

**VITAL
TO
LEADERSHIP AND
CHANGE MANAGEMENT**

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General Objective

The aim of this training is to help employees of Amigonian School leaders to **get acquainted with basic leadership and change management competencies.**

SESSION-1: **The Essence of Leadership**

+ What is leadership?

+ Influence

+ Power and authority

+ Leadership vs Management

The Essence of Leadership

Reflection

Is leadership:

Knowing

Going or

Showing the way?

What is leadership?

Leadership is **knowing the way.**

■ a leader should know **the self**, **what** to do, **why** to do, **how** to do, **when** to do and **how much resources** are required to accomplish a **certain issue**



Is knowledge enough?

Leadership is **going the way.**

■ a leader should **practice/apply/put** into
action the issue at hand/problem/and
confirm the **WAY is safe**

**“To change no one can
carry you. Go on the
path yourself”**

Know

Go



We work on ourselves

We know the ups and downs

We choose

We GET the courage to show

Leadership is showing the way.

■ a leader should show others the way she/he passed.

■ And direct them to behave/act/ in similar way.

Knowing →

Going →

Showing

"Leadership

is

yours

to win!"

**YOU MUST MANAGE
YOURSELF
BEFORE YOU CAN
★ LEAD ★
SOMEONE ELSE.**

-ZIG ZIGLAR

ZIGLAR.COM

We don't have to **externalize leadership**.

It starts from home. (employees, friends, husband, wife, children or to the society).

We are all leaders despite the position we have.

**Do you think a leader is
the one always found in
front?????**

What is leadership contd.....

