



THE NATIONAL
JUDICIAL COLLEGE

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*Making the world a more just place
by educating and inspiring its judiciary*



**EFFECTIVE LEADERSHIP:
FROM TRANSACTION TO TRANSFORMATION**

DIVIDER 2

Professor Yvonne Stedham

OBJECTIVES:

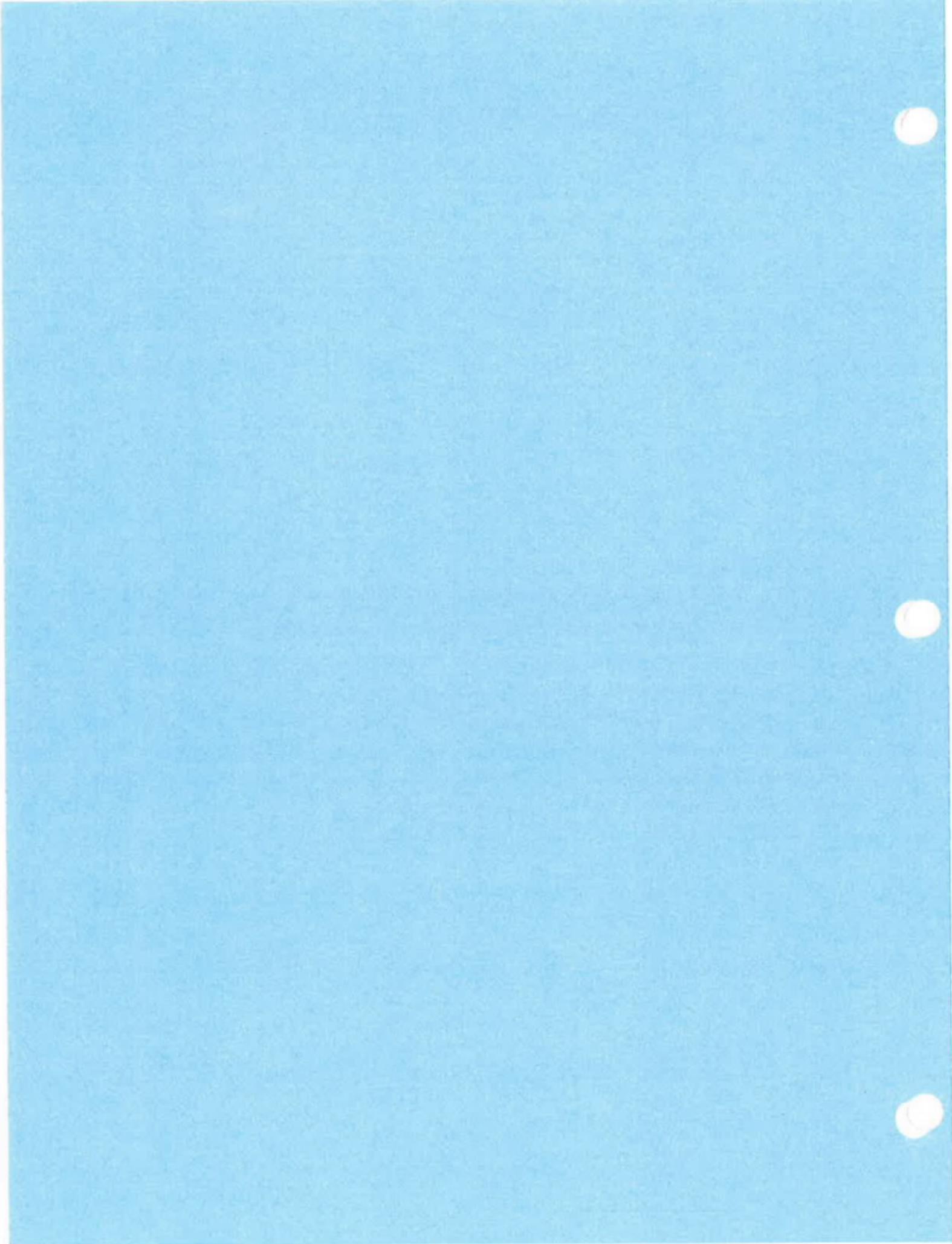
After this session, you will be able to:

1. Summarize the importance of effective leadership in organizations;
2. Explain the rationale for the recommended approaches to leadership;
3. Assess your personality characteristics and your leadership behaviors;
4. **Apply** behaviors to improve trust with employees; and
5. Develop techniques to cultivate leadership qualities in others.

