

Cross Cultural Leadership – 15.996

Lecture Notes

Class Five – Leadership Effectiveness

- *Leadership Traits*
- *Leadership Styles*
- *Presentations on Leadership Effectiveness*
- *Presentation of student papers*
- *Critique of course*

Read:

- Kouzes, James and Posner, Barry. *The Leadership Challenge*. San Francisco: Jossey-Bass, 2002 (3rd edition), pages 13 – 22, 24-25.
- Goleman, Daniel. “Leadership that Gets Results.” *Harvard Business Review*, March-April 2000, pages 78-90.
- Derr, C. Brooklyn; Roussillon, Sylvie and Bournois, Frank. *Cross-Cultural Approaches to Leadership Development*. Westport, Connecticut: Quorum Books, 2002, pages 290-292.
- Graham, John I. and Lam, N. Mark. “The Chinese Negotiation.” *Harvard Business Review*, October 2003, pages 82-91.

Agenda

- Welcome.
- This week’s theories
- Leadership Presentations
- Summary of Paper Topics
- Closing Comments
- Feedback on Course

This week’s theories

Here I just briefly walk through the leadership skills and behaviors mentioned in the readings. I use this to set the stage for the presentations.

Kouzes & Posner

- Model the Way – behavior that wins you respect, lead from own values, examples are often on the simple things – spending time with people, working side by side, telling stories, being visible during crisis/uncertainty

- Inspire a Shared Vision – vision of what could be, total belief in making that vision a reality, AND can inspire commitment to that vision in others. Forging a unity of purpose. Incredibly enthusiastic
- Challenge the Process – take risk. Pioneer. Willing to step into the unknown and change the status quo. Don't have to invent – do have to adopt early. Help others feel safe in risk-taking. Problems shape leaders – who learn from failure (and successes).
- Enable others to Act – trust, empowerment, teamwork. Give people the chance of autonomy, discretion, authority. Provide both the resources and the safety net.
- Encourage the Heart – help others feel strong and capable. Show appreciation. Create celebration. Recognition. (from the heart). Lship IS about strong and sustainable relationships.

K&P list (top four)

- Honest
- Forward Looking
- Competent
- Inspiring

Goleman

- Threshold capabilities (intelligence, appropriate skills, cognitive skills – big-picture thinking, long-term vision)
- Emotional Intelligence (twice as important for outstanding performance)
 - Self-awareness
 - Self-regulation – reasonable people create an environment of trust and fairness. Roll with the changes.
 - Motivation – achieve for the sake of achievement
 - Empathy
 - Social Skill – knack for building rapport

Welch (4 E's)

- Integrity
- Intelligence (breadth of knowledge plus emotional intelligence)
- Energy
- Energize
- Edge (courage to make tough decisions)
- Execute
- Passion

Leadership metaphors

Derr, Rousillon and Bournois:

- USA – The Free Agent, superstar
- Latin America – The General, strong man in charge
- France – The Genius, intellectual elite

- UK – The Diplomat
- Germany – The Master, expert in field
- Japan – Senior Statesman
- China – Warlord, has local power

Traits of Chinese Leader

Graham and Lam (Chinese Negotiation):

- Guanxi (Personal connections and individual social capital)
- Zhongjian Ren (The intermediary)
- Shehui Dengji (Social status and deference to superiors)
- Renji Hexie (Interpersonal harmony)
- Zhengti Guannian (Holistic thinking)
- Jiejian (Thrift)
- Mianzi (Face)
- Chiku Nailao (Endurance)

Leadership Presentations

In this section each team gives a presentation. They imagine the audience is a group of ex-pats just arrived to the team's region/country. The presentation is advice to these ex-pats on how to be recognized as a strong, effective leader in that country/region. As ever, a short presentation with room for Q&A works best.

Summary of Paper Topics

If there is time, I ask each student (or group) to describe their paper topics and share with the class the key learning of the paper.