

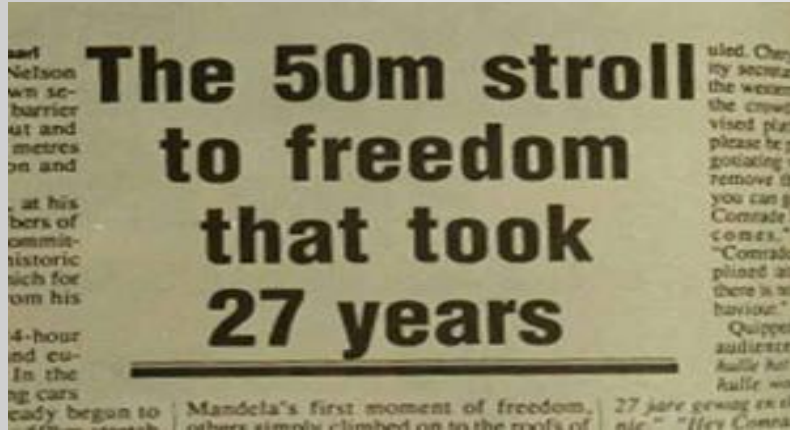


EFFECTIVE LEADERSHIP:

Dr Mario Denton

Married: 24 March 1979





“I am nearing my end. I want to be able to sleep until eternity with a broad smile on my face, knowing that the youth, opinion-makers and everybody is stretched across the divide, trying



WHAT causes nations and organisations to FAIL?

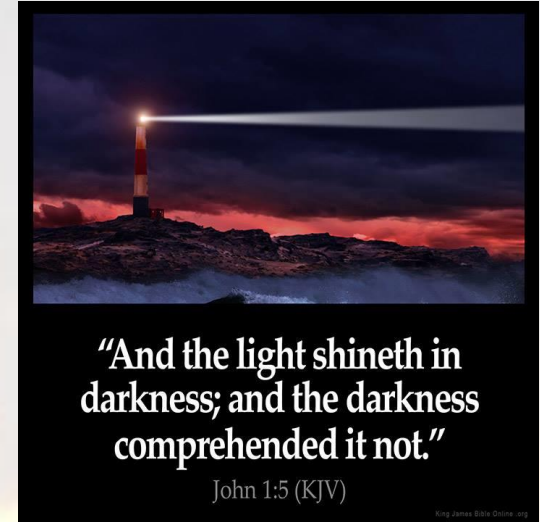


Mario's research interest

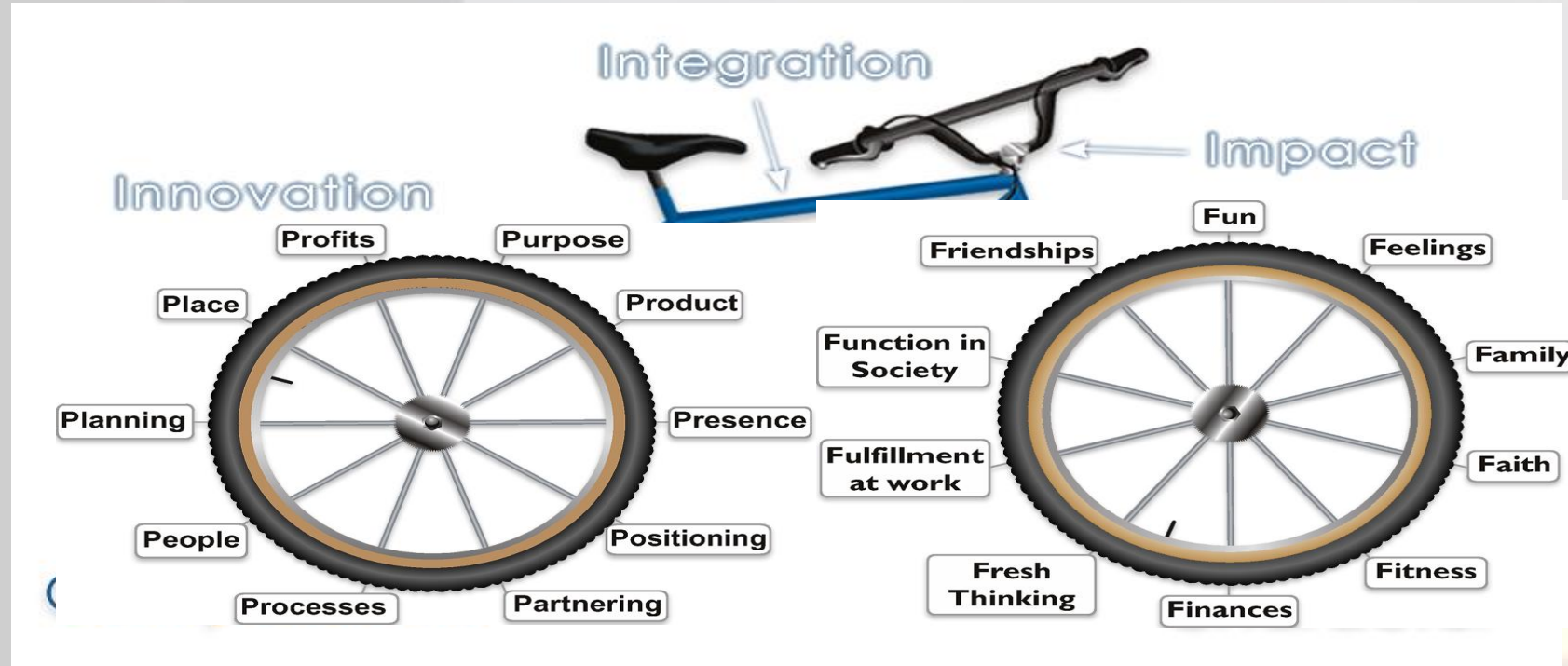
- 1. Managerial cataracts
- 2. Executive blind spots/Managerial infertility
- 3. Professional workplace bullying
- 4. Toxic and dark side of leadership
- 5. Signs of ethical collapse and low morale
- 6. Managerial derailment and Spiritual Leprosy
- 7. Detoxifying the Swine viruses in the workplace
- 8. Dysfunctions of a team

