

Jihočeská univerzita  
v Českých Budějovicích  
University of South Bohemia  
in České Budějovice

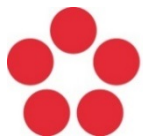
# Leadership

doc. Ing. Ladislav Rolínek, Ph.D.



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Evropské strukturální a investiční fondy  
Operační program Výzkum, vývoj a vzdělávání





## What is **leadership**?

The process of **social influence** through which one is able to secure **the help and support** of others to achieve a **common task**.

## Who is the **leader**?

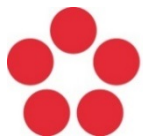




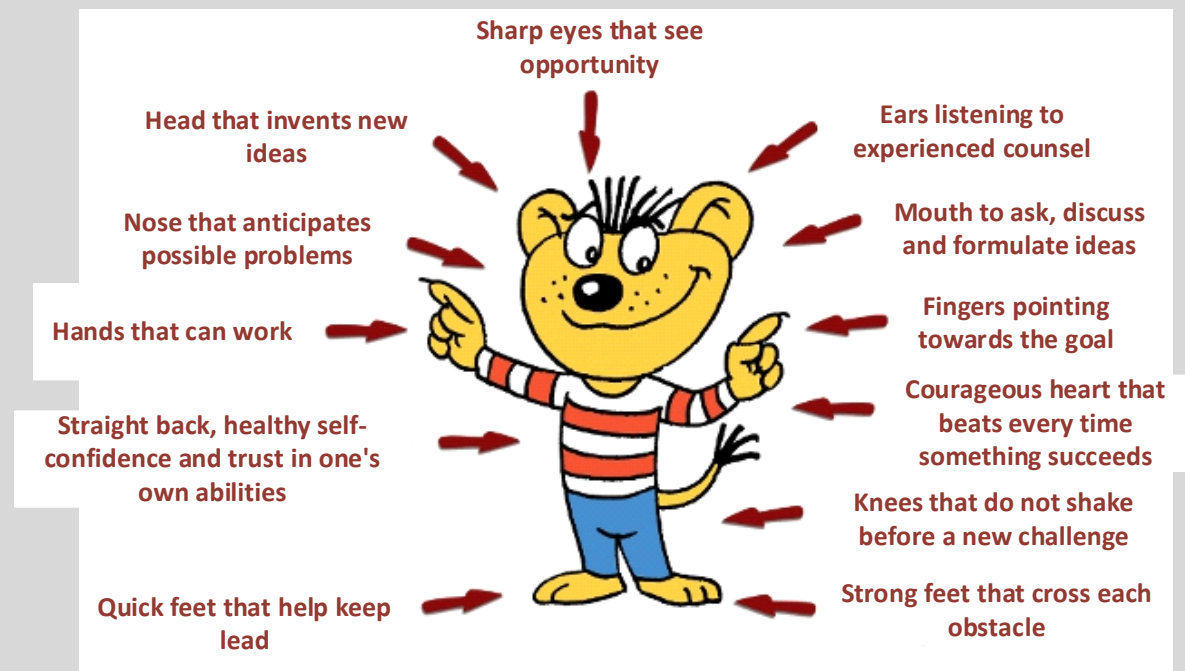
Peter Drucker: *"Whenever you see a successful business, someone has made a courageous decision in the past."*

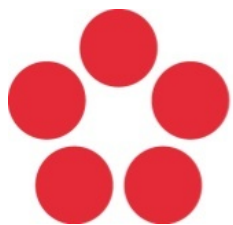
- strong personality with result-oriented,
- communicates a clear vision and goals,
- gives room for mistakes
- welcomes discussion and feedback,
- it does not introduce bureaucracy, on the contrary, it gives freedom,
- promotes diversity.
- thinking "out of box" and willingness to experiment
- a clear ethical framework,
- deep values independent
- on the current situation and high moral integrity.





**Ability to lead oneself**  
**Healthy self-confidence**  
**Discipline, self-control, endurance**  
**Ability to enforce**  
**Adaptability**  
**Ability to accept criticism**  
**Assertiveness**  
**Stress management**  
**Motivation**





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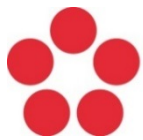
# How to manage yourself?



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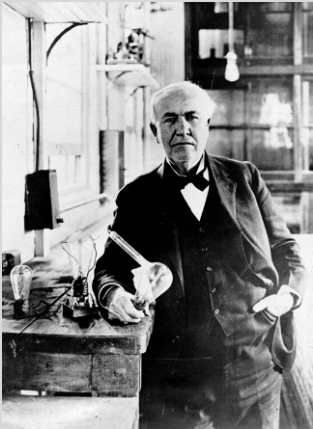
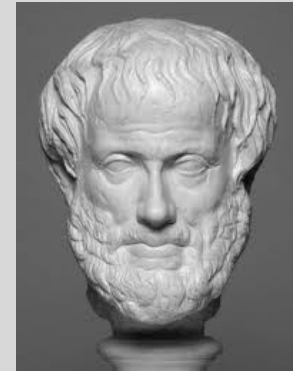


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„We are what we do repeatedly.  
Perfection is not an act but a habit.“

Aristoteles



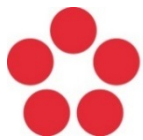
„Genius is one percent inspiration  
and 99 percent sweat.“

