

# MOT121A Leadership and Technology Management

2023-2024

Dr. Robert M. Verburg  
Module Manager

# MOT121A Course Schedule

	Time	Place	Topic	Chapters	Professor
1	Wednesday September 6, 2023	TPM-A 10.45 – 12.30	The Changing Context of Work And the nature of innovation	1,2	RV
2	Wednesday September 13, 2023	TPM-A 10.45 – 12.30	Organizing and Strategizing for innovation	3,4	RV
	Introduction days	Introduction days	Introduction days	Introduction days	
3	Wednesday September 27, 2023	TPM-A 10.45 – 12.30	Projects, Teams and Open Innovation	5,6	RV
4	Wednesday October 4, 2023	TPM-A 10.45 – 12.30	Best Practices	articles	NP
5	Wednesday October 11, 2023	TPM-A 10.45 – 12.30	Leadership, Management and Power	7	RV
6	Wednesday October 18, 2023	TPM-A 10.45 – 12.30	Explicit and implicit Digital Connectivity Future Developments	8,9,10	NP
7	Wednesday October 25, 2023	TPM-A 10.45 – 12.30	Recap and exam info. Presentations group assignments		RV, AS
Final Exam	Tuesday November 7, 2023	Dreibelweg-Hall 1	Digital exam with essay questions	All materials	



# Last time: Mandatory articles

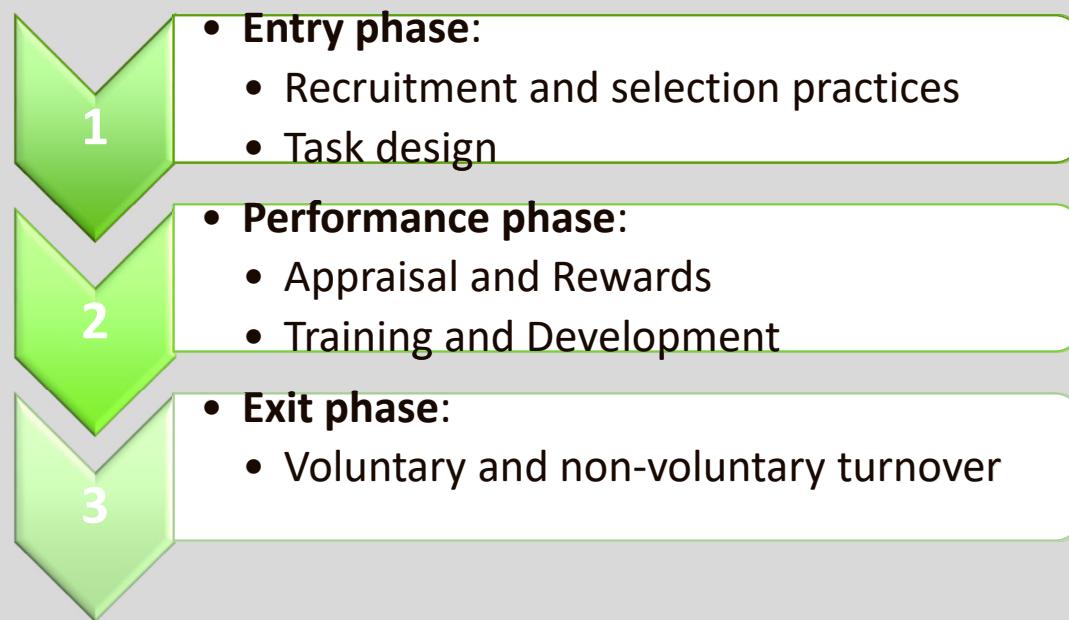


1. Criscuolo, P., Salter, A., & Wal, A. L. J. T. (2014). Going Underground: Bootlegging and Individual Innovative Performance. **Organization Science**, 25(5), 1287-1305.
2. Mohammadi, A., Broström, A. and Franzoni, C. (2017), Workforce Composition and Innovation: How Diversity in Employees' Ethnic and Educational Backgrounds Facilitates Firm-Level Innovativeness. **Journal of Product Innovation Management**, 34, 406-426.
3. Khanagha, S., Volberda, H. W., Alexiou, A., & Annosi, M. C. (2022). Mitigating the dark side of agile teams: Peer pressure, leaders' control, and the innovative output of agile teams. **Journal of Product Innovation Management**, 39(3), 334-350.

# Last time



- ❖ Resource based view (RBV)
- ❖ Dynamic Capabilities
- ❖ Employment Management
- ❖ Recruitment and Selection
- ❖ Performance Management
- ❖ Training and Development
- ❖ Compensation and Rewards



Next week, Wednesday 18/10/2023

## Guest Lecture

Leadership's role on the power  
of Innovation at Uber



Uber

Ash Kebriti, Sr Director of EMEA  
Operations  
Ricardo Pinho, Sr Operations  
Manager, EMEA

# Today

What motivates people?

