



# MANAGERIAL LEADERSHIP

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Leadership and Governance Workshop

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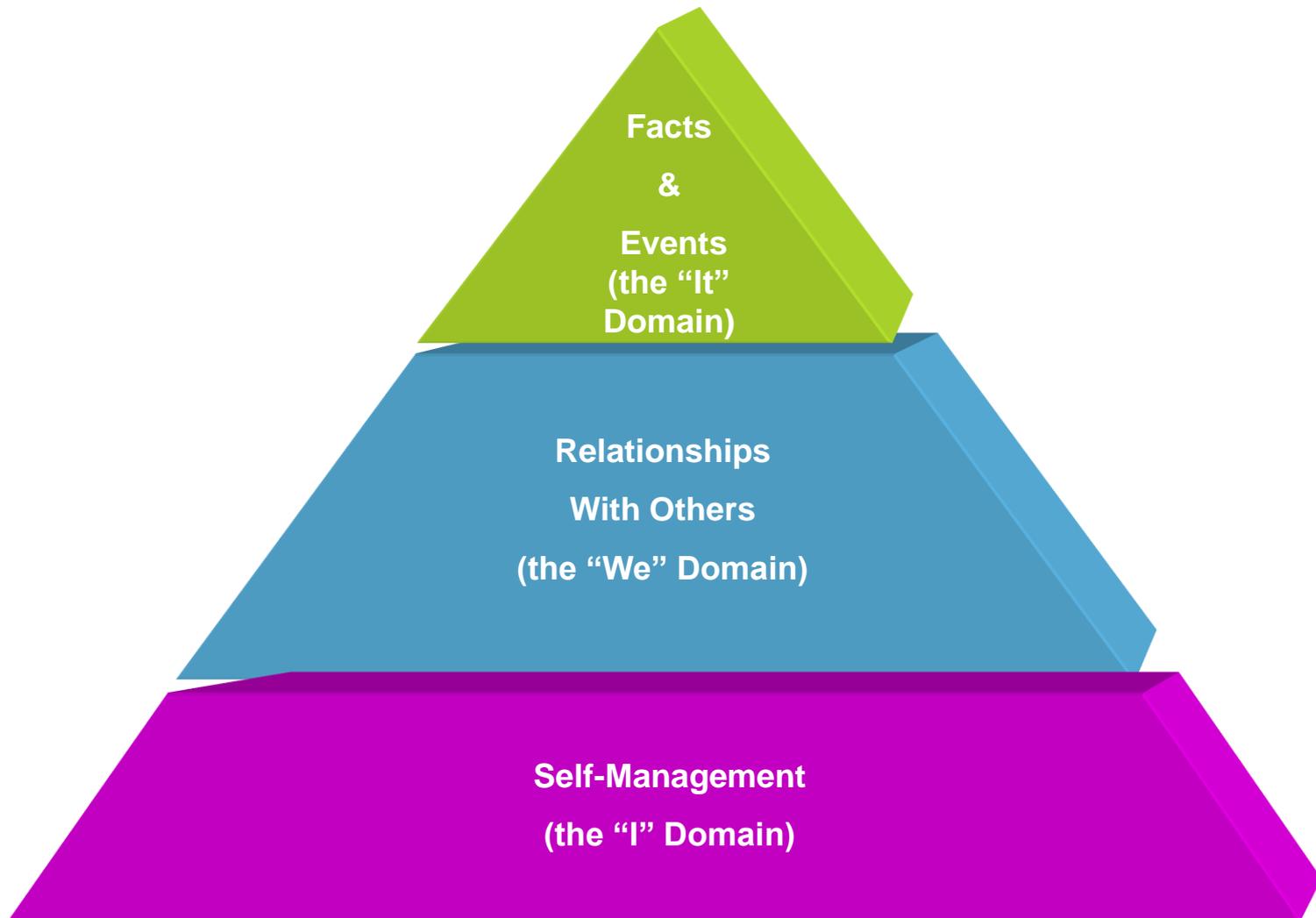
# What informs Our Approach

- Success
- Competence
- The 4 Ps
- Complementary Opposites
- Vertical and Horizontal Learning
- Evolution of Management