Thomas Alva Edison

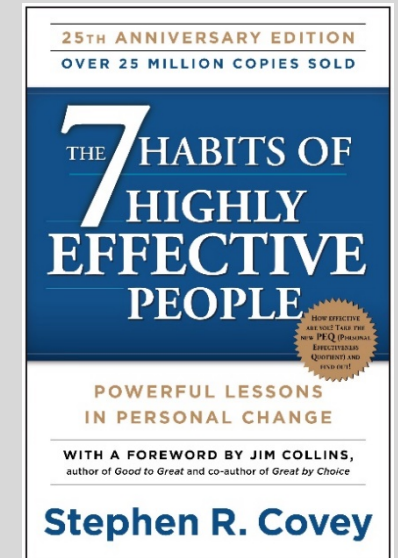
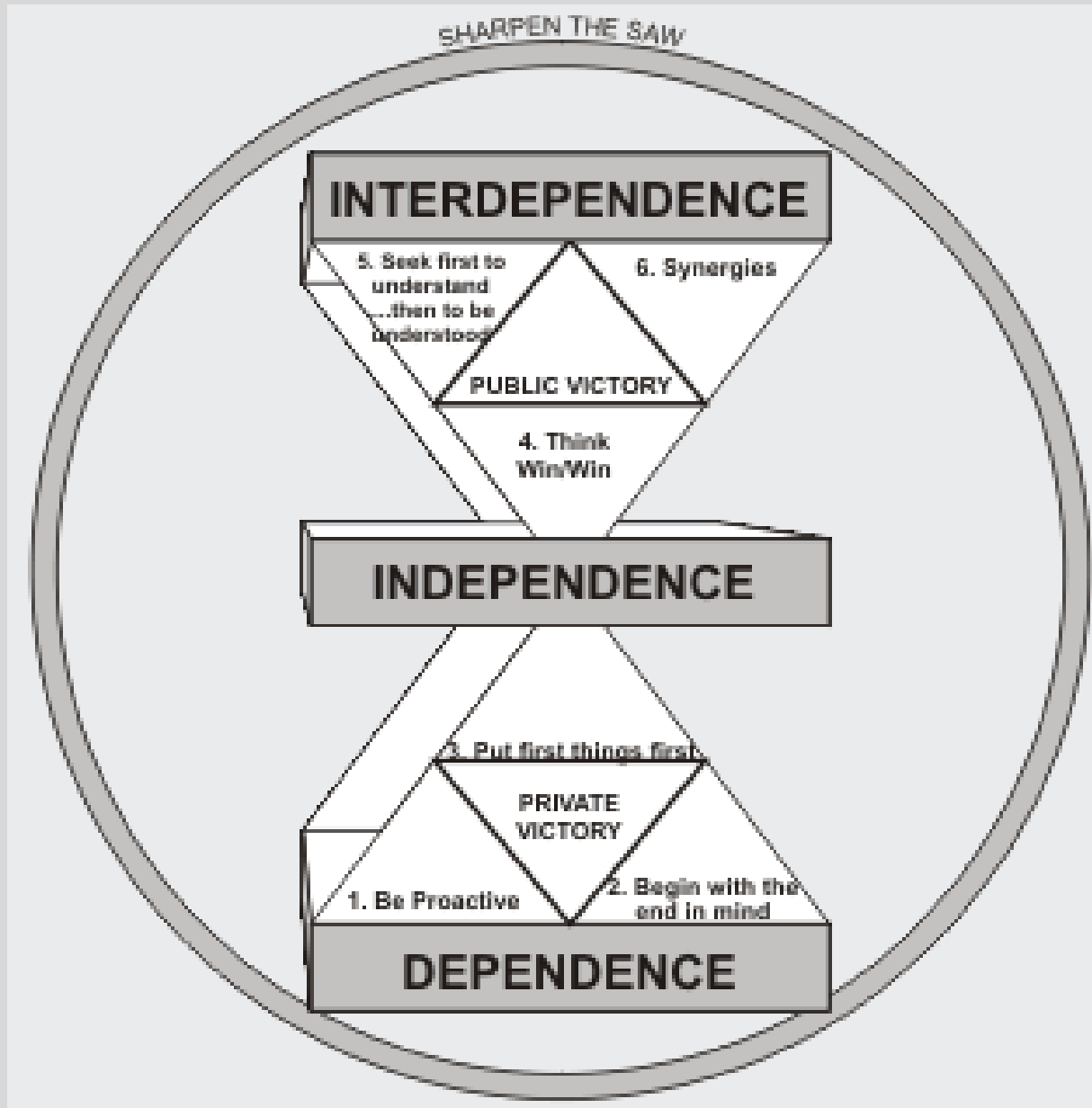


"It does not matter if you think you can,  
or you can not. In both cases, you are right!"

