"I'm the Lead!!??
Now what do I do?" –
Continuing the conversation

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Assumptions

- This presentation is made to interstice with Dave Whitmoyer's San Diego SPIN presentation of January 2007.
- It is a continuation, not an update. More of a clarification, a deeper mine.
- It relies on old material because so much is already known about leadership, management & teams.

Theory vs. practice – a false dichotomy

Experience

Theory

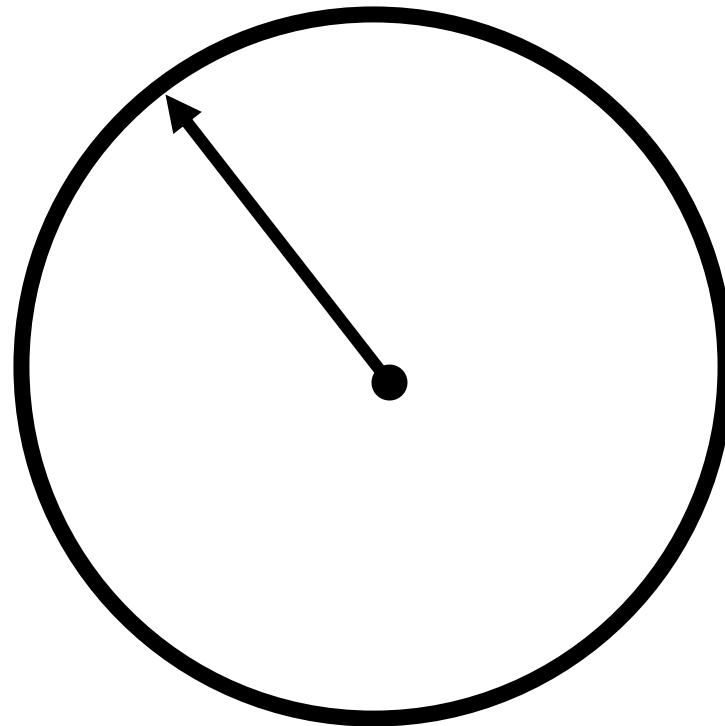Buyer's Guide to resources in leadership, management, teams.

Inspiration: Cover of *CERN Courier* in 1975

One armed clock

General

Simple

Accurate

Source: Thorngate, W. (1976). "In general" vs. "It depends": some comments on the Gergen-Schlenker debate. *Personality & Social Psychology Bulletin*, 2, 404-410.

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How many stages of team development?

Three!

Why did this study result in findings so different from the findings of previous group development research? An important possibility is that the paradigm of [suggested here] directed previous researchers' attention away from phenomena of [what drove timing & sequence]. The developmental stage paradigm naturally focuses on the stages themselves, not on the process of change, since all systems are assumed to progress through the same stages in a forward direction. [...] The theoretical prominence of the environment is also limited in the traditional models because is does not alter the basic sequence of stages.

Source: Gersick, Connie. (Mar 1988). Time and transition in work teams: toward a new model of group development. *Academy of Management Journal 31*(1) 9-41.

Conductor of an orchestra?

Lessons in Collaborative Management from the World's Only Conductorless Orchestra

Leadership Ensemble

Harvey Seifter, Executive Director, ORPHEUS CHAMBER ORCHESTRA, and Peter Economy

Foreword by J. Richard Hackman

What's interesting about an orchestra?

It's made up of <u>very accomplished individuals</u>, none of whom believe they need direction!

Seem familiar?

Leadership?

Networking & Interfacing

Supporting

Delegating

Consulting

Planning & organizing

Developing

Motivating

Developing

Clarifying

Informing

Monitoring

Recognizing

Rewarding

Problem solving

Representing

Managing conflict & team building

Are leaders born or made?

