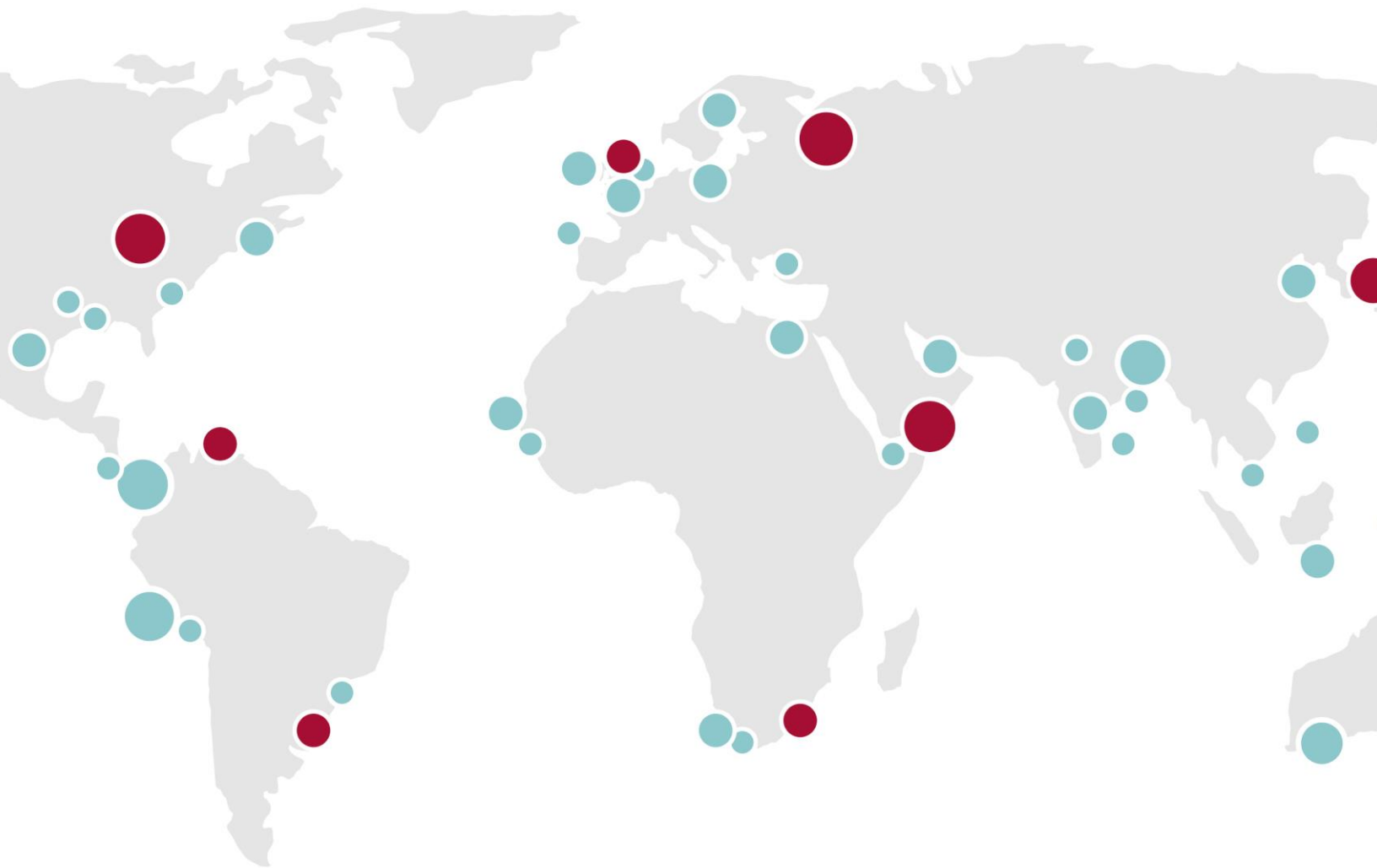


**Harvard Business
School Online**



Leadership Principles

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Module 1: Taking Charge

Stepping into a New Leadership Role

Leadership is about enabling those you are leading to arrive at the intended destination. The **work of leadership** includes focusing people on a compelling objective, enhancing and deploying their talent, igniting and coordinating their efforts, and developing yourself to be able to do this work.

