Adapting Your Leadership to Navigate Covid & Beyond

KIM LIVE WEBINAR

Dr Tim Kiruhi (PhD, Org Leadership)
VC, International Leadership University
www.kenya.ilu.edu

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Overview

1. Development of Leadership as an Academic Discipline
2. Adaptive Leadership
3. Biggest Threat to Success of Adaptive Leadership & Business
4. Examples of Organizations addressing (3) above
5. Closing Thoughts
6. References

Part 1: Development of Leadership Theories/Styles & Practices

- 1950-1968: Leader-centred (after WW II):
  - **Trait, Skill**, Style & **Charisma**
- 1969: Follower-appreciation (Human Rights):
  - **Situational**
- 1969 -1978: Follower motivation:
  - Path-Goal, LMX, Transactional
- 1977 -2008: Values-based (Declining impact of Church):
  - **Servant, Transformational**, **Spiritual, Ethical**, Exemplary, Authentic & **Responsible**
- 1975-2006: Context (Internationalization/Globalization):
  - Implicit (Culture), Team & Contingency & **Relational**
- Other theories/approaches:
  - Psychodynamic, Toxic
- 2009: **Disruptive Technologies/VUCA** (Volatile, Uncertain, Complex & Ambiguous)
  - **Adaptive Leadership Style** (NB: AL borrows from many of the above theories)
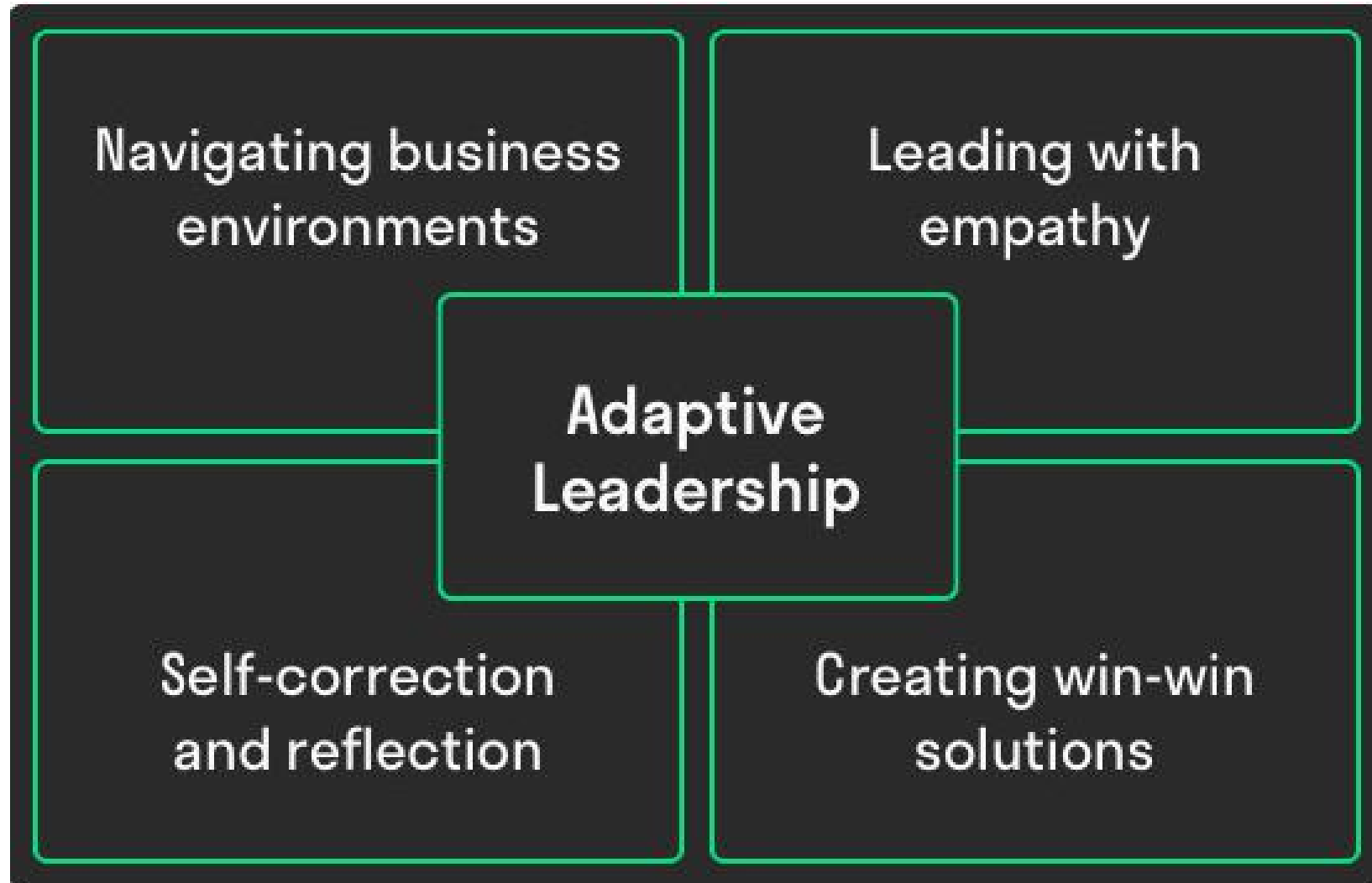
2. A Definitions of Adaptive Leadership

AL was developed by Heifetz & Linsky (2009) –Harvard University

1. Adaptive leadership is a practical leadership framework that helps individuals and organizations to deal with changing environments and effectively respond to recurring problems (Mulder, 2017).

