



# Leadership journeys in hostile contexts

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Dr Loua Khalil



What is Leadership?



## What is leadership?

- ✓ There are almost as many definitions of leadership as there are persons who have attempted to define the subject (Stogdill, 1974: 259)
- ✓ Leadership as an Essentially Contested Subject W.B. Gallie (1955/6)

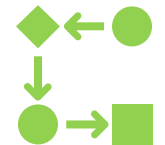
# What is leadership?



Person: is it WHO you are that makes you a leader?



Position: is it WHERE & WHEN you operate from that makes you a leader?



Process: is it HOW you get things done that makes you a leader?

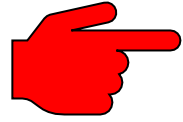


Performance: is it WHAT you achieve that makes you a leader?



Purpose: is it WHY you do things that makes you a leader?

Leadership may include projections from others



*“public servants in general – and we can apply this in spades to public leaders – have to handle the projections of citizens and clients about the public service being a psychological “container” for the mad, the bad and the sad, so that citizens and clients can deny problems and difficulties in their lives or in society by projecting those anxieties and concerns onto public services” (Hartley, 2018)*

- ✓ Handling such projection could be an indispensable leadership capability.
- ✓ This can be more crucial in hostile contexts



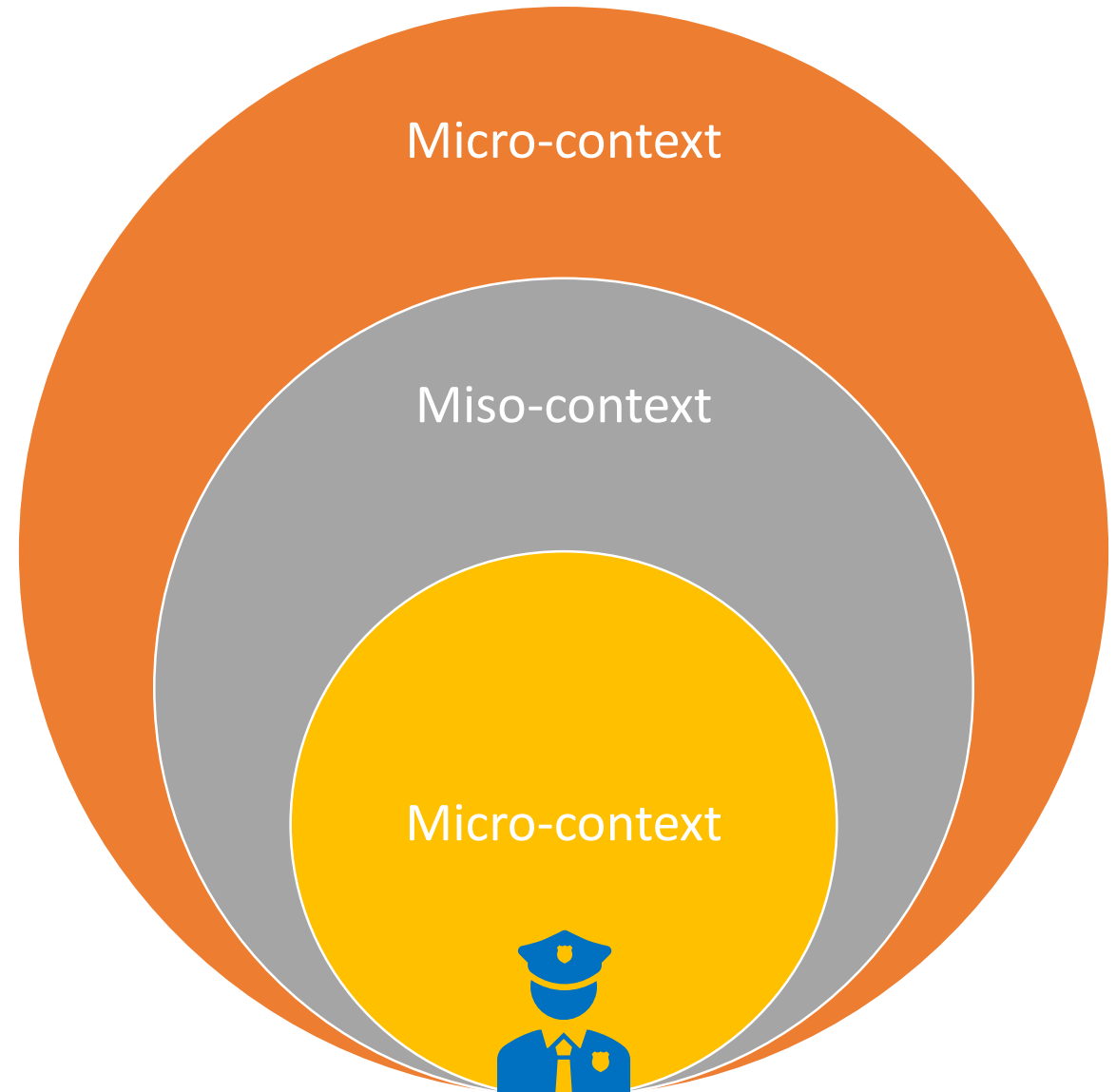
What is context?

