

Organizational leadership

Difference between leadership and management

Summarize the ways leaders are both born and made

Explain how organizations benefit from leadership

Discuss the importance of context to leadership

Describe how leadership can be learned based on science and as an art

What is Leadership in Organization

- “The process of exerting intentional influence toward the ideas, beliefs/value, capabilities, and behaviors of others, willingly on their part, toward an organizational goals or vision”
 - o Leadership pertains 屬於 to individuals rather than organizations
 - o Leadership is a process rather than simply referring to people in formal leadership roles that is, the role does not necessarily mean that the person demonstrates leadership
 - o There can be informal leaders
 - o Organizations have various levels at which leadership might be exhibited. These include supervisory, middle level management, and executive levels
- Needed in order to sustain a competitive advantage
- Leadership qualities and behaviors are required for companies to be effective
- Has nothing to do with titles
- Has nothing to do with personal attributes
- Isn't management

Management

- Largely all about efficiency in terms of dealing with people, cost, equipment, and various systems in order to accomplish organizational goals

Leadership

- The process of exerting intentional influence toward the ideas, beliefs/value, capabilities, and behaviors of others, willingly on their part, toward an organization goals or vision

Leadership vs. Management

- Managers do thing right
- Managers deal with the status quo
- Management is largely all about efficiency in term of dealing with people, costs, equipment, and various systems in order to accomplish organizational goals
- **Management:** accept and use status quo for work
- Leaders do the right thing
- Leaders change the status quo

- **Leaders continually question** whether procedures, processes, and even goals are even appropriate; **they continually monitor the ethics** of what they and others are doing
- **Leadership: continually seek improvement**, even if it means changing the status quo

Jim Collins and the bus metaphor (book)

- You got to find the right people, and putting them in the right spot
- Involves both good management and leadership
- Both necessary for effective organizations
- Both can be shown by the same individual
- **3 Mandates of Leadership**
 - o See it as it is, but now worse than it is,
 - o See it better than it is,
 - o Make it the you see it

Are Leaders Born or Made? → Leaders are both born and made

- **Born argument:**
 - o Genetically predetermined leadership qualities and twin studies
- **Made argument:**
 - o Training and development can lead to better leaders
- Leadership qualities and behaviors can be learned and developed to a large degree throughout one's lifetime

The Importance of Leadership for Organizations

- **3 Reasons why Leadership for Organizations are Important:**
 - o Better leadership is associated with the attraction and retention of better performers
 - o Employees tend to identify with, and become committed to, firms with effective leaders
 - o Organizational performance and innovation tend to follow from better leadership
- **Does being a better leader help you as an individual in some specific way?**
 - o Yes, both professionally and personally
- **Personal impact of being a better leader**
 - o Relation to career progress
 - o Relation to fulfillment, happiness, and productivity
 - o Self-leadership
 - o Corporate ladder or a successful entrepreneur

How does Context affect Leadership?

- **Context**

- The **various circumstances in which a leader finds himself or herself**. These circumstances can involve the extent to which
 - Decisions need to be made quickly as opposed to constituting less of an emergency
 - The nature of the tasks or work settings facing the leader
 - Even cultural or geographic circumstances
- **Context** comes into play in two keyways with regard to the practice of leadership:
 - **Different approaches or style of leadership are necessary to achieve effectiveness**, depending on the context or situation
 - E.g., context of job, industries, or institutions
 - **Ability of context to stifle or facilitate leadership behavior**

Leadership is Both a Science and an Art

- Some claim that leadership is just common sense
 - Issue with this claim:
 - commonsense varies among individuals
- Understanding and learning of leadership through role modeling, practice, feedback, and experience
 - Personal vs. others' experience

5 principles pertaining to Effective Leadership

1. Consider leaders, followers, and the context
2. Lead by example
3. Lead by wandering around
4. Give recognition
5. Be here now

How do Leaders communicate

- An ontological perceptual constraint, already-always listening

Chapter 2

Imagining a leader

- Personifies leadership
- Personal or distant contact
- Traits or characteristics of leadership

Leader Traits

- **Traits** 特質
 - Distinguishing 區分 quality or characteristics:
 - physical, cognitive, emotional

