

Leadership

To lead people, walk beside them. As for the best leaders, the people do not notice their existence ... When the best leader's work is done, the people say, 'We did it ourselves!' – Lao Tzu, philosopher



Warm up

- What do you think about the quote above?
- Can you name a leader, well-known or not, that has made an impression on you?
- In your opinion, is leadership a natural trait or a skill that can be developed through learning and experience?
- How has the concept of leadership in business evolved over the past few decades? What has influenced these changes?
- Do you believe that a leader should always make decisions independently, or is it important for them to involve their team in decision-making? Why?



Barack Obama



1. Put the nouns below into adjective form.

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|------------------|----------------------|
| 1. resilience | <i>resilient</i> |
| 2. adaptability | <i>adaptable</i> |
| 3. empathy | <i>empathetic</i> |
| 4. humility | <i>humble</i> |
| 5. decisiveness | <i>decisive</i> |
| 6. collaboration | <i>collaborative</i> |
| 7. patience | <i>patient</i> |
| 8. charisma | <i>charismatic</i> |
| 9. punctuality | <i>punctual</i> |



2. Read and follow the instructions below.

- Examine the lists of traits provided for three distinct leadership roles: *Team Lead*, *CEO*, and a *political leader* (e.g., prime minister, president, chancellor).
- Highlight the five most crucial traits you believe are essential for success in each respective role.
- Present your selected traits to the class for discussion.
- Compare the chosen traits across the roles. Note any significant differences or striking similarities.

Team lead

resilience	adaptability	empathy	humility	strategic thinking
decisiveness	collaboration	integrity	visionary	communication skills
patience	sense of humour	charisma	punctuality	time management

CEO

resilience	adaptability	empathy	humility	strategic thinking
decisiveness	collaboration	integrity	visionary	communication skills
patience	sense of humour	charisma	punctuality	time management

A political leader (e.g. prime minister, president, chancellor etc.)

resilience	adaptability	empathy	humility	strategic thinking
decisiveness	collaboration	integrity	visionary	communication skills
patience	sense of humour	charisma	punctuality	time management

- Based on what you've heard from your classmates, were there any traits that surprised you in their selections? Why?
- Are there traits you personally value that weren't mentioned?
- How do your personal strengths align with the chosen traits for each leadership role?
- Did any of your classmates' choices prompt you to think about leadership in a new or different context? If so, how?



3. Read the list and discuss the following questions.

Jacinda Ardern	Mahatma Gandhi	Martin Luther King	Mother Theresa
Nelson Mandela	Dalai Lama	Julius Caesar	Napoleon Bonaparte
Asoka	Bill Gates	Aung San Kuu Kyi	Alexander, The Great
Angela Merkel	Christine Lagarde	Elon Musk	Genghis Khan

- Do you recognize any of these leaders on the list?
- Based on what you know, how would you describe the leadership style of one of the leaders on the list?
- Can you name a leader on the list who made a significant impact?
- Are there any leaders on the list who inspire you? What qualities or actions make them admirable in your eyes?
- Have you heard of any leaders who effectively led their communities or nations through a crisis? What traits or actions did they exhibit?



Alexander, The Great

- *Jacinda Ardern: Prime Minister of New Zealand known for her compassionate and effective leadership style, especially during crises like the Christchurch mosque shootings and COVID-19 pandemic.*
- *Mahatma Gandhi: Leader of the Indian independence movement against British colonial rule, known for his nonviolent civil disobedience approach.*
- *Martin Luther King: Civil rights leader in the United States, famous for advocating for racial equality and justice through nonviolent protest.*
- *Mother Teresa: Catholic nun and humanitarian known for her work with the poor and marginalized in India, founder of the Missionaries of Charity.*
- *Nelson Mandela: Anti-apartheid revolutionary who became South Africa's first Black president, known for his efforts to end racial segregation and promote reconciliation.*
- *Dalai Lama: Spiritual leader of Tibetan Buddhism and the former political leader of Tibet, known for his teachings on compassion and mindfulness.*
- *Julius Caesar: Ancient Roman military general and statesman, played a crucial role in the transformation of the Roman Republic into the Roman Empire.*

