



Recognising and Nurturing Leadership at All Levels of the Organisation

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Industry Challenges

- **Downturn** in the economy
- **Tired** infrastructure
- **New** markets, new cultures
- **Internet** = Universal expectations
- Increasing **expectations** & **value** for money
- Continuous **change** management

HR Challenge

Leadership

What are the **characteristics** of the leaders in your organisation who **deliver the best results?**

Key Characteristics

- Relationship builder
- Coach
- Mentor
- Communicator
- Inspires others
- Has followers
- Takes initiative

What do **you** currently look for?

Leadership is about people

And must be **aligned** with organisational goals

Successful Leaders manage **individual relationships** & are the **conduit** for delivering the Organisation's **strategic priorities, vision and values**

Research: Corporate Leadership Council

Good leaders

- Model
- Challenge Processes
- Inspire shared visions
- Enable
- Encourage

Kouzes & Posner (The Leadership Challenge 2007)

Barriers

- Post **colonial** culture
- **Non-development** organisational cultures
- Lack of **continuing education** & training
- **Disconnect** by senior leaders of the importance of building talent
- Different **expectations & focus** among leaders

Do your leaders **fully understand** what the organisation is trying to **achieve** and the **path** that you want to take to get there?

How does your organisation **share** its goals, strategic plan and results?

The best Leaders are **developed** not
trained

Good leaders

- Mentor
- Coach
- Give regular feedback
- Recognise & reinforce behaviours

Barriers

Time is **scarce** and daily tasks & crises take precedence

What is the **focus** of your Senior/
Middle/Junior Leaders?

Create a **Culture of Learning**

Foster Innovation

- Bring **decision making** to **all levels** of the organisation
- Think **Open Source**
- Use **mistakes** & failures as **learning opportunities**

Review and align your systems and processes

HR *Systems* & *Processes*

- Strategic Plans
- Recruitment
- Performance Management
- Succession Planning
- Training and Development

Support your leaders with the appropriate **training** that supports the **competencies** required for leading and managing

Thank you