LEC 21
Here are detailed notes on the lecture PDF "Leadership and Team Effectiveness - Lecture 21":

Character Based Approach to Leadership
- Focuses on the moral person and moral manager
- Moral person - principled decision maker who cares about people/society, honest, fair, open
- Moral manager - makes ethics explicit part of leadership, communicates ethics/values, role models ethical behavior
- Two prominent approaches:
  1. Authentic Leadership
  2. Servant Leadership

Authentic Leadership
- Know who they are, what they believe/value, act on values/beliefs openly
- Followers consider them ethical people
- Builds trust through sharing information, open communication, sticking to ideals
- Consistent between values, beliefs and actions
- Have strong ethical convictions, treat others with respect/dignity
- Four factors: balanced processing, internalized moral perspective, relational transparency, self-awareness
- Benefits: more meaning at work, builds trust/commitment, positive ethical climates
- Future focus needed on how it is viewed across situations/cultures

Authentic Leadership Theory
- Defines desirable qualities a leader can develop over time
- Four key components:
  1. Self-awareness
  2. Transparency
  3. Balance
  4. Strong sense of morality

Socialized Charismatic Leadership
- Integrates ethical and charismatic leadership
- Conveys other-centered values, models ethical conduct
- Brings employee values in line with leader's values

Principle-Centered Leadership (Covey)
- Interdependence between personal, interpersonal, managerial, organizational levels
  - Personal: Be a trustworthy person (character & competence)
  - Interpersonal: Trusting relationships
  - Managerial: Empowering, team building, delegation etc.
  - Organizational: Alignment of structure, systems, strategy, vision

Servant Leadership
- Coined by Robert Greenleaf in 1970 essay
- Go beyond self-interest, focus on helping followers grow
- Use persuasion, not power
- Listening, empathizing, persuading, stewardship, developing followers

How to Become a Servant Leader

- Good listener, empathy, healing, awareness
- Persuasion without force, communicating vision
- Commitment, building community
- Foresight, stewardship

Myths & Misconceptions
- Does not mean giving up power or abdicating responsibility
- Still care about customers/shareholders, engaged employees serve them better

The Art of War vs Bhagavad Gita
- Contrasting philosophies on material incentives, goals, handling followers

Research Paper Summary
- Explores if perceived org support and org identification mediate relationship between servant leadership and employee performance
- Findings show direct and indirect positive relationships

Case Study: Unethical Decisions
- Genetic/personality traits may predispose some to unethical behavior
- We subconsciously fool ourselves, motivated by self-interest
- Transparency can increase unethical behavior by absolving responsibility
- Admitting our ethical lapses could reduce future unethical acts

Book Recommendation
- "Servant Leadership in Action" by Ken Blanchard & Renee Broadwell
- Comprehensive guide on implementing servant leadership

LEC 22
Here are detailed notes on the lecture PDF "Leadership and Team Effectiveness - Lecture 22: Role of Ethics and Values in Organizational Leadership":

Values
- Basic, fundamental beliefs that guide attitudes or actions
- Convictions that a particular conduct or end-state is preferable
- Many values established in early years by parents, teachers, friends etc.

Definitions of Values
- R.K. Mukherjee: Values are socially approved desires/goals internalized through conditioning/learning
- T.W. Hippie: Values are conscious/unconscious motivators and justifiers of actions/judgments
- M. Haralambos: A value is a belief that something is good and desirable

Importance of Values
- Powerful force affecting behavior
- Contain judgement of what is right/desirable
- Help understand and differentiate organizations
- Determine retention

Sources of Values
- Home, school, society, friends, TV, church, music, books, family, culture, employers, time-period etc.

