LEADERSHIP AND TEAM EFFECTIVENESS
LECTURE - 13
Leadership Attributes

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Watch your thoughts, for they become words.
Watch your words, for they become actions.
Watch your actions, for they become habits.
Watch your habits, for they become character.
Watch your character, for it becomes your destiny.
Lao Tzu

Great Man Theory

- One of the earliest leadership theories, the Great Man Theory came to light in the 19th century.

- It was attributed to a historian named Thomas Carlyle, who developed it to a great extent. He believed that 'the history of the world is the biography of great men'.

- The Great Man Theory of leadership suggests that some people are born to lead. Great leaders can't be made because leadership qualities are innate. Characteristics like charisma, intelligence, political skills and wisdom are some of the natural qualities of a successful leader.

Great Man Theory (Cont.)

Theory centres on two main assumptions:

- **Every great leader is born with traits that prepare them to rise and lead**
Inborn leadership qualities are enough for individuals to exercise influence over others. Everyone can't aspire to become a leader and achieve greatness. For example, Mahatma Gandhi successfully led people through non-violent resistance because of his influence and tactful approach.

- **People become great leaders when there's a need**
Individuals become leaders when they respond to critical situations. The Great Man Theory examples include the torchbearers of the Indian Independence Movement. From Lala Lajpat Rai to Annie Besant, various leaders championed the nation's cause.

Limitations Of Great Man Theory

The Great Man Theory of leadership emerged during a time when society was ruled by royal families and aristocrats. Some of the earliest research only looks at a section of society. The theory presents several limitations including the following.

- It's based on myths and assumptions with little logic to back it.
- It doesn't consider external environments or situations that often influence human behavior and attitudes.
- There isn't any guarantee that a person with all leadership qualities will eventually become a successful leader.
- It ignores the contributions of others who drove a leader to success. For example, a producer or a writer is as important as a director to make a movie a success.

Interpersonal Effectiveness

- Interpersonal effectiveness is the capability of an individual to do this, influence others, competently.

- Leadership is a direct function of three elements of interpersonal effectiveness.
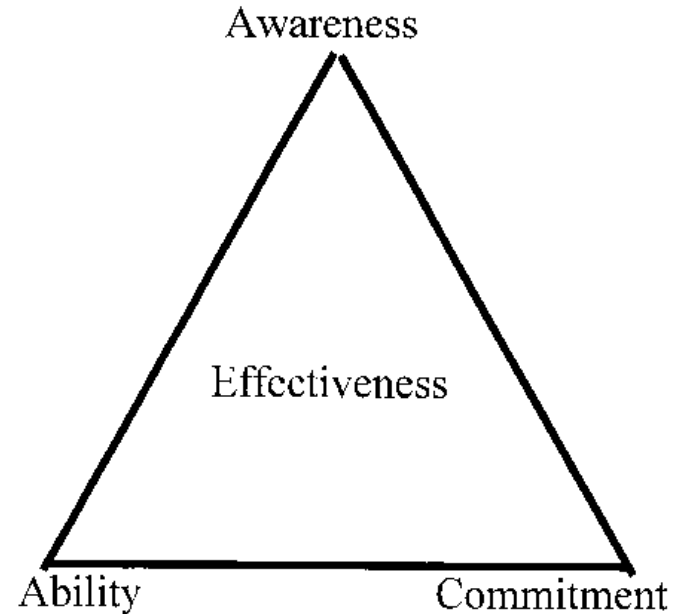 - ❑ Awareness
  - ❑ Ability
  - ❑ Commitment

Image Source: https://en.ppt-online.org/194074

Awareness

- Awareness is a state of consciousness.

- It is the ability to recognize yourself, others, events and situations in real time.

- It is the ability to assess the impact of actions on situations and others, and be critically self-reflective.

