

Leading in the 21st Century Becoming a Global Leader & Systems Thinker

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AGENDA

- Crisis of Control – the Motivation Era
- Leadership – context, history of development
- Systems Thinking ,Strategic Leadership
- Global Leadership & Requirements

FORD PRICES REDUCED!

EFFECTIVE SEPTEMBER 22, 1920

We are in receipt of a telegram from the Ford Motor Co., announcing a general reduction in the prices of all Ford cars and the Fordson Tractor, as follows:

Runabout	..	\$465.00
Touring	.	510.00
Coupe	.	745.00
Sedan	.	795.00
Truck, pneumatic tires	.	545.00
Tractor	.	790.00

All Above Prices f. o. b. factory.

All cars equipped with electric starter. Now booking orders at the new prices. Place your order immediately and avoid disappointment.

Rockingham Motor Co., Inc.

HARRISONBURG, VA.

THE GARRISON PRESS, Harrisonburg, Va.

"CRISIS OF CONTROL"
MOTIVATION AND PERFORMANCE

The Psychological Contract:

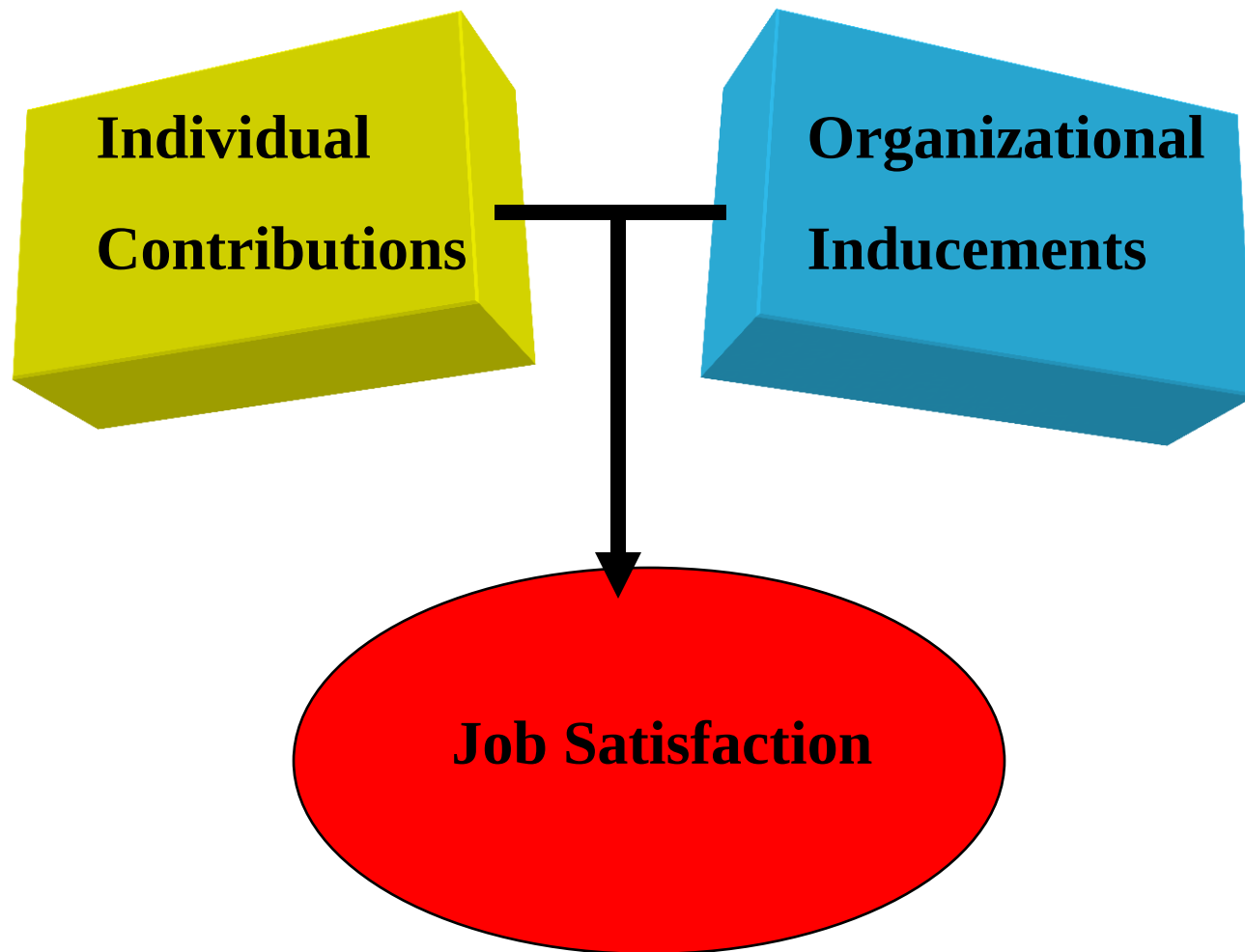
The Employer-Employee Relationship

- a person's expectations about what will be given and received from an organization as a part of the employment relationship

Psychological Contract: (contd.)