**<<IF YOU LOOK IN FOR
LEADERSHIP, YOU DON'T
ALWAYS HAVE TO LOOK
UP-FRONT TO FIND IT!>>**

TD JAKE

Reflection

**Why is it difficult
to influence?**



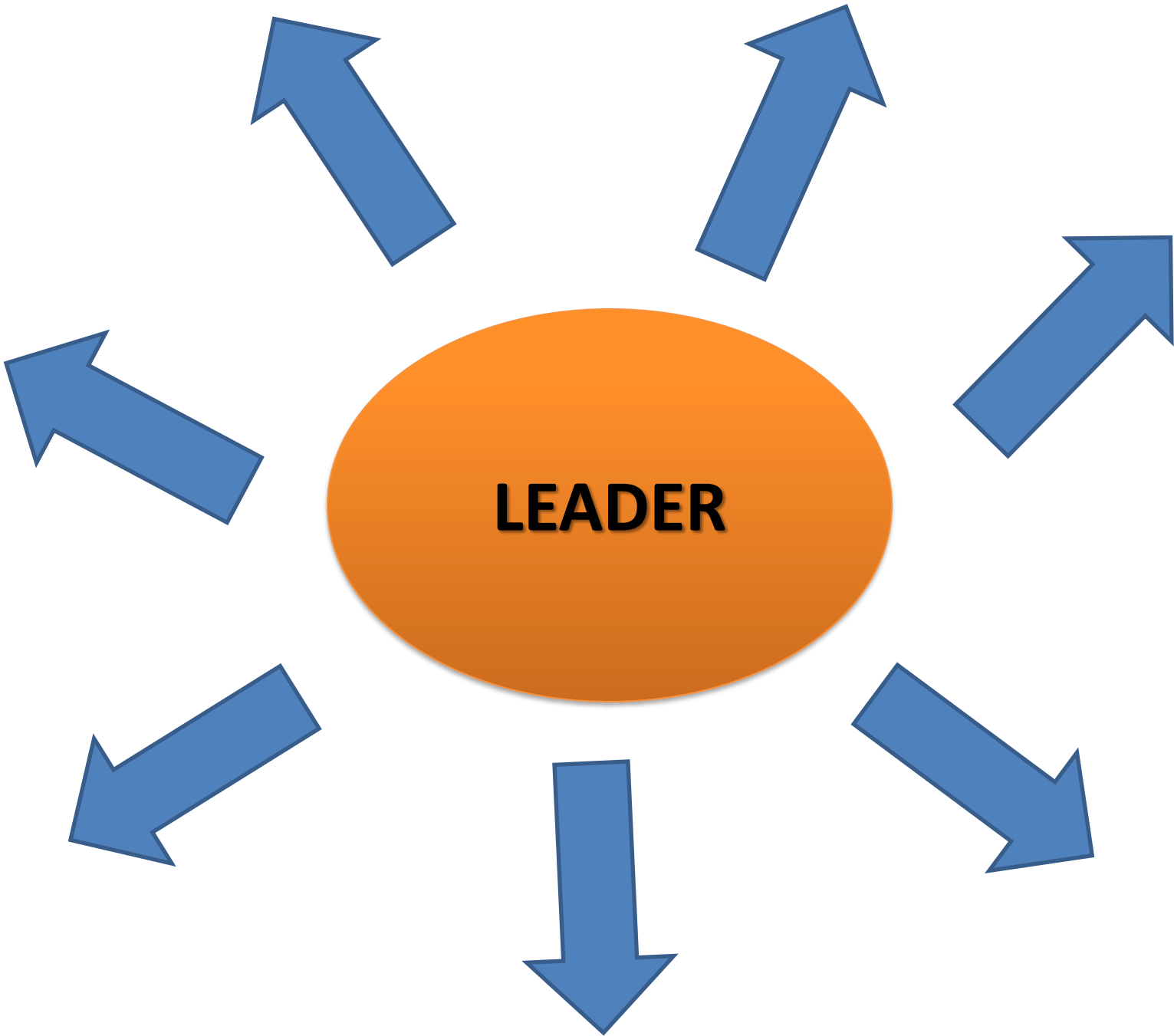
WE CAN'T GET ACCEPTANCE EASILY

because human nature is so complex.

Different thoughts (mind)

Different choice (intellect)

Different record (memory)





**A LEADER
THAT
INFLUENCES**

To influence, a leader uses **strategies or tactics.**

An important reason for choosing a specific influence tactic may depend on what the leader wishes to accomplish.

E.g. Issue of performance, get along with others

Types of Influence Tactics

There are **hard** and **soft** tactics to influence others.

Hard tactics give **less freedom** to the followers than soft tactics. They are **forceful** and **push** subordinates to comply.

Soft tactics, on the other hand, give more freedom.

Hard Tactics

Pressure

Exchange

Repetition

Soft Tactics

Ingratiating (good mood)

Inspirational Appeal (motivation)

Consultation (participation)

Hard Tactics

Pressure

- Behavior includes demands, threats or intimidation to convince others to comply with a request or to support a proposal. COERCIVE

Exchange

- Behavior makes explicit or implicit a promise. REWARD

Repetition

- Repeatedly making requests and setting timelines

Soft Tactics

Ingratiating

- Behavior seeks to get others in a good mood or to think favorably of them before asking them to do something.

E.g. Expressing admiration

Inspirational appeal (Rational Persuasion)

- Motivate them and increase their confidence they can succeed. Try to address what employees value most at work place.

Consultation

- Behavior seeks others' participation in making a decision or planning how to implement a proposed policy, strategy or change.

Group-Exercise (15 min)

As a Leader or in your home how will you influence your followers/kids/house maids to:

- Support your ideas
- Accept and carry out new assignments
- Discontinue inappropriate behavior at work

List the tactics you used or may use and present it to the audience

Reflection

When do you think you should use hard tactics?

When do you think you should use soft tactics?

TACTICS	LEVEL OF EFFECTIVENESS
Pressure (coercive)	
Exchange (reward)	
Repetition	
Ingratiating	
Inspirational appeal	
Consultation	

TACTICS	LEVEL OF EFFECTIVENESS
Pressure (coercive)	LOW
Exchange (reward)	MODERATE
Repetition	LOW
Ingratiating	MODERATE
Inspirational appeal	HIGH
Consultation	HIGH

Leadership

Power

Authority

Reflection

*What is the difference between **power** and **authority**?*

Can leadership exist with out power?

Can leadership exist without authority?

What is Leadership continued.....

