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NPTEL ONLINE  
CERTIFICATION COURSE

# LEADERSHIP AND TEAM EFFECTIVENESS

## LECTURE - 06

### Leader Development - The Action-Observation-Reflection Model

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Image Source: <https://www.linkedin.com/pulse/colleges-teaching-leadership-would-declare-you-leader-bruce-may>

# Can Leadership be taught?

Merely taking a one-semester college course in leadership will not make one a better leader. However, its strongly believed that it can lay a valuable foundation to becoming a better leader over time.

**Do you accept that leadership can be learned** (rather than just “being born” in a person)?

Yes

**Do you also believe that the most powerful lessons about leadership come from one’s own experience?**

Yes

**How we learn from experience?**

Learning from experience pertains to how complex or multifaceted your conceptual lenses are for construing experience

# Leadership can be taught

- Becoming familiar with the complex variables that affect leadership gives you a greater variety of ways to make sense of the leadership situations you confront in your own life.
- In that way, completing this course in leadership may not make you a better leader directly and immediately, but actively mastering the concepts in the course can nonetheless accelerate the rate at which you learn from the natural experiences you have during and after your course
- In fact, about 70 percent of variance in a person's effectiveness in a leadership role is due to the results of her experience; only 30 percent is due to heredity (McCall, 2010)

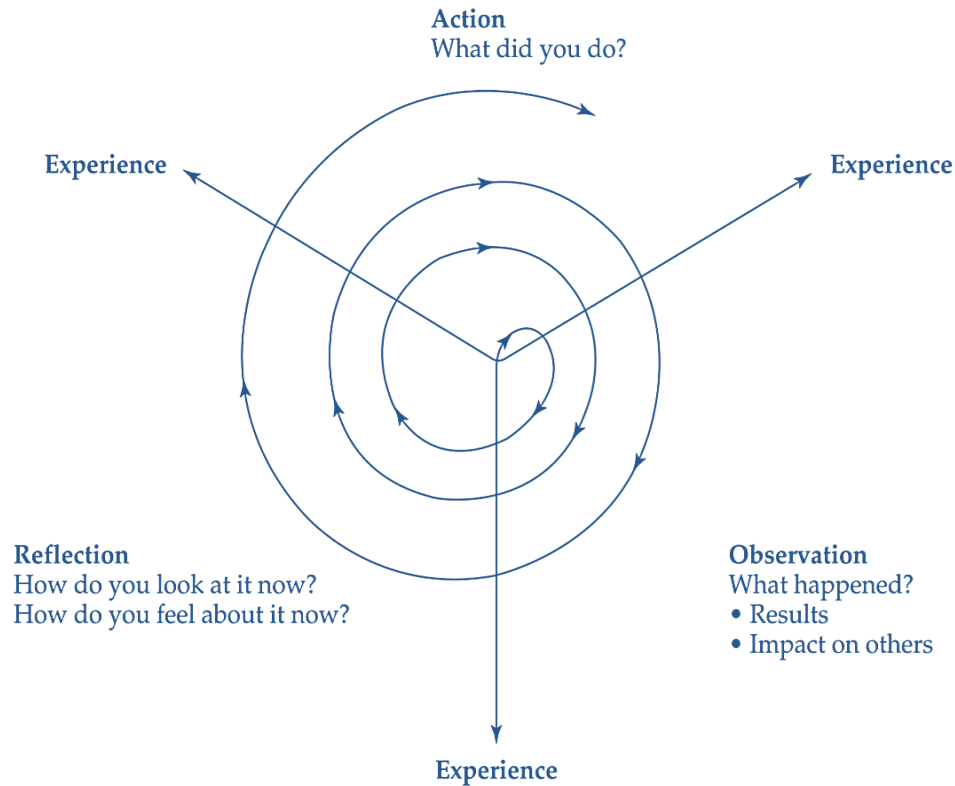


Image Source: <https://www.tinypulse.com/blog/14-employee-survey-questions-about-management-effectiveness>

# AOR Model

- **Action-Observation-Reflection (AOR) Model** shows that leadership development is enhanced when the experience involves three different processes: action, observation, and reflection.
  - Action(What did you do?)
  - Observation (What happened? Results and impact on others)
  - Reflection (How do you look at it now?, How do you feel about it now?)
- Leadership development through experience may be better understood as the growth resulting from repeated movements through all three phases.

