

Skill Development in Leadership

Training Designed For

Afar PSNP-PAP project woredas

Purpose

While every individual is responsible to demonstrate excellence in his/her job performance, current trend shows that there is lack of competency among the work force. It is critical that institutions are to engage in skill development of their staff. To address this issue, this training is designed. There will be great emphasis on leadership concepts, techniques on how to develop skills and ways to become proactive both to personal and professional life. The training also will deal on how to develop the four areas the personhood to become well rounded; developing Mind – (IQ – Mental Intelligence), Body – (PQ- Physical Intelligence), Heart – (MQ – Emotional Intelligence) and Spirit – (SQ- Spiritual intelligence).

Objectives

- We will analyze the current trend of skill development in Ethiopia
- We will make the effort to understand why most of the workforces are incompetent
- What we need to do to develop the skills of our workforce
- Motivation to enhance skill development
- Define what leadership concepts are
- Try to explain the four areas of personhood and how to develop them

I. Current Trend in Skill Development

The current trend in Ethiopia shows that

1. Most employees do not make the effort to develop their skill to better perform at the work place.
2. Some institutions are trying to make efforts to develop the skill of their workforce.
3. The educational system in the country is not geared to
 - Help students enroll in the area of their inside voice,
 - Prepare a well-rounded individuals to contribute to the nation

4. While our educational institutions are growing in number, the problem remains around. Our educators are using the same old material/content for the last 10 years or more to educate our children. As a result, we have produced two kinds of people

- People with skill and yet disconnected with their inner voice of their passion in their profession
- People without needed skill to meet the demand of the 21st century

II. The industrial Age Mind-set

The Distraction of the Industrialized Age:

1) **Treat people as a “thing”**

The industrial age mind-set

The development of the industrial age

- The main asset and primary drivers of economic prosperity in the industrial Age were machines and capitals --- *things*
- People were considered necessary but replaceable
- It was only people's body that was needed to do the job. Their mind, heart and spirit were not wanted – A person was reduced to a thing.

- Modern management practice came from Industrial age whereby, people were considered as a thing.
 - We were given a belief that we have to control and manage people
 - People are put on the P & L statement (Profit & Loss)
 - We motivated them with Rewards and had stick from behind to punish them.

The influence of the industrial mindset in 21st century

- Managers today are still applying the Industrial age control model to Knowledge Workers
- Managers do not see the true potential of their workers; they still manage them as a *thing*.
- Managers are not tapping to the highest motivations, talents and genius of people.

When we treat people as a thing, What happens?

(Stephen Covey says)

1. It is insulting to the unique genius of people
2. It neutralizes people
3. It will alienate them
4. Depersonalizes work
5. Unionizes
6. Litigious culture

7. They develop a codependency in what they are doing

- They wait to be told by the formal leader what to do
- They will be reluctant to take initiatives
- Reluctant to act independently
- They do what they know to be thanked for their cooperation and support –
- Major praise or blame goes to the formal leader

I like what Stephen Covey says about the development of codependency

“The more a manager controls, the more he/she evoke behaviors that necessitates greater control or managing. The codependent culture that develops is eventually institutionalized to the point that no one takes responsibility. Over time, both leaders and followers confirm their roles in an unconscious pact.” The 8th habit (2004) p.17.

The trap of codependency creates five emotional cancerous problems in a relationship between the leader and the people.

- ✓ **Criticizing**
- ✓ **Complaining**
- ✓ **Comparing**
- ✓ **Competing**
- ✓ **Contending**

The above cancerous problem is not a problem of few but sometime throughout the entire organizational culture

