Lecture 16:-

Here are detailed notes on the lecture PDF:

Introduction
- Topic: Leadership and Team Effectiveness - Intelligence and Leadership

Definition of Intelligence
- All-around effectiveness in thought-directed activities
- Intelligent leaders are faster learners, make better deductions, create compelling visions, develop better solutions, see implications of decisions, and are quick on their feet
- Various definitions from Sternberg, Gardner, Freeman
- Intelligence is not fixed and can be modified through education and experience

Sternberg's Triarchic Theory of Intelligence
- Alternative to general intelligence factor, focused on real-world functioning

1. Componential Subtheory
    - Metacomponents for monitoring, controlling, evaluating mental processing
    - Performance components for taking action on plans
    - Knowledge-acquisition components for learning new information

2. Contextual Subtheory
    - Intelligence intertwined with environment
    - Adaptation by changing oneself
    - Shaping by changing the environment
    - Selection by finding a new environment

3. Experiential Subtheory
    - Continuum from novel tasks to automated tasks
    - Intelligence demonstrated at extremes (novel and automated)

Kinds of Intelligence
- Practical intelligence for real-world success (contextual)
- Creative intelligence for using knowledge in new ways (experiential)
- Analytical intelligence for academic problem-solving (componential)

Implications
- Leadership emergence/effectiveness linked to analytical intelligence
- But personality can be more predictive
- Leader's role is fostering creativity
- Theory focuses on complex problem-solving using multiple abilities

Divergent vs Convergent Thinking

- Divergent = Generating multiple creative responses (linked to creativity)
- Convergent = Finding the single correct answer (measured by IQ tests)

Creativity Killers
- Tactics that can stifle creativity like micromanaging, rigid processes, discouraging collaboration

Improving Organizational Creativity
- Balance of incentives, evaluations, clear goals, freedom & focus
- Avoid "creeping elegance" of over-complicating products

Cognitive Resource Theory
- How leader behavior changes under stress based on intelligence & experience
- Assumptions: Success depends on cognitive resources; stress affects decisions
- Predictions: Experience over intelligence helps in high stress; experience may lead to old solutions

Characteristics & Limitations
- Helps predict stress management ability for leader placement
- But doesn't cover high intelligence + high experience cases

Leadership Implications
- Best leaders are smart and experienced
- Leaders may cause undue stress
- Understand inherent stress level before selection

Case Study: Innovation in Emerging Economies
- Will the West remain the innovation center or will BRIC nations take over?
- Millions of BRIC scientists/engineers and growing economies
- Analytical & creative intelligence vs other factors? Implications for leaders?

Research Paper Summary
- Meta-analysis on intelligence-leadership relationship
- Intelligence equally predicted perceived and objective leadership measures
- Moderated by stress level and leader directiveness
- Overall validity lower than previously thought
- Support for implicit leadership theory and cognitive resource theory
- Other traits like personality had higher validity than intelligence

Book Recommendation
- "Intelligent Leadership" by John Mattone
- Developing executive maturity by integrating competencies and inner traits
- Calibrating abilities to focus on strengths and address weaknesses

References

- Book sources and research paper details

Lecture 17:-

Here are detailed notes on the lecture PDF on Emotional Intelligence and Leadership:

Introduction
- Defines affect, emotions, and moods
- Basic emotions: anger, fear, sadness, happiness, disgust, surprise
- Positive and negative affect as mood dimensions
- Sources of emotions: personality, age, weather, stress, exercise, sleep, gender, social activities, time of day/week
- Felt vs displayed emotions

Affective Events Theory
- Workplace events cause emotional reactions in employees
- These reactions influence attitudes and behaviors

Defining Emotional Intelligence
- Salovey & Mayer: Abilities to recognize own/others' feelings
- Bar-On: Set of 15 abilities to cope with situations
- Aberman: Aligning thoughts, feelings, actions
- Goleman: EQ more important than IQ for success

Two Models of EI
1. Ability Model - How emotions affect thinking, deciding, planning, acting
   - Mayer-Salovey-Caruso ability model
2. Mixed Model - Broader, includes more leadership qualities
   - Goleman's emotional competencies model
   - Bar-On emotional-social intelligence model

Ability Model (Mayer-Salovey-Caruso)
- Assumptions: EI meets criteria for intelligence, emotions provide useful info, individuals vary in emotional abilities
- Four Abilities:
   1) Perceiving emotions
   2) Understanding emotions
   3) Using emotions to facilitate thought
   4) Managing emotions in self and others

