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# Playing to win

*Bowling Over the Challenges*

## EFFECTIVE LEADERSHIP IN TURBULENT TIMES - MAKING TOUGH DECISIONS

Presenter : Shirlene Nibbs

NIIBS & ASSOCIATES  
"UNLEASHING THE HUMAN  
POTENTIAL"



# WHAT'S HAPPENING IN THE CURRENT BUSINESS ENVIRONMENT ?

- ① Financial Crisis
- ① Economies Shrinking
- ① Smaller Budgets
- ① Less Revenue
- ① Budget cuts
- ① Downsizing



LEADERSHIP

# TURBULENT TIMES

- ◎ Delays or cancelation of mission critical projects
- ◎ Due to
  - ◎ Risk aversion
  - ◎ New paradox of thrift ( saving without enough consumption)
  - ◎ Renewed affection for repair rather than replace



# THE IMPACT AND OPPORTUNITY FOR YOUR BUSINESS/ORGANIZATION

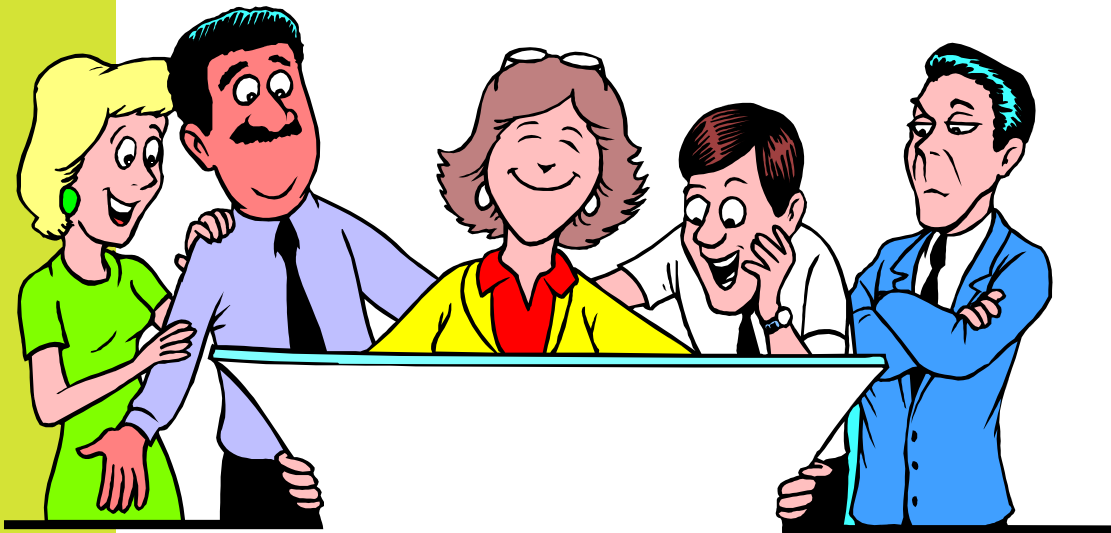
- ◎ Do more with less
- ◎ Make more informed decisions
  - ◎ Personnel decisions
  - ◎ Effective talent and succession management
- ◎ Define roles and expectations

# EFFECTIVE LEADERSHIP IS NOT A SOLO EXPERIENCE IT IS A TEAM SPORT



You are a leader if people want to follow you.

“Leadership is mobilizing others toward a goal shared by the leader and followers”



Effective  
Leadership  
Requires Character





# LEADERSHIP AIM

The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people.

Dr. Edwards Deming



# LEADERSHIP EFFECTIVE LEADERSHIP

- ◎ Multitude of
  - ◎ Skills
  - ◎ Qualities
  - ◎ Traits
  - ◎ Styles
  - ◎ Characteristics

# VISION OF SUCCESS

- ⦿ Power
- ⦿ Inspiration

# COMMUNICATION

- ⊙ Excel in Honest Proactive communication- consistently clearly, concisely
- ⊙ They are willing to articulate clearly the rationale and necessity for Job changes despite the pain the changes may inflict -Talk to those you lead
- ⊙ They listen well and demonstrate sensitivity when dealing with employees- Become chief listening Officer Don't be too busy do that

# SUPERIOR JUDGMENT

- ◎ Judgment is rooted in your character
  - ◎ Have the right values
  - ◎ Judgment that is not affected by incentives that will cause you to make poor choices
    - Know your strengths
    - Strive for excellence
    - Be persistent
    - Be a Daniel

# BE PEOPLE FOCUS

- ③ Engage Employees
- ③ Ensure continual skill development
- ③ Invest in your people
- ③ Address transition and adjustment issues that comes with downsizing

# QUOTE


- ◎ Take ambiguity away from leadership, and you take away tough decisions and responsibility, what you are left with are overpaid administrators

◎ *Jason Seiden American Author*

# EFFECTIVE LEADERS MAKE TOUGH DECISIONS


- ◎ Decide to separate employees from the organization
- ◎ Decide how to allocate scarce resources
  - ◎ Marketing
  - ◎ IT
  - ◎ Training and Development



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- ③ Improve the bottom line
  - ③ Downsize
  - ③ Re-organize

# PEOPLE ARE DIFFERENT

- ① Personality type
- ① *Dominants think that life is not worth living unless they are doing something.*  
*Expressives think that life is not worth living unless they are talking.*  
*Analyticals think that life is not worth living unless they are thinking.*  
*Solids think that life is not worth living unless they are relaxing.*



© Accountants as Leaders are sometimes perceived as not having the soft skills to be effective leaders

© T E C

# HOW DO YOU LEAD THROUGH THESE TRANSITIONS

- ③ Balance soft skills with the bottom line
- ③ Motivate staff as they face uncertain future
- ③ Communicate clearly and provide the rationale for the organizational changes
- ③ Work in a cross functional leadership
- ③ Develop and re-train staff at appropriate




# CULTURE

- ⊙ Culture does not support organizational effectiveness

# CULTURAL CHANGES REQUIRED




- ◎ Schein compared culture to a lily, with the flower and Lily pad being the observable behaviour, the stem the beliefs and attitudes and the coiled root system - the hidden truths and assumptions made by the organisation

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- ③ Create leader full organizations
  - ③ Where each staff member is given the opportunity and is empowered to lead wherever he or she sits and can make a difference.

# PLAYING TO WIN

- © It's crucial that any company lives within its means and doesn't spend money it doesn't think it can recuperate further down the line in their profits.



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- © Businesses are judged by their success and any organization that is aiming to optimize their long-term profitability can't remain still for too long.
  - © Carefully managed growth is central to their sustained success.

# LEAD TO WIN