1. Traits & skills (adaptable, alert, assertive, …)
2. Behavior (see next page)
3. Power & influence (authority, control, politics, expertise)
4. Traits, skills and/or behavior mediated by the situation

Nature of leader's work => appropriate behavior

- Pace is hectic & unrelenting.
- Content is varied & fragmented.
- Interactions with peers, superiors, subordinates, outsiders (and none of them are happy!).
- Interactions typically oral.
- Decision processes are disorderly & political.
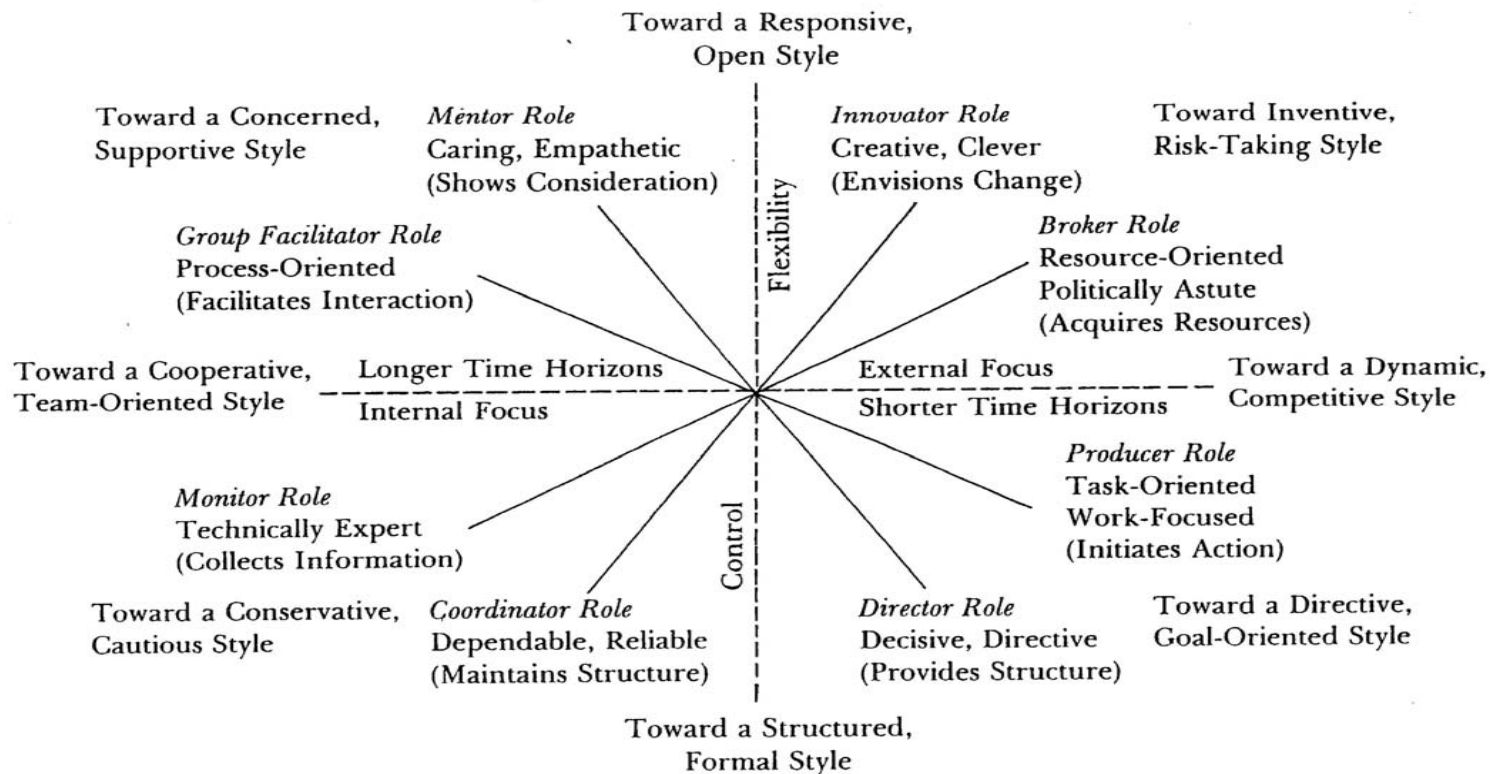- Planning is informal & adaptive, reactive & sometimes seems never-ending.