The starting point for leadership is clarity and purpose in every situation about what you are setting out to accomplish with your actions and how you want others to experience your leadership.

The Work of Leadership is Different

Stepping into a leadership role requires a shift away from being the expert and doing the technical tasks yourself. Your new role is more complex, and involves:

- ▶ Fostering mutual learning
- ▶ Engaging people interpersonally
- ▶ Encouraging collaboration to get technical tasks done
- ▶ Helping diverse groups maximize their productivity

Leadership also requires a shift in how you see yourself. **Your identity as a leader is less about your individual accomplishments and more about the collective work of the group.** This requires you to derive value and personal satisfaction from enabling the work of others, rather than directly accomplishing things yourself.

There are five different tools you can use as an emerging leader.

- ▶ **Direction:** Providing people with a vivid and engaging vision of the destination where the team is headed, along with a clear sense of purpose.
- ▶ **Relationships:** Meeting people, establishing connections, and opening lines of exchange. This will allow you to remove obstacles and gather resources so your team can complete its work.
- ▶ **Design:** Establishing the systems, structures, and practices to enable performing units to function well.
- ▶ **Process:** Setting expectations for how people interact to get their work done. Examples of this include: how you run meetings, how you share information, and how you walk people through plans and feedback.
- ▶ **Self:** Using yourself as an instrument for developing your people and for mobilizing them to get things done.

How you allocate time as leader should be different from the way you allocated your time as an individual contributor.

Leadership is less about **compliance** (making sure people do what they are told) and more about fostering **commitment**, so people develop their own internal desire to do the work and do it well.

There are two common stumbling blocks for new leaders:

- ▶ The urge to do the work of an individual contributor yourself.
- ▶ The urge to focus on compliance and not commitment.

The Necessary Change

Self-awareness is imperative in leadership contexts.

- ▶ You need to see yourself as a leader and grasp that your role has more to do with mobilizing others to action.
- ▶ You need to be thoughtful about the experience that you want people to have of you as a leader.

A key tenet of leadership is the capability for **growth and learning**.

- ▶ It is likely that you will encounter situations as a leader that require you to learn and grow at the very moment others expect you to be an authority.
- ▶ You will inevitably make mistakes in your introduction to leadership. Do not be embarrassed to do what it takes to learn the role.

Stepping into a new leadership role requires a process of adaptation through which you move away from familiar activities that previously drove your success, but are no longer the center of your role as you bring out the best work in others. Moving from doing the right thing well to the right thing poorly can be an uncomfortable but critical transition for individuals who are new to leadership.



As a leader you will also ask others to follow this learning path. The two central dimensions of **psychological support and instrumental guidance**, which are what you will need in order to move through the path, are also what others will need from you.

- ▶ **Psychological support** includes patience, tolerance for mistakes, encouragement of risk-taking, and willingness to share experiences.
- ▶ **Instrumental guidance** is helpful, instructional input on how to do things better.

Adopting a learning orientation enhances your self-awareness so you understand who you are and how others perceive you.

You can build your **credibility** as a leader through the three following activities:

- ▶ Taking time to understand what you have inherited.
 - What context are you stepping into?
 - What is the culture of the organization or team?
 - How does the culture influence the way work gets done?
- ▶ Balancing your own diagnosis of the context with the reality of where the people in the organization are.
 - Ask questions and listen to appreciate the situation. You may have already arrived at your own conclusions, but it is most important to understand the perspectives of those you are leading in order to round out your own perspective and meet these individuals where they are.
- ▶ Identify, build, and draw upon key relationships and sources of support.

Building Self-Awareness

Emotional intelligence is critical to your success in leadership.