Henry Ford



## 7 habits of highly effective people







## Continuation of maturing

Dependence  
on others

Independence

Inter-  
dependence



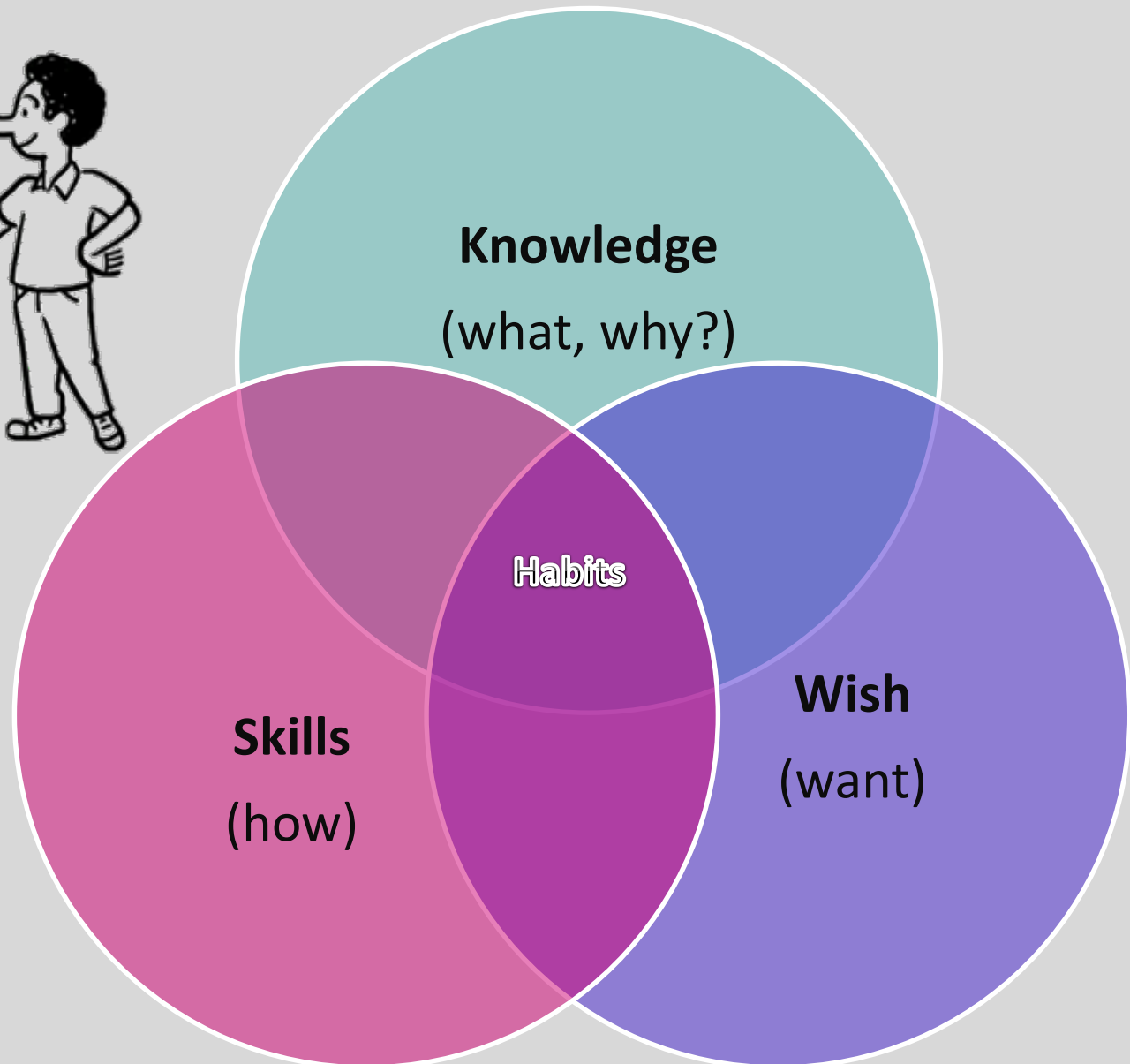
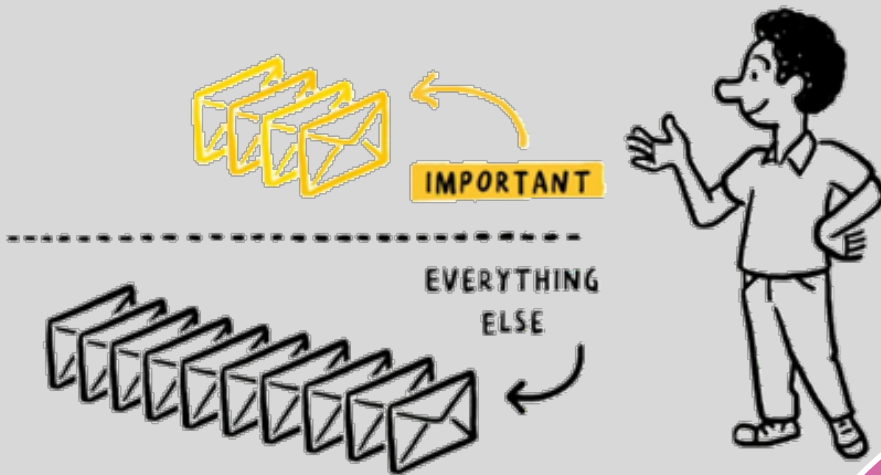
*Become accustomed to greater autonomy in learning. You are in 4th grade and your parents will not be able to attend the curriculum.*

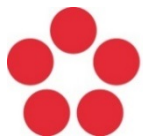






The key is creating effective habits



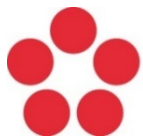


S.R. Covey has defined 7 habits that will help you achieve the higher efficiency and the results you seek.

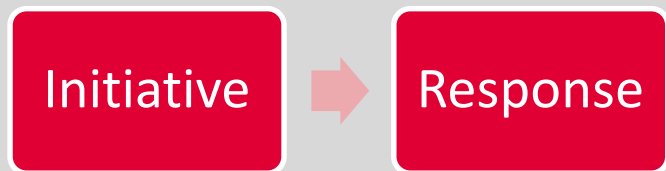
1. **Be proactive**
2. **Begin with the end in Mind**
3. **Put first things first**
4. **Think win-win**
5. **Seek first to understand then to be understood**
6. **Synergize**
7. **Sharpen the saw**

Performance is in equilibrium between  
product and production capability.



