

12. Leadership

21C Phenomena

Spreading Democratization, Globalization

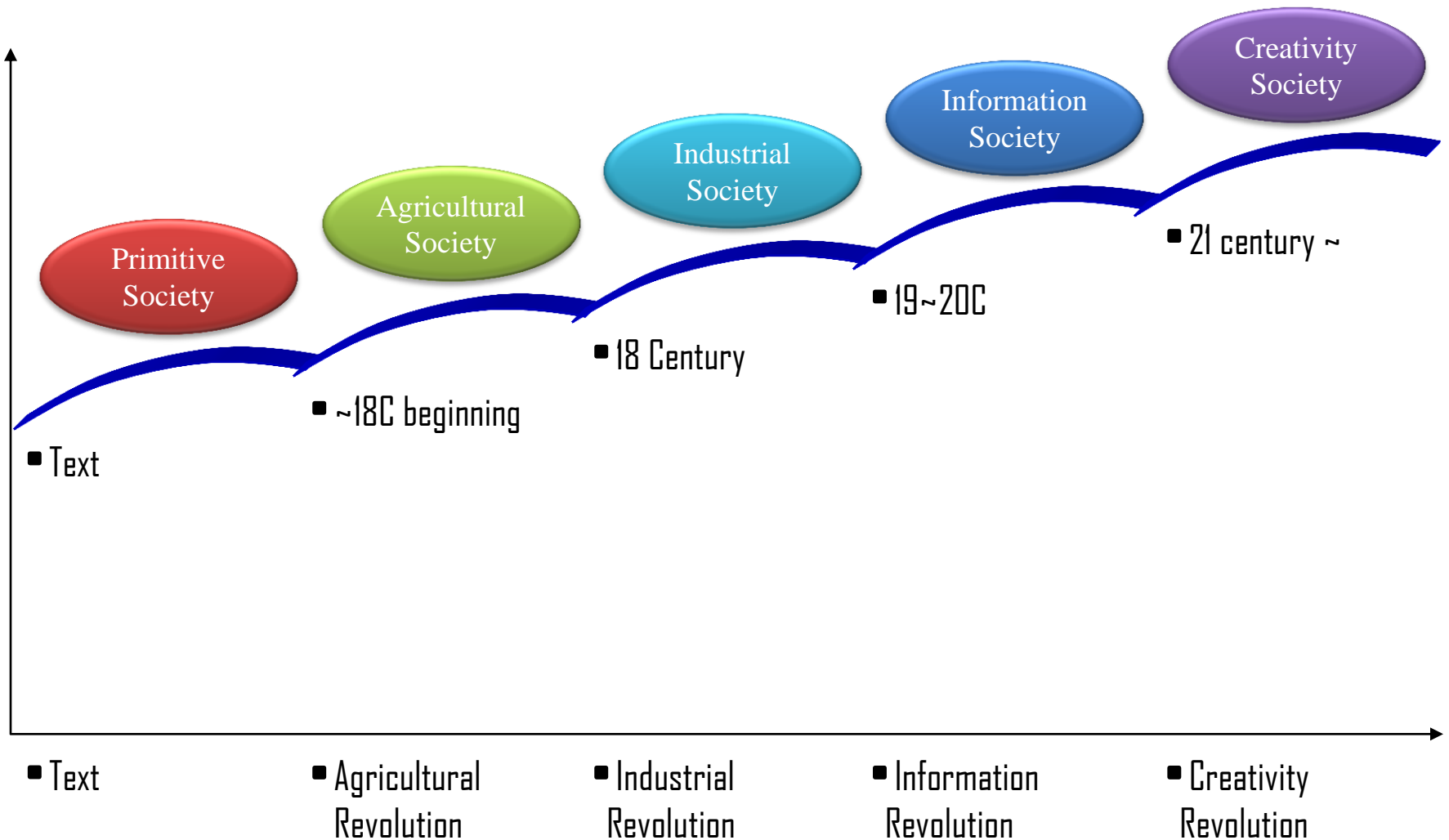
Unpredictable New Game Rules Emerge.

