Leadership & Diversity in a Global World
LSU Health Science Center, New Orleans,
April 28, 2011

RARE Total Leadership: Leading with the Head, Heart & Hands

BY
Dr HC Ngambi (Licy)
Executive Dean
College of Economic and Management Sciences,
Unisa, South Africa
Email: ngambhc@unisa.ac.za
© 2011 Ngambi
Factors influencing Leading diversity in the global village

Different Culture, beliefs, norms, values,
Different expectations, hopes, aspirations
Different experiences & outcomes
Different social Identities, philosophical thought systems
Different interest groups, emotions, social attitudes, workplace behaviour
Different history, folklore, mythology, creative motifs, ethos of students and faculty

© 2011 Ngambi
Group Fault-lines (Lau & Murnighan, 1998)

- Diversity should be conceptualised in terms of the:
  - Heterogeneity of individual attributes within a group; and
  - Group fault-lines.

- Although both concepts can contribute to internal group processes,
  - Diversity has the potential for performance gains owing to enhanced creativity.
  - Fault-lines have more potential for performance losses owing to increased subgroup conflict.

Group fault-lines are dividing lines that may split a group into subgroups based on one or more attributes.
EXAMPLE: A composition of 4 person group varying in diversity & fault-line strength across 4 demographic characteristics: Race, gender, age & occupation

<table>
<thead>
<tr>
<th>Member A</th>
<th>Member B</th>
<th>Member C</th>
<th>Member D</th>
<th>Diversity</th>
<th>Fault-line strength</th>
</tr>
</thead>
<tbody>
<tr>
<td>White, male, 20, sales</td>
<td>White, male, 20, sales</td>
<td>White, male, 20, sales</td>
<td>White, male, 20, sales</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>White, male, 50, plant manager</td>
<td>White, male, 50, plant manager</td>
<td>Black, female, 31, clerical</td>
<td>Black, female, 35, clerical</td>
<td>Low</td>
<td>Very strong</td>
</tr>
<tr>
<td>Coloured, female, 20, semi-skilled</td>
<td>White, male, 30, supervisor</td>
<td>Black, female, 65, executive</td>
<td>Asian, male, 50, machinist</td>
<td>Maximum</td>
<td>Very weak</td>
</tr>
</tbody>
</table>

Adapted from Lau & Murnighan, 1998
## DIVERSITY PARADIGMS (Adapted from Ely & Thomas, 1996 & 2001)

<table>
<thead>
<tr>
<th>Focus</th>
<th>Discrimination-and-Fairness</th>
<th>Access-and-Legitimacy</th>
<th>Integration-and-Learning (SYNERGY)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HR Practices</strong></td>
<td>Leveling the playing fields, creating equal opportunity, assuring fair treatment &amp; compliance with employment equity act</td>
<td>Match internal employee demographics to customer &amp; marketplace served</td>
<td>Incorporate diversity into the heart &amp; fabric of the mission, work &amp; culture of the organisation</td>
</tr>
<tr>
<td>Recruitment of PDGs. Training, mentoring &amp; career development programmes for PDGs.</td>
<td>Recruitment of diverse set of employee KSA’s to match external demands</td>
<td>Redesigned and transformed to enhance performance of all employees</td>
<td></td>
</tr>
<tr>
<td>Recruitment numbers. Retention rates of PDGs</td>
<td>Niche markets captured. Degree of diversity among employees</td>
<td>All employees respected, valued &amp; included</td>
<td></td>
</tr>
<tr>
<td>Does not capitalise on diversity of all employees. Emphasis on assimilation</td>
<td>Does not affect mainstream of organisations business, diversity confined to specific market segments.</td>
<td>All employees respected, valued &amp; included</td>
<td></td>
</tr>
</tbody>
</table>

**Effectiveness Measures**

- Recruitment numbers.
- Retention rates of PDGs.
- Niche markets captured. Degree of diversity among employees.
- Does not affect mainstream of organisations business, diversity confined to specific market segments.

**Weakness/Strengths**

- Does not capitalise on diversity of all employees. Emphasis on assimilation.
Benefits of diversity

- High performance in senior managers, organisational productivity and creativity (Reichenberg, 2001).