The nature of leadership and power

Charisma

# How do Human Resources contribute to Sustained Competitive Advantage?

1. Employees are a source for success
2. From control to commitment
3. Line managers are primarily responsible
4. Alignment with business strategy
5. Involvement of topmanagement



# What is motivation?

- Motivation (from Latin *movere* = to move) is a major determinant of our behavior;

Main issues are:

1. Motives may be **innate** (drives) or **acquired** (learned)  
= dispositions vs. situational factors
2. Different ways of using the term “motivation”  
= different theories

## And especially what motivates them?

Highly trained professionals, specialized engineers are assets that are not only hard to obtain and difficult to keep but also hard to manage in today's distributed international work environments



Gold collar workers

# What Motivates people?

Autonomy

Mastery

Purpose



*Leadership* is defined as the process by which an individual influences others in ways that help attain group or organizational goals

# What makes leadership an elusive concept?

1. Leadership is primarily in the eye of the beholder
2. It is easier to believe in leadership than to proof it
3. There is no denying the fact that we have a tendency to overestimate the importance of leaders.
4. There are not many good examples of leadership in practice.

Consider those whom you would call leaders (business or political figures) alive now or in recent decades.

Please, provide 3 examples.

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business leaders



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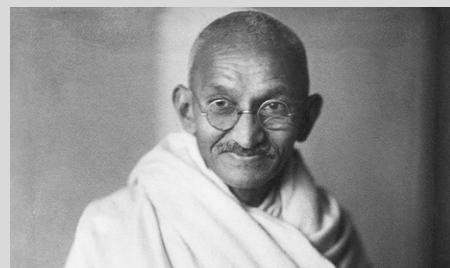
political leaders



Consider those whom you would call leaders (business or political figures) alive now or in recent decades.

Please, provide 3 examples.

Mahatma Gandhi, Mother Teresa (historical leaders)



Consider those whom you would call leaders (business or political figures) alive now or in recent decades.

Please, provide 3 examples.

*What do they have in common ?*

# What characteristics, skills, abilities and traits do they have in common?

The **trait approach** (recognizes that great leaders possess key traits that set them apart from most others, traits that remain stable over time and across different groups.

Traits: optimism, a fighting spirit, fairness, humour, expertise ,intelligence, determination and stamina, nurturance, caring and warmth, etc.

## Is the trait approach useful?

Yes, but the **behaviour approach** to leadership focuses on what leaders do

Leaders are likely to be most successful when they demonstrate high concern for both people (consideration) and production (initiating structure)

# Is this the full picture?

What about inspiration and charisma?

**Transformational Leadership**

Intellectual stimulation

Interpersonal consideration

Inspiration

Morality

# How do you become a charismatic leader?

1. Extraordinary person (leader)
2. Social crisis (situation)
3. Radical solution (vision)
4. Followers who believe in the solution
5. Validation by repeated successes...

## But what about management?

The primary function of a LEADER is to create the essential purpose or mission of the organization and the strategy for attaining it

The job of the MANAGER is to implement that vision. He or she is responsible for achieving that end, taking the steps necessary to make the leader's vision a reality

Exercise (see Brightspace)

