

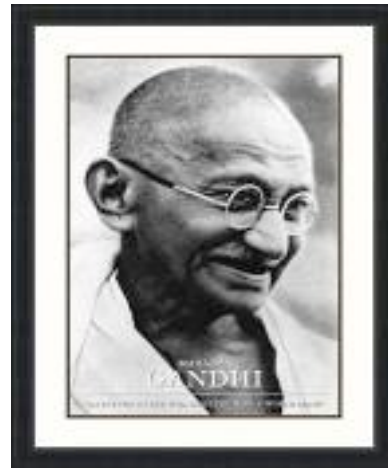
# Leadership

D'Aunno  
October 2010



**“We must become the change we want to see.”**

Mahatma Gandhi



# The Knowing-Doing Gap in Leading People: Rhetoric vs. Reality

- **Best practice:** *take time to customize approaches for individuals and their tasks; develop subordinates*
- **Reality:** Identity and time management problems
  - What is my comfort level with being a professional (technical expert) vs. manager (using authority to build systems) vs. Leader (getting results through others without authority)?
  - How much time do I invest in developing others?

# Knowing-Doing Gap

- **Best practice:** *vary approach with task and individuals*
- **Reality:** we rely on stereotypes; we are rigid under pressure and use top-down (authoritarian) approaches
- **Best practice:** *be objective and fair in assessing others' work and in rewarding others*
- **Reality:** we engage in selective perception, snap judgements, and make attribution errors that we are unaware of