- An ability to move into emerging markets
- Improved employee morale
- Improved retention and improved communication between employees
- Improvements in decision making (Professional Practice Curriculum, 2010)

- Increased flexibility, innovation and learning, reduced labour turnover and competitiveness (Barbosa and Cabral-Cardoso, 2007)

Diversity is about providing Leadership
“I believe that what is at fault is not so much that we are at a loss as to what to do to realise the goal of development, but that we have not evolved the social movement with its leadership, which will ensure that we do indeed make the necessary advances on this front.” That is the leadership front.

Thabo Mbeki, 1998
SO, what is this thing called LEADERSHIP???

There are many definitions

“The process of influencing others commitment towards realizing their full potential in achieving value adding shared vision with passion and integrity”

(Ngambi, 2010)
Poison in the Leadership Pudding

The world is mostly mis-LED by toxic, dysfunctional, power-hungry, greedy and unproductive leaders.

This is evidenced by the political turmoil around the world including some parts of Africa.

Moral decay even in religious organisations, spiraling business closures and the past global economic meltdown.

This Toxic Leadership produces Toxic Followership

© 2011 Ngambi
Toxic Followership

Breeds Toxic Behaviour:
Which is Destructive, Unproductive, Self-destructing, Sickening

- Distorts follower judgement
- Promote negative attitudes
- Disrespectful
  - Xenophobic Attacks
  - Murders over pay/work time
  - Insulting Elders
  - Burning of Libraries

Africa, has its own set of unique challenges. ...
Africa’s challenges

Unemployment & Poverty

Corruption & Tenderpreneurship

Under-development

Legacy of Slavery & Colonialism

Election Manipulation

Kleptocracy & Thievery

Health

Competiveness

Education

Brain Drain

Talent Management

Gender Inequality

This is indicative of a missing link in the leadership fraternity. Others like Jim Collins also acknowledge it.
Leadership Derailers

Jim Collins

How The Mighty Fall

Build to Last

Good To Great

Undisciplined Pursuit of More

Denial of Risk & Peril

Problematic Succession of Power

Other Derailers, Include

Too Excitable

Lacks Control

Disregard for Others

Yesterday’s Success

Complacency

Attention Loving

Over confidence

Arrogance

© 2011 Ngambi
Leverage the benefits of diversity

Establish own identity

Combine risk taking and innovation

Motivates everyone

Transparent

Rewards talent

Promotes learning & self-empowerment

Bolster development

In Search of Solutions to Leadership Challenges

© 2011 Ngambi
THE LEADERSHIP 21st Century NEEDS: IS RARE

- Responsible to yourself, others, the community and to all you interact with
- Accountable to yourself, others, the community and to all you interact with
- Relevant to yourself, others, the community and to all you interact with
- Ethical in all your conduct
RARE Total Leadership: Leading with the Head, Heart & Hands

- RESPONSIBLE
- ACCOUNTABLE
- RELEVANT
- ETHICAL

© 2011 Ngambi
RARE Total Leadership

There has long been a call for a leadership approach that would assist Africa in tackling its unique leadership challenges. Professor Hellicy Ngambi has responded to this call by offering a leadership approach centred in values and principles. In a provocative but thorough exposition, she offers a guide to effective leadership in Africa and shows how organisations can gain a rare commodity—principled, value-based leaders. There are valuable lessons in this book for everyone who wants to become the kind of leader and leadership the world needs.

Professor Stella Ndlovu, Professor of Human Resource Management at the University of Pretoria

Professor Hellicy Ngambi is the Executive Dean of the College of Economic and Management Sciences at the University of South Africa, and is the first woman and black person to hold this position. As Executive Director and CEO of Unisa's Graduate School of Business Leadership from 2005-2007, she was the first woman to head one of the top four business schools in South Africa, where she has been lecturing since 1994.
RARE Leadership synergistic approach
(Ngambi, 2011)

**Environment**

- Leader
  - Attributes
  - Competencies
  - Expertise
  - Attitudes

- **Principle based Value-System**
  - Responsible
  - Accountable
  - Relevant
  - Ethical