POWER

the potential to influence

AUTHORITY

the legal right

Original Qualities of self

1. Peace

2. Purity

3. Power

4. Knowledge

5. Happiness

6. Love

When leadership is based solely on power:

Cant make any decision directly

**No actual accountability to the
decision maker**

**unnecessary pressure on the one who
we claim is the decision maker**

When leadership is based solely on authority:

it's a lion with no teeth

its ruled by the one in the background

No actual accountability to the one who is with "power"

Leadership and Management

Group Discussion (15 min)

Discuss on each descriptions (characteristics) and categorize them on Management or Leadership.

There are different assumptions whether these two concepts are the same or different.

Some say:

- They have similarity
- They are different

Leadership vs Management.....

Leadership and management are two notions that are often used interchangeably.

However, these words actually describe two different concepts.

Leadership

Management

Set and communicate vision	Translate the vision into action
Focus on people (display high emotion)	Focus on tasks/ systems (display low emotion)+ people focus
Do the right thing even if they question the existing system	Do things right in the existing system
Empower	Control+ empowerment
Intrinsic rewards	Extrinsic rewards+ intrinsic
What and why	How and when + can also ask
Proactive	Reactive + proactive
Take blame as a team	Blame others+ share blame
Promote change	Maintain the status quo+ change



**How do you divide these
between 6 people equally?**

Leadership vs Management.....

On the other hand, other scholars and researchers suggest both concepts are practiced simultaneously in one setting.

Lunenburg

Sam Houston State University

**Article on L/ship vs Mgt: A Key distinction –
at least in Theory**

Conclusion

When we work (either strategically or execution of the strategies) *its better if we manifest* LEADERSHIP QUALITIES (we need to transform from managerial to leadership qualities).

Leadership

Competencies



SESSION-2: Leadership Competencies

 Emotional Intelligence

 Effective Team work

 Assertiveness



Time Management



Conflict management



Problem Solving and Decision making

Leadership competencies are the

- ✦ skills,
- ✦ knowledge,
- ✦ attitude and
- ✦ **behavior** needed by leaders.



EMOTIONAL
INTELLIGENCE

EI is ability to understand oneself, value oneself, stay calm and understand other people.

It helps to interact with ourselves and others easily and smoothly.

It is a base for cooperation.

Controlling emotions requires a deep understanding of oneself.

Since it requires *in-sward* looking perspective, Its the most **difficult** of all competencies.

If you know it,
you can manage
it!!!

Elements of EI:

- Self awareness
- Self esteem
- Self confidence
- Managing stress
- Social awareness

Self-Awareness

1. Who am I?
2. Do I know myself as much as I know others?
3. Am I the kind of person who live for myself or for others?
4. Is my public and private personality too different?

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What matters most is how
you see yourself





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ኣይነቱ
ሃሳቦቹ
ኣሉ?

Thought-evaluation

አስተሳሰብሽን/ህ ቀይረ/ር
ከዛም ዓለምን መቀየር
ቶቶያለሽ/ላላህ

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ው

ምን ማለት

ናቸው?

በየትኛው

ሃሳብ ላይ

1. አስፈላጊ ሃሳብ
(Necessary)

2. መልካም ሃሳብ
(Positive)

3. መቀጭ ሃሳብ
(Negative)

4. አላስፈላጊ ሃሳብ
(Waste)

Why do we think negative and
waste matters?

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What should we do to change
our thoughts?

