

What does Leadership in HE mean?

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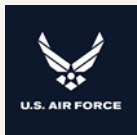
Thoughts



“I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do.” - Leonardo da Vinci, Scientist, Artist, Astronomer, and Mathematician



“You cannot manage men into battle. You manage things; you lead people.” - Grace Hopper, Admiral, U. S. Navy (retired)



“Leadership is the art to of influencing and directing people in such a way that will win their obedience, confidence, respect and loyal cooperation in achieving common objectives.” - U. S. Air Force



“Leadership is the capacity to translate vision into reality” – Warren G Bennis, American Scholar



“I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” – Maya Angelou, Poet and Civil Rights Activist

What does Leadership in HE mean?

- **What is leadership?**
 - The office or position of a leader;
 - Capacity to lead
 - The act or an instance of leading
- **Leaders versus managers**
- **What are the traits and skills of an effective leader?**

Leadership vs Management

Leaders...

- *Innovate*
- *Ask what and why*
- *Focus on people*
- *Develop*
- *Inspire*
- *Look long-term*
- *Challenge status quo*
- *Originate*
- *Do the right things*

Managers...

- *Administer*
- *Ask how and when*
- *Focus on systems*
- *Maintain*
- *Control*
- *Look short-term*
- *Accept status quo*
- *Imitate*
- *Do things right*

What do you need?

- **Transactional Leadership**
 - **Doing things right**

More administrative, very structured, focuses on systems and controls, understands who will undertake tasks, ensures delivery, short term view

- Critical to functionality of an organisation
- Works within the existing system

- **Transformational Leadership**
 - **Doing the right things**

People focussed, asks questions, innovative, inspirational, creates trust, stimulating environment, exciting, rewarding, long term view

- Critical to implementing significant change
- Defines new goals and values
- Has high level situational awareness (current and future needs)



Leadership Styles



Qualities of Leadership



Capabilities

- Planning
- Delivering
- Communicating
- Innovating
- Researching ideas, investigating
- Developing strategies
- Solving crises
- Reviewing quality
- Presenting
- Training, teaching
- Attention to detail
- Negotiating
- Making decisions
- Setting standards
- Brainstorming
- Selling
- Defining goals
- Managing processes
- Setting targets
- Measuring output
- Numerical analysis
- Implementing changes
- Managing risk
- Horizon scanning
- Synthesising ideas
- Writing reports
- Managing people
- Leading your team
- Collaborating with others
- Coaching
- Challenging others
- Managing conflict
- Being a team player
- Persuading, Influencing
- Interviewing