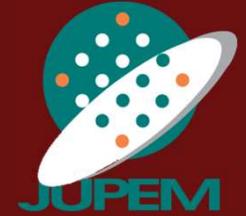




EQTD CONSULTING
unlocking human potential



EFFECTIVE LEADERSHIP SKILLS

Shankar R. Santhiram

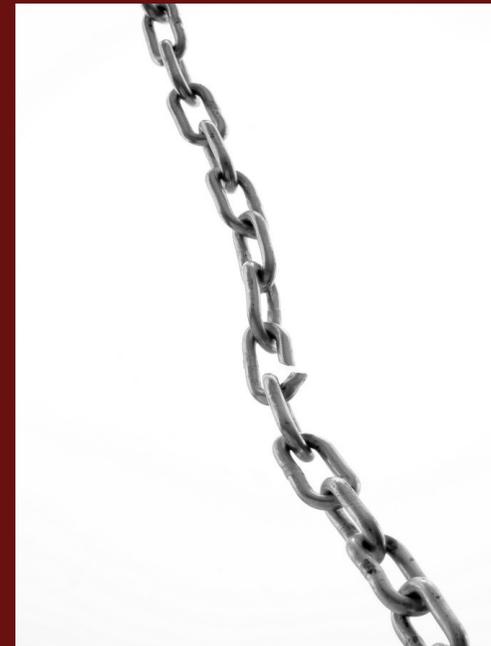
Managing Consultant & Executive Leadership Coach

EQTD Consulting Malaysia

INTRODUCTION

An organization's strength hinges on the leadership capacity of its managers.

Without a complete understanding on how to be a good leader and an awareness of how a manager can harness leadership qualities in themselves, organizational growth will at best be mediocre.





INTRODUCTION

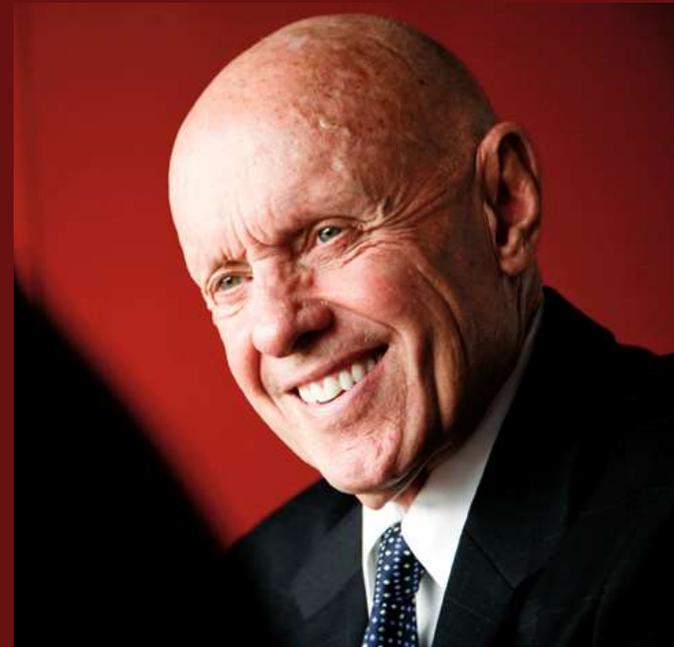
The 3 areas covered today are:

