

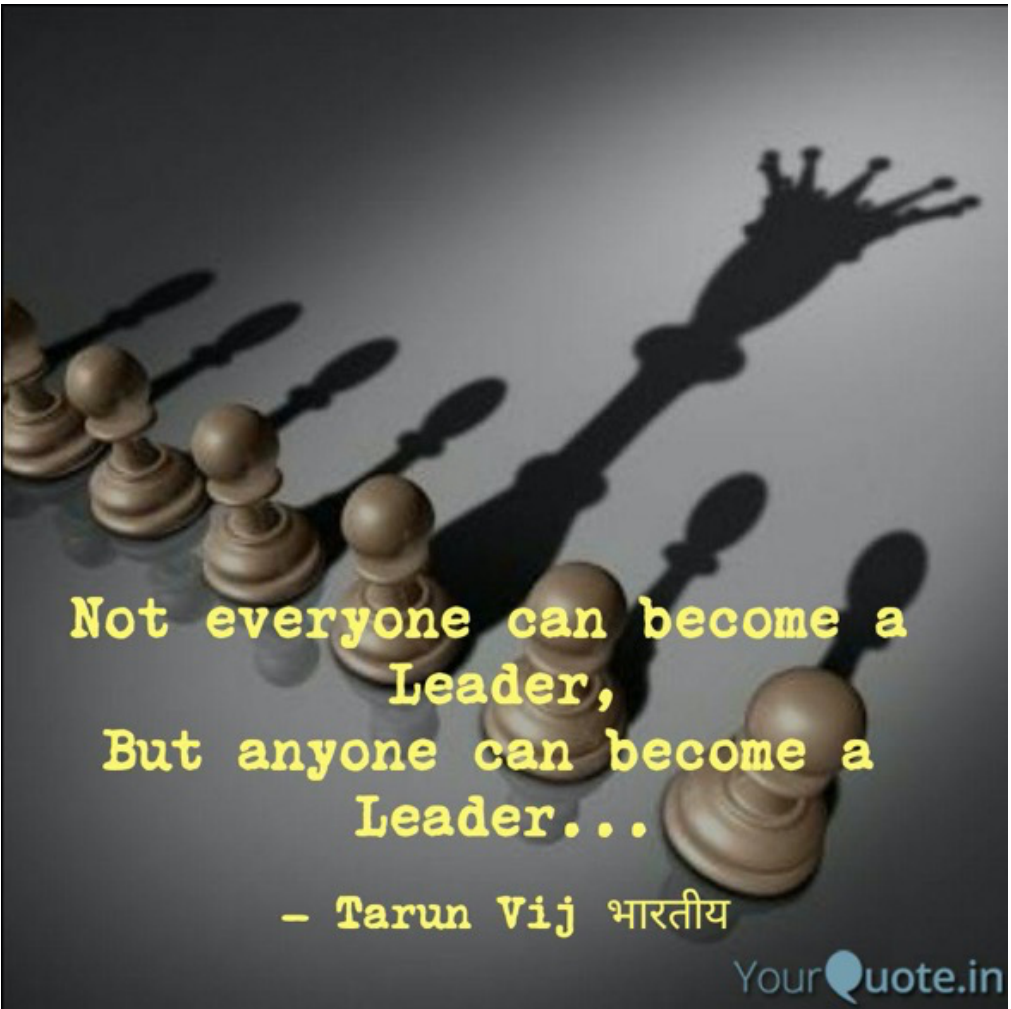


# Leadership

**Dieter Dratwa @ Rotary Club Patong Beach**



Source: Public Facebook Profiles

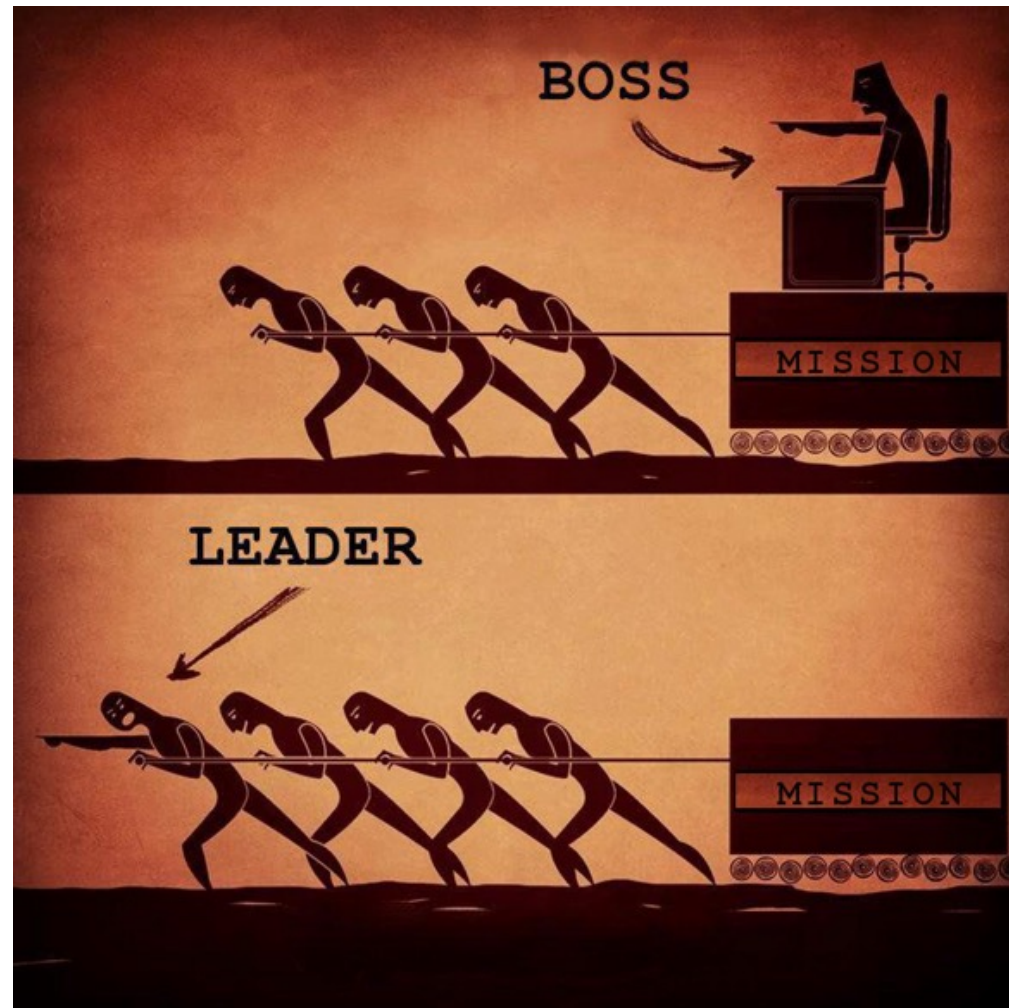
A photograph of several wooden chess pieces on a dark, reflective surface. The pieces are arranged in a line, and their shadows are cast onto the surface. The shadow of the king piece is particularly prominent, extending upwards and to the right. The text is overlaid on the image in a yellow, typewriter-style font.

Not everyone can become a  
Leader,  
But anyone can become a  
Leader...

– Tarun Vij भारतीय

YourQuote.in









# BEING A LEADER

## DO's

- Learning quickly what motivates team members
- Asking your team for their view on the situation
- Thinking beyond what happened in the short term
- Knowing how to train and develop your team
- Setting standards to build a team you can rely on

## DONT's

- Thinking yesterday's result will still count tomorrow
- Being out of touch with your own emotions
- Not noticing what is going on around you
- Not asking for feedback on your leadership and ideas
- Not keeping physically fit and thinking positively