- It is a development process that is a function of experience, communication, self discovery and feedback.
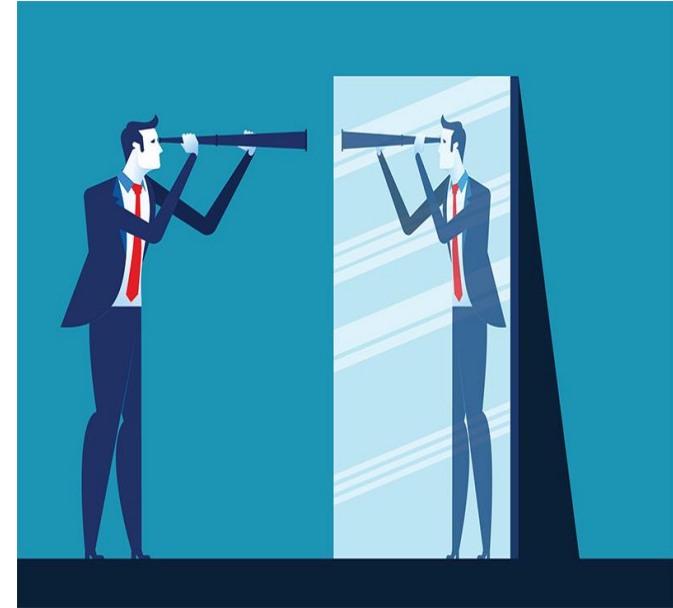

Image Source: https://www.forbesindia.com/media/images/2019/Oct/img_122747_selfaware_leader_sm.jpg

Ability

- Ability to learn and understand technical issues is the basis of our careers.
- Ability to lead is a function of influence
- Ability to communicate
- Ability to resolve conflicts
- Ability to solve problems and make decisions

As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.

Commitment

- For leaders, the "one thing" that leads to maturity is the fully aware recognition that one's decisions make a difference, both positively and negatively, in the lives of others

- Any attempt to solve a problem might have a decided negative impact on some, while helping others.

- In no-win scenarios, one must still make a hard decision.

Leadership Attributes

- **Leadership attributes** are the inner or personal qualities that constitute effective leadership. These attributes include a large array of characteristics such as values, character, motives, habits, traits, style, behaviours, and skills.

- Effective leaders utilize different ways to lead a group. Some maintain a low profile but are analytical; some are charismatic and intuitive. There is no single leadership attribute that is effective in all situations. The effectiveness of a leadership style depends on the nature of situation which it faces.

Leadership Attributes (Cont.)

- **Guiding vision:** Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.

- **Passion:** Effective leaders believe passionately in their goals. They have a positive outlook on who they are, and they love what they do. Their passion for life is a guiding star for others to follow, because they radiate promise!

Image Source: https://www.forbesindia.com/media/images/2019/Oct/img_122747_selfaware_leader_sm.jpg

Leadership Attributes (Cont.)

- **Integrity:** Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on.

- **Trust:** Effective leaders earn the trust of their followers and act on behalf of their followers.

- **Honesty:** Leaders convey an aura of honesty in both their professional and their personal lives.

Image Source: https://steemit.com/life/@osmansnr/trust-the-most-valuable-currency

Leadership Attributes (Cont.)

- **Dedication:** The effective leader is dedicated to his or her charge, and will work assiduously on behalf of those following. The leader gives himself or herself entirely to the task when it is necessary.

- **Charisma:** This may be the one attribute that is the most difficult to cultivate. It conveys maturity, respect for your followers, compassion, a fine sense of humor, and a love of humanity. The result is that leaders have the capability to motivate people to excel.

- **Listening:** Leaders Listen! This is the most important attribute of all, listen to your followers.

Core Self-evaluation

- Represents the fundamental assessments that people make about their worthiness and competence.
- People who have positive core self-evaluations like themselves and see themselves as effective, capable, and in control of their environment. Those with negative core self-evaluations tend to dislike themselves, question their capabilities, and view themselves as powerless over their environment.
- High-Order concept indicated by:
    1. Self-esteem
    2. Locus of Control
    3. Self-efficacy
    4. Neuroticism (Emotional Stability

Self-Monitoring

- Self-monitoring refers to an individual's ability to adjust his or her behavior to external, situational factors.
- Individuals high in self-monitoring show considerable adaptability in adjusting their behavior to external situational factors. They are highly sensitive to external cues and can behave differently in different situations, sometimes presenting striking contradictions between their public persona and their private self.
- Low self-monitors can't disguise themselves in that way. They tend to display their true dispositions and attitudes in every situation; hence, there is high behavioral consistency between who they are and what they do.