# SUCCESS

- ❖ Knowledge
- ❖ Skills
- ❖ Attitude

# DOMAINS OF COMPETENCE



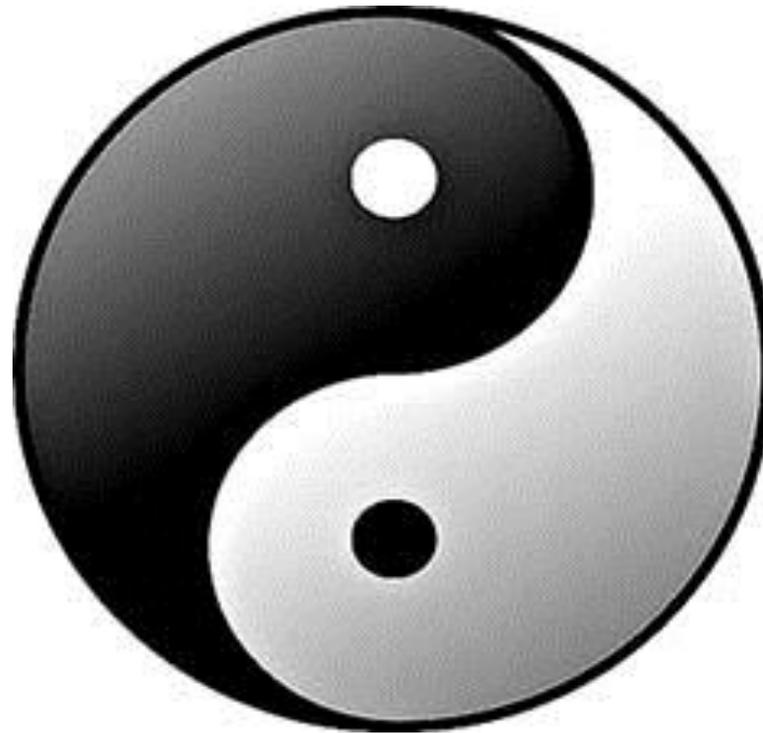
# The 4Ps

- ❖ Personalities
- ❖ Private agendas
- ❖ Power- play
- ❖ Politics

# Complementary Opposites

YIN

YANG



# Complementary Opposites

**Management**

**Leadership**

Processes

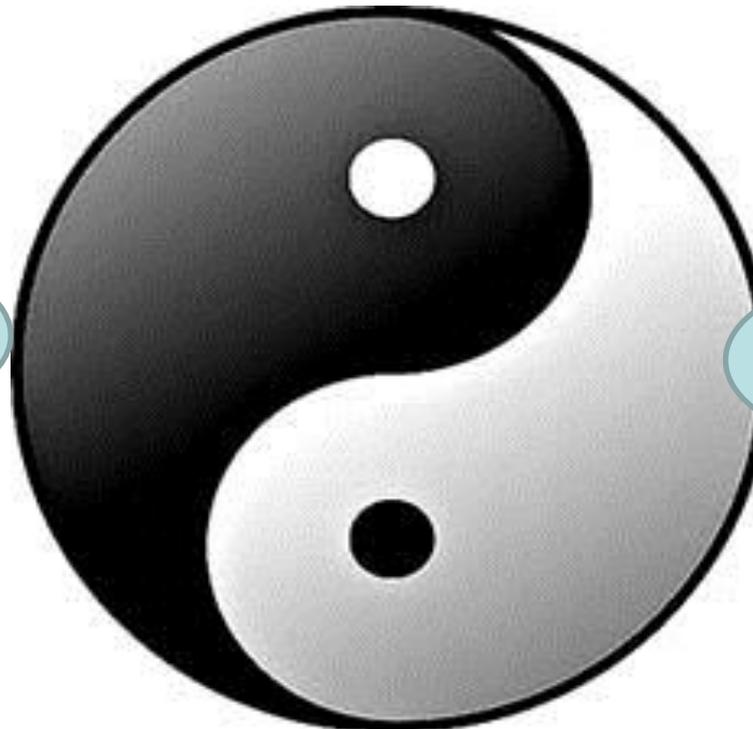
Systems

Structures

Intent

Relationships

Information



**Rational  
Complicated**

**Non –rational  
Complex**

# The New Science of Vertical Learning:

- Horizontal Learning: Competence development
- Vertical Learning: Mindset transformation (Brown, B.C)

## Vertical Learning vs. Horizontal Learning



Total Volume =  
Total Leadership Capacity

### Vertical Learning = Mindset Transformation

- Improves how you think and how you interpret any situation.
- Essential to address complex problems, cultivate high-stakes relationships, and navigate rapidly changing, uncertain circumstances.
- Develops your mental complexity and emotional intelligence, literally upgrading your leadership operating system to be more wise and caring.



21<sup>st</sup> Century Conscious  
Leadership Requires Vertical  
+ Horizontal Learning

### Horizontal Learning = Competence Development

- Increases what you know and strengthens technical expertise.
- Essential for using known techniques to solve clearly defined problems
- Develops functional knowledge, skills, and behaviors that strengthen your leadership toolkit.



