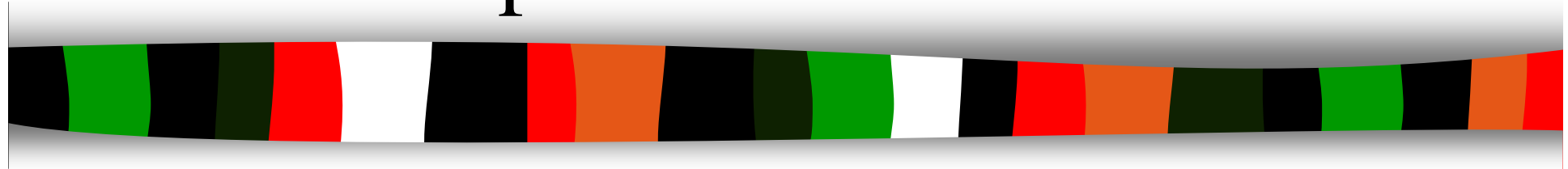


# Leadership for Professional Development



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# Roadmap

- Challenges in Our University Context
- The Professional Development Imperative
- Draw upon best thinking about leadership development to offer suggestions for professional development generally
- Leadership for Professional Development

# Context Matters: Today's Challenges for South African Universities

- Skills Capacity, knowledge production and dissemination *for a developmental state* (National Development Plan, 2012)
- Attracting, training, retaining and growing human capital
- Rankings derby
- Broad-based transformation
- Need to enhance student access, learning experiences and improve throughput
- Improve effectiveness and efficiency of universities
- Information and analytics for decision-making



*If you wait for tomorrow, tomorrow comes. If you don't wait for tomorrow, tomorrow comes!*

**West African Proverb**

# Change is Constant

*In times of change, learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.*

Eric Holder, American Social  
Philosopher 1902-1983

# Professional Development Imperative

- *Becoming* and *being* a professional requires learning for life.
- *Profession* connotes an agreed upon body of knowledge, competencies, and attitudes for the profession (standards).
- *Training* is not the same as development—development implies internalising a *professional identity –identity work*

## Key Questions for *Leader* Development

- *Leader* Development: Expansion of a person's capacity and ability to be effective in leadership roles and process (Center for Creative Leadership 2010).
  - How do people acquire the capacity to lead others?
  - How can/should their organisations help them in the process?

# Assumptions Driving *Leader* Development

- Leadership roles and processes → Direction, Alignment, Commitment
- Leader development is **context** sensitive and needs are defined by external challenges and business strategy.
- There is no one best way to develop leaders.
- People can expand their leadership capabilities through the right interventions.
- Leadership is about *becoming* and *being*



# Assumptions Driving Professional Development

- Completion of educational qualifications is not the end point—it is only the beginning of learning (Webster-Wright, 2009).
- *Continuing Professional Learning (CPL) vs. Professional Development (PD)*
- Engagement in CPL is a critical to providing high-quality practice and a key responsibility of professionals.