Types of Values
1. Terminal Values - Desirable end states or goals to achieve in life
   Examples: Exciting life, accomplishment, world peace, beauty, family security, recognition, friendship, freedom, happiness, pleasure, wisdom

2. Instrumental Values - Preferable modes of behavior to achieve terminal values
   Examples: Ambition, open-mindedness, capability, cheerfulness, cleanliness, courage, forgiveness, helpfulness, honesty, imagination, politeness

Four Generations & Dominant Work Values

Definitions of Ethics
- Philip Wheelwright (1935) - Systematic study of standards of right & wrong to guide behavior
- Richard Paul & Linda Elder (2006) - Set of concepts/principles to guide what behavior helps/harms

Ethical Leadership
- Treat followers fairly, provide honest/accurate information - seen as more effective
- Rated highly ethical - followers do more organizational citizenship, willing to raise problems
- Use power in socially constructive way to serve others

Definitions of Ethical Leadership
- Yukl (2006) - Promotes honesty, mirrors actions with values/beliefs
- Freeman & Stewart (2006) - Having good character and right values

Ethical Leadership Characteristics
1. Justice 6. Value-driven decision making
2. Respect others 7. Encourages initiative
3. Honesty 8. Leadership by example
4. Humane 9. Value awareness
5. Focus on team building 10. No tolerance for ethical violations

Four Ethical Dilemmas
1. Truth vs Loyalty
2. Individual vs Community
3. Short-term vs Long-term
4. Justice vs Mercy

Three Principles for Resolving Dilemmas
1. Ends-based (utilitarianism) - Do what's best for greatest number
2. Rule-based (Kantian) - Follow the highest principle/duty
3. Care-based (Golden Rule) - Do what you want others to do to you

Four Sources of Unintentional Unethical Decisions
1. Implicit prejudice
2. In-group favoritism
3. Over-claiming credit

4. Conflicts of interest

Ethical vs Unethical Climate
- Ethical climate = Ethical standards clearly communicated and embraced by leaders
- Unethical climate = Questionable behavior exists with little action to correct it

Creating/Sustaining Ethical Climate
1. Formal ethics policies/procedures
2. Core ideology
3. Integrity
4. Structural reinforcement
5. Process focus

Research Paper Summary
- Examined impact of ethical leadership on employee ethical conduct through ethical climate
- Moderated by person-organization fit
- Found positive relationships as hypothesized, with stronger effect for high P-O fit

Practical Implications
- Ethical leadership by managers directly influences employees' ethical behavior
- Top managers can shape the ethical climate
- Selecting ethical leaders is important

Case Study: Balancing Priorities at Clif Bar
- Gary Erickson founded Clif Bar with vision for great tasting, healthy energy bar
- Committed to environmental (70% organic, reducing footprint) and social (volunteer program) values
- Strives to maintain open, fun culture as company grows larger
- His values seem to align with Baby Boomer generation based on Zemke's descriptions

Book Recommendation
- "The Ethical Leader" by Morgen Witzel
- Shows why ethics should be the core platform for building an enduring, successful business
- Provides insights and tools for implementing ethical leadership

LEC 23
Here are detailed notes on the lecture PDF "Leadership and Team Effectiveness - Lecture 23: Leadership Behavior":

Introduction
- Differentiating effective vs ineffective leaders requires looking at behaviors and results
- Leadership behavior can be observed and measured
- Personality traits, values, intelligence contribute to effective leadership behaviors
- Followers and situations also influence whether a behavior is "good" or "bad"

Why Study Leadership Behavior?

- Many in authority cannot build/motivate teams or realize impact of their behavior
- Leadership behaviors stem from intelligence, personality, traits, EQ, values, attitudes, knowledge, experience
- Leaders learn and discern most appropriate/effective behaviors over time
- Individual differences, followers, situations play pivotal roles in leader actions

Effective vs Ineffective Leaders
Effective: Strong people skills, visionary, team builder, personable, lead by example, passion, good listener, develop people, empower, positive attitude
Ineffective: Poor interactions, not a team player, underdeveloped team, over-demanding, micromanaging, unaccountable, inattentive, self-centric, lacks emotional control, impatient

Behavior vs Skills
- Behavior is a specific action (e.g. setting performance goals)
- Skill has 3 components: knowledge, related behaviors, competency criteria
- Leadership skill is knowing when/how to act appropriately to accomplish goals