REQUIRED READING:

PAGE

Yvonne Stedham, <i>What Do We Know About Effective Leadership?</i> <i>From Transaction to Transformation</i> (Mar. 2022) [NJC PowerPoint]	1
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Judicial Leaders in Climate Science - Mar. 2022

What Do We Know about *Effective Leadership*?

Dr. Yvonne Stedham



Learning Objectives

1. Summarize the importance of effective leadership in organizations
2. Explain the rationale for the recommended approaches to leadership
3. Assess your personality characteristics and your leadership behaviors



4. Apply behaviors to improve trust with employees
5. Develop techniques to cultivate leadership qualities in others

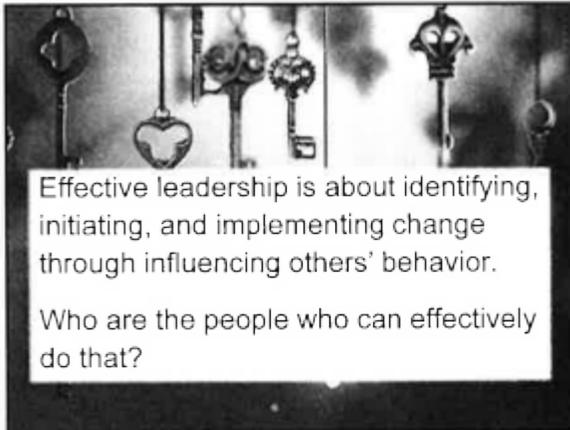


What do we know about leadership effectiveness?

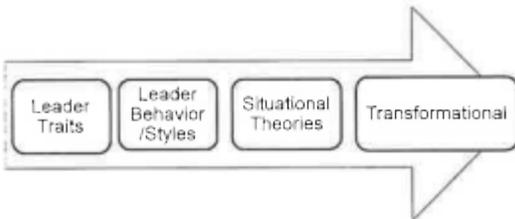


Effective leadership is about identifying, initiating, and implementing change through influencing others' behavior.

Who are the people who can effectively do that?



Understanding Leadership



Leader Traits

- Traits
- Personality
- Emotional intelligence



Are Leaders Born or Made?



Nature is more important than nurture in the development of leadership ability.



What Does It Take to be an Effective Leader?

Traits

Innate qualities; distinguishing personal characteristics

Are the traits innate or can they be developed?

Intelligence

- › Intellectual ability
 - Verbal ability
 - Perceptual ability
 - Reasoning
- › Leader-follower gap in intelligence



How would intelligence enhance leadership effectiveness?



Self-Confidence & Determination

Self-Confidence

- Self-esteem and self-assurance
- Certain about one's abilities and competencies

Determination

- Willingness to assert oneself
- Proactive
- Perseverance in the face of obstacles

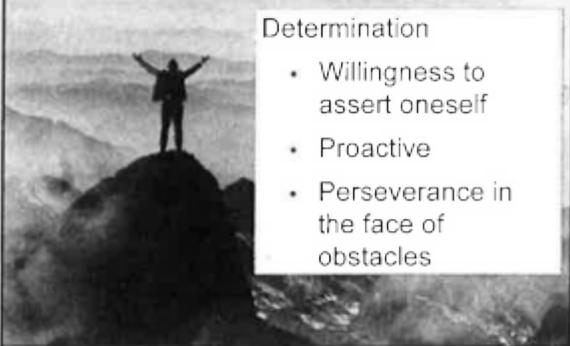
Self-Confidence & Determination



Self-Confidence

- Self-esteem and self-assurance
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Self-Confidence & Determination



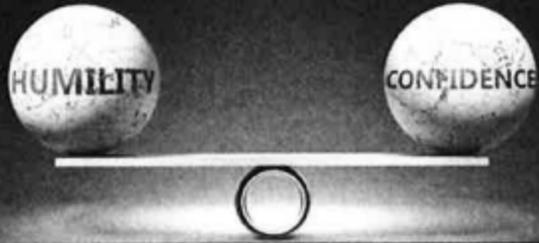
Determination

- Willingness to assert oneself
- Proactive
- Perseverance in the face of obstacles

How would self-confidence and determination enhance leadership effectiveness?



Humility



Humility - Modest opinion or estimate of one's own importance, rank etc.