Six Principles from the Greatest Leader of All Time

1. He built an **inner circle**
2. He **connected** with people
3. He held people **accountable**
4. He **led** by example
5. He **took time** to replenish
6. He didn't trade his **values** for valuables



COMPETENCE + CHARACTER= PRICIPLES



Source: Brett Johnson





Desire to Impress Others

quarreling over money

Fearfulness

Stress

financial slavery

Desire for Power

Lack of Self Control

hoarding

materialism

Anxiety

worry

Self Importance

coveting

than

Foolishness

Greed

deceit

Murder

brashness

bankruptcy

Pride

Laziness

Overspending Addictions

debt

Arrogance

Fearing Man

Lack of Discernment

Loss of Identity

divorce

Lovelessness

lack of fulfillment

Self Indulgence

Discontent

Religious

Living for Retirement

Corruption

Lying

cheating

Citizenship on Earth

Selfishness

malice

Lack of Forgiveness

Stubbornness

Flattery

Recklessness

Lack of Gratitude

Envy

Egoism

Immorality

Photography

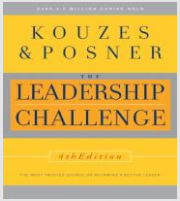




Behaviors

righteous loyalty temperate
pure motives Patience
Citizenship in Heaven Dignity
gentleness strong in God's power
LOVE reliable knowledge Integrity wise
Moral Standards Love Children
merciful Kindness
selflessness Thankful Self Control
sacrificial Goodness generous Hopeful
Impartial sincere Faithfulness
PEACE obedient discerning
PURPOSEFUL Lover of Truth
gifted peacemaker serve the least
perseverance diligent Innovative
overcomes the world fruitful JOY
foresighted compassionate understanding non-pretentious
fear God
content
FREEDOM
Humble
submissive
plac in Faith
Filled with the Spirit
gracious
resourceful
courageous
trustworthy
Honest
forgiving

Roles and Responsibilities: The Five Practices ®



Model the Way



Inspire A Shared Vision



Enable Others to Act



Challenge the Process



Encourage the Heart

Roles and personal responsibilities

Personal Mission

Personal Vision

Personal Critical Success Factors

Personal Organisational Objectives

Personal Performance Measures and Targets

Personal Improvement Actions

Personal Mission

- WHO AM I?
- What is my philosophy of life?
- Why am I on this earth?
- What are my overall life objectives?
- For what reason do I live?
What are my deepest aspirations?

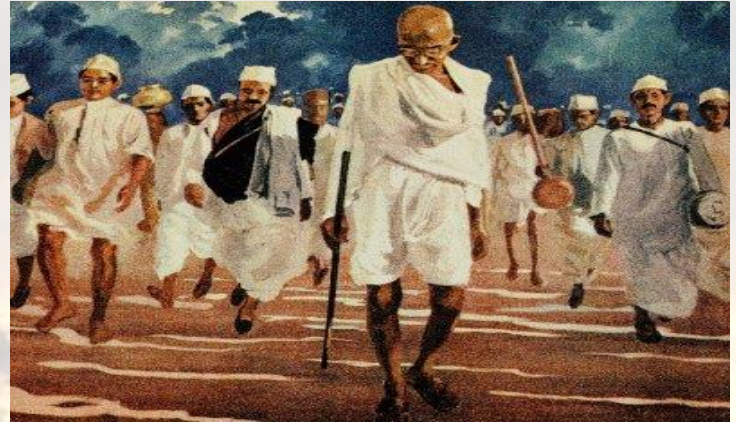
YOUR DESIGN: Who Am I?