# AOR Model



**Figure – The Spiral of Experience**

Image Source: (Hughes, Ginnett, & Curphy, 2015)

# The Key Role of Perception in the Spiral of Experience

## Perception

It is a Process by which individuals organize and interpret their sensory impressions to give meaning to their environment.

## Factors Affecting Perception

- Perceiver – Attitudes, Motives, Interests, Experience and Expectations
- Target – Novelty, Motion, Sounds, Size, Background, Proximity and Similarity
- Context (Situation) – Time, Work Setting and Social Setting

(Robbins, Judge & Vohra, 2019)

# Perception and Action

A person's expectations about another may influence how he acts toward her, and in reaction to his behavior she may act in a way that confirms his expectations. (Jones, 1986)

A Perceptual variable that can affect our actions is the **self-fulfilling prophecy**, which occurs when our expectations or predictions play a causal role in bringing about the events we predict.

As also established in a Research, “supervisors are biased toward making dispositional attributions about a subordinate’s substandard performance and, as a result of these attributions, often recommended that punishment be used to remedy performance deficits”. (Mitchell & Wood, 1980)

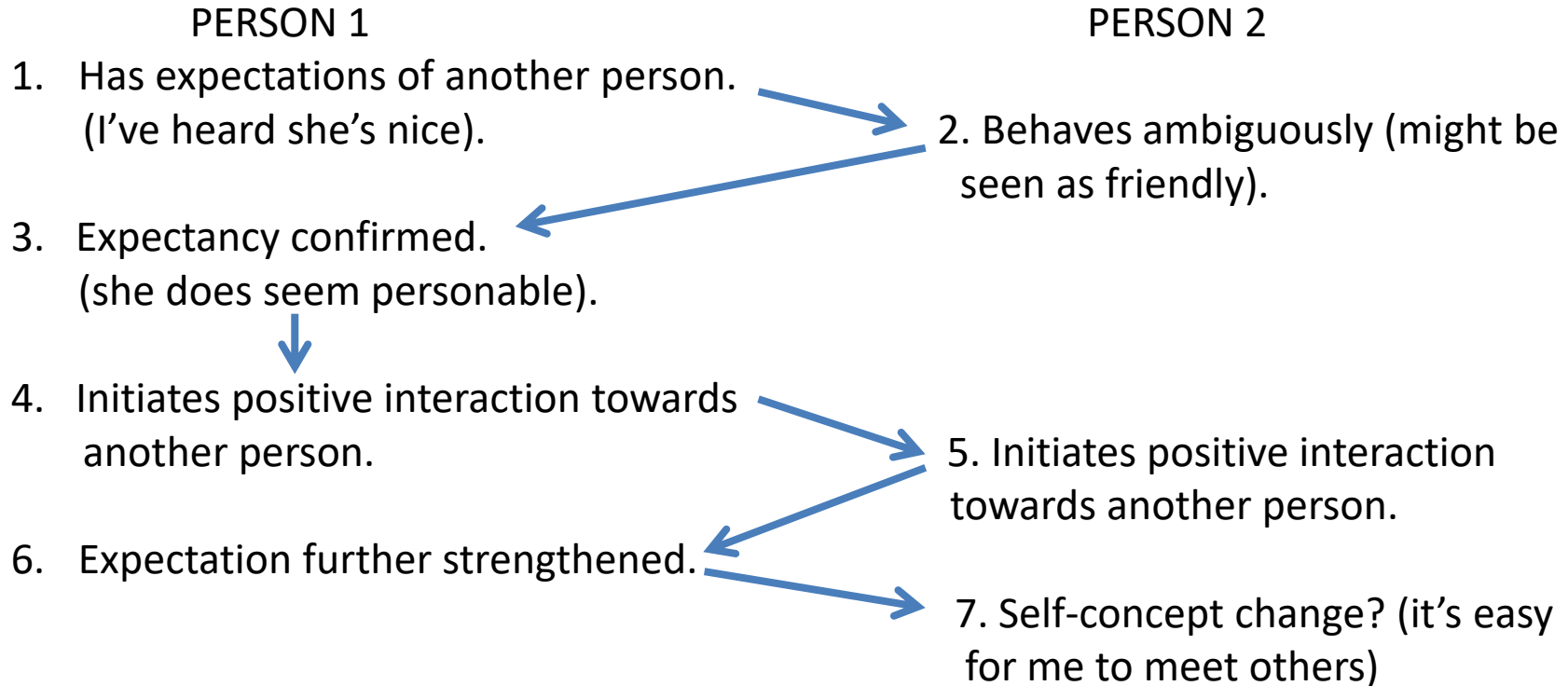


The Social Anxiety Institute, Inc.

Image Source: <http://adviesvandirk.nl/zelf-vervullende-voorspelling/>



# Perception and Action



**Fig. The Role of Expectations in Social Interaction**

Source: (Jones, 1986)

# Perception and Observation

- Observation and perception both deal with attending to events around us.
- The fallacy of this passive view of perception is that it assumes we attend to all aspects of a situation equally. However, we do not see everything that happens in a particular leadership situation, nor do we hear everything.
- Instead, we are selective in what we attend to (**Observation**) and what we in turn perceive (**Perception**).
- A phenomenon takes place when one expects to find mostly negative things about another person (such as a problem employee). Such an expectation becomes a **perceptual set** to look for the negative and look past the positive things in the process.



# Perception and Reflection

- Perceptual sets influence what we attend to and what we observe.
- In addition, perception also influences the next stage of the spiral of experience—reflection—because reflection is how we interpret our observations.
- Perception is inherently an interpretive, or a meaning-making, activity.
- One important aspect of this is a process called **attribution**. Attributions are the explanations we develop for the behaviors or actions we attend to.