1. Understanding your WHY
2. Personal Leadership Defined
3. Functions & Qualities of a Leader

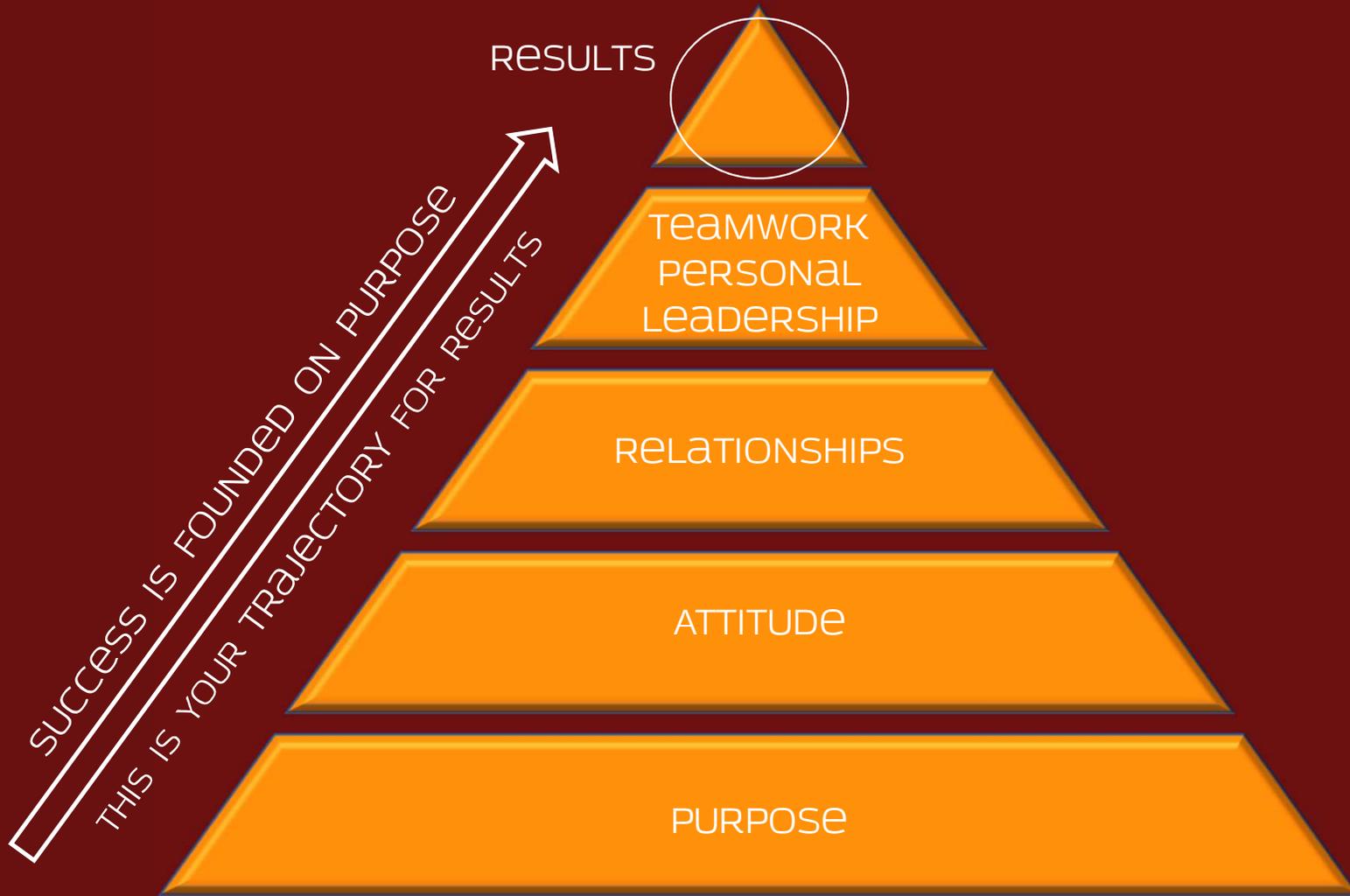
INTRODUCTION

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

- Dr Stephen R Covey –
Author 7 Habits of Highly Effective People



SUCCESS CONSCIOUSNESS MODEL



PERSONAL LEADERSHIP DEFINED

WHAT IS YOUR ROLE?

Your prime responsibility is to effectively lead a team.

A well-managed team has proven to be more productive and innovative in its approach to all business issues.

Your role in



WHAT IS YOUR ROLE?

A team is a group of people with different skills who come together either for a short period or long term, to effectively work on assigned assignments, or perform daily operational tasks.

And the best managed teams have one thing in common:

THE RIGHT LEADERSHIP

Teams in



BEING PROACTIVE MEANS

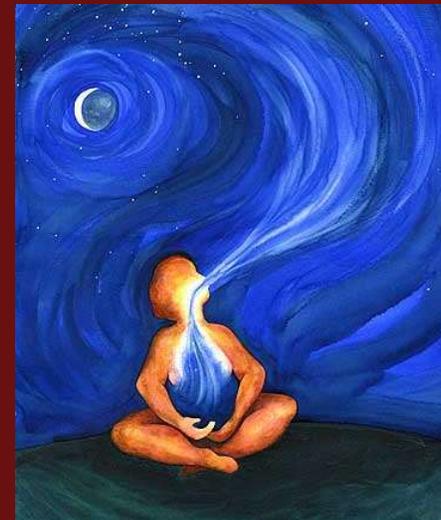
Being proactive means MORE than taking initiative – It means that as human beings, we are responsible for our own lives. Our behavior is a function of our DECISIONS & not our conditions.



PHILOSOPHY ON LEADERSHIP

5 Core Philosophies for Effective Leadership

- Adherence to Truth (Righteousness)
- Control of Emotions (Self-Control)
- Equanimity (Level-Headedness)
 - Forbearance (Patience)
 - Compassion (Empathy)



PHILOSOPHY ON LEADERSHIP

A LEADER MUST POSSESS 3 TYPES OF KNOWLEDGE

- Self Knowledge
- Knowledge relating to their field of work
- Knowledge of the social environment



ESSENTIAL FEATURES OF LEADERSHIP

- a. Culture of enduring excellence
- b. 90% depends on character.
- c. 10% knowledge.

