Recognising and Nurturing Leadership at all Levels of the Organisation

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I'm promoting you to team leader.

Do I get a raise?

There's no extra money, just extra responsibility. It's how we recognize our best people.

I thought all the good people leave for better companies.

That's another way to recognize them.
STRUCTURE OF PRESENTATION...

- Overview & defining leadership
- Embracing Leadership development...
- Leadership Styles, Motivation and Performance
- Paradox of Innovation & Creativity
- Role of Co-Mentoring
- Conditions for successful leadership programme
WHAT TYPE OF LEADERSHIP IS THIS???
VERSUS...
I Call it the leadership ROSE Paradigm...

What is significant about a ROSE that we can apply to Leadership in our organisations???
What do effective leaders do?

They Influence other People...
What do effective leaders do?

... to fulfill their own Needs and the Needs of Other People (stakeholders)...

Many Talents are Harmonised...

(Akhentoolove Corbin, 2012)
I am Stressing these Issues up front...

... because, it is important to recognise the lense through which you are seeing and interpreting leadership in your organisations...

(a) the model that informs the type and style of leadership you prefer...

(b) which can maximise the potential, quality performance and commitment of staff to achieve the organisation’s vision, mission and objectives...
Overview & defining leadership


- Leadership is reciprocal, occurring among people.
- Leadership is a “people” activity, distinct from *administrative paper* shuffling.
- Leadership is *dynamic* and involves the use of power.

Dr. Akhentoolove Corbin, UWI
Developing leaders in tourism...

- Power and its implications... when people get power they more often than not, use it...

- Leadership competence, when developed in front-line people can reap significant benefits...if done properly...

- We should move toward more leadership development to enhance quality of service delivery, commitment, enhanced performance and sustainable competitive advantage...
Developing leaders in tourism...

- Tall organisation structures carry high costs and inefficiencies...

- **Restructured tourism organisations with ‘Flat’ structures can be Lean, agile, responsive, people-focused and high performing...”**

- In a tourism environment, speed and accuracy of response to a break in service or query, separates the the excellent or delightful service providers from very good. Too often managers have to intervene into a service issue that well trained staff could lead...
Developing leaders in tourism...

- In 1995 Trevor Munroe contended that and I quote: “part of management’s slowness to respond to the challenge of implementing quality system and involving workers in decision-making lies in that part of our national culture and therefore our organisational culture, which is traditionally authoritarian and paternalistic.”

- Munroe at that time highlighted the importance of education...
Developing leaders in tourism...

• Munroe’s comments can be juxtaposed to Professor Betty-Jane Punnett’s comments (2006) that ‘even though there have been some patterns of movement toward teamwork or team-based work, management in the Caribbean was still largely a top-down process…’

• It is my suggestion that Caribbean leaders still, to some significant extent, embrace top-down and even autocratic leadership. INVERT THE PYRAMID
Customers & Partners

1) Collaborative Work & Learning

2) Emergent Practices

3) Tools & Processes

Connecting & Communicating

Workers

Management
Leadership Styles, Motivation and Performance

- Research has shown that transformational leadership has a more significant relationship with employee performance.
- Shared transformational leadership for me should be the desire style of leadership practiced in our TOURISM organisations... is based on concept empowerment and self-direction...
- My ongoing research has identified some patterns of share leadership... but in luxury hotels...
Leadership Styles, Motivation and Performance

- Traditional forms of leadership seem to be largely practiced in Barbados hotels based on my sample of 75 luxury and non-luxury hotels.

- The results suggest that Luxury Hotels adopt more modern leadership practices... tending toward shared transformational leadership.

- My methodology: self-administered questionnaire that required owner/managers, senior managers/directors to describe their style of leadership.
Leadership programmes should focus on Nurturing these behaviours...

- **Idealised influence/Charisma** – focus on the vision, values, mission, MBWA/personal leadership...
- **Inspirational motivation** – leaders inspire others
- **Individual consideration** – find time for one-on-ones; get to know your people as unique individuals; feeling valued.
- **Intellectual stimulation** – challenge their minds; creates avenues for innovation & creativity. Looking at old methods in a new way.
Recognising Leadership Potential...

- I subscribe to the school which says that ALL people have the innate potential to become leaders...

- Hence, I am promoting the concept of shared leadership as a valid modern concept we in tourism should consider adopting & Nurturing...

- The best way I can explain the concept is like this: leadership by the Team, as opposed to leadership of the Team.
Formally & Informally Assess All Staff...

- Have staff complete a leadership questionnaire which can be both self-administered and assisted.

- This will help you to identify existing perceptions of leadership and gaps in leadership based on the company’s desired and preferred leadership culture/styles...

- Nurturing begins here!!!

*(many staff enter organisations with leadership competencies that are never utilised)*
Future Self-Leading Systems...

- Tourism is partly a ‘knowledge industry’... we expect workers to serve more than food, prepare beds, carry guests on tours, or plan weddings...

- ... excellent tourism service providers deliver an authentic experience than touches each guest on the inside...

- Peter Drucker since 1989, argued that “the social center of gravity has shifted to the knowledge worker” and Blossom O’Meally Nelson linked this to the growth of service industries...
Developing Transformational Leadership styles...

• All staff should be trained in the basics of leadership...

• The aim should be to create a culture of ‘shared leadership’...

• Existing managers/leaders should first be trained to be transformational leaders... buy-in from the majority is important.

• Co-mentoring should be practiced...
Role of Co-Mentoring

• In co-mentoring, we learn from each other...

• The youth bring an enthusiastic, fresh, modern and often creative approach to business... listen to them & take their advise...

• But, as Khalil Gibran said: you need to balance life’s PASSION with REASON... the ship needs a rudder for balance

• Hence... mature workers tend to be conservative, cautious, rational, whereas youth tend to be impulsive... Mature managers/leaders bring tacit knowledge that is not found in the classroom or can be easily/formally taught...
The old Model of Mentoring... based on power relations... knowledge centred in one source...
Paradox of Innovation & Creativity

- Herein lies a significant paradox... Tourism by its nature desires creative and innovative leadership, balanced with rationality... but...

- Creativity and innovation can only germinate, grow and strive in an environment with some measure of autonomy, freedom, satisfaction and empowerment...

- What can we say about the national and organisational cultures and leadership that supports them???
You get back to that goddamn cubicle and start thinking outside the box!
Conditions for successful leadership programme

Based on all that I have said so far, how can we then put together a practical shared leadership development programme?

Here are a few ideas to consider:
LDP suggestions...

1. Begin to influence the organisational culture.
2. Begin by exposing all staff to the basics of leadership.
3. Select those who show particular interest to become co-mentors/coaches.
4. Create content for the programme based on principles of shared leadership... build around the 4 dimensions.
5. **Align this to the kinds of changes you will be making to the existing structure in which the ‘Pyramid’ will be inverted** (many traditional managers will scream an shout... so what???)
LDP suggestions...

6. Consistently Reward and Recognise shared leadership initiatives that are service Oriented, Creative and Innovative...

7. Utilise as many online resources as possible.. and there are plenty!!!

8. Make the work environment/work-spaces an extension of the training room, with avenues for learning and practicing shared leadership...

9. Ground the leadership development programme in principles of ‘ACTION LEARNING’... make it one big ongoing case study that never ends...
Thank you so much...

- ... hope I have been able to challenge your perspectives and thinking on this complex issue of leadership...

*Remember the Leadership ROSE paradigm*...