

# MANAGEMENT IN GOAL ORIENTED ORGANIZATION



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# DEFINITION

- Strategy=a plan of action designed to achieve a long-term or overall aim.
- The art of planning and directing overall military operations and movements in a war or battle is called strategy
- The **strategic leader** plays an important **role** as a change driver.
- The **leader** creates and develops change management **strategies** and evolves techniques to make the employees accept the changes from time to time.
- The **leader** convinces the employees by projecting the fruitful outcomes of the changes.

# Definition

- **Leadership** is the art of motivating a group of people to act toward achieving a common goal.
- In a business setting, this can mean directing workers and colleagues with a strategy to meet the company's needs
- **Leadership** is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal. ... **Leadership** stems from social influence, not authority or power. **Leadership** requires others, and that implies they don't need to be “direct reports

## Leadership

- The individuals who are the leaders in an organization, regarded collectively.
  - The activity of leading a group of people or an organization or the ability to do this.
  - The act of inspiring sub-ordinates to perform and engage in achieving a goal.
  - Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.
- ***Unlike management, leadership cannot be taught, although it may be learned and enhanced through coaching or mentoring.***

# 10 Principles of Strategic Leadership

1

Distribute responsibility.



2

Be honest and open about information.



3

Create multiple paths for raising and testing ideas.



4

Make it safe to fail.



5

Provide access to other strategists.



6

Develop opportunities for experience-based learning.



7

Hire for transformation.



8

Bring your whole self to work.



9

Find time to reflect.



10

Recognize leadership development as an ongoing practice.



# Strategy

- A plan of action designed to achieve a long-term or overall aim.
- A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.
- The art and science of planning and marshalling resources for their most efficient and effective use.

# Organization

- An organized group of people with a particular purpose, such as a business or government department.
- A social unit of people that is structured and managed to meet a need or to pursue collective goals.
- All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.
- Organizations are open systems--they affect and are affected by their environment.

# LEADER'S ROLE IN PRODUCTIVITY

- An organization's performance is directly linked to its leader's effectiveness.
- Extraordinary leaders can make extraordinary employees out of average employees.
- Poor leaders can turn extraordinary employees into poor performers.
- These have nothing to do with the organization's systems, processes, policies, or procedures.



# LEADER'S ROLE IN PRODUCTIVITY

- Employees are impacted by their leader's behavior in inspiring them.
- Inspiring employees is crucial if they are to serve customers in the best possible way, all the time.
- Employees are the organization's key to success.
- Empowered employees will perform their best to achieve their organization's goals.

# *Leader key roles to influence productivity in their organizations:*

## **1. Defining goals and Objectives**

- Clarity around organizational goals and objectives and how projects fit within them needs to be provided.
- When employees understand the projects on which they are working, they are better able to identify and close gaps between the projects and the organizational goals.

# *Leader key roles to influence productivity in their organizations:*

- **Assigning Ownership of Job Schedules**
- For any work undertaken in the organization, there should only be one owner of the work.
- When one owner-employee takes responsibility for the project, there is a greater chance of project success.
- If there are multiple owners or if ownership is not clear, efficiency and productivity suffers.

# *Leader key roles to influence productivity in their organizations:*

- **Managing Employee Expectations**
  - This includes ensuring employee job satisfaction and providing incentives and reward.
  - If employees are empowered and receive appropriate support (e.g., training, resources, etc.) to complete their work, their job satisfaction increases.
  - In addition, recognizing and rewarding employees helps increase their self-esteem and further strengthens their resolve to continue working hard on behalf of the organization.

# *Leader key roles to influence productivity in their organizations:*

Communicating.

- This is a two-way experience. Leaders need to be clear in their communications with employees, but they also need to listen to their employees and act on what their employees are telling them.
- By engaging in open communication, leaders build trust with their teams, further empowering productivity.

# *Leader key roles to influence productivity in their organizations:*

Innovating.

- Without innovation, organizations will not grow.
- Leaders need to embrace innovation and encourage innovation and creativity in the workplace.
- Doing things the same old way has no place in organizations that want to be successful.
  - Creating or inventing/re-inventing new markets, products and services - this is how successful organizations thrive.

# LEADERS

- *Leaders who are able to motivate and inspire their employees will be the leaders of successful organizations.*
- *Those who do not may soon find themselves out of work.*

# *Leadership Involves:*

- ✓ Establishing a clear vision
- ✓ Sharing that vision with others so that they will follow willingly
- ✓ Providing the information, knowledge and methods to realize that vision
- ✓ Coordinating and balancing the conflicting interests of all members and stakeholders
- A leader steps up in times of crisis, and is able to think and act creatively in difficult situations.



