

WEEK 5

Lecture - 21 : Character Based Approach to Leadership

Here are the notes from the lecture PDF on Leadership and Team Effectiveness:

1. Character Based Approach to Leadership

- Authentic Leadership
- Socialized Charismatic Leadership
- Principle-Centered Leadership
- Servant Leadership

2. Authentic Leadership

- Leaders know their values, beliefs and act accordingly
- Followers consider them ethical and trust them
- Four factors:
 - Balanced processing
 - Internalized moral perspective
 - Relational transparency
 - Self-awareness
- Authentic leadership develops self-awareness, transparency, ethical climates
- Need to study it across cultures

3. What is Authentic Leadership Theory?

- Defines desirable qualities a leader can develop
- Four key components:
 - Self-awareness
 - Transparency
 - Balance
 - Strong sense of morality

4. Socialized Charismatic Leadership

- Integrates ethical and charismatic leadership
- Leaders model ethical conduct
- Bring employee values in line with their own

5. Principle-Centered Leadership (Covey)

- Interdependence of personal, interpersonal, managerial, organizational levels
- Based on being trustworthy at each level

6. Servant Leadership

- Coined by Robert Greenleaf in 1970
- Leaders focus on helping followers grow
- Use persuasion, not power
- Core behaviors: listening, empathy, stewardship, developing followers

7. Origins of Servant Leadership

- Concepts from ancient thinkers like Lao Tzu, Chanakya, Jesus
8. How to Become a Servant Leader
 - Listen, have empathy, awareness
 - Persuade without force
 - Commit to followers' growth
 - Build community, channel foresight
 9. Myths and Misconceptions
 - Doesn't mean giving up power
 - Doesn't mean abdicating responsibility
 - Cares about customers and shareholders
 10. The Art of War vs Bhagavad Gita Philosophy
 - Contrasting perspectives on incentives, goals, handling followers
 11. Research Paper
 - Explores mediating role of organizational support and identification
 - Found servant leadership increases member performance indirectly
 12. Case Study
 - Why do people make unethical choices?
 - We fool ourselves, genetic predispositions
 - Transparency can increase unethical behavior
 13. Book Recommendation
 - Servant Leadership in Action by Ken Blanchard

Lecture 22: Role of Ethics and Values in Organizational Leadership

Here are the detailed notes from the lecture PDF:

1. Values
 - Definitions of values
 - Importance of values
 - Sources of values
2. Types of Values
 - Terminal Values (desirable end states like accomplishment, happiness)
 - Instrumental Values (preferable modes of behavior like honesty, ambition)
3. Four Generations and Dominant Work Values
4. Definitions of Ethics
5. Ethical Leadership

- Definitions of ethical leadership
 - Characteristics of ethical leadership
6. Four Ethical Dilemmas
 - Truth vs loyalty
 - Individual vs community
 - Short-term vs long-term
 - Justice vs mercy
 7. Three Principles for Resolving Ethical Dilemmas
 - Ends-based thinking
 - Rule-based thinking
 - Care-based thinking
 8. Four Sources of Unintentional Unethical Decision Making
 - Implicit prejudice
 - In-group favoritism
 - Overclaiming credit
 - Conflicts of interest
 9. Ethical vs Unethical Climate
 - Ethics embraced by leaders = Ethical climate
 - Unethical behavior condoned = Unethical climate
 10. Creating and Sustaining an Ethical Climate
 - Formal policies and procedures
 - Core ideology and integrity
 - Structural reinforcement
 - Process focus
 11. Research Paper
 - Impact of ethical leadership on ethical employee conduct via ethical climate
 - Person-organization fit moderates this relationship
 12. Case Study: Balancing Priorities at Clif Bar
 - Founder Gary Erickson's ethical priorities
 - Maintaining values as company grows
 13. Book Recommendation
 - The Ethical Leader by Morgen Witzel

Lecture 23: Leadership Behavior

Here are the detailed notes from the lecture PDF:

1. Introduction

- Differentiating effective vs ineffective leaders by observing behaviors
- Leadership behavior influenced by personality, followers, situations

2. Why Study Leadership Behavior?

- Many leaders cannot build/motivate teams
- Leadership behavior is a function of intelligence, personality, traits, etc.
- Leaders learn effective behaviors over time

3. Effective vs Ineffective Leaders

- Effective: Strong people skills, visionary, team builder, approachable, passionate
- Ineffective: Poor interaction, not a team player, over-demanding, micromanages

4. Behavior vs Skills

- Behavior is a specific action
- Skill has knowledge, related behaviors, performance criteria

