

2013

Mission College

Bertrand Blanc

Table of Contents

Styles of Leadership & Skills for a Leader	1
Followership & Sources of Power.....	2
Influence, Style Model	3
Leadership style case analysis: Values & Situational Models	4
Personality Traits & Leadership.....	5
Feedback from the Instructor	6

[THE STYLES OF LEADERSHIP]

Review the various styles of leadership, Analyze leadership styles in the context of particular situations, Compare and contrast various traits of leaders and leadership models, and Identify approaches to managing different kinds of followers

Styles of Leadership & Skills for a Leader

The video “The Leadership Assignment” didactically presents two styles of leaderships, and an inventory of skills that a leader shall have to be effective.

There are different kinds of leadership because they are different kinds of situations, and different kinds of people as described by Isabel Myers-Briggs⁽¹⁾ and Ned Herrmann⁽²⁾ in their personality types studies.

The right style of leadership has to be used at the right time.

The style may be leading by domination like the traditional top-down “command-and-control” commonly used in many companies: this style from top-level management to middle management may indeed be efficient to get tangible results, however adopting this strategy directly with the teams in the field may not be effective to have motivated people committed to a goal. The top-down style may also be used to answer to Cynefin⁽³⁾ chaotic context: Rudy Giuliani, New York’s mayor during the September 11th events demonstrated exceptional effectiveness by issuing directives and taking actions to reestablish order.

Another style may be leading by synergy, building buy-in, empowering the team to answer to the “what” by providing their own “how”: it’s what Agile philosophy is all about. Agile provides an answer to the Cynefin complex context by converging iteratively towards a solution through emerging patterns. A servant-leader helps his team *to create more than the sum of its parts*. RAPID⁽⁴⁾ is an example of synergetic leadership: the team players provided their inputs, and ultimately the coach took the decision for which everybody was committed.

Each of us is a potential leader according to the circumstances

The latter requires specific human-side skills like empathy and courage, rather than the traditional carrot-n-stick, which is very frustrating, according to personal experiences. A set of skills targets *our inner victories*⁽⁶⁾ like formulating a vision, starting with the end in mind. Another set of skills covers *our external victories* like expressing the goals clearly, listening to others, persuading, motivating and maintaining integrity. Recognizing people’s good work and attitude is a wonderful motivator⁽⁵⁾ which keeps the moral high: I have never neglected awarding and rewarding people and have all the time been surprised by the beneficial effects. The *mission statement* of our team ranked “integrity” high as a core value. Integrity means being a model for others, being responsible per Christopher Avery’s Responsibility Process⁽⁷⁾, moving forward avoiding the status quo, meeting the goals and staying focused.

(1) “Gifts Differing: Understanding Personality Type”, Isabel Briggs Myers

(2) “The Whole Brain Business Book”, Ned Herrmann

(3) “A Leader’s Framework for decision Making”, David J. Snowden, Mary E. Boone

(4) “Who Has the D? How Clear Decision Roles Enhance Organizational Performance”, Paul Rogers, Marcia Blenko

(5) “One More Time: How Do You Motivate Employees?”, Frederick Herzberg

(6) “The 7 Habits of Highly Effective People”, Stephen R. Covey

(7) <http://www.christopheravery.com/responsibility-process>

Followership & Sources of Power

The use-case I present here is a work situation: creating the next generation of a platform by leading a working-group over eighteen months, represented by twelve team's representatives. The interesting part of this project was the differences in behaviors from the team-members: all five Kelley's followership styles^(1,8) were represented.

The exemplary followers are high-achievers⁽²⁾ A-players⁽³⁾.

The primary followers (50%) belonged to the exemplary style. They were proactive, grasped quickly the concepts or the problem to resolve during a given focused meeting, were often impatient to move forward, provided interesting ideas and offered alternatives to solve problems. They were holding similar meetings within their teams getting more feedback from their fellow co-workers and educating them about the outcomes of our sync'up meetings: they definitively went beyond expectations, which may explain why their involvement was helpful for the group.

