15.394 Designing and Leading the Entrepreneurial Organization

MIT Sloan School of Management

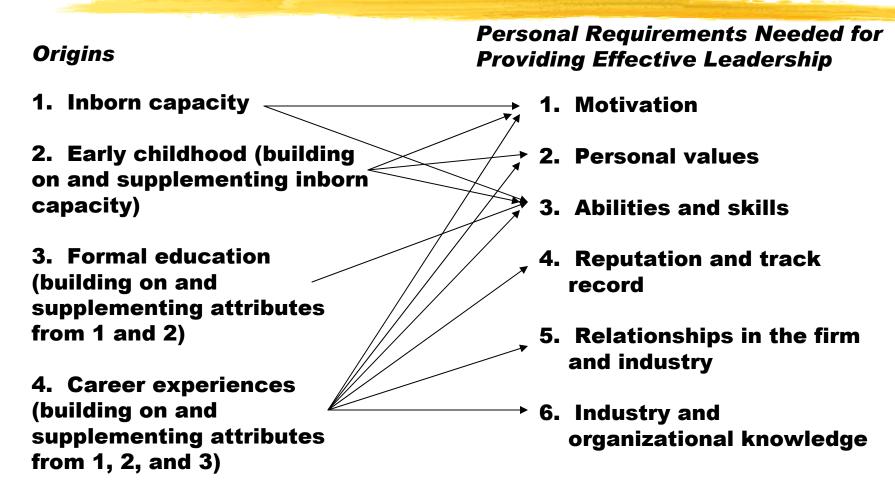
Why Managers Derail

The second secon	
Source of Initial Success	Can Become Fatal Flaws
Makes an impressive impact in -	Seen as too narrow in a
functional or technical area	particular area
Seen as uncommonly bright -	Intimidating; dismissive of other people's ideas
Extremely loyal to the	Defines life in terms of work;
organization	expects others to do the same
Capable of considerable charisma	Uses selectively to manipulate
and warmth	other people
Does whatever is required to achieve success	Does what is necessary to achieve personal success, even at the expense of others in the organization
	Makes an impressive impact in functional or technical area Seen as uncommonly bright Extremely loyal to the organization Capable of considerable charisma and warmth Does whatever is required to

Adapted from:

Morgan W. McCall, *High Flyers: Developing the Next Generation of Leaders*. (1998) Harvard Business School Press

Origins of the Characteristics Required to Provide Effective Leadership



NOTE: Primary effects only (e.g., the weaker casual links [from education to personal values, for example] are not shown in the exhibit).

Source: John P. Kotter (1988) The Leadership Factor, New York: The Free Press

References and Resources

John P. Kotter. *The Leadership Factor*. New York: Free Press. 1988.

Morgan W. McCall, Jr., Michael M. Lombardo, and Ann M. Morrison. 1988. *The Lessons of Experience: How Successful Executives Develop on the Job.* New York: Free Press.

Morgan W. McCall, Jr., 1998. *High Flyers: Developing the Next Generation of Leaders*. Boston, MA: Harvard Business School Press.

Some Requirements for Effective Leadership in Senior Management Jobs in Complex Business Settings (John P. Kotter, 1988. *The Leadership Factor*)

Industry and Organizational Knowledge

- Broad knowledge of industry (market, competition, products, technologies)
- Broad knowledge of the company (the key players and what makes the tick, the culture, the history, the systems)

Relationships in the Firm and Industry

Broad set of solid relationships

Reputation and Track Record

Excellent reputation and a strong track record in a broad set of activities

Abilities and Skills

- Keen mind (moderately strong analytical ability, good judgment, capacity to think strategically and multi dimensionally)
- Strong interpersonal skills (ability to develop good working relationships quickly, empathy, ability to sell, sensitivity to people and human nature)

Personal Values

High integrity (broadly values all peoples and groups)

Motivation

- High energy level
- Strong drive to lead (power and achievement needs backed by self-confidence).