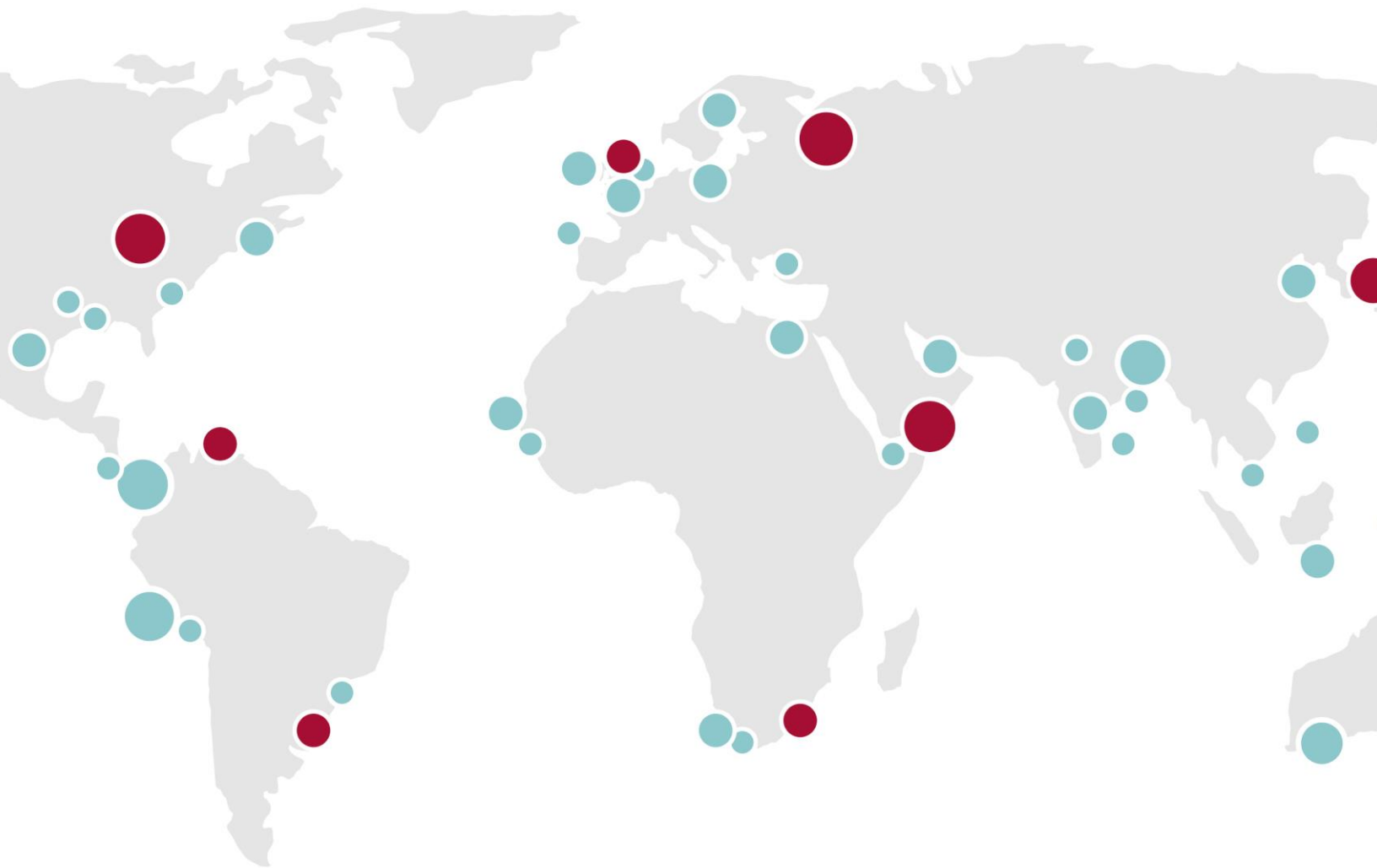


**Harvard Business
School Online**



Leadership Principles

Professors Joshua Margolis & Anthony Mayo | Module 3 Summary

Module 3: Unleashing Potential in Yourself and Others

The most significant tool at a leader's disposal is the way in which you use yourself, often called your personal style. **Leadership style** refers to the patterns of behavior that are consistent across situations and across your interactions with others. You can examine leadership style through three frameworks: Leadership **Imprint**, **Functions**, and **Motivations**.