Proactive Personality

- Proactive personality identify opportunities, show initiative, take action, and persevere until meaningful change occurs, compared to others who passively react to situations.

- Proactives create positive change in their environment, regardless of, or even in spite of, constraints or obstacles. Not surprisingly, they have many desirable behaviors that organizations covet. They are more likely than others to be seen as leaders and to act as change agents.

- Proactive individuals are more likely to be satisfied with work and help others more with their tasks, largely because they build more relationships with others.

- Proactives are also more likely to challenge the status quo or voice their displeasure when situations aren't to their liking.

Leadership Attributes

Role Model
- Live values; lead by example
- Demonstrate integrity; support people
- Be charismatic & energized; keep learning

Inspirer
- Create an inspiring vision; set directions
- Direct emotions; energize people
- Encourage risk-taking & experimentation

Enabler
- Help people grow; empower others
- Build teams & collaborative relationships
- Leverage diversity; build synergies

Achiever
- Focus on results; be persistent
- Discover and pursue opportunities
- Lead change; learn from feedback

Image Source:- http://www.1000ventures.com/design_elements/selfmade/leadership_attributes.png

Leadership Requirement Model (U.S. Army)

Army's Definition of Leadership

Leadership is the activity of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.
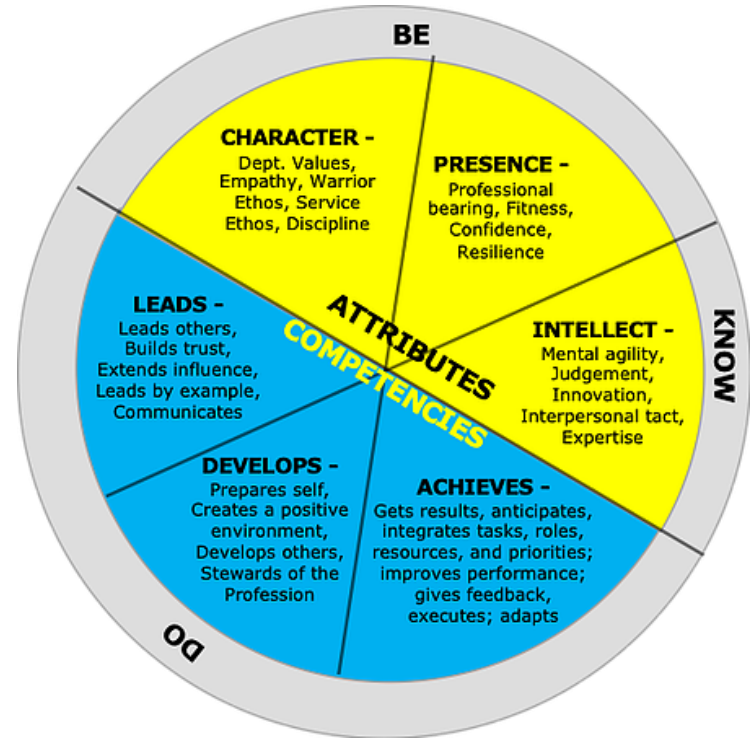

Image Source: - https://armyranger.com/2020/05/how-are-you-shaping-your-environment-todays-law-enforcement-tactical-leaders-need-to-be-innovative-agile-and-adaptable/

Attributes Category of Leadership Requirement Model

Character Attributes	Presence Attributes	Intellect Attributes
• Army Values • Empathy • Warrior ethos/Service Ethos • Discipline • Humility	• Military and Professional Bearing • Confidence • Fitness • Resilience	• Mental Agility • Innovation • Interpersonal tact • Sound Judgement • Expertise

Competencies Category of Leadership Requirement Model

Leads Competencies	Develops Competencies	Achieves Competencies
• Leads others • Extends influence beyond the chain of command • Builds trust • Leads by example • Builds trust	• Prepares self • Creates a positive environment • Develop others • Stewards the profession	• **Gets results** is the single achieves competency and relates to actions of leading to accomplish tasks and missions on time and to standard.