MANAGEMENT VS LEADERSHIP

Management	Leadership
Managing	Leading
Focus how best to accomplish	What needs to be accomplished
Doing things right	Doing the right things
Can be a good manager without being a leader	BUT one cannot be a good leader without being a good manager

LEADERSHIP DEFINED

“Capacity to frame *plans that will succeed* and the faculty to *persuade others to carry them out* in the face of all difficulties –even death.”

-Lord Moran (Charles McMoran Wilson)

-Sir Winston Churchill's private physician and
Author of Churchill at War 1940-1945: The Memoir's of Churchill's Doctor



LEADERSHIP DEFINED

KNOWING what to do & GETTING THINGS DONE

Capability & EFFECTIVENESS

Knowledge helps us in deciding what to do but
strength of **character** helps us in getting things
done.

LEADERSHIP DEFINED

“Who can be a good leader”?

*One who's **THOUGHT, WORD & DEED**
are in harmony.*

“What does Leadership process involve”?

TO BE

TO DO

TO SEE

TO TELL



LEADERSHIP DEFINED

TO BE:

The source of leadership - the beginning and the end!

The end of leadership is the aggregate of a person's values, qualities, and their knowledge.

The potential of a leader is proportionate to strength of their TO BE quality

LEADERSHIP DEFINED

TO DO:

The style of leadership e.g. Gandhi, Abraham Lincoln, Churchill

It is to lead by example, to practice what we preach.

Style is a reflection of a leader's
TO BE quality
that is worth copying.

LEADERSHIP DEFINED

TO SEE:

The tools and techniques of leadership as the leader must be in complete touch with the realities of the environment. A leader must:

- + Understand the problem or the task,
- + Evaluate the options, and
- + Make a sound decision, and
- + Evolve a realistic plan of action

LEADERSHIP DEFINED

TO TELL:

Conveying to others what the leader wants them to do:

Telling is effective if instructions are understood.

Possible when communication is through heart and depends on the strengths of TO BE and TO DO.

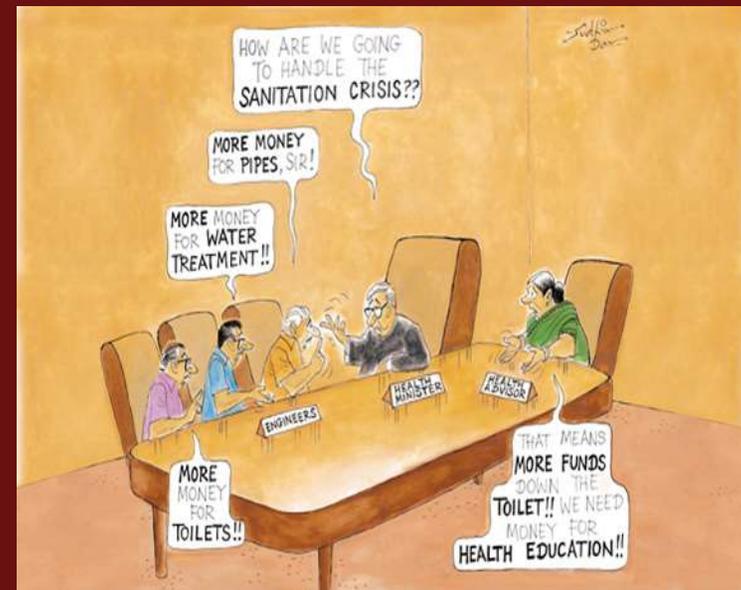
Character communicates more effectively than words or deeds.

FUNCTIONS & QUALITIES OF a LEADER

FUNCTIONS & QUALITIES OF a LEADER

Functions for task needs

- Defining
- Planning
- Allocating
- Controlling



FUNCTIONS & QUALITIES OF a LEADER

Functions of Group needs



- Setting standards
- Discipline,
- Team spirit
- Encouraging motivating giving a sense of purpose
- Delegating
- Communication within the group
- Training

FUNCTIONS & QUALITIES OF a LEADER

Functions of Individual needs

- Attending top personal problems
- Praising
- Knowing the individual personally
- Recognising & using individual talents



FUNCTIONS & QUALITIES OF a LEADER

A Leader must remember that for them to function properly, they need to:

- Be crystal clear about the task that has to be achieved
- Plan to achieve results by using available resources and people
- Control by monitoring the work, modifying if necessary
- Support by encouragement, recognition and training people
- Evaluate so that performance can be improved.

