



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.”*

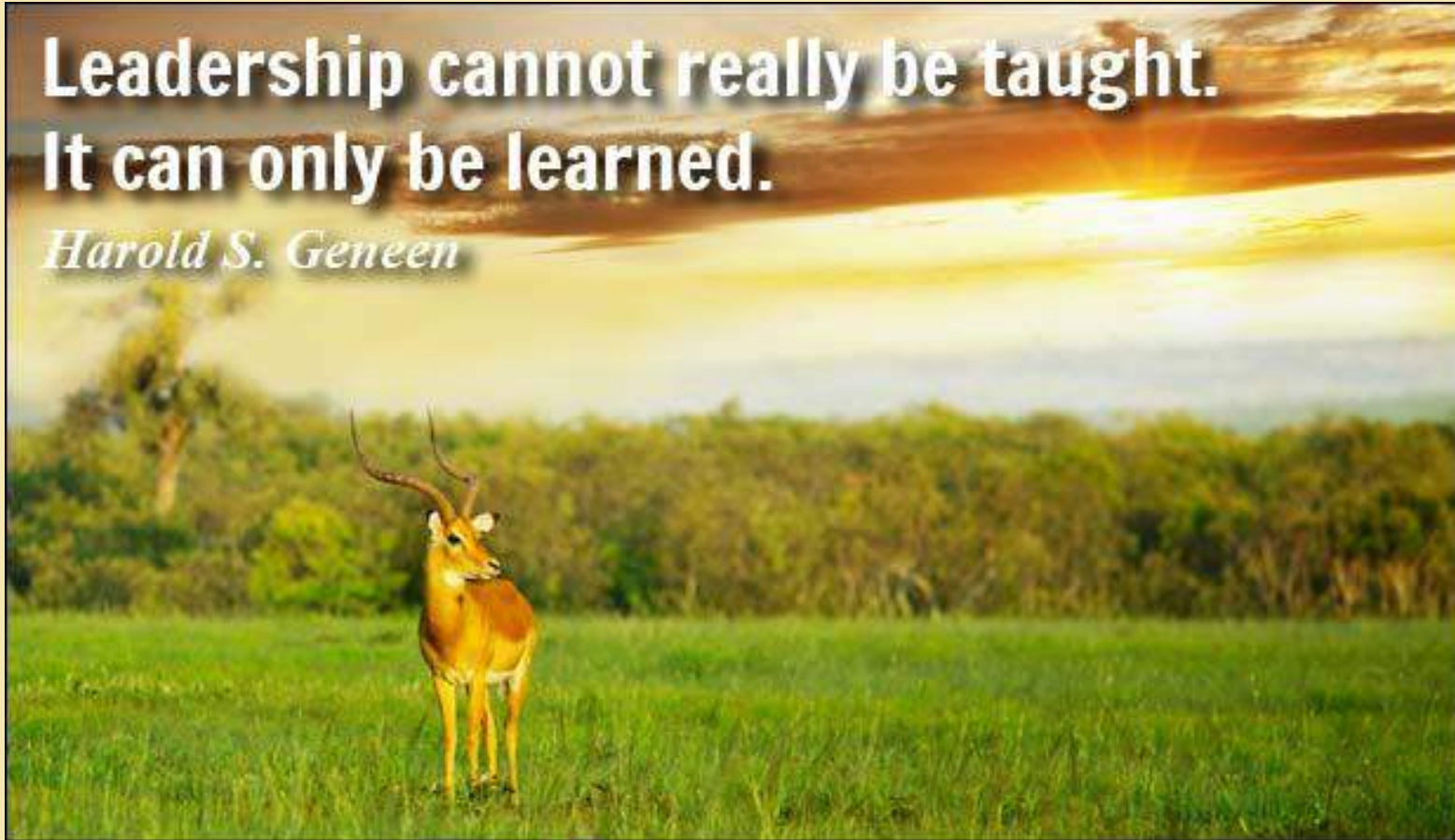
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Leadership


