



# **Change Management in Software Development Organizations**

## **DIT035, 7.5 credits**

### **Lecture 5: Change Leadership**

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# Agenda

- Reflections on assignments
- Introduction to leadership
- Landscape of leadership body of knowledge
- Transformational leadership
- Traits
- Behaviors
- Decision-making styles
- Diversity





# Assignments reflection

- ◊ Nice start of identifying concepts
- ◊ Summary vs Reflective essay - Sequential listing of theories
- ◊ Formatting: single column, reasonable size of text ☺
- ◊ Quoting vs too much quoting ☺
- ◊ References:
  - ◊ Spacing and punctuation points
  - ◊ Doublimating references

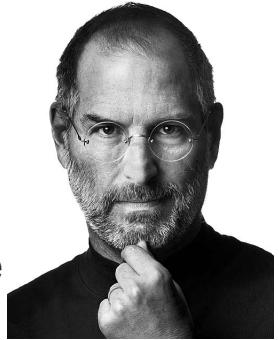


# Change management--or change leadership? (Gill, 2010)

# What is the face of leadership?

- ◊ There are many role leaders in:

- ◊ In business



- ◊ In entertainment, sports, life-style



- ◊ In religions



- ◊ In politics



# Why is leadership so popular?

- 100.000s of books exist about leadership





# What is Leadership?

What are your thoughts about leadership?

- Let's split in groups of 3-ish and discuss for 5 minutes: What is leadership?
- Please chose one sentence and write it down



# What is Leadership?



# Transformational Leadership

- ◊ Difference between management and leadership
  - ◊ Is management “good” or “bad”?
- ◊ Leader VS Manager



# Landscape of leadership research

Individual

- ∅ Trait perspectives

- ∅ Behavioral perspectives

VS Relational perspectives of leadership

- ∅ Situational and contingency approaches
- ∅ Transactional perspectives
- ∅ Transformational perspectives

# Transformational Leadership

- ◊ Personal Relations rather than hierarchy and formal roles – *idealized influence*
- ◊ Inspiration rather than rewards or threats – *inspirational motivation*
- ◊ Empowerment rather than power – *intellectual stimulation*
- ◊ Coaching rather than prescriptions or instructions – *individualized consideration*

# Transformational Leadership

- ◊ Personal Relations rather than hierarchy and formal roles – idealized influence
- ◊ Inspiration rather than rewards or threats – inspirational motivation
- ◊ Empowerment rather than power – intellectual stimulation
- ◊ Coaching rather than prescriptions or instructions – individualized consideration

Do these principles ring any bells? → Agile manifesto

# Transformational Leadership and Gill (2010)

Dimensions of leadership:

- Thinking



# Transformational Leadership and Gill (2010)

Dimensions of leadership:

- Thinking
- Meaning



# Transformational Leadership and Gill (2010)

Dimensions of leadership:

- Thinking
- Meaning
- Feeling



# Transformational Leadership and Gill (2010)

Dimensions of leadership:

- Thinking
- Meaning
- Feeling
- Doing



# Leader Traits

Focus on:

- Extraversion
- Openness
- Conscientiousness
- Emotional Intelligence

Are leaders only born then?

Is leadership a talent?

Is the ultimate objective then to select leaders?



**charisma**

/kə'rizmə/

*noun*

1. compelling attractiveness or charm that can inspire devotion in others.  
"he has tremendous charisma and stage presence"

Similar:

charm

presence

aura

personality

force of personality



# Leader Behaviors

Theories propose that behaviors differentiate leaders from non leaders

- Structure focused and production orientation VS
- Consideration and Employee orientation

Are leaders trained?

Is leadership a skill/competency?

Is the ultimate objective then to develop leaders?

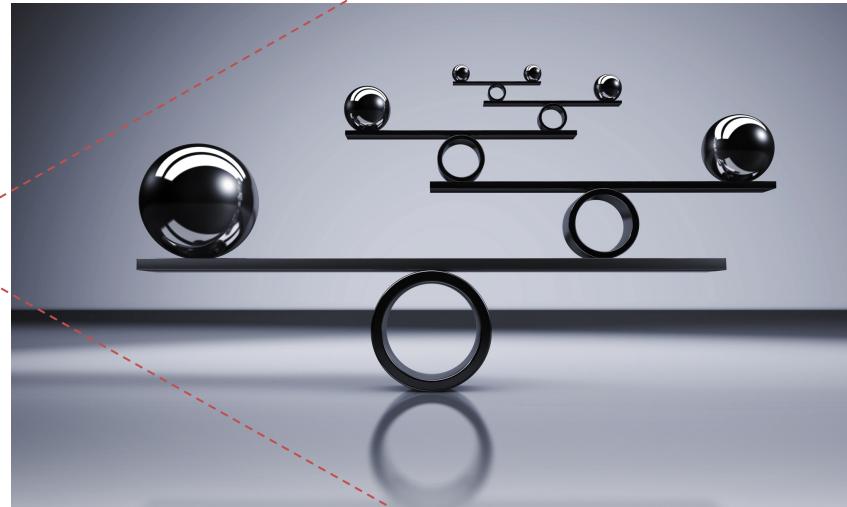


# Leader Decision-making styles

- Authoritarian
- Democratic
- Laissez-faire

Decision-making theory:

- Perception & judgement
- Rationality VS Irrationality VS Non-rationality
- Heuristics and biases



# Diversity in Leadership

If you make a leadership assessment of an environment you exist in: is current leadership good? Could it be improved with more diversity? How, why?

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Add Mentimeter slides directly to your PowerPoint presentation!

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Slide link

<https://www.mentimeter.com/app/presentation/asdfakn3290874y/dfvh873>

Select

How does it work?

# Diversity in Leadership

If you make a leadership assessment of an environment you exist: is current leadership good? Could be improved with more diversity, why?

- Both gender and culture impact on a leader's style/behavior, emergence, and effectiveness
- Very low percentage of C-level executives are women/non-white
- Glass ceiling
- Glass cliff

# Transformational Leadership – How?

Remember definitions from the start?

- Transformational leadership is:
  - concept
  - process (according to Gill (2010))
- Leadership is not a “thing”





# Transformational Leadership – How?



Vision

# Transformational Leadership – How?



Vision



Values &  
Culture

# Transformational Leadership – How?



Vision



Values &  
Culture



Strategy

# Transformational Leadership – How?



Vision



Values &  
Culture



Strategy



Empowerment

# Transformational Leadership – How?



Vision



Values &  
Culture



Strategy



Empowerment



Motivation &  
Inspiration



# Exercise

- ✿ Define and explain the key concepts of the theory from Gill (2010)

Use correct citation and reference technique following the APA style.