# *View of Continuing Professional Learning?*

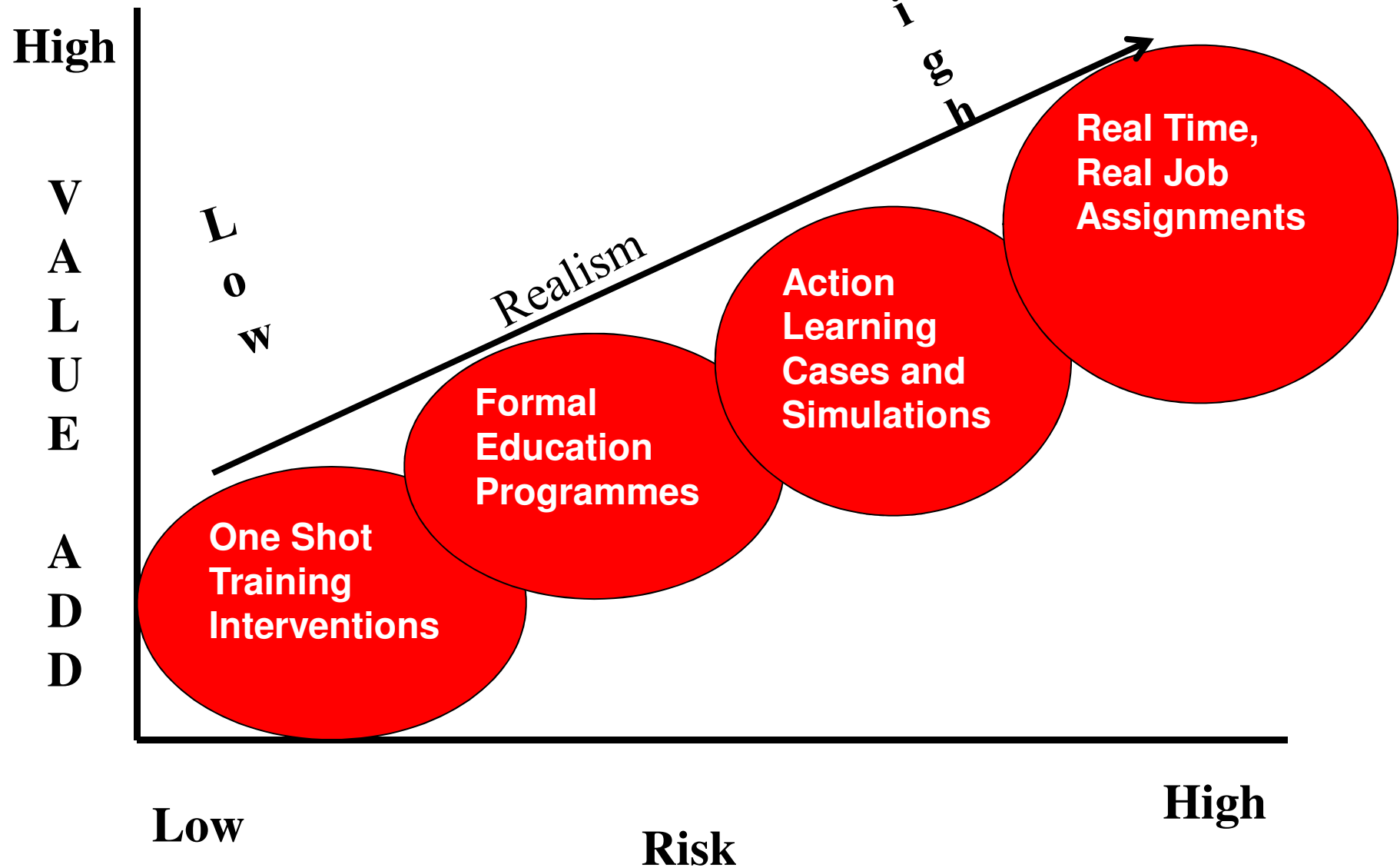


# Leader Development Model: Center for Creative Leadership



Major Question: What are the best leadership development interventions?

# Trade-off Between Risk and Value of Leader Development Interventions



Adapted from Tate, W. 2004. Applying learning in practice. Industrial and Commercial Training, pp. 57-60.

# Challenging Developmental Experiences for Enhancing Leader Capacity

- From technical post to leadership post
- Influence without authority
- New area of responsibility
- Responsibility for creating change
- Work group diversity
- International assignment
- Ethical dilemma
- Problem/difficult employee situation
- Start up
- Fix-it or turnaround situation