# LEADER VS. MANAGER

## Leader

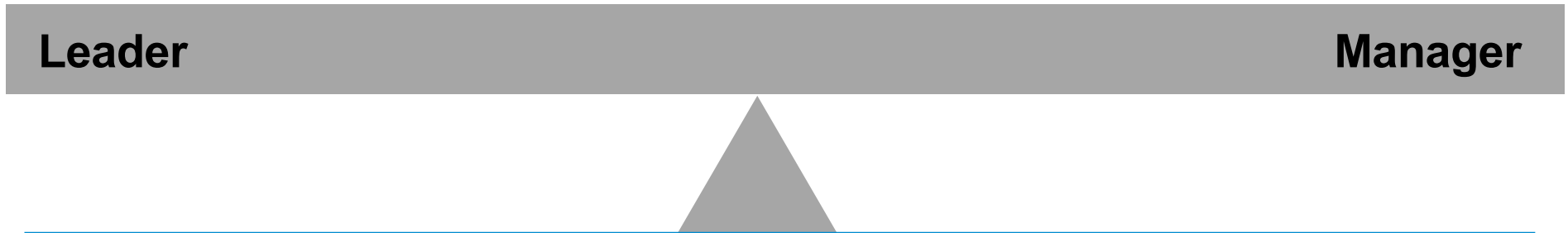
- Focus on people
- Risk tolerant
- Innovative
- Visionary
- Emphasize product/service, not financial results
- Think long-term
- Rely on charm and influence
- Can be dictatorial and authoritative
- Work for winning, not for money

## Manager

- Focus on processes
- Risk averse
- Formulistic
- Objective
- Emphasize the bottom line
- Think short-term
- Rely on authority and formal position
- Are democratic and engaging
- Work for rewards – money, fame, or ego.