What's the best way to be a leader?

It depends!

Figure 10. Competing Values Framework of Leadership Roles.
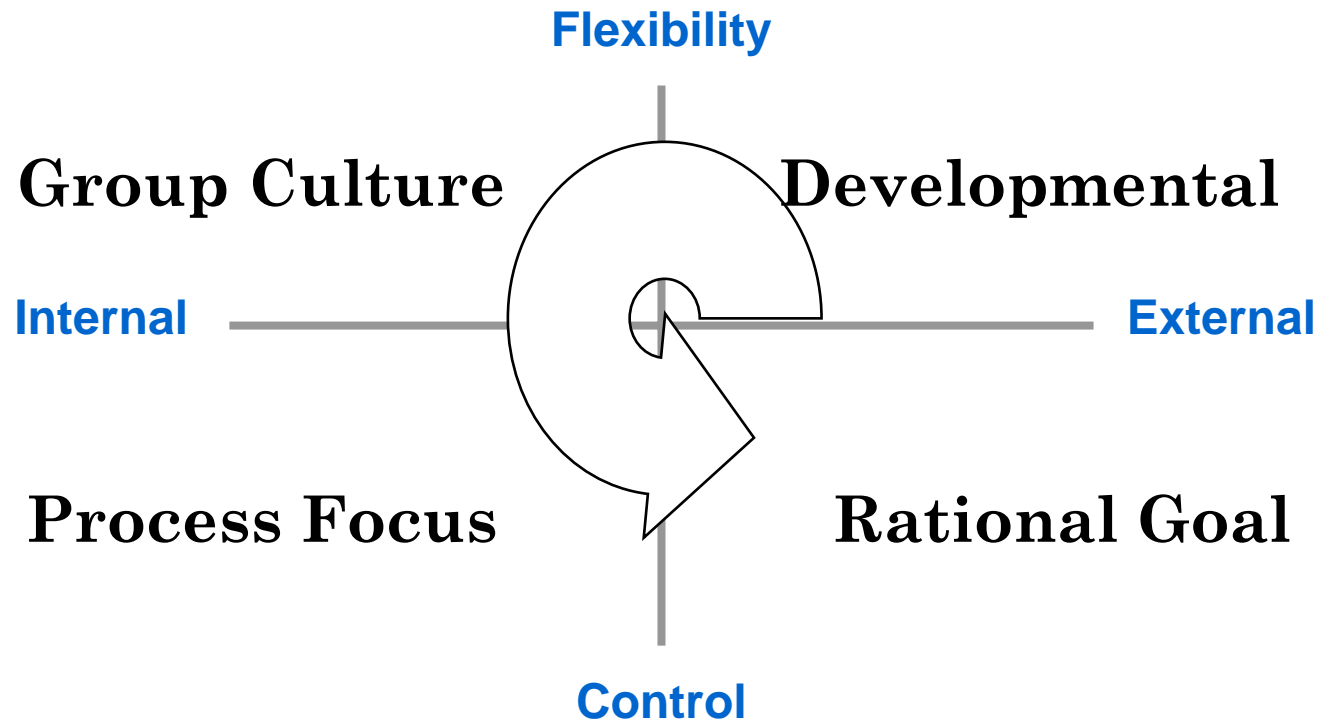
Human Relations Model

Open Systems Model

Toward a Responsive,
Open Style

Toward a Concerned,
Supportive Style

Mentor Role
Caring, Empathetic
(Shows Consideration)

Innovator Role
Creative, Clever
(Envisions Change)

Toward Inventive,
Risk-Taking Style

Flexibility

Group Facilitator Role
Process-Oriented
(Facilitates Interaction)

Broker Role
Resource-Oriented
Politically Astute
(Acquires Resources)

