


Leadership Essentials Program 

Leadership Essentials

Day four
Leadership Culture

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Leadership and Culture

Building Culture

Building teams

Emotional Intelligence

Lifting workgroup climate

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Dimensions of Organisational Culture

- Team or Individual
- Risk taking or conservative
- Detail orientation or concept orientation
- Methods or outcomes
- People focus or task focus
- Progressive or conservative
- Competitive or Cooperative

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Rites and Ceremonies

Rites of passage

- Facilitate transition of persons into social roles and statuses that are new.
- eg A special series of activities accompanying a promotion

Rites of enhancement

- Annual awards night
- Enhances social identities and increase status of employees.
- Tupperware sales people hold a weekly rally at which sales people are recognized in reverse order of sales (This ceremony reinforces the goal of sales volume held by the company.
- Mary-Kay Cosmetics use of rewards for reaching specified sales targets (pink Cadillacs).

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How teams form : Five-Stages

Stage 1 Forming

(Members get to know each other and seek to establish ground rules)



Stage 2 Storming

(Members come to resist control by group leaders and show hostility)



Stage 3 Norming

(Members work together, developing close relationships and feelings of camaraderie)



Stage 4 Performing

(Group members work toward getting their jobs done)



Stage 5 Adjourning

(Groups disband, either after meeting their goals or because members leave)



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Symptoms of groupthink

Illusion of Invulnerability

Stereotyped views of opposition

Bounded Rationality

Belief in Inherent morality

Avoiding Self-censorship

Direct Pressure

Illusion of unanimity

Mind-guarding

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Creating a culture of teamwork

Become passionately engaged yourself..	Delegate the authority to make the decisions needed	Have clear mission and purpose	Develop a comprehensive plan.
Launch and sustain an enabling process.	Clarify behavioural expectations.	Exclude "net-negative" members	Bait and set emotional hooks.
Face reality.	Make a compelling case for cultural change.	Offer a mix of group and individual rewards.	

7

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Empowering Teams

Leader Behaviour


Make team members responsible and accountable for the work they do	Ask for and use team suggestions when making decisions	Encourage team members to take control of their work
Create an environment in which team members set their own team goals	Stay out of the way when team members attempt to solve work-related problems	Generate high team expectations
Display trust and confidence in the team's abilities		

8


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Symptoms of a poor climate

Increasing employee absenteeism and tardiness	High employee turnover	Decreasing employee productivity
Disengagement and inflexible work habits	The failure of your work group to meet specific performance targets	Frequent or unresolved conflict among staff

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Dimensions of workplace climate



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Increasing Clarity

People rarely give their best when they are not sure what they are expected to do.	Clarity is the feeling that everyone knows what is expected of them
They understand how those expectations relate to the larger goals and objectives of the organisation.	It is the answer to the question, "Where are we going and how do I fit into that?"

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Emotional Self-Control

Definition	<ul style="list-style-type: none"> The ability to keep your impulsive feelings and emotions under control. Being able to restrain negative actions when provoked, when faced with opposition or hostility from others, or when working under pressure.
Skills	<ul style="list-style-type: none"> Deals calmly with stress Displays impulse control and restraint Stays poised and positive, even in trying moments
Development	<ul style="list-style-type: none"> Make a list of all the things that cause you to "lose it" (your triggers). Create a strategy to prevent these triggers from causing you to lose your composure and your self-control. Reduce your stress through physical activity or other types of conscious relaxation techniques (exercise, gardening, leisure, etc.)