- Prevents excessive self-focus
- Humble individuals
 - seek out opinions of others in order to gain a realistic sense of their own capabilities as well as limitations
 - possess realistic visions of who they are and what capabilities they possess.

➤ Individuals with humility do not react defensively toward criticism and are able to take in positive information about the self judiciously.

HBR - Baldoni (2009)

A sense of humility is essential to leadership because it authenticates a person's humanity.

We humans are frail creatures; we have our faults.

Recognizing what we do well, as well as what we do not do so well, is vital to self-awareness and paramount to humility.

Integrity and Sociability

Integrity

- Honesty
- Trustworthiness
- Walk the talk



Integrity and Sociability

Sociability

- Friendly
- Courteous
- Tactful
- Sensitive to others' needs; concern for their well-being



How would integrity and sociability enhance leadership effectiveness?



Leader Traits

- Numerous studies resulted in a very long list of traits
- Criticism
 - Universality?
 - Relevance of traits across situations?
 - Actual leader behavior is more important

Leader Traits and Trust

- Trust
 - Perceived Ability, Integrity, Benevolence
- Traits of effective leaders
 - Determination (A, I)
 - Intelligence (A)
 - Integrity (I)
 - Sociability (B)
 - Self-Confidence (A)

Leadership

"We should take care not to make the intellect our god. It has, of course, powerful muscles, but no personality. It cannot lead; it can only serve."

~ Albert Einstein (1879-1955)





Personality

- A combination of traits that classifies an individual's behavior
- The Big 5 Personality Traits (OCEAN)
 1. Openness 54
 2. Conscientiousness 60
 3. Extraversion 60
 4. Agreeableness 80
 5. Neuroticism (Emotional stability) 80

Do You Know Your Big 5?

- Self-Assessment: Big 5 Personality Profile
- Other personality measures?
 - MBTI – Myers-Briggs Type Indicator
 - Emergenetics (Four colors – blue/analytical, green/structural, red/social, yellow/conceptual)

Big 5 - Openness

Low Scorers

- Uncreative
- Conventional
- Uncurious



High Scorers

- Creative
- Original
- Curious



Big 5 - Conscientiousness

Low Scorers

- Negligent
- Lazy
- Disorganized
- Late



High Scorers

- Conscientious
- Hard-working
- Well-organized
- Punctual



Big 5 - Extroversion

Low Scorers

- Loner
- Quiet
- Passive
- Reserved



High Scorers

- Joiner
- Talkative
- Active
- Affectionate



Big 5 - Agreeableness

<p><u>Low Scorers</u></p> <ul style="list-style-type: none"> ➤ Suspicious ➤ Critical ➤ Ruthless ➤ Irritable 	<p style="text-align: center;">✓ <u>High Scorers</u></p> <ul style="list-style-type: none"> ➤ Trusting ➤ Lenient ➤ Soft-hearted ➤ Good natured
	

Big 5 - Neuroticism

<p><u>Low Scorers</u></p> <ul style="list-style-type: none"> ➤ Calm ➤ Even-tempered ➤ Comfortable ➤ Unemotional 	<p style="text-align: center;">✓ <u>High Scorers</u></p> <ul style="list-style-type: none"> ➤ Worried ➤ Temperamental ➤ Self-conscious ➤ Emotional
	

The "Big 5"

Research supports the importance of all five to effective leadership

Which of the Big 5 do you think is most important for effective leadership?



The "Big 5"

Rank from most to least strongly associated with leadership:

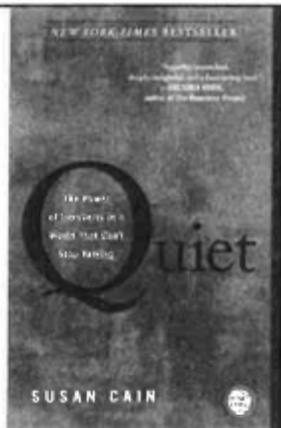
1. Extraversion
2. Conscientiousness
3. Neuroticism and openness
4. Agreeableness

Do these results relate to trust?