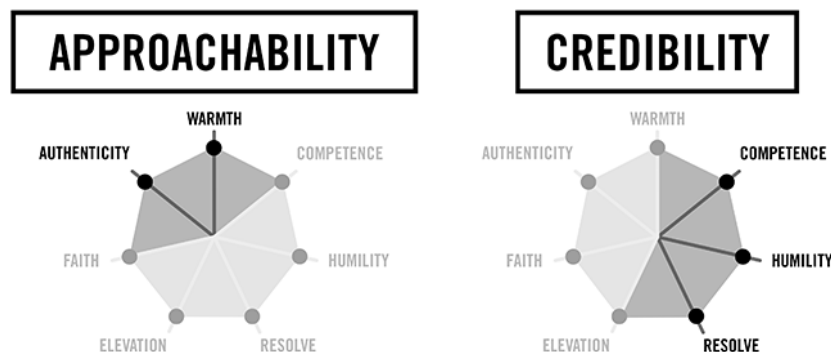
Developing Your Leadership Imprint

Your leadership imprint is how you are experienced by those you are leading and working with and can be mapped along seven dimensions:

- ▶ **Authenticity**: the quality of being true to oneself and genuine in interactions with others;
- ▶ **Competence**: the capacity to do the work of leadership and take the team where it needs to go;
- ▶ **Humility**: making space for and acknowledging others' contributions, and recognizing your own areas of limitation;
- ▶ **Resolve**: a steadfast commitment to see things through to completion;
- ▶ **Warmth**: likeability and caring about team members as individuals;
- ▶ **Elevation**: understanding how to set high expectations that others feel energized to pursue;
- ▶ **Faith**: creating a sense of possibility and confidence in what can be achieved.

The seven dimensions of leadership imprint form three composite groups, or **Master Dimensions**, that are essential to effective leadership but require careful balance and interplay:

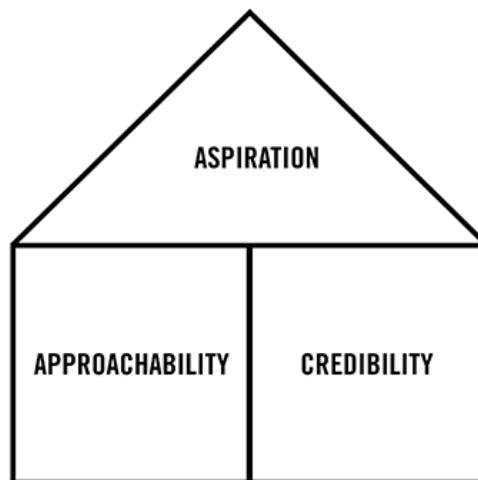
- ▶ **Approachability** is the combination of authenticity and warmth, which are the behaviors and expressive tendencies that help build rapport with others.
- ▶ **Credibility** is the composite of competence, humility, and resolve, which together convey know-how and authority. Being perceived as credible means you are trusted to set a direction and guide others to follow that direction.



- The approachability/credibility matrix highlights the risks of emphasizing one of these composites over the other.



- ▶ **Aspiration** combines the elements of elevation and faith. It enables you to create in others a sense of high expectations, a desire to achieve those expectations, and a belief that together those you are leading can meet or even surpass those expectations.

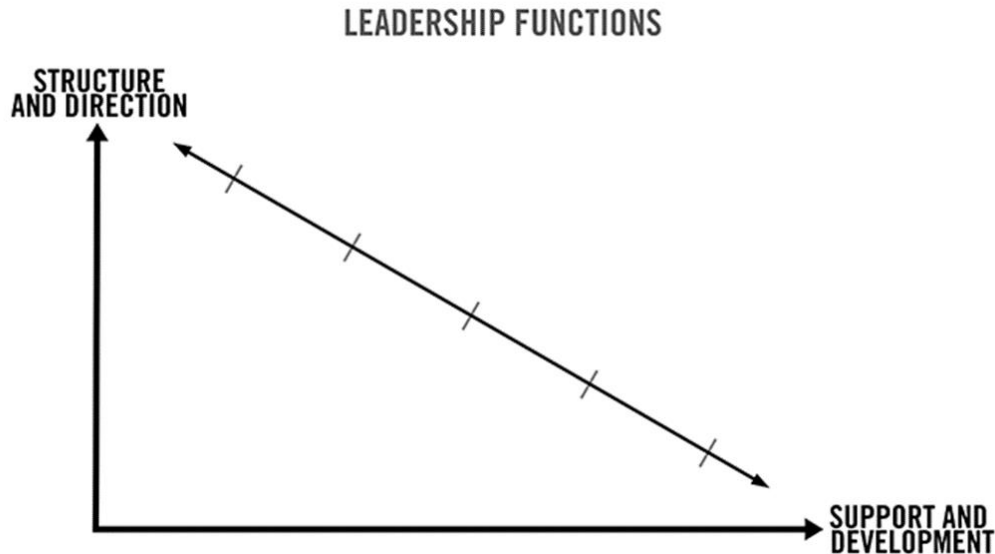


Research indicates that certain attributes of a leader can cause those they are leading to interpret their behavior in a distorted or biased way, or to hold expectations for the leader that reflect unconscious and unfair biases. In these instances, it is important for you to pay attention to context so that you can effectively navigate the way to present yourself.