# TASKS OF EFFECTIVE LEADERS

## **1. Makes the team open, engaging and cohesive**

- It is the job of a leader team come together and engage actively in any project.
- An effective leader is able to lead a team to being committed, and to working together to successfully complete projects.
- If a leader is transparent in your dealings with employees, they will also open up.
- Make your relationship with your employee about honest communication and constructive feedback.

# TASKS OF EFFECTIVE LEADERS

## 2.Helps in building relationships with employees

- Building a good rapport with the employees is the foundation of making them content with the work environment.
- An employee who feels valued in a company will be less likely to switch jobs.
- Effective leaders can build good relationships with their employees and make them feel appreciated for their effort.

# TASKS OF EFFECTIVE LEADERS

## 3. Connects the role of employees with the team goals

- It is the duty of the leader to understand the value and abilities of the individuals of a team so that he/she can connect their roles with the goals of the organisation.
- It is always crucial to understand the role of the employees so they can feel that they are making an impact.

# TASKS OF EFFECTIVE LEADERS

## 4. Helps the employees to come up with ideas

- Effective leadership gives employees the ability to speak and be vocal about their ideas.
- Giving the power of cultivating ideas to your team is a positive attitude seen by your subordinates.
- If you allow your team members to not hold back with their ideas and thoughts but be free to share with you and the rest of the team, then it shows that your leadership is effective.
- Effective leadership has always been the prime reason for the growth of an organisation and has helped in retaining the most valuable asset – its employees.

# *An effective leader possess the following characteristics:*

- ✓ Self-confidence
- ✓ Strong communication and management skills
- ✓ Creative and innovative thinking
- ✓ Perseverance in the face of failure
- ✓ Willingness to take risks
- ✓ Openness to change
- ✓ Levelheadedness
- ✓ Reactiveness in times of crisis

# LEADERSHIP STYLES

- There are different types of leadership styles
- Some leaders have a dominant single style, while other leaders use different styles in different situations or with different followers.

# *Types of Leaders*

- ❖ *Affiliative Leader – Easily shift to majority opinion*
- ❖ *Authoritative Leader – Forceful in style*
- ❖ *Coaching/Mentoring Leader – Trainer for potentials to manifest*
- ❖ *Coercive Leader – Ruthless in style*
- ❖ *Charismatic Leader – Energetic and decisive*
- ❖ *Democratic Leader – Freedom in decision of majority*
  - ❖ *Innovative Leader – Creative, new idea, new styles*

# *Types of Leaders*

- ❖ Command and Control (Bureaucratic) Leader – *Not time bound in action*
- ❖ Laissez-Faire Leader – *Lose leadership; 'anything goes'*
- ❖ Pacesetter Leader – *Courageous in tackling challenges*
- ❖ Servant-Leader – *Sacrificial, participatory service*
- ❖ Situational Leader – *Prompt to solving problems in difficult moments*
- ❖ Transformational Leader – *Change agent*



# CRITICAL DIMENSIONS OF LEADERSHIP

Clearly, identifying the key characteristics of leadership is challenging.

The following dimensions have emerged which are part of most leadership.

# Vision

- An *inspiring* vision is an essential hallmark of leadership.
- Goals worthwhile to strive for represent a strong driving and empowering force.
- It is critical that the desired end-state be *delivered with conviction and passion* to motivate the followers to buy in and incite them to act.
- Charisma can be a powerful tool to influence people, but without substance, ethics and integrity charisma can also be destructive

# VISION

- A compelling vision is typically associated with a *strategy* providing purpose, direction and setting clear objectives and priorities, emphasizing collaboration and teamwork linked to the same goals.
- A successful vision is *future-oriented* and calls for innovation and change.
- It identifies present problems and unmet needs, proposes meaningful and convincing solutions and attempts to involve everybody.

# Intellectual and Technical Competence

- Leaders do not necessarily have specialized knowledge in every sphere of the organizations they direct.
- A leader's ability to grasp connections and interdependence among multiple factors is an asset
- The leader's organizational and analytical reasoning skills, represent important assets that help to establish credibility.
- Using *strengths-based leadership* involving workers in what they do best and providing regular feedback, result in higher performance and greater satisfaction.

# Emotional and Social Intelligence

- Awareness of one's emotions and self-control, as well as interpersonal skills and relationship management are defining characteristics of emotional and social intelligence.
- Leaders with a high regard for others, who emphasize collaboration and win-win solutions, are more successful in creating rapport and motivating workers to perform
- Such leaders promote higher levels of engagement, quality and productivity in workers

# Creativity

- Imagination, original ideas and the aptitude to visualize new and more effective approaches, products and services are essential in the drive for higher achievements.
- Only creative leaders can make organization to survive in the face of economic challenges.
- Innovation distinguishes between a leader and a follower.

# Courage

- Progress occurs when courageous, skilful leaders seize the opportunity to change things for the better.
- Courage to take charge of an organization and lead others is core requirement in leadership.
- Leading change, especially in a crisis, when leadership is all-important for success, entails taking risks and requires demonstrating courage.
- Self-confidence is indispensable, as is the capacity to anticipate and be proactive.

