

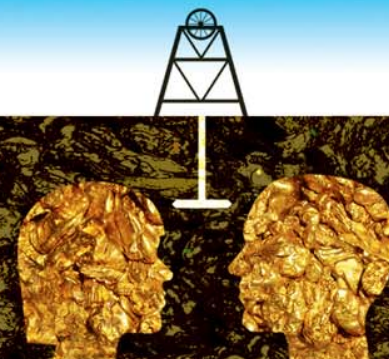
**Biennial Convention 2009**

**Go for Gold**

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Institute of Actuaries of Australia



# **Professional Leadership**

**Clarence Da Gama Pinto**



**OPPORTUNITY**

**REFLECTION**

**DOING & DECIDING**



**DOING & DECIDING**



“Winning power to lead professionals is no easy task. Before a leader can be accepted, let alone succeed, autonomous professionals must agree to be influenced by that person.”

*David H Maister, **True Professionalism** – the courage to care about your people, your clients, and your career. 1997 Free Press.*



Action	Management <i>Complexity</i>	Leadership <i>Change</i>
<b>Creating an Agenda</b>	<b>Planning and Budgeting</b> Producing predictable results in important areas by developing a detailed plan and allocating necessary resources.	<b>Establishing a Direction</b> Developing a vision of the future and strategies for achieving that vision. Often done to cope with the changing business environment.
<b>Developing Human Network for Achieving the Agenda</b>	<b>Organising and Staffing</b> Establishing a structure for accomplishing plan requirements, staffing that structure, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation.	<b>Aligning People</b> Getting people to understand and believe the direction and strategies by communicating in words and actions to all whose compliance or cooperation may be needed; doing so in as clear and credible way as possible.
<b>Execution</b>	<b>Controlling and Problem Solving</b> Monitoring outcomes vs. plan in detail, identifying deviations, and then planning and organising to solve these problems.	<b>Motivating and Inspiring</b> Energising people to overcome major barriers to achieving the vision by satisfying very basic but often unfulfilled, human needs for achievement, recognition, self esteem etc.
<b>Outcome</b>	Produces a degree of predictability and order, and has the potential of consistently producing key results expected by various stakeholders	Produces often-dramatic change, has the potential of producing extremely useful change (e.g. new products that customers want).



## The 6 Leadership Styles and EI

Leadership Style	Brief Description
•Visionary/Authoritative	• Clear direction – firm but fair, motivates by persuasion and constructive feedback
•Democratic	• Participative – encourages input and motivates with team rewards
•Coaching	• Developmental – helps individuals to improve, provide opportunities to develop
•Affiliative	• People first, emphasis on good relationships
•Pacesetting	• Leads by example, expects others to follow, motivates with high standards
•Commanding/Coercive	• My way – close control and motivates by discipline and threat



“The past and the future are increasingly separated by discontinuity. Both the ‘what’ and the ‘how’ are increasingly unknown and the options are left open.”

*Prof. Paul Kirkbride, Deputy Dean Mt Eliza Executive Education, Melbourne Business School*



## Presenteeism

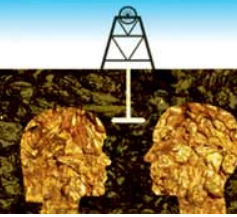
- Professor Don Iverson, executive dean at the University of Wollongong's Faculty of Health & Behavioural Sciences predicts that people are more likely to turn up to work because they are “concerned about their jobs, so unless they can't possibly go to work, they're going to be there because they don't want to put their job at risk.”
- ‘Presenteeism’ costs the Australian economy \$25 billion a year, four times the cost of absenteeism. (MediBank Private research)



## The State of Disengagement

- The number of highly disengaged employees has increased from 1:10 to 1:5 since the first half of 2007.
- Highest priority for HR leaders in 2009 is 'engagement'
- While "Intent to Stay" remains the same as three years ago, the number of employees exhibiting 'Discretionary Effort' has dropped by half.





## Summary Points

- Understand the changing context
- Embrace new behaviours to become professional leaders
- Leadership as choice. Do you choose to lead?
- The importance of reflection in a leader's life – looking for opportunities
- Free yourself up to be 'on the business' not 'in the business'
- Do you understand the difference between leadership and management?
- Creating feedback rich environments
- Use the Pacesetting and Coercive/Commanding Leadership style sparingly
- No leadership formula for success
- Arresting 'busyness'
- Why are you always rushing to catch the train?
- The power of conversations
- The importance of relational leadership
- The competence of building and mending relationships
- Factoring in people and emotions in any change initiative.
- Learning to 'Lead Up'
- You cannot do it all by yourself – setting up your personal board of directors



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