

# Leadership and Human Resources



**Are we going in the right direction?**

# Objectives

What “Leadership” is – and what it isn’t!

What does “leading” really mean?

Why Leadership is important in the Organisation

Understanding where HR fits into the overall Leadership picture

Leadership in the HR function.

# What is “Leadership”?



# Leadership

*"My definition of a Leader . . . is a man who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like it."* (Harry S. Truman)



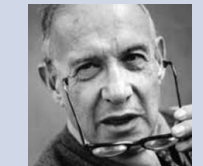
*"Leadership occurs when one person induces others to work toward some predetermined objectives."* (Massie)



*"A Manager takes people where they want to go. A great Leader takes people where they don't necessarily want to go but ought to."* (Rosalyn Carter)



*"The only definition of a Leader is someone who has followers."* (Peter Drucker).



# Prevalent Beliefs

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- Focus on “vision”
- Seeking Alignment
- Raising levels of Employee Engagement
- Setting and monitoring Objectives
- Creating Empowerment  
(Bill Gates).

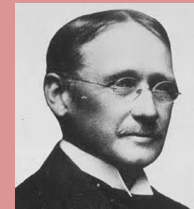


# Management

*Management is the art of getting things done through others and with formally organised groups* (Harold Koontz)



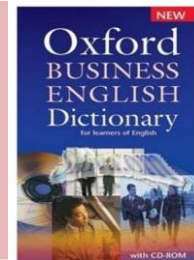
*Management is the art of knowing what you want to do then seeing that they do it in the best and cheapest manner* (Fredrick Taylor)



*Management is to forecast, to plan, to organise, to command, to coordinate and control the activities of others* (Henri Fayol).



*The organisation and coordination of the activities of a business in order to achieve defined objectives* (The Business Dictionary).





# Leadership and Management

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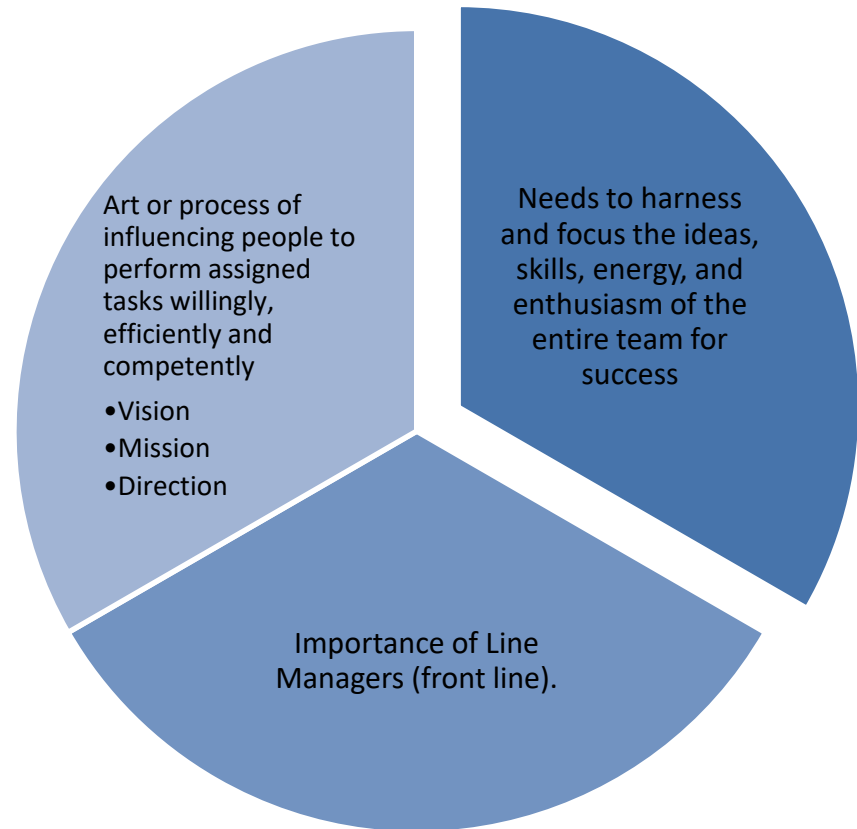
- Is there a disconnect?
- Can one exist without the other?
- Is there a balance?
- Or where should the main focus be?
- What does good Leadership and Management look like?.



## Reality

- VUCA
  - Volatile-Unpredictable-Complex-Ambiguous
- Need for organisational agility
- Flatter structures
- Less hierarchy
- Distributed leadership
- Survival!.

# Why is Leadership important in Organisations?



A background image showing two men in a meeting. On the left, a man in a white thobe and ghutra is standing and gesturing. On the right, a man in a dark suit is sitting and listening. The image is dimmed to serve as a background for the text.

## **Where does HR fit into the overall Leadership picture??**

- People experts
- Unique 360 degree perspective
- Omnipresence
- Essential infrastructure
- Looking over the horizon.

# Leadership in the HR function

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- Balance of operational and strategic
- Insight-driven
- Courage to challenge the norm
- Ethically focused
- Brand risk aware
- Coaching (Line Managers)
- Step **ON** to the plate
- Get there first!.





## HR in the 21<sup>st</sup> Century

- More than infrastructure
- Much more than just being a “Business Partner”
- Connecting beyond pure HR
- Head of HR should know the organisation as well as the CEO
- Agile and flexible
- Making the Rules fit the Organisation
- Looking to the Future – and future-proofing the Organisation.



## HR in the 21<sup>st</sup> Century

- Role-modelling
  - Vision
  - Visibility
- Instinctive understanding of the organisational context
- Assertive and bold
  - Stop asking for “permission”
  - Have the courage of your convictions
- No longer just a support service.



## HR in the 21<sup>st</sup> Century

- Focus on the Important – and dump the Trivial
- “Be there” for your People
- Unleash the talent
- Go for it – with all your Heart and Mind
- Passion – not Position
- And let your passion show
- Have FUN!.