- **Employer- Employee Relationship:**
 - **The Individual:** a person offers contributions/valued work activities (effort, time, loyalty, expert knowledge, creativity)
 - **The Organization:** offers inducements
 - Money/pay
 - Fringe benefits
 - Training
 - Opportunities for personal growth/development

Psychological Contract Balance

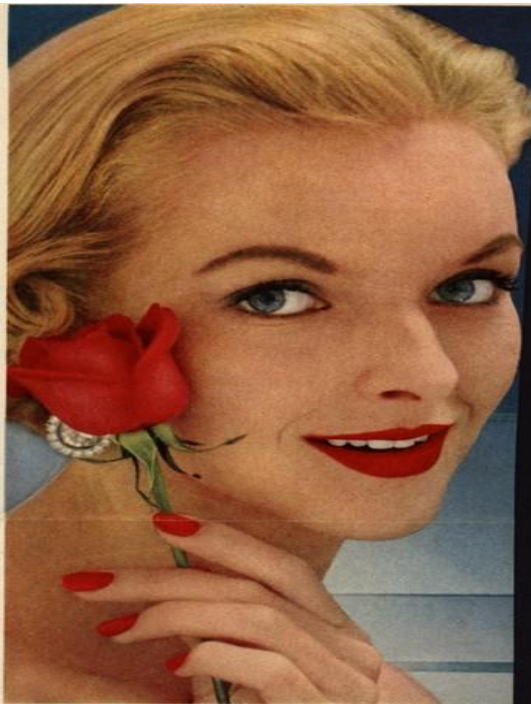


EMERGING ISSUES

“CRISIS OF CONTROL”

- **Emergence of the Psychological contract**
 - **Focus on motivation of the worker rather than simply the task/job design**
 - **Productivity defined in terms of:**
Performance = Motivation x Ability x Resources
- Management of the Organization:**
Management's job to design processes to induce motivation

From the "Crisis of Control" to "Global LEADERSHIP"



Avon brings you 13 shades in Color-last Lipstick and matching Nail Polish.

Avon Color-last Lipstick, for all its wonderful staying power, feels so good and *doesn't dry your lips*. Long-last Nail Polish comes in matching glamour colors and *wears beautifully*. So it's no wonder that this precious pair . . . available in 13 fashionable, becoming shades . . . enjoys such wide popularity. Assemble your complete make-up to harmonize with your coloring and your clothes, with the help of your Avon Representative.



Emerging Issues: 50's Organization Man 60'S Human Relations Movement

- The rise of the modern corporation
- The rise of the professional manager
- The shift from the worker to the study of management/leadership dynamics in the performance of work

ORGANIZATION MAN

The rise of the modern corporation D. Sylva, 2000

- Whyte concluded that "the peace of mind offered by organization remains a surrender," and that the sought-after contentment comes at the price of an individual's creativity.

ORGANIZATION MAN *D. Sylva, 2000*

- In the 1950's, the sociologist William H. Whyte (1917-99)

discovered that the average businessman's greatest aspiration was to move to the suburbs and lose himself within a big corporation's multitudes of middle management.

Whyte labeled this type the "Organization Man," and warned that the collective influence of millions of such organization men would transform society, replacing the rugged individualism of the American Dream with a new ethic of conformity.

WHAT IS LEADERSHIP?

**WHAT IS THE FIRST THING THAT
COMES TO MIND WHEN YOU THINK
OF A LEADER/LEADERSHIP?**

**Take a minute and write down 3-5 things
that come to mind**

THEORIES OF LEADERSHIP

- **Trait**
- **Transactional**
- **Transformational**
- **Charismatic**
- **Organizational**
- **Appreciative-Centered**

Transactional Leadership

- Engage in exchanges with followers (tit-for-tat).
- Appeal primarily to followers' self-interests.
- Motivated primarily by instrumental power but, also, personal and/or prosocial power.
- a.k.a. traditional management

Transformational Leadership

Transformational leadership: focuses on the behaviors of successful top-level managers.

