road ahead
- Road not taken
- Unknown over horizon

# Windshield

- Unseen Obstacles
- Fears yet confronted
- Opportunities yet explored
- Path chosen
- Choices made
- Work to be done



# Rearview Mirror

- **Past**
- **Where** you've come from
- **How** you got here
- Successes and failures
- Experiences
- Baggage



# Rearview Mirror

- Core values
- Regrets
- People, dreams, or memories left behind
- Need for reflection

# Dashboard

- **Present**
- Dials, gauges and metrics
- How we are doing
- How much farther we have yet to go
- How fast are we moving, or how slow
- *“If you can’t measure it,  
you can’t manage it.”*

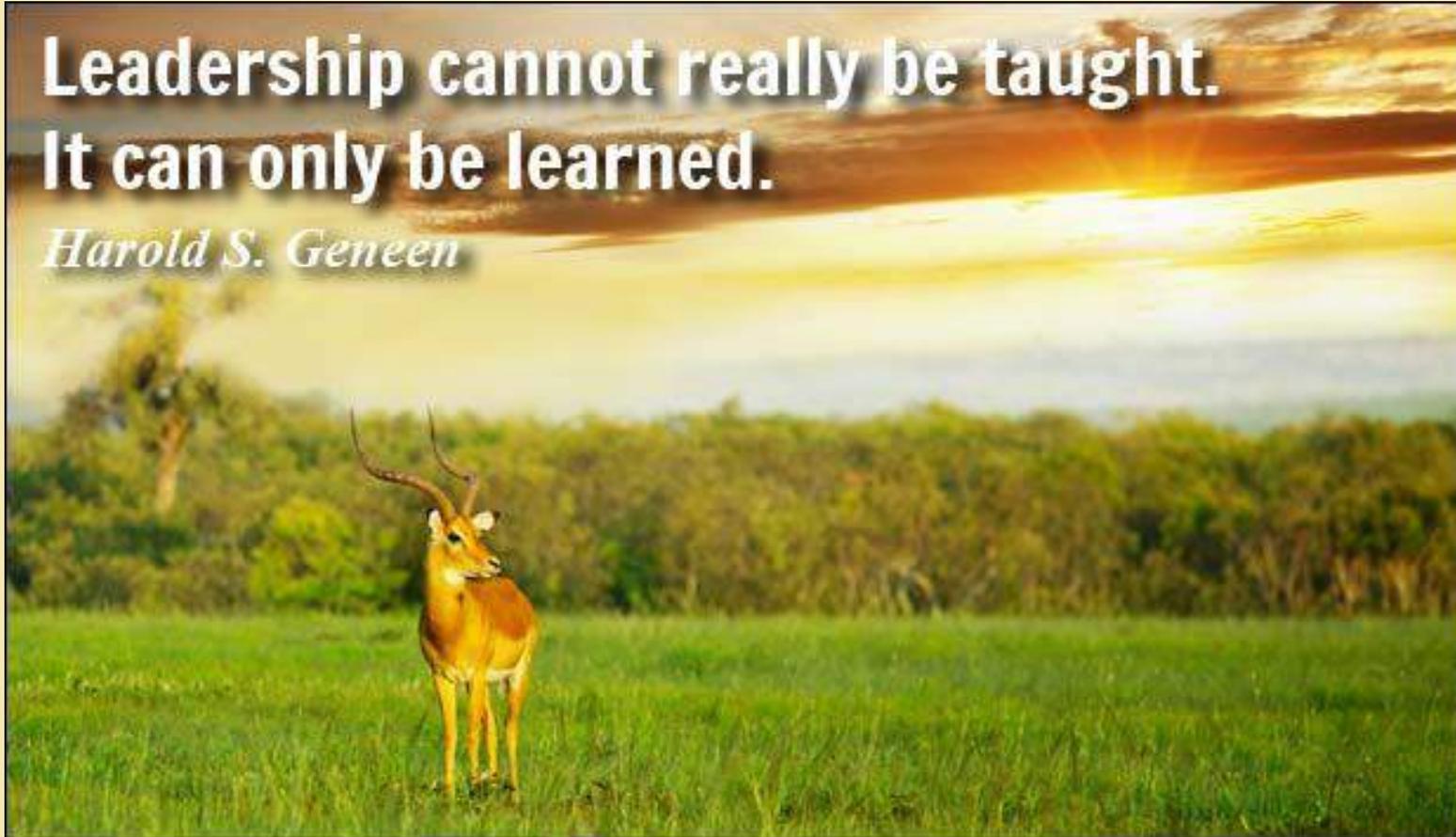
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# Leadership

**Leadership cannot really be taught.  
It can only be learned.**

*Harold S. Geneen*



- 
- “Leaders must be **close enough** to relate to others,
  - but **far enough** ahead to motivate them.”

