Personal Characteristics vs. the Situational Leadership

Jan Klein
Session 2
This Summer

- Individual Characteristics & Situational Leadership
- Leading and Following
- Distributed Leadership
- Team Processes
- Transformational Leadership
- Don Davis/Bill Hanson
- Leadership Development Planning
  - Alumni panel
- Leadership & Ethics
  - 2 sessions with Leigh Hafrey
- Leadership in Action
  - Leadership Reaction Course
  - Reflection at end of summer on summer teams
15.317 Summer Deliverables

• Personal leadership development plan (4-5 pages due Session 7)
  – Reflection of what leadership means to you personally
  – Assessment of your leadership strengths and development needs
  – Identification of where your passion lies and the legacy you would like to leave behind from your time in LGO
  – Begin to formulate a project/plan that will help you achieve your personal goals and objectives

• Team reflection paper (5-6 pages due Session 11)
  – Analyze and evaluate your team’s performance
  – Mid-summer peer team feedback (before class on Session 4)
Today’s Agenda

• Trait-based vs. Situational Leadership
  – Leadership Debates:
    9:40 – 10:15  Bono
    10:15 – 10:55  Dr. Rene Favaloro

• Leading and Following
  – Saint Paul Chamber Orchestra
Debate Topics

• What are the personal characteristics/values that made each of these individuals a leader?

• What are the situational characteristics that developed them into leaders?

• Debating positions:
  – A. The personal characteristics/values are what developed X into a leader.
  – B. The situational characteristics developed X into a leader.
Debate Format

• 15 minute video

• 20 minutes per leader
  – 3 minute presentation, 3 minute response
  – 2 minute follow up, 2 minute response
  – 7 minute – Q&A by class
  – 3 minute – vote
Summing Up

• Some observations on Personal Characteristics
  – no single gender, race, background, etc.
  – privileged and not
  – but, perhaps some deeper commonalities
    • Deep convictions and clear sense of personal values
    • Learning—determination—perseverance in face of high odds

• Some observations on Situational Factors
  – different situations, different approaches
  – crisis (of various sorts) is the common “opportunity”
    • adversity & failure are laboratories for learning
Leadership Journals

• Your personal record of observations & thoughts
  – behaviors of good and bad leaders you encounter
  – reflection on your own leadership actions
  – track progress toward your leadership development plans

• Recommend using during summer speakers/prosems, company visits & leadership seminars (especially Davis/Hanson)
Leading and Following

What do followers expect of their leaders?

What do leaders expect of their followers?
The more discipline you have, the more freedom you have (Casals)

There is a common understanding that doesn’t have to be explained

Not the sole authority, it is more of a give and take

Finding the right time to say the right thing

No passengers, no place to hide
  – Common tomorrow
  – Always feel like your playing counts

The eyes of the orchestra are always on the person who has the tune who is the leader at that moment
Next Week

• Distributed Leadership
  – Two case studies
    • MacGregor
    • Photovoltaic Breakthrough
15.317 Organizational Leadership and Change
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