1. Have private time

2. Use reminders

3. Seek new information

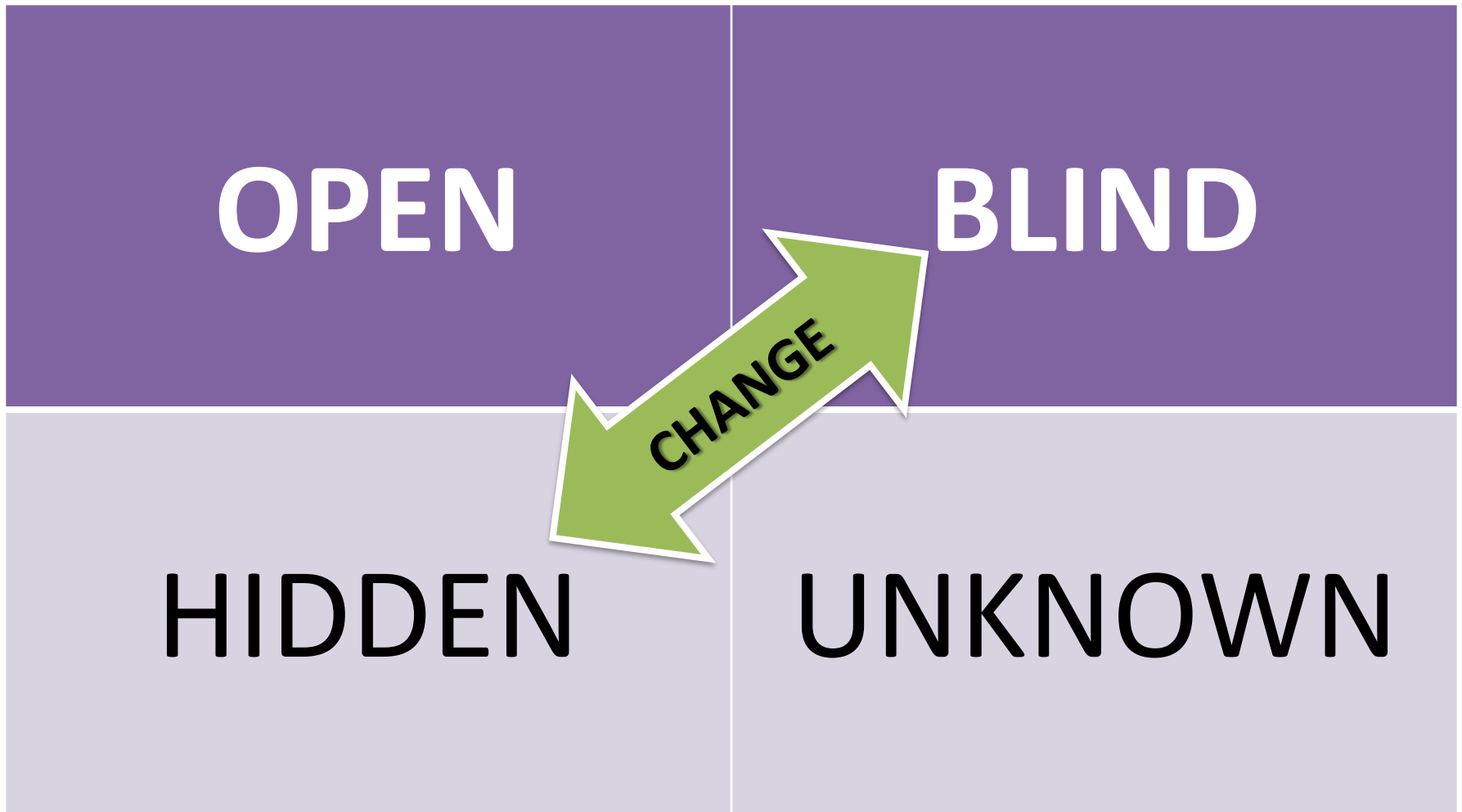
**Self-evaluation on identifying
strengths
and
improvement areas**

What should we do to identify strengths and improvement areas?