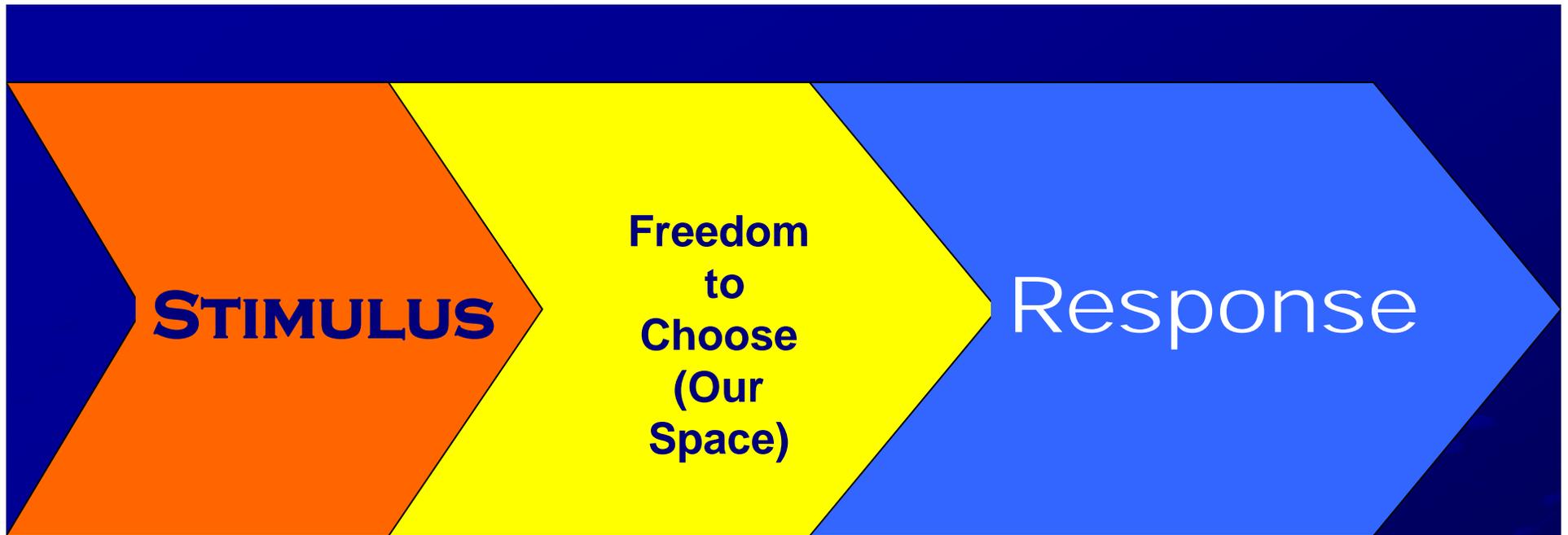
Group Discussion

What do you think is the organizational set-up in treating people? Do we follow the mind-set of the industrialized society? Is there a change that we need to enhance to change the mind-set, what needs to change?

2) Employees are not encouraged to make the best of their space.

Stimulus and Response (Psychological terms)

- *Between Stimulus and response there is a space.*
- *In that space lies our freedom and power to choose our response.*
- *In those choices lie our growth and our happiness.*



- We have to make sure that we know the “Wise use of our Space” Between stimulus and response
- DO NOT BE INTIMIDATED BY YOUR SPACE IN LIFE: It does not matter from where or what family we come from. It matters how we make best use of our space

3) People are not trained to enhance the level of commitment in everything they do.

The level of our greatness or influence is determined by our commitment.

III. Living to the Standard of Our Birth Right

Our birth right gives us the following:

1) 4 Intelligences

- IQ – Mental Intelligence – The dealing of the *Mind*
- PQ- Physical Intelligence – The dealing of the *Body*
- MQ – Emotional Intelligence - The dealing of the *Heart*
- SQ- Spiritual intelligence - The dealing of the *Spirit-conscience*

2) Principles

Our birth rights are governed by principles
(Moral principle, ethical principle.)

3) Choices

Based on the four intelligence and the principles that govern them, we make choices. Choices that are lasting;

Whole person	4 needs	4 Intelligences/ Capacities	4 Attributes	Voice
Body	To live	Physical Intelligence (PQ)	Discipline	Need ("See" Meeting needs)
Mind	To learn	Mental Intelligence (IQ)	Vision	Talent (Disciplined focus)
Heart	To love	Emotional Intelligence (EQ)	Passion	Passion (Love to do)
Spirit	To leave a legacy	Spiritual Intelligence (SQ)	Conscience	Conscience (Do what is right)

IV. Professional Skill Development

When we discuss about skill development we are talking about

- how to set goals and build a process: plan, implement, evaluate and re-planning (CYCLE) - - - Committing to an OUTCOME
- Hiring and keeping the Best
- Learning to team-up
- Delegating with confidence
- Appraisal and coaching (Mentoring) : Improving result with feedback

- The value of Time-management
- Handling difficult employees: Motive them or let them go
- Able to Deal with Crisis
- Remain positive - - - Our culture is a negative culture. We process out thoughts from a negative angle. (My personal experience.)
- Master the financial tool
 - Budgeting
 - Understanding financial statement
- The domino effect in professional development

V. Understanding your learning style to develop skills

Learning styles

Learning styles are simply different approaches or ways of learning.

