

LEADERSHIP DEVELOPMENT FRAMEWORK (LDF)

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OBJECTIVES OF THE FRAMEWORK

Define the leadership skills and behaviours.

Provide for leadership standards and expectations.

Ensure there is a diverse, capable leadership population across the municipality

Provide an ongoing support to leadership

Develop leadership pipeline for future leaders of the municipality

Expose the current crop of leadership to various leadership theories, expositions, knowledge and systems.

Integrate the framework with TM framework

SCOPE OF THE FRAMEWORK

Political Leadership

Administration Leadership

Union Leadership

Community Leadership

Talent Development linked Leadership

Employment Equity linked Leadership

Work-Experience students as the Leadership pool



LEADERSHIP AND ORGANISATIONAL CULTURE

Organisational culture is influenced by the nature of its leadership

A top-down approach
DISEMPOWERS employees

Leaders that fail to promote **ENGAGEMENT** with staff are discouraging employees

HEALTHY ORGANISATIONAL CULTURE

Promotes trust,
openness and
engagement

Flexible approach
to staff supported
by working
processes

Fosters authentic
leadership

Builds effective
partnerships

Expects personal
responsibility and
accountability at all
levels

Encourages
initiative and
innovation

Is characterised by
high level of staff
satisfaction and
well being

TOXIC LEADERSHIP

Sensitive to criticism

Poor listeners

Lack of empathy

Distaste for mentoring

An intense desire to compete

Avoiding traps

Finding a trusted sidekick

Indoctrinate the organization

Gets into analysis

Has had the best and worse times

LEADERSHIP FOCUS AREAS

Developing
Capability

Developing and
Sharing the Vision

Team
Management and
Effectiveness

Leading with Care

Use of Information
and Knowledge
(Learning)

LEADING THE ORGANISATION

- ❑ Leadership competencies include
 - ❖ Creating and articulating a vision
 - ❖ Creating strategic alignment
 - ❖ Developing a leadership strategy aligning it with organisational strategy
 - ❖ Leading a culture and diversity
 - ❖ Executing innovation/artificial intelligence
 - ❖ Catalysing change
 - ❖ Political management

LEADERSHIP DEVELOPMENT PROCESS

Identifying strengths and development areas

Prioritizing development areas

Identifying development goals

Considering the programmes

Considering the learning mode

LEADERSHIP ASSESSMENT

Powerful driver of learning development and change

Link with performance management system

Need for scientific Leadership Assessment Tool

The tool must measure results

It should be customized to the organizational needs

LEADERSHIP AND TALENT DEVELOPMENT

Talent Dev-
Development
of the highest
level of
potential to
be the future
leaders of the
organisation

Alignment
with
succession
planning
and
recruitment
processes

Right
people in
the right
roles with
the right
attitude
and values

Provides
access to
opportunities
and stretch
development

Consistent
measurem
ents and
application
of
individuals'
potential

Leadership
is not just
for those
traditionally
sitting in
the
leadership
positions

SYSTEMATIC APPROACH TO TALENT DEVELOPMENT

Establishing
talent
indicators

Attracting
and
recruiting
talent

Talent
spotting

Nurturing
talent

THANK YOU

Leadership is not about size



It's about knowledge & wisdom

Don't Look Now