- *Napoleon Bonaparte: French military and political leader who rose to prominence during the French Revolution and became Emperor of the French.*
- *Asoka: Ancient Indian emperor known for his efforts to spread Buddhism and his policies of non-violence, religious tolerance, and social welfare.*
- *Bill Gates: Co-founder of Microsoft, a prominent figure in the technology industry, and a philanthropist known for his charitable work.*
- *Aung San Suu Kyi: Myanmar politician and Nobel Peace Prize laureate, known for her nonviolent struggle for democracy and human rights in Myanmar.*
- *Alexander the Great: Ancient Macedonian king and conqueror, known for creating one of the largest empires in history through military conquests.*
- *Angela Merkel: Former Chancellor of Germany, known for her pragmatic and steady leadership during her tenure.*
- *Christine Lagarde: Managing Director of the International Monetary Fund (IMF) and President of the European Central Bank (ECB), known for her influential roles in global finance.*
- *Elon Musk: Entrepreneur and business magnate known for founding companies like SpaceX, Tesla, and Neuralink, with a focus on space exploration and sustainable energy.*
- *Genghis Khan: Mongolian military leader and founder of the Mongol Empire, known for his military conquests and administrative innovations.*

4. Read the scenario titles carefully and choose the one that is most relevant to your job or area of interest.



Scenario 1: The product recall crisis

Scenario 2: The data breach crisis

- Read the selected scenario and evaluate the provided options.
- Choose the best course of action for the leader and explain your choice.

Scenario 1: The product recall crisis

You are the team lead for a product development department at a consumer goods company. One of your products, a smart multi-cooker, has been found to have a safety defect that could potentially harm users. The issue came to light after receiving reports of minor accidents related to the product.

Option 1: Transparency and immediate recall

- You decide to prioritize customer safety and trust. You initiate an immediate product recall, alerting customers about the issue, offering refunds or replacements, and publicly addressing the situation through a press release and on social media.

Option 2: Investigation first, then recall if necessary

- You choose to conduct a thorough investigation to assess the severity of the defect and determine if a recall is indeed necessary. While the investigation is ongoing, you put a temporary hold on new sales and issue a statement reassuring customers that their safety is a top priority.



Option 3: Limited recall, downplay the issue

- You opt for a limited recall, targeting only the affected batches of the product, while downplaying the severity of the defect in public communications. You focus on fixing the issue internally and avoid drawing excessive attention to the situation.

Scenario 2: The data breach crisis

You are the team lead for the IT and security department at a prominent insurance company. It has come to your attention that there has been a significant data breach, potentially exposing sensitive customer information. This breach could have severe implications for the company's reputation and customer trust.

Option 1: Transparent communication and immediate action

- You decide to prioritize transparency and customer trust. You immediately inform affected customers about the breach, provide steps to protect their information, and offer credit monitoring services. Simultaneously, you work swiftly to address the security vulnerability and implement additional safeguards.

Option 2: Internal investigation and controlled communication

- You opt for an internal investigation to determine the scope and impact of the breach. While the investigation is underway, you temporarily suspend access to the affected database and closely monitor its activities. Once you have a comprehensive understanding, you carefully craft a detailed and controlled message for affected customers.

Option 3: Minimal disclosure, focus on remediation

- You choose to disclose minimal information about the breach, reassuring customers that the situation is under control. Internally, you focus on remediating the security vulnerability and reinforcing security measures. You also initiate legal proceedings against the hackers responsible for the breach.



5. You are going to watch a short video on how to lead in a crisis. Before watching it match from difficult vocabulary from the video to their definitions.

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|----------------------------------|---|
| 1. Upheaval <i>C</i> | A. Natural or inherent tendencies or behaviours. |
| 2. psychological safety <i>E</i> | B. Contrary to what one might expect or think. |
| 3. Instincts <i>A</i> | C. A sudden and significant disturbance or disruption. |
| 4. Counterintuitive <i>B</i> | D. A device or tool used for determining direction. |
| 5. Compass <i>D</i> | E. A sense of security and comfort in sharing one's thoughts and ideas. |



6. Watch the video *How to Lead in a Crisis* by Amy C. Edmondson and discuss the following questions.

1. What is the main message of the video regarding leadership in times of upheaval? *The main message of the video is that effective leadership during times of upheaval requires transparency, urgency, steadfastness in values, and a willingness to share power.*
2. According to the speaker, why is transparency important for leaders during upheaval? *Transparency is important for leaders during upheaval because it creates psychological safety for people. When leaders admit what they don't know and share what they do know, it builds trust and provides a sense of security for those they lead.*
3. Can you give an example from the video of a leader who effectively communicated during a crisis? What did they do? *An example from the video is Ed Bastian, the CEO of Delta Airlines, who effectively communicated during the pandemic. Despite limited clarity about the situation, he ramped up employee communication and emphasized the importance of sharing information even when answers were lacking.*
4. Why does the video suggest that acting with urgency is crucial despite incomplete information? *The video suggests that acting with urgency is crucial despite incomplete information because fast action is often the only way to gather more information. Inaction can lead to people feeling lost and unstable, which is counterproductive during times of upheaval.*
5. What role do values play in guiding leaders during times of upheaval, according to the video? *Values serve as a