Different kinds of people to influence, means different sources of power⁽¹⁾.

Expert Power - I was brought in his position by a Director for my technical skills. I believe I was similarly recognized by my peers for my level of skills, expertise and experience. I had perhaps more technical knowledge than others in the way to shape a solution agreeable by the working group coming from their inputs and recommendations: reaching a consensus⁽⁶⁾ when everybody gets their needs fulfilled is easier.

Referent Power – Mutual respect, role model and friendship were important common values. In the allegory of pigs and chickens, they were committed, not just involved. Building and cultivating trust pays by reaping loyalty and the satisfaction to get the job done.

Reward Power - I regularly rewarded the best performers with certificates of appreciations to show everybody that the company and I were valuing people performances. Funnily, the exemplary followers were wondering why I was rewarding them since "*they were just doing their job*", even though they appreciated the gesture. Excellence is in their DNA⁽⁴⁾.

The use of these sources of power worked well with the exemplary followers: socialize power⁽¹⁾ is about the group and the task to accomplish: everybody looking towards the same direction. Au contrary, other followers didn't show that much enthusiasm: it was about ego, politics, un-cooperativeness. B-players and C-players⁽⁷⁾ are falling in my opinion in the three other Kelley's followership model.

The project issued great results: they were presented to the international Design Automation Conference⁽⁵⁾. As of today, this is the leading-edge solution on the market.

(1) *Interactional Framework* (lesson #2), Paul Nolan

(2) *The Top 100 Secrets of High-Achievers*, Christopher Walker

(3) *How to Keep A-Players productive*, Steven Berglas, HBR

(4) *The Innovator's DNA*, Jeffrey H. Dyer, Hal B. Gregersen, Clayton M. Christensen, HBR

(5) *A Next Generation IP and SoC Development Platform*, Bertrand Blanc, Fergus Slorach

(6) *Defining Leadership* (lesson #1), Paul Nolan

(7) *New Game Plan for C Players*, Beth Axelrod, Helen Handfield-Jones, Ed Michaels, HBR

(8) *In Praise of Followers*, Robert E. Kelley, HBR

Influence, Style Model

Centralized autocratic⁽⁴⁾ command-and-control leadership doesn't bring an answer to the complex problems⁽¹⁾: impractical rigid solutions, job dissatisfaction⁽²⁾, low quality, wrong and costly features released with delays. LinkedIn, Google and PayPal have already adopted methodologies to let patterns emerging empirically, centered on people and their expertise, fostering agility. As Certified Scrum Master⁽³⁾ (CSM), I present my favorite style of leadership: Agile, in the tradition of Laissez Faire^(2,4).

Strong motivators: self-organization, masterization, purpose⁽⁶⁾.

For domains requiring thinking, innovation and creativity, big bonuses is not a motivator^(6,11) as long as the first levels of Maslow's hierarchy of needs⁽⁵⁾ are addressed. Team members feel appreciated and empowered⁽²⁾ to make their decisions⁽²⁾ to answer to the "what" by creating their "how", as high skilled experts in their domain. By building a high level of trust between the stakeholders and the Team, they are part of the vision and see the purpose of their mission. I ensure that nobody outside the Team jeopardizes the dynamic, telling them how to do things, that they have access to all information they need, and handle internal conflicts.

Transparency keeps morale⁽⁴⁾ and performances high⁽⁷⁾.

The Team is kept informed about the schedules, the requests from the customers, the dreams of the Marketing department. The channel of communication is bidirectional, the Team shall also provide their inputs especially if they affect the schedules. Transparency is a value of Agile^(7,8) and all parties willing to adopt this model shall embrace its values. Information is shared freely: in my role of CSM, I have to ensure that people don't feel threatened or perceived as losing some power⁽⁹⁾ if they disclose information. Any method is appropriate: meetings, announcements, coffee machine chats, retrospectives.