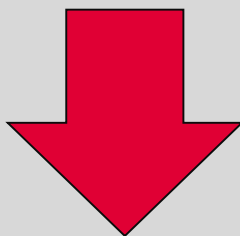


# Be proactive - self-management



Initiative

**Freedom of  
choice**



Self-awareness

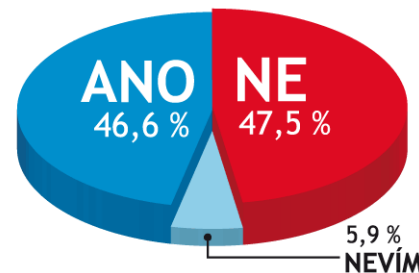
Imagination

Response

Independent  
Will

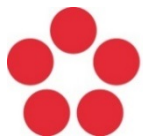
Conscience

Can a stupid economic mood in  
the company of his government  
raising taxes?



Attention bad  
mood

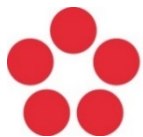




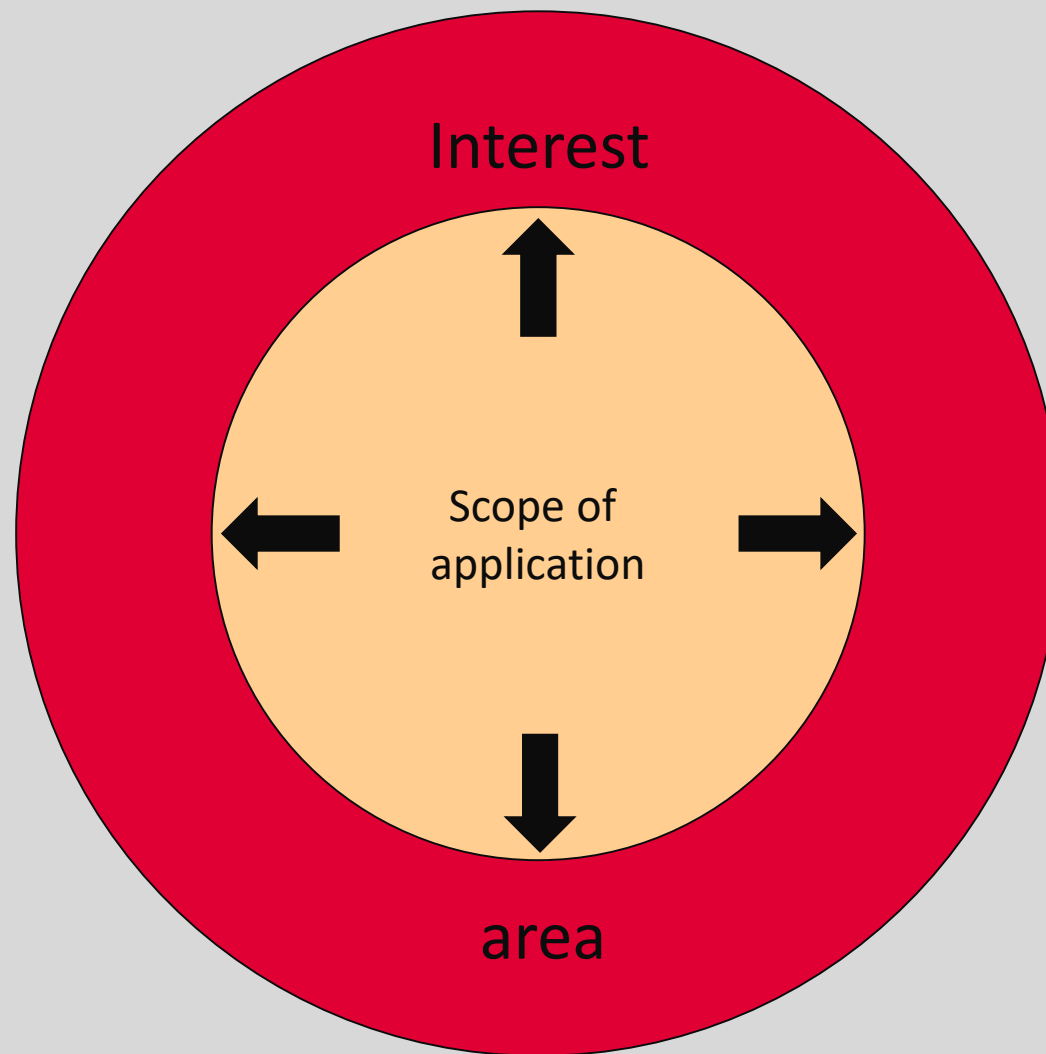
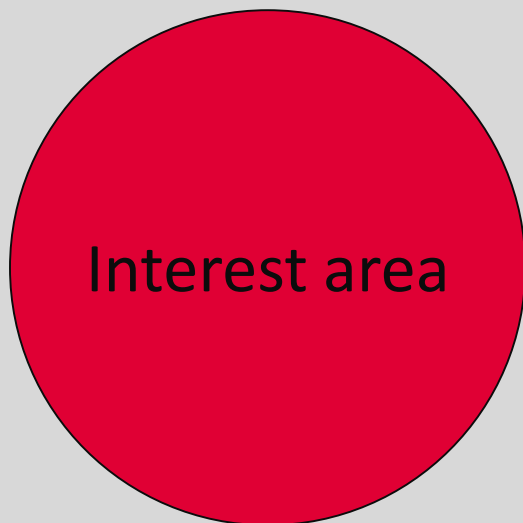
## Listen to your language.

Reactive language	Proactive language
Nothing can be done.	Let's look at the possibility.
That's what I am.	I can do it differently.
It's getting me crazy.	I control my feelings.
They will not allow it.	I make effective recommendations.
I have to do it.	I choose a reasonable response.
I can not.	I will make decision.
I'm forced.	I prefer it.
If I could.	I want.

I am responsible because I can choose my response.

