

## Lecture 11

Here are detailed notes for the lecture PDF on "Leadership and Team Effectiveness - Charismatic and Transformational Leadership":

### 1. Charismatic Leadership

- Charismatic leaders are passionate, driven individuals who can paint a compelling vision of the future and generate high levels of excitement among followers, building strong emotional attachments with them.
- Some charismatic leadership can result in positive societal changes (e.g. Gandhi, Mandela) while others can have devastating effects when used for selfish gains (e.g. Hitler, Kim Jong-Un).
- Definition by Max Weber: "Charismatic Leadership rests on devotion to the exceptional character of an individual and the normative patterns revealed or ordained by them."

### 2. Types of Authority Systems (Max Weber)

- a. Traditional Authority - Based on traditions, unwritten laws dictate authority and transfer of power (e.g. hereditary monarchy).
- b. Legal-Rational Authority - Based on laws, authority derived from the position occupied (e.g. elected officials).
- c. Charismatic Authority - Authority derived from exemplary qualities of the individual, not birthright or laws.

### 3. Transactional Leadership (James MacGregor Burns)

- Based on exchange relationships between leaders and followers to get needs met (economic, political, psychological).
- Common but transitory, perpetuates status quo.

### 4. Transformational Leadership (James MacGregor Burns)

- Changes status quo by appealing to followers' values and sense of higher purpose.
- Articulates problems, offers compelling vision aligned with values of leader and followers.
- Moral exercise that raises standards of human conduct and develops followers into leaders.

### 5. Charismatic vs Transformational Leadership

- All transformational leaders are charismatic but not vice-versa.
- Transformational leaders' vision benefits followers, charismatic leaders may act for self-interest.

### 6. Common Characteristics

- a. Leader: Vision, rhetorical skills, image/trust building, personalized style
- b. Follower: Identification with leader/vision, willing subordination, feelings of empowerment
- c. Situation: Crises, social networks, downsizing, time

### 7. Case Study: Bill Gates

- Driven by intelligence, ambition, competitive spirit to start Microsoft and develop software accessible to public.
- Created culture where he was king, pushed programmers to mirror his drive and ambition through internal competition.
- Built extravagant house showcasing Microsoft tech worth \$60 million.

#### 8. Research Paper Summary

- Examines effects of CEO transformational leadership on product innovation performance.
- CEO transformational leadership indirectly affects product innovation through innovation culture, organizational learning, and NPD process.

#### 9. Book Recommendation

- Transformational and Charismatic Leadership: The Road Ahead (2nd Ed) by Avolio & Yammarino
- Covers 10 years of theoretical and empirical work on transformational and charismatic leadership.

#### 10. References

- Lists references from books and journal articles cited.

### **Lecture 12**

Here are detailed notes for the lecture PDF on "Leadership and Team Effectiveness - Leadership for Tomorrow":

#### 1. Paradigm Shift in Leadership

- Shift from Great Leaders to Great Leadership
- Changing environment (liberalization, aware customers, educated employees, high mobility, declining loyalty, unemployment, resistance to radical thinking)

#### 2. Shift in Organizations

- From Administration to Management to Leadership
- Faster decision making, decentralization, de-bureaucratization

#### 3. Profile of Leaders for Tomorrow

- Internality
  - Grand vision, internal locus of control, optimism, professional will
- Creativity
  - Innovation, maverick mindset, neoteny (lifelong learning)
- Values
  - Value orientation, ethics, people-first, social concern
- Humility

- Personal humility, self-restraint, empowering (sharing info, education, participative decisions), culture building

e. Networking

- Networking competence, communication, synergy building, customer orientation

4. Process of Leadership Development: Role of Crucibles

- Crucibles are intense, transformational experiences
- Four types: mentoring relationships, enforced reflection, experiencing a new world, disruption and loss

5. Mechanisms for Leadership Development

- Recruitment, training, delegation, 360-degree appraisal, mentoring, matrix career planning, sabbatical, reward system, group competition

6. Delegation

- Empowering by expanding choices for individuals
- Steps: define roles, provide competencies/resources, monitor, reward initiative, respect boundaries, analyze mistakes

7. Leadership Development Models

- Infosys 9 Pillar Model
- Wipro 8 Leadership Qualities and PROCESS model
- RPG 7 Competencies model using simulations
- BPO Industry LEAP model

8. Case Study: NSW Public Sector Succession Management

- Preparing for 75% manager retirement in 10 years
- Established Leader Development Program across 5 groups (aspiring to executives)
- Used personality assessments, 360-feedback, coaching for self-awareness and skill building

