

# Leadership

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## Definition

What is leadership?  
Leadership v. Management



## Different Theories

OSU Model  
Theory XY  
Situational Leadership  
Change Leadership



## Best Practices

Traits, Practices, Roles  
Challenges and Opportunities



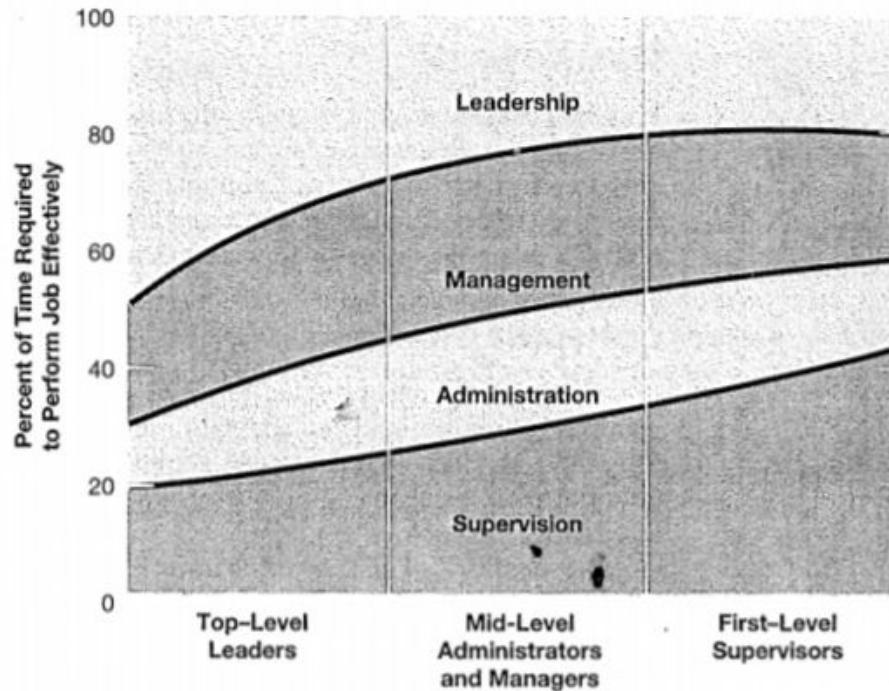
## Class Activity

Consulting Company

# Why the Workforce Needs Leaders

FIGURE 1-6

*HIERARCHY OF SKILLS REQUIRED TO GUIDE ORGANIZATIONS*



# Leadership vs Management

- Can be nonmanagerial employees
- Exert influence for long-term achievement of organization

**Visionary**

**Focused**

**Influential**

- Individuals who hold formal positions of authority

- Monitor actions of subordinates

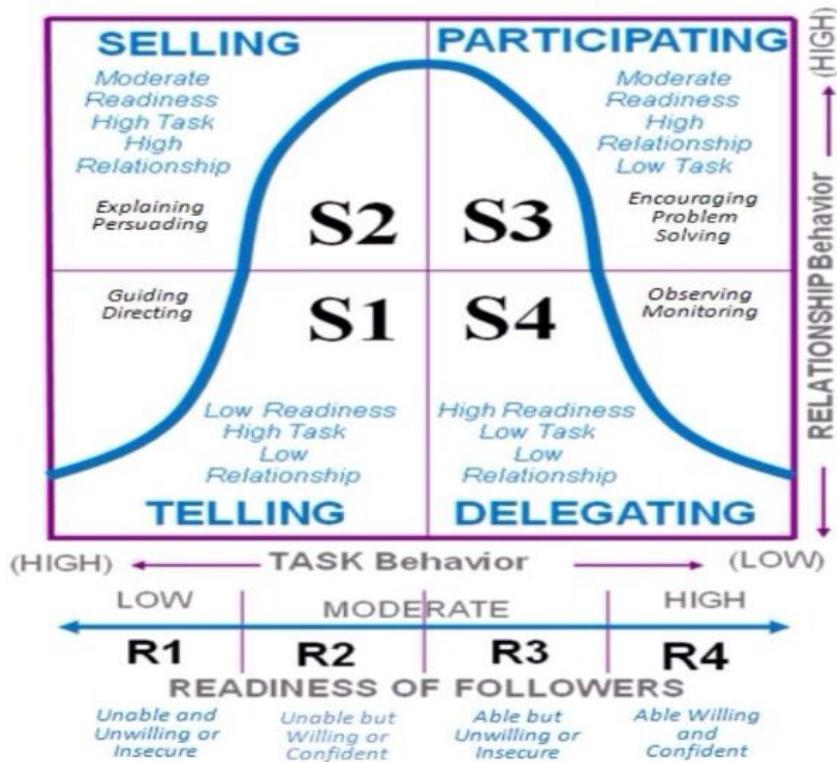
# OSU Model



Theory X	sphere	Theory Y
Dislike work, find it boring, will avoid if we can	ATTITUDE	Need to work, want to take an interest, we can enjoy it
Must be forced or coerced into compliance	DIRECTION	Direct ourselves towards an accepted target
Need to be directed, avoid responsibility	RESPONSIBILITY	Thrive on responsibility
Motivated by fear, lack of money, lack of job security	MOTIVATION	Motivated by the desire of self-development and to contribute to the world
Little creativity, except when getting around rules	CREATIVITY	Highly creative when given recognition and opportunity

