

TENTH EXECUTIVE FOREST POLICY COURSE

REVISITING THE POVERTY REDUCTION AGENDA IN THE CONTEXT OF SDGs:
OPPORTUNITIES AND CHALLENGES FOR ASIA-PACIFIC FORESTRY

15-25 MAY 2017
COLOMBO, SRI LANKA



LEADERSHIP IN FORESTRY: COPING UP WITH THE CHANGES

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BACKGROUND

- Good leaders have become an “endangered” or “rare” species.
- Absence of good leaders to manage change is becoming a serious problem. This is particularly so in public sector institutions.
- Most of the institutional problems stem from the absence of effective leadership.

FOCUS OF THE SESSION

- Change and leadership.**
- Exercise on leadership qualities.**
- Summing up.**

CHANGE AND LEADERSHIP

- Most forestry organizations have been very hierarchical and top down designed in the command and control framework.
- However this is changing very rapidly and in a flattening organization with very diverse stakeholders there is a shift to “connect, communicate and coordinate” approach.
- Also the environment in which the organizations have to function is changing rapidly.
- This will require very different kinds of leaders than what we have in most forestry organizations.

CHANGE AND LEADERSHIP

- ❑ Organizations operating under stable conditions could afford to have meek leadership.
- ❑ The real challenge of leadership comes in the context of change, crises and turbulence.



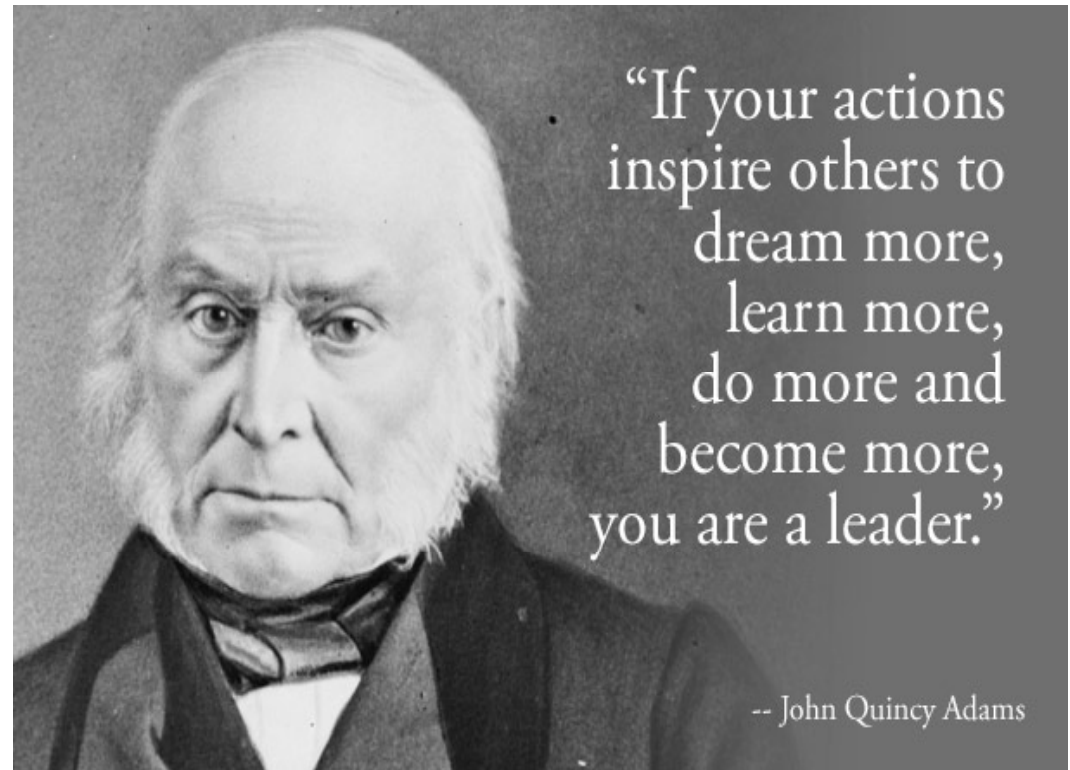
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EXERCISE – LEADERSHIP QUALITIES

- List five most important qualities that a leader must have.
- List five negative attributes that a leader should not have.



“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

-- John Quincy Adams



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LEADERSHIP EFFECTIVENESS CRITERIA

(Source: McKinsey)

1. Be Supportive	11. Keep group organized and on task
2. Champion desired change	12. Make quality decisions
3. Clarify objectives, rewards and consequences	13. Motivate and bring out the best in others
4. Communicate prolifically and enthusiastically	14. Offer a critical perspective
5. Develop others	15. Operate with strong results orientation
6. Develop and share a collective vision	16. Recover positively from failure
7. Differentiate among followers	17. Remain composed and confident in uncertainty
8. Facilitate group collaboration	18. Role model organizational values
9. Foster mutual respect	19. Seek different perspectives
10. Give praise	20. Solve problems effectively

EFFECTIVENESS CRITERIA

- ❑ Of the 20 characteristics the McKinsey survey found that four of the following account for 89 percent of leadership effectiveness:
 - ❖ Be supportive.
 - ❖ Operate with strong results orientation.
 - ❖ Seek different perspectives.
 - ❖ Solve problems effectively.





Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— Steve Jobs —

AZ QUOTES



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Thank you



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