9. Research Paper Summary

- Examines relationships between delegation, perceived leader performance/likeability, and follower job satisfaction
- Delegation leads to positive evaluations of leader ability and performance
- Leader likeability mediates delegation's effect on job satisfaction

10. Book Recommendation

- "Developing Tomorrow's Leaders Today" by Meena Surie Wilson
- Focuses on leadership development curriculum based on on-the-job experiences

11. References

- Lists references from books, journal articles and websites cited

## Lecture 13

Here are detailed notes for the lecture PDF on "Leadership and Team Effectiveness - Leadership Attributes":

### 1. Great Man Theory

- One of the earliest leadership theories in 19th century by Thomas Carlyle
- Suggests great leaders are born with innate qualities like charisma, intelligence, wisdom
- Leaders are born when there is a need/critical situation

Limitations:

- Based on myths, ignores external environments/situations
- No guarantee of success despite having leadership qualities
- Ignores contributions of others

### 2. Interpersonal Effectiveness

- Capability to influence others competently
- Three elements: Awareness, Ability, Commitment

### 3. Awareness

- State of consciousness to recognize self, others, situations
- Ability to assess impact of actions
- Developed through experience, communication, self-discovery, feedback

### 4. Ability

- Learn and understand technical issues
- Abilities for influence, communication, conflict resolution, problem-solving

### 5. Commitment

- Recognition that decisions impact others positively/negatively

### 6. Leadership Attributes

- Inner qualities that constitute effective leadership (values, character, motives, habits, traits, style, behaviors, skills)
- No single attribute effective in all situations

### 7. Key Leadership Attributes

- Guiding vision, passion, integrity, trust, honesty
- Dedication, charisma, listening ability

### 8. Core Self-Evaluation

- Fundamental assessments about self-worthiness and competence
- Comprised of self-esteem, locus of control, self-efficacy, neuroticism

### 9. Self-Monitoring

- Ability to adjust behavior to external situational factors
- High self-monitors are adaptable, low self-monitors are consistent

#### 10. Proactive Personality

- Identify opportunities, show initiative, persevere for change
- Create positive change despite constraints

#### 11. Leadership Requirements Model (U.S. Army)

- Character Attributes: Values, empathy, ethos, discipline, bearing, confidence
- Presence Attributes: Military bearing, fitness, resilience, mental agility, innovation
- Intellect Attributes: Judgment, expertise
- Leads Competencies: Leads others, extends influence, builds trust
- Develops Competencies: Develops others, stewards profession
- Achieves Competency: Gets results

#### 12. Case Study: Samsung Leadership Development

- Three tailored programs for European leadership pipeline
- Competency domains: Leadership, Business Strategy, Operations, Leading Others, Personal Effectiveness

#### 13. Research Paper Summary

- Examines effects of core self-evaluations, transformational leadership on organizational commitment
- Both positively influence commitment, with transformational leadership having higher effect
- Vision articulation, promoting group goals, intellectual stimulation increase commitment

#### 14. Book Recommendation

- "The Spirit of Leadership" by Myles Munroe
- Defines attitudes of effective leaders and how to cultivate leadership abilities

#### 15. References

- Lists references from books, research papers and websites cited

### **Lecture 14**

Here are detailed notes for the lecture PDF on "Leadership and Team Effectiveness - Personality Traits and Leadership":

#### 1. Definitions of Personality

- Morton Prince (1924): Sum total of innate and acquired dispositions
- Allport (1961): Dynamic organization of psychological systems determining one's adjustment to environment
- Cattell (1965): That which permits prediction of behavior in a situation

## 2. Personality Determinants

- Heredity: Biological, physiological, inherent psychological factors
- Environment: Culture, family, experiences, socialization process

## 3. Personality Traits and Leadership

- Traits are recurring regularities/trends in behavior
- Trait approach maintains behavior stems from personal trait strengths
- Personality traits explain consistent behaviors across situations
- Leader behavior reflects interaction of traits and situational factors

## 4. Trait Theory of Leadership

- Assumes some innate traits are suited to leadership
- Aims to identify traits predicting leadership success and differentiating leaders from followers

## 5. Allport's Trait Theory

- Cardinal Traits: Dominate whole life, define the person
- Central Traits: General foundations of personality
- Secondary Traits: Situation-specific attitudes/preferences

## 6. Cattell's Trait Theory

- Surface Traits: Observable peripheral traits
- Source Traits: Represent personality structure, combinations of surface traits