Value system's Complexity

20C: 3S [Strategy, Structure, System]

=> 21C: 3P [Purpose, Process, People]

Human Societies & Rules of Game



Periodic Table of Leadership Studies

| | | | | | | | | | | |
|-----------------------|---------------------|-------------------------|--------------------------|--------------------------|-------------------|--------------------------|------------------|--|--------------------------|-----------------------------|
| Historical Approaches | Trait Theory | Personality Approaches | | | | | | | Citizen Leader | Instrumental Approaches |
| Cultural Approaches | Behavior Theory | Organizational Behavior | | | | | | | Servant Leader | Transformational Leadership |
| Cross-cultural | Implicit Theory | Attribution Theory | Motivation Theory | Psychological Approaches | | | | | Ethical Theory | Transforming Leadership |
| Diversity Approaches | Follower Approaches | Role Theory | Charismatic Theory | Leader Development | Self Leadership | | | | Values Approaches | Change Theory |
| Organizational Design | | | | | | | | | Revolutionary Approaches | |
| Gender Approaches | | | | | | | | | | |
| | Contingency Theory | Situational Theory | Decision Theory | Path-Goal Theory | | | | | | Quantitative Method |
| | Idiosyncasy Credits | Leader/Member Exchange | Transactional Leadership | | | | | | | Qualitative Method |
| | Power Approaches | Communication Theory | Influence Approaches | Group Process | Democratic Theory | Conflict Resolution | Authority Issues | | | Problem-Based |
| | Leader Substitutes | Strategic Approaches | Team LDSF | Vision Approaches | Systems Theory | Participatory Approaches | Adaptive Work | | | Action Research |

Source : George H. Goethals, Periodic table of leadership studies, *The quest for a general theory of leadership (new horizons in leadership studies)*, 2000

Leadership Contexts Model

The Historical Context of Leadership

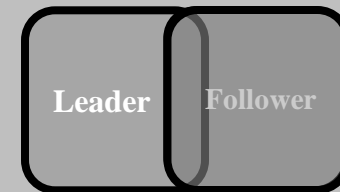
- Long-Term Social Forces
- Long-Term Economic Forces
- Long-Term Political Forces

