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# HONING LEADERSHIP SKILLS

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# LEADERSHIP DEFINITION

- *‘Getting results, driving change, motivating & developing people, and displaying character.’\**

\* especially in tough times



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# FACTORS INFLUENCING ANY CAREER

- Genes
- Experience
- Effort
- Luck

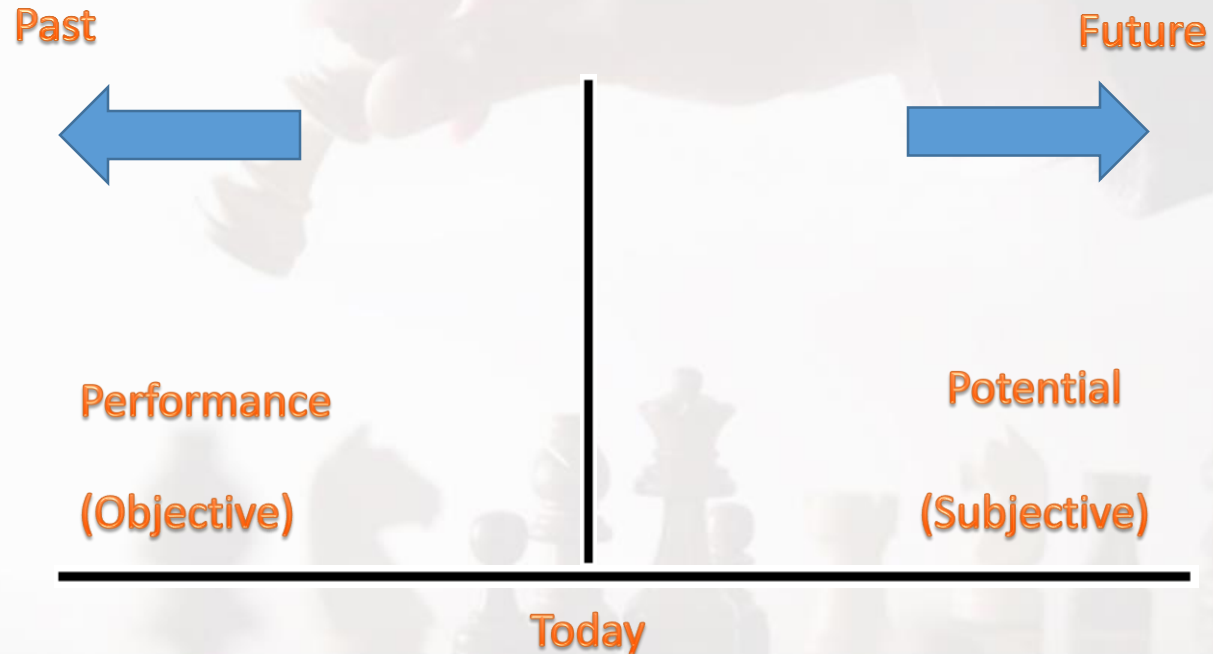


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# PERFORMANCE MANAGEMENT

- Two distinct assessments;
  - Assessment of what has been achieved
  - Assessment of capacity to deliver in future





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# DETERMINING POTENTIAL

- IQ
- Application of IQ
- EQ
- Performance track record
- Mobility
- Appetite for Risk
- Time Available

# WHAT WORKED FOR ME

- Placed Co interest above self (loyalty factor)
- Always showed mobility.
- Diversity of jobs challenged me, expanded my horizon & interests – developed my net works.
- Worked well with people (all levels) / believed in teamwork.
- Recognized importance of communication.
- Stood up for merit & principles of fair play.

# SOME OBSERVATIONS ON LEADERSHIP (1/3)

- A leader / CEO does not have to be a genius or even the best in smarts.
  - But must be a fortress of values
  - Values get tested in difficult times
- Never lose sight of the big picture
  - Being inspired by a vision vs just doing a job
  - Creating a buy-in for the vision.
  - Working on the system vs in the system



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# SOME OBSERVATIONS ON LEADERSHIP (2/3)

- Effective leadership requires a good dose of EQ in personality make up.
  - Interpersonal skills / empathy
  - Communication skills
  - Ability to deal with stress etc
- Managing people takes up significant time of a leader.
  - Selecting, motivating and developing
  - Encouraging team work



# SOME OBSERVATIONS ON LEADERSHIP (3/3)

- It can be tough at the top & also lonely.
  - Making decisions with insufficient information (10-9-0 rule)
  - Dealing with mistakes. Learning not blaming.
  - Good leader takes 1/2 the credit and twice the blame.
- Cultivating healthy work habits
  - Abiding by Company rules
  - Importance of work life balance
- The power of gender balance.

# TRAITS THAT UNDERMINE LEADERSHIP

- Greed
  - Envy
  - Ego
- 
- Internally these are stress raisers.
  - Externally cause resentment or even dislike.



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# ALWAYS BE READY FOR CHANGE

- *“It is not the strongest of species that survive nor the most intelligent but those more responsive to change..... Darwin”*
- *Status quo positions over time cause elimination*
- *Change entails risk but also provides opportunity.*
- *Risk taking is an integral part of business.*
- *Risk taking differs from gambling.*



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# THANK YOU