2. Adaptive Leadership is a practical leadership framework that helps individuals and organizations to…thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of change (Cambridge Leadership Associates, n.d.).
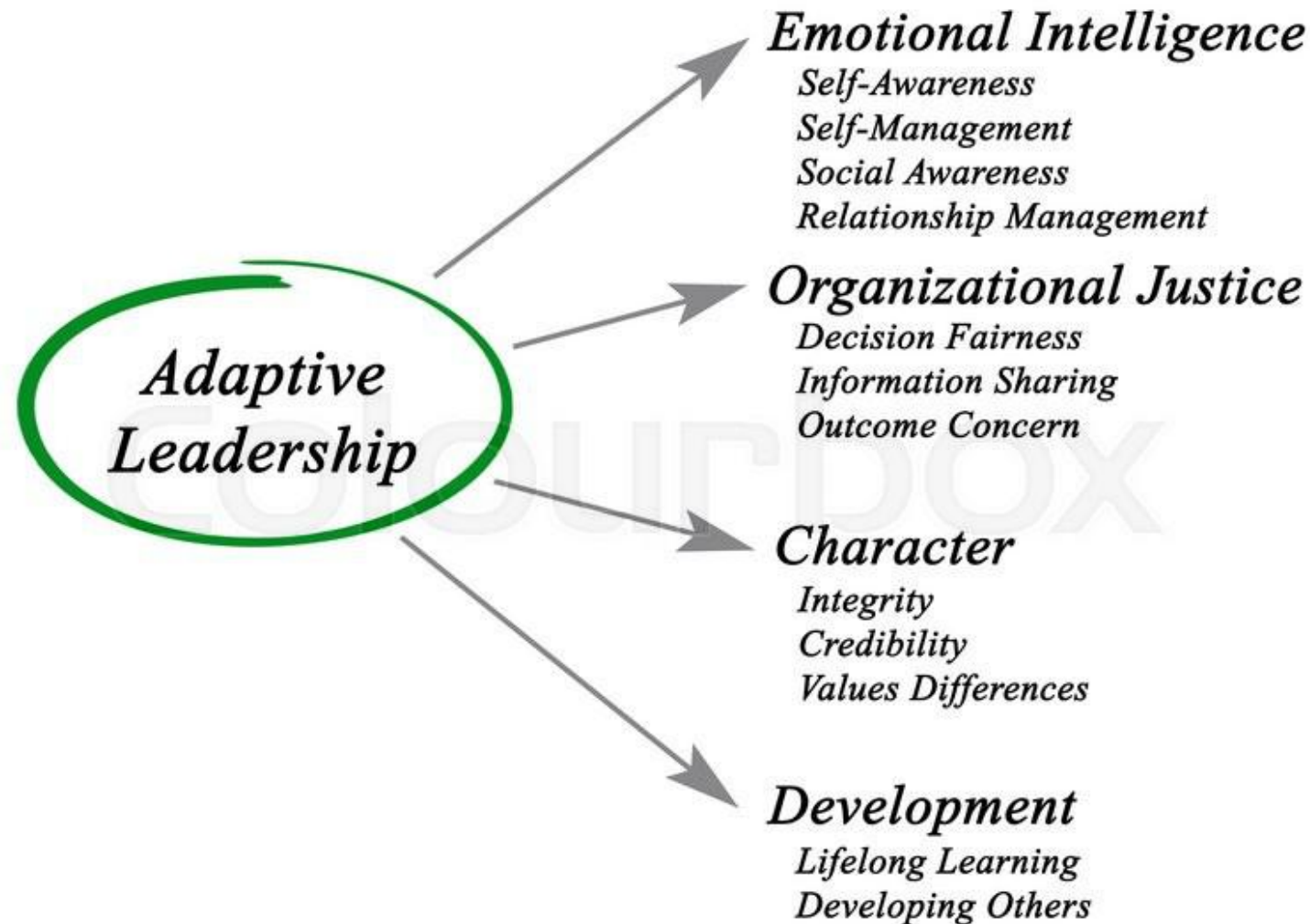
NB: It is not just the leader but the whole organization that adapts

B1. Principles & Practices of Adaptive Leadership (Mulder, 2017)

B2. Principles and Practices of Adaptive Leadership

B3. Principles and Practices of Adaptive Leadership
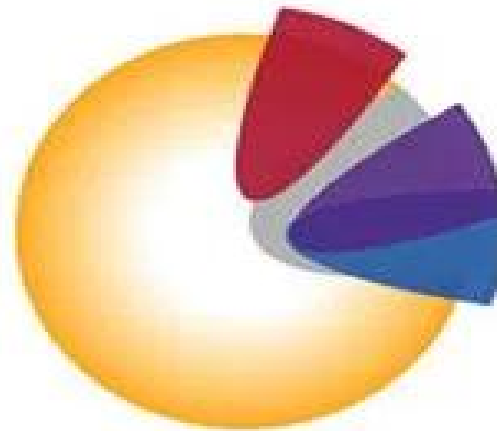
https://cambridge-leadership.com/adaptive-leadership/