The Contemporary Context of Leadership

- Social Values
- Cultural Mores
- Sub-cultural Norms

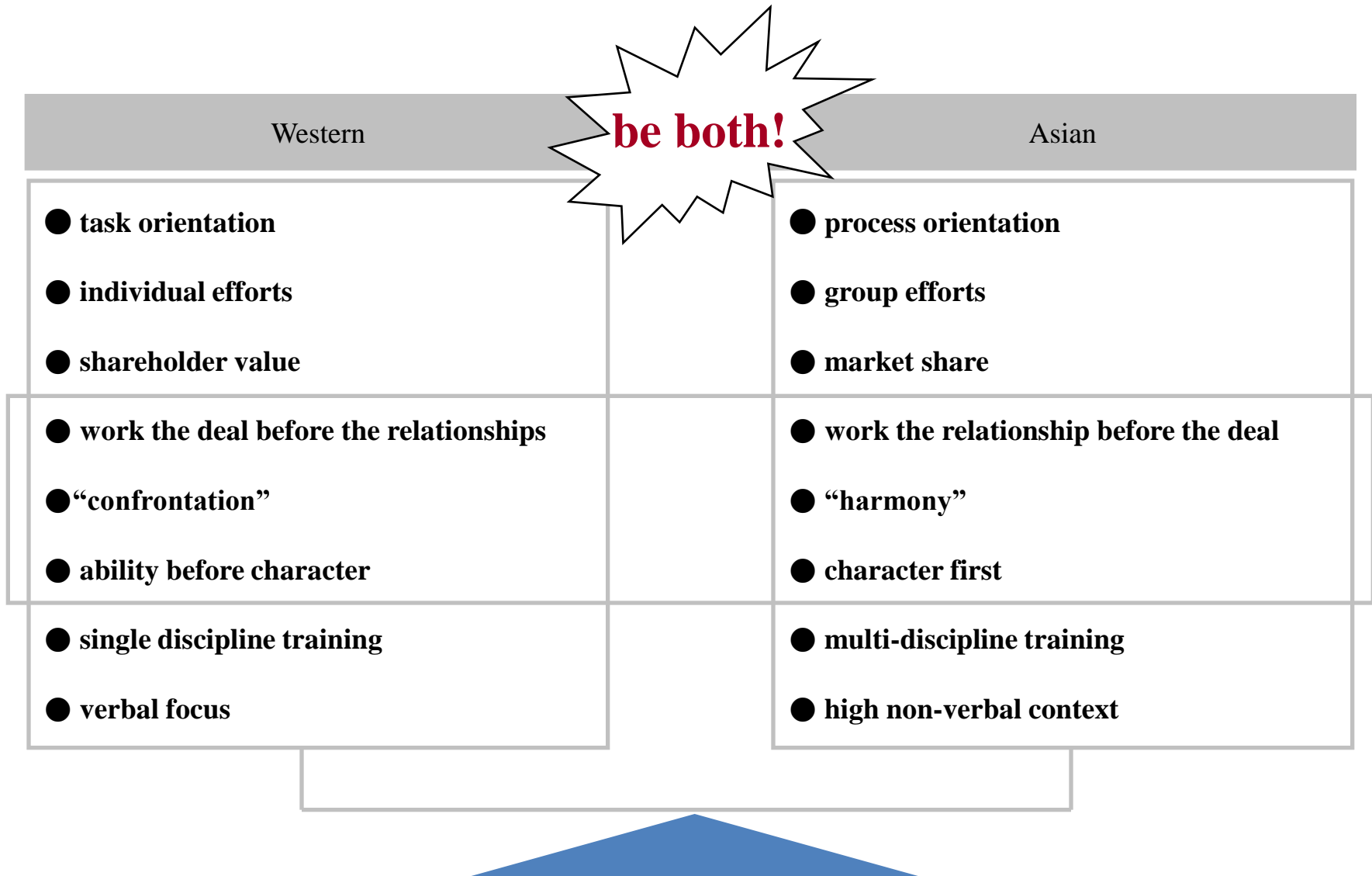
The Immediate Context of leadership

- Structure and Goals
- Culture
- Task Characteristics



REVIEWING PREVIOUS CLASS

Leadership Style : Western vs. Asian



Cross-Cultural Comparisons of Admired Leader Characteristics

| | Forward-looking | Honest | Competent | Inspiring |
|---------------------|------------------------|---------------|------------------|------------------|
| Korea | 82% | 74% | 62% | 55% |
| United State | 71 | 88 | 69 | 63 |
| Japan | 83 | 67 | 61 | 51 |
| Singapore | 78 | 65 | 78 | 94 |
| Malaysia | 78 | 95 | 62 | 55 |
| Australia | 83 | 93 | 59 | 73 |
| Scandinavia | 86 | 84 | 53 | 90 |
| Mexico | 82 | 85 | 62 | 71 |

SHIFT from Manager to Leader!

Hopeseller's LEADERSHIP abbreviation

Leverag-
Ling
Eception-
Eality of
A^{the} toward
D^{the} tiona-
Dtion on
E^{the} environ-
Emental
R^{the} by the
S^{the} spirit
of
H^{the} armony
I^{the} inter-
Iacting
P^{the} with
Partners