Quiet:
The Power
of Introverts

Susan Cain

[https://www.ted.com/
talks/susan_cain_th
e_power_of_introver
ts](https://www.ted.com/talks/susan_cain_the_power_of_introverts)



Myers-Briggs Type Indicator (MBTI)



Myers-Briggs Type Indicator

Based on finding systematic patterns for

1. How and what kind of stimuli individuals take in
2. How these stimuli are processed and interpreted

Four Dimensions of MBTI

1. Where do you get your energy - what "charges your batteries?" How we interact with the world and where we direct our energy
(E/I) – extrovert / introvert
2. How do you gather information? The kind of information we naturally notice
(S/N) – sensing / intuition

Four Dimensions of MBTI

3. How we make decisions
(T/F) – thinking / feeling
4. How do you organize your environment – whether we prefer to live in a more structured way or a more spontaneous way
(J/P) – judging / perceiving

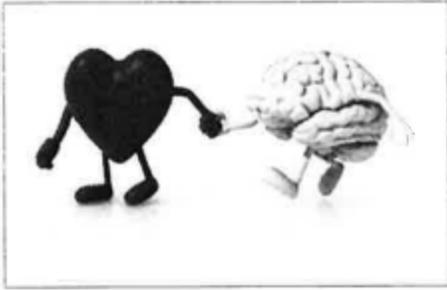
ISTJ "Take your time and do it right"	ISFJ "On my honor, to do my duty..."	INFJ "Catalyst for positive change"	INTJ "Competence + independence = perfection"
ISTP "Doing the best I can with what I've got"	ISFP "It's the thought that counts"	INFP "Still waters run deep"	INTP "Ingenious problem solvers"
ESTP "Let's get busy!"	ESFP "Don't worry, be happy"	ENFP "Anything's possible"	ENTP "Life's entrepreneurs"
ESTJ "Taking care of business"	ESFJ "What can I do for you?"	ENFJ "The public relations specialist"	ENTJ "Everything's fine – I'm in charge"

Leadership Effectiveness & the MBTI

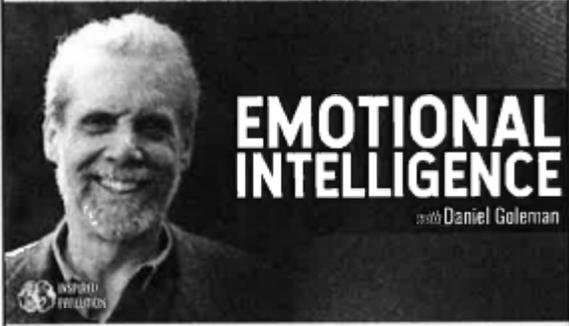
- > Limited research
- > Mostly used in leadership development
 - Self-awareness
 - Communication



Emotional Intelligence

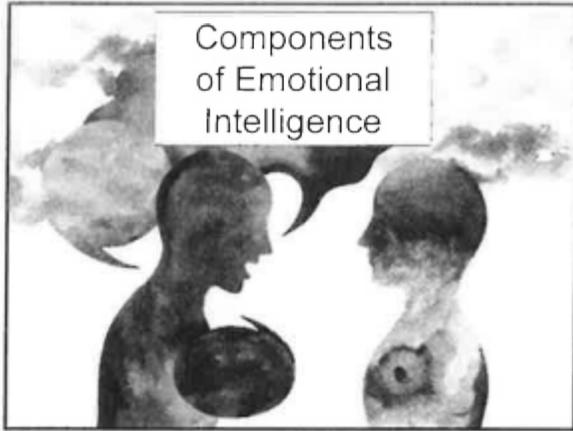


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- Understand emotions and apply this understanding to life's tasks

- Emotional intelligence is the ability to
 1. perceive and express emotions
 2. use emotions to facilitate thinking
 3. understand and reason with emotions
 4. effectively manage emotions within oneself and relationships with others



1. Self awareness 13/15
2. Social awareness 11/15
3. Self-management 13/15
4. Relationship management 11/15

- Emotional Intelligence**
- Four components of EQ
1. Self-awareness – accurate assessment of own strengths and weaknesses → self-confidence

 2. Social awareness – understand others; empathy; networking

Emotional Intelligence

3. Self-management – self regulate emotions; self-motivation, integrity, conscientiousness
4. Relationship management – build relationships by communicating, responding to emotions, handling conflict, influencing others

Emotional Intelligence

Leaders high in EI (high EQ) outperform managers with average people skills

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."