Toward a Cooperative,
Team-Oriented Style

Longer Time Horizons
Internal Focus

External Focus
Shorter Time Horizons

Toward a Dynamic,
Competitive Style

Producer Role
Task-Oriented
Work-Focused
(Initiates Action)

Monitor Role
Technically Expert
(Collects Information)

Control

Toward a Conservative,
Cautious Style

Coordinator Role
Dependable, Reliable
(Maintains Structure)

Director Role
Decisive, Directive
(Provides Structure)

Toward a Directive,
Goal-Oriented Style

Toward a Structured,
Formal Style

Internal Process Model

Rational Goal Model

Source: Quinn, *Beyond Rational Management.*

Quinn's competing values framework -- simplified

Flexibility

Group Culture

Developmental

Internal

External

Process Focus

Rational Goal

Control

Management & leadership according to theory & practice!

Defined "competing values" framework based on Talcott Parsons' theory of action as a lifecycle for organizations
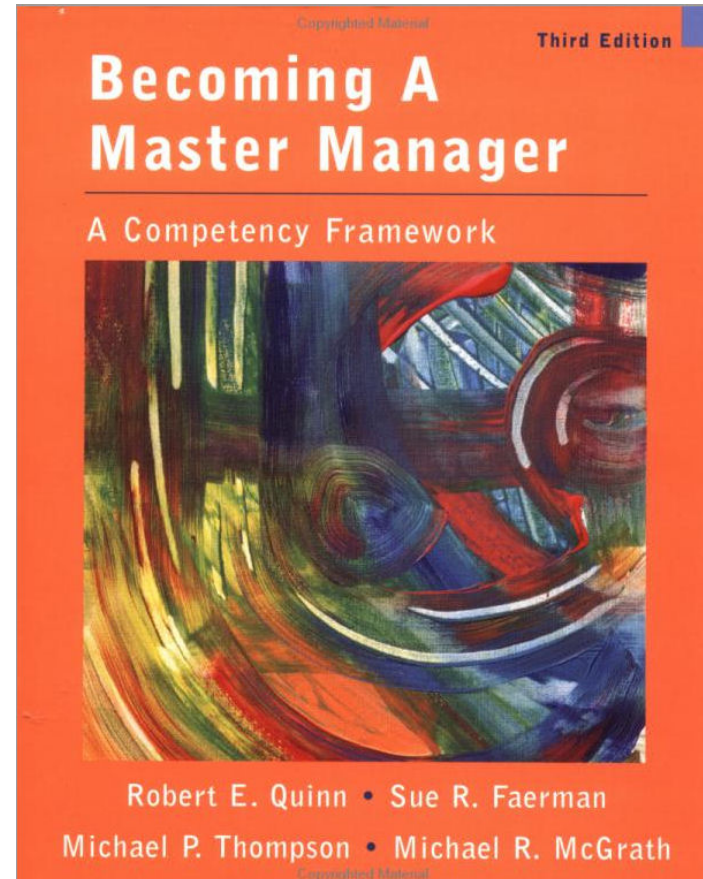
**Applied framework to train every manager who worked for the State of New York!**

Humility + will

The essential ingredient for taking a company to greatness is having a "Level 5" leader at the helm-- an executive in whom extreme personal humility blends paradoxically with intense professional will.