Abraham Lincoln

I am a slow walker,
but I never walk backwards

**One must be the change
one wishes to see in the world**



Gandhi

ROLES AND PERSONAL RESPONSIBILITIES

Personal Mission

Personal Vision

Personal Critical Success Factors

Personal Objectives

Personal Performance Measures and Targets

Personal Improvement Actions

Personal Vision

WHERE AM I GOING?

- Which values and principles lead me to this path?
- What are our long-term ambitions?
What do we want to achieve? Where do we go from? What do I want to realise? What do I stand for? What do I believe in?
- What are my ideals? Which key roles do I want to fulfil?

ROLES AND PERSONAL RESPONSIBILITIES

Personal Mission

Personal Vision

Personal Critical Success Factors

Personal Objectives

Personal Performance Measures and Targets

Personal Improvement Actions

Personal Critical Success Factors

WHICH FACTORS MAKE ME UNIQUE?

What is decisive for my personal success?

Which factors in my personal mission, vision, and key roles are essential to the realisation of my personal objectives?

What are my most important competences?

ROLES AND PERSONAL RESPONSIBILITIES

Personal Mission

Personal Vision

Personal Critical Success Factors

Personal Objectives

Personal Performance Measures and Targets

Personal Improvement Actions

Personal Objectives

WHICH PERSONAL RESULTS DO I WANT TO ACHIEVE?

Which measurable short-term personal results do I want to achieve?

ROLES AND PERSONAL RESPONSIBILITIES

Personal Mission

Personal Vision

Personal Critical Success Factors

Personal Objectives

Personal Performance Measures and Targets

Personal Improvement Actions

Personal Performance Measures and Targets

HOW CAN I MEASURE MY PERSONAL RESULTS?

What makes my personal objectives measurable?

Which values do I have to obtain?

What are the targets?

ROLES AND PERSONAL RESPONSIBILITIES

Personal Mission

Personal Vision

Personal Critical Success Factors

Personal Objectives

Personal Performance Measures and Targets

Personal Improvement Actions

Personal Improvement Actions

HOW DO I WANT TO ACHIEVE THE RESULTS?

How can I realise my personal objectives?

Which improvement actions do I need to do to achieve them?

How do I see to it that I learn continuously?

ROLES and PERSONAL Responsibilities

- ☐ **See reality differently**
- ☐ **Define work differently**
- ☐ **Speak a different language**
- ☐ **Hear differently**
- ☐ **Are motivated differently**
- ☐ **Receive correction differently**

Admired Leaders?

Source: Ben le Van



Admired Leaders?



Admired Leaders?



Admired Leaders?



"At the end of our lives,
we will not be judged by
how many diplomas we
have received, how much
money we have made or
how many great things we have done.
We will be judged by 'I was hungry and
you gave me to eat. I was naked and
you clothed me. I was homeless and
you took me in.'"

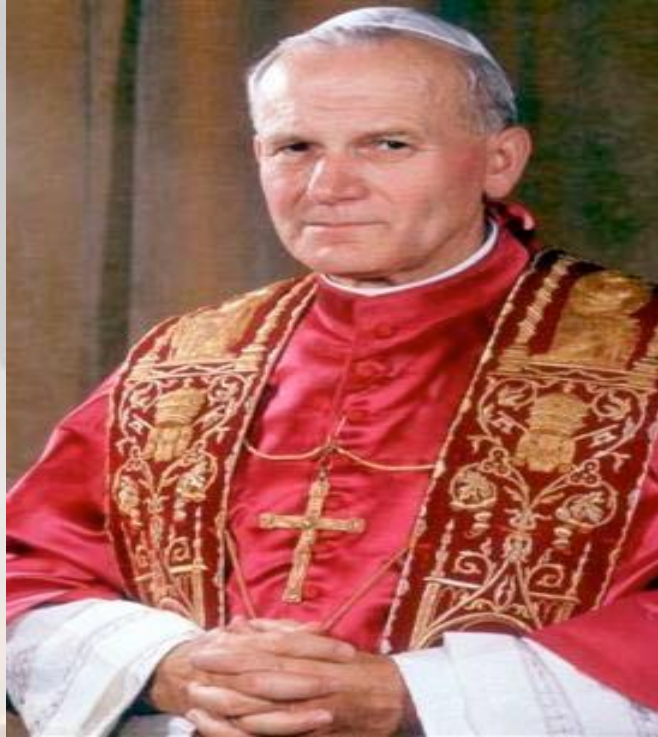
Admired Leaders?



Admired Leaders?



Admired Leaders?



Admired Leaders?



Admired Leaders?