Three acts:

- Recognizing the need for revitalization.
- Creating a new vision.
- Instituting a change.

■ **Characteristics of transformational leaders:**

- See themselves as change agents.
- Courageous individuals and risk takers.
- Believe in people and motivate them.
- Value-driven
- Life-long learners
- Ability to deal with complexity, ambiguity, and uncertainty.
- Visionaries

■ **Motivator because it meets needs for esteem/self-actualization.**

Charismatic Leadership

- **Followers believe leader is endowed with exceptional qualities. (Max Weber, 1930s)**
- **Followers identify with, and imitate leader.**
- **Ideological value system tends to elicit polarized responses.**
- **May be motivated by personal power.**

Situational Leadership Theories

(Donnelly, Gibson, Ivancevich)

- **Contingency Theory (Fiedler)**
 - No Best style. Leader success determined by the interaction of the environment & leader personality factors (task or relationship oriented)
- **Path-Goal Theory (House)**
 - Most successful leaders are those who increase subordinate motivation by charting out and clarifying paths to effective performance (directive to achievement)
- **Vroom-Yetton**
 - Successful leadership style varies with situation. Leader can learn how to recognize requirements of the situation and how to fit style to meet these requirements (autocratic to participative)
- **Hershey-Blanchard Theory**
 - Successful leaders adapt their styles to the demands of the situation (task to relationship behavior)

Leadership Theories

HOW DOES ALL OF THIS HELP US TODAY?

Global Challenges

Thorn, 2007

- Coping with the speed of inter-related world events
- Managing & leading in a complex global society
- Managing instability and gap between world poverty & the rich
- Becoming more adaptable & flexible in creating, accepting, adapting to change
- Maintaining a vision incorporating people of different cultures
- Recognizing the decline of nation states boundaries

The New Paradigm of Global Leadership

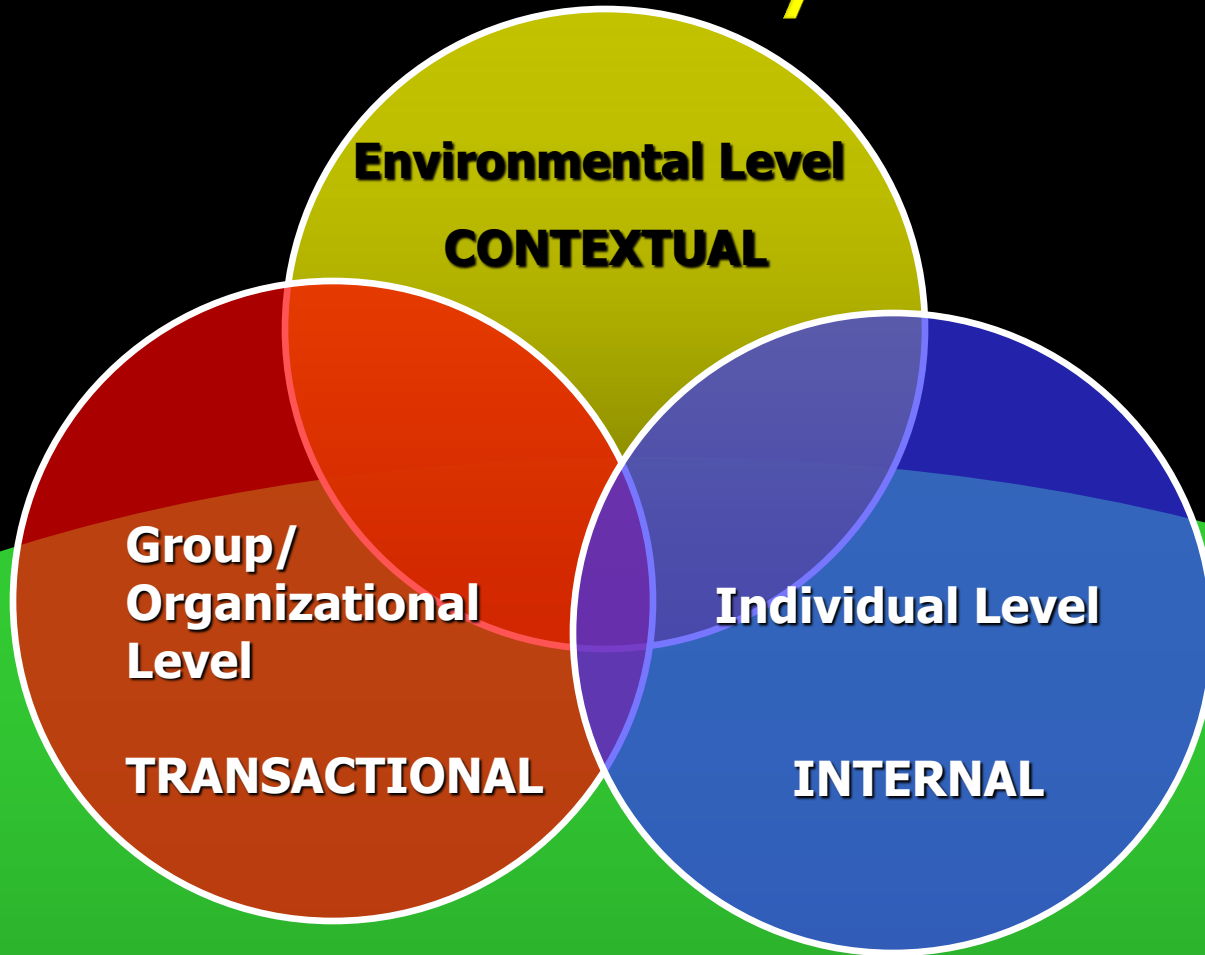
Scholars have argued that the leadership paradigm which dominated in the 20th century needs to be transformed to include a completely new form of strategic thinking (Adler, 1997; Levy, et al., 2003; Murtha, Lenway & Bagozzi, 1998; Rhinesmith, 1992, Ghoshal, 2004; Jeanett, 2000; Werhane, 2007; Barlett & Ghoshal, 2008, Bartlett & Ghoshal, 1998; Jeanett, 2000;)