Three-Dimensional Leadership Theory (Lewin)
1. Autocratic - Take decisions alone
2. Democratic - Involve people in decision making
3. Laissez-faire - Minimum involvement of people

Leadership Continuum (Likert)
1. Exploitive Authoritative - No trust in subordinates
2. Benevolent Authoritative - Reward system, some trust
3. Consultative - Responsibility spread, fair teamwork/communication
4. Participative - High confidence in subordinates, high teamwork/participation

Leadership Continuum (Tannenbaum & Schmidt)
- Boss-centered = Leader directs and tells what/how to do
- Employee-centered = Leader focuses on meeting employee needs, building relationships

Ohio State Leadership Studies
- Identified two independent leadership behavior dimensions:
1. Consideration (people-oriented) - Friendliness, mutual trust, respect, supportiveness
2. Initiating Structure (task-oriented) - Emphasizing goals, assigning deadlines, monitoring performance

University of Michigan Studies
- Four leadership behavior categories related to effective performance:
1. Goal emphasis (job-centered)
2. Work facilitation (job-centered)
3. Leader support (employee-centered)
4. Interaction facilitation (employee-centered)

Managerial Grid (Blake & Mouton)
- Two dimensions: Concern for People and Concern for Production
- Most effective leaders have high concern for both
- Five leadership styles based on scoring:
1. Impoverished (1,1) - Low concern for both
2. Country Club (1,9) - High concern for people, low for production

3. Middle of the Road (5,5) - Balanced, compromise
4. Authority-Compliance (9,1) - High production, low people
5. Team (9,9) - High concern for both - considered best

Research Paper Summary
- Examined effects of consideration/initiating structure on task performance
- Moderated by employee's regulatory focus
- Mediated by employee creative and citizenship behavior
- Found significant effects, with promotion-focused employees benefitting more

Practical Implications
- Leaders should pay attention to what followers want and what behaviors benefit them
- Since regulatory focus is dispositional, leaders should adapt behavior

Case Study: Ratan Tata
- As Chairman/CEO of Tata Group, engineered major acquisitions and growth
- Prioritized ethics, nation-building, employment over pure profits
- Rejected pressure for "Western" approach of cutting underperformers
- Seems to have exhibited ethical, servant leadership focused on stakeholders

Book Recommendation
- "Leadership Behavior DNA" by Lee Ellis and Hugh Massie
- Reveals insights from 45+ years of human behavior research
- Empowers readers to capitalize on strengths, improve collaboration, develop potential, unify teams

LEC 24
Here are detailed notes on the lecture PDF "Leadership and Team Effectiveness - Lecture 24: Leadership Pipeline":

Competency Model (Hogan & Warrenfeltz)
1. Intrapersonal Skills - Core self-esteem, resiliency, self-control; foundation for career development
2. Interpersonal Skills - Build/sustain relationships through empathy, perceiving expectations, adapting behavior
3. Leadership Skills
   - Recruit talented people
   - Retain talent
   - Motivate team
   - Develop/promote vision
   - Persistence
4. Technical/Business Skills - Comparing, compiling, innovating, analyzing, coordinating etc.

Leadership Pipeline Overview
- System to identify and develop employees for succession at all levels
- Roadmap showing behaviors, challenges at each level from first-line to CEO
- Provides framework for considering how leadership competencies change with promotions

Leadership Pipeline Model

1. Managing Self to Managing Others - Reallocate time, shift from doing to getting work done through others
2. Managing Others to Managing Managers - Identify value-based resistance to managing, return non-managers
3. Managing Managers to Functional Manager - Broader perspective, create functional strategy
4. Functional to Business Manager - Examine from profit perspective, manage across functions
5. Business to Group Manager - Value success of others' businesses, allocate capital, develop strategy
6. Group to Enterprise Manager - Set direction, global perspective, focus on high-impact decisions

Benefits of Leadership Pipeline
1. Facilitates succession planning, selection, development
2. Shows performance/experience gaps for individuals
3. Improves leadership selection criteria
4. Diagnoses capability mismatches
5. Guides promotion timing
6. Reduces time to prepare for top leadership roles