# Character

- Attributes such as integrity, humility and trustworthiness, contribute to the leaders' capacity to influence their employees.
- Optimism and positive feelings of leaders greatly impact their workplace.
- A positive mind-set is contagious. It transmits energy and hope, enhancing the productivity and wellbeing of the team.
- Ultimately, the *leaders' everyday actions* will determine their effectiveness, more than anything they can say or any one trait, style, background or orientation.



# WAYS TO INCREASE YOUR PRODUCTIVITY AS A LEADER

- The most successful companies and communities are built around strong management.
- The most successful leaders at any organization employ a combination of soft and hard skills that allow them to efficiently balance their team's growing payload of responsibilities and priorities.
- Though there are no shortcuts to becoming a masterful leader, there are some things you can do that can help you be better at your job. Here are eight proven ways to increase your productivity as a leader.

# 1. Set Expectations from the Start

- Disappointment is one of the primary reasons teams lose momentum and collapse. As a leader, it is your responsibility to set clear goals and expectations for each period (week, quarter, year, etc.).
- By doing this up front and ensuring that all of your direct reports agree with and understand the objectives, you will avoid the painful hassle of having to explain the same things over and over.

## 2. Invest in Organizational Tools

- As a leader, set the tone for the rest of your team.
- If you are late to meetings, you can bet your team will be too.
- If you are messy and disorganized, everyone else will be too.
- Invest in organizational tools, equipment and infrastructure for conducive work environment to support your work and boost productivity.

# 3. Avoid Long Meetings

- Don't make workers spend too much time sitting in boring meetings.
- • Lead workers to contribute precisely and clearly.
- Be a good manager of time in meetings.
- While you want everyone's voice to be heard, long meetings are generally not the answer.
- Short brief meetings will encourage active participation

# 4. Get to Know Your Team

- Get to know your team early on. Interact with your staff and hear about their experiences as well as what they are looking for in their role.
- The sooner you can pick up on these little things, the more effective and empathetic you can be as a manager.

# 5. Feedback Mechanism

- Miscommunication can lead to a host of issues that make the workplace inefficient.
- Set up ways of getting feedbacks from staff and other stakeholders
- A fast and effective solution for this is to start hosting “feedback sessions,” more commonly known as weekly one-on-ones, with your direct reports.
- Quick meetings give both parties (you and the person reporting to you) an opportunity to bring up concerns and feedback, and present solutions that they have been thinking about.
- Make sure you ask for feedback on your management style so that you can continue to improve your ability to lead others. Sometimes just talking to people directly can save time.

# 6. Compartmentalize Your Time

- As a manager, you may find that everyone on your team *always* wants your attention.
- You may rarely have time to work on personal things you need to get done.
- Try setting a period during certain hours of the day to be your “DND” (do not disturb) time.
- Let staff and visitors know that you will not be available for meetings at DND time as you are using this time to focus on the work you have to get done.

# 7. Keep Information Transparent

- Chances are that at least a few of your team members are intellectually curious people and just have lots of questions.
- Make more of your team's information accessible and public (internally).



# 8. Write Everything Down

- When you are managing many people it can be easy to forget things.
- It is impossible for humans to multitask.
  - Our brains won't let us!
- The easiest way to solve this is just to start writing things down.

Take high-level notes or jot down key takeaways at meetings so that you never again have to ask someone to remind you what you should be doing.

# CONCLUSION

- Inspiring leadership, despite its crucial importance for employee engagement and wellbeing, productivity, talent attraction and retention, as well as innovation, is lacking in many organizations.
- Five critical dimensions of effective leadership have emerged across ample research evidence: Vision, intellectual competence, emotional intelligence, creativity and courage.
- The core of leadership is represented by the leaders' personality, values, ethics and beliefs.
- The leaders' integrity and authenticity as reflected in their everyday actions determine their impact on the followers and the organization.

# CONCLUSION

- Leadership can be developed by increasing self-awareness of one's values and behavior and by strengthening each of the critical leadership dimensions.
- Comprehensive feedback and personalized coaching have proven to be particularly helpful in this effort.
- For organizations to flourish it has become essential to select the right leaders and make continuous leadership development a priority.
- Leadership undeniably affects organizational performance, specifically employee outcomes and productivity.
- Job satisfaction, productivity and organizational commitment are affected by leadership behaviors.

# CONCLUSION

- Leaders, apart from their actions and personal influence, should be empowered to make the critical decisions and keep operations running smoothly and effectively.
- Leaders need to constantly keep themselves up to date with the current affairs and situations.
- It is critical for leaders to be aware and able to identify the new emerging markets, which may present new business opportunities that they could consider venturing into.