# LEADER AND MANAGER

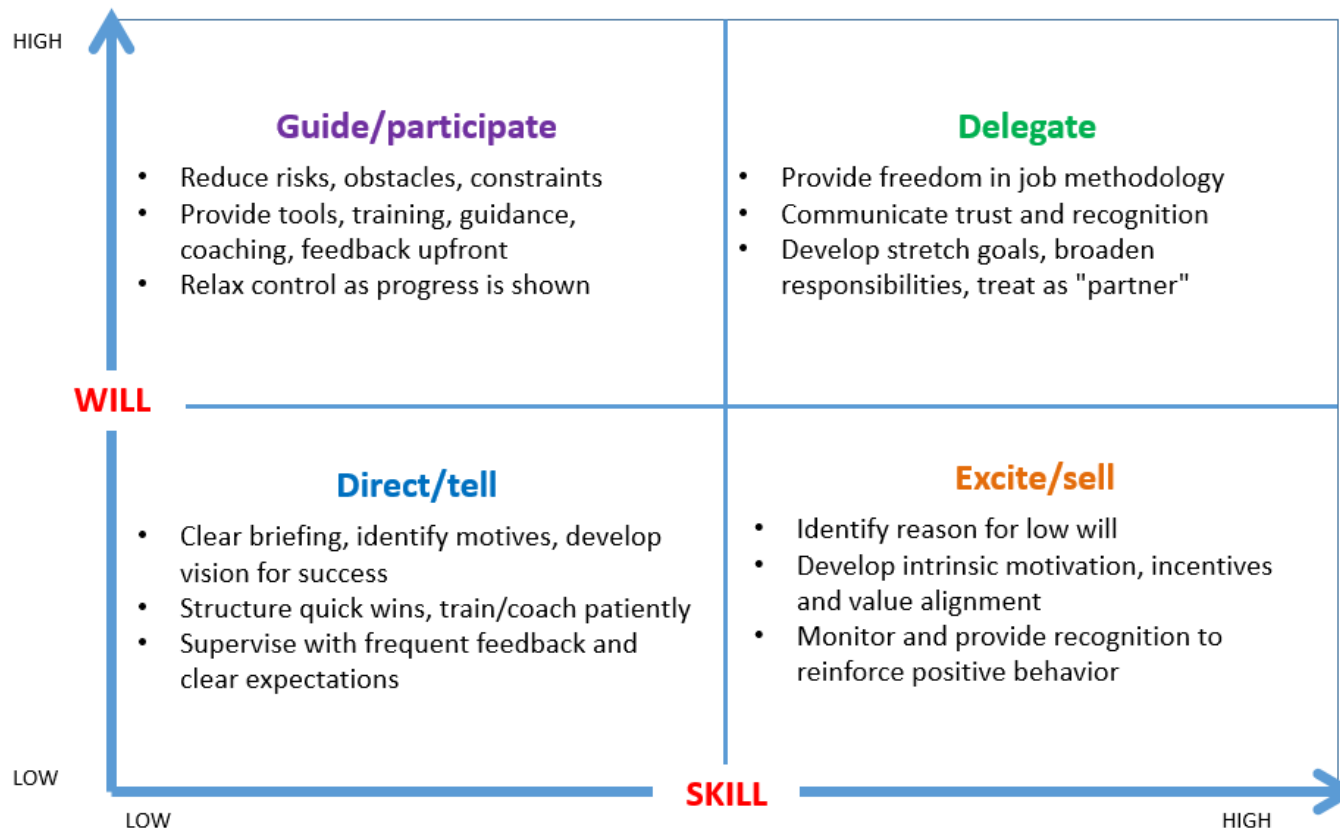


# LEADERSHIP STYLES

Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
<ul style="list-style-type: none"><li>• Demands that people comply</li><li>• Drive to achieve, self-control</li><li>• <b>Key phrase:</b> “Do what I tell you”</li></ul>	<ul style="list-style-type: none"><li>• Leads with a clear vision</li><li>• Self-confidence, empathy</li><li>• <b>Key phrase:</b> “Come with me”</li></ul>	<ul style="list-style-type: none"><li>• Creates harmony, builds bonds</li><li>• Empathy, good relationships, and communication skills</li><li>• <b>Key phrase:</b> “People come first”</li></ul>	<ul style="list-style-type: none"><li>• Consensus through participation</li><li>• Collaboration, team spirit, and communication skills</li><li>• <b>Key phrase:</b> “What do you think?”</li></ul>	<ul style="list-style-type: none"><li>• Sets high performance standards</li><li>• Drive to achieve, consciousness</li><li>• <b>Key phrase:</b> “Do as I do”</li></ul>	<ul style="list-style-type: none"><li>• Develop skills in other people</li><li>• Developing others, self-awareness</li><li>• <b>Key phrase:</b> “Try this”</li></ul>

# SITUATIONAL LEADERSHIP MOPEL

Situational Leadership = Situation + Empowering People + Result Accountability



Adapted from Hershey and Blanchard's Skill/Will Matrix





# FORMING A TEAM

## Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman  
All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results  
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	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	<ul style="list-style-type: none"> <li>Questioning</li> <li>Socializing</li> <li>Displaying eagerness</li> <li>Focusing on group identity &amp; purpose</li> <li>Sticking to safe topics</li> </ul>	<ul style="list-style-type: none"> <li>Resistance</li> <li>Lack of participation</li> <li>Conflict</li> <li>Competition</li> <li>High emotions</li> <li>Starting to move towards group norms</li> </ul>	<ul style="list-style-type: none"> <li>Reconciliation</li> <li>Relief, lowered anxiety</li> <li>Members are engaged &amp; supportive</li> <li>Developing cohesion</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrations of interdependence</li> <li>Healthy system</li> <li>Ability to effectively produce as a team</li> <li>Balance of task and process orientation</li> </ul>	<ul style="list-style-type: none"> <li>Shift to process orientation</li> <li>Sadness</li> <li>Recognition of team and individual efforts</li> </ul>
STRATEGIES	<ul style="list-style-type: none"> <li>Taking the 'lead'</li> <li>Providing clear expectations and consistent instructions</li> <li>Quick response times</li> </ul>	<ul style="list-style-type: none"> <li>Normalizing matters</li> <li>Encouraging leadership</li> </ul>	<ul style="list-style-type: none"> <li>Recognizing individual and group efforts</li> <li>Providing learning opportunities and feedback</li> <li>Monitoring the 'energy' of the group</li> </ul>	<ul style="list-style-type: none"> <li>Celebrating</li> <li>'Guide from the side' (minimal intervention)</li> <li>Encouraging group decision-making and problem-solving</li> <li>Providing opportunities to share learning across teams</li> </ul>	<ul style="list-style-type: none"> <li>Recognizing change</li> <li>Providing an opportunity for summative team evaluations</li> <li>Providing an opportunity for acknowledgments</li> </ul>