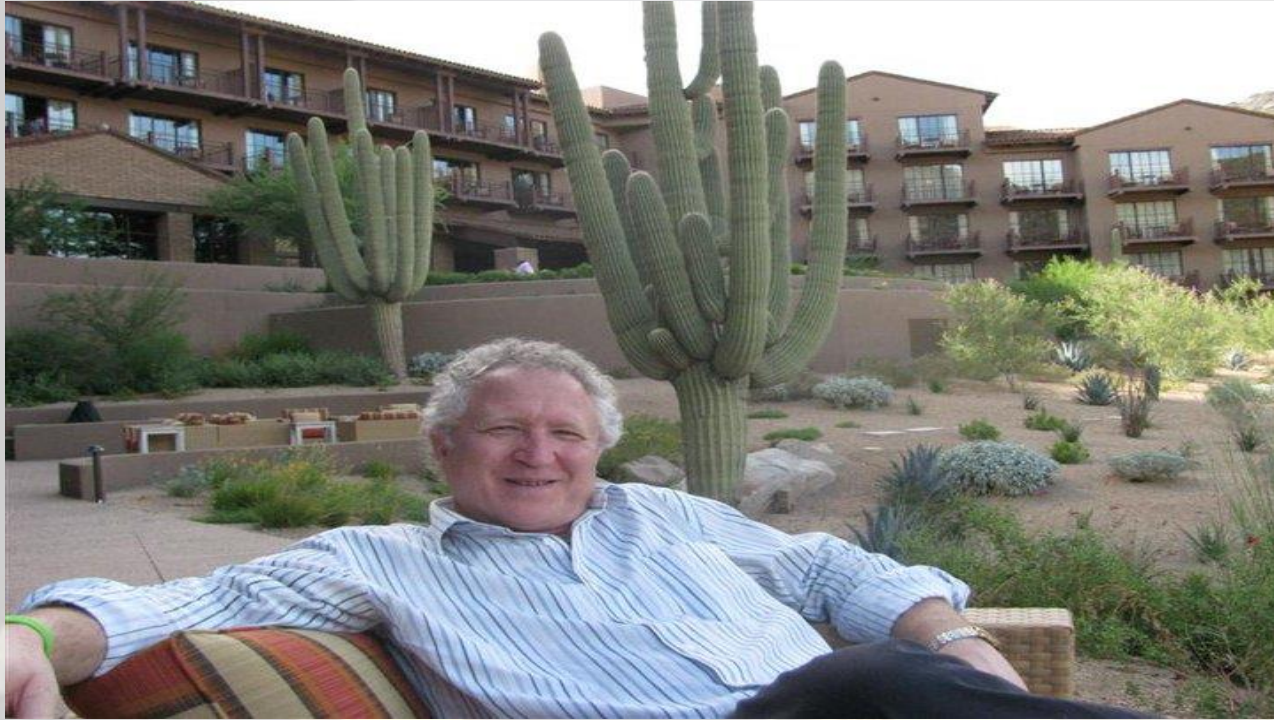
Admired Leaders?



Admired Leaders?



Admired leaders?



ADMIRER LEADERS

WHAT ABOUT YOU?



Building Trust *The Speed of Trust* by Stephen M. R. Covey

- ❑ **Talk Straight** - *Be honest. Tell the truth. Let people know where you stand.*
- ❑ **Demonstrate Respect-** *Show kindness, demonstrate caring and recognizes the contribution.*
- ❑ **Create Transparency** - *about being open, real, and genuine and telling the truth.*
- ❑ **Right Wrongs - Apologize quickly.** *Make restitution where possible, don't cover up.*
- ❑ **Show Loyalty** - *Give credit to others and speak about people as though they were present*
- ❑ **Deliver Results-** *understand the expectation, get the right things done, don't make excuses*

Building Trust *The Speed of Trust* by Stephen M. R. Covey

- ❑ ***Get Better - seek feedback***, and learn from mistake
- ❑ ***Confront Reality*** - about taking the tough issues head on, sharing the bad news
- ❑ ***Clarify Expectations*** - Check for clarity by asking questions, don't assume
- ❑ ***Practice Accountability*** – have a safe place to go to, take responsibility for results
- ❑ ***Listen First*** - Listen before speaking. Understand. Diagnose. Don't presume the answers.
- ❑ ***Keep commitments***
- ❑ ***Extend trust***

Questions to think about:

Discuss

- ☐ How would you define **success** as a leader?
- ☐ What do you feel is **lacking** in your career right now to complete your picture of a career of a significant leader?
- ☐ Which of your **dreams and hopes** haven't been fulfilled yet?
- ☐ What is your **passion**, the spark that needs only a little breeze to ignite into a raging fire?
- ☐ What gives you a deep sense of **satisfaction** and purpose?
- ☐ What do you feel are you **missing** in life as a leader?

Reality Check up

- ☐ Who in your life has wounded you the deepest?
- ☐ What are two or three of the most painful experiences in your life?
- ☐ Is there something in your past that haunts you?