# Personal Transformation

- Wisdom
- Level of Knowledge + Level of Being = Level of Understanding  
(= Wisdom)

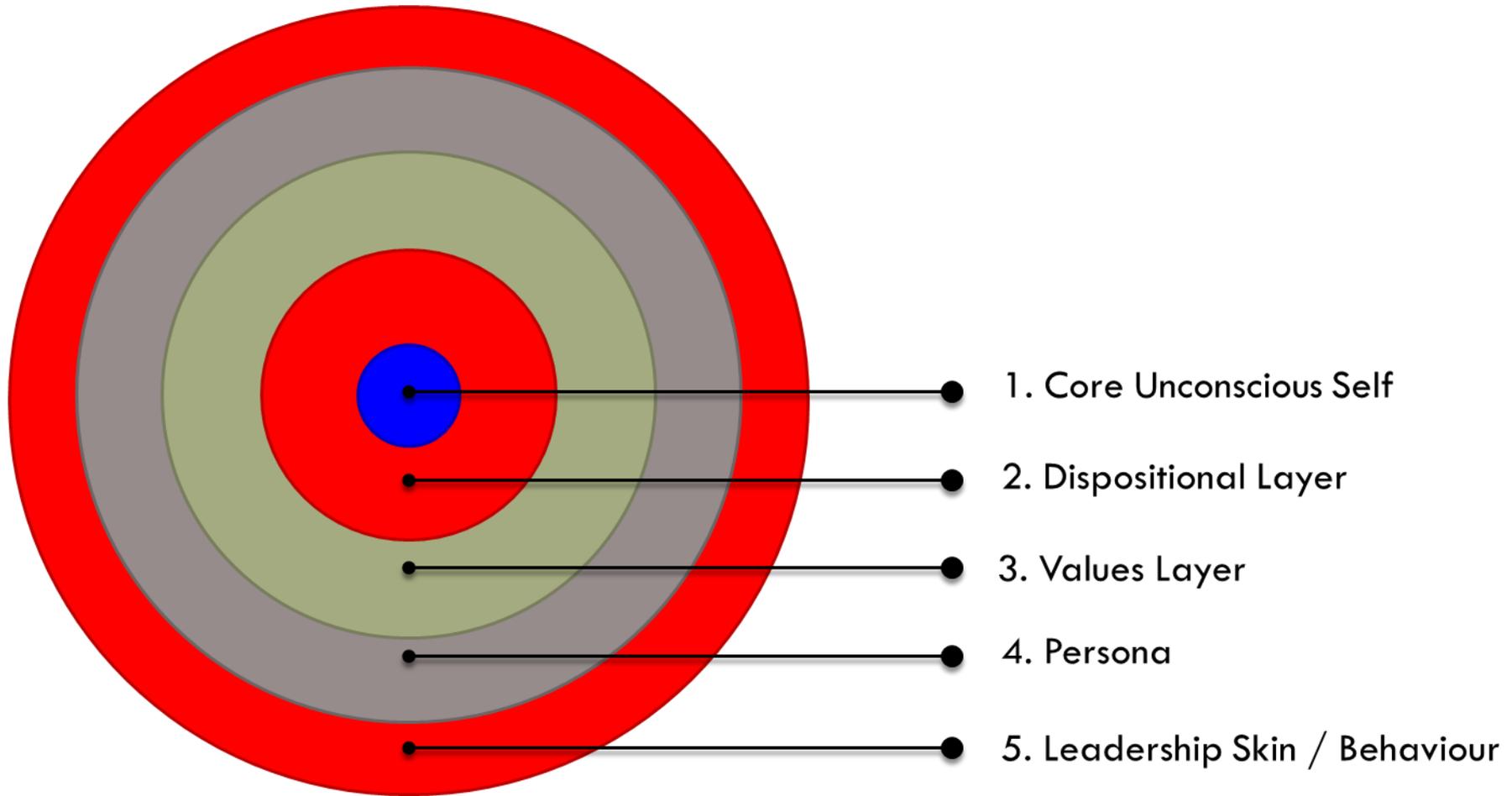
# Evolution of Management from MBI to MBV (Dolan)

- Management by Instruction (MBI)
- Management by Objectives (MBO)
- Management by Values (MBV)

# The GSB Approach

- Personal (Self) Transformation
- Values based leadership (The Allan Gray Centre for Values Based Leadership)
- Innovative Leadership (The Bertha Centre for Social Innovation)

# Multi-layered Self



Source: Zigarmi, D.; Blanchard, K.; O'Connor, M.; Edeburn, C. "The Leader Within: Learning Enough About Yourself to Lead Others" (2004)

# SELF-KNOWLEDGE

- ❖ Personality Types
- ❖ A Model of the Mind
- ❖ Perception
- ❖ Personal Values

# PERSONAL VALUES

- ❖ Human Behaviour
- ❖ Relationships
- ❖ Health and Wellbeing
- ❖ **Purpose**, Identity, Mission & Vision,  
Authenticity and **Authentic Leadership**

**THANK YOU**

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