

Executive Training Programme on Leadership and Management of National Meteorological and Hydrological Services

Rashika Padarath

2023/10/23



Day 1

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Leading in a Purposeful Organization





Breath Matters

Let's Breathe

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(https://www.google.com/search?q=image+of+breathing+to+relax&tbm=isch&ved=2ahUKEwiP9drDvf6BAxUHKScCHRrBCDIQ2cCegQIABAA&oeq=image+of+breathing+to+relax&gs_lcp=CgNpbWcQAz0ECCMQzoFCAAQgAQ6BggAEAcQHjoGCAAQCBAeOgQIABAEogYIABAFEB5QgQdYxC5g3zNoAXAAeACAAb0CiAHHFpiBBjtMTAuMZgBAKABAaoBC2d3cy13aXotaW1nwAEB&sclient=img&ei=ljkvZY_SFoeinsEPmoKjkAM&bih=783&biw=1440#imgrc=JQvztA0EC6zRFM, 18/10/23)

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The Guidance Team

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Charles Henderson



Sharon Shakung



Fredelene Elie



Dr. Henriette Melherbe

The Brief for the Day

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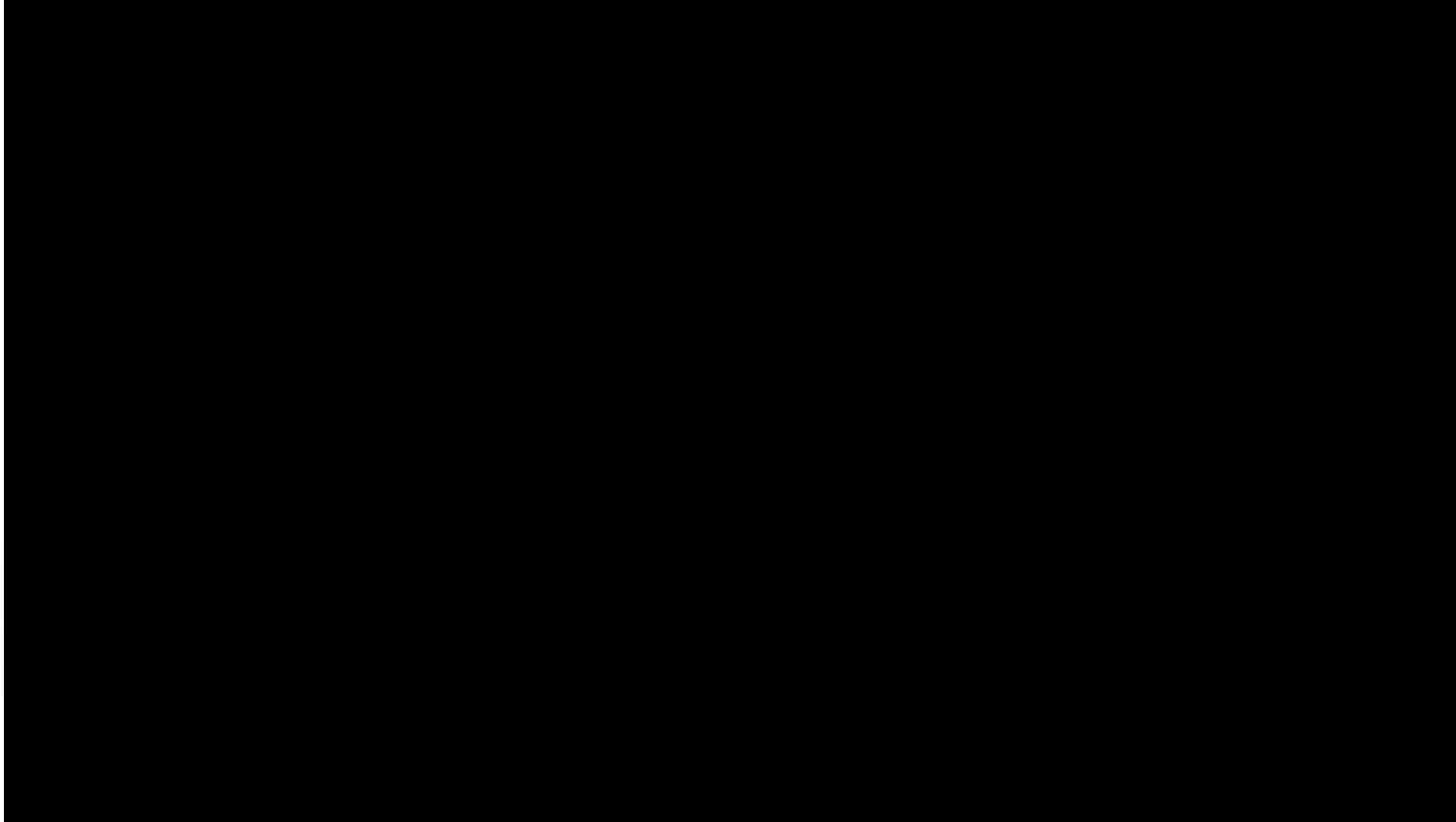
- Defining Purpose
- Honing Personal Leadership Skills aligned to purpose and team performance
- Purpose and the individual versus organisation in various geographies
- Leading and managing in regulated environments



