

## **Lec1 - Introduction to Leadership and Team Effectiveness**

Here are detailed notes covering all the points and sub-points from the lecture PDF:

### **1. Introduction**

- Leadership defined as ability to influence group towards achieving vision/goals
- Leadership is a process of **interpersonal relationships** to influence behavior for objectives
- Organizations need strong leadership and management for optimal effectiveness
- Leaders needed to challenge status quo, create visions, inspire members

### **2. What is Leadership?**

- Definitions from researchers:
  - Inducing subordinates to behave in desired manner
  - Influencing organized group towards goals
  - Focusing resources to create opportunities
  - Creating conditions for effective teams
  - Getting results and building teams

### **3. Leadership - Science or Art?**

- Emphasis on leadership as field of scholarly inquiry (science)
- And practice of leadership which varies across leaders (art)
- Some effective leaders without formal training
- Some scholars may be poor leaders themselves
- Skills in analysis and situational response vary, so partly art

### **4. Leadership - Rational or Emotional?**

- Involves rational side (reason, logic)
- And emotional side (inspiration, passion)
- Leaders use rational techniques and emotional appeals
- Must weigh rational & emotional consequences
- Example: Civil rights movement based on principles and emotions

### **5. Leadership vs Management**

- Management associated with: efficiency, planning, procedures, control, consistency
- Leadership associated with: risk-taking, dynamism, creativity, change, vision
- Leaders do the 'right' things, managers do things 'right'

### **6. Teams**

- Group with complementary skills working towards common goals
- Generate positive synergy through coordinated effort
- Definitions emphasize: common purpose, interdependence, collaboration

### **7. Team Management**

- Binding team together through activities to achieve targets
- Members should have similar interests/objectives

- Provide overall leadership for the enterprise

#### 8. Types of Teams

- Problem-solving teams: Discuss improvements, no implementation authority
- Self-managed teams: Handle supervisor responsibilities, self-selection
- Cross-functional teams: From different areas, for specific tasks
- Virtual teams: Use technology to unite dispersed members

#### 9. Effective Team Characteristics

- Clear task understanding
- Appropriate membership
- Shared team norms
- Flexible leadership authority

#### 10. Case Study

- Options for leadership response when assigning new responsibility to high-performing team

#### 11. Research Paper Summary

- Studied contingent reward as moderator for democratic leadership -> org performance
- Found contingent rewards enhance the positive relationship

#### 12. Book Recommendations

- "Leadership: Enhancing Lessons of Experience" by Hughes et al.
- "The Leadership Challenge" by Kouzes and Posner

The notes comprehensively cover the key topics, definitions, contrasts between leadership and management, team types, characteristics for effective teams, the case study, research paper findings, and book recommendations.

### **Lec2 -**

Here are detailed notes covering all the points and sub-points from the lecture PDF on Leadership Myths and Facts:

#### 1. Myths and Facts about Leadership

- Much written about leadership rules, styles, impressive leaders
- But some leadership facts we fail to identify and understand

#### 2. 12 Common Myths about Leadership

Myth 1: Leaders are of only 1 Type

Fact: Leaders exhibit mix of leadership styles like:

- Lewin's 3 styles: Authoritative, Participative, Delegative

- Goleman's 6 styles: Visionary, Coaching, Affiliative, Democratic, Pacesetter, Commanding
- Likert's 4 styles: Exploitative Authoritative, Good-hearted Authoritative, Consultative, Participative

Myth 2: Leaders are Born, not made

Fact: Leadership is a process of becoming a leader through proper environment and exposure

Myth 3: Let them be the Leader

Fact: Leadership begins with you through lifelong learning

Myth 4: Leadership is Sole Act

Fact: Leadership is shared responsibility in a team

Myth 5: Leadership exists only at the top

Fact: Effective leadership needed at various levels in an organization

Myth 6: Leaders are Charismatic

Fact: Trust more important than charisma; Quiet leaders better in some fields

Myth 7: Good Leadership is All Common Sense

Fact: Leaders need situational awareness - know when to persevere or change

Myth 8: Only School is School of Hard Knocks

Fact: Formal study complements and accelerates learning from experience

Myth 9: Leadership is a Rare Skill

Fact: Many have inherent leadership qualities that emerge in opportunities

Myth 10: Extroverted Leaders are Preferred

Fact: Many successful introverted leaders like Buffett, Obama, Mayer

Myth 11: Leadership is About Results, Not People

Fact: Focusing only on results burns out people over long-term

Myth 12: Management Equals Leadership

Fact: Management is oversight and maintaining; Leadership is vision and coaching

### 3. Case Study: Richard Branson

- Built Virgin Group from small startup to billion-dollar enterprise
- Relied on empowering people's ideas and creativity to fuel success
- Questions on classifying him as manager or leader, myths his success disproves