- 
- Management is doing things right
  - Leadership is doing the right things

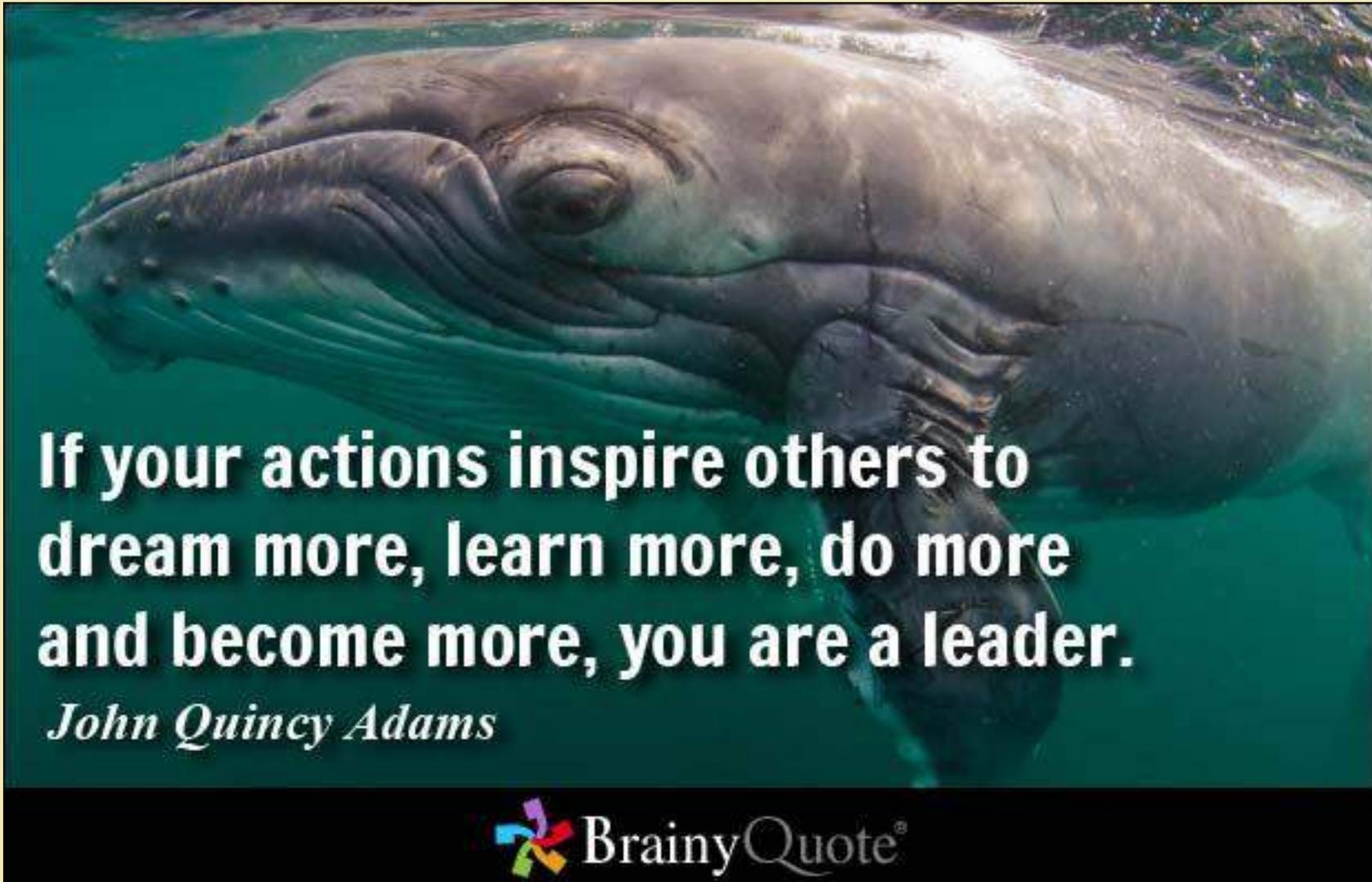
- 
- Effective leadership is putting first things first
  - Effective management is discipline, carrying it out