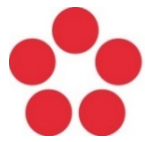


No interest



**Proactive focus**

Positive energy expands the scope



## Begin with the end in Mind – self management



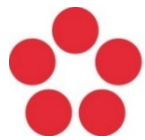
As everyday life contributes to the idea of my goal.

It means knowing where I am going.

Everything is created twice - in a mental or a first form and a physical or a second shape.

What do I do if I want to build a house?

What do I do if I want to build a successful business?



# Begin with the end in Mind – self management

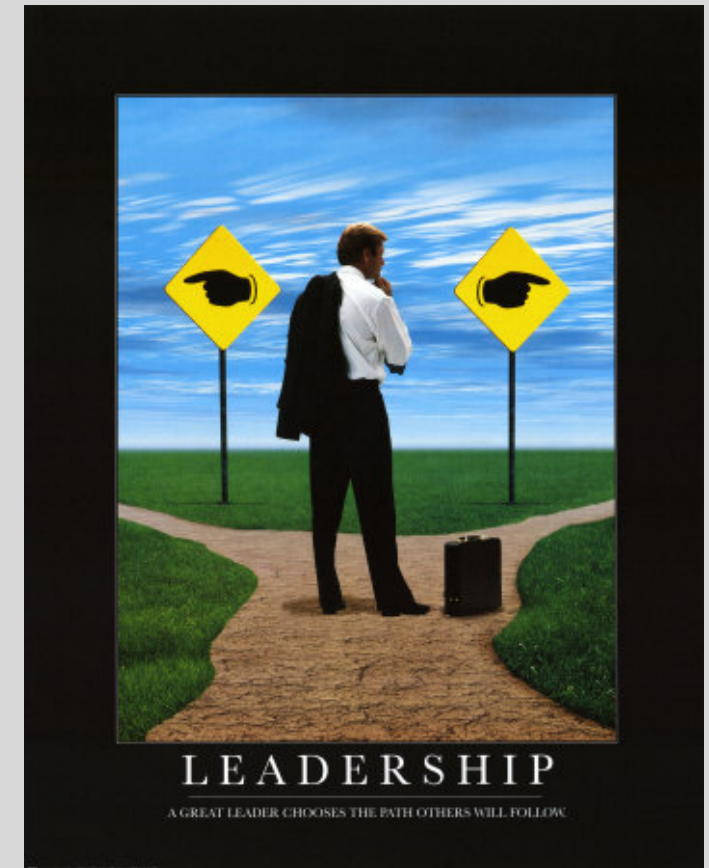
## Leadership and management - dual creation



Leadership = What do I want to prove?

Management = How do you do best?

Management is doing things right,  
Leadership is doing the right thing.

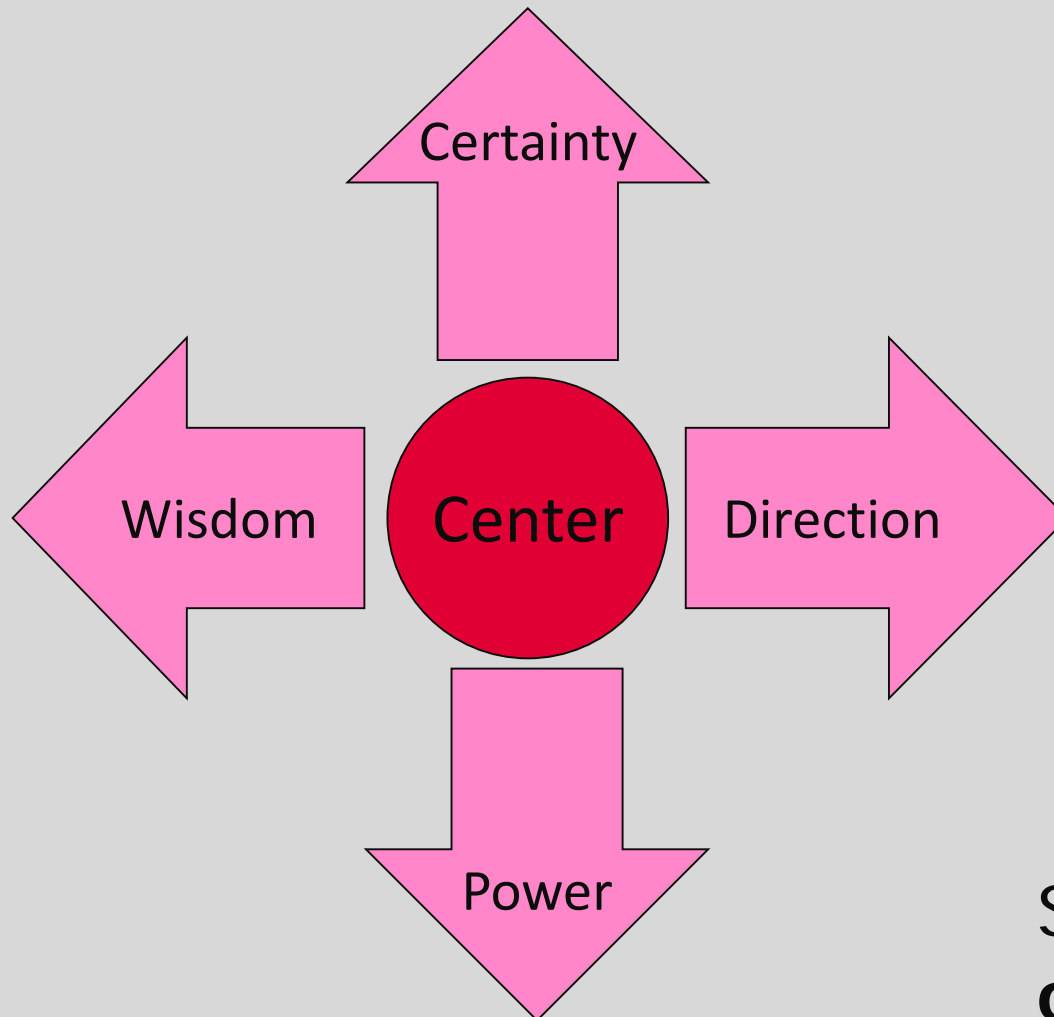






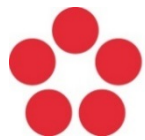
## Begin with the end in Mind – self management

The basis is the determination of the personal mission?