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# LEADING THROUGH A CRISIS



# LEADING THROUGH A CRISIS



Leading through **crisis**:

- **Adapt** instead of react to the new situation
- Lead with **confidence**
- Any direction **going** is better than running in circles (no panic!)
- **Admit** mistakes and fine-tune later



# CHARACTERISTICS OF A LEADER

- 28% Ambitious
- **40% Broad-minded**
- 23% Caring
- **66% Competent**
- 31% Cooperative
- 22% Courageous
- 39% Dependable
- 22% Determined
- **35% Fair-minded**
- **62% Forward-looking**
- **84% Honest**
- 17% Imaginative
- 5% Independent
- **66% Inspiring**
- **47% Intelligent**
- 18% Loyal
- 17% Mature
- 10% Self-controlled
- 32% Straightforward
- **37% Supportive**

© Kouzes and Posner, **The Leadership Challenge**, 6th Edition  
*Modeling the Way*, Table 2.1, 2017 responses, page 30

# HOW TO BECOME A GREAT LEADER



Become a great leader:

- **Get inspired** by other leaders e.g, TED talks
- **Continuous** learning
- Form a well-rounded **personality**
- Seek **opportunities** to lead
- Get a **coach** e.g., Dieter Dratwa

# CLOSING THE CIRCLE



Leadership is a choice. It is not a rank.

— *Simon Sinek* —

AZ QUOTES





# Q&A



What is leadership for you?  
Is leadership in Phuket different?



Steven Covey

"Begin  
with an  
end in  
mind."

