

Leadership, Team Building and Personal Motivation



Delivered By

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Why This Topic?



Protocols



Preamble



This presentation is based on on certain assumptions:

- ✓ We are all leaders operating at one level or another, with a clear understanding of the theory and practice of management.
- ✓ We are all leaders in our own right with basic understanding of the theoretical basis of leadership even though we have different distinguishing styles.
- ✓ We are all aware of the meaning of team building, what it entails and it's implication on how we discharge our duties.
- ✓ We want to further enhance our personal motivation.

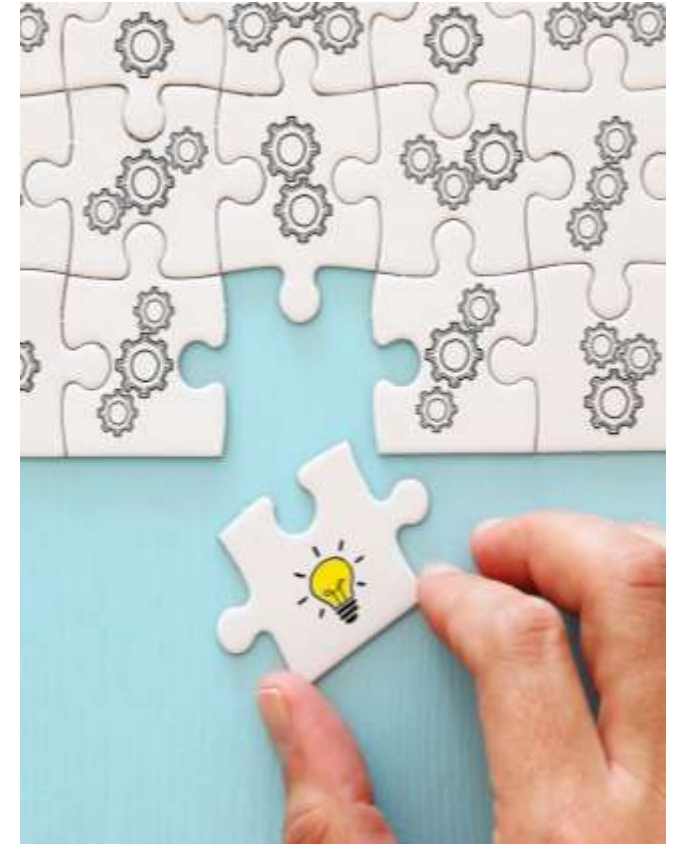


Introduction



There are several definitions for leadership, but the one that is most appropriate for our discourse remains that of Stodgil (1974) which describes it as an “influencing process aimed at goal achievement”.

When applied to the university setting, this definition is quite appropriate. Studies have shown that leadership has a direct impact on an organisational climate and ultimately the attainment of its goals. While several theories on leadership subsists, our focus in this programme would be on the value of contemporary leadership skills in the performance of senior managers in the university system. In order to lead people, one must be able to inspire, influence and guide them.



What is Leadership?



The ability of an individual to influence, motivate and enable others to contribute towards the effectiveness and success of the organisation of which they are members.



21st Century Leadership Evolution



40's –50's

The trait theory focused on what a person is and not what they can accomplish.

50's -60's

Brought in the behavioural theory which focused on what a leader does rather than what the person is, these were the Autocratic, Democratic and Laissez faire styles.

Late 60's

The situational or contingency theories of the late 60's matched leaders with the situation i.e. Task oriented or relationship-oriented leaders.

21st Century

The 21st century has seen the evolution of the Transformational and Transactional leadership styles and their variants such as:

Transformational Leader

Transactional Leader

Charismatic Leader

Visionary Leader

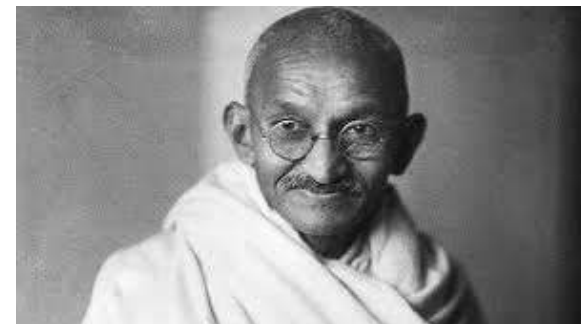
Authentic Leader

Relational Leader

Attributes of a Leader



- Focused and dogged
- High Ethical standard
- Incorruptible
- Disciplined
- Competent
- Strategic thinker



The Leader



- Dictates the pace of the organisation and sets the tone;
- Sets goals and targets and ensures transparency.
- Applies the rules and regulations in the discharge of duties.
- Is accountable for all the activities in the department.
- Mentor those working around you and develop them as future leaders.



Cases 1, 2 & 3



- An academic staff in the department is ever quarrelsome and will not want to take an assigned task including some courses.
- Dean does not attend Faculty Board and important university meetings, but is usually in the habit of delegating.
- The Dean, through no fault of his/ hers is saddled with too many responsibilities and one or the other of such responsibilities is affecting his productivity in office.



Team Building



What is a Team?