– Viktor E. Frankl (1905-1997)

Leadership Failure

Leaders failed because they were viewed as

- intimidating, insensitive, abrasive
- cold, aloof, arrogant
- not trustworthy
- self-centered, overly ambitious

Leader Behavior and Styles



Leadership Styles

- Autocratic
- Authoritative
- Participative
- Democratic
- Consensus

Leader Behavior and Styles

- Job-centered and employee-centered styles
- Managerial grid

Job (Task)-Centered Leaders

Two job-oriented behaviors

1. Goal emphasis
2. Work facilitation



Employee-Centered Leaders

Two employee-oriented behaviors

1. Supportive
2. Interaction facilitation



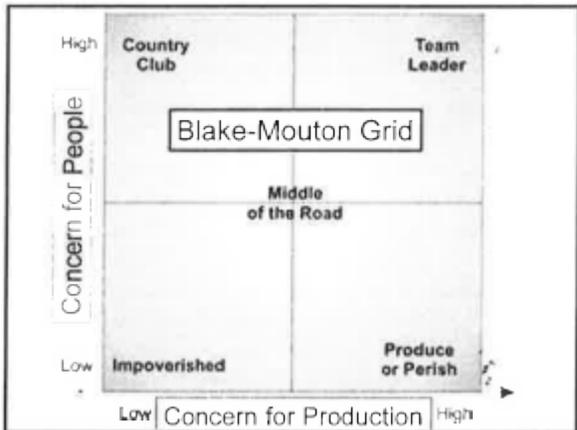
Leadership Grid Blake and Mouton

- Two Behaviors
 1. Concern for production / outcomes / efficiency
 2. Concern for people
- Measurement
Scales 1 to 9

Leadership Grid

Five Styles (Concern for production / concern for people)

1. Impoverished (1,1)
2. Authority compliance (9,1)
3. Country club (1,9)
4. Middle of the road (5,5)
5. Team leader (9,9) – Most effective



Kim Franks Case Study

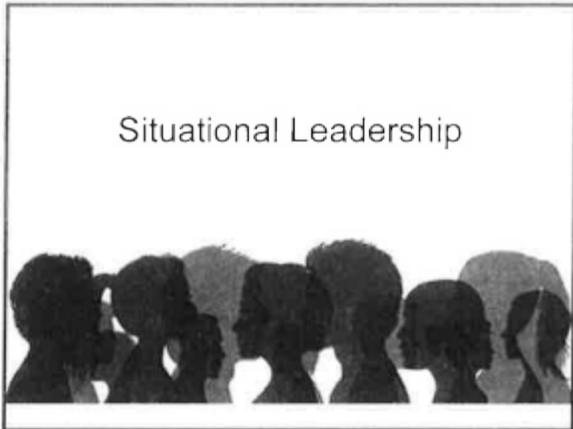
See handout

Case Study

- Groups of 4 participants
- 5 minutes
- Pick a spokesperson
- Questions
 1. **How would you describe Kim Frank's leadership, considering the Leadership Grid?**
 2. **Why does it create such a pronounced reaction from her subordinates?**
 3. **Do you think she should change her style? Please provide a rationale.**

Leader Behavior and Styles

- **Strength** – integrates the two core dimensions of leadership: task and relationship
- **Limitations** – Research is inconsistent in identifying a universal set of leader behaviors that would consistently result in effectiveness (the hi-hi hypothesis is not fully supported)



Situational Leadership

- Different situations demand different kinds of leadership – the leader must be able to adapt his/her style to the demands of the situation
- Leadership – directive and supportive dimensions

Situational Leadership

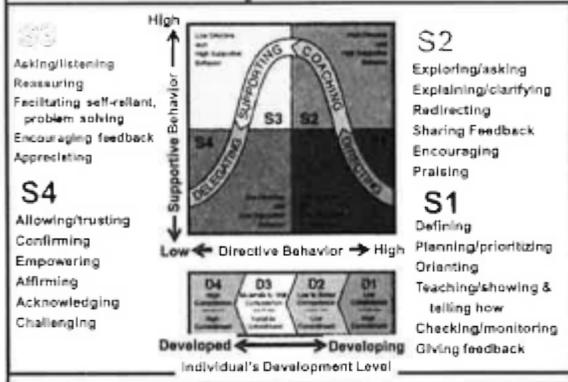
- Assess the Situation
 - Commitment of subordinates
 - Competence and development levels of followers
- Determine Style
 - More or less supportive or directive
 - Delegating, supporting, coaching, directing

Situational Leadership

Styles

- Telling – directing
- Persuading – coaching
- Participating – supporting
- Delegating