# Implications for Professional Development

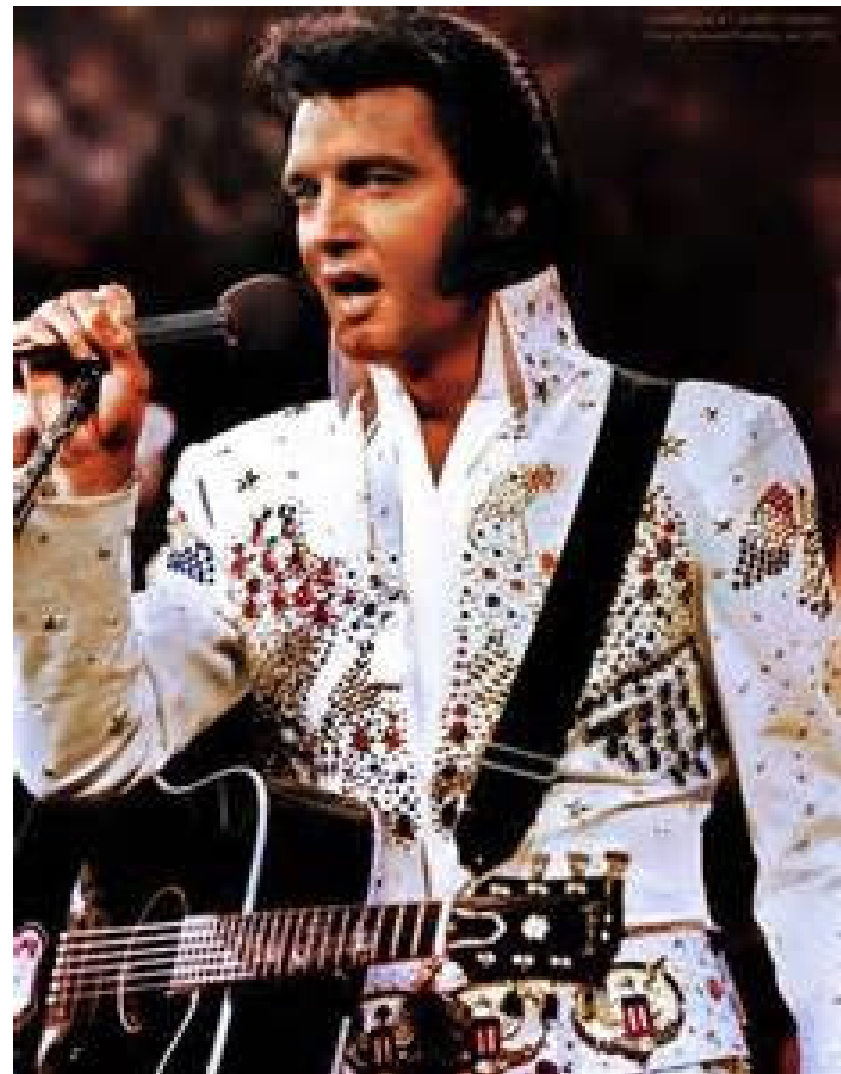
- CPL cannot simply be achieved in discrete packages—variety of developmental experiences (Hargreaves, 2003)
- Situated learning within the workplace context (i.e. active engagement with others on genuine problems within their professional practice) (Boud & Middleton, 2003).

# What Kind of Leader Are We Developing People to Become?

- Dominant Leader Paradigm: *Authentic Leadership*
- Prescribes 'authentic leader behaviours' for effectiveness
- Four factors of authentic leadership: *balanced processing, internalized moral perspective, relational transparency and self-awareness (Luthans & Avolio, 2003: 243).*



Simply Put: Authentic Leaders are  
*Authentic* (the *real* thing)





# Behaviours of Authentic Leaders

- Know themselves and their values
- Empower and respect others
- Have courage
- Listen, have empathy for others
- Act consistently with integrity
- Drive for excellence
- Trust others and behave in a trustworthy way
- Demonstrate passion in what they believe in

# Reflection?

- What does it mean to be an *authentic professional*?



Caveat: Is it ever possible to know the 'true self'?



