

UNSW  
**ELEC4122/GSOE9510**  
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LECTURE OUTLINE  
**Leadership, teams & responsibility**

*Leadership* ... **is** influencing group members to achieve its goal; ... **is** activity/task;  
... **is not** status/title/identity, coercion, control/management/admin.

**It produces change!** (good/bad?)

perspectives on **effective** leadership

- (i) It depends on the leader:
  - character (ethics), skills & what can/chooses to emphasise
- (ii) It depends on **current** circumstances.
- (iii) It depends on followers: their needs, culture/expectations, ...
  - It is a complex relationship betw leader & followers, involving each others' personalities & ambitions, and guided by their ethics!
- (iv) It transforms values/goals of followers to match the leader's.

A word on '*followership*.'

People seek out guidance/direction.

- loyalty, but limited by ...
- compromise
- communicate

Simple obedience relates to ethics of follower.

Most engineers work in project **teams** (non-hierarchical, temporary).  
No-one has all skills; creativity enhanced by human interactions.

‘conditions for effectiveness’ & ‘characteristics of excellence’ of **productive teams**

- (i) pre-conditions —  
formation: shared clear goal; external support & resources; competent members  
structure: goal-related; agreed comm method, specific responsibilities, ‘standards’
- (ii) while working —  
unity, morale; goal focussed; active, positive leadership (monitors, **acts as needed**)

**effective team structures** (*cf* system design principles)

- recognise individuals’ differences: ...
- are transparent:
- provide prompt feedback, ‘rewards’
- allow for failures (role of chance, human fallibility) = not ‘blaming’

And all teams need an agreed way to make choices.

Engineers in leadership have *expert authority* (i.e. based on expertise).

‘*technocratic*’ *decision/recommendation* — by ‘expert’ in *relevant* technology.  
[*cf* medical treatment]

**objective** optimisation, ... against **subjective** criterion.

General principles of Aust company law imply ‘senior officers’ of ‘public’ companies have duties:

- disclose ‘all’ information to public
- act in ‘good faith’ (& avoid conflict of interest!)
- ‘duty of care’ to company
- not trade if insolvent

Law, backed by state’s coercive force, has limited scope & power.

refer Northouse; Kotter ch1; Beder ch10; Dowling et al ch5; acknowledging Prof. Joellen Riley