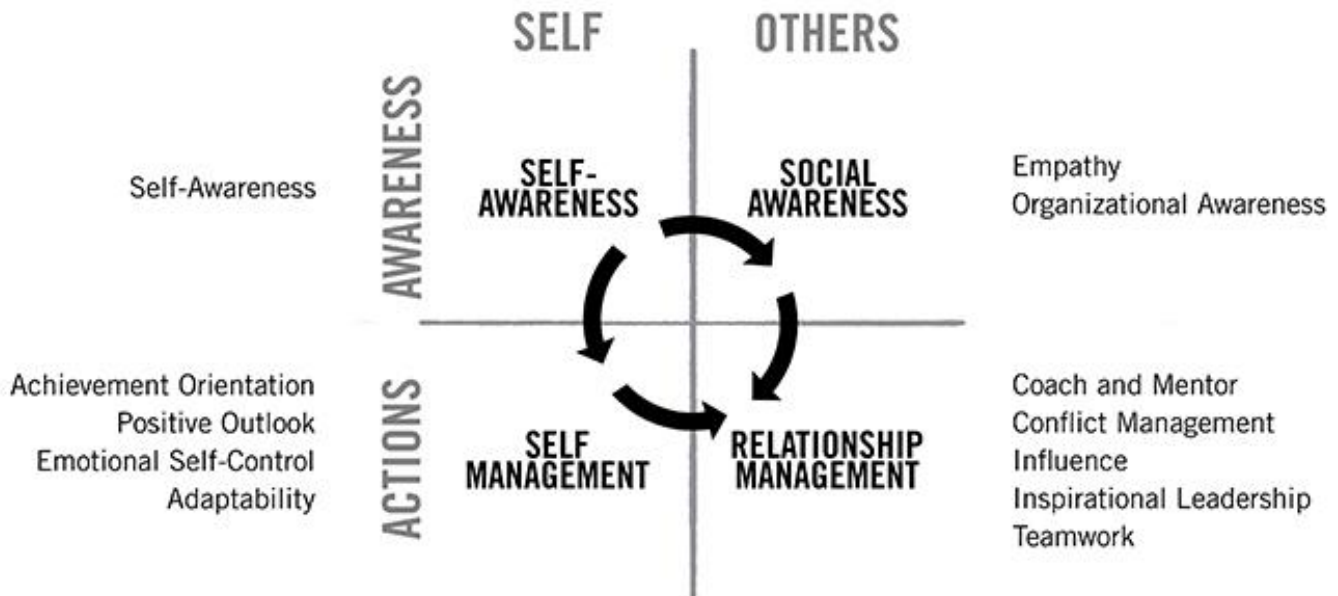
- ▶ Daniel Goleman defines emotional intelligence as “**the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions effectively in ourselves and others.**”

The **Emotional and Social Competence Inventory (ESCI)** is a competency-based assessment that provides insight into four major facets of emotional intelligence. There are 12 specific competencies within the four major facets of emotional intelligence.

- ▶ **Self-Awareness:** Self-awareness, the heart of the model, is your ability to understand your emotions, your drives, your strengths and your weaknesses. It enables you to sustain your emotionally and socially intelligent behavior over time, despite setbacks.
- ▶ **Social Awareness:** The social awareness quadrant contains the competencies of empathy (your ability to sense others’ feelings and perspectives) and **organizational awareness** (your ability to understand the power relationships within your organization).
- ▶ **Self-Management:** Self-management includes four competencies, referred to as the “fire and brakes.” The first two (achievement orientation and positive outlook) are the fire—they drive your motivation and provide momentum. The last two (emotional self-control and adaptability)

are the brakes—they hold back destructive or counterproductive responses to change or pressure.

- **Relationship Management:** This quadrant includes the five competencies that are most visible to others: coach and mentor, conflict management, influence, inspirational leadership, and teamwork. Relationship management is how you take awareness of yourself and others and channel it into how you interact with others.



Social awareness and self-management are key levers in relationship management. To be effective with others, you need to have a handle on your emotions and be able to channel them in an effective way.