- Jim Collins, author of *Good to Great* and *Built to Last*, in "Level 5 Leadership: The Triumph of Humility & Fierce Resolve," *Harvard Business Review*, Jan 2001
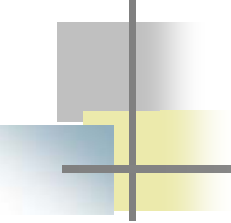
Servant Leadership
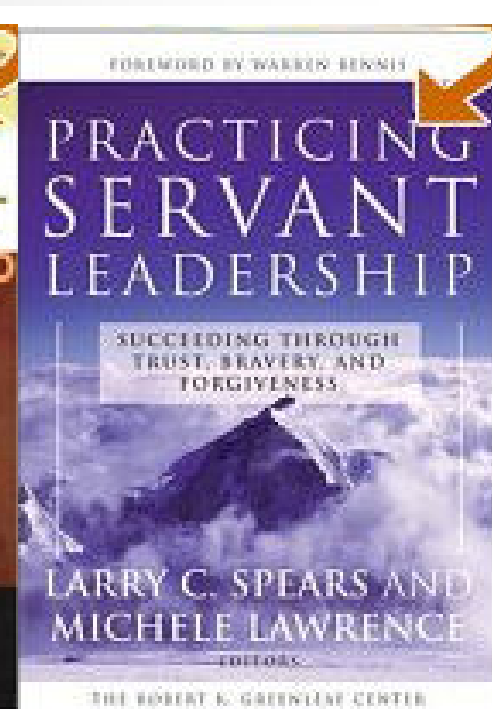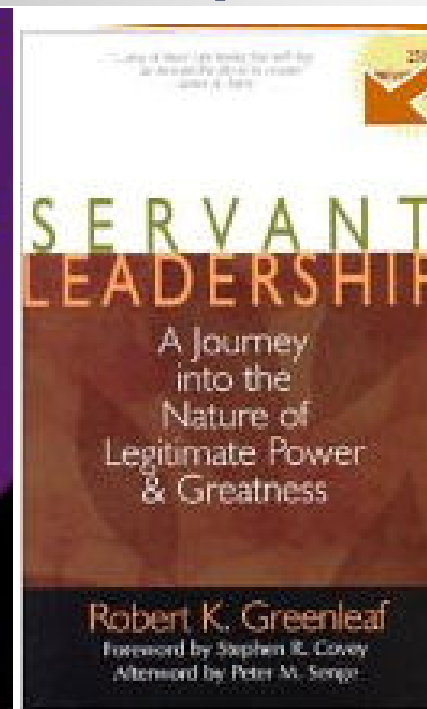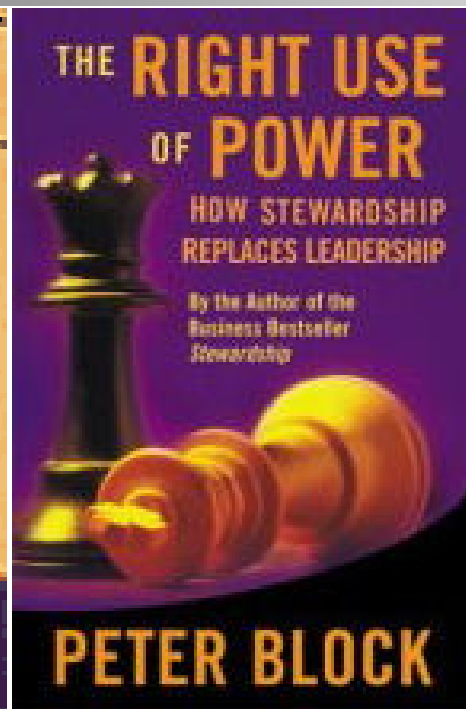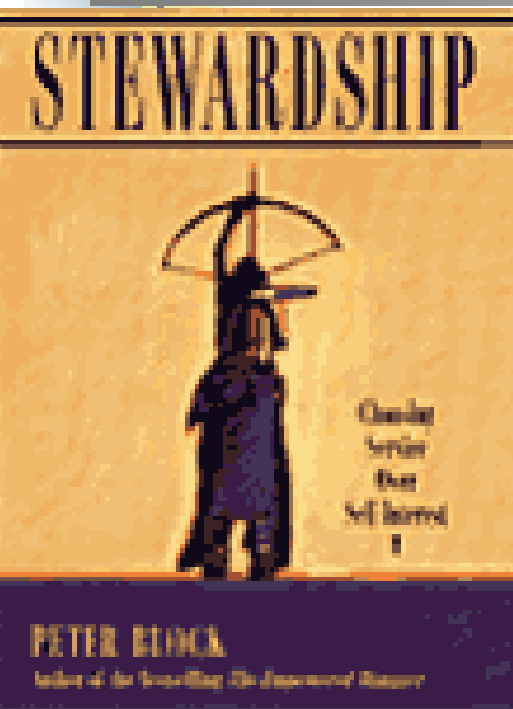
"Choosing service over self-interest"
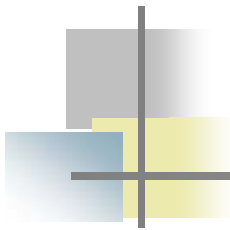
"How stewardship replaces leadership"