- **“Great Man Approach”** to understanding leadership
 - Attempts to identify individual or sets of traits that can distinguish leaders from non-leaders
 - Gender, height, and physical appearance
 - Initial bias towards men as leader
- **Grit**
 - Courage and resolve
- Research
 - Women score higher than Men in most leadership skills
 - By Jack Zenger and Joseph Folkman
 - Women are better leaders – and it’s backed by science!
 - Tanja Sternbauer
- **Great Man Approach**
 - Psychological traits 心理特徵
 - Passion, drive, and perseverance 毅力
 - Tendency of leaders to have passion and energy that attracts follower
 - Successful entrepreneurs are known for their passion, energy, optimism, resilience, and persistence
 - Key trait of optimism that gives followers hope
 - Common denominator of **grit: courage and resolve**
 - **Internal Locus of control**
 - One’s belief that by and large, the things that happen to that individual in life are due to his or her own actions and efforts
 - **External Locus of control**
 - A person with an external locus of control believes that luck, fate, or outside forces determine outcomes in life
 - Self and other awareness
 - **Self-awareness**
 - Understanding of one’s own beliefs, emotion, values, strengths, and weakness
 - **Awareness of others**
 - Recognize others’ strengths, motivators, desires, fears, and self-doubts
 - **Emotional Intelligence**
 - “The ability to deal with one’s own as well as others’ emotions, or what has become known as emotional intelligence, is a key personal quality that is relevant to effective leadership”

- To management:
 - emotions are a nuisance 討厭
- To leader:
 - emotions should be embraced and harnessed
- **Self-awareness**
 - People who are self-aware are highly in tune to their own emotions, and the effect of those emotions on their functioning
- **Social awareness**
 - People who are socially aware can recognize and show empathy toward the emotions that are being felt by others
- **Actions taken**
 - **Self-management**
 - An emotionally intelligent person is able control his won emotions
 - **Relationship management**
 - Involves the ability to connect with others emotionally through such actions as inspirational messages and the show of compassion
- Awareness and Action taken

Table 2.1 Emotional Intelligence: Awareness and Actions Taken

	Awareness	Actions Taken
Focus on Self	self-awareness	self-management
Focus on Others	social awareness	relationship management

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- Motive profile
 - Basic needs profile for leaders
 - **Need for Achievement**
 - Desire to accomplish, achieve mastery, and obtain individual recognition for achievements
 - “share the limelight”
 - **Best level of need**
 - A more moderate level of need for achievement is a good thing
 - **Need for Affiliation**
 - Desire many close relationship and friendships while wanting to avoid conflict
 - **Best level of need**

- A more moderate need of affiliation is typically best
 - **Need of Power**
 - Desire to influence or control others
 - Types of power
 - **Personalize power**
 - Is all about the leader and his or her personal interests
 - **Socialized power**
 - Pertains to the garnering of power so that others can benefit
 - **Best level of need**
 - Strong need for “socialized power” is a good combination for leaders
 - **Character**
 - “Moral” excellence and “firmness” on the part of leader
 - **Integrity** 正直
 - Is oftentimes one of the first characteristics that people consider when they hear the term lead
 - Involves both commission and omission
 - **Genuine/authentic** 真實
 - Leaders are themselves
 - Quoting former Medtronic CEO Bill George “After years of studying leaders and their traits, I believe that leadership begins and ends with authenticity.”
 - **Internal accountability**
 - Strong sense of responsibility towards others or a cause and acceptance of personal repercussion
 - **Complexity and paradoxical nature** 自相矛盾
 - Really good leaders are complex, and sometimes they even appear to be contradictory individuals
 - **A paradox** 自相矛盾
 - Involves seemingly contradictory elements that exist simultaneously and appear to be logical when considered in isolation
 - **Narcissistic yet humble** 自戀卻謙虛
 - Very self-absorbed, demand attention, motivated to make decisions and lead, and they see themselves as natural leader
 - **The mix of narcissism and humility** 自戀&謙卑
 - Ends up resulting in favorable performance outcomes for leaders and followers alike

- **Gaining control by giving up control**
 - The only true way to gain control is to give it up
- **Analytics, but intuitive** 分析但直觀
 - Leaders are not afraid to rely on their gut
- **Rebel, but with a cause** 反叛但有原因
 - Out there of off the wall

Leader Behaviors

- Involve actions taken in the pursuit 追求 of influencing others and attaining goals.
- They can be thought of in two ways: **Generalized and Decision-making**

Generalized Leader Behavior

- **Relations-oriented behavior**
 - Respecting ideas and feelings
 - Establishing trust
 - Listening to problems
 - Resolving personal or interpersonal problems
- **Task-oriented**
 - Work scheduling
 - Directing work activities
 - Maintaining efficiency
 - Enforcing rules