Discussion: Leaders versus Non-leaders

- ☐ List the challenges that are you facing in your organisation right now?**
- ☐ List all the problems that you see as potentially limiting your organisation from reaching its goals.**

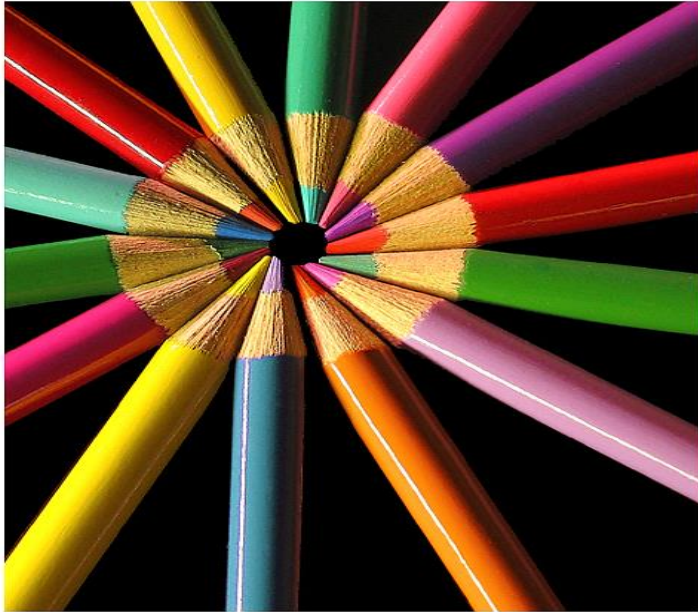
Leader versus Non-leader: Fully Engagement

- 1. Do you know what is expected of you at work?**
- 2. Do you have the materials and equipment you need to do your work properly**
- 3. At work do you have the opportunity to do what you do best every day?**
- 4. In the last seven days have you received recognition or praise for good work?**
- 5. Does my supervisor or someone at work seem to care about me as a person?**
- 6. Is there someone at work who encourages my development?**

Leader versus Non-leader: Fully Engagement

- 7. At work do my opinions count?**
- 8. Does the mission of my company make me feel like my work is important**
- 9. Are my co-workers committed to doing quality work?**
- 10. Do I have a best friend at work?**
- 11. In the last six months have I talked with someone about my progress?**
- 12. This last year have I had opportunities at work to learn and grow?**

Conclusion: Leaders versus non-leader- Winning teams



T – Begin with Trusted Leaders
and gather The Right People

E – Capture an Engaging Vision
and set an Executable Plan

A – Define the Accepted Processes
and Acquire Resources

M – Build Meaningful Relationships
and achieve Measureable Results

Leadership styles DISC based

- ❑ **D**irecting versus adaptive
- ❑ **I**nteracting versus reserved
- ❑ **S**upportive versus Objective
- ❑ **C**onscientious versus Unconventional

DIRECTING

- ☐ People who are highly directive (D) are naturally motivated to control the work environment.
- ☐ They are usually assertive, direct, and competitive.
- ☐ They are typically bold and not afraid to take strong action to get the desired results.
- ☐ They function best in a challenging environment.

INTERACTING

- ☐ People who are highly interactive (I) are naturally driven to relate to others.
- ☐ Usually they are verbal, friendly, outgoing, and optimistic.
- ☐ They are typically enthusiastic motivators and will seek out others to help them accomplish results.
- ☐ They function best in a friendly social environment.

SUPPORTIVE

- ☐ People who are highly supportive (S) are naturally motivated to cooperate with and support others.
- ☐ They are usually patient, consistent, and very dependable.
- ☐ Being pleasant and easygoing makes them excellent team players.
- ☐ They function best in a supportive, harmonious environment

CONSCIENTIOUS

- ☐ People who are highly conscientious are focused on doing things right.
- ☐ Usually they are detail- oriented and find it easy to follow prescribed guidelines.
- ☐ Typically they strive for accuracy and quality and, therefore, set high standards for themselves and for others.
- ☐ They function best in structured environments.

The Depth of Servant Leadership: a triple focus

- ❑ Being a servant of people (relational, caring, helping, investing, character and humility)**
- ❑ a laser focus (committed, intentional, decisive)**
- ❑ and inspiring action (trustworthy, character, motivational).**

Human Responses to Change

Source: Christo Nel

New Contentment

Pro-action

**Acceptance:
Active-Supportive**

Testing

Fight - Flight - Freeze

Bargaining

Denial

Old Contentment



The Human Responses to Change

New
Contentment
Pro-action
Acceptance
Testing
Fight-Flight
Freeze
Bargaining
Denial
Old
Contentment

Impossible. Everything is just fine!

The Human Responses to Change

New
Contentment
Pro-action
Acceptance
Testing
Fight-Flight
Freeze
Bargaining
Denial
Old
Contentment

**We're too different.
It won't work here.**

Impossible. Everything is just fine!

The Human Responses to Change

New
Contentment
Pro-action
Acceptance
Testing
Fight-Flight
Freeze
Bargaining
Denial
Old
Contentment

Over my dead body!
You watch, it'll fail!
What's all this about?!

We're too different.
It won't work here.

Impossible. Everything is just fine!

The Human Responses to Change

New
Contentment
Pro-action
Acceptance
Testing
Fight-Flight
Freeze
Bargaining
Denial
Old
Contentment

That's what I've been saying all along!
Let's get going - this is fun!