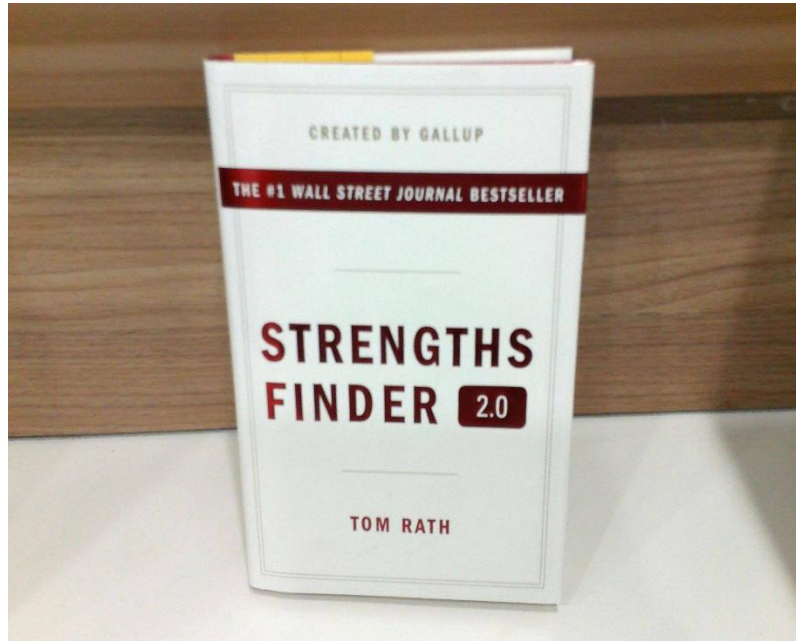
① Have a personal time

① Keep a Journal of your feelings

① **To understand the personality window**



① Appreciate your qualities/strengths



① Read self awareness books and watch videos

ለውጥ ለመለወጥ
ከማሰብ ይጀምራል



“ዛሬ
ካልሆነ.....መቼ”



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ነውና
አስቀድመን
እራሳችንን እናንብብ

“ይህ ትውልድ መጥፎ ነው ያ
ትውልድ ጥሩ ነው ማለት
አንቸልም። የትኛውም
ትውልድ የራሱ ጥሩና መጥፎ
መገለጫዎች ይኖሩታል።
እያንዳንዳችን ጥሩ ስንሆን
ትውልዱ ጥሩ ይሆናል”

If we think, say and do positively
in our private life



We bring this to our friends,
family and work

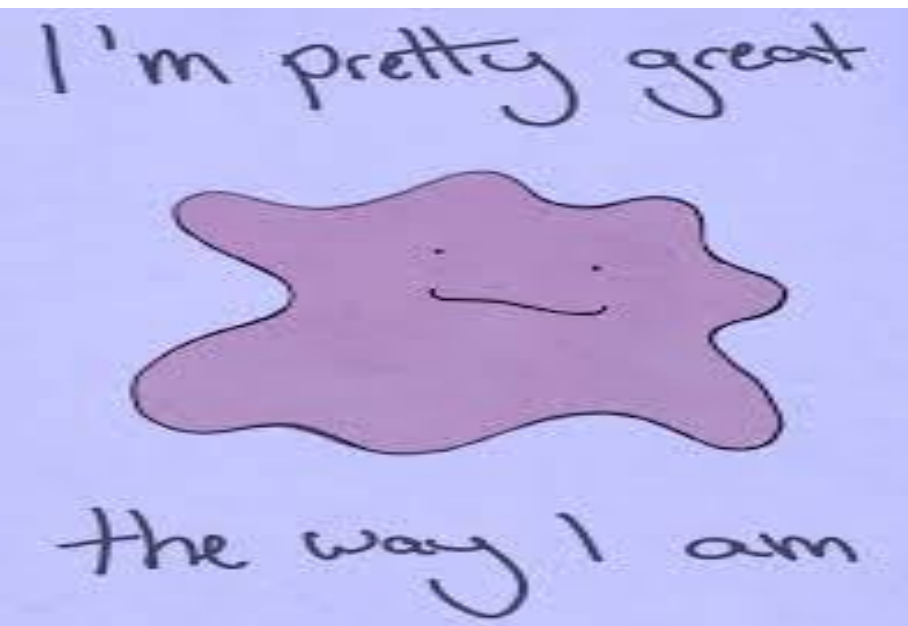


We can influence softly



We can achieve our goal easily
and happily

Self-esteem



Self-esteem refers to *the way we feel* about ourselves.

SE is made up of all *the experiences* and *interpersonal relationships* you've had in your life.

Reflection

1. What is the difference between “self love” and being “greedy”?
2. What is the difference between “low self esteem” “balanced self esteem” and “unjustified self-esteem”?
3. What is the relationship between thoughts and self-esteem?