Decision-Making Leader Behavior

- **Autocratic manner** 專制
 - Makes the decision alone and simply announces it to followers
- **Consultant manner**
 - A leader may first consult with followers, get their ideas and suggestions, and then make the decision alone
- **Participation/facilitation** 參與/促進
 - Presents the nature of the problem to followers and then together the leader and followers come to consensus as to a decision
- **Delegate** 代表
 - Which involves one or more followers deriving a decision pertaining to a problem on their own

Leading with love

- Relations-oriented leadership on steroids in order to show compassion, make work fun, and reduce fear in the workplace
- Relations are developed with followers by showing deep understanding, compassion 同情, and concern for the individual
- Can be likened to relations-oriented leadership “on steroids” to show
 - Compassion

- Make work fun
- Reduce fear in the workplace
- Leaders more prone to lead with love believes that the average person does not dislike work
- Will accept and even seek out more responsibility
- Can be entrusted with setting their own direction or maintaining self-control

5 skills the most Successful Leaders

- **Persuasion**
 - The ability to persuade others to join the mission
- **Leadership**
 - Good leader was defined as having a compelling vision for the future
- **Personal accountability**
 - Demonstrating initiative, self-confidence, resiliency and a willingness to take responsibility for personal actions
- **Goal orientation**
 - Energetically focusing efforts on meeting a goal, mission, or objective
 - (which closely paired with leadership, as it is described above)
- **Interpersonal skills**
 - The glue that holds the other four skills together
 - Effectively communicating, building rapport 關係, relating well to all people

Week 4

DISC

- The universal language of observable human behavior
- The universal language of HOW you do what you do
- A person's behavioral style or "DISC" style is not what makes them good or bad, right or wrong
- **Behavior is DISC**
- **D = Dominance**
 - How you address problems and challenges
 - Tends to be direct and guarded
 - Looking for results
 - Direct communication
 - "doesn't want others opinion, only facts"
- **I = Influence**
 - How you handle situations involving people and contacts
 - Tends to be direct and open
 - Looking for interaction
 - Indirect communication
 - "talks with hands"
- **S = Steadiness**
 - How you demonstrate pace and consistency
 - Tends to be indirect and open

- Looking for stability
- Indirect communication
- “has a poker face”
- **C = Conscientiousness** 盡職盡責
 - How you react to procedures and constraints 約束
 - Tends to be indirect and guarded
 - Looking for facts
 - Direct communication
 - “ask detailed question”

C CONSCIENTIOUS	D DOMINANCE
<p>The C is looking for: FACTS</p> <p>Quick Observations: Slower paced, task-oriented</p> <p>Communication: Direct</p> <p>Overextension: Critical</p> <p>Organization: Everything in its place. Perfectly organized.</p> <p>Body Language: Stance - Arms folded, one hand on chin Walks - Straight line Gestures - Very reserved, little or no gestures</p> <p>Communication Clue: Asks detailed questions</p>	<p>The D is looking for: RESULTS</p> <p>Quick Observations: Faster paced, task-oriented</p> <p>Communication: Direct</p> <p>Overextension: Impatient</p> <p>Organization: Efficient, not neat.</p> <p>Body Language: Stance - Forward leaning, hand in pocket Walks - Fast, always going somewhere Gestures - A lot of hand movement when talking, big gestures</p> <p>Communication Clue: Doesn't want others' opinions, only facts</p>
S STEADINESS	I INFLUENCE
<p>The S is looking for: STABILITY</p> <p>Quick Observations: Slower paced, people-oriented</p> <p>Communication: Indirect</p> <p>Overextension: Possessiveness</p> <p>Organization: Usually some type of system. A little on the sloppy side.</p> <p>Body Language: Stance - Leaning back, hand in pocket Walks - Steady, easy pace Gestures - Will gesture with hands</p> <p>Communication Clue: Has a “poker” face</p>	<p>The I is looking for: INTERACTION</p> <p>Quick Observations: Faster paced, people-oriented</p> <p>Communication: Indirect</p> <p>Overextension: Disorganized</p> <p>Organization: Disorganized. A lot of piles.</p> <p>Body Language: Stance - Feet spread, two hands in pockets Walks - Weaves, people focused, may run into things Gestures - A lot of big gestures and facial expressions when talking</p> <p>Communication Clue: Talks with hands</p>

The platinum rules

- People generally make the mistake or assuming that other interact and think the same way they do
- “Treat other the way they want to be treated”

The golden rule

- “Treating other the way you would like to be treated”