Match Style to Situation





Situational Leadership

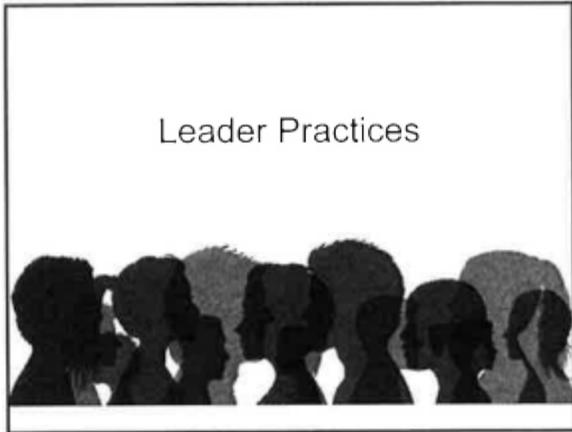
- > Based on "parenting" research – level of maturity of child requires different parenting behaviors
- > Followers are vital – individually accept or reject the leader; as a group, determine the leader's degree of personal power

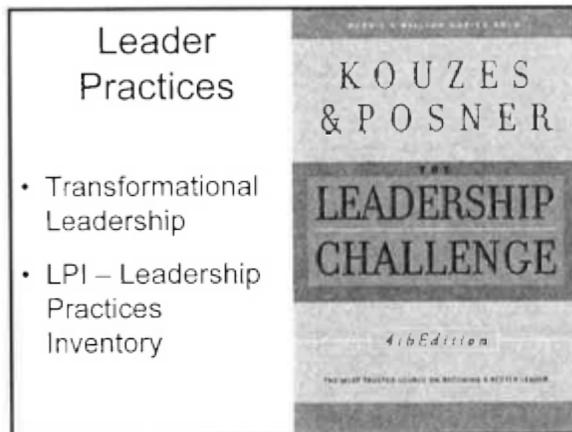
Responding to follower's needs is the surest way to achieve effectiveness and success.

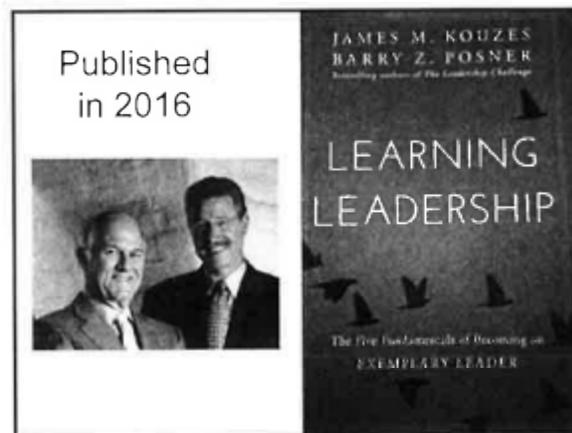


Situational Leadership

- > Strengths
 - Explicit consideration of follower characteristics
- > Criticism
 - Vague definition of follower characteristics (level of development – competence, commitment)







Two Questions

First Question

- The two wealthiest people in the world
- Academy Awards –
 - Last two best movies
 - Last two best actors / actresses

Two Questions

The 2 wealthiest people in the world:

Jeff Bezos



Elon Musk



Two Questions

Academy Awards – Best Pictures

- 2021 Nomadland
- 2020 Parasite
- 2019 Greenbook
- 2018 The Shape of Water



Two Questions

Academy Award Best Actors



- 2021 Anthony Hopkins, The Father
- 2020 Joaquin Phoenix, Joker
- 2019 Rami Malek, Bohemian Rhapsody
- 2018 Gary Oldman, Darkest Hour

Two Questions

Academy Award Best Actress



- 2021 Frances McDormand, Nomadland
- 2020 Renée Zellweger, Judy
- 2019 Olivia Colman, The Favourite
- 2018 Frances McDormand - Billboard

Two Questions

Second Question

- A teacher or coach who helped you through school
- Two friends who helped you through difficult times



Two Questions

Which of the two questions was easier to answer?