SELF ESTEEM	EGO
Self worth	
Reasonable expectation from self	
Not comparing what I have with others	
Celebrate our success and others	
They don't think they are superior of others.	
They just know they are worthy	
They do (achieve) things because its their responsibility	
I will be in office on time	

SELF ESTEEM	EGO
Self worth	My self-worth is better than others
Reasonable expectation from self	Unwanted expectation from self
Not comparing what I have with others	Comparing one self
Celebrate our success and others	Celebrate ours but angry/jealous of others success
They don't think they are superior of others.	They think they are superior of others
They just know they are worthy	Too much pride, brag
They do (achieve) things because its their responsibility	They do (achieve) things to get "appreciation" of others
I will be in office on time	I will be in office very early than anybody else

Not
smart
enough

Not good
enough

Not
talented
enough

Not pretty
enough



"I'm going to fail if I try to make it as a writer"



Reflection

**What can be the
source/sources of lower
self-esteem?**

Do not tolerate
disrespect, not
even from yourself.



**FIFTH
PLACE**

How can we
develop our
self-esteem?

 **Have personal time**

 **Check your thoughts**

 **Identify your strengths and
improvement areas**

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ዝርክርክ ነኝ

መልክ/ሰውነቴ/
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አልስቅም

Reward Yourself
you deserve



it





I am not ashamed

I am loving

I am strong

I can do better

I am awesome



Self-confidence

While SE is our overall perception or feeling to ourselves; SC is the certainty /a feeling of trust/ we have on our ability.

SA

SE

SC



I  me
love

I  me
listen to

I  me
respect

HEAL YOUR PAIN

BY

GIVING

YOURSELF

LOVE &

RESPECT

Social Awareness

A. Seek help

B. Empathy

c. In-service heart

When do you ask for help?



Seek help

Know yourself

Identify your strength (take from others to capitalize)

Identify your improvement areas (take from others to improve)

Empathy



Understanding the other person's emotions, needs and concerns.



In-service Heart

the **ability** **to**
understand and meet
the needs of clients and
customers.

Reflection

**How should you improve
your social awareness?**

Know your emotions:

You can't understand what other people are feeling until you learn and label your own emotions.

And emotion is the product of our thought.

Be active listener:

Put down your phone or other distractions and point your body in the direction of the speaker. Make eye contact with the person.

LISTEN

AND

SILENT

The word
LISTEN
contains
the same letters
as the word
SILENT.

— Alfred Brendel

Be a reflective listener:

Paraphrasing using your own words to describe what you just heard the other person say. This often helps both of you gain greater understanding

*Think before you
speak*

OVER 15 MILLION SOLD

THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

Powerful Lessons
in Personal Change

With a New
Foreword and
Afterword
by the Author

"A wonderful book that could change your life."
—Tom Peters, bestselling author of *In Search of Excellence*

Stephen R. Covey

Habit 5:

**Seek First to
Understand, Then
to Be Understood**

Stress Management



Exercise: Reflect on a stressful situation

Tell a brief description of a recent situation that caused you stress.

Summarize your mental, emotional and physical states at the time.



Group Exercise

What are **HEALTHY** &
UNHEALTHY coping
mechanisms towards stress?

Healthy ways

■ ***Recognize the stressor***

Is it people,

situation,

place,

office layout or

■ ***Avoid/alter the stressor***

Block your contact/ tell them to change

Avoid your exposure to the situation/place

Shorten your exposure to the situation/places

■ ***Change your reaction (adapt/accept)***

■ ***Try relaxation techniques***

Laughter

slow breathing

good rest

exercise

Sauna and massage

Change your diet

Increase your intake of foods with vitamin B and C

VB- *it helps to fasten the exchange of information in our mind which in turn will overcome our fatigue*

E.g. yogurt, cheese, egg, fish, banana, potato....