Over my dead body!
You watch, it'll fail!
What's all this about?!

We're too different.
It won't work here.

Impossible. Everything is just fine!

The Human Responses to Change

New
Contentment
Pro-action
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Testing
Fight-Flight
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Renewal and Revitalisation

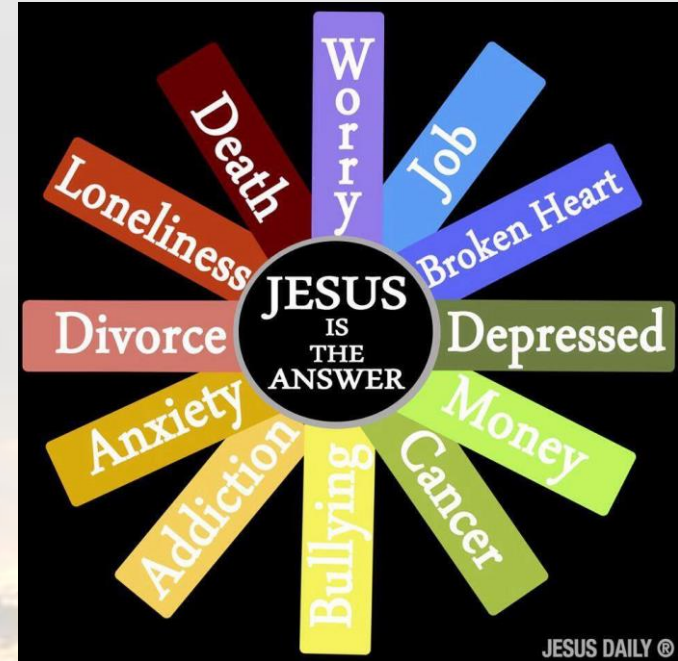
Confusion and Chaos

Denial and Denigration

Contentment and Complacency

Evidences of Anger

- ☐ ***Irritable***
- ☐ ***Impatient***
- ☐ ***Raised Voice***
- ☐ ***Glaring Eyes***
- ☐ ***Hurtful Words***
- ☐ ***Explosive Actions***
- ☐ ***Cutting Off of Communication***
- ☐ ***Argumentation***
- ☐ ***Clenched Teeth***
- ☐ ***Heavy Breathing***