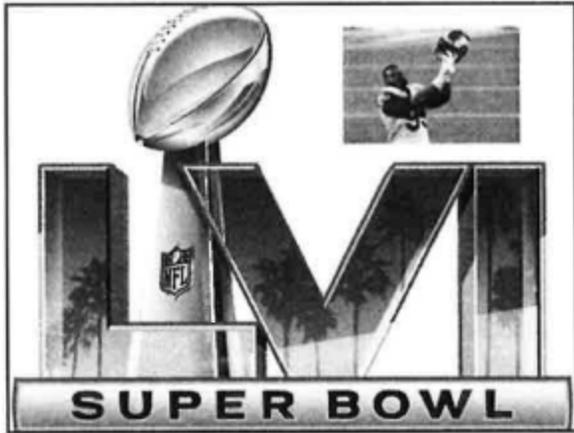
First – Wealthiest people, actors/actress?

Second – Teacher / coach and friend?

Which of the two questions was easier to answer?



- The people who make a difference in our lives are not the ones who have the most credentials, the most money, most awards.
- The people who make a difference are the ones who care about us.
- It's all about relationships.



Therefore

1. Leadership is *not* about position or fame or fortune.
2. Leadership is a relationship between those who aspire to lead and those who choose to follow.

And, therefore

3. If we want to make a difference in the lives of others, those people have to see us as someone who can develop them.

⇒ "But to develop others, we have to develop ourselves."

⇒ The leader's primary instrument is the self.

Transformational Leadership



Transformational Leadership

Process of engaging with others and creating a connection that results in mutual trust and raises the level of motivation and morality in both the leader and the followers

Tries to help followers to reach their highest potential. Followers become leaders.

Behavioral Sets of Transformational Leadership



- 1. Idealized Influence – role model; walks the talk – behavioral consistency; high ethical standards; takes risk; creates trust.
- 2. Inspirational Motivation – emphasizes common goal and team spirit; optimism; provides meaning.

- 3. Intellectual Stimulation – stimulates followers to be creative; question assumptions; ideas are not criticized.
- 4. Individualized Consideration – acceptance of individual differences; interactions with followers are personalized; listening; delegate to develop.

Transformational Leadership

Transformational leaders transcend their own self-interest and inspire their followers to do the same.

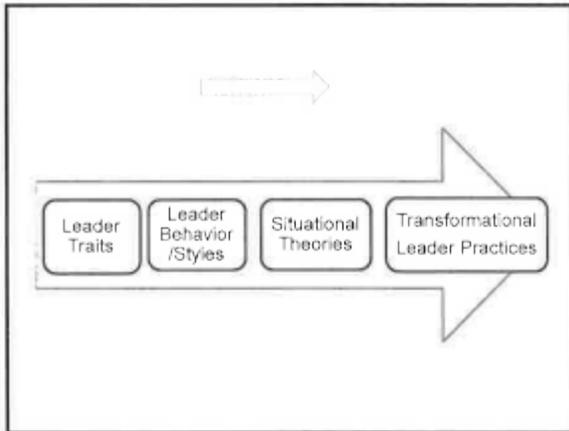
Forthcoming ...

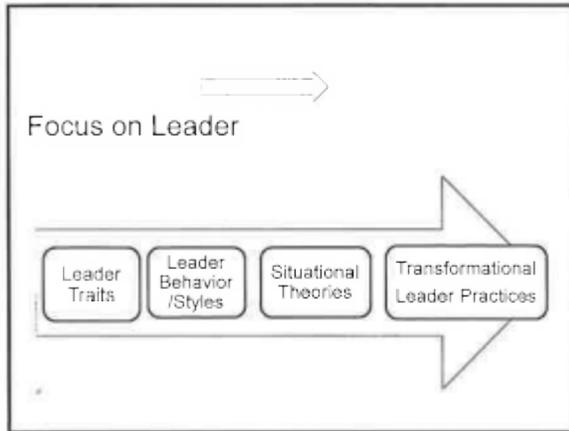
- Stedham, Y. and Mueller, S.
- Leadership During the Pandemic
- Oxford University Press 2022 book "The Social Science of the COVID-19 Pandemic: A Call to Action for Researchers."

- Transactional (most leadership models)
Exchanges between leaders and followers (contingent rewards). Does not individualize followers' needs.
- Transformational
 - Process engaging with others and creating a connection that raises the level of motivation and morality in both the leader and the followers
 - Tries to help followers to reach their highest potential

Understanding Leadership







Leadership Challenge

"The Leadership Challenge is a global campaign to liberate the leader in everyone. We believe that teams, businesses – and even the world – get better when ordinary people enable those around them to achieve extraordinary things."



Jim Kouzes & Barry Posner