Mixed Models
1) Goleman's Emotional Competencies
   - Personal: Self-awareness, self-regulation, motivation

- Social: Empathy, social skills
- Details on specific competencies

2) Bar-On Emotional-Social Intelligence
   - Assumptions: EI develops over time, can improve, contributes to general intelligence/success
   - Factors: Intrapersonal, Interpersonal, Stress Management, Adaptability, General Mood

Implications of EI
- Misalignment of thoughts/feelings/actions leads to ineffectiveness
- Brought emotions back into workplace
- EQ moderates reactions to job insecurity/loss
- EQ attributes difficult to change through training

Research Paper Summary
- Examined EI of executive groups (YPO, IA) vs general population using EQ-i
- Executives differed on 8 of 15 EQ-i subscales
- Higher EQ related to profit, growth management, employee management/retention
- Value for leadership development and selection

Case Study: Happiness Coaches
- Addressing personal-work unhappiness spillover
- Techniques: Reframing emotions, gratitude, secrets to unlock happiness
- Self-help if no access to coaches
- Discussion questions on effectiveness, ethics

Book Recommendation
- "Primal Leadership" by Goleman, Boyatzis, McKee
- Establishing importance of emotionally intelligent leadership
- Illustrating power of self-aware, empathetic, motivating collaborative leadership

References
- Book sources, research papers, websites

Lecture 18:-

Here are detailed notes on the lecture PDF on Power and Leadership:

Definition of Power
- Ability to get things done as one wants
- A's capacity to influence B's behavior per A's wishes
- Based on B's dependence on A and perceived alternatives

Power vs Leadership
- Power is ability to exercise control, leadership is ability to influence followers
- Power comes from position/authority, leadership from personal attributes
- Power is forceful/controlling, leadership is inspiring
- Leadership depends on power

Sources of Leader Power (French & Raven)
1. Formal Power
   - Reward: Control over desired resources (raises, promotions, resources)
   - Legitimate: Formal authority derived from position/role
   - Coercive: Ability to punish or withhold rewards

2. Personal Power
   - Expert: Power from skills, expertise, knowledge
   - Referent: Power from being admired/respected

Effectiveness of Power Bases
- Personal sources (expert, referent) most effective
- Reward and legitimate unrelated to outcomes
- Coercive power can backfire and reduce satisfaction

Dependence: Key to Power
- Importance of resources controlled
- Scarcity of resources
- Non-substitutability of resources

Principles of Interpersonal Power
- Power as perception, relational, resource-based, prerogative
- Enabling or disabling power
- Principle of least interest creates dependence power

Need for Power Motive
- Varying motivation to influence/control others
- Personalized: Selfish, impulsive, for own needs
- Socialized: For good of others/organization, empowering

Motivation to Manage
- 6 factors: Relationships with authority, compete for recognition, assertiveness, influence subordinates, differentiate from followers, administrative tasks

Research Paper Summary
- Examined relationship between perceived power and transformational leadership in police
- Used between-groups design manipulating power
- High power leaders scored lower on transformational leadership

- Power accumulation may lead to more authoritative leadership styles

Case Study: Steve Jobs
- Named most powerful businessman, CEO of the decade
- Draws on all 5 power bases:
    Legitimate - As CEO
    Expert - Product vision
    Reward - Wealth, attention
    Coercive - Intimidation, force
    Referent - Inspiration, zeal
- His drive/perfectionism enabled success but could make him tyrannical

Book Recommendation
- "When Execution Isn't Enough" by Feser & Kets de Vries
- Describes behaviors to inspire and become a great leader
- Neuroscience of inspiration, tailoring approach, cascading inspiration

References
- Book sources, research papers, websites

Lecture 19:-

Here are detailed notes on the lecture PDF on The Art of Influence in Leadership:

Defining Influence
- Jeffers: Ability to get oneself to do what one wants
- Lucas & Baxter: Compelling behavior change without threat/reward, based on respect
- Solis: Ability to cause desirable, measurable actions/outcomes

Power vs Influence vs Influence Tactics
- Power is the capacity/potential to influence
- Influence is the actual change in attitudes, beliefs, behaviors
- Influence tactics are the specific behaviors used to influence

Consequences of Influence Methods
- Different sources of power (referent, legitimate, expert, coercive, reward) lead to different outcomes:
    - Commitment, Compliance, or Resistance