What are the types of learning styles?

- **Visual Learners:**

learn through seeing...

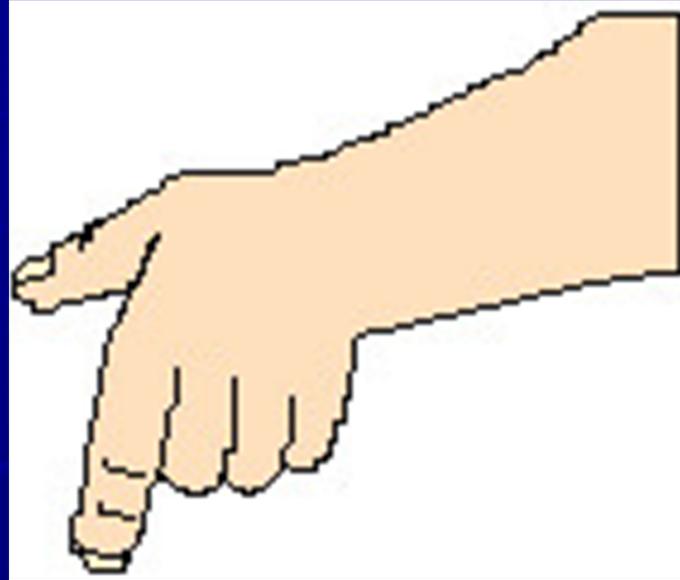
These learners need to see the teacher's body language and facial expression to fully understand the content of a lesson. They tend to prefer sitting at the front of the classroom to avoid visual obstructions (e.g. people's heads). They may think in pictures and learn best from visual displays including: diagrams, illustrated text books, overhead transparencies, videos, flipcharts and hand-outs. During a lecture or classroom discussion, visual learners often prefer to take detailed notes to absorb the information.

● **Auditory Learners:**

learn through listening...

They learn best through verbal lectures, discussions, talking things through and listening to what others have to say. Auditory learners interpret the underlying meanings of speech through listening to tone of voice, pitch, speed and other nuances. Written information may have little meaning until it is heard. These learners often benefit from reading text aloud and using a tape recorder.

Tactile/Kinesthetic Learners:



***Learn through , moving, doing
and touching...***

Tactile/Kinesthetic persons learn best through a hands-on approach, actively exploring the physical world around them. They may find it hard to sit still for long periods and may become distracted by their need for activity and exploration.

Internalization

Personal Development

- Write three things you will be doing when you get back to develop your life and the life of your family?
- What will be your action plan?

Please take a moment to do this privately

Internalization

Professional Development

- What three things you will be doing differently to bring change that may produce progress and growth in your work environment?
- What will be the action plan?

Please take a moment to do it in a group of ten

Something To Think About

Be the Best!

**If you can't be a pine on the top of the hill,
Be a scrub in the valley-
but be the best little scrub by the side of the hill;
Be a bush if you can't be a tree**

**If you can't be a bush, be a bit of the grass,
Some highway happier make;
If you can't be a muskie, then just be a bass-
But the liveliest bass in the lake!**

**We can't be all the captains, we got to be crew,
There's something for all of us here,
There's big work to do, there's lesser to do,
And the task we must do is the near**

**If you can't be a highway, then just be a trail,
If you can't be the sun, be a star;
It isn't by size that you win or you fail
Be the best of whatever you are.**

Douglas Malloch

Summary Statement

It is my utmost hope that this learning curve has been an eye opening experience as you labor hard to making a difference in the lives of the people of your region and your country in general. The Road is zigzag, stiff and the challenges are humongous. But, your consistent hard work will prevail. Keep on striving, you can make it. May God bless your region!!!