#### 4. Research Paper Summary

- Studied qualities of "Awakened Leaders" based on interviews
- Findings: Morals, values, ethics, integrity, listening etc. make them outstanding
- Implications for developing such leadership skills

#### 5. Book Recommendations

- "Leaders: Myth and Reality" by Mangone, Eggers, McChrystal
- "The Mythical Leader" by Ron Edmondson

The notes comprehensively cover the 12 leadership myths, the contrasting facts, the case study on Richard Branson's leadership, key points from the research paper, and book recommendations on leadership myths.

### **Lec 3**

Here are detailed notes covering all the points and sub-points from the lecture PDF on Leadership Myths and Facts:

#### 1. Myths and Facts about Leadership

- Much written about leadership rules, styles, impressive leaders
- But some leadership facts we fail to identify and understand

#### 2. 12 Common Myths about Leadership

Myth 1: Leaders are of only 1 Type

Fact: Leaders exhibit mix of leadership styles like:

- Lewin's 3 styles: Authoritative, Participative, Delegative
- Goleman's 6 styles: Visionary, Coaching, Affiliative, Democratic, Pacesetter, Commanding

- Likert's 4 styles: Exploitative Authoritative, Good-hearted Authoritative, Consultative, Participative

Myth 2: Leaders are Born, not made

Fact: Leadership is a process of becoming a leader through proper environment and exposure

Myth 3: Let them be the Leader

Fact: Leadership begins with you through lifelong learning

Myth 4: Leadership is Sole Act

Fact: Leadership is shared responsibility in a team

Myth 5: Leadership exists only at the top

Fact: Effective leadership needed at various levels in an organization

Myth 6: Leaders are Charismatic

Fact: Trust more important than charisma; Quiet leaders better in some fields

Myth 7: Good Leadership is All Common Sense

Fact: Leaders need situational awareness - know when to persevere or change

Myth 8: Only School is School of Hard Knocks

Fact: Formal study complements and accelerates learning from experience

Myth 9: Leadership is a Rare Skill

Fact: Many have inherent leadership qualities that emerge in opportunities

Myth 10: Extroverted Leaders are Preferred

Fact: Many successful introverted leaders like Buffett, Obama, Mayer

Myth 11: Leadership is About Results, Not People

Fact: Focusing only on results burns out people over long-term

Myth 12: Management Equals Leadership

Fact: Management is oversight and maintaining; Leadership is vision and coaching

### 3. Case Study: Richard Branson

- Built Virgin Group from small startup to billion-dollar enterprise
- Relied on empowering people's ideas and creativity to fuel success
- Questions on classifying him as manager or leader, myths his success disproves

### 4. Research Paper Summary

- Studied qualities of "Awakened Leaders" based on interviews
- Findings: Morals, values, ethics, integrity, listening etc. make them outstanding
- Implications for developing such leadership skills

### 5. Book Recommendations

- "Leaders: Myth and Reality" by Mangone, Eggers, McChrystal
- "The Mythical Leader" by Ron Edmondson

The notes comprehensively cover the 12 leadership myths, the contrasting facts, the case study on Richard Branson's leadership, key points from the research paper, and book recommendations on leadership myths.

## Lec 4

Here are detailed notes covering all the points and sub-points from the lecture PDF on the Interactional Framework for Analyzing Leadership:

## 1. Looking at Leadership Through Several Lenses

- Studying only leaders provides partial view
- Leadership depends on situation and followers too, not just leader's qualities
- Clearest picture through multiple lenses - leader, followers, situation

## 2. The Interactional Framework

- Framework depicts leadership as function of leader, followers, situation
- Examining interactions in overlap areas leads to better understanding
- Leadership is result of complex leader-followers-situation interactions

## 3. The Leader

- Individual aspects: personal history, interests, traits, motivation
- Effective leaders differ from followers/ineffective leaders in personality, abilities, skills, values
- Leader selection method (appointed vs elected) affects credibility and legitimacy
- Leader's experience in the organization is important

## 4. The Followers

- Relevant aspects: expectations, personality, maturity, competence, motivation
- Number of followers and their trust/confidence in leader are factors
- Leadership and followership can be indistinguishable (Mobius strip concept)

## 5. Changing Roles for Followers

- Greater power sharing and decentralized authority
- Followers becoming proactive, skilled at upward influence, flexible

## 6. The Situation

- Leadership makes sense in context of leader-followers interaction in situation
- Situation is ambiguous aspect of framework