Image Source: <https://in.pinterest.com/pin/742249582312325878/>

# Perception and Reflection (Cont.)

Attribution Process is affected by three errors:-

- **Fundamental attribution error** – the tendency to overestimate the dispositional causes of behavior and underestimate the environmental causes when others fail.
- **Self-Serving bias** — the tendency to make external attributions (blame the situation) for one's own failures yet make internal attributions (take credit) for one's successes.
- **Actor/Observer difference** – This refers to the fact that people who are observing an action are much more likely than the actor to make the fundamental attribution error.

# Reflection and Leadership Development

- The most important yet most neglected component of the action–observation–reflection model is **reflection**.
- Reflection is important because it can provide leaders with a **variety of insights** into how to frame problems differently, look at situations from **multiple perspectives**, or better understand subordinates.
- Leadership development can be enhanced by raising such implicit beliefs to conscious awareness and thereby more to thoughtful reflection.
- **E.g.** – One approach used a variety of art prints to stimulate personal and group reflection on ideal forms of leadership. The prints were used to identify five fundamental archetypes of leadership

# Reflection and Leadership Development (Cont.)

- **Teacher-Mentor**, who cares about developing others and works beside them as a role model.
- **Father-Judge**, who provides oversight, control, moral guidance, and caring protectiveness.
- **Warrior-Knight**, who takes risks and action in a crisis.
- **Revolutionary-Crusader**, who challenges the status quo and guides adaptation.
- **Visionary-Alchemist**, who imagines possibilities that can benefit all members and brings them into reality.

# Case Study: Leadership Development with Algorithm

As the founder of management coaching organisation TMBC and author of Standout, Marcus Buckingham is an expert on creating leadership programs, He recommends the following steps:

## **STEP 1: Find or develop assessment tools.**

- These might include a personality component, such as a Big Five inventory Test, and can include other test that companies can resource or create according to the leadership characteristics they are seeking to monitor.

## **STEP 2: Identify the Top Leaders in the organization and administer the tests to them.**

- This step is not to determine what all the leaders have in common but to group the top leaders into categories by their similar profiles.