QUALITIES OF A LEADER

Outstanding Leaders – 2 qualities:

- Good Character
- Good Value System

CHARACTER

It is the inner quality of a person. Character what defines a person. A compassionate; strong; loving; soft; etc... character. What is the characteristic of the personality of a good leader?

VALUE SYSTEM

What habits does a leader have? What are the various things he/she does constantly that defines their personality? A set of habits become a condition in a person and through time this conditioning leads to a value system.

WHO CAN BE A LEADER?

CHARACTER

90% of leadership depends on character.

Stamford Research Institute in the US did research some years ago on why Japanese companies were performing far better than US companies.

12% of 'effective management' (which is management terminology for leadership) is knowledge & 88% is dealing appropriately with people

WHAT IS CHARACTER?

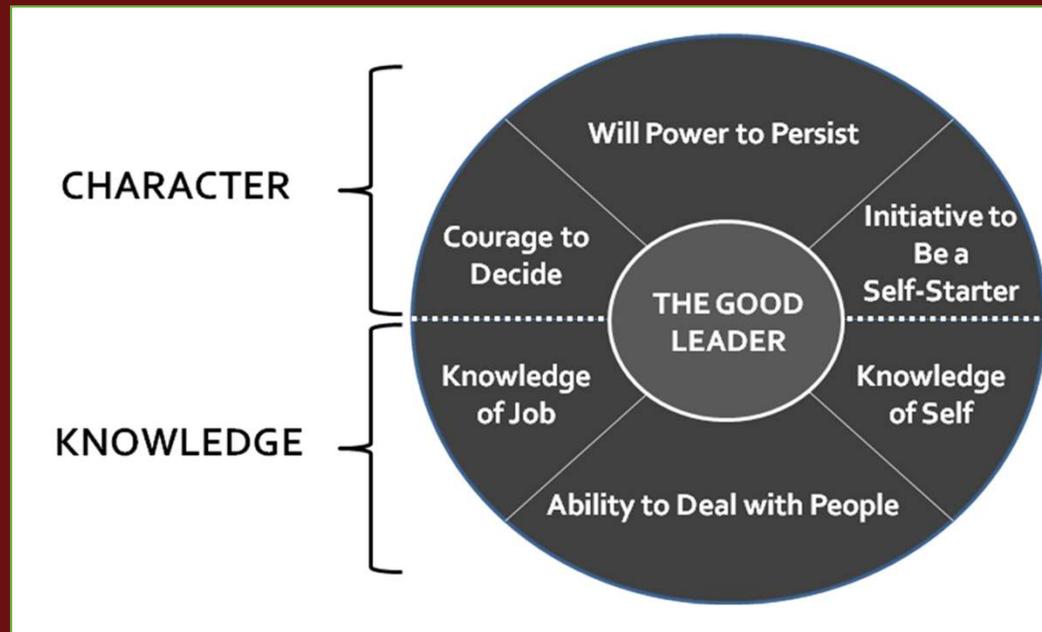
“Character stands for self-discipline, loyalty, readiness to accept responsibility and willingness to admit mistakes. It stands for selflessness, modesty, humility & willingness to sacrifice.”



General Matthew B Ridgway

THE INNER STRUCTURE OF GOOD LEADERS

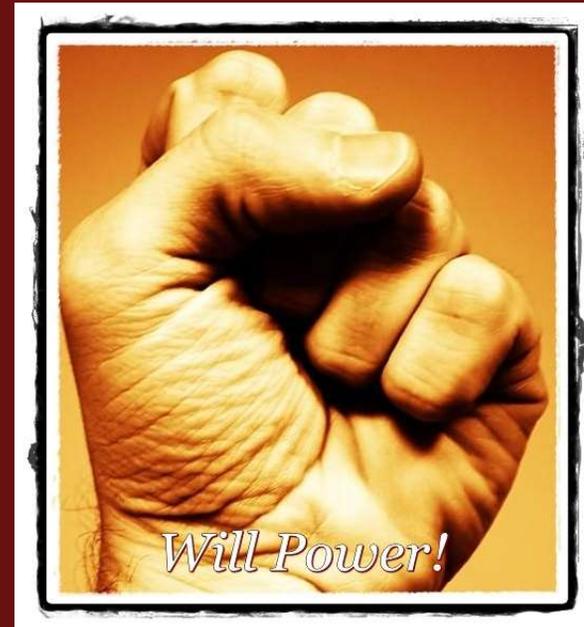
What makes a leader with “character”



CHARACTER COMES WITH SELF DISCIPLINE

The three core areas of self discipline an individual must work on:

Courage
Will Power
Initiative



THE TO BE QUALITY OF COURAGE

Courage is the most admired human virtue in all societies.