Context Matters

The Beautiful Game

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Context Matters

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Watch the video

At your tables, have a 10 minute discussion about:

- What did the Soccer players do wrong?
- What did the boys do right?

- What is context and why does it matter?
- Why does your context matter?





Purposeful Leadership Matter

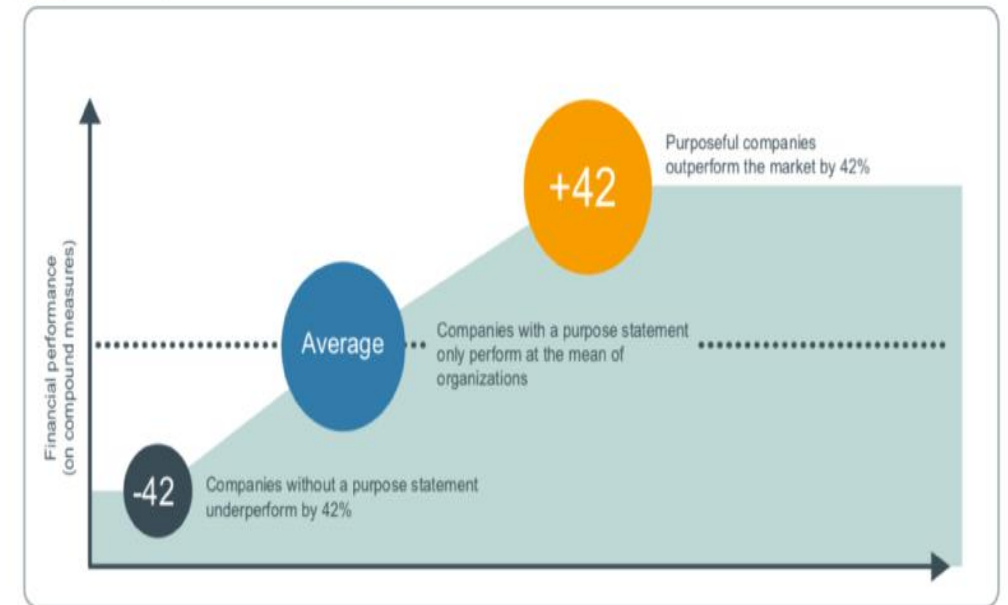
Some Data...

There are over 800 definitions of leadership (Hall, 2023)

Less than 20% of leaders have a strong sense of their own individual purpose. Even fewer can distil their purpose into a concrete statement”

(Craig and Snook, 2014).

> Impact of Purpose on Financial Performance



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(https://www.google.com/search?sca_esv=574494873&q=statistics+on+purposeful+leadership&tbm=isch&source=lnms&sa=X&ved=2ahUKewj9v96FjoCCAxXWVEEAHTLACSQQOpQJegQIDB&biw=1920&bih=963&dpr=1#imgrc=4SB01eyV4U6ZLM, 18/10/23)



Understanding Purpose

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“The reason for which something is done or created or for which something exists.”

[https://www.dictionary.com/browse/purpose,](https://www.dictionary.com/browse/purpose)
17/10/23)

“

The purpose of life is not to be happy. It is to be useful, to be honorable, to be compassionate, to have it make some difference that you have lived and lived well.

—Ralph Waldo Emerson

”



A Purposeful Leader

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A person's distinctive talents and how they apply those qualities to their leadership style are described in their leadership purpose, which helps them succeed as a leader.

One's own values, aptitudes, and experiences impact how they go about leading others, and this may be seen in their leadership style.