Focus on what you want  
**to be** (character),  
what you want **to do**  
(benefits and  
achievements)  
the principles on which  
your **being and activity**  
are based.

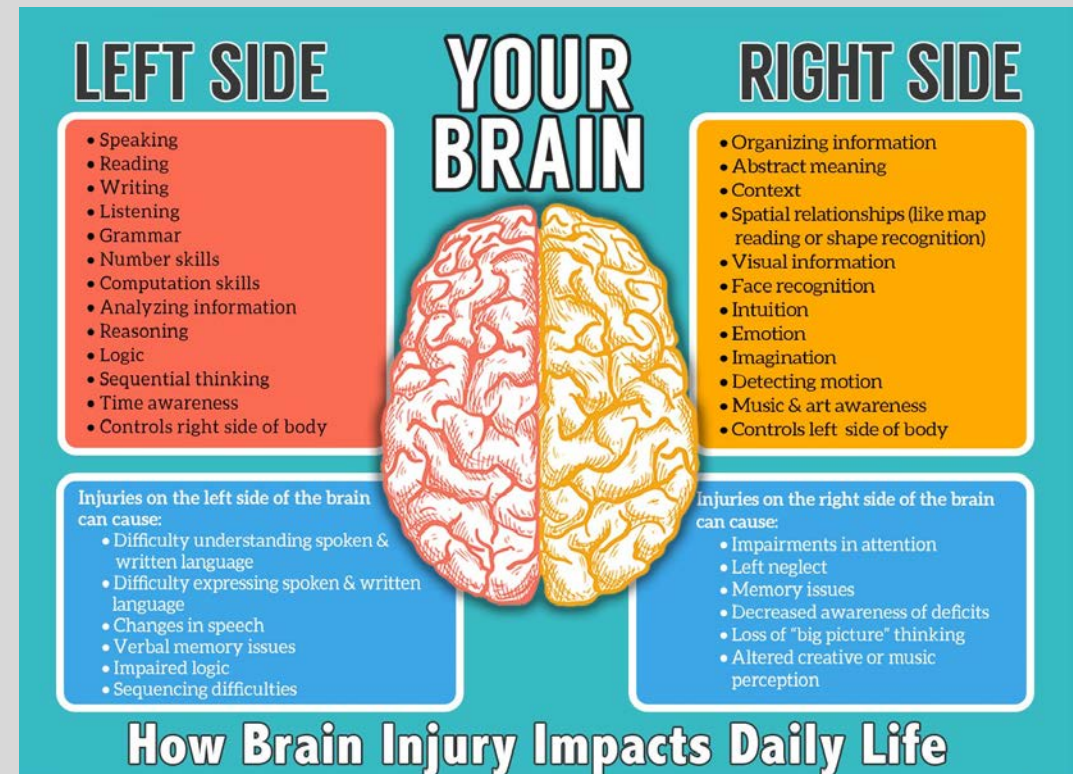
Similarly, the  
**organization's mission**  
is defined.



## Begin with the end in Mind – self management

How to define a personal mission?

You need to use the right one cerebral hemisphere and **imagination**.



Can be used before public performance, commercial acting, before a difficult argument, before a job, etc.

Imagine the situation alive, mercilessly, over and over again.  
Create a comfort zone. Until the situation happens, you will not be afraid.

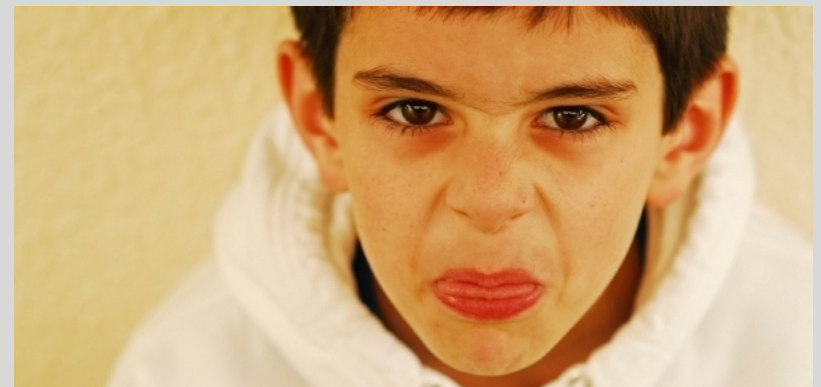


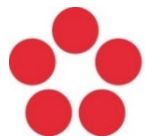
Example of mission

**I am responsible for my life.**

*The ideal mission is personal, positive, in the present time, visual and emotional.*

**I am** (personal) **very happy** (emotional) **to react** (present time) with wisdom, love, self-control and strict (positive) **to the angry of my children.**



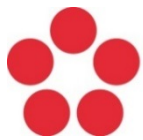


It is advisable to delimit the mission  
**your roles** and each **to indicate the goals** you want  
achieve.

What are the roles you "play" in life?