The Team is empowered⁽²⁾ and self-organized: their role is to *make things happen*^(7,8). As CSM, I ensure that one understands his role and duties^(7,8). I'm tracking two inputs: the impediments, raised by the Team, which prevent them to perform, and their progresses provided in a public burndown chart. I'm also sensitive to a more subtle input: the soft skills that they would need to improve their Emotional Intelligence, to have everybody happy.

The goals are defined, by the Product Owner, through valued items to be addressed during an iteration^(7,8) by the Team which consequently maintains the focus, by themselves.

Scrum Framework^(7,8) is a Laissez-Faire Leadership Style⁽⁴⁾, focusing on the individuals, hence creating an environment for Exemplary Followership Style^(9,10), leading to high performances.

(1) "Leader's Framework for Decision Making", David J. Snowden, Mary E. Boone, HBR

(2) "Management Styles Explained", MC

(3) Bertrand Blanc, [licence 230850](#)

(4) "Influence, Style Model", Lesson #3, Paul Nolan, MC

(5) "Maslow's Hierarchy of Needs", wikipedia

(6) "The Human Side of Agile - How to Help Your Team Deliver", Gil Broza

(7) "The Scrum Primer", P. Deemer, G. Benefield, C. Larman, B. Vodde

(8) "The Scrum Guide", K. Schwaber, J. Sutherland

(9) "Followers, Situation, Power", Lesson #2, Paul Nolan, MC

(10) "In Praise of Followers", R. Kelley, HBR

(11) "One More Time: How Do You Motivate Employees?", Frederick Herzberg, HBR

Leadership style case analysis: Values & Situational Models

Will, 12-year seasoned with best production record in manufacturing camping equipment, has been promoted by his Manager, Davis, to supervise highly trained and experienced employees. After one month, employees didn't achieve their goals and complained about Will to be a perfectionist and a dictator, basically as an impediment to their productivity.

Adapt leadership style according to the followers and the situation⁽²⁾.

Will is an Exemplary follower⁽²⁾, Davis probably using a Laissez-Faire leadership style⁽³⁾. When Will was promoted, he adopted an Autocratic Leadership style⁽³⁾ by telling his subordinates how to do their job as if they were unable and unwilling or unsecured⁽⁴⁾. Will might feel unsecured in his situational new role, hence adopting a style he feels confident with: the standards of the Industry in Simple Context⁽⁵⁾.

Form, Storm, Norm, Perform⁽⁶⁾.

Will would be more effective by assessing the followers' readiness⁽⁴⁾: for able, willing and confident followers, a Laissez-Faire style would be more productive. The followers might also be able, confident and unwilling, maybe wondering why Will was promoted and not somebody with similar values⁽⁴⁾ as theirs: the Participative style would be recommended. The honeymoon is over, the team is in the Tuckman's storming phase⁽⁶⁾: Will should spend more time to build trust^(1,2,3,4) among his new Team.

Davis is here to help him to develop^(1,4). Managers too often confuse efficiency with effectiveness: Will may be a good performer, but not ready to perform as a Leader. Why was he identified by the management chain to become a leader? Power is a motivator⁽²⁾, especially for Seductive Operational Bullies⁽⁷⁾, very toxic people for a company, difficult to detect, often confused with efficient Leaders: Kets-de-Vries proposes an assessment⁽⁷⁾ to detect these psychopaths "lite"⁽⁷⁾. A personality test like HBDI assessment⁽⁸⁾ may also help Will to understand why under stress he went in a limbic-left mode whereas he appeared to be more cerebral under normal pressure. A Leadership training in the closest Community College may also be beneficial to understand how leadership and followership styles should evolve in symbiosis according to the situation. Will may also follow some seminars or further readings to improve his Emotional Quotient to provide feedbacks, say thank-you⁽⁹⁾, empathize, lead by example⁽³⁾.

From efficiency to effectiveness.