The Mirror & the Iceberg

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Let's Practice in your Journal:

- Look in the mirror and what do you see physically – write it down
- Look deeper, what don't you see but what do you think, feel or want to say about yourself?
- What are your thoughts about what you have written? Why?



How do I find My Leadership Purpose?

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Gifts + Passion + Values = Purpose

Let's Practice: Take 15 minutes by yourself to consider the following and write your thoughts in your journal

- **Gifts:** Skills, talents and what you like to do
- **Passion:** What do you feel a deep curiosity and interest about?
- **Values:** Your essence, your beliefs, what do you consider to be most important

Now use what you wrote to help you craft a sentence that truly speaks to you

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Some Purpose To Impact Leadership Statements to guide you

- “To be the Wuxia master who saves the kingdom” (Dolf van den Brink, CEO Heineken USA).
- “Compelled to make things better, whomever, wherever, however—to make the hard, cage-rattling changes” (A director in a factory in Egypt)
- “ To be the gentle, behind-the-scenes, kick-in-the-ass reason for success,” (a school committee contender)
- “To lead the Authentic Leadership Institute.” That's his job. His purpose is “To wake you up and have you find that you are home.” (Nick Craig)

(Craig and Snook, 2014).



Work to be done after the Conference



The exercise below allows you to go into depth into truly finding your “purposeful impact leadership statement”. It requires some work. You can also let your staff do this – so each person does the work to define their purposeful leadership statement.

1. Mime your life story for common threads and major themes. The point is to identify your core, lifelong strengths, values, and passions — those pursuits that energize you and bring you joy
2. Use a variety of prompts to do this. Here are three examples below:
 - What did you especially love doing when you were a child, therefore the world told you what you should or shouldn't like or do? Describe a moment and how it made you feel?
 - What were your most challenging life experiences. How have they shaped you?
 - What do you enjoy doing in your life now that makes you happy?
3. Do points 1 and 2, then share it with others and ask them to add to it
4. Use the information you have to help you (re)craft your “purposeful impact leadership statement”
5. Let this guide your how you lead in your organisation





Purposeful Organisations Matter

Purposeful Organisations

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The Meaning of Purpose From an Organization's Perspective

Since we are dealing with purposeful leadership from an organization's point of view in this topic, let's define 'purpose' for an organization.

Purpose defines the core values of an organization. These values have come to define the organization and are like the company's ideological, philosophical, and intellectual heartbeat. A purpose is formally worded, clearly enunciated, and usually very effective when put into action.

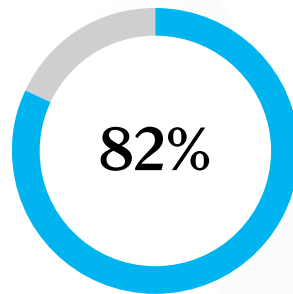
<https://www.beyondpsychub.com/what-is-purpose-driven-leadership/>, 2023)

Some Data....

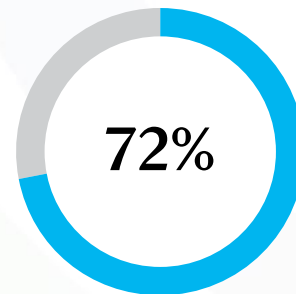
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Employees feel that purpose is important—but many say their companies don't have one, let alone one that makes a difference.

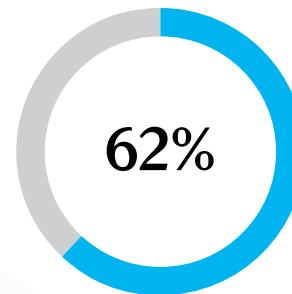
Respondents reporting that ...



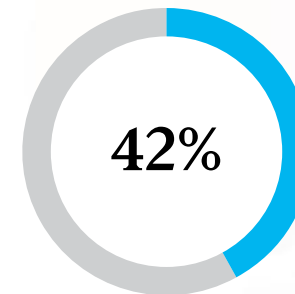
... it is important to have a purpose



... purpose should receive more weight than profit



... their organizations have a purpose statement



... their organizations' purpose statements drive impact¹

Note: segments displayed in gray reflect respondents who were neutral, disagreed, or strongly disagreed.

¹Impact score, which is based on subset of respondents reporting presence of organizational purpose, derived on basis of responses to questions about achievements of purpose and positive change associated with purpose.