Recent research on the Global Talent Index indicated that today's leaders will need a new set of competencies to effectively function in today's environment. These competencies include:

- **developing a global mindset;**
- **developing organizational cultural sensitivities;**
- **dealing with complexity, ambiguity and risk**

■ (Haberman, J. 2010. Hedrick & Struggles, April 28, 2010 ,GWU Conference, Global Talent Conference).

Organizations/Environment as Whole Systems



Surviving the Winter!

- First count off into Teams
- Second Read this situation and rank order your answers (5-8 minutes)
- Then Lets Divide into teams - you will have (20 minutes) to do this exercise
- Then Report out of each Team (5 minutes)

DID YOU MAKE IT OUT?

Winter Survival Exercise

Winter Survival Decision Form

(Rank from 1-15 in order of importance)

- ___ Compress Kit
- ___ Ball of Steel Wool
- ___ Cigarette lighter without fluid
- ___ Loaded .45 caliber pistol
- ___ Newspaper (one/person)
- ___ Compass
- ___ Two ski poles
- ___ Knife
- ___ Sectional Air Map of Plastic
- ___ 30 feet of rope
- ___ Family sized Chocolate Bar (one per person)
- ___ Flashlight with Batteries
- ___ Quart of 85 proof whiskey
- ___ Extra Shirt & pants for each survivor
- ___ Can of shortening

Winter Survival Decision Form

(Rank from 1-15 in order of importance)

- 11 Compress Kit
- 2 Ball of Steel Wool
- 1 Cigarette lighter without fluid
- 9 Loaded .45 caliber pistol
- 8 Newspaper (one/person)
- 15 Compass
- 12 Two ski poles
- 10 Knife
- 14 Sectional Air Map of Plastic
- 7 30 feet of rope
- 4 Family sized Chocolate Bar (one per person)
- 6 Flashlight with Batteries
- 13 Quart of 85 proof whiskey
- 3 Extra Shirt & pants for each survivor
- 5 Can of shortening

LEARNING?

DID YOU SURVIVE?

- What were your major learning from this exercise?
- How can we link this experience to what we know are requirements for Leadership?

International/Global Leaders Requirements

Thorn, 2007

- **Strategic Vision**
- **Adaptability**
- **Fostering Teamwork**
- **Creating Open Communication**
- **Building Relationships**

GLOBAL LEADERSHIP(Capabilities)

(Davis, Khilji, Cseh, 2010)

What do we know about Global Leaders?

- **Integrationist: Systems Thinker**
- **Continuous Learner (Knowledge seeker)**
- **Flexible Methodologist**
- **Control Aversionist**
- **Team worker (Equalitist)**
- **Provider -“best capabilities” in the flat world**
- **Change agent**
- **Open-minded**
- **Self-regulated & self- aware**
- **Environment builders**

“GLM is being open of mind and the heart”

Organizations/Environment as Whole Systems

