

The Actuarial Profession
making financial sense of the future

Leadership

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Leadership myths

- ❑ Leadership requires high status and title
- ❑ Leadership skills develop naturally as we move up an organisation
- ❑ Leadership and management are the same – just done at different levels in an organisation
- ❑ Leadership cannot be learned – leaders are born not made

Leadership



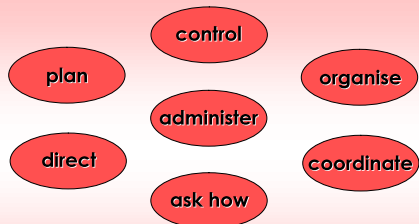
Leaders

- ❑ Who do you regard as leaders?
- ❑ What qualities do they have that makes them leaders?

What is leadership?

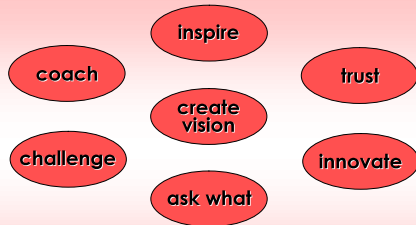
- ❑ Knowing where you are going
- ❑ Being able to take others with you

Managers ...



Managers focus on tasks and how to achieve results through individuals

Leaders ...

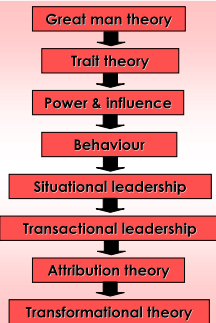


Leaders focus on the future
and how to motivate groups of people

Managers and leaders ...

*"Managers do things right.
Leaders do the right things."*

Theories of leadership



What is leadership?

- **Knowing where you are going**
- Being able to take others with you

Knowing where you're going

- Creating vision
- Clarity about outcomes
- Being decisive

"A true test of leadership is not so much based on what we know, but on how we behave when we do not know what to do."

What is leadership?

- Knowing where you are going
- **Being able to take others with you**

"Leadership is a process not a position – it is primarily about managing relationships."

Emotional intelligence

- ❑ self awareness
- ❑ self management
- ❑ social awareness
- ❑ relationship management

Who will follow us?

... people in whom we invoke three emotional responses ...

- ❑ a sense of understanding of the future
- ❑ feelings of significance
- ❑ a sense of community

How do people listen to what we say?

- ❑ What we say - *words* 7%
- ❑ How we say it - *tone* 38%
- ❑ Non-verbals - *body language* 55%

Be yourself



Developing your leadership skills further

- ❑ Practice – and get feedback
- ❑ Transfer skills from one leadership situation to another
- ❑ Develop emotional intelligence skills
- ❑ Develop communication skills

Some advice from Nelson Mandela ...

Our deepest fear is not that we are inadequate.

Our deepest fear is that we are powerful beyond measure.

It is our light, not our darkness that most frightens us.

As we let our own light shine, we unconsciously give other people permission to do the same.

As we are liberated from our own fear, our presence automatically liberates others ...

Presidential Inaugural Speech, 1994



... and advice from the Red Indians ...

*"Do not go where the path may lead.
Go instead where there is no path...
...and leave a trail."*

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Actuaries as Leaders

Hilary Johnson