# *Johari Window*

Known to Self

Unknown to Self

Known to  
Others

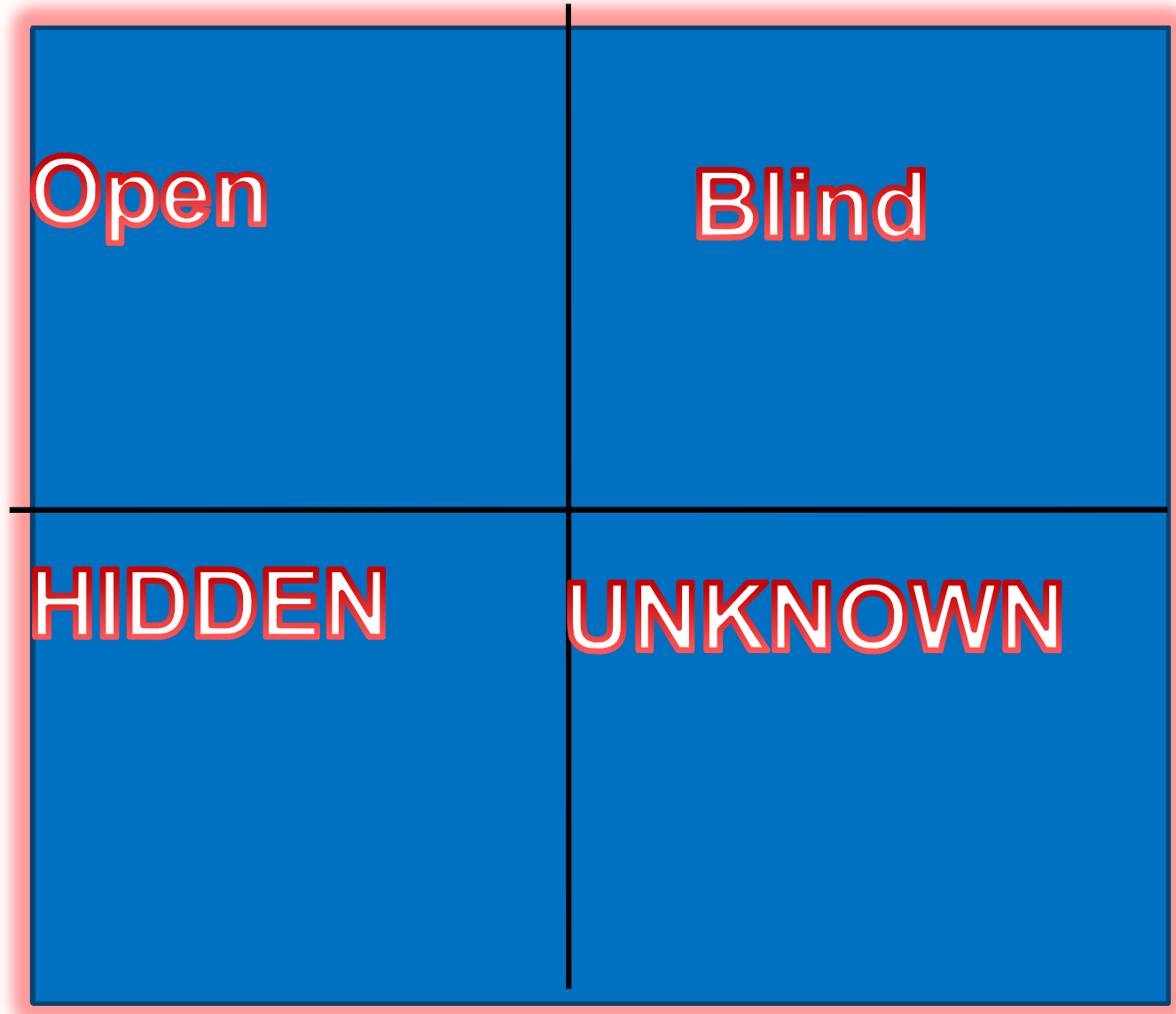
**Open**

**Blind**

Unknown  
To  
Others

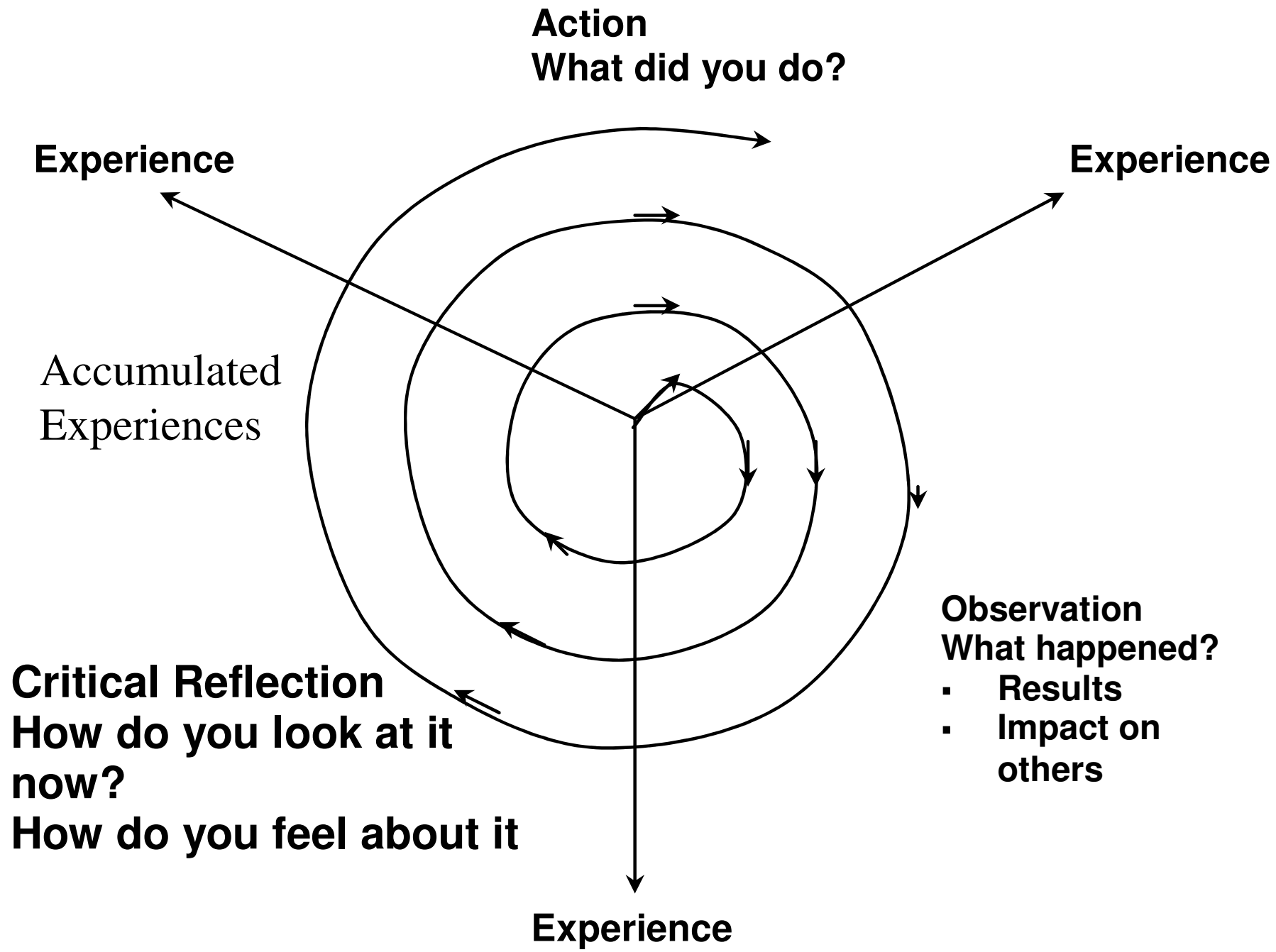
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# Learning from Experience: Practicing Self-Reflection





## But must be *critical self-reflection*

- Dewey (1933) argued: *GENUINE THINKING BEGINS ONLY WHEN THERE IS A TENDENCY TO DOUBT!*
- *Questioning and challenging taken-for-granted assumptions about self, others, work, etc.*
- *Opens the pathway for ‘transformative learning’ –reinterpret experience from a new perspective and act to change the situation.*



# From *Leader* Development Only AND *Leadership* Development

Purpose of *Leadership* Development:

- (1) Expansion of a collective's capacity to produce direction, alignment, and commitment.
- (2) Building leadership bench strength across an entire organisation.

# Elements of *Leadership* Development

- ✓ Developing collective shared beliefs about leadership
- ✓ Developing collective leadership practices
- ✓ Evaluating the collective's ability to produce direction, alignment and commitment



# Key Principles for *Leadership* Development: Global Best Practices

- (1) Link to Strategic Objectives
- (2) Use Leaders to “Teach” Leaders
- (3) Customize Leadership Attributes and Results to Context
- (4) Create Leadership at All Levels Not Just the Top
- (5) Link to Talent Management and Succession Planning
- (6) Consider need for single identity development programmes

# Implications for Providing *Leadership for* Professional Development

- Professionals must attend to the development of all their staff/unit
- Collective understanding of what it means to be 'professional'
- Embed concept of CPL within the team
- Attend to talent and succession planning
- Link to transformation and equity

# Thank You for Listening!

*Wealth, if you use it, comes to an end;  
learning, if you use it, increases. Swahili  
proverb*

*When your mouth stumbles, it's worse  
than feet! - African proverb*

## Questions?