Potential/Performance Matrix
- Assesses individuals on potential for advancement and current job performance

Five Leadership Pipeline Mistakes
1. Not building from bottom up - promoting too quickly
2. Too many skills/expectations defined
3. Not resourcing coaches enough for key transitions
4. Ignoring ongoing training after onboarding
5. Not building in future leadership development

Rules for Developing Pipeline (HBR)
1. Focus on development, not rigid listings
2. Identify linchpin/critical positions
3. Make it transparent to employees
4. Measure progress regularly
5. Keep it flexible, allow continuous improvement

Research Paper Summary
- Tested pipeline model by examining competency changes across levels
- Found differences in competency importance and skill ratings increase with hierarchical distance
- Competencies and developmental experiences should match leadership levels

Practical Implications
- Clearly defining critical skills allows better succession planning and leadership development
- Matching competencies to experiences reduces time/effort in preparing leaders

Case Study: Indra Nooyi at PepsiCo
- Benefited from Pepsi's extensive talent management system
- Rose through leadership ranks to CEO role
- Background suited to handle brand crisis in India
- Seems to exemplify moving through leadership pipeline levels

Book Recommendation

"The Leadership Pipeline" by Ram Charan, Stephen Drotter, James Noel
- Shows how to develop leaders at every level
- Guides identifying, assessing, planning development of future leaders
- 2nd edition adds new material based on 10 more years of experience

LEC 25
Here are detailed notes for the lecture PDF on "Leadership and Team Effectiveness - Assessing Leadership Behavior: Multi-rater Feedback Instruments":

1. Introduction
  - What is Leadership Assessment?
    - Process to identify and describe an individual's characteristics related to leading and managing others
    - Helps with selection, placement, and development decisions
  - Uses of Leadership Assessments
    - Selection, placement, promotion decisions
    - Development
    - Succession planning
    - Organization effectiveness

2. Evaluating Effectiveness as a Leader
  - Identifying Strengths
    - Understand where you truly excel
    - Gather input from coworkers, managers, customers
  - Identifying Weaknesses
    - Common weaknesses: communication, empathy, adaptability
  - Developing Leadership Skills
    - Create a development plan
    - Use resources like books, podcasts, networking
    - Attend workshops, ask for more responsibilities

3. Leadership Behaviors Model
  - Represents various aspects of leadership
  - 8 Core Factors
    - Values Champion
    - Team Linker
    - People Motivator
    - Situational Decision-Maker
    - Strategic Thinker
    - Change Facilitator
    - Responsibility Giver
    - Competent Performer

4. 360-Degree Feedback
  - Provides assessment from multiple perspectives
  - Supervisors, peers, subordinates, customers

- Differs from traditional performance appraisal
- Focuses on behaviors and leadership effectiveness
- Effective when built around a competency model

5. Making 360 Feedback Effective
   - Measure the right leadership competencies
   - Explain the purpose and use of data
   - Tailor results to individual and position
   - Present data in a simple, graphical format
   - Include impact on subordinates

6. 720-Degree Feedback
   - "All-round" appraisal from 5-8 people
   - 7 Stages
     - Pre-appraisal feedback
     - Self-appraisal
     - Co-worker/peer appraisal
     - Customer appraisal
     - Direct report appraisal
     - Manager appraisal
     - Post-appraisal feedback

7. Research Study
   - Purpose: Investigate 360 feedback for leadership development
   - Methodology: Interviews with 8 leaders after 360 exercise
   - Findings: Supports incremental learning, pursuing development goals
   - Implications: Ensure instrument relevance, facilitation, positioning

8. Case Study: Starwood Hotels
   - Implemented 360 feedback for global leadership development
   - Customized survey to include critical competencies
   - Used data for individual and organizational development initiatives

9. Book Recommendation
   - "The Power of 360 Degree Feedback" by T.V. Rao and Raju Rao
   - Provides depth on developing 360 process for managers
   - Includes research and best practices

10. References

Let me know if you need any clarification or have additional questions!