Case Study: Samsung Leadership Development

Challenge:

- Samsung have an ambitious and challenging strategy. They are moving from a functional brand to an aspirational brand to achieve exponential sales growth. A key element of the strategy is New World Leadership. People who can thrive in a culture of perpetual crisis, remain agile, execute with speed, and innovate in all that they do. Leaders who can deliver through people and teams, and work across silos in a global context.
- You were asked to design and deliver tailored leadership journeys for all European Leaders. The aim is to ensure that the right leadership capability is in place to achieve their ambitious 2021 Vision.

Case Study (Cont.)

Solution:

- You have worked in partnership with the European L&D team to create a set of leading edge leadership programmes that deliver outstanding results. As part of the European Talent Management programme we developed 3 programmes mapped to their leadership pipeline. These are supported by European HR Business Partners to ensure an on-going personalised leadership development journey:
- **Podium Programme**: Senior Leaders who lead companies or functions
- **Accelerator Programme**: Middle Managers of departments/functions who manage managers
- **Launch Programme**: Team Leaders – first time leadership role, moving to getting results through teams

Case Study (Cont.)

Competency Domain	Leadership Competencies	Leadership Podium Programme	Leadership Accelerator Programme	Leadership Launch Programme
Leadership	Your Role as a leader	Transition to 3rd level leadership Samsung Leadership Pipeline	Transition to 2nd level leadership Your role as leader, Manager, Coach Samsung Leadership Pipeline	Transition to 1st level leadership Your role as leader, Manager, Coach Samsung Leadership Pipeline
	Self awareness and development	Your authentic leadership style (as a 3rd Level Leader)	Your authentic leadership style (as a 2nd Level Leader)	Your authentic leadership style Continuous Development
Business Strategy	Environmental change		-x-	-x-
	Vision and Strategy	Strategy thinking skills	-x-	-x-
	Business Opportunities	Identifying opportunities for innovation and change	-x-	-x-

Case Study (Cont.)

Competency Domain	Leadership Competencies	Leadership Podium Programme	Leadership Accelerator Programme	Leadership Launch Programme
Business Operation	Managing performance	Managing performance through polarity Thinking	Managing change in teams	-x-
	Managing Projects and Stakeholders	Upward management	-x-	-x-
	Innovations and change	Driving innovation and creativity	-x-	-x-
Leading Others	High Performing Teams	-x-	Build High Preforming teams	Situational leadership
	Developing Individuals	-x-	Coaching skills	
	Motivating and Inspiring	-x-	Motivating and Inspiring others	Individual Motivation
Personal Effectiveness	Relationship: Collaboration and Trust	-x-	Build and environment of trust	Building trust with individuals
	Effective Decision	-x-	-x-	Your circle of influence
	Impact and influence	-x-	-x-	Personal Impact and Influence

Research Paper

The effects of core self-evaluations and transformational leadership on organizational commitment

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Purpose

- The primary purpose of this study is to examine the effects of employees' core self-evaluations and perceived transformational leadership of their supervisors on organizational commitment. We also investigated the interaction effect of core self-evaluations and perceived transformational leadership on organizational commitment.

Research Paper

Design/methodology/approach

- Subjects were drawn from a Fortune Global 500 company in Korea. Descriptive statistics and hierarchical multiple regression analyses were used to explain the variance in organizational commitment.

Findings

- Core self-evaluations and transformational leadership positively influenced employees' organizational commitment. In terms of effect size, organizational commitment was more related to transformational leadership than core self-evaluations. As for transformational leadership, employees exhibited the highest organizational commitment when their leaders articulated the vision, promoted group goals, and provided intellectual stimulation.

Research Paper:

Practical implications

- Since core self-evaluations tend to be stable over time, HR professionals need to recruit and select those with higher core self-evaluations. HR/OD professionals can help managers change their leadership in a transformative fashion (vision articulation, group goal promotion, and intellectual stimulation) by providing relevant training programs and developmental relationships such as coaching and mentoring.