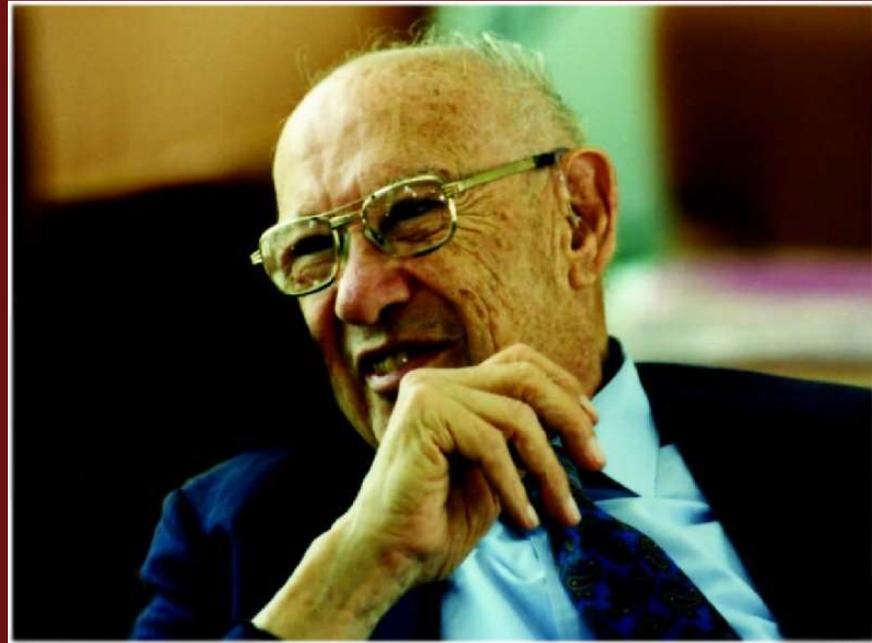
- The most important act of courage for a leader is to make DECISIONS
- One who is courageous will NEVER LIE
- Being courageous means demanding high standards of performance
- It means being able to admit mistakes and learn from them
- It takes courage to say “no” to an act which is unethical
- The self-discipline to survive disappointment
- The ability to not accept discouragement due to failure

THE TO BE QUALITY OF COURAGE

“Courage dictates the truly important rules for identifying priorities. Pick the future against the past; focus on opportunities rather than problems; chose your own direction, and aim high.”

Peter Drucker

Author & Management Consultant
Coined the term “Knowledge Worker”



THE TO BE QUALITY OF WILL POWER

Will Power to persist is a quality present in all outstanding leaders.

The implementation of anything in life will see many difficulties arise.

Some failures are due to natural causes, some due to insufficient resources, and some due to human error. A good leader has the self-discipline to focus his/her will power (you can call it determination, perseverance or tenacity) to continue to work towards the set goals.



*"NEVER
NEVER
NEVER
NEVER
GIVE UP"*

-Winston Churchill-

THE TO BE QUALITY OF WILL POWER

Nothing in the world can take the place of Persistence.

Talent Will Not:

Nothing is more common than unsuccessful men with great talent;

Genius Will Not:

Unrewarded genius is almost a proverb;

Education Will Not:

The world is full of educated derelicts;

PERSISTENCE, DETERMINATION ALONE ARE OMNIPOTENT.

THE TO BE QUALITY OF INITIATIVE

An effective leader is always two steps ahead of events.

An effective leader looks out for opportunities
He or she is a 'self-starter' and that makes them dynamic
"No one told me"; "I did not know"... These words don't exist for effective
leaders;

The effective leader wakes up each day and asks this question:

"What can I, this day, do to contribute to my individual growth and to the
excellence of my organization?"

THE TO BE QUALITY OF THE JOB & SELF

KNOWLEDGE of the Job



Knowledge of the field of work gives strength. A leader develops best if the work is in keeping with his aptitude and liking. He must be prepared to widen his knowledge and technical competence. A leader should cultivate learning from the knowledge and experience of others. An inquisitive and open mind and acceptance of criticism are essential

THE TO BE QUALITY OF THE JOB & SELF

KNOWLEDGE of SELF



He must understand his own Character
Self-knowledge is, understanding others, for interpersonal relationship.

3 areas of interpersonal behaviour

- ✓ Want to be social and expect others to be social
- ✓ Want to control and expect others to control us
- ✓ Want to love and expect others to love us

THANK YOU

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Shankar@eqtd.com