Source: McKinsey Organizational Purpose Survey of 1,214 managers and frontline employees at US companies, October 2019

<https://www.mckinsey.com/featured-insights/sustainable-inclusive-growth/chart-of-the-day/purpose-before-profits-employees-say-yes-please>, 10/10/23)

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How is a Purposeful Organization Created?

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- From the top Leadership
- An effective, aligned, and committed executive team
- This executive team is clear of it's service to the employees of the organisation
- A governance mechanism that shapes the story of an organization sustaining impactful purpose through geographies, contexts and scales.

“The connection between purpose and performance is real. And it starts at the top”

(Ron Carucci and Garry Ridge, 2002)

(Craig and Snook, 2014).

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Organizational Purpose

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Let's Practice: In your Note book, take 15 minutes to answer the following questions in relation to your organisation

- **Clarity:** Are employees clear on the company's purpose? How do you know?
- **Alignment:** Is management living the purpose? How do you know?
- **Ownership:** Do employees feel emotional ownership of the organization? How do you know?
- **Trust:** Do employees feel emotionally safe to freely act upon purpose? How do you know?

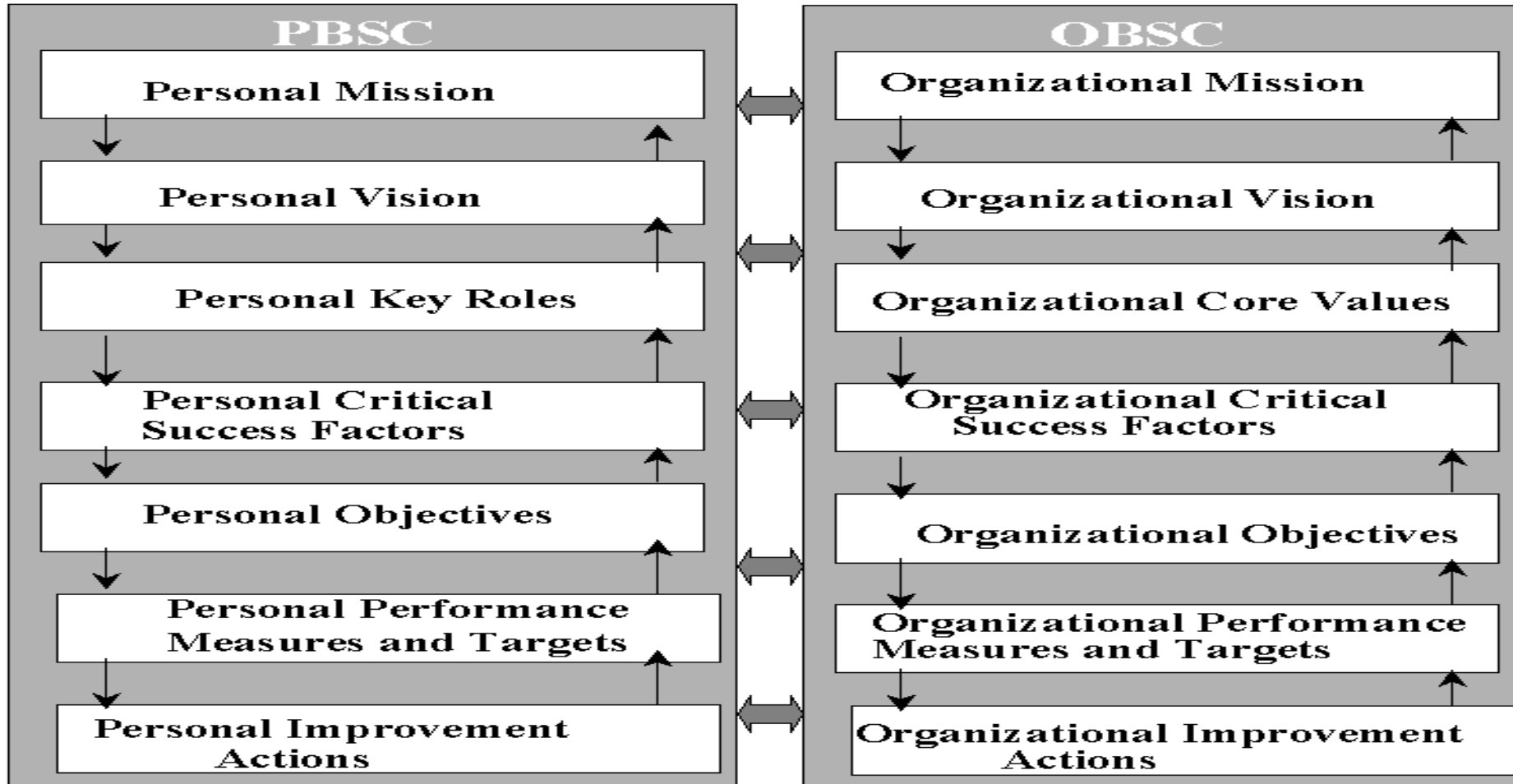
(Ron Carucci and Garry Ridge, 2002)

