Issues in Leadership

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The First 20 minutes

Last year 2000 books published about leadership

What is leadership?

The definition by John Gardner:
“the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers.”

♦ First of all, leadership is a process, never ends.
♦ An example for persuasion: it is not something you say, it is something you do.
♦ “Induces” is not “forces,” not “commands.” In dictionary, it says “bring about”
♦ It is group job, it has an accomplishment of a group purpose
♦ Follows are earned, not given. For effective leadership, the follows do right something, do something expected.
♦ Leadership is not about rank, privilege, title, and money, it’s about responsibility – accepting ongoing responsibility – and accountability, for the purpose of group accomplishment.

Why is so important?

♦ Most job are accomplished by group, somebody has to play a role, a leadership role.
♦ The consequence of poor headship is that people are suffering. Examples of poor leadership: automobile industry in US, Anderson, Enron. Reasons: no direction to take, wrong direction, or take the direction too slow

What do leaders do?

♦ Responsible for a certain kind of work
♦ Performed in certain way
♦ And perhaps by certain kind of people
♦ John Cart’s paper about what leadership really do
  o No pure management job, no pure leadership job. They are always combined, complemented to each other.
  o Management: things in control, no surprises. To pushes in the right direction, appears in the rational side, we have to do if we want to get something done. It is about coping with complexity.
Leadership is about coping with change, it is about moving from point A to point B. Every organization needs change.

- It is always changing. You need a vision or framework to guide the planning and change.
  - Align people. Everybody should understand the direction.
  - Motivate people to overcome obstacles and not to give up

The management side is more mind (emotional) side; the leadership side is more heart side. It’s appealing to people in different way with different behaviors.

- It’s not that one is good, one is mundane, but both are critical.
- Too much leadership can lead to almost chaos; too management can lead to almost bureaucracy and no change.
- They should be balanced. They are complement to each other

How do they do it?

- Dan Goleman’s theory
  - IQ and technical skills are necessary but not sufficient for leadership. They are necessary, because you need to understand. Understanding.
  - For the leadership, Emotional intelligence (EQ) is at least twice important as IQ. Use emotional intelligence to do leadership.
  - What is EQ:
    - Self-awareness
    - Manage yourself
    - Be aware of others
    - Manage others

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<td>Tolerate ambiguity</td>
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- IQ is more natural. EQ can be learned – but it’s hard work.
  - Motivation to learn
  - Practice
  - Feedback. How you are doing

- But EQ is not equal to leadership

- How are leaders developed? Are they born or made? Or taught in school?
  - They are largely made quite simply by taking leadership role and practicing just like other skills
  - There is hierarchy of leadership. You need practice from bottom to top
  - Make change to yourself in moving from one level to a higher level.