

WEEK 6

Lecture 26: The Dark Side of Leadership: Destructive Leadership":

Here are the notes for the lecture PDF:

1. Destructive Leadership

- Associated with individuals effective at building teams and getting results, but through morally/ethically challenged or undermining means
- Example: Adolf Hitler

2. Definitions of Destructive Leadership

- A complex process involving flawed/toxic leaders, susceptible followers, and conducive environments leading to destructive outcomes
- A process where a supervisor repeatedly influences subordinates in a hostile/obstructive way over time

3. Destructive Leadership in Different Domains

- Government/Politics: Leaders like Alexander the Great, Genghis Khan, Napoleon, Hitler, Stalin, Saddam Hussein
- Military: Massacres like My Lai, Serbia, Bosnia, Rwanda, Darfur, Syria
- Religion: Jim Jones, David Koresh
- Finance: Executives contributing to 2008 recession
- Organizations: Supervisors/managers acting against organizational interests

4. Toxic Triangle

- Destructive Leaders: Charismatic, need for power, narcissistic, negative life themes, ideology of hate
- Susceptible Followers: Conformers (unmet needs, low self-evaluation) and Colluders (ambition, congruent values)
- Conducive Environment: Instability, perceived threats, lack of checks & balances, certain cultural values

5. Destructive Leaders' Characteristics

- Charisma
- Need for power
- Narcissism
- Negative life themes
- Ideology of hate

6. Susceptible Followers

- Conformers: Passive followers with unmet needs, poor self-evaluations, immaturity
- Colluders: Active assistants with ambition, congruent values/beliefs

7. Conducive Environments

- Instability and perceived threats
- Absence of checks and balances

- Cultural values like collectivism, high power distance
8. Consequences of Destructive Leadership
 - Negative view of leader, job, individual followers, organization
 - Decreased motivation, stress, turnover, counterproductive behavior
 9. Preparing Against Destructive Leadership
 - Increase awareness through assessments
 - Have a plan to respond
 - Self-reflection by leaders
 - Consider organizational context
 10. Toxic to Transformative Triangle
 - Deliberately convert toxic elements to transformative ones for constructive leadership
 11. Research Paper Summary
 - Proposed definition and model capturing destructive behaviors towards subordinates and organization
 - Leaders can display both destructive and constructive behaviors simultaneously
 - Taxonomy of destructive behavior forms
 12. Vijay Mallya Case Study
 - Rise and failure of Kingfisher Airlines
 - Reasons: Lack of delegation, lavish spending, frequent business model changes
 13. Book Recommendation
 - "Destructive Leaders and Dysfunctional Organizations" by Alan Goldman
 - Provides account of troubled leaders and their organizational impact

Lecture 27: "Managerial Incompetence and Derailment"

Here are the detailed notes for the lecture PDF:

1. Managerial Incompetence
 - Inability to build teams or get results through others
 - Many managers fall into categories of only building teams, only getting results, or neither
 - Research suggests 50-75% of managers may be incompetent
2. Types of Managers Based on Competency
 - Competent: Good at building teams and getting results
 - Taskmasters: Get results but treat followers poorly
 - Cheerleaders: People-focused but may not get results
 - Figureheads: Do just enough to stay out of trouble
3. Managerial Derailment
 - Failure of individuals in executive-level positions

- Can occur due to personal failure or external conditions
- Initial research at Center for Creative Leadership

4. Root Causes of Managerial Derailment

- Situational and follower factors
- Lack of organizational fit
- Lack of situational and self-awareness
- Lack of intelligence or skills
- Poor followership
- Dark-side personality traits

5. Situational and Follower Factors

- External factors like competition, technology, regulations
- Internal factors like mergers, reorganizations, new bosses
- Episodic (temporary) vs. Chronic incompetence

6. Lack of Organizational Fit

- Mismatch between personal and organizational values/beliefs
- Outside hires may not fit the culture
- "Culture eats strategy for breakfast" - Peter Drucker

7. Lack of Situational and Self-Awareness

- Not recognizing impactful events or overestimating abilities
- Need for regular feedback and open communication

8. Lack of Intelligence or Skills

- Varying levels of intelligence and subject matter expertise
- Lack of team-building know-how

9. Poor Followership

- Slackers, critics, self-starters, brown-nosers
- Critics and brown-nosers make poor managers

10. Dark-Side Personality Traits

- Excitable, bold, cautious, reserved, leisurely, dutiful
- Mischievous, colorful, imaginative, diligent
- Undermine team building and motivation

11. Research Paper Summary

- Examined relationship between MBTI preferences and managerial derailment
- Different preferences displayed derailment characteristics
- Managers can reduce derailment risk through self-awareness, job fit

12. Ready Food Company Case Study

- CEO Bruce Berry tried changing products without employee buy-in
- Resulted in resentment, employee exits, delays in implementation
- Potential causes: Poor communication, Dark Traits like cautiousness

13. Book Recommendation

- "The Incompetent Manager" by Adrian Furnham
- Covers causes, consequences and cures for managerial derailment
- Discusses poor job fit, personality disorders, diagnosis and remedies

Lecture 28: "Negotiation and Leadership"

Here are the detailed notes for the lecture PDF:

1. Negotiation

- Process where two or more parties try to reach an agreement
- Essential career skill for securing favorable outcomes
- Occurs in organizations, businesses, legal proceedings, personal situations
- Judged by: Producing wise agreements, efficiency, maintaining relationships