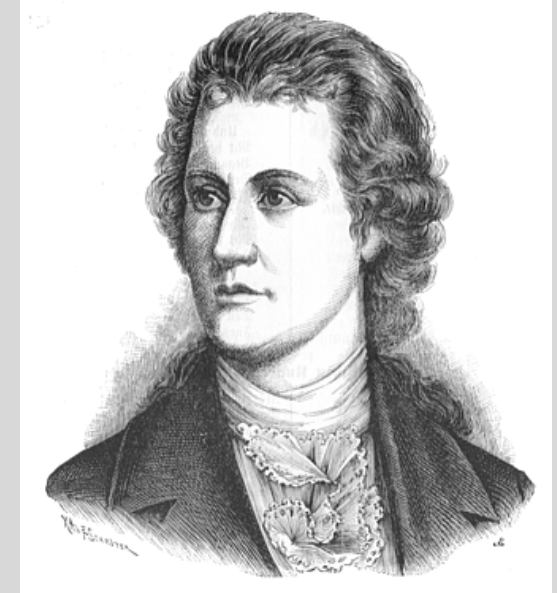
E.g.:  
Father, son, brother, friend,  
neighbor, expert, businessman  
etc .





"The most important things can never  
be for mercy, to be meaningless. "

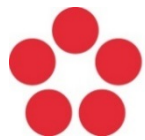
Goethe



Questions:

Which thing (not doing) would make a significant positive change in your **personal life** if you did it regularly?

2) Which thing (not doing) would make a significant positive change in your **working or professional** life if you did it regularly?



## Generation of time planning

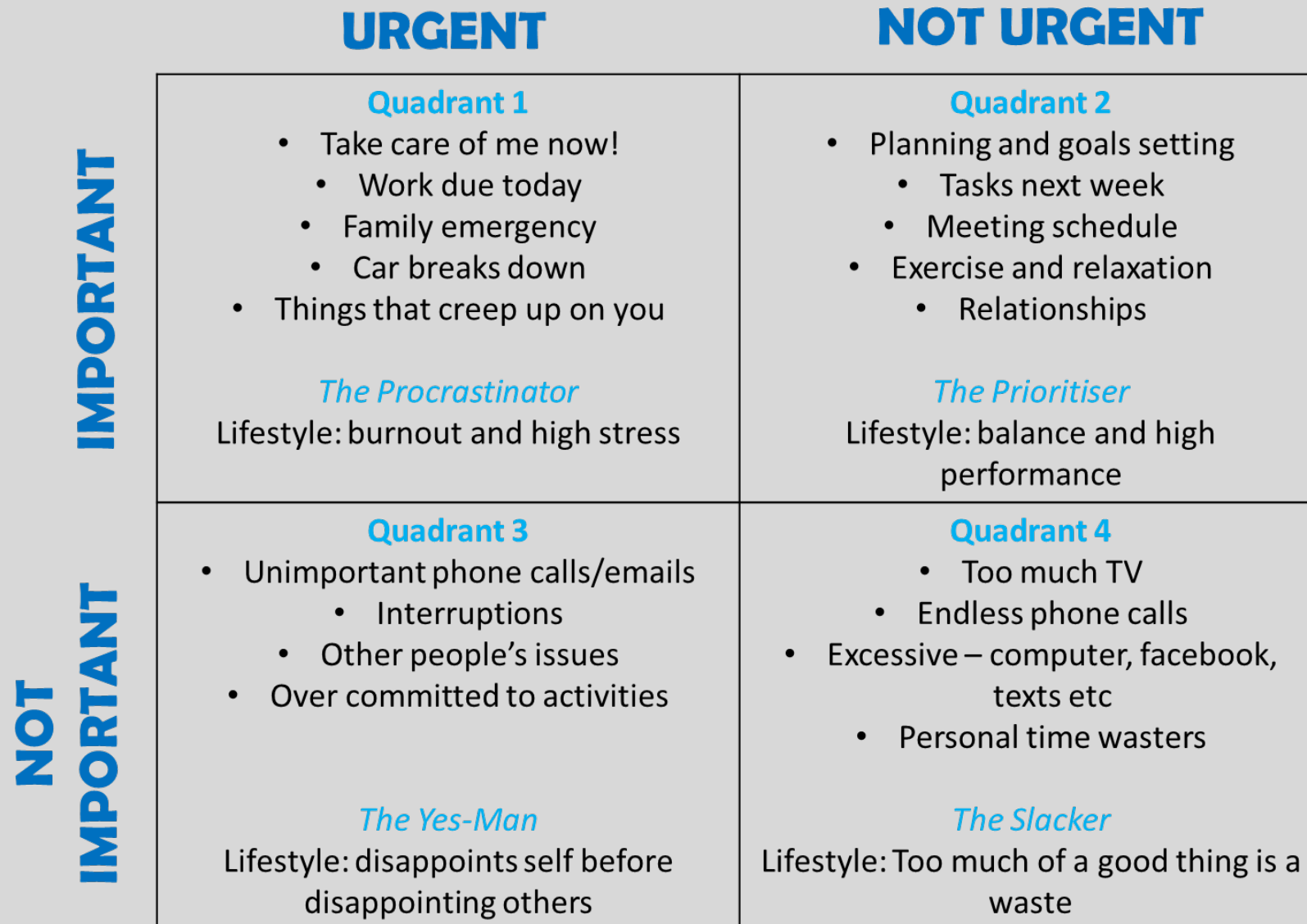
- I. generation - list of tasks, notes
- II. generation - use of calendars and diaries, planning events and activities for the future.
- III. generation - complements the previous generations on determination order of importance, clarification of values. The objectives and tasks of the long-medium and short-term. Daily planning.
- IV. generation - emphasizes preservation and improvement relations, maintaining a balance between product and production capability.