25-year edition; originally published in 1977. "A journey into the nature of legitimate power & greatness."

"Succeeding through trust, bravery, and forgiveness"

Old: Leader vs. manager or supervisor
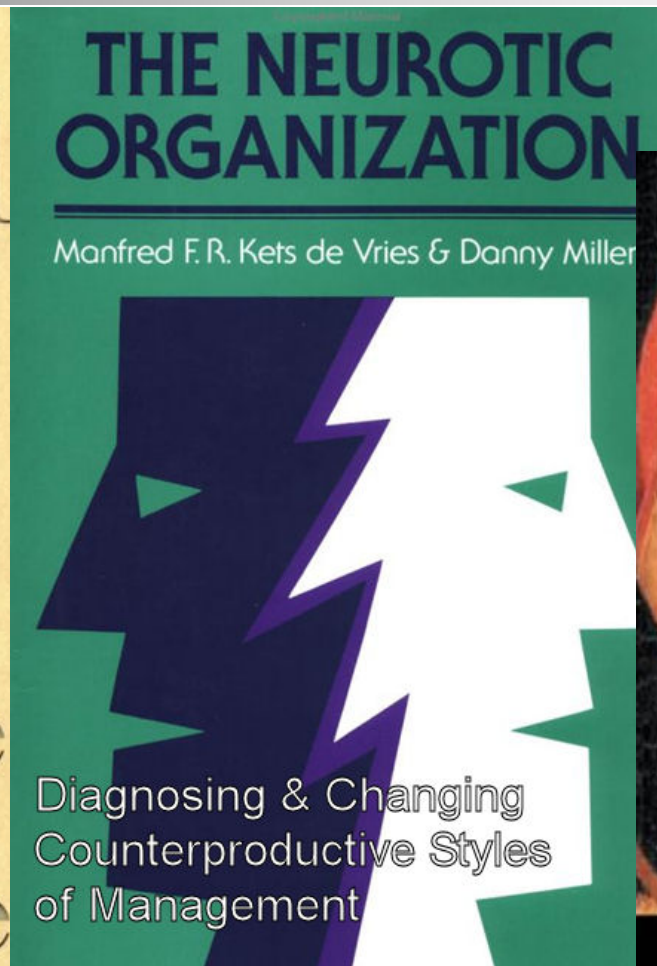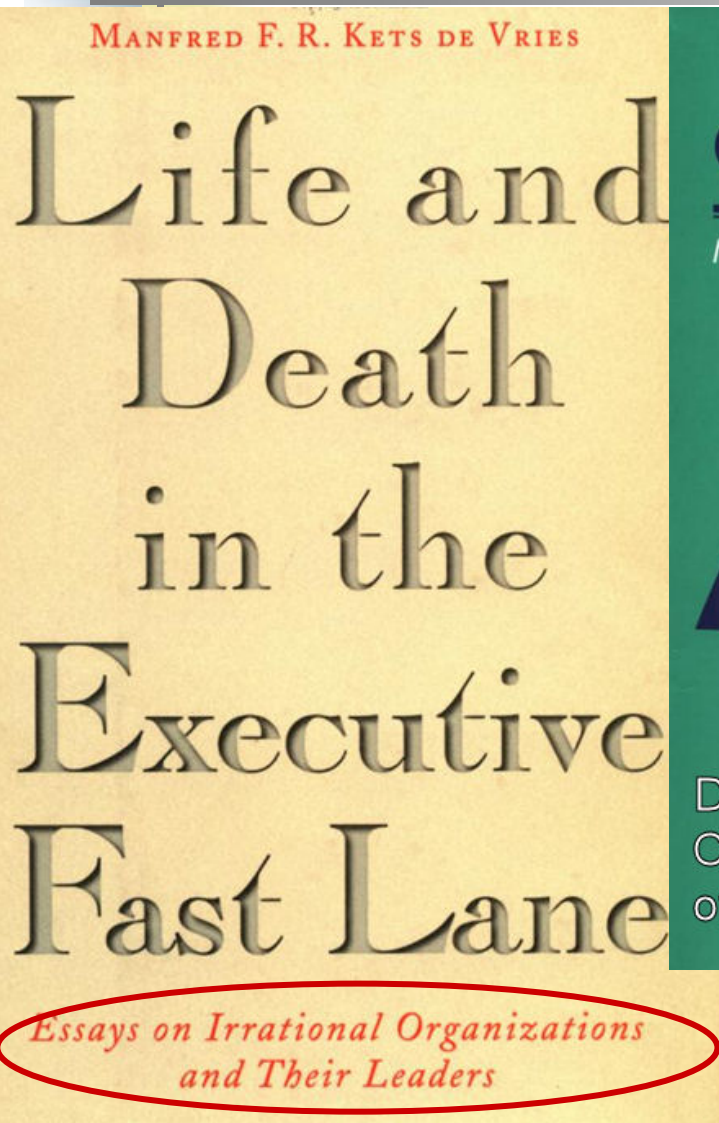
- **Transformational leader**
  - Instills vision of higher ideals, better selves
  - Mobilizes power to change
  - Engenders trust, respect, admiration
  - Charismatic (in limited sense)
- **Transactional leader**
  - Appeals to self-interest
  - "Bargains" for performance, loyalty