Precious versus Expendable

Determining what practices are core to the future and what are obstacles to the future

Experimentation & Smart Risks

Developing and testing "next" practices

Disciplined Assessment

Integrating the "next" practices

C1: The Impact of Leaders' Behaviour

Empirical research showed that regardless of the team's attitude... leaders' behaviours impact on the attitudes, effectiveness, and commitment levels of those they lead because, in turn, these behaviours shape the values displayed toward their organizations' stakeholders and customers (Kilroy, 2008).

C2-LEADERSHIP (ABILITY TO INFLUENCE) IS BASED ON CHARACTER

- A person of good character does the same thing in darkness as in the light.

- Trust is critical if you are to influence.

  - *"People of genius are admired. People of wealth are envied. People of power are feared. But only people of character are trusted."* (Anthony Friedman, n.d.).

- Character is a state of *being*. A person of good character is a good human being. A good measure of character is the level of integrity.

  - *"Integrity is what you are when nobody is watching."* *(Chuck Swindoll).*

3.1 Biggest Threat to Success of Adaptive Leadership & Business

Percentage of firms identifying corruption as a major constraint

Middle East & North Africa	53.2
Latin America & Caribbean	44.90
Sub-Saharan Africa	43.40
South Asia	40.1
All Countries	35.2
East Asia & Pacific	24
Eastern Europe & Central Asia	22.40

Source: http://www.enterprisesurveys.org/

3.2 Why is corruption/bad value system an existential threat?

1. Culture eats strategy for breakfast (Drucker, n.d)

2. Scarcity of leaders of integrity – all areas, sadly, even in the church!

3. Deteriorating morals, values and ethics in all areas of society (Okumo, 2002)

4. Prevalent mindset that Kenyan leader or business cannot succeed unless corrupt. This discourages meritocracy, hard work, hope, innovation, global competitiveness

5. Few positive role models for Kenyan youth and society (Eldon, 2011)

6. Challenge to our worldview and pressure to conform our values to what others have defined as success (and sense of identity).

7. Others?

3.3 Kenya's Session Paper No 8 of Sept 2013 (GoK) on National Values and Principles of Governance

Article 5.1.2: All families, being natural and fundamental units of society, shall undertake the following responsibilities towards the realization of the National Values and Principles of Governance:

i. Parents and guardians shall embrace the national values and act as role models;

ii. Parents and guardians shall provide basic needs for their children and create a conducive environment for positive socialization;

iii. Parents shall mentor and nurture their children into functional and useful members of the society who uphold national values.

" If you seek to lead, invest at least 50% of your time in leading yourself—your own purpose, ethics, principles, motivation, conduct. Invest at least 20% leading those with authority over you and 15% leading your peers.''

Dee Hock, Founding CEO, Visa (n.d.)

4. 1 Example of ELNET Kenya

"Transforming Kenya's business & societal culture to Ethical Living, Ethical Leadership and Ethical Business through Enduring Values"

www.elnetkenya.org

2013-2019

- **22 Ethical Kenyan Leaders**
- **18 Ethical Kenyan Businesses**

4.3 Example of International Leadership University

 i. CULTURE CONSOLIDATED: Shared vision and values, systems (learning, finance, technology), staff, students; become standard setters in the largely 'abused' social sciences arena (Leadership, Counselling & Theology)

ii. **CAPACITY** ENHANCED: Online learning, programs & seminars, younger faculty and staff development, resources [endowments/partnerships], profile, community engagement [ICLT], research output and thought leadership.

iii. **CHOICE** UNIVERSITY for values-based training (twin with world-class universities, research/conference center, global ranking, collaborations and partnerships with stakeholders including Church and resource partners.

iv. **CHANGE** MOVEMENTS IGNITED to transform Africa and the world holistically for long-term engagement (Experience God deeply,Equipped in the best way [knowledge skills and attitude] and empowered for the long haul [Alumni]

5. Closing thoughts:

1. Are you creating the environment for adapative leadership *(Emotional Intelligence, Organizational Justice, Character Dev & Lifelong learning)?*
2. Need for professional adaptive leadership training from credible institutions (redeem social sciences)
3. The need to develop and quickly multiply leaders of integrity for society's holistic
4. The place of discernment and dependence on God, who knows the future – for peace, wisdom, discretion, hope, etc.
5. What will be the aftermath of Covid-19 on your business or insitution, family/friendships, home, rural-urban migration and impact, online engagement, etc.?

6. References

Heifetz, R & Linsky, M. (2009). Adaptive Leadership: A Model for meeting the most difficult challenges. Retrieved from https://www.slideserve.com/carly-armstrong/adaptive-leadership-a-model-for-meeting-the-most-difficult-challenges

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