- 
- I suppose leadership at one time meant **muscles**
  - But today it means **getting along** with people



**Lead, follow, or  
get out of the way.**

*Thomas Paine*



**If your actions inspire others to  
dream more, learn more, do more  
and become more, you are a leader.**

*John Quincy Adams*





**A leader is one who knows the way,  
goes the way, and shows the way.**

*John C. Maxwell*

**A good leader takes a little more than  
his share of the blame, a little less than  
his share of the credit.**

*Arnold H. Glasow*





**Don't find fault, find a remedy.**

*Henry Ford*



# Leadership Skills

Become Exceptional Leader



- 
- *“Leadership is the art of getting someone else to do something you want done,*
  - *because he wants to do it.”*



# Leadership

- Variety of images

# Leaders

- Help themselves and others to do right things
- Set direction
- Build inspiring vision
- Create something new

# Leadership

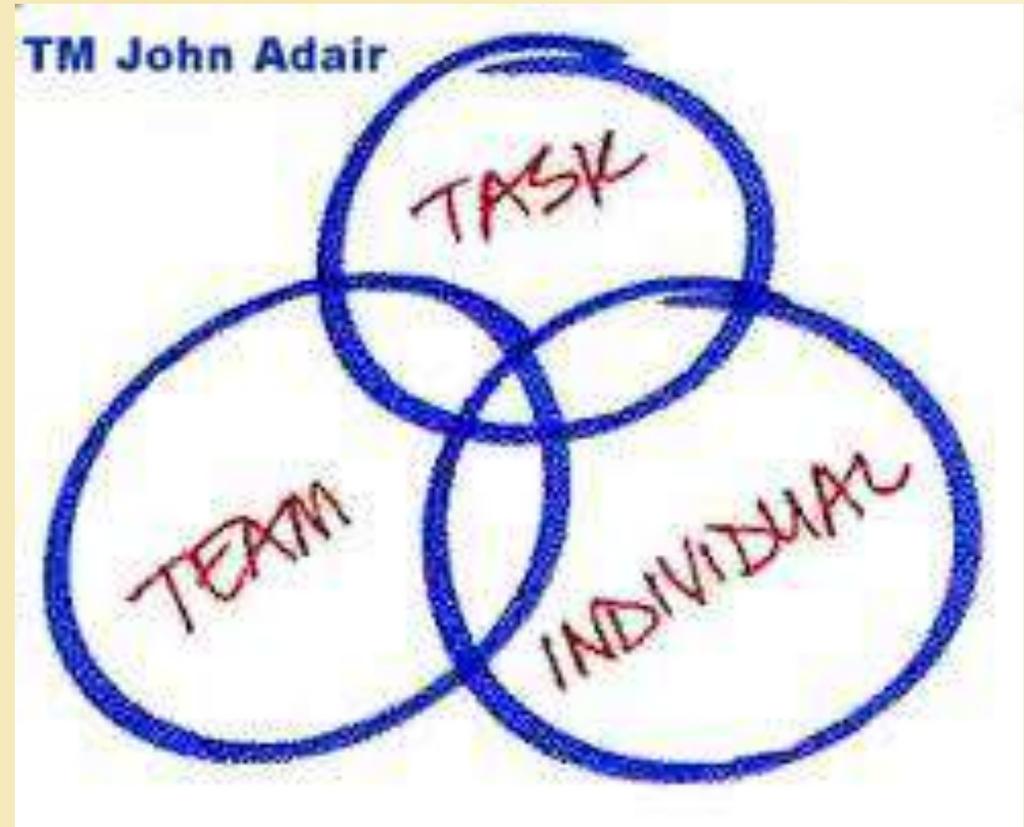
- Mapping out where you need to go to "win"
- Dynamic, exciting, and inspiring
- Management skills - guide people to right destination

# Leadership

- Creates inspiring vision of future
- Motivates and inspires people to engage with vision
- Manages delivery of the vision
- Coaches and builds team



# Action-Centered Leadership (ACL)



# Leaders

- Juggling balls
- Drop one ball
- Spoils whole pattern



# Action Centered Leadership (ACL)

- Leadership model
- Monitor balance between key areas
- Avoid dropping **any** balls

# ACL Model

- Simple
- Blueprint for leadership and management
- Easy to remember, apply and adapt