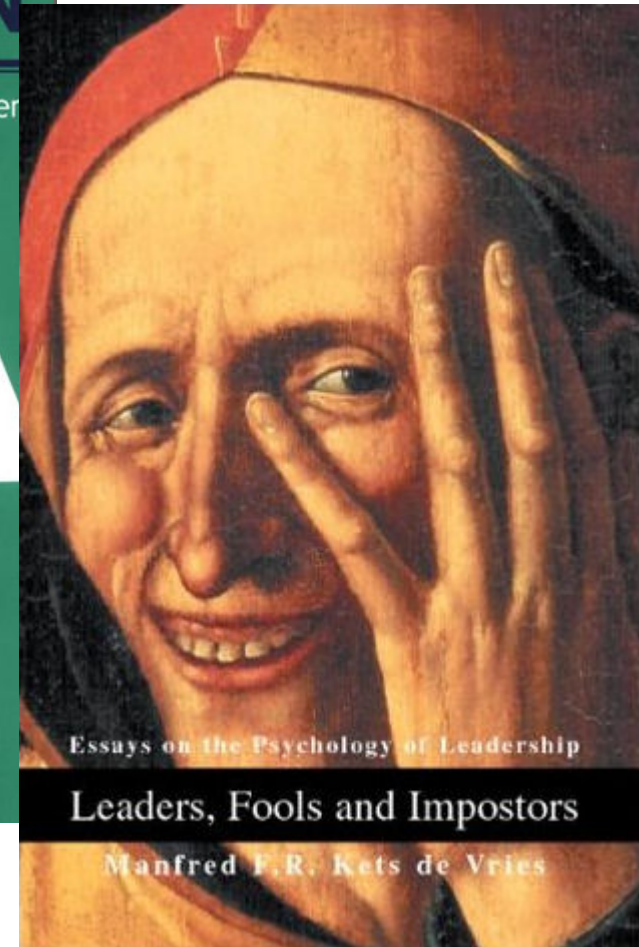 - Values exist to be exchanged

If I can manage A
I can manage B

- Isn't leadership/management a profession? If I learn the skills (if that's what it takes) then can't I apply them in any situation?
- No, not exactly, especially if one needs to use influence and not authority.
- Actually, this is a bankrupt idea that is today mythologized in institutional settings, like some of the military services, utilities companies, etc.
- Source: Lawrence & Lorsch, *Organization and Environment: Managing Differentiation and Integration*, Harvard Business School Press, 1967 (rev. 1986). A small book!