- **Disciples/followers**
  - Perceptions
  - Expectations
  - Attitudes
  - Behaviour

- ICE Triangle of Leadership Competencies

© 2011 Ngambi
Leading with the Head

ASSETS
- Strategic Thinking
- Cognitive Abilities
- Knowledge of facts
- Analytical Abilities
- Innovative
- Pro-change
- Business sense
- Tenacity
- Drive

LIABILITIES
- Poor listening skills
- I know it all attitude
- Self-centred
- Insecurity
- Pride
- Arrogance
- Ignorance
- Blame game
- No succession planning
- Un-teachable
- Impression management

© 2011 Ngambi
Leading with the Heart

- Integrity
- Trust
- Empathy
- Caring
- Compassion
- Wisdom
- Emotionally intelligent
- Spiritually & Culturally Intelligent
- Connect
- Team member

ASSETS

LIABILITIES

- Fear of losing people’s approval
- Failure to make difficult business decisions
- Inability to balance people and business decisions
- Fear of criticism

© 2011 Ngambi
Leading with the Hands

**ASSETS**
- Action oriented
- Empowering
- Delegating
- Mentorship
- Coaching
- Succession planning
- Lead by doing

**LIABILITIES**
- Myopic
- Lose sight of the big picture of synergistic sense
- Miss opportunities in a changing environment
- Micro-managing
- Inflexible approach to supervision

© 2011 Ngambi
RARE Total leadership model

Leadership Competencies

Principle Based Values System

Leadership Totality

Head
Heart
Hands

Enhances
Habit 2: They are knowledgeable, wise & excel

Intelligence  
Insight  
Relevant  
Courage

Coupled with Principle based Value system leads to excellence

Courage  
LESS  Knowledge & wisdom  
+  Misplaced Loyalty  =  Toxicity

Courage  
+  Knowledge & wisdom  
+  Confidence and Passion  =  Excellence

© 2011 Ngambi
Habit 7: They build people/stakeholder relationships, they connect

1. Exemplary
2. Multiple Intelligences
3. Commitment and passion

- Deeds
- Emotions
- Thinking

IQ
EQ
SQ
PQ
CQ
AQ

People
Values
Results
Quality
Excellence

© 2011 Ngambi
RARE Total leadership through head, heart and hands approach
(Ngambi, 2011)

Head (Thinking/cognitive)

Heart (Feeling)

Hands (Doing)

Emotional Awareness (Think & Feel)

Practical Intelligence (Think & Do)

Social Intelligence (Feeling & Doing)

Action oriented

Emotional Stability

Head-Hands Plane

Heart-Hands Plane

© 2011 Ngambi
IB-SUE Developmental Framework

- Driven and Guided by National & Continental agenda(s)
- Interactive approach between government, HEIs & industry
- Leverage global, continental and regional economic bodies for Global engagement
- Focus on KEY and Strategic industries and initiatives for Development

Identify leadership potential
Build leadership capacity
Support leadership performance
Utilise & Export leadership excellence

(Ngambi, 2010)
Chapter 1
Introduction to RARE total Leadership through Head, Heart & Hands

Chapter 2
RARE Leadership
• Conceptualisation
• Developmental Framework

Chapter 3
Leading with the Head
• Cognitive Intelligence
• Analytical Thinker
• Strategic

“Thinking” Approach

Chapter 4
Leading with the Heart
• Emotional Intelligence
• Spirituality & Culture
• Integrity & Trust

“Feeling” Approach

Chapter 5
Leading with the Hands
• Action orientated
• Empowering
• Coaching and Mentoring

“Doing” Approach

Chapter 6
RARE Total Leadership
• ICE model of competencies
• Institutional Application of RARE: from house, school, organisation, country, continent to global village

Chapter 7
Personal Development Path towards the RARE Total leadership
• Personal application of RARE

Personal Relevance

Institutional Relevance

© 2011 Ngambi
In all your getting, get wisdom it is the principal thing in life (Proverbs 4:7)

“It always seems impossible until is done”. Nelson R. Mandela

THANK YOU for your Active Listening Licy.