# Put first things first – self management







Powerful people do not deal with problems;  
dealing with opportunities.

Paret's principle - 80% of the results flow from 20% of activities.

The start time must be obtained from quadrant III and IV -  
learn to say **no**.

The organization includes four in terms of **Quadrant II**  
activities:

- 1) Identify roles
- 2) Target selection
- 3) Planning
- 4) Daily adaptation



## Delegation - Increasing product and production capability

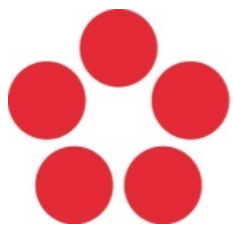
If the manager invests an hour of effort, he can produce ten or fifty units through efficient planning.

Delegation of type "**bring**" and type „**administrator**".

### Administrator type delegation

It focuses on results rather than methods.  
Specify the desired **results**, **rules** (what should not be done), **resources**, **responsibility** (performance standards and progress reports), **the consequences** (what happens as a result of a good or bad evaluation of the results).





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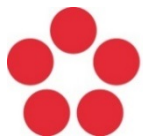
# How to manage the activities of others?



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## 1. Be a personal example and never forget

Time management, ZTD

## 2. The task must be fulfilled

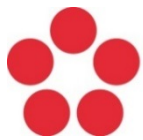
Workers have to get used to every task must be fulfilled. Unless the task is exceptionally accomplished, it must be the best before broader group justifying its non-fulfillment.

A good manager always consults with his coworkers.

It is best if the workers design their tasks themselves.

The evaluation is associated with ad hoc training. Use it praise. Every worker must know what his / hers are tasks.





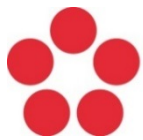
## 3. Have a managerial insight (so-called "helicopter view")

**Top management** has to deal with:

strategic management, contacts with major customers, long-term and medium-term order fulfillment, economic efficiency and cash-flow, crucial personnel decisions, monitoring of the current cash flow, unique problems of considerable importance.

SME managers have more task-oriented tasks, but they must not forget about these areas.





## 4. Build your authority

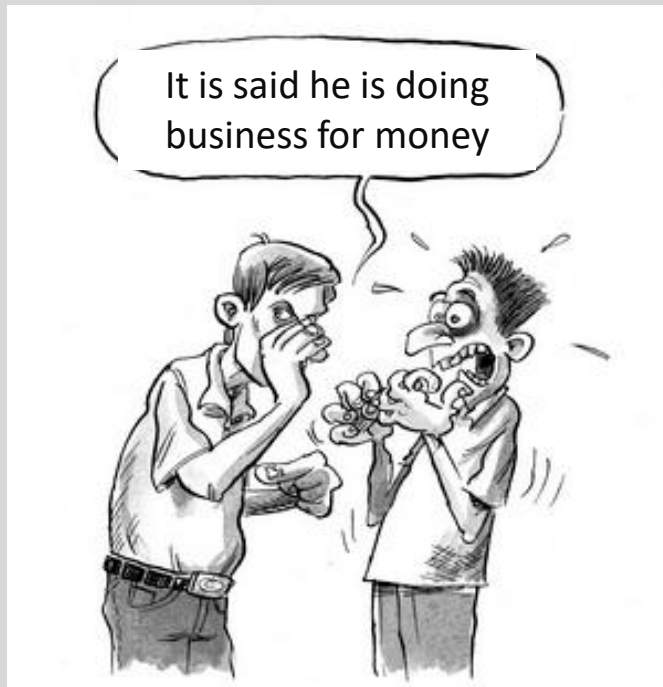
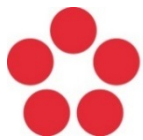
The authority arises from the fact that the manager **knows** more than his subordinate. The subordinate must know that with his subordinate must know that his supervisor **may come to the advice** and he has to make the time.

Good boss is a coach (**teaches**), brings **new knowledge**, he is the **engine**.

He **respects promises**. He always **keeps a distance** from collaborators. He is not afraid of any work.

**He recognizes his error** and correctly evaluates the mistakes of others.





## 5. Be "obsessed with profit" and apply philosophy of cost thought

It is still necessary to explain to workers that **generating profits is a matter of life and death** of an enterprise as well as the existence of individual workers.

**Limit and control costs** (especially overhead).

## 6. Quickly deal with laziness

Almost everyone can **find a suitable place**.

Principle: you do not know - **we'll teach you**, you can not – **we'll help you**, you do not want - you're mistaken, you're leaving.

Unable to release relentlessly. Release is required to be human (outplacing).



## 7. Be sensitive to people

Manage and be kind in every situation.  
Explosions of anger often  
lead to irrational and unfair solutions. Listen.



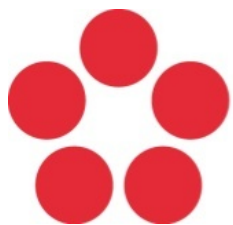
## 8. Stimulate people

A qualified enterprise strategy  
determines the company's core  
business goals, and these are the  
basis for stimulus.

No anonymity. Everyone in the  
business must know who is  
responsible.

Take physical stimulation.





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# What to say at the end?



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**Six most important words:**

"I admit that I made a mistake."

**Five of the most important words:**

"I'm very proud of you."

**The four most important words:**

"What is your opinion?"

**The three most important words:**

"If you please ..."

**Two most important words:**

"Thank you."

**One of the most important words:**

"We,,

**One least important word:**

"I"