Based on a diagram from: <http://lh3.ggpht.com/-UhditA3kxYo/UC1n1FXEZbl/AAAAAAAATA/WThKKSRVuCg/s640/theoryxy.png>

## Situational Leadership Curve



# Stages to Leadership

**Unconscious Incompetence:** No or minimal leadership competence / experience

**Conscious Incompetence:** Individuals don't have leadership skills yet, but they are aware of what's required

**Conscious Competence:** The leader becomes aware of what he/she is doing well; feedback is well received

**Unconscious Competence:** Leadership skills are applied naturally



**“The problem with incompetence is its inability to recognize itself.”**

Orrin Woodward

# Challenges and opportunities: technology, globalization, demographics.

- How to drive organization's goals and objectives
- How to motivate the members of the organization
- How to foster organizational culture
- How to “predict” and react to changing environment facing the organization

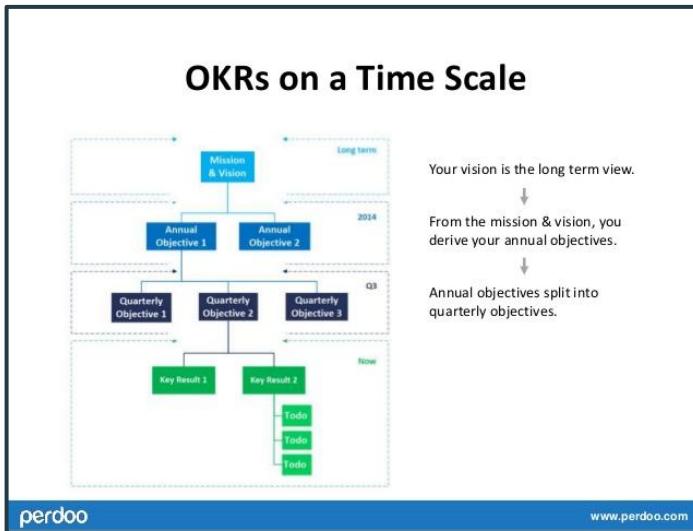
# How to drive organization's goals and objectives

- Keep your goals SMART (Specific, Measurable, Actionable, Realistic, Time-bound)
- Break down larger projects into smaller tasks
- Increasing engagement by implementing methodologies like OKRs and PPP

# Leadership Methodologies: OKRs, PPP

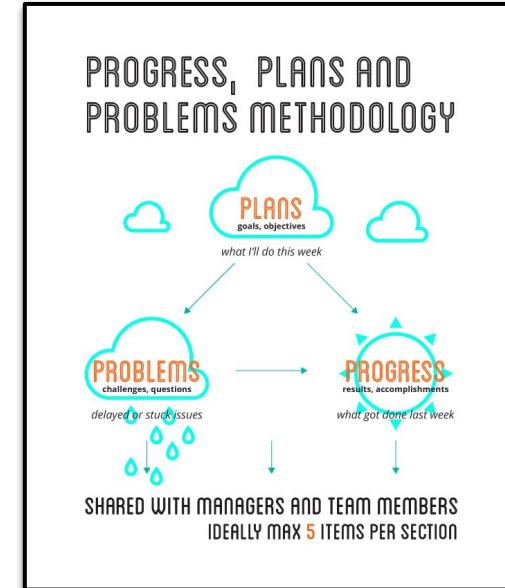
## OKRs: Objectives and Key Results

Creating objectives for your long-term vision and breaking them down into other objectives and key results



## PPP: Progress, Plans, and Problems

Recurring status reports that contain ~5 each of the Progress, Plans, and Problems employees are facing



# Institutionalizing the Leadership of Change

Leveraging the Senior Team

Structuring

Instrumental Leadership

Charismatic Leadership

Envisioning

Energizing

Enabling

Controlling

Broadening Senior Management

Rewarding

Developing Leadership in the Organization

# Leadership roles

Interpersonal  
Role

Figurehead

Leader

Liaison

Informational  
Role

Monitor

Disseminate

Spokesperson

Decisional Role

Entrepreneur

Disturbance  
Handler

Resource  
Allocator

# **INTERPERSONAL ROLE**

## **CONCERNED WITH INTERPERSONAL RELATIONSHIPS**

### **Figurehead**

- Represents the organization in all matters of formality

### **Leader**

- Represents the company legally and socially to those outside of the organization

### **Liaison**

- Interacts with peers and people outside the organization

# Class Activity

Your team is part of a consulting company and was recently hired by an executive from a large corporation to solve one of their projects being behind schedule. Your team needs to come up with an initial contingency plan (with at least 10 recommendations) for the executive. Situation is as follows:

- Project involves 7 teams (~100 people). Most are pure developer teams, but there is a marketing team, a verification/validation team, and a newly established research team. 3 of the dev teams have worked together previously, and their project was successful; the rest of the teams have never worked together before.
- Projected time to finish the project was 10 months, but with 3 months to go, the project manager expects needing at least 5 more to complete the project.
- Morale of the teams doesn't seem to be low, but communication between groups seems to be irregular and occurring only through managers.
- The project manager has reported that the teams take deadlines as a suggestion; work by the teams stays constant as deadlines approach and deadlines have sometimes been pushed back.
- Some teams fall behind on critical tasks, leaving other teams idle while waiting on them.

Apply different leadership models/theories: how should the exec act as a(n):

- Y leader
- X leader
- Situational leader