

Organisational leadership

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Understanding leadership

What makes someone a good
organisational leader?

Challenges facing
third-sector organisations

What all organisations need

- Clear objectives
- Control resources
- Work in teams
- Professional development
- Praise and criticism

Challenges of leading a third-sector organisation

What are you there for?

- Easy to have vague objectives
- Impact is hard to measure

Challenges of leading a third-sector organisation

Who has a say in what you do?

- Many stakeholders
- Management structures can be complex
- Voluntarism is a key ingredient

Challenges of leading a third-sector organisation

Purpose and values are key

- Purpose is a key driver
- Values have to be upheld
- The bottom line is not the bottom line

Leadership

What is the difference between a leader and a manager?

From management to leadership

- Classic view of management
- Managing in contexts of uncertainty (“decision theory”)
- HR-based approaches
- Rise of ‘leadership studies’

Leadership

Transformational

- Leader
- Do the right things
- Charismatic
- Effective
- Works through inspiration
- Deals in values and principles
- Exercises control through personal qualities

Transactional

- Manager
- Do things right
- Bureaucratic
- Efficient
- Works through negotiation & consensus
- Deals in facts and data
- Exercises control on the basis of knowledge

What leaders 'do'

- Situational leadership
- Team leadership
- Servant leadership

Strategic planning

Vision and mission

Vision – the desired future that we want to see

Mission – what this organisation exists to do

The mission of NASA is to put a man on the moon by the end of the decade (and return him safely to earth)

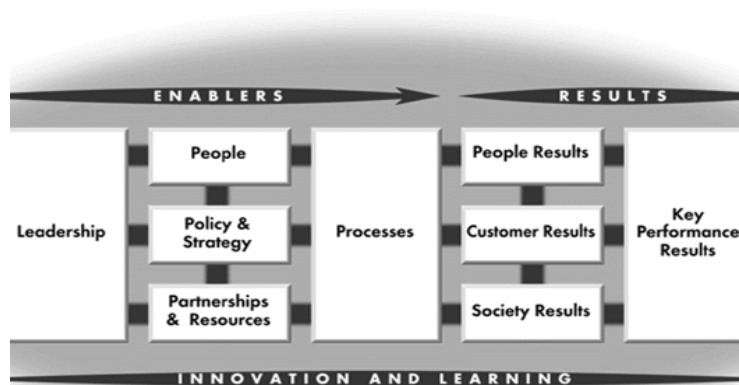
Classic model of strategic planning

1. Where are we as an organisation?
2. What kind of world are we in?
3. Where do we want to get to?
4. How will we get there?

Direction and coherence

Alternative models of strategic planning

- Quality / “Excellence”
- Resource-based (core competencies)
- Scenario planning
- Positioning
- Learning



The 'Excellence' Model

Cultural issues in leadership

What does friendship mean?

You are riding as a passenger in a car being driven by a close friend, when he hits a pedestrian. You know that he was going at least 45mph in a 30mph zone.

His lawyer tells you that if you testify under oath that your friend was only going at 30mph, you will save him from serious consequences.

There are no other witnesses.

What does friendship mean?

Does your friend have the right, some right or no right to expect you to testify that he was driving at 30mph?