If Will is a goodwill, good faith and motivated balanced human-being, him and his team should find common values, and learn over the next months how to trust each other, to reach the Performing level⁽⁶⁾.

(1) "Introduction to Leadership", Lesson #1, P. Nolan

(2) "Followership, Situation & Power", Lesson #2, P. Nolan

(3) "Influence & Style Models", Lesson #3, P. Nolan

(4) "Values & Situational Models", Lesson #4, P. Nolan

(5) "Leader's Framework for Decision Making", David J. Snowden, Mary E. Boone, HBR

(6) Tuckman's stages of Group Development

(7) "The Psychopath in the C Suite: Redefining the SOB", M. Kets-de-Vries, INSEAD

(8) "The Whole Brain Business Book", Ned Herrmann

(9) "How to Give a Meaningful 'Thank You'", M. Goulston, HBR

Personality Traits & Leadership

“*Building Tomorrow’s Company: Leadership*”⁽¹⁾ presents an introspection about what makes a company, and what makes it stick, through the example of Hewlett-Packard, founders of the Silicon Valley.

A great successful company is culture-driven, inclusive and led by example.

HP invested in people to create an inclusive company⁽¹⁾ for success. This means that any entity in the ecosystem of the company is considered as a partner: the customers, the suppliers, the employees. The shareholders are not the only ones who deserve to have their needs fulfilled, but anybody who has been actively participating in the success of the company shall be considered as an asset and treated accordingly.

HP invested in an innovative leadership style, not centered around a dominant charismatic CEO, but by creating the capabilities throughout the company to identify and to mentor the leaders to foster a culture-driven⁽¹⁾ company. Such visionary company is built on capability with people guided by a set of principles and values, like loyalty, to create a tight culture.

HP invested in its best identified leaders⁽¹⁾, those who had the ability to communicate a vision, to support excellence or quality, and to believe in people, the power to say: “*I trust you*”. Leading is a combination of inspiration and example: the capacity to build great groups to compensate each other weaknesses, the capacity of abandoning one’s ego. Being a leader is in the genes, and gets improved and developed thru the life experience, says Dr Bennis. The company creates its own leaders to renew itself. Au contrary, a company which needs “fresh blood” might have lost its way.

With traits do these special people share? How identifying these leaders?

Based on empirical studies, leadership traits in best companies are humility, willingness to see the company succeeding, avoiding the spotlights, focusing on high results, being responsible and accountable for one’s actions, being courteous and gentle, and having the capability to surrender oneself with the right people⁽²⁾.

Great leaders are A-players.

Psychologists have been working for decades on questionnaires to profile employees to identify the high-end profiles. To name a few of them: Gallup Q12 for engagement⁽²⁾, MBTI⁽⁵⁾ or HBDI⁽⁴⁾ for personality tests, VAK for learning style, TKI⁽⁶⁾ for conflict mode, and dozens of others.

Great companies tend to share the same willingness to identify their best achievers⁽³⁾, to mentor and promote them in leadership roles to support culture-driven inclusive values for shared and sustainable successes.

