Leadership Series
An Effective leader

Teija Lund & Chitra Subramaniam
Define effectiveness?

- Make an organization sustain and grow
- Meeting the needs of all stakeholders (customers, regulators, employees)
How can one be effective?

- Make effective decisions
- Build and reinforce a culture that helps the organization and its people be successful & grow
- Engaging and encouraging the employees
- By executing strategies well
Polling question

Think of your own organization. How are leaders being effective?

• Making the right decisions
• Through culture
• Engaging employees and colleagues
• Executing great strategies
Traits of Effective Leaders

- 20th century saw a rise in trait theories
- Focused on personality – how it drives behavior, performance and effectiveness (Ackerman, 2019; Van Theil, 2018)
  - “A stable, organized set of psychological traits and mechanisms of the human being that influences their interactions with and modifications to the psychological, social and physical environment surrounding them.”
  (Larsen & Buss, 2018)
Primary Constituents of Personality

- **Openness to new experiences**: Intellectual curiosity and creativity
- **Conscientiousness**: Tendency to be well-organised and dependable
- **Extraversion**: Enjoyment of others’ company and conversation
- **Agreeableness**: Tendency to be trusting and helpful
- **Neuroticism**: Predisposition to psychological stress

*Figure 1: The Big Five Model of personality. (Adapted from: Ackerman, 2019; van Thiel, 2016)*
Performing Organizations

- Efficient
- Productive
- Competitive
- Sustainable

Leaders
- Conceive a vision
- Develop strategy
- Drive and measure performance
- Model behavior that reinforces culture
- Coach and empower employees
Four Frames of Leadership

Structural frame: Sociology and management science - organization is a factory comprised of several structural elements that fit its environment and technology.

Symbolic frame: Social and cultural anthropology - organization is a social group, theater, carnival in which actors play different roles and audience forms an impression.

Political frame: Political science - organization is a jungle or an arena where power is contested. Has different interest groups competing for power and resources.

Human resource frame: Psychology – organization is an extended family made up on individuals with needs, emotions, skills and limitations and relationships. Empowerment of people is key.

Bollman & Deal 2008
Leaders and Followers

Five types of followers (Novikov, 2016)
- Effective follower
- Conformist
- Passive follower
- Alienated follower
- Pragmatic survivor

The quality of relationship between leaders and followers is a predictor of performance and efficiency (Leader-member exchange theory)
Polling Question

Which of the five follower styles do you see in your teams?

- Effective follower
- Conformist
- Passive follower
- Alienated follower
- Pragmatic survivor

How do you adapt your behaviors
Effectiveness of performance

Organisational culture
Leaders play an important role in creating and managing organisational culture. A company’s corporate culture determines the type of working environment that prevails there, and influences the relationships between and behaviours of its members. When culture is aligned with the goals and objectives of an organisation, it has a considerable impact on performance.

Setting goals and measuring performance
Leaders set goals based on the company’s mission, and regularly monitor and evaluate the company’s performance based on these objectives.

Relationships between leaders and followers
Leaders build relationships with their followers, motivating them to achieve personal and organisational goals. High-quality relationships are associated with high performance and employee retention, among other things.
“Organizations are instruments of purpose.” (March & Sutton, 1997)
Performance measured as to what extent the purpose and its objectives are achieved.

- Benchmarking
- Continuous Quality Improvement
- Balanced Scorecard
- Prism Model
Figure 3: The performance prism. (Adapted from: Neely, Adams, & Crowe, 2001)
The four mindsets
- The explorer
- The Chef
- The servant
- The global citizen

The five skills
- The Futurist
- Yoda
- The Translator
- The Coach
- The Technology Teenager