Types of Outcomes from Sources of Power
- Referent: Likely commitment if request is important to leader
- Legitimate: Likely compliance if request is seen as legitimate
- Expert: Likely commitment if request is persuasive and goals aligned
- Coercive: Likely resistance if used in hostile/manipulative way

- Reward: Commitment possible if used personally, compliance likely if impersonal

Four Generalizations
1. Effective leaders use all sources of power
2. Leaders are open to influence from subordinates
3. Leaders vary in sharing power with subordinates
4. Effective leaders increase power bases, use coercive power judiciously

The Nine Influence Tactics
1. Hard Tactics (based on leader's perspective)
   - Requesting/Pressure
   - Legitimizing
   - Coalition Tactics
2. Soft Tactics (based on follower's perspective)
   - Rational Persuasion
   - Socializing/Ingratiation
   - Exchange
   - Personal Appeals
   - Consultation
   - Inspirational Appeals

Requesting
- Simple demands, "command and control", based on authority

Legitimizing
- Requests based on position, policies, procedures, culture

Coalition
- Seeking aid of others, creating network, building consensus, "us vs them"

Rational Persuasion
- Using logic, evidence, data, expertise to make a case

Socializing/Ingratiation
- Praise, flattery to get in a good mood before requesting

Exchange
- Exchanging favors, based on reciprocity

Personal Appeals
- Requests based on friendship

Consultation
- Asking for input, involving others in the process

Inspirational Appeals
- Appealing to values, ideals, emotions to gain commitment

Tactics to Increase Influence
- Offer assistance, stand out as a resource, resolve conflicts
- Help team think differently, go above and beyond
- Show interest in others

Research Paper Summary
- Analyzed critical incidents of influence attempts and outcomes
- Coded into 9 tactics and 3 outcomes (commitment, compliance, resistance)
- Assessed effectiveness of each tactic alone and in combinations
- Found most frequently used and outcomes

Case Study: The Persuasion Imperative
- Shift from commandments to persuasion in leadership
- Examples like IBM's persuasion training program
- Keys: Vision, negotiation, trade-offs, networking
- Authorities like Cialdini's principles still hold sway

Book Recommendation
- "Influence" by Robert Cialdini
- The psychology of persuasion
- Principles: Reciprocity, Consistency, Social Proof, Liking, Authority, Scarcity, Unity

References

Lecture 20:-

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

1. Leadership and "Doing the Right Things"
   - Distinguishes between leaders (do the right things) and managers (do things right)
   - Doing the right thing takes moral courage even when it seems clear
   - Leaders set a moral example that becomes a model for the group/organization
   - Leaders who don't honor truth don't inspire it in others

2. Moral Leadership
   - Direct, motivate, organize groups towards morally valuable goals
   - Can be in or out of formal authority positions
   - Provide values, inspiration, motivation and accountability

3. Five Ways to Develop Moral Leadership
   1. Identify a set of values (integrity, respect, accountability, etc.)
   2. Manage your ego - put interests of others first
   3. Consider diverse groups and include their views
   4. Embrace change and share vision for positive change
   5. Build consensus and establish unity around greater good

4. State of Moral Leadership Today
   - Enables innovation, creativity, lower risk, better performance
   - Expectation for moral action beyond just ethical behavior
   - Culture of "doing the next right thing" across the organization

5. Inclusive Leadership
   - Manage and lead diverse people efficiently and respectfully
   - See diversity as advantage, inspire shared vision
   - Six Traits: Commitment, Courage, Cognizance of Bias, Curiosity, Cultural Intelligence, Collaboration

6. Boosting Inclusive Leadership
   - Inclusive leadership training
   - Finding a mentor
   - Asking for feedback

7. Theory X and Theory Y
   - Theory X: Pessimistic view, employees dislike work, need control
   - Theory Y: Optimistic view, employees are self-motivated

8. Shared Leadership
   - Team members collectively lead each other
   - Sharing of power and influence
   - Enables better organizational performance

9. Research Paper Summary
   - Examines inclusive leadership impact on extra-role behaviors mediated by organizational learning

10. Case Study: Military Leadership in Business
    - Companies recruiting military officers for leadership roles
    - Highlights and challenges in applying military leadership experience

11. Book Recommendation
    - "Moral Leadership in Business" on creating a culture of integrity

The lecture covers leadership concepts like moral leadership, inclusive leadership, motivation theories like Theory X and Y, shared leadership, as well as research and examples applying these ideas.