A team has been defined as a group of people who perform interdependent tasks to work towards accomplishing a common mission or specific objective, People on a team collaborate on sets of related tasks that are required to achieve an objective.



Team



- **T**ogether
- **E**veryone
- **A**chieves
- **M**ore

The most Important Part of the Team



- Football Team



- Pot of Stew



Which one do you desire? The Signs



A Good Functioning Team

- Work is effortless.
- Team Lead/members are supportive of each other.
- Teamwork is constructive.
- Work is increasingly satisfying.



Which one do you desire? The Signs



A Poorly Functioning Team

- ❖ There is weak cohesion.
- ❖ There is poor Communication.
- ❖ Trust is low within the team.
- ❖ Milestones are often missed.
- ❖ There is no fun/celebration.

Motivation



- Motivation is a psychological force that affects human behaviour and activities; it drives the desire to achieve a goal or a given degree of performance.
- Workplace motivation have been defined as something that energizes the team to provide commitment, excitement, a high energy level, and innovation to the organization on a daily basis.



Personal Motivation



- There are two types of motivation, the extrinsic, whereby performance or productivity is aimed at getting a reward or avoiding a sanction
- Intrinsic motivation happens when we are motivated by personal needs and goals to perform, it is a reflection of the individual's level of emotional intelligence

As a leader, we must have a better understanding of self and be able to communicate effectively. This will enable you deal with any stressful situation, have self control and manage conflicts before it gets out of hand. A very important attribute to cultivate as a leader is empathy.



Motivation Contd.



A highly motivated workforce will give their all and easily sacrifice their time and person to achieve the collective goal of the university.

Make colleagues special day, special for them,

Structure the work environment to encourage team work and team spirit.

Examples



- Senior professors fail/refuse to carry out basic duties such as invigilation and attendance at committee and departmental meetings.
- Staff in the department/office are perpetual late comers.
- A new HoD meets a department polarized along ethnic or religious affiliation or even loyalty of members to different former leaders in the department causing lack of unity and progress.



Building the Team- Basic Principles



- Understand that every member has his/ her strength and weakness.
- Let the group goal be your focus, share the glories as well as the blows.
- Conduct regular office meetings.
- Avoid favoritism and cronyism.
- Be nice and kind to everyone and be a source of inspiration for others.
- Be good role model , be willing and able to train others for your position.



Energizing Teamwork in the Workplace



Teamwork has to be catalyzed and made part of the work culture. The following ways have been identified as necessary ways to activate teamwork in the workplace;

1. Divide up the work
2. Ask for help
3. Work out loud
4. Share a prototype
5. Build in a review process
6. Rally to a common goal
7. Celebrate together



Leading the Team



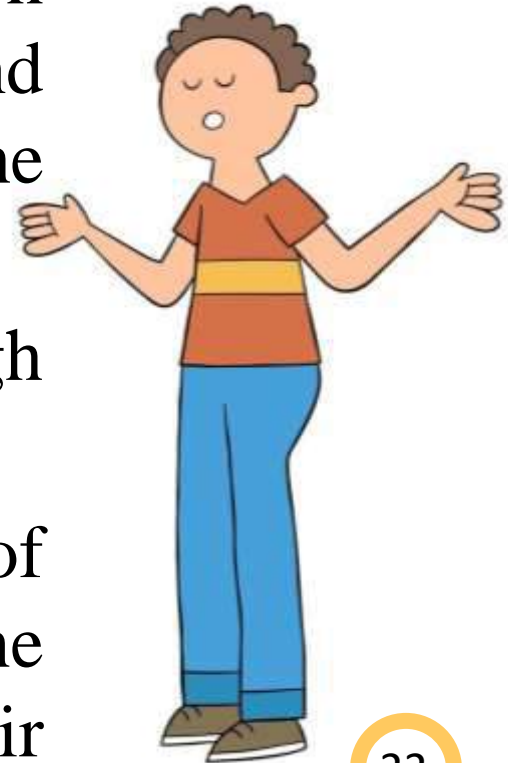
As leaders in our own right, let us develop the ability to be able to influence, motivate and enable others to contribute towards the effectiveness and success of the university of which they are members.



Cases 4 , 5 & 6



- A department is virtually run around by a one man squad former HoD who did not carry others along especially in decision making thus causing disorganization and disengagement among members of the department.
- An HoD is reported to be arrogant and high handed in dealing with members of staff.
- The Dean is not receiving the support of HoDs and Faculty members. Staff of the faculty feel their dean does not protect their interests



Leading the team



- It has been said that the true measure of leadership is not the number of people who serve them, but the number of people they serve.
- True leaders measure their action in the light of the value they can add, not in terms of what they stand to gain.
- A true leader finds identity in self, not in position, it takes a secure person to be a good leader.



Conclusion



We must recognize the fact that teamwork can facilitate our efficient completion of daily tasks and meeting project goals consistently. Being a valued member of a team is a great motivator and leads to job satisfaction.

In closing, I want to leave us with words of Mrs C.F.A Olumide, former Registrar, ‘ Every action we take affects others, enthusiasm is contagious and its momentum is a powerful element of success. Be a positive influence, then stand back and watch the ripples your attitude can make.’





Thank you!