

Practical Leadership – 15.974

Class Two – Leadership Frameworks

- *Trait Theory*
- *Distributed Leadership Model*
- *Brief discussion of Action Plans*
- *Leadership traits Role Play*

Read:

- Kouzes, James and Posner, Barry. The Leadership Challenge. San Francisco: Jossey-Bass, 2002 (3rd edition), pages 13 – 22, 25.
- Goleman, Daniel. “What Makes a Leader.” Harvard Business Review, November-December 1998, pages 93-102.
- Ancona, Deborah. “Leadership in an Age of Uncertainty.” Managing for the Future-Organizational Behavior and Processes, Instr. Manual 2nd edition. South-Western College Publishing, 1999, pages 1 – 21.
- Welch, Jack. “Four E’s (a Jolly Good Fellow).” The Wall Street Journal, Friday January 23, 2004.
- Tischler, Linda. “IBM’s Management Makeover.” Fast Company, November 2004, pages 112-113.

Due this week:

- Self-Assessment and Action Plan
- Completion of Distributed Leadership Assessment
- Meeting with Instructor

AGENDA

Welcome/Housekeeping

Class tally of Leadership traits – compare to last week’s brainstorm

Class shares anecdotes – illustrations of those traits

Trait Theories

Role Play

Next week’s assignment

Trait tally

- Display results of class tally
- Discuss similarities/differences to last week's brainstorm
- Ask for anecdotes – stories to illustrate the traits so we can better understand them
- Look for what's missing

Trait Theories

Kouzes, James and Posner, Barry. The Leadership Challenge. San Francisco: Jossey-Bass, 2002 (3rd edition), pages 13 – 22, 25.

- Model the Way – behavior that wins you respect, lead from own values, examples are often on the simple things – spending time with people, working side by side, telling stories, being visible during crisis/uncertainty
 - Find your voice by clarifying your personal values
 - Set the example by aligning actions with shared values
- Inspire a Shared Vision – vision of what could be, total belief in making that vision a reality, AND can inspire commitment to that vision in others. Forging a unity of purpose. Incredibly enthusiastic
 - Envision the future ...
 - Enlist others in a common vision by appealing to shared aspirations
- Challenge the Process – take risk. Pioneer. Willing to step into the unknown and change the status quo. Don't have to invent – do have to adopt early. Help others feel safe in risk-taking. Problems shape leaders – who learn from failure (and successes).
 - Search for opportunities [for change]
 - Experiment and take risks constantly...
- Enable others to Act – trust, empowerment, teamwork. Give people the chance of autonomy, discretion, authority. Provide both the resources and the safety net.
 - Foster collaboration...
 - Strengthen others by sharing power and discretion
- Encourage the Heart – help others feel strong and capable. Show appreciation. Create celebration. Recognition. (from the heart). Leadership IS about strong and sustainable relationships.
 - Recognize contributions...
 - Celebrate values and victories...

Kouzes & Posner list (top four)

- Honest
- Forward Looking
- Competent
- Inspiring

Goleman, Daniel. "What Makes a Leader." Harvard Business Review, November-December 1998, pages 93-102.

- Threshold capabilities (intelligence, appropriate skills, cognitive skills – big-picture thinking, long-term vision)
- Emotional Intelligence (twice as important for outstanding performance)
 - Self-awareness
 - Self-regulation – reasonable people create an environment of trust and fairness. Roll with the changes.
 - Motivation – achieve for the sake of achievement
 - Empathy
 - Social Skill – knack for building rapport

Welch, Jack. "Four E's (a Jolly Good Fellow)." The Wall Street Journal, Friday January 23, 2004.

- Integrity
- Intelligence (breadth of knowledge plus emotional intelligence)
- Energy
- Energize
- Edge (courage to make tough decisions)
- Execute
- Passion

Distributed Leadership Model

Ancona, Deborah. "Leadership in an Age of Uncertainty." Managing for the Future-Organizational Behavior and Processes, Instr. Manual 2nd edition. South-Western College Publishing, 1999, pages 1 – 21.

- What leaders need to do
 - Sensemaking (what is) [understanding]
 - Relating – inquiry (empathy) and advocacy (take a stand) [be together]
 - Visioning (what could be) – based on sincere belief [dream]
 - Inventing – change the way people work together (processes and structures). Creative problem solving, continuous improvement. [act].
NOTE – this is not about inventing things.
- Who a leader actually is
 - Change Signature – includes own values and tactics for creating change. Key to what choices each one makes.