Patong Beach  
**Rotary**  
Club



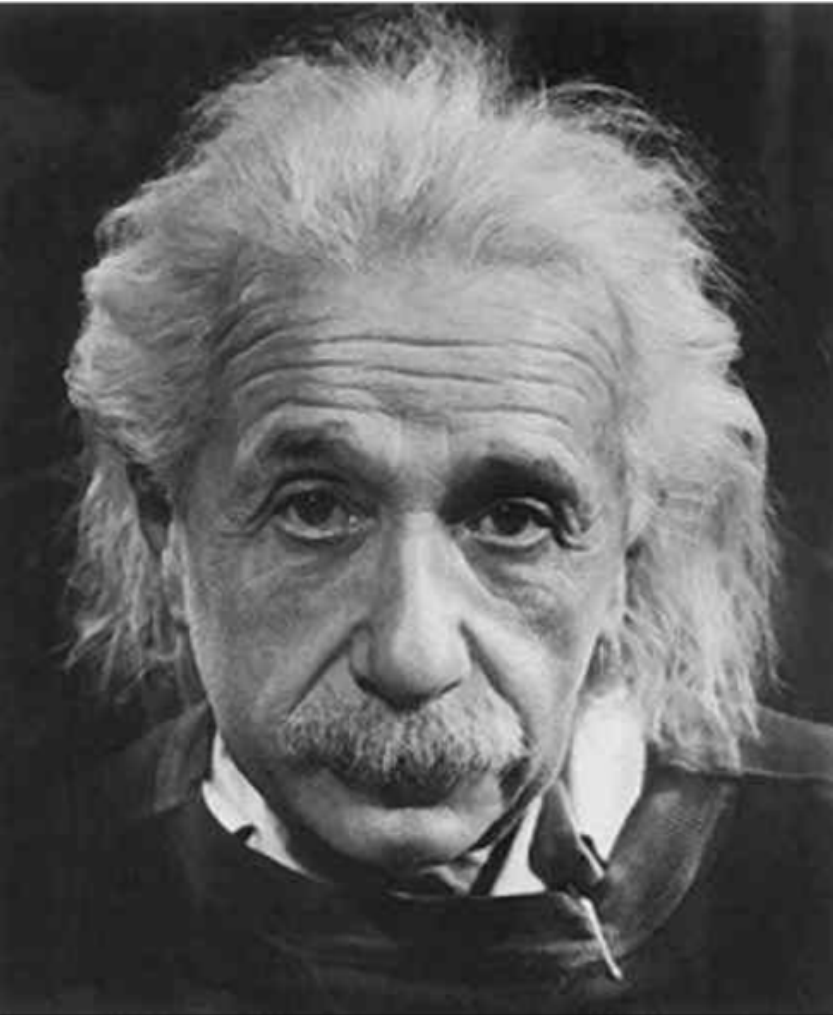


John Kennedy

"We need  
men who  
can dream  
of things  
that never  
were."

Patong Beach  
**Rotary**  
Club



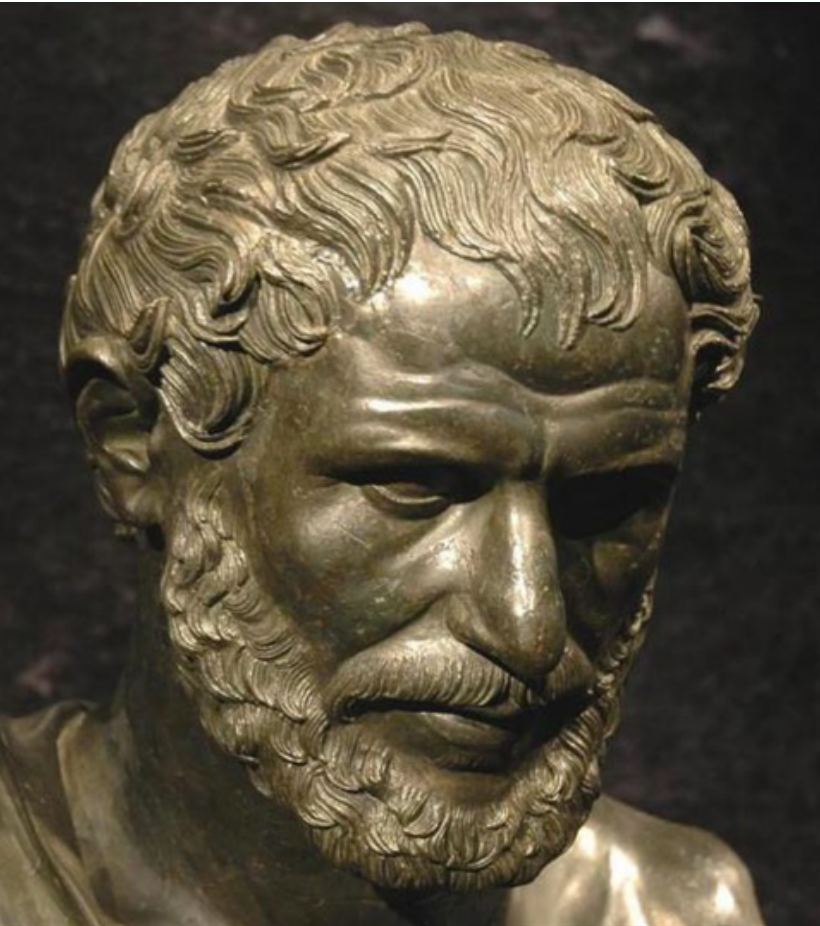


Albert Einstein

"Insanity:  
doing the  
same thing  
over and over  
again and  
expecting  
different  
results."

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**Rotary**  
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"The only  
constant  
is  
change."

Heraclitus

535 BC - 475 BC

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Jack Welch

"Change  
before  
you  
have  
to."