What is hostile contexts?



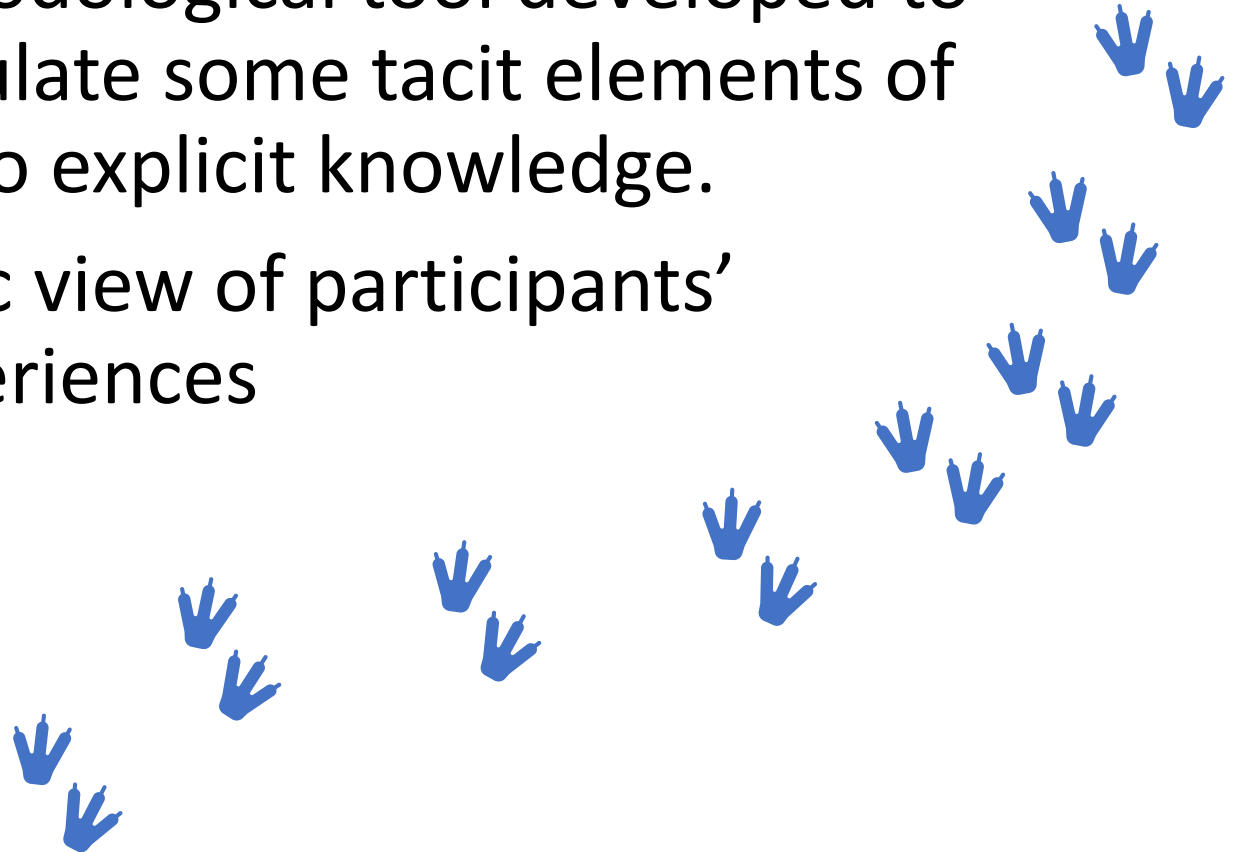
# What is context?