VC- *It helps to recover from physical pain.
E.g. cough, surgery, air pollution*

■ ***Have someone to talk to***

■ ***Seek professional consultation***

■ ***Equip yourself with knowledge and skill (time management, life skill, communication skill, etc..)***

Stress= **Pressure** / **Resilience**

Unhealthy ways

- *Denial*
- *Drinking, Smoking, Taking drugs*
- *Emotional eating*
- *Breaking things*
- *Loneliness*
- *Being aggressive*

By *having necessary and positive thought*, *SA*, *developing balanced SE*, by *being socially aware* and **managing stress through healthy ways** we can:-

- Have great interaction with ourselves
- Be positive
- Handle challenges calmly

- Have great inter-personal relationship
(appreciate diversity)
- Be creative and help others to be creative
- Be trustworthy and respected for our
personality and action

➤ We can influence (can create power)

➤ Lead a successful team

What is Transformational Leadership?

“is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents”.

Transformational Style	Leader Behavior
1. Idealized Behaviors: living one's ideals	Talk about their most important values and beliefs
2. Inspirational Motivation: inspiring others	optimistic enthusiastic visionary, confident and, assertive
3. Intellectual Stimulation: stimulating others	<ul style="list-style-type: none"> ✓ Re-examine critical assumptions ✓ Seek differing perspectives when solving problems ✓ Get others to look at problems from many different angles ✓ Suggest new ways of looking at how to complete assignments
4. Individualized Consideration: coaching and Development	<ul style="list-style-type: none"> ✓ teaching and coaching ✓ Treat others as individuals ✓ Consider individuals as having different needs,

Group Discussion

Discuss the difference between transformational and transactional leadership.

Leadership Continuum

- **Telling : Announcing decision**
- **Selling : Creating understanding**
- **Testing: coming up with an idea & checking it**
- **Consulting: inviting the team to solve the problem**
- **Joining: Getting closer and giving more authority to the team**
- **Delegating: team is more influential**
- **Abdicating: Maximum autonomy for the team**

The Seven Levels of Leadership Consciousness

Level of Consciousness	Characteristics
Service	Wisdom/Visionary: Service to society, humanity and the planet. Focus on ethics, social responsibility, sustainability, and future generations. Displays wisdom, compassion and humility.
Making a Difference	Mentor/Partner: Strategic alliances and partnerships, servant leadership. Focus on employee fulfillment, and mentoring and coaching. Displays empathy, and utilizes intuition in decision-making.
Internal Cohesion	Integrator/Inspirer: Strong cohesive culture, and a capacity for collective action. Focus on vision, mission and values. Displays authenticity, integrity, passion, and creativity.
Transformation	Facilitator/Influencer: Empowerment, adaptability, and continuous learning. Focus on personal growth, teamwork and innovation. Displays courage, responsibility, initiative, and accountability.
Self-esteem	Manager/Organizer: High performance systems and processes. Focus on strategy, performance, excellence, quality, productivity and efficiency. Displays pride in performance.
Relationship	Relationship Manager/Communicator: Employee recognition, open communication, and conflict resolution. Creates employee and customer loyalty, and treats people with dignity.
Survival	Financial Manager/Crisis Director: Financial stability, organizational growth, and employee health and safety. Displays calmness in the face of chaos, and decisiveness in the midst of danger.

Group Discussion

- Discuss the strength and weakness of the leadership in relation to these level of consciousness.

The Conversation of Leaders

- What are the basic functions of Leadership?
- To what extent are Listening and Speaking relevant for transformational leadership?
- What is our experience in this regard?

The Conversation of Leaders

- Leaders get their work done through and with communication.
- A leader uses conversations to build a vision and mobilize action.
- Leadership conversations seek results that could be a clearer view of a problem, a choice between alternatives & take a particular course of actions

Contd.

- Therefore, to grow as a leader requires mastering new tools in speaking and listening.

Listening

- Listening as it is used in the transformational leadership is a way of gaining access to the **realm of BEING.**
- it is a powerful tool for shaping action.
- The competence of listening is **a key leadership skill.**

REFLECTION

**IS THERE DIFFERENCE
BETWEEN
LISTENING AND HEARING?**

Listening vs. Hearing

- Listening is like a filter over a light. If the filter is green, the light will be green.
- All our attention is on speaking. Much of the power however is in the listening.
- So the distinction here is **hearing is a physiological phenomenon and listening is in the domain of attention** that one is attending while the other is hearing.