5. Three-Dimensional Theory (Kurt Lewin)

- Autocratic, Democratic, Laissez-faire leadership styles

6. Early Leadership Studies

- Likert's Four Systems: Exploitive Authoritative, Benevolent Authoritative, Consultative, Participative

7. Leadership Continuum (Tannenbaum & Schmidt)

- Ranges from boss-centered to employee-centered styles

8. Ohio State Leadership Studies

- Consideration (people-oriented)
- Initiating Structure (task-oriented)

9. Michigan Leadership Studies

- Job-centered vs Employee-centered dimensions

10. The Leadership Grid (Blake & Mouton)

- Plots concern for people vs concern for production
- Five leadership styles based on the grid

11. Research Paper

- Examines effects of consideration/initiating structure on task performance
- Tests moderating role of employee regulatory focus
- Mediation by creative and citizenship behaviors

12. Case Study: Ratan Tata

- Leadership style and values at Tata Group
- Long-term nation-building goals vs short-term profits

13. Book Recommendation

- Leadership Behavior DNA by Lee Ellis and Hugh Massie

Lecture 24: Leadership Pipeline

Here are the detailed notes from the lecture PDF:

1. Competency Model
 - Hogan & Warrenfeltz Domain Model
 - Intrapersonal Skills
 - Interpersonal Skills
 - Leadership Skills
 - Technical/Business Skills
2. Brief about Leadership Pipeline
 - Systematic process for leadership succession and development
 - Pool of prepared leaders across levels
3. Leadership Pipeline Model
 - Outlines leader development across organizational levels
 - Behaviors, challenges at each passage/transition
4. Passage 1: Managing Self to Managing Others
 - Shift from doing work to getting work done through others
5. Passage 2: Managing Others to Managing Managers
 - Identify value-based resistance to managerial work
 - Return non-managers to individual contributor roles
6. Passage 3: Managing Managers to Managing Functions
 - Adopt broad, long-term strategic perspective for function
7. Passage 4: Functional Manager to Business Manager
 - Major shift to short/long-term profit perspective
 - Manage multiple functions, diversity
8. Passage 5: Business Manager to Group Manager
 - Value success of other businesses
 - Four skills: Strategy evaluation, developing managers, portfolio strategy, capabilities assessment
9. Passage 6: Group Manager to Enterprise Manager
 - Shift to enterprise vision and global perspective
 - High-impact strategic decisions
10. Benefits of a Leadership Pipeline
 - Facilitates succession planning, leadership selection/development
 - Identifies performance and skills gaps
 - Diagnostic tool for mismatches
 - Moves people at right pace
 - Reduces preparation time

11. Potential/Performance Matrix

12. Five Leadership Pipeline Mistakes

- Not building from bottom up
- Too many skills/expectations
- Not resourcing coaches
- Ignoring ongoing training
- Not building future development

13. Rules for Developing Pipeline

- Focus on development
- Identify linchpin positions
- Make it transparent
- Measure progress regularly
- Keep it flexible

14. Research Paper

- Tests pipeline model by comparing competency profiles across levels
- Competency importance and skill ratings differ more at distant levels

15. Case Study: Indra Nooyi at PepsiCo

- Progression through pipeline aided by talent management system
- Her leadership in crisis, developing new products

16. Book Recommendation

- The Leadership Pipeline by Ram Charan, Stephen Drotter, James Noel

Lecture 25: Assessing Leadership Behavior: Multi-rater feedback instruments"

Here are the notes for the lecture PDF:

1. Introduction

- Definition of leadership assessment
- Uses of leadership assessments

2. Evaluating Effectiveness as a Leader

- Identifying strengths
- Identifying weaknesses
- Developing leadership skills

3. Leadership Behaviors Model

- Description of the model
- Eight factors:
 - Values Champion
 - Team Linker

- People Motivator
- Situational Decision-Maker
- Strategic Thinker
- Change Facilitator
- Responsibility Giver
- Competent Performer

4. 360-Degree Feedback

- Definition and concept
- Sources for feedback
- Key points about 360-degree feedback instruments
- Example of 360-degree feedback
- Getting it right (HBR study recommendations)

5. 720-Degree Feedback

- Definition and concept
- Seven stages:
 - Pre-appraisal feedback
 - Self-appraisal
 - Co-worker/colleague appraisal
 - Customer appraisal
 - Direct report & subordinate appraisal
 - Manager/supervisor appraisal
 - Post-appraisal feedback

6. Research Paper

- Purpose of the study
- Design/methodology
- Findings
- Practical implications

7. Case Study: Starwood Hotels

- Background
- Implementation process
- Benefits and outcomes
- Questions

8. Book Recommendation

- "The Power of 360 Degree Feedback" by T V Rao & Raju Rao
- Overview of the book

9. References