- Micro- context: team, unit, 'boss', 'followers'...
- Miso- context: other units, teams and departments, partners, communities of practice...
- Macro context: Citizens, communities, Media, political system, governmental policies..



# Leadership Journey

- ✓ leadership journey is a methodological tool developed to help the participants to articulate some tacit elements of their knowledge in addition to explicit knowledge.
- ✓ It creates a visual and holistic view of participants' leadership development experiences
- ✓ It is fun to create!





## Exercise 1:

- ✓ Exercise estimated time is 50 minutes.
- ✓ Work in pairs.
- ✓ In turns, support each other building your leadership journeys by following the subsequent manuscript.

# Leadership Journey



# An example:

## LEADERSHIP EXPERIENCE OVER TIME

2



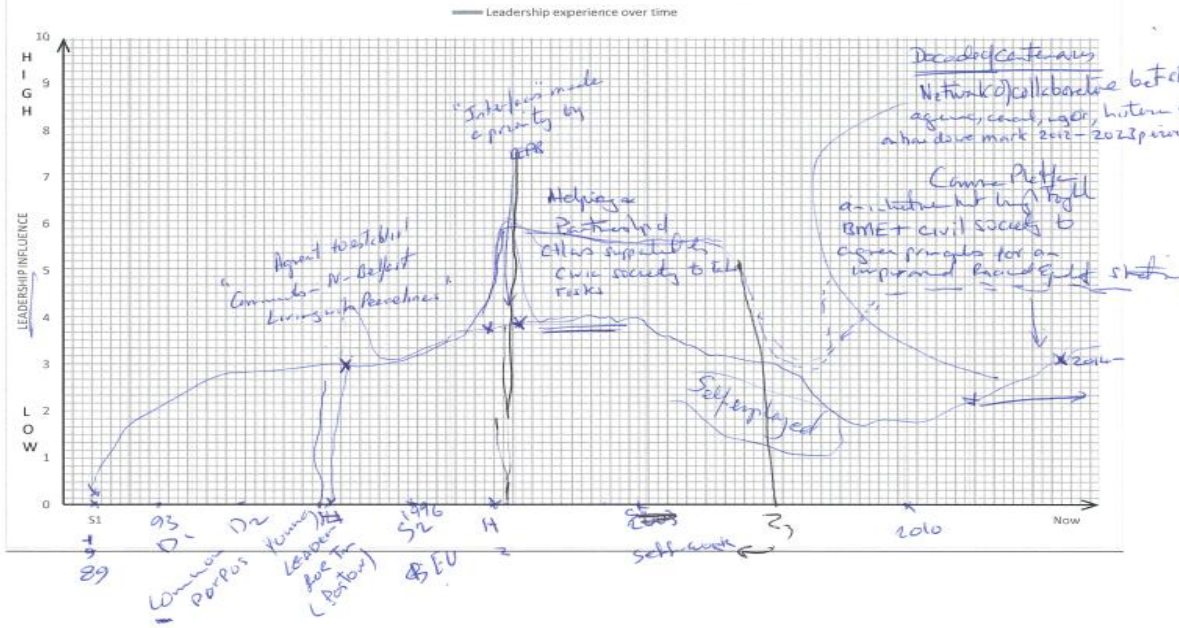
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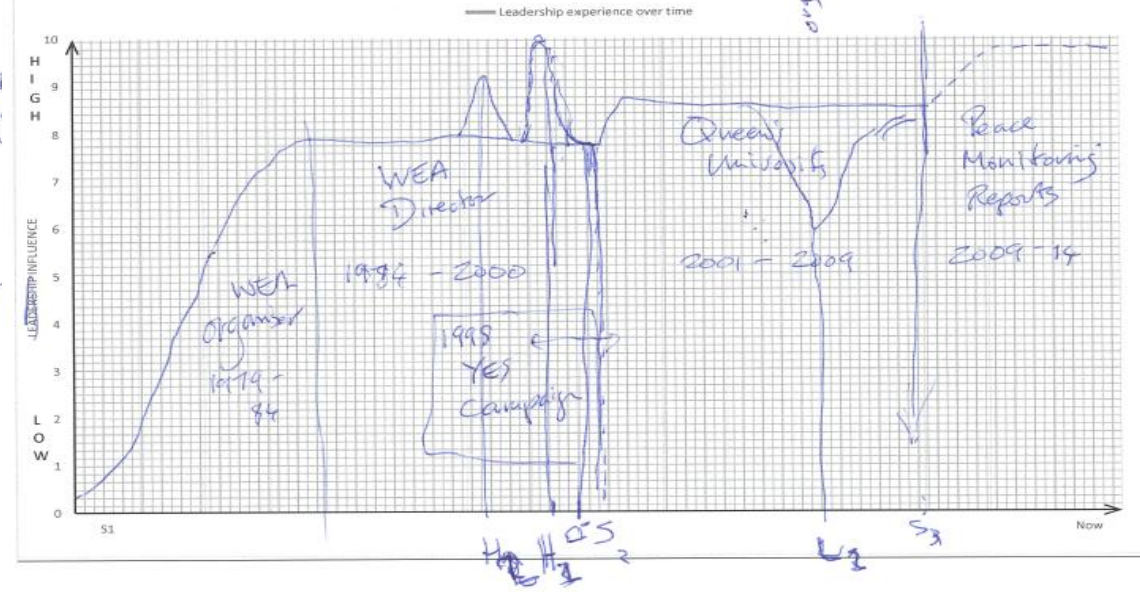
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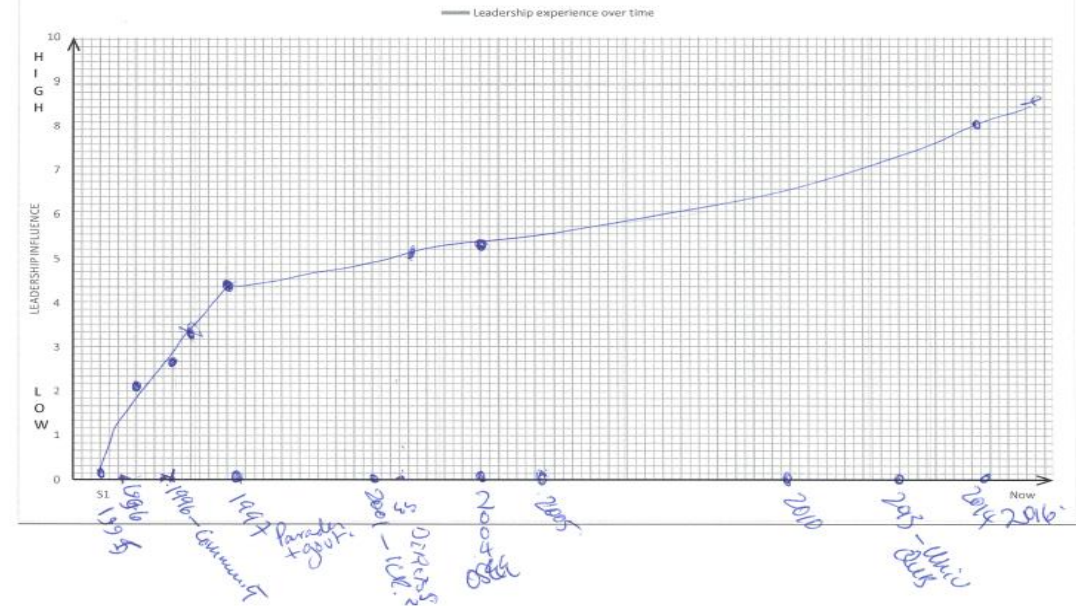
### LEADERSHIP EXPERIENCE OVER TIME



