

Leading from Behind

“It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.”

Nelson Mandela: 1994 autobiography Long Walk to Freedom

Ahhhh...Mandela



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By Order Provincial Secretary

VIR GEBRUIK DEUR BLANKES

HIERDIE OPENBARE PERSEEL EN DIE GERIEWE
DAARVAN IS VIR DIE UITSLUITLIKE GEBRUIK
VAN BLANKES AANGEWYS.

Op Las Provinsiale Sekretaris

A new world...

It's a new dawn
It's a new day
It's a new life
For me
And I'm feeling good
I'm feeling good...



THE ARMY...

<https://www.youtube.com/watch?v=D9sVz2FSnro>







NO

NO

NO

NO

NO

NO

NO



Major leadership theories:

- Behavioural theory
- Contingency theory
- Great man theory
- Management theory
- Participative theory
- Power theory
- Relationship theory

- Western Governors University (2020) *Leadership theories and styles*. <https://www.wgu.edu/blog/leadership-theories-styles2004.html#close>

The Most Important Leadership Competencies, According to Leaders Around the World – Sunnie Giles

The Top 10 Leadership Competencies, Grouped Into Five Themes

When 195 global leaders were asked to rate 74 qualities, these rose to the top.




“The psychological contract between companies and employees is changing.”

“Among other things, people are looking for more meaning and purpose in their work lives. They want and increasingly expect to be valued for who they are and to be able to contribute to something larger than themselves. People expect to have the opportunity to co-author their organization’s purpose. They want to be associated with organizations that serve as positive forces in the world.”

Linda A. Hill is the Wallace Brett Donham Professor of Business Administration at Harvard Business School. Harvard Business Review 2010



International House English College

- 150 students  2000 students
- Largest private language school in Australia
- Reputation ✓✓✓
- Full time curriculum unit
- Senior level tutors
- Banks of materials
- Student library
- Train the trainer courses
- Regular conference participation

Despite it all...

- The liquidators arrived and barred anybody from entering the school
- The owner absconded with all the students' money
- Teachers lost their jobs
- Reputation in shreds XXX
- Students were taken in by other colleges to minimise the damage done



Time to leave...



“Leaders can encourage breakthrough ideas not by cultivating followers who can execute but building communities that can innovate.”

“Of course, leaders do need to act as direction-setters and vision-makers, and we need to prepare them for those roles. But we often emphasize these skills at the expense of others that are growing in importance. If you’re looking for innovation, it doesn’t make much sense to say that the leader’s job is to set the course and mobilize people to follow them there. If you want your team to produce something truly original, you don’t know where you’re going, almost by definition. The traditional leadership model just doesn’t work.”

Linda A. Hill is the Wallace Brett Donham Professor of Business Administration at Harvard Business School.
Harvard Business Review 2010

International House USA: San Francisco - Portland - Santa Monica

- Set up IH San Francisco
- A small school
- A close-knit group of teachers and staff
- A can-do attitude
- Sharing responsibilities
- Delegating – not taking credit
- Giving praise where praise is due – never blaming
- Connecting with people and collaborating

Not all plain sailing...

- 9/11
- Visa problems
- Dwindling numbers
- Rental prices
- Pounding the streets
- At-will contracts
- Difficult to inspire confidence



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LSE





Goldsmiths, University of London

New challenges

- Pre-sessional course of 800 students
- Logistics
- Different colleges and cultures
- Assessments and turn around times
- Language, Arts and Culture
- First BALEAP Accreditation Scheme (BAS) assessment

A dedicated team

- Regular team meetings
- Valued opinions and suggestions
- Everybody prepared to help out
- Delegation and trust
- Blood, sweat and tears
- Fun!



A great team

- Getting to know your team
- Recognising talent and expertise
- Playing to our strengths
- Strengthening our imperfections
- Collaboration
- Enjoyment!



And ultimately...

...being prepared to adapt from context to context (a lot like teaching really) so that in time we can all benefit!



References

- Sunnie Giles (2016) *The Most Important Leadership Competencies, According to Leaders Around the World*. Harvard Business Review
- Linda A. Hill (2010) Harvard Business Review
- Nelson Mandela (1994) *Autobiography Long Walk to Freedom*. Little Brown and Company
- Western Governors University (2020) *Leadership theories and styles*. <https://www.wgu.edu/blog/leadership-theories-styles2004.html#close>



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