# Case Study: Leadership Development with Algorithm

**STEP 3: Interview the leaders within each profile category to learn about the techniques they use that work**

- Often these technologies will be unique, unscripted, and revealingly correlated to the strengths in each leader's assessment profile. Compile the techniques within each profile category

**STEP 4: The results of top leader profile categories and the leaders' techniques can be used to create an algorithm, or tailored method, for developing leaders.**

- Administer the assessment tests to developing leaders and determine their profile categories. The techniques from successful leaders can now be shared with the leaders who are most like them because they share the same profile



# Case Study: Leadership Development with Algorithm

- These steps provide a means for successful leaders to pass along to developing leaders the techniques that are likely to feel authentic to the developing leaders and that encourages creativity.
- The Techniques can be delivered in an ongoing process as short, personalized, interactive, and readily applicable tips and advice that yield results.

Q1) What are some potential negatives of using Marcus Buckingham's approach to leadership development?

Q2) Would you suggest applying Buckingham's steps to your organization? Why or why not?

# Research Paper

## Paper: Leadership development learning accelerators: voices from the trenches

**Authors:** Clinton O. Longenecker , Gary S. Insch

**Journal:** Development and Learning in Organizations

**Published:** 4 March 2019

**DOI:** <https://doi.org/10.1108/DLO-07-2018-0084>

## Leadership development learning accelerators: voices from the trenches

Clinton O. Longenecker and Gary S. Insch

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Leadership researchers, business educators, talent managers, executive coaches, and fellow leaders all have a burning desire to know how effective leaders became effective leaders, and there are a wide variety of models and theories to support various schools of thought on the subject (Hughes *et al.*, 2012). Moreover, while theories of what makes a great leader abound, many people would argue that a leader's ability to demonstrate effective leader behavior and acumen is infinitely more complex than originally believed and is based on a multifaceted combination of factors (Goleman, 2000; Longenecker, 2014).

For the past two decades, we have been studying the behavior of a significant sample of leaders who were identified by their organizations as being "high performers possessing the strong ability to deliver desired results for their enterprises." We recently conducted focus groups with a subset of over 200 of these high-performing leaders who were US-based, mid-level leaders in Fortune 1000 companies. We asked them to answer the following question as part of a leadership development program: "Please identify what you would consider to be the five (5) most influential factors that accelerated your development as a leader".

Leaders were then randomly assigned to five-person focus groups to discuss their individual responses and come to consensus on what they considered to be the top leadership development "accelerators." A content analysis of over 20 focus groups' response sets allowed us to identify a list of leadership development "accelerators." Our purpose is to follow the advice of a senior leader in our study, "It's very important to know how people are shaped into great leaders," and to learn from the lessons of leaders operating in the trenches.

### Key leadership development accelerators

We will now discuss the top seven leadership accelerators that emerged from our focus groups, and several questions are presented to stimulate leaders' thinking and self-analysis to determine if they are making use of these powerful learning tools and helping those around them do the same.

### Accelerator #1: Working for a great leader (82 per cent)

To no one's surprise, working for a highly effective leader was the most highly rated leadership development accelerator for the participants in this exercise. When anyone operates under the influence of a highly effective and emotionally intelligent leader, the opportunity for powerful learning and leadership development is significant. This takes place for a myriad of positive reasons, including the leader serving as a role model in



## Purpose

- The purpose of this paper is to highlight the practices that high-performance leaders believed were influential for accelerating their development as leaders.

## Design/methodology/approach

- The sample consisted of US based, mid-level leaders at Fortune 1000 companies who were identified by their organizations as being “high performers possessing the strong ability to deliver desired results for their enterprises.” The authors recently conducted focus groups with a subset of over 200 of these high-performing leaders and asked them to answer the following question: “Please identify what you would consider to be the five (5) most influential factors that accelerated your development as a leader.”



# Findings

- Seven leadership accelerators were identified:
  1. Working for a great leader
  2. Experiencing an extremely challenging assignment or major organizational change
  3. Working in an organization that requires and supports skill development
  4. Possessing a strong mentor/accountability partner
  5. Ongoing personal reflection and self-assessment
  6. Experiencing a significant failure or career setback
  7. And formal leadership development training/continuing education.



