

Quick Reference on Great Leadership (1)

Mary Parker Follett's Leadership Essentials

1. Understand the whole and evolving situation: see the interrelationship of all the parts.
2. Have a vision of the future: see all the future trends and unite them.
3. Have the spirit of adventure: have the courage to try new paths and the judgement to measure results.
4. Honour the invisible leader – common purpose: keep it clearly before the group.
5. Teach followers to become leaders: how to handle their problems themselves and make their own decisions.

Source: P. Graham, ed. (1995). **Mary Parker Follett: Prophet of Management**. Boston: Harvard Business School Press, pp. 168-175.

Five leadership Practices

- **Model the Way:** find your voice; clarify your personal values, set the example with actions.
- **Inspire a Shared Vision:** imagine exciting and ennobling possibilities; enlist others by appealing to shared aspirations.
- **Challenge the Process:** seek innovative ways to change, grow and improve; experiment and take risks; generate small wins and learn from mistakes.
- **Enable Others to Act:** foster collaboration; share power and discretion.
- **Encourage the Heart:** recognize contributions; celebrate values and victories.

Source: J. Kouzes & B. Posner, (2002). **The Leadership Challenge**. San Fran.: Jossey-Bass, p. 22.

For many complex decisions, all the data in the world can't trump the lifetime's worth of experience that informs one's gut feeling, instinct or intuition. Good intuitive decision making results from deep wells of experience wherein great leaders and managers recognize patterns at lightening speed.

Source: K. Matzler et al. (Fall 2007). *Intuitive decision making*. MIT Sloan Management Review.

The Basic Building Blocks of Leadership

1. Learn from experience.
2. Develop teachable points of view about both how to build and run an organization and how to develop other leaders.
3. Generate sound ideas for how the organization will add value and succeed.
4. Instill values that help the organization reach its goals.
5. Create positive emotional energy.
6. Make tough decisions.
7. Pull all the other elements together into vibrant stories that motivate others to reach for a better future.

Source: N. Tichy (1997). **The Leadership Engine**. New York: HarperBusiness, p. 199.

The Hierarchy of Leadership

LEVEL 5 LEVEL 5 EXECUTIVE

Builds enduring greatness through a paradoxical combination of personal humility plus professional will.

LEVEL 4 EFFECTIVE LEADER

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.

LEVEL 3 COMPETENT MANAGER

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2 CONTRIBUTING TEAM MEMBER

Contributes to the achievement of group objectives; works effectively with others in a group setting.

LEVEL 1 HIGHLY CAPABLE INDIVIDUAL

Makes productive contributions through talent, knowledge, skills and good work habits.

Source: J. Collins (January 2001). *Level 5 leadership: The triumph of humility and fierce resolve*. Harvard Business Review: 70.



Quick Reference on Great Leadership (2)

Emotional Intelligence: A Foundation for Great Leadership

Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.
Self-Regulation	the ability to control or redirect disruptive impulses and moods the propensity to suspend judgement – to think before acting
Motivation	a passion to work for reasons that go beyond money or status a propensity to pursue goals with energy and persistence
Empathy	the ability to understand the emotional makeup of other people skill in treating people according to their emotional reactions
Social skill	proficiency in managing relationships and building networks an ability to find common ground and build rapport

Source: D. Goleman (November-December 1998).
What makes a leader? Harvard Business Review: 95.

Leadership for Different Situations

	<i>Commanding</i>	<i>Visionary</i>	<i>Affiliative</i>	<i>Democratic</i>	<i>Pacesetting</i>	<i>Coaching</i>
<i>The leader's modus operandi</i>	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future.
<i>The style in a phrase</i>	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now."	"Try this."
<i>Underlying emotional intelligence competencies</i>	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
<i>When the style works best</i>	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
<i>Overall impact on climate</i>	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Source: D. Goleman (March-April 2000). *Leadership That Gets Results*. Harvard Business Review.