Structure of Personal Branding Leadership

Seshem-t
= Seshmi + shemsu

Personal
Branding

Love Mark

Situation

Leader

media

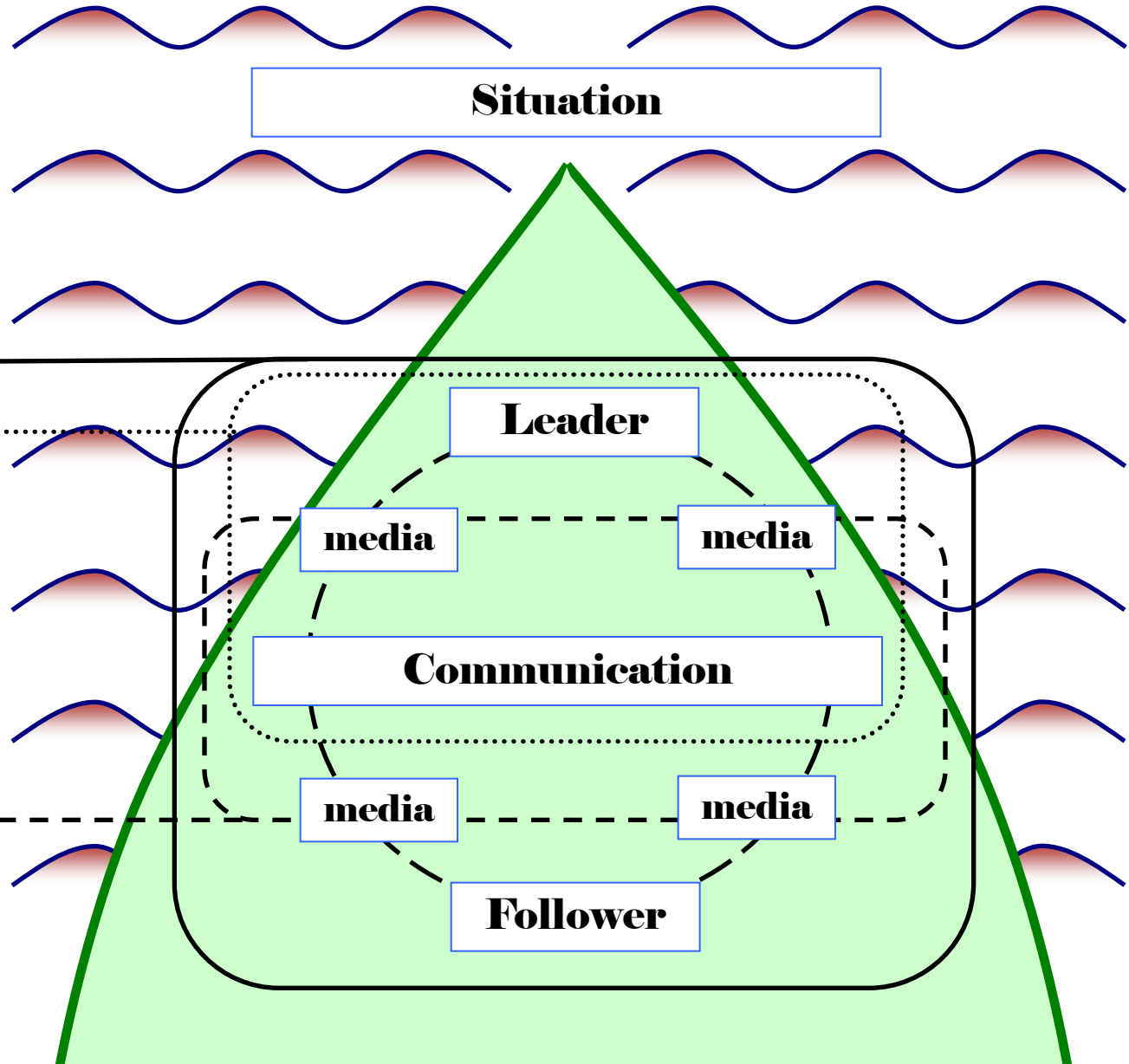
media

Communication

media

media

Follower



Strength of Each Type

Opportunist

Good in emergencies and in sales opportunities

Diplomat

Avoids overt conflict.
Wants to belong; obeys group norms; rarely rocks the boat.

Expert

Rules by logic and expertise.
Seeks rational efficiency.

Achiever

Well suited to managerial roles, action and goal oriented.



Individualist

Effective in venture and consulting roles.

Strategist

Effective as a transformational leader

Alchemist

Good at leading society-wide transformations.

Hopeseller Leadership Model (ICPF)