# Research limitations/implications

- It is important that leaders, HR professionals, and talent managers know and understand these factors and to make it an ongoing priority to systematically address the key questions that emerged from these findings.
- Leaders should thoughtfully answer the questions presented for themselves and encourage leaders in their organization to do the same.



# Book Recommendation

## The Little Book of Leadership Development: 50 Ways to Bring out the Leader in Every Employee

**Publisher:** ©2011 by AMACOM (New York)  
**Authors:** Scott J. Allen and Mitchell Kusy  
**Language:** English  
**Paperback:** 130 Pages  
**ISBN-13:** 978-0-8144-1754-6  
**ISBN-10:** 0-8144-1754-X

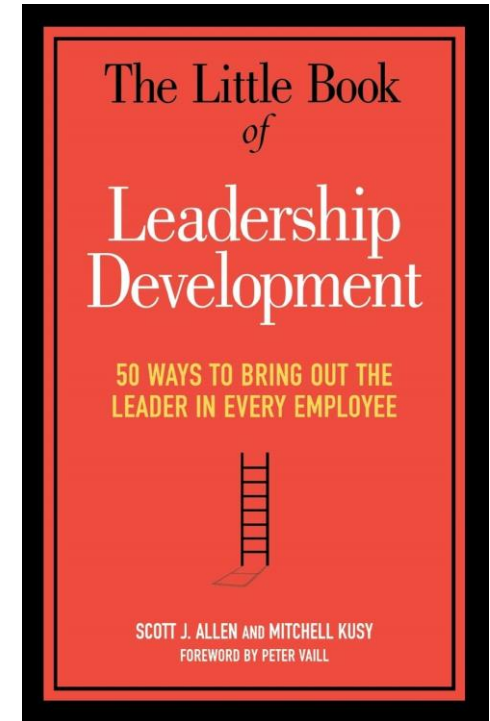


Image Source: <https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834>

# Book Recommendation (Abstract)

- In this Book, Authors Scott J. Allen and Mitchell Kusy redefine traditional leadership by assigning flexible yet **concrete and proven actions** to very abstract terms.
- **Free of complicated theories**, The Little Book of Leadership Development focuses on what really works to motivate others, encourage productivity, and equip future leaders to **design a straightforward system** tailored to your team and organizational needs.
- The book delivers streamlined instructions on **fifty practical strategies**, including modeling behaviors, sharing information, building accountability, stretching teams, and providing feedback.

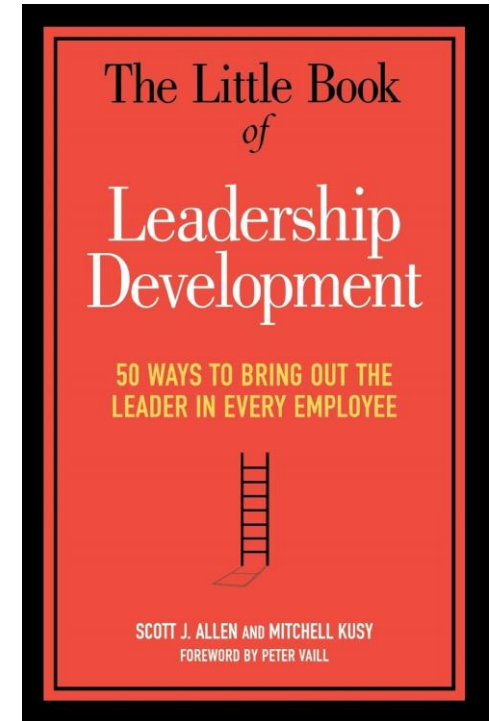


Image Source: <https://www.amazon.in/Little-Book-Leadership-Development-Employee/dp/0814437834>

# Book Recommendation (Contents)

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- [3] Recognize and Reward Achievement
- [4] Model Effective Confrontation
- [5] Provide Challenge *and* Support
- [6] Keep the Troops in the Loop
- [7] Check in with a Thought of the Day
- [8] Realize Your Team Is *Your* Customer
- [9] Use the Pygmalion Effect
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- [40] Encourage Service in the Community
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# Thank You