# ACL Model

- Good managers and leaders have full command of three main areas
- 'Three-circle' leadership model
- Right balance between three core areas of:
  1. Task
  2. Team
  3. Individual

# ACL Model

- Three parts:
  1. **Task:** Achieving team's goal
  2. **Team:** Developing and building effective team
  3. **Individual:** Helping individuals develop full potential

# ACL Model

- Represented by three interlocking circles



# ACL Model

- All circles same size
- Not divide up effort across these areas equally
- Most appropriate balance varies according to situation, and over time
- Shaded areas one element relies on one or both of others for success

# Example

- Team working well together
- Everyone has skills to accomplish final goal
- One team member isn't carrying share of load
- Lacking motivation
- Missing deadlines
- Group's morale starts suffer
- Issues with **individual** negatively affecting **task** and **team**

# Example

- Didn't articulate team's goal properly
- Everyone have great individual skills, and people work really well together
- Both **individual** and **team** needs met
- **Task** needs ignored
- Headed towards failure

# ACL Model

- Gets results
- Builds morale
- Improves quality
- Develops team working
- Mark of successful manager and leader

# ACL Model

- Relates well to demands of modern business management
- Adaptable
- Useful leadership management framework

# Responsibilities of Leaders for achieving TASK

- identify aims and vision for group, purpose, and direction
- Define activity (task)
- Identify resources, people, processes, systems and tools (including financials, communications, IT)
- Create plan to achieve task - deliverables, measures, timescales, strategy and tactics

# Responsibilities of Leaders for achieving TASK

- Establish responsibilities, objectives, accountabilities and measures, by agreement and delegation
- Set standards, quality, time and reporting parameters
- Control and maintain activities against parameters

# Responsibilities of Leaders for achieving TASK

- Monitor and maintain overall performance against plan
- Report on progress towards group's aim
- Review, re-assess, adjust plan, methods and targets as necessary

# Responsibilities of Leaders for TEAM

- Establish, agree and communicate standards of performance and behavior
- Establish style, culture, approach of the group - soft skill elements
- Monitor and maintain discipline, ethics, integrity and focus on objectives

# Responsibilities of Leaders for TEAM

- Anticipate and resolve group conflict, struggles or disagreements
- Assess and change as necessary balance and composition of group
- Develop team-working, cooperation, morale and team-spirit

# Responsibilities of Leaders for TEAM

- Develop collective maturity and capability of team - progressively increase team freedom and authority
- Encourage team towards objectives and aims - motivate team and provide collective sense of purpose
- Identify, develop and agree team- and project-leadership roles within group

# Responsibilities of Leaders for TEAM

- Enable, facilitate and ensure effective internal and external team communications
- Identify and meet team training needs
- Give feedback to team on overall progress; consult with, and seek feedback and input from team

# Responsibilities of Leaders for Individual

- Understand team members as individuals - personality, skills, strengths, needs, aims and fears
- Assist and support individuals - plans, problems, challenges, highs and lows

# Responsibilities of Leaders for Individual

- Identify and agree appropriate individual responsibilities and objectives
- Give recognition and praise to individuals - acknowledge effort and good work

# Responsibilities of Leaders for Individual

- Where appropriate reward individuals with extra responsibility, advancement and status
- Identify, develop and utilise each individual's capabilities and strengths
- Train and develop individual team members
- Develop individual freedom and authority

# ACL Model

- Leadership trainable, transferable skill
- Change perception of management to encompass leadership
- Leadership different to management
- All leaders not necessarily great managers
- Best leaders possess good management skills
- **Manager-Leader**

# Leadership

- Ability about deciding direction (road or path ahead; knowing next step and taking others with you to it)
- Managing 'manus', meaning hand
- Associated with handling system or machine
- Valuable elements of management not necessarily found in leadership, e.g. administration and managing resources

# Leadership

- Planning - seeking information, defining tasks, setting aims Initiating - briefing, task allocation, setting standards
- Controlling - maintaining standards, ensuring progress, ongoing decision-making
- Supporting - individuals' contributions, encouraging, team spirit, reconciling, morale
- Informing - clarifying tasks and plans, updating, receiving feedback and interpreting
- Evaluating - feasibility of ideas, performance, enabling self assessment

# ACL Model

- Manager-Leader
- '50:50 rule'
- 50% of motivation lies with individual and 50% comes from external factors
- 50% of team building success comes from team and 50% from leader
- Focusing on things leader must do
- Explains very clearly why some succeed and others do not



# Rethinking Leadership

- 21st century leader - blend of Western, Eastern and tribal traditions'
- Leadership learned through living and working with others
- Integrity and moral soundness

# Rethinking Leadership

- "We need the kind of leadership that can draw greatness out of people to meet problems"
- "We are looking for good leaders and leaders for good."
- "Log can lie in water for 10 years but it will never become a crocodile."