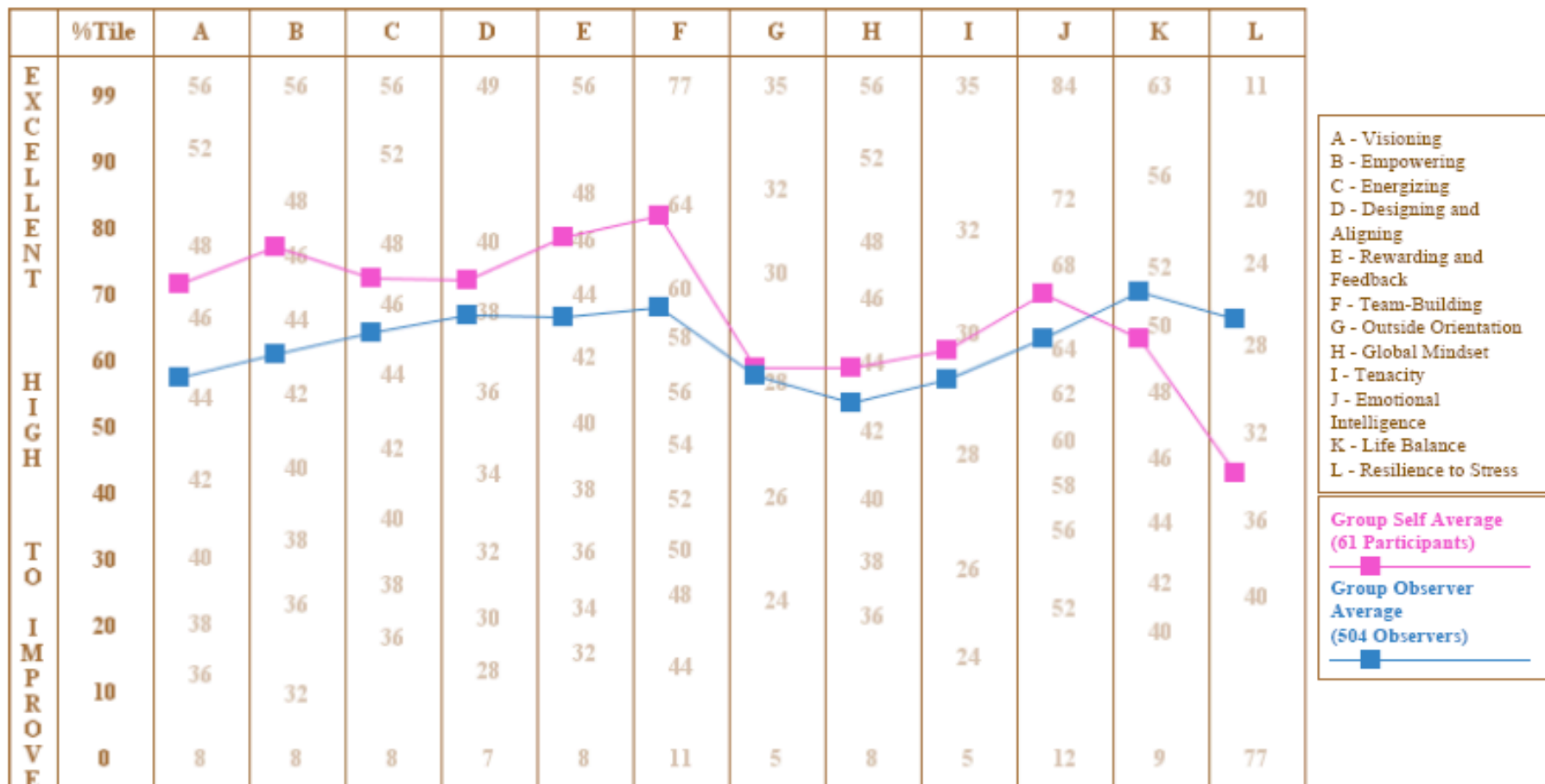
# INSEAD

## Global Executive Leadership Inventory

INSEAD Advanced Management Programme - March 2008

25 February to 21 March 2008

### Group Average Graph



Group Average Graph

## Conclusions: Closing the Knowing-Doing Gap

- Commit to developing self-knowledge (strengths, weaknesses, preferences)
  - Coaches; feedback; assessment tools
- Develop oneself in response to self-knowledge
- Know and accept one's limits

# Closing the Gap...

- Know when *not* to accept an assignment or job *and* know when to exit...
  - the key is fit!

## Conclusions: Questions

- Am I managing up effectively (your boss)?
- Do I have a plan to build self-knowledge?...even self-development?
- Is there a good fit between me and my job?
- Is my identity tied more to being a technical expert or a leader?
  - How much do I spend on coaching and developing others?
- What factors are in my control vs. organizational systems and culture?

## Questions (2)

- **Do my subordinates know and understand my leadership style?**
  - **Do they feel comfortable managing me?**
- **Am I maximizing subordinates' autonomy?**
- **Am I recruiting as effectively as possible?**
- **What is my level of “emotional intelligence” in reaction to change and innovation?**

# **Why is Leadership So Critical Now?**

- **Complexity and change (from globalization, technology, demography) put a high priority on leadership**

# What Makes An Effective Leader?

- **Leadership: the process by which an individual attempts to influence another individual or group to reach a goal**
- ***Two critical features:***
  - ***reaching for vision-inspired goals***
  - ***influencing followers without authority***

# **Effective Leaders: From Traits to Behaviors**

- **From traits to behaviors: individual characteristics matter (e.g., charisma), but not as much as behaviors...but which ones?**
- **Behaviors that focus on tasks *and* people**

# Effective Leaders: Summary

- **Effective leadership is goal-oriented; goals stem from a vision of where the organization needs to go**
- **Effective leadership is people-oriented; realizes that a vision without followers is not much good; takes into account key features of followers and how to influence them**

## Effective Leaders: Summary (2)

**“Leadership is not magnetic personality—that can just as well be a glib tongue. It is not "making friends and influencing people"—that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard...”**

**Peter F. Drucker**

# What is the Source of Vision?

**“Where there is no vision, the people perish.”**

- Proverbs 29:18

# What is the source of vision?

- **Extra-industry leaders**
- **Industry benchmarks**
- **History**
- **Managing close to operations**

# Barriers to Vision

- ***Organizational barriers:*** culture, politics, reward and incentive systems
- ***Self-psychology:*** comfort taking risks and initiative?  
Ability to learn from failures and adversity
- ***Management situation:*** attention drawn to urgent matters that leave little time or energy for thinking (tyranny of the urgent)