**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

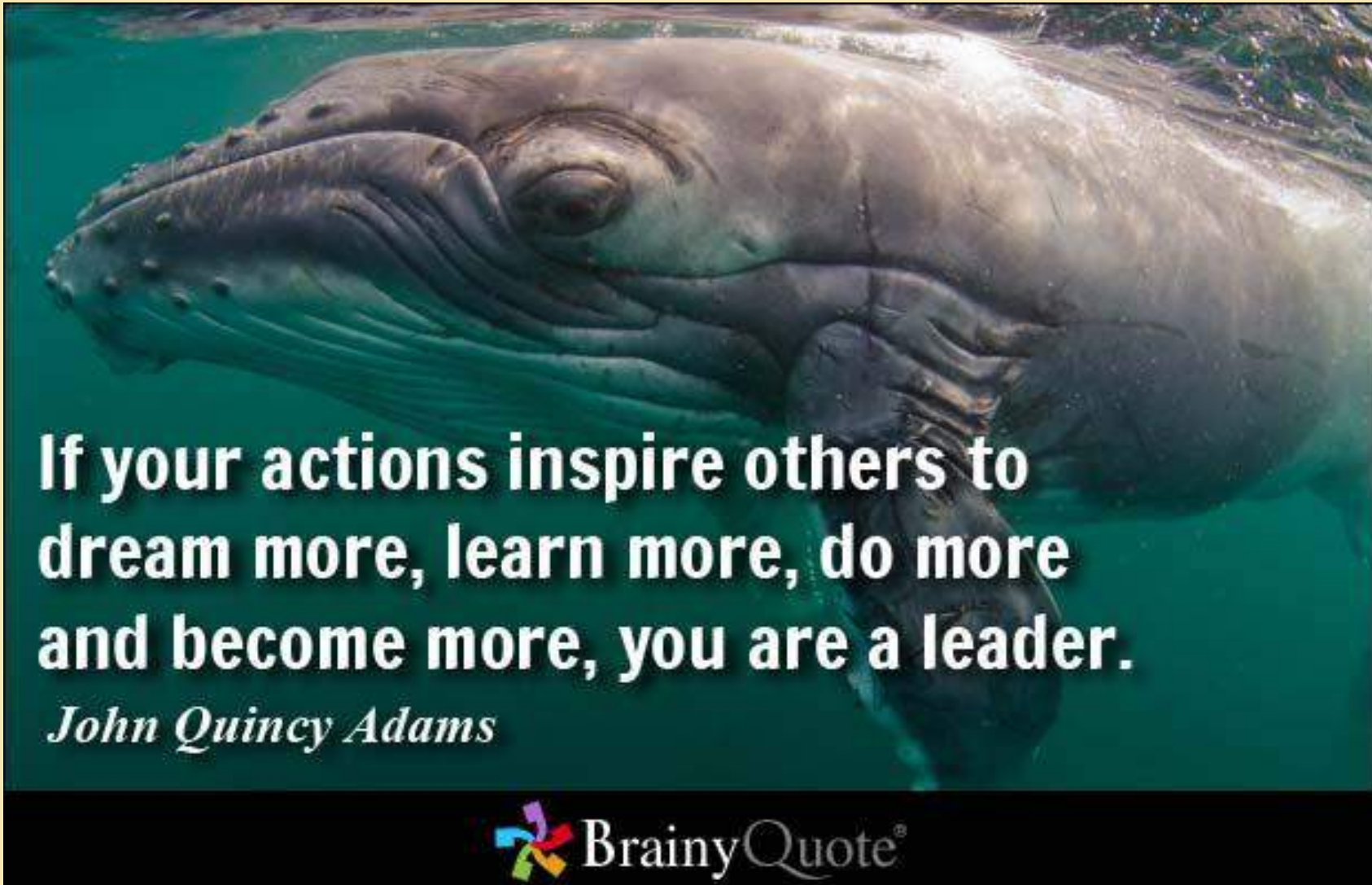
- 
- Effective leadership is putting first things first
 - Effective management is discipline, carrying it out

- 
- 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

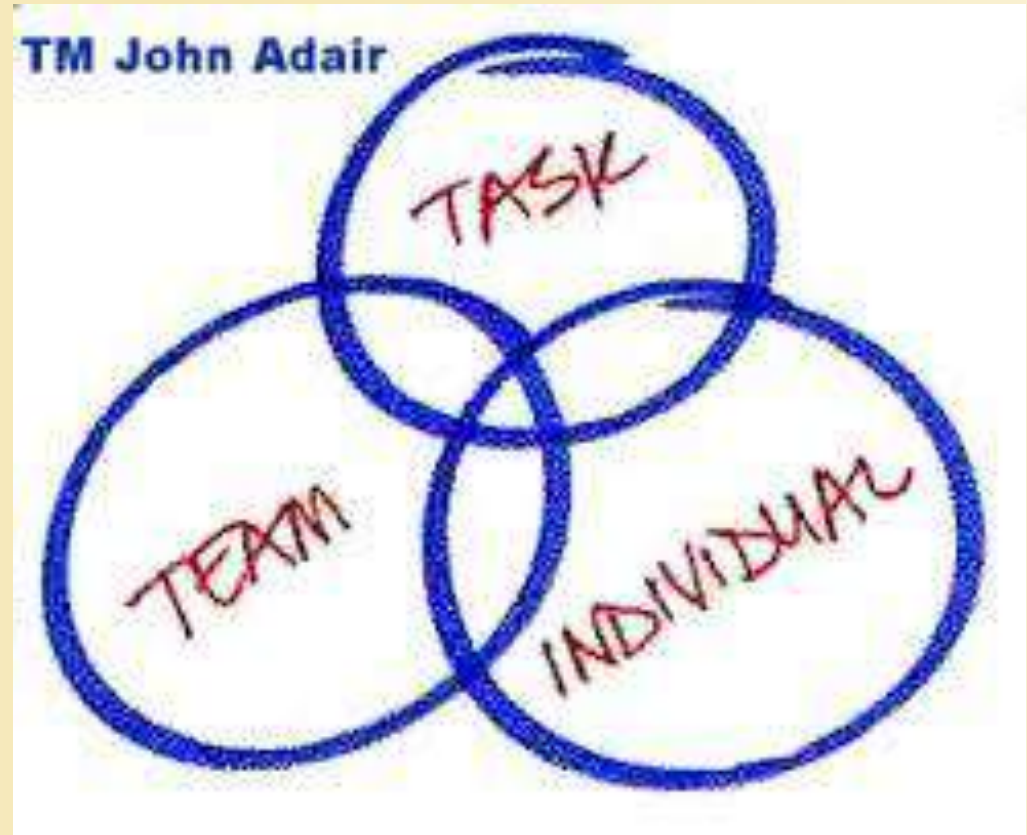
- Mapping out where you need to go to "win"
- Dynamic, exciting, and inspiring
- Management skills - guide people to right destination

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