# Rethinking Leadership

- "Leadership and learning go hand in hand."
- "Leadership something you learn throughout your life."



# Personal Characteristics



# Areas

1. Self-Confidence
2. Positive Attitude and Outlook
3. Emotional Intelligence
4. Providing Compelling Vision of Future
5. Being Good Role Model
6. Managing Performance Effectively
7. Providing Support and Stimulation
8. Motivating People to Deliver Vision

# Successful Leaders

- Certain traits
- Two keys areas of personal growth and development fundamental to leadership success:
  1. Self-confidence
  2. Positive attitude

# Successful Leaders

- Self-confident people inspiring
- Believe in themselves and in what they're doing
- Positive and optimistic person make best of any situation
- Motivate people to do their best



# Self-Confidence

- Mastering skills and situations
- Knowing that you can add real value by work you do
- Aware of all of the things you've achieved

# Self-Confidence

- Understand yourself better
- Self-Awareness

# Self-Awareness

		SELF	
		Know	Don't Know
OTHERS	Know	OPEN	"Blind"
	Don't Know	"Hide"	Black Hole



# Self-Confidence

- Make most of your strengths and improve your weaknesses
- Personal **SWOT** Analysis

# SWOT Analysis

	INTERNAL	EXTERNAL
+	Strengths (S)	Opportunities (O)
-	Weaknesses (W)	Threats (T)



# Positive Attitude and Outlook

- More than presenting happy face
- Strong sense of balance
- Recognize setbacks and problems happen
- How you deal with problems makes difference

# Positive Attitude and Outlook

- Approach situations realistically
- Prepared to make changes necessary
- Negative people - fear, worry, distress, anger and failure

# Positive Attitude and Outlook

- Stress management
- Rest, Relaxation and Sleep
- Understanding thinking patterns
- Identify and eliminate negative thinking
- Learned Optimism

# Emotional Intelligence (EQ)

- “Soft skills”
- “Character”
- “Communication skills”



# Emotional Intelligence (EQ)

- Specific kind of human talent
- Ability to **recognize** feelings – own and those of others – and **manage** those emotions to create strong relationships
- Empathy
- Communicating effectively
- Empathic Listening

# Providing Compelling Vision of Future

- Create robust and compelling vision
- Present vision that inspires people

# Providing Compelling Vision of Future

- Strategic Analysis
- Explore challenges faced
- Identify options available
- Prioritization skills

# Providing Compelling Vision of Future

- Compelling and interesting story
- Powers of Persuasion
- Open closed minds

# Good Role Model

- Good leaders lead by **example**
- *Do what they say*
- *Say what they do*
- Trustworthy
- Show integrity

# Good Role Model

- Involved in daily work where needed
- Stay in touch with what's happening
- Great leaders don't sit in offices and give orders
- Demonstrate actions and values they expect from team

# Good Role Model

- Leading from front by developing expert power
- Can't rely on position alone
- Keeping current
- Staying relevant

# Managing Performance Effectively

- Setting expectations clearly and concisely
- Re-Engaging Team Members
- Team understand why the rules are there
- Involve them in rule-making process
- Expectations align with resources and support available
- Apply rules fairly and consistently

# Providing Support and Stimulation

- People need challenges and interesting work
- Need to develop their skills
- Feel supported in their efforts to do a good job

# Providing Support and Stimulation

- Task Allocation
- Match people with jobs and responsibilities
- Help team members to shine
- Emotional support
- Managerial Grid - right balance between concern for people, and productivity

# Motivating People to Deliver Vision

- Convince others to accept objectives set
- Emphasize teamwork
- Management by Objectives (MBO)
- Key Performance Indicators (KPIs)

# Key Points

- Focus on developing your leadership skills
- Effective leaders add value by being present
- Inspirational and motivating
- Know right things to say to people
- Convince people to support cause

# Key Points

- When you have talented and effective leaders in your organization
- You're on your way to success

# Key Points

- Develop these leadership skills in yourself and in your team members
- See performance and productivity of entire team improve