## 7. Leader-Follower-Situation Interactions

- Leaders create environments for follower innovation and growth
- Leaders motivate through personal, intangible factors and redefine responsibilities

## 8. Manager-Follower-Situation Interactions

- Managers emphasize routines, control of behavior through job descriptions
- Managers motivate through extrinsic, contractual consequences
- Managers accept given situation definitions, affect change through control

## 9. Drawing Lessons From Experience

- Right behavior depends on situation, but some behaviors clearly inappropriate
- Not saying leader behavior doesn't matter

## 10. Summary

- Leadership is dynamic leader-followers-situation interaction
- Study must include followers and situation
- Interactive nature helps understand changing relationships and complexity
- Awareness of influencing factors can enhance leadership

#### 11. Case Study: Jovita Carranza at UPS

- Rose through ranks at UPS through determination and commitment
- Took on new challenges, focused on teamwork and staff development
- Questions on her skills as leader, effect of experience, corporate vs govt role

#### 12. Research Paper Summary

- Challenges universal leadership traits/behavior assumptions
- Shows 360-degree assessments vary based on context
- Leaders need to tailor behavior to situation for effectiveness

#### 13. Book Recommendations

- "Successful Global Leadership" by Ramon Henson
- "Leadership: Enhancing Lessons of Experience" by Hughes et al.

The notes cover the key concepts of the interactional framework, the three elements of leader, followers and situation, their interactions, changing follower roles, drawing lessons from experience, the UPS case study, research findings on leadership behaviors varying by context, and book recommendations.

### Lec 5

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

#### 1. Leader Development vs. Leadership Development

- Leader Development: Developing individuals' perspective, knowledge, skills and abilities (human capital)
- Leadership Development: Focused on promoting networked relationships among individuals, developing trust, enhancing reward systems to encourage collaboration (social capital)

#### 2. Your First 90 Days as a Leader

##### a. Before You Start: Do Your Homework

- For candidates interviewing, do thorough preparation
- Review organization's website, reports, press releases, marketing materials
- Use social media to set up informational interviews with insiders
- Find answers to: Why is organization hiring for this role? What can make the team more effective? What's working/not working? What key issues are there?

b. The First Day: Make a Good First Impression

- Meet your new boss (1 hour meeting)
  - Discuss team objectives, metrics, key projects
  - Understand boss's view of team strengths and weaknesses
  - Discuss meeting schedules and communication preferences
  - Share your plans for the first day and weeks
- Meet your entire new team

c. The First Two Weeks: Lay the Foundation

- Objectives: Learn as much as possible, develop relationships, identify future allies
- Meet 1-on-1 with team members (2-3 hour meetings)
  - Learn about their work, objectives, people issues
  - Get their advice and how you can help them
- Meet peers
  - Understand their objectives, challenges, structure
  - Get their perspective on your team's strengths and weaknesses
  - Learn how to best communicate with the boss
  - Understand how issues get raised and decisions made
- Meet star performers
- Meet external customers, suppliers, former team leader

d. The First Two Months: Strategy, Structure, Staffing

- Gather benchmarking data from other organizations
- Combine all inputs to determine proper team direction
- "Socialize" ideas with boss and peers before making personnel decisions

e. The Third Month: Communicate and Drive Change

- Articulate vision of future and how team will win
- Define expectations for team members
- Off-site meeting:
  - Agree on critical attributes/values and behaviors for team
  - Create team scorecard with specific goals and metrics
  - Establish meeting cadence and engagement rules
  - Form task forces for key change initiatives

3. Research Paper Summary

- Title: "Embracing leadership: a multi-faceted model of leader identity development"
- Authors: Wei Zheng, Douglas Muir
- Leadership development often has skill focus, but deeper identity changes occur
- 3 key facets of leader identity development:
  - 1) Expanding boundaries
  - 2) Recognizing interdependences
  - 3) Discerning purpose
- Broadening view of leadership + co-evolving these 3 facets leads to stronger leader identity



- Findings can guide leadership development activities

#### 4. Case Study: Laura at Non-Profit Agency

- Associate director overseeing skill-building programs evaluation
- Challenges:
  - High staff turnover, overworked employees
  - New inexperienced managers
  - Not sharing key info like budgets
  - Communication issues - "glass half empty" style
- Discussion Questions:
  - 1) How to effectively use management and leadership?
  - 2) Steps to build staff confidence?
  - 3) Advice to improve her leadership skills?

#### 5. Book Recommendations

- The Art of Leadership by Manning & Curtiss
- LEADERSHIP: Enhancing Lessons of Experience by Hughes et al.