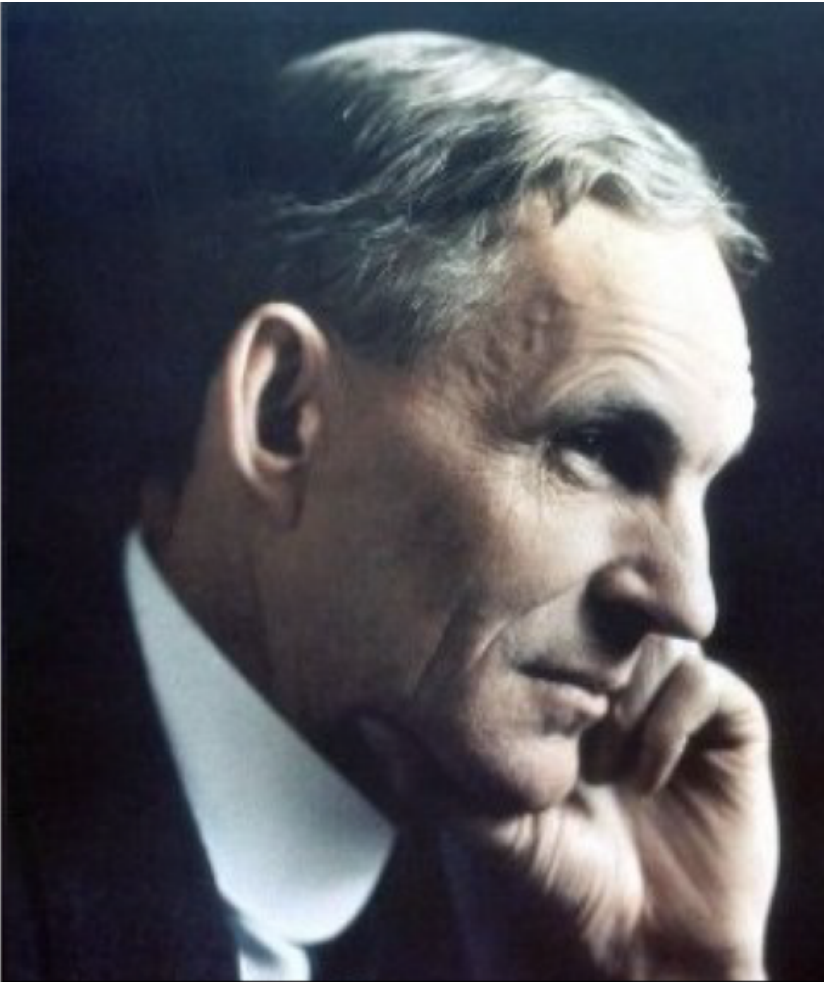


Winston Churchill

"An optimist  
sees  
opportunity in  
every calamity;  
a pessimist  
sees calamity  
in every  
opportunity."

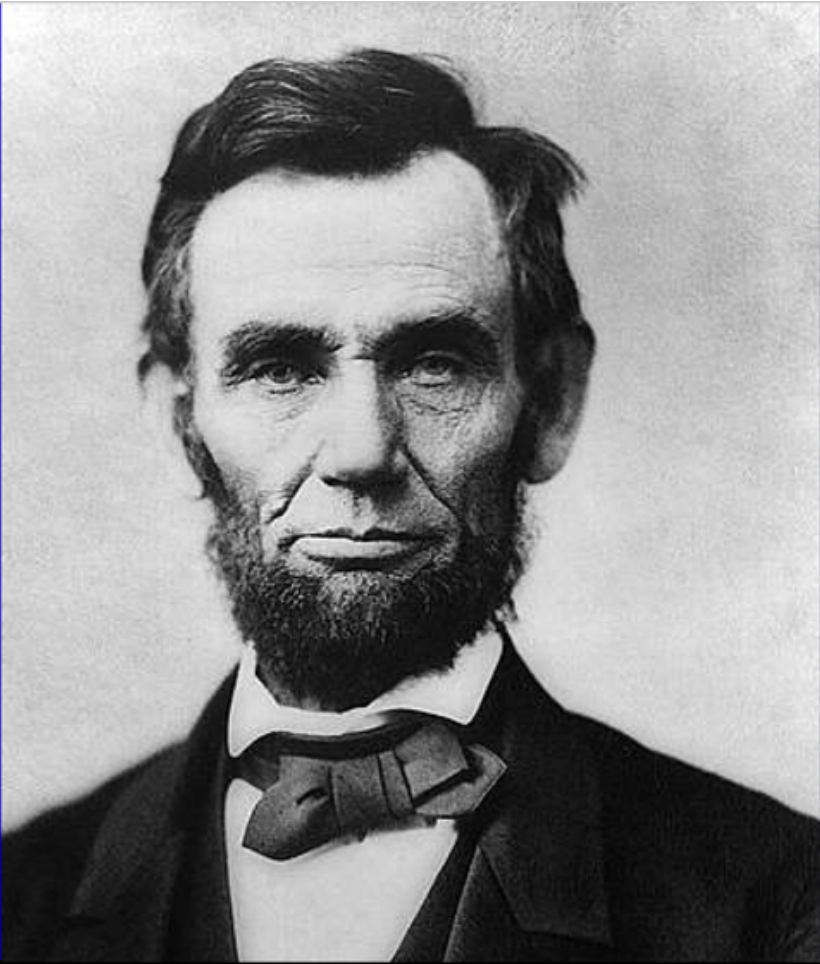
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Henry Ford

