

Effective Leadership

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Agenda

- The role of the leader
- The locus of leadership
 - ▣ Leader characteristics
 - ▣ Follower characteristics
 - ▣ Situational characteristics
- A model of leadership effectiveness
- Summary

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The Nine-Dot Problem

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Figure 1-1: The nine-dot problem

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Defining Leadership

Leadership is a dynamic relationship based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as they affect real, intended change.

Joseph Rost,
*Leadership for the
21st Century*

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Defining leadership

- Leadership is the ability to persuade others to seek defined objectives *enthusiastically*. It is the human factor which binds a group together, and motivates it towards goals. Management activities [...] are dormant cocoons until the leader triggers the power of motivation in people and guides them towards their goals.

K. Davis

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Clarifying the nature of leadership

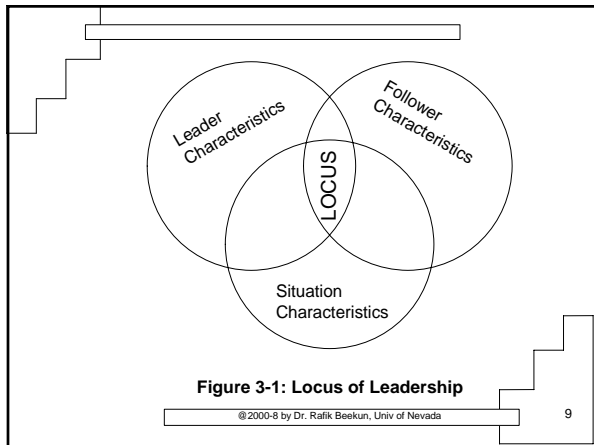
- **Authority**
The right to seek compliance from others by virtue of one's office or position
- **Leadership**
The ability to direct and influence others to do things of their own will
- **Power**
The ability to mobilize human, informational and material resources to get things done.

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The five bases of power

- Legitimate power
- Reward power
- Coercive power
- Expert power
- Referent or charismatic power
 - ☒ ethical charismatic
 - ☒ unethical charismatic

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The locus of leadership

- Leader characteristics
 - ☒ Honesty
 - ☒ Competence
 - ☒ Being forward-looking
 - ☒ Strength of character
 - ☒ Humility and self-understanding
 - ☒ The willingness to seek consultation
 - ☒ Responsibility for others
 - ▢ steward-leader
 - ▢ servant-leader

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Ethical leadership is effective

Characteristics of Effective Leaders		
Characteristics	Ranking	% of Respondents
Honest	1	83
Competent	2	67
Forward-looking	3	62
Inspiring	4	58
Intelligent	5	43
Fair-minded	6	40
Straightforward	7	37
Imaginative	8	34

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The CEO as His/Her own Agent

Ceo Pay Packages

- Roberto Goizueta, Coca- Cola \$61,000,000 (1991)
- Michael Eisner, Walt Disney \$194,000,000 (1996)
- Michael Dell, Dell Computer, \$94,000,000 (1998)
- Charles Wang, Computer Associates \$507,000,000 (1999)

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Source: *Fortune Magazine*, June 25, 2001

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Integrity and Excellence

Excellence and competitiveness aren't incompatible with honesty and integrity.

Jack Welch, former CEO, GE, in his autobiography "Jack", p. 282

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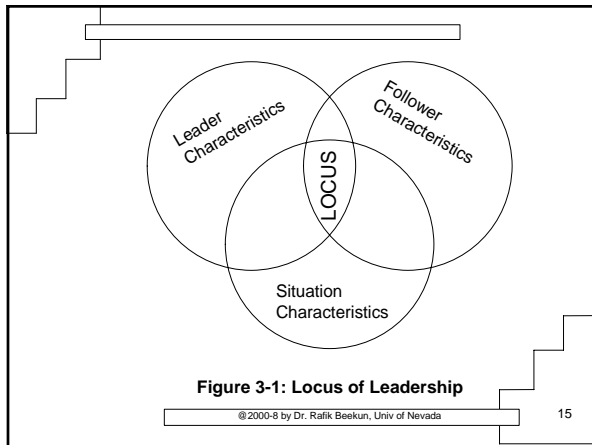
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The locus of leadership

- Follower characteristics
 - ☒ Maturity
 - ☒ Dynamic followership
- Situation characteristics
 - ☒ Task structure
 - ☒ Organization's culture
 - ☒ Group characteristics

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STOP HERE

Please answer the Leadership Style Questionnaire.

