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:

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.

Kouzles & 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). Leadership 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)
  o Self-awareness
  o Self-regulation – reasonable people create an environment of trust and fairness. Roll with the changes.
  o Motivation – achieve for the sake of achievement
  o Empathy
  o 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.