## 7. Approach-Avoidance Framework

- Approach Motivation: Behavior driven by positive/desirable events
- Avoidance Motivation: Behavior driven by negative/undesirable events

## 8. The Big Five/OCEAN Model

- Represents personality descriptions in a five-factor model
- The five factors: Openness, Conscientiousness, Extraversion, Agreeableness, Neuroticism

## 9. Conscientiousness

- High: Competent, organized, dutiful, self-disciplined
- Low: Incompetent, disorganized, careless, impulsive

## 10. Agreeableness

- High: Trusting, straightforward, altruistic, modest, empathetic
- Low: Skeptical, demanding, stubborn, arrogant, unsympathetic

## 11. Extraversion

- High: Sociable, excitement-seeking, attention-seeking
- Low: Introspective, reserved, dislikes attention

## 12. Openness to Experience

- High: Curious, imaginative, unconventional
- Low: Predictable, unimaginative, dislikes change

## 13. Neuroticism

- High: Anxious, hostile, vulnerable, moody
- Low: Calm, confident, resilient

## 14. Implications of Big Five

- Explains consistencies in leader/follower behaviors
- Useful for self-insight, categorizing findings, profiling
- Traits are stable but can be modified through experience

## 15. Case Study: Costs of Being Nice (Agreeableness)

- Agreeable people earn less due to poorer negotiation, occupation choices, less leadership emergence
- But they are well-liked, happier at work/life

## 16. Research Paper Summary

- Proposes a "Leadership Big Five" model integrating leadership theories
- Aligns with the Big Five personality model
- Provides common language and describes a wide range of behaviors
- Correlates with engagement, performance outcomes

## 17. Book Recommendation

- "Personality: What Makes You the Way You Are" by Daniel Nettle
- Covers the science behind the five personality dimensions
- Includes personality assessment and insights

## 18. References

- Lists references from research papers, books and websites cited

## **Lecture 15**

Here are detailed notes for the lecture PDF on "Leadership and Team Effectiveness - Personality Types and Leadership":

### 1. Introduction

- Difference between personality traits and types
- Traits are characteristic patterns of behavior/motives that can be self-assessed or peer-assessed
- Types are collections of traits that make up broad personality classifications
- Typologies tend to put people into discrete psychological categories

## 2. Myers-Briggs Type Indicator (MBTI)

- Measures psychological preferences or "mental habits"
- Popular tool to understand communication preferences and interaction styles
- Over 2 million people take the MBTI annually
- Widely used in leadership courses, training programs, team building
- The 4 MBTI dimensions: Extraversion-Introversion, Sensing-Intuition, Thinking-Feeling, Judging-Perceiving
- Descriptions of characteristics and favored/disfavored careers for each of the 16 MBTI types
- Common uses: self-development, teamwork, stress management, career planning, communication, conflict resolution, leadership style, change management, diversity, organizational culture, problem-solving
- Limitations: Types not stable over time, major changes with age, behavior varies within types, can oversimplify behavior

## 3. Type A and Type B Personalities

- Individual characteristics classify people into Type A or B
- Based on differences in behavior and situational responses
- Type A: Competitive, easily angered, impatient, highly motivated, time urgency, need to succeed/control
- Type A symptoms: Hostility, time urgency/impatience, competitive drive
- Type B: Relaxed, easygoing, lower stress, enjoy but not obsessed with achievement, reflective

## 4. John Holland's Theory of Personality Types

- 6 personality types: Realistic, Investigative, Artistic, Social, Enterprising, Conventional
- People of the same type tend to cluster and create environments fitting their type
- Congruence between personality and occupational environment leads to satisfaction/success
- Descriptions of each type's interests, skills, values, self-perceptions

## 5. Case Study: The Power of Quiet (by Susan Cain)

- Arguments: Society sees itself as extraverted, introversion driven underground, extraversion overvalued
- Encourages valuing introverts/extraverts equally to unlock "power of quiet"
- Discussion questions on agreeing with arguments, preferring introversion/extraversion, self-perception

## 6. Research Paper Summary

- Studied relationship between personality (MBTI) and transformational leadership
- Leaders' self-ratings differed from subordinate ratings



- Leaders felt E,N,P preferences favored transformational leadership
- Subordinates felt S preference favored it
- Implications for leadership training using MBTI

#### 7. Book Recommendation

- "Psychological Types" by Carl Jung
- Introduced extraversion/introversion concepts
- System for understanding behavior, relationships, organizations through psychological types

#### 8. References

The notes cover all the key points, sub-points, examples and implications discussed in the lecture PDF in detail. Let me know if you need any clarification or have additional questions!