(1) “*Building Tomorrow’s Company*”, MC

(2) “*Personality Traits & Leadership*”, Lesson #5, P. Nolan

(3) “*The Top 100 secrets of High-Achievers*”, C. Walker

(4) “*The whole brain business book*”, N. Herrmann

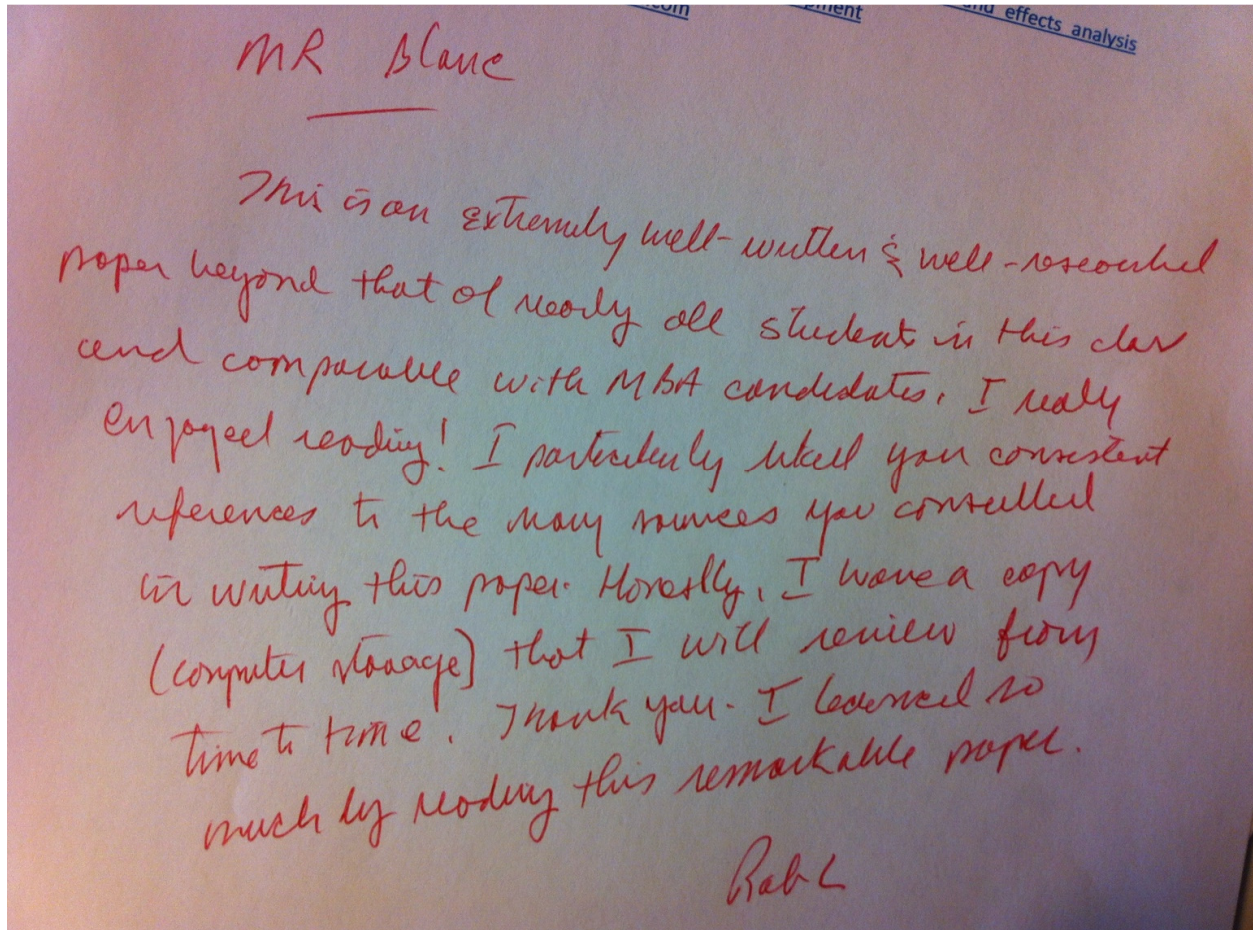
(5) “*Gifts Differing: Understanding Personality Type*”, I. Briggs-Myers

(6) “*Thomas-Kilmann Conflict Mode Instrument*”, R. Kilmann, K. Thomas

Feedback from the Instructor

Rober Leadbeater.

<https://www.linkedin.com/in/rob-leadbeater-7400302a/>



MR Blanc,

This is an extremely well-written & well-researched paper beyond that of nearly all students in this class and comparable with MBA candidates. I really enjoyed reading! I particularly liked your constant references to the many sources you consulted in writing this paper. Honestly, I have a copy (computer storage) that I will review from time to time. Thank you. I learned so much by reading this remarkable paper.

Rob L