Dark side of leadership

MANFRED F. R. KETS DE VRIES

Life and Death in the Executive Fast Lane

Essays on Irrational Organizations and Their Leaders

THE NEUROTIC ORGANIZATION

Manfred F. R. Kets de Vries & Danny Miller

Diagnosing & Changing Counterproductive Styles of Management

Essays on the Psychology of Leadership

Leaders, Fools and Impostors

Manfred F. R. Kets de Vries

Adolph Hitler

Charles Manson

Rev. Jim Jones

Creativity – my take

- Differentiate between problem-solving vs. blue-sky creation.
- Creativity arises when the problem is constrained – Donald Knuth
- Experts vs. novices; the collective is better than the individual
- Clearly, there is no algorithm

What's the best way for a team to decide (handle conflict)?

- Compromise
- Consensus
- Vote, multi-vote
- Negotiate
- Leader makes decision

What are we trying to optimize?

Best way to negotiate

- *Getting to Yes* – Harvard Project on Negotiation, called principled negotiation
  - Separate people from the problem
  - Focus on interests, not positions
  - Invent options for mutual gain
  - Insist on using objective criteria

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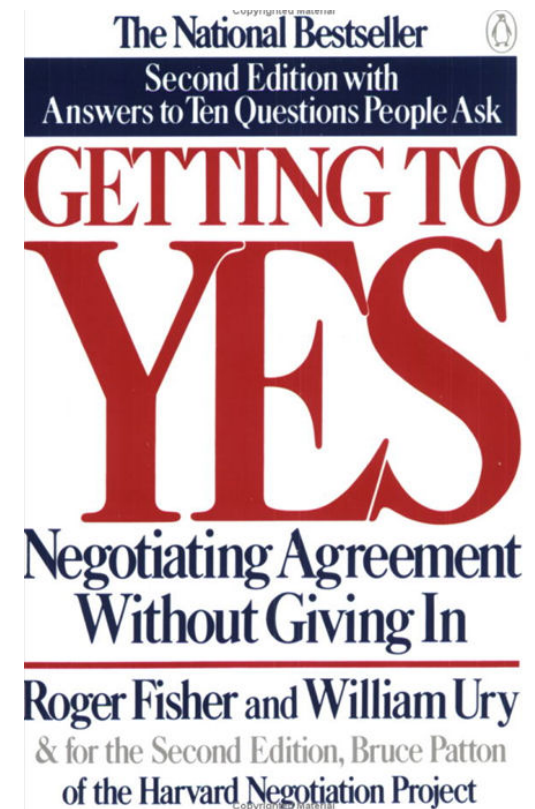
Team morale

- ## What is the relationship between team morale and team effectiveness?

  - Until recently, every study that measured effectiveness with "happiness" and its surrogates found **<u>NO</u>** relationship!

- ## So, don't go crazy trying to deliberately raise team morale, rather see it as the by-product, the outcome, of what goes on.

- ## Morale is not an end in itself.

Virtual meetings

- ## The problem of trust
  - "Trust and the virtual organization," Charles Handy, *Harvard Business Review*, May/June 1995.
- ## The problem of media richness: should we have a meeting at all?
- ## The problem of expectations
  - Structuration, boundary objects

Leave 'em laughing

- Leadership, management & teams are BIG subjects.
- There is a lot of junk available.
- Remember the one-armed clock & your needs for information (general, accurate, simple).
- Use theory to guide your exploration.
- Keep your brain engaged at all times!