What can be done to improve any of the above to help move the organisation toward being a Purposeful organisation?

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The PBSC Framework



Hubert Rampersad



Work to be done after the Conference



The exercise below allows you to go into depth into truly finding your personal alignment to the organisation. You can also let your staff do this – so each person does the work to define their points of alignment and misalignment. As a team, you work together to address the issues that you can to achieve greater alignment.

1. Complete the left hand side of the framework for your self. Do not do this in one sitting. Give yourself time
2. Complete the right hand side of the framework for your organisation
3. Draw a third column where you compare each row (yours and the organisation's). Look for where you align and don't align
4. Share your results with others to get their views on your work and to help you think through how to improve your alignment
5. Track and manage your progress toward alignment, where possible
6. Do the same for your team





Reflective Practices

We are all works in progress

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Credit: Peter M. Senge, The Fifth Discipline pg 157

Reflective Practice

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CONTINUOUS reflection is ongoing and occurs before, during, and after experiences.

CONNECTED reflection provides opportunities to integrate learning from practice with specific course content.

CHALLENGING reflection both supports and challenges issues in a more critical way by posing questions

CONTEXTUALIZED reflection occurs in various forms (formal and informal, journaling, artistic expression, video) and settings (in the classroom, at the community site, one-on-one and in small and large groups).

CREATIVE reflection supports active learning to maximize service and learning experiences.

Examples of Reflective Practice

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- Journaling
- Self Observation
- Story Telling
- Dialogue
- Appreciative Enquiry
- Movement
- Creative expression



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Work to be done after the Conference

1. Explore various types of practices
2. See what you enjoy
3. Make it a daily practice to reflect in a way that is comfortable for you
4. Share with your team
5. Find ways for the team to reflect
6. Make it a regular activity in your team

Your team is a reflection of
who you are

(https://www.google.com/search?q=team+reflection&tbm=isch&ved=2ahUKewid76CJ_-BAXW4sCcCHeunBEcQ2-cCegQIABAA&oq=team+reflection&gs_lcp=CgNpbWcQAzIFCAAQAQyBQgAEIAEMgUIABCABDIFCAAQAQyBQgAEIAEMgUIABCABDIFCAAQAQyBQgAEIAEMgUIABCABDoHCAAQigUQQzoiCAAQAQsQM6BAGAEAM6CggAEIoFELEDEEM6DQgAEIoFELEDEIMBEENQkQhYjR9gjiJoAHAAeACAAdsDiAHBJpIBBztOC43LjGYAQCgAQGqAQtnnd3Mtd2l6LWItZ7ABAMABAQ&sclick=img&ei=ewMwZcPFMrjhnsEP68-SuAQ&bih=963&biw=1920#imgrc=U28FmI12a16x3M,12/10/23)



Let's practice

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1. Let's Journal:

- For 3 minutes, your pen does not leave the page. Write what ever is in your heart and mind

2. Menti Meter Exercise:

- Please follow the prompts on the screen and complete the exercise

3. Story telling:

- Please rise
 - Walk around the room, find someone that you do not know
 - Now spend 3 minutes each sharing your life story with that person
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(https://www.google.com/search?q=black+men+sharing+life+stories&tbm=isch&ved=2ahUKEwiKwMTthoCCAxJpicChezRC5YQ2-cCegQIABAA&oiq=black+men+sharing+life+stories&gs_lcp=CgNpbWcQAzoHCAAQGBCABFD-CFjQF2DcGmgAcAB4AIAB-gKlAd8XkgEFMi05LjKYAQcGAQgGqAQtnD3Mtd2l6LWltZ8ABAQ&scIent=img&ei=sQwwZcqjJcnNnsEP7KOvsAk&bih=963&biw=1920&hl=en#imgrc=7g3OovQCZaGwDM,12/10/23)

THANK YOU

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