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Matching the leader to the situation and to followers

- Styles of leadership
 - ☑ Participative
 - ☑ Directive
 - ☑ Team-oriented
 - ☑ Laissez-faire
- *Change the situation to fit the leader if you cannot change the leader to fit the situation*

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Matching the Leader's Style to His/Her Followers

Supportive Behavior Needed from the leader	High	Supportive	Coaching
	Low	Delegating	Directing
		High	Low
		Maturity of Followers	

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1. Challenging the process

- Always search for opportunities to improve and innovate
 - ☒ Communicate
 - ☒ Use oversight
- Experiment and be brave enough to fail.
- Establish a process for creating new ideas
 - ☒ Honor all who come up with great new ideas.
- View each failure as a learning opportunity

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2. Inspiring a *shared* vision

- Envision the future
- Enlist others
 - ☒ Describe to others the kind of future you can create together
 - ☒ Communicate a positive outlook
 - ☒ Know your followers
 - ☒ Be emotionally intelligent

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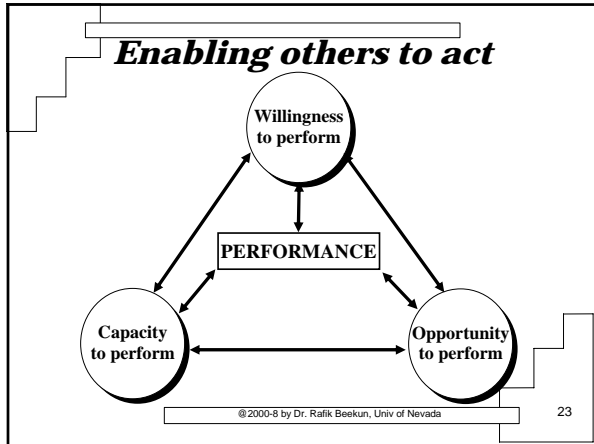
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3. Enabling others to act

- Foster collaboration
 - ☒ Involve followers in participating in the decisions that affect them
- Strengthen others
 - ☒ Give people the autonomy to make their own decisions
 - ☒ Foster mutual respect and trust
 - ☒ Make it possible for others to succeed

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- 4. Modeling the way**
- Set the example
 - ☒ Be clear about your values and beliefs
 - ☒ Make certain that people abide by agreed-upon values
 - ☒ Practice what you preach
 - Plan small wins
 - ☒ Divide tasks into small chunks
 - ☒ Reduce items to their essentials
 - ☒ Don't generally push people into change
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Modeling the Way

Before you can inspire with emotion, you must be swamped with it yourself.
 Before you can move their tears, your own must flow. To convince them, you must yourself believe.

Winston Churchill, *Fabled Service*, p. 105

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5. Encouraging the heart

- Recognize contributions
 - ▣ Reward people for a job well done
 - ▣ Link rewards to achievements
- Celebrate accomplishment
 - ▣ Celebrate moments of accomplishment immediately
 - ▣ Celebrate when project milestones are met

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Barriers to effective leadership

- Preprogrammed decisions or behavior
- Skills and personality of the leader
- Inability of the leader to vary his/her style to fit the situation and followers
- Lack of control by leader over rewards
- Characteristics of the organization's situation
- Openness of the organization to variations in leader behavior

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Summary

- Voluntary.
- Leadership is about integrity, visioning, competence, humility and a willingness to "love".
- Adjust to the situation.
- Leadership is self-development.
- Leadership is development of others.
- Challenge - Inspire - Enable - Model - Encourage.

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