BOOK RECOMMENDATION

Spirit of Leadership: Cultivating the Attributes That Influence Human Action

Publisher: Whitaker House; A Rnate ed. edition (6 March 2018)
Authors: Myles Munroe
Language: English
Paperback: 300 Pages
ISBN: 1641230266
ISBN13: 1641230266

THE SPIRIT of LEADERSHIP

CULTIVATING THE ATTITUDES THAT INFLUENCE HUMAN ACTION
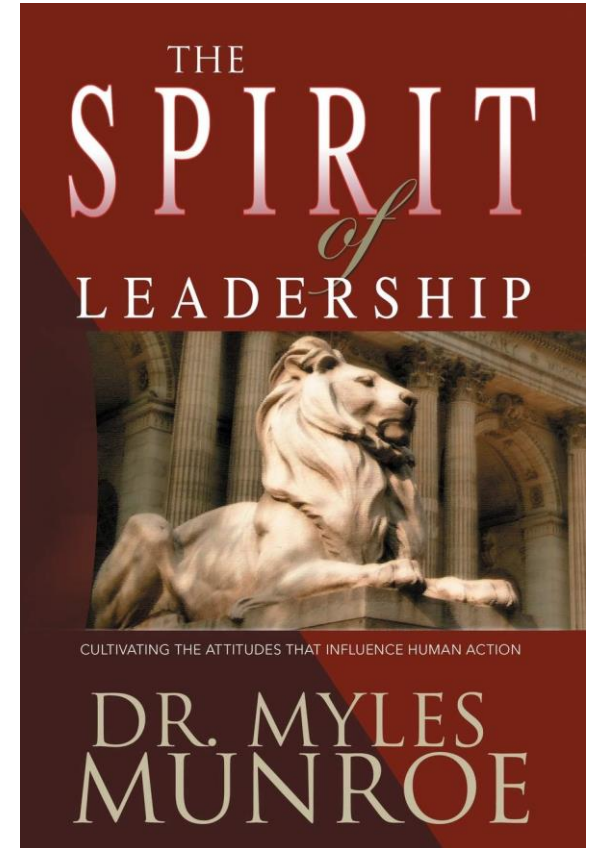
DR. MYLES MUNROE

Image Source: https://www.amazon.in/Spirit-Leadership-Cultivating-Attributes-Influence/dp/1641230266

BOOK RECOMMENDATION

- **You were born to lead. Now it's time to become a leader**. Leaders may be found in boardrooms, but they may also be found in schools, and organizations—anywhere people interact, nurture, create, or build.

- Contrary to popular opinion, **leadership is not meant for an elite group of people** who, by fate or accident, become leaders while everyone else is consigned to being a lifelong follower, author reports that while **every person possesses the potential of leadership**, many do not understand how to cultivate the leadership nature and how to apply it to their lives.

- In The Spirit of Leadership, Dr. Munroe defines the unique attitudes that all effective leaders exhibit, explains how to eliminate hindrances to your leadership abilities, and helps you to fulfil your particular calling in life.

Image Source: https://www.amazon.in/Spirit-Leadership-Cultivating-Attributes-Influence/dp/1641230266
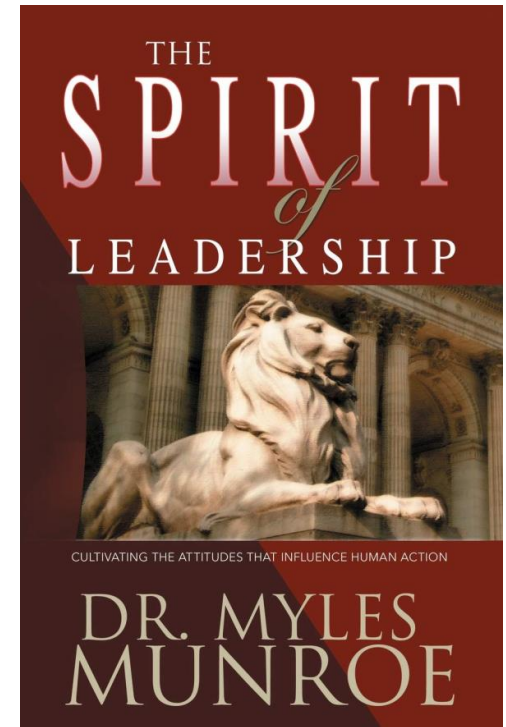
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THANK YOU