2. Negotiation Process

- Plan
 - Research other party, set objectives (lower limit, target, opening offer)
 - Develop options and trade-offs, anticipate questions/objections
- Negotiation
 - Develop rapport, let other party open, listen/ask questions
 - Don't give in quickly, ask for something in return
- Postponement
 - Postpone if no progress, create/respond to urgency tactfully
- Agreement/No Agreement
 - Restate agreement, analyze failures to improve

3. Negotiation Styles

- Avoidance (Lose-Lose): Indifferent to both parties' concerns
- Competition (Win-Lose): Achieve one's own ends at other's expense
- Accommodation (Lose-Win): Entirely giving in to other party
- Compromise (Lose/Win Some): Both parties give up something
- Collaboration (Win-Win): Fully satisfy both parties

4. Negotiation Tips for Leaders

- Prepare well, separate people from problem
- Focus on interests not positions
- All parties should feel they got a good deal
- Focus on the obstacle, not the person

5. Research Paper Summary

- Proposed model on factors contributing to negotiation skill development
- Different skills developed through different activities/experiences
- Individual differences and situations also impact negotiation behaviors
- Provides insights for customized negotiation training

6. Indian Labor Unions Case Study

- Low unionization in private sector, higher in public sector
- Unions provide benefits like higher wages, worker protection
- But can lead to unsustainable policies, protecting underperformers
- Examining pros and cons of unions and negotiation strategies

7. Book Recommendation

- "Negotiation in the Leadership Zone" by Ken Sylvester
- Addresses how leaders can become better negotiators
- Combines negotiation and leadership with practical tools
- Based on author's 50+ years of experience

Lecture 29: "Leadership in Crisis Situations"

Here are the detailed notes for the lecture PDF:

1. Crisis

- Low probability but high impact event threatening an organization
- Characterized by ambiguity of cause, effect, and resolution
- Perception that decisions must be made swiftly

2. Crisis Leadership

- Being prepared with a plan to manage crises
- Involves crisis prevention and preparedness
- Need for leaders to show competence in crisis situations
- Five essential competencies: Vision, objectives, plan, communication, people management

3. Formulating a Crisis Plan

- Organizations with early plans are better prepared
- Readiness depends on crisis leader, team, drills, resources, top management support

4. Benefits of a Crisis Plan

- Reduces crisis duration, protects reputation
- Allows quick responses, improves coordination
- Ensures available resources, reduces mistakes/panic
- Limits financial loss

5. Three-Stage Crisis Management Plan

- Pre-Crisis Planning
- Leading During Crisis
- Adapting After Crisis

6. Pre-Crisis Planning

- Form crisis response team with diverse members
- Develop crisis action plan imagining worst scenarios

- Ensure necessary resources are in place

7. Leading During Crisis

- Define goals, get right people/teams, allocate resources
- Stay engaged, focus on big picture, work with crisis team
- Acknowledge crisis, communicate action, prevent repeats

8. Adapting After Crisis

- Evaluate performance indicators like communication, root causes, team/leader effectiveness
- Learn from experience to prevent future crises

9. Five-Step Crisis Risk Assessment Model

- Scenario analysis and action planning tool

10. Research Paper Summary

- Conceptual framework linking organizational culture, leadership and crisis management
- Propositions for different crisis phases based on culture flexibility and leadership styles
- Need to develop crisis-prone culture and leadership competencies

11. Kodak Case Study

- Crisis due to failure to adapt to digital imaging
- CEO Perez's restructuring and eventual bankruptcy filing
- Criticism of being too slow, but eventual successful turnaround

12. Book Recommendation

- "7 Lessons for Leading in Crisis" by Bill George
- Concise handbook with proven leadership lessons for tough times
- The 7 key lessons covered

Lecture 30: "The Situation and the Environment"

Here are detailed notes on the key points and sub-points from the lecture PDF:

1. Situation

- Definition of situation as the relative position or combination of circumstances at a given moment
- The "definition of the situation" theory by sociologists Thomas and Znaniecki about interpreting experiences based on social meanings

2. Situation vs. Personality

- Importance of situation in leadership effectiveness studies
- Situational viewpoint that situation, not traits, determines who emerges as a leader
- Role Theory - leader behavior depends on perceptions of rules, expectations, task nature, feedback

- Multiple-Influence Model - micro (task) and macro (environment) variables influence leadership
- Three situational levels - task, organizational, environmental

3. Task

- Task autonomy, feedback, structure, interdependence
- Technical vs adaptive problems

4. Organization

- Formal aspects: authority level, structure (complexity, formalization, centralization)
- Informal aspects: organizational climate and culture

5. Environment

- VUCA (volatility, uncertainty, complexity, ambiguity)
- PESTEL analysis
- Societal culture

6. Adaptive Leadership

- Shared responsibility, responding to challenges
- Four traits: emotional intelligence, organizational justice, character, technical credibility
- Four A's: anticipation, articulation, adaptation, accountability

7. Research Paper Summary

- Integrative examination of leadership theories emphasizing situation's role
- Three roles of situations: affecting effectiveness, shaping leader behavior, influencing consequences

8. Case Study: Virginia Tech Shooting

- How the situation created heroes like Zach Petkewicz
- Discussion questions on situation influencing leaders/followers and being proactive

9. Book Recommendation

- "Grasp the Situation" on developing effective solutions by learning from scenarios

10. References

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