Definition of Coaching



Intended Outcomes

- Intended future state
- Described in behavioural terms

The Path

- Milestones
- Actions
- Timeline
- Support

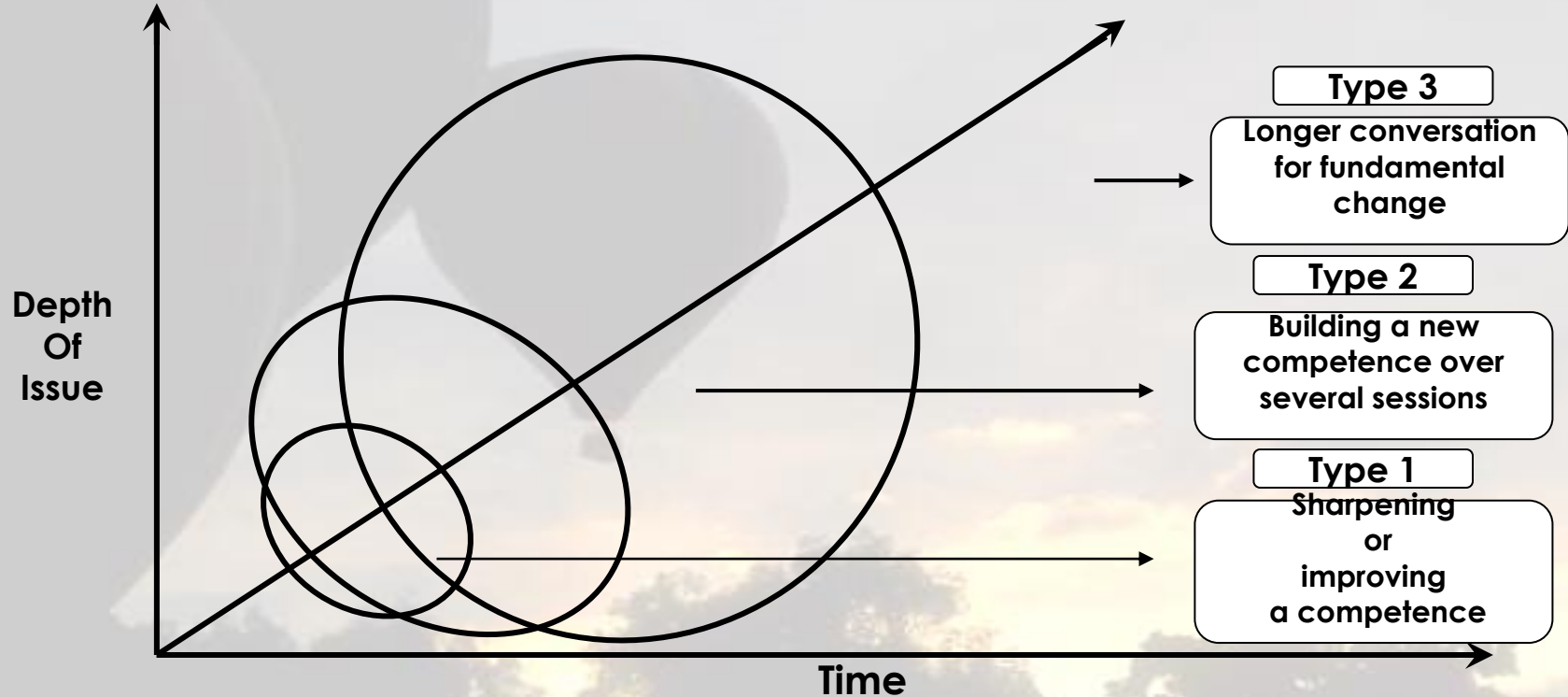
Current Reality

- Level of competence
- Described in behavioural terms
- Levels of commitment
- Obstacles to improving

Development

Effectiveness

Coaching Conversations - Types

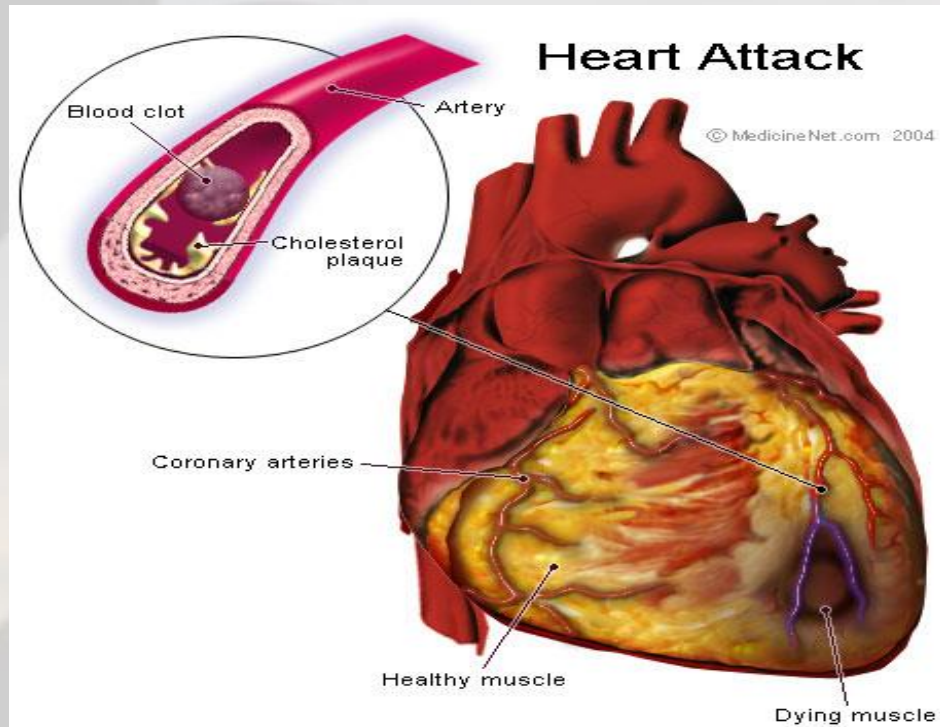


Courageous Coaching discussion

Your Design



EQ Heartbeat Coaching Conversation



Coaching Conversations

What is complicating your life right now?

What keeps you awake (at night)?

What inspires you/makes you tick?

What are some of the indicators of high vitality in your life?

What gives your spirit, mind, heart and body energy?

What are your dreams/ fears?

What would you like to be remembered for?

Discuss your unfolding strategy.

What are the things (top priorities) you need to:

Let go? Stop? Maintain? Initiate?

If you could change anything, what would it be?

(Yourself, team, organisation)

Signs of leaders in trouble:

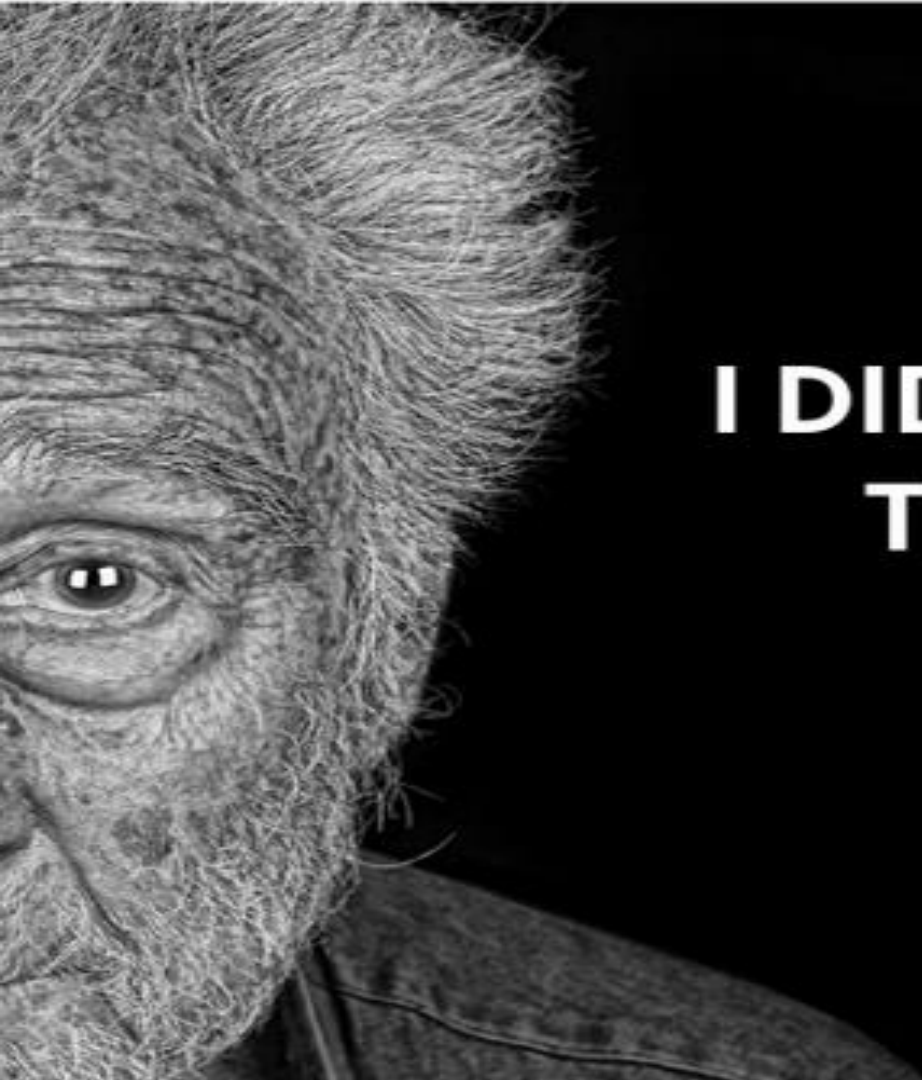
Dr Bruce Wilkinson

1	Physically	Exhausted/Tired	Energetic/Strong
2	Emotionally	Discouraged/Down	Encouraged/Up
3	Mentally	Bored/Discontent	Challenged/Content
4	Spiritually	Depleted/Empty	Growing/Full
5	Geographically	Distant/Alone	Near/Together
6	Relationally	Alienated/Cold	Close/Warm
7	Internally	Hopeless/Sad	Hopeful/Happy
8	Personally	Insecure/Unsure	Secure/Confident
9	Secretly	Bitter/Angry	Forgiving/Accepting
10	Deeply	Wounded/Hurt	Appreciated/Love

TOP THREE REGRETS OF THE DYING...

**I DID NOT SPEND
ENOUGH TIME
WITH THE
PEOPLE I LOVE**





**I DID NOT DO WORK
THAT I REALLY
ENJOY**

A black and white close-up photograph of an elderly man. He has a deeply lined face, with prominent wrinkles on his forehead and around his eyes. His hair is thinning and grey. He is looking down and slightly to his left with a somber or reflective expression. He is wearing a dark, heavy jacket with a high collar. The background is dark and out of focus, showing some horizontal lines.

I DID NOT MAKE A DIFFERENCE

Requirements for change in excuses

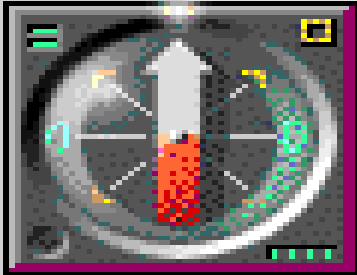
**Clear
vision**

+

**Actionable
goals**

+

**Pressure
for
change**



=

CHANGE

Requirements for change in excuses (Continued)



Requirements for change

(Continued)

**Clear
vision**

+



+

**Pressure
for
change**

=

MARKING TIME

Requirements for change

(Continued)

**Clear
vision**

+

**Actionable
goals**

+

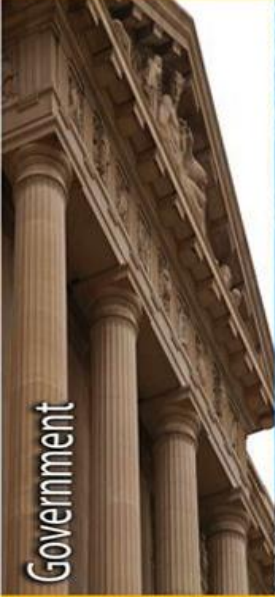


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DUST GATHERING



CHANGEYOURSTORY



Government



Business



Education



Faith



Family



Media/ Arts



Sport/ Recreation



**Make a
difference
wherever
you go?
Be significant –stand
out as a leader.
Mario Denton**