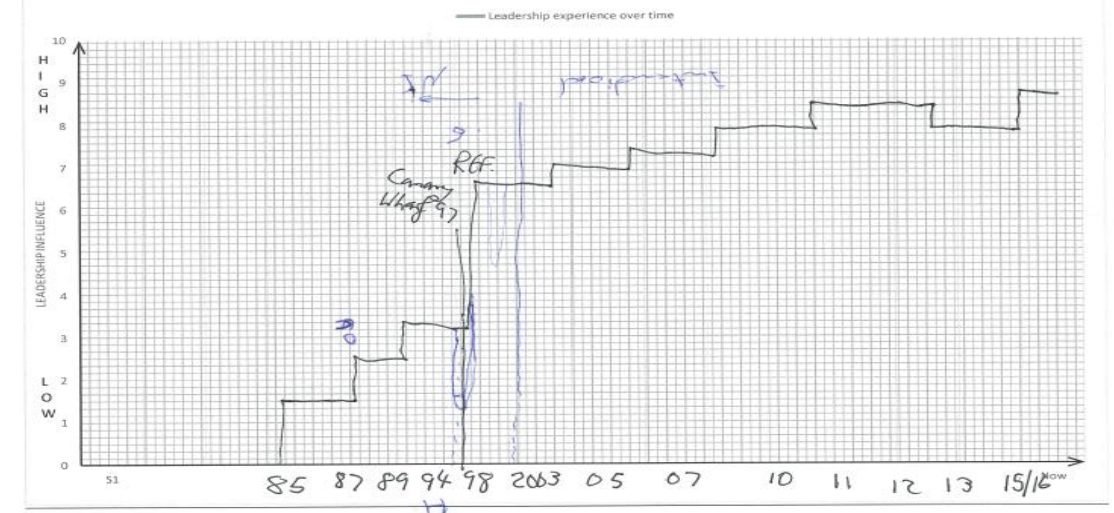
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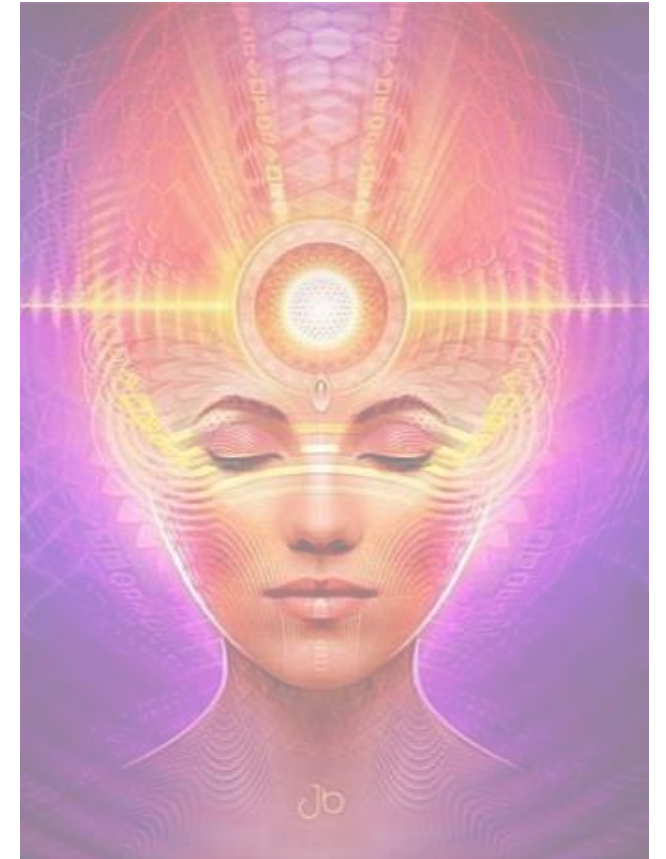


### LEADERSHIP EXPERIENCE OVER TIME



# Reflections on the leadership Journey

Reflecting on your chart as a whole, what do you think are the key sources of leadership development (planned or emergent) that helped you to increase your leadership influence in your work in policing?



# Leadership development at the workplace Hartley (2011)