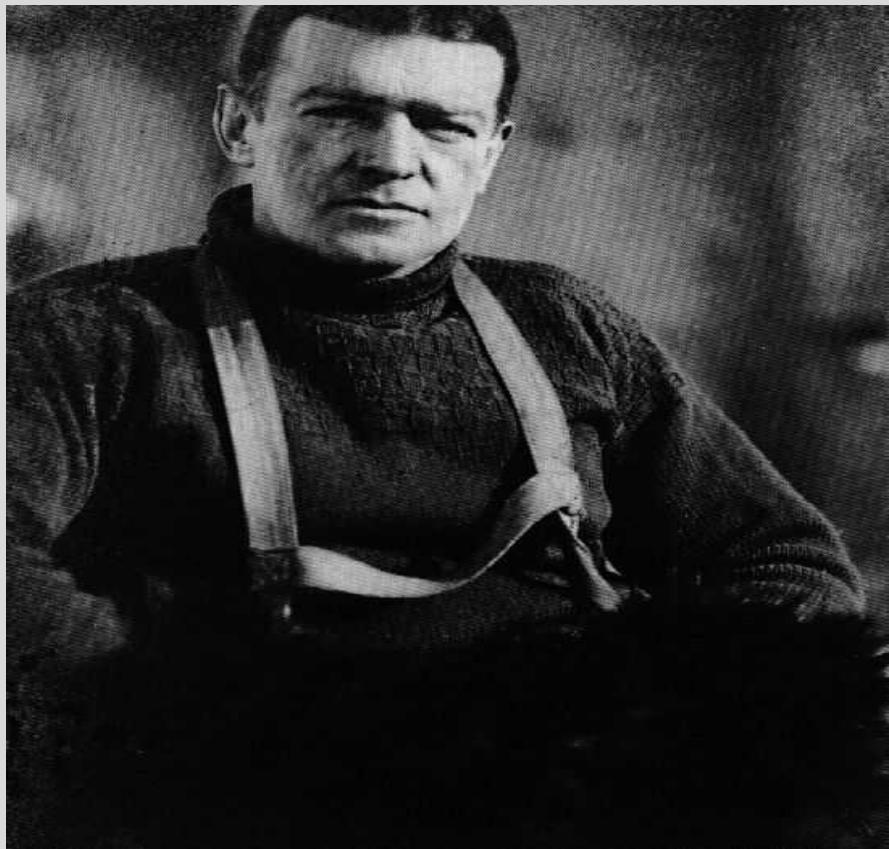
An example of an extraordinary leader



# MOT 1524 Non-mandatory Assignment: Do you regard Shackleton as charismatic?

1. List a number of **traits** of Shackleton?
2. List a number **leadership behaviors** of Shackleton?
3. What are the positive effects of his leadership?
4. Are there any negative effects?
5. Would a leader like Shackleton be effective for leading an advanced technology firm today?

## (1) List a number of traits of Shackleton?



‘He was a tower of strength and endurance  
and he never panicked in any emergency’

(Walter How, seaman and sail maker, Endurance expedition)

‘To serve such a leader, is one of the  
greatest pleasures of the trip’

(Thomas Orde-/-lees, storekeeper and motor  
expert, Endurance expedition)

‘He led, he did not drive’

(G. Vibert-Douglas, geologist, Quest expedition)

## (1) Shakleton's “traits” include:

- optimism (which he also wanted in his crew)
- a fighting spirit,
- fairness,
- humor,
- expertise
- intelligence,
- determination and stamina,
- nurturance, caring and warmth.

Etc.

## (2) Shakleton's "behaviors" include:

Shackleton shows many behaviors related to charismatic or transformational leadership, including:

- **individualized consideration,**
- **inspiring and visioning,**
- **role-modeling,**
- **innovativeness**
- **self-sacrificial behavior , and**
- **Focus on loyalty.**

Other behaviors include:

- strict selection, attention for team formation and teambuilding, matching of skills and desires to tasks, low status differences, keeping troublesome crew close, strong second in command.

(3) What are the positive effects of his leadership?



### (3) What are the positive effects of his leadership?

His traits and behaviors as put forward above, led to a number of positive outcomes:

- Shackleton inspired a number of people to join his expedition. He had no trouble to sell his idea to cross Antarctica on foot.
- He served as a great role model to others. He was also especially aware of this as he had to make important decisions during of the expedition.
- He instilled a strong sense of optimism, cohesion and survival among his crew. In the end all crew members survived.

## (4) Are there any negative effects?



## (4) Are there any negative effects?

His role of expedition leader was not all positive.

- Although, the overall survival of all crew during the expedition seems quite heroic, his original idea for an expedition to 'cross Antarctica on foot' is debatable or even questionable. His strong sense of persuasion made people enthusiastic for an actual very dangerous mission with a rather small chance for success.
- His style was also rather patriarchic leading to strong dependency of others on him and he showed some extreme stubbornness (e.g. in going ahead against advice).

(5) Would a leader like Shackleton be effective for leading advanced technology firm today?



(5) Would a leader like Shackleton be effective for leading advanced technology firm today?

Answers to this question vary. Some might say that an inspirational leader, such as Shackleton, would serve great in innovation driven contexts. However, others might argue that a Shackleton kind of leader would be very risky in such a role. What do you think?

# Sample ANS exam questions on Brightspace

*At a growing number of innovation driven firms, technical employees are expected to spend 20% of their time on projects other than their core job, and similarly managers are required to spend 20% of their time outside the core business, and 10% to completely new products, services and/or business models. These are usually contractual obligations, reinforced by performance reviews and peer pressure.*

•••

Text

c To what extend will the above practices lead to higher innovation outcomes? Explain your answer carefully and start by showing what you mean by innovation outcomes.

•••

2.0 points · Open

# For next week

Chapters 8,9,10

**Leadership's role on the power  
of Innovation at Uber**



Ash Kebrti, Sr Director of EMEA  
Operations  
Ricardo Pinho, Sr Operations  
Manager, EMEA

# Thank you !

The MOT 1524 Course Team

Robert Verburg, lecturer

Nikos Pachos, lecturer,

Sander Smit, moderator group assignment