Core Functions of Your Leadership Style

Leveraging yourself as a leader is also about the practices you use to enable people to get things done. There are two sets of practices that leaders draw upon to mobilize others, also referred to as the **functions** of leadership style:

- ▶ **Structure and direction:** A pattern of behavior you employ to mobilize others to get things done by communicating with them a clear sense of what to do;
- ▶ **Support and development:** A pattern of behavior you employ to mobilize others to get things done by providing a psychological boost and instructional guidance to get the work done.



Learning Frontier refers to how you stretch your range, that is, your potential for movement along the spectrum of leadership functions based on where you want and need to be as a leader.

Motivations as a Leader

Motivation is the third framework to look at one's leadership style. It is the desire, stimulus, or incentive to pursue a particular course of action. As a leader, you must work to understand not only your own drives and motivations, but also those of the people on your team. Motivation takes two forms:

- ▶ **External rewards** are tangible markers of success including salary, bonuses, status, recognition, or perks.
- ▶ **Intangible forms of motivation** are the experience to stretch oneself by taking on new challenges or learning new content, the opportunity to work independently, be part of something meaningful or important, or to feel a sense of belonging to a team or organization.

The **Personal Values Questionnaire (PVQ)** is one assessment that offers you a perspective on the underlying basis for your motivations. The assessment measures three core needs we all have:

- ▶ **Achievement:** Individuals with a high need for achievement are task focused, and prefer to spend time and energy getting things done on their own.
- ▶ **Affiliation:** Those who have a high need for affiliation derive energy and satisfaction from building and cultivating relationships.
- ▶ **Power:** Individuals with a high need for socialized power are driven by influence, persuasion, and having an impact on others.

Motivating Individuals and Unleashing Capability

As a leader, you must work to **motivate** and **equip** your team members in order for them to succeed in the work they do individually and collectively.

Inquiry is when leaders take the time to ask questions in order to grasp team members' perspectives. It is key to fostering relationships, managing your emotions, and providing insights.

Advocacy is when leaders advance their own perspective directly and firmly.

Leadership requires relying on both inquiry and advocacy equally, and realizing that asking questions and listening are not a passive activities.

- ▶ **Aggressive listening** is locking in on what people are saying, making sure you are grasping what they say and signaling your attentiveness through body language. It also means that you ask for clarification where you need it, and at times, paraphrase back what you heard to confirm you understand correctly, permitting the other party to clarify and elaborate if necessary.

Mobilizing your team requires you to address your team's three distinct needs through three actions called engaging the **head, hand, and heart**:

- ▶ **Head:** Orient the team's beliefs about themselves and the challenge and opportunity in front of them.
- ▶ **Hand:** Equip your team with the practices and habits to take on the challenges and opportunities that will allow them to arrive at the desired destination.
- ▶ **Heart:** Ignite team members' emotions so that the drive to learn and to deliver comes from within.

There are **three broad categories of motivators** to engage your people.

- ▶ **Visibility** means illuminating the unseen effects of a team member's work, effort, or accomplishments, and, by making them evident, fuel motivation. Within this category, there are three unique levers leaders can use:
 - **Recognition** refers to how you as a leader acknowledge and express appreciation for something a team member or colleague has done. This can include something as simple as a one-on-one communication recognizing the exemplary performance of your team member.
 - **Impact** involves connecting your team directly to the effects their work is having on others, who are either within the organization, or, most powerfully, outside the organization.
 - **Progress** is a motivational tool that makes visible to those you are leading the ground they have covered so far. This will help them appreciate the distance they have traveled. Showing team members their progress connects to the "progress principle," a desire people have to make steady advances every day.

- ▶ **Structure of the work** refers to the role a leader plays in the way a team member will go about their work. To explore the aspects of how you structure and shape the work your team does, consider three psychological needs:
 - **Competence**, or structuring jobs and tasks to provide team members with opportunities to learn, to grow, to build their capabilities, and to feel like they are on the path to mastery;
 - **Autonomy**, or providing team members a sufficient amount of freedom to make decisions, especially about how to get from point A to point B;
 - **Relatedness**, or creating the opportunity for engagement with others so that members of your team feel like part of a whole.
- ▶ **Common purpose** is a clear, unifying direction allowing individuals to experience the camaraderie of working together to achieve objectives. It also allows individuals to generate consequences they care about and that they know others care about.