
Personal Characteristics vs. the Situational Leadership

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Session 2

This Summer

- Individual Characteristics & Situational Leadership
- Leading and Following
- Distributed Leadership
- Team Processes
- Transformational Leadership
- Don Davis/Bill Hanson
- Leadership Development Planning
 - Alumni panel
- Leadership & Ethics
 - 2 sessions with Leigh Hafrey
- Leadership in Action
 - Leadership Reaction Course
 - Reflection at end of summer on summer teams

15.317 Summer Deliverables

- Personal leadership development plan (4-5 pages due Session 7)
 - Reflection of what leadership means to you personally
 - Assessment of your leadership strengths and development needs
 - Identification of where your passion lies and the legacy you would like to leave behind from your time in LGO
 - Begin to formulate a project/plan that will help you achieve your personal goals and objectives
- Team reflection paper (5-6 pages due Session 11)
 - Analyze and evaluate your team's performance
 - Mid-summer peer team feedback (before class on Session 4)

Today's Agenda

- Trait-based vs. Situational Leadership
 - Leadership Debates:
 - 9:40 – 10:15 *Bono*
 - 10:15 – 10:55 *Dr. Rene Favaloro*
- Leading and Following
 - Saint Paul Chamber Orchestra

Debate Topics

- What are the personal characteristics/values that made each of these individuals a leader?
- What are the situational characteristics that developed them into leaders?
- Debating positions:
 - A. The personal characteristics/values are what developed X into a leader.
 - B. The situational characteristics developed X into a leader.

Debate Format

- 15 minute video
- 20 minutes per leader
 - 3 minute presentation, 3 minute response
 - 2 minute follow up, 2 minute response
 - 7 minute – Q&A by class
 - 3 minute – vote

Summing Up

- Some observations on Personal Characteristics
 - no single gender, race, background, etc.
 - privileged and not
 - but, perhaps some deeper commonalities
 - Deep convictions and clear sense of personal values
 - Learning—determination—perseverance in face of high odds
- Some observations on Situational Factors
 - different situations, different approaches
 - crisis (of various sorts) is the common “opportunity”
 - adversity & failure are laboratories for learning

Leadership Journals

- Your personal record of observations & thoughts
 - behaviors of good and bad leaders you encounter
 - reflection on your own leadership actions
 - track progress toward your leadership development plans
- Recommend using during summer speakers/prosems, company visits & leadership seminars (especially Davis/Hanson)

Leading and Following

What do followers expect of their leaders?

What do leaders expect of their followers?

St Paul Chamber Orchestra

- The more discipline you have, the more freedom you have (Casals)
- There is a common understanding that doesn't have to be explained
- Not the sole authority, it is more of a give and take
- Finding the right time to say the right thing
- No passengers, no place to hide
 - Common tomorrow
 - Always feel like your playing counts
- The eyes of the orchestra are always on the person who has the tune who is the leader at that moment

Next Week

- Distributed Leadership
 - Two case studies
 - MacGregor
 - Photovoltaic Breakthrough

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