Listening to Your Listening

- **Are you present or “checked out?”**
- **What kind of listening are you being?**
- **What kind of attention are you giving?**
- **Are you choosing the way you are paying attention?**
- **Is that the way you want to be right now?**

Reflection

- What is Proactive and Reactive Listening?

Reactive and Proactive Listening

- Reactive listening is the default setting of attention.
- Proactive listening is an active purposeful focusing of attention to pull particular meaning .

Speaking

- Words engage the hearts and imagination.
- Through words, mission/vision can transform message from one that is boring and to one that is meaningful and worthy.

Contd.

- One way to develop your conversations as a leader is to give them a clear structure through the **four-stage model**.
- *relationship, possibility, opportunity, and action.*

Contd.

- **Relationship**: expand and reinforce interaction
- **Possibility**: to open something up. This is a conversation to get beyond the limits of our current thinking.

Contd.

- **Opportunity:** to build a bridge from possibility toward action. We are seeking ways to make our new possibility achievable.
- **Action:** Powerful leaders are focused on moving the action forward. Conversations

Breakthrough

- Breakthrough is driven by thinking out of the box principle.
- It is unlike the usual way of doing business.

Contd.

- A “Breakthrough” gives us a future that is different from
 - a. what was going to happen anyway,
 - b. what business as usual would give us,
 - c. what is predictable and expected,
 - it is a fundamental shift that brings fundamentally different results.

Source of Breakthrough

- What we don't know or the unexplored world is broad and deep than what we already know about anything.
- We need to explore this unknown world in order to come up with breakthrough solutions/ideas for our problems.

REFLECTION

- What is your personal breakthrough experience?
- What is a breakthrough instance at institutional level?
- What is a breakthrough instance at national level?
- What is a breakthrough instance at international level?

Guidelines for Designing and Managing Powerful Breakthrough Initiatives

**Background of Relatedness and Process
Management**

Addressing Current Reality

Imagining “What is Possible”

**Writing the Vision or Commitment Statement
of a Project or Initiative**

Developing Breakthrough Results

❖ It is bold.

❖ *It is specific, measurable indicator of a vision.*

❖ *It is a promise*

Feasibility, Strategy and Next Steps in Project Design

Step 1: *Explore Possible Approaches*

Step 2: *Choose the most promising approaches.*

Step 3: *Identifying Resources and “Network of Help”*

Step 4: *Creating an Action Plan*

THE FOUR QUADRANTS OF CHANGE

Quadrant 1: Individual/Interior	Quadrant 2: Individual/Exterior
Psychological	skills
Spiritual	behavior
Self-awareness	performance
intentions	Tone of voice
emotion	action
motivation	Observable choice
Quadrant 3: Collective/Interior	Quadrant 4: Collective/Exterior
Shared symbol	Organizational design
stories	Work flow
Culture	policies
Norms	Written laws
Group Values	Allocation of resources
Shared beliefs	Rituals

Enrollment

- In most contemporary Organizations, there are relatively few people enrolled/ committed. The great majority of people are in a state of “compliance” “Compliant “followers go along with a vision.

Shared Vision

- When more people come to share a common vision, it becomes more alive and partners are created.
- A shared vision is not an idea, it is a force in people's hearts, a force of impressive power.

Source of Motivation

- In Enrollment, the source of motivation is internally driven-you want to do something extraordinary because you believe in it.

Levels of Enrollment in a vision

- **Apathy: no interest. No energy.**
- **Noncompliance: Against it and won't participate.**
- **Grudging compliance: Does not see the benefits of the vision but goes along so as not to lose job. Not really on board.**
- **Formal compliance: Sees the benefits. Does what is expected. But no more.**

- **Genuine compliance: Really believes in the vision. Will do everything expected and more within the “letter of the law.”**
- **Junior partner: Committed. Wants to realize it. Will be your partner. Works with you**
- **Full partner. Will make it happen no matter what. Independent of you, if need be.**



Thank you!