"Failure is  
the  
opportunity  
to begin  
again more  
intelligently."



Abraham Lincoln

"Whatever  
you are, be  
a good  
one."





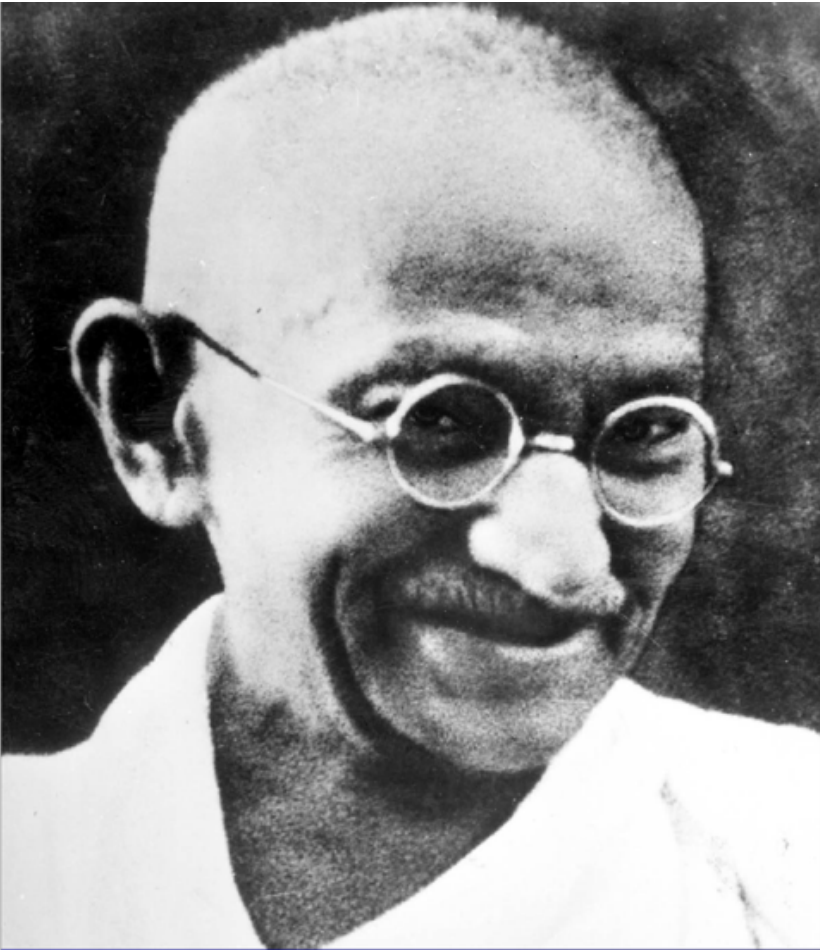
Winston  
Churchill

"When  
going  
through  
hell, keep  
going."

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Mahatma Gandhi

"You must  
be the  
change  
you want  
to see."

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Theodore  
Roosevelt

"In any  
moment of  
decision the  
best thing  
you can do is  
the right  
thing."

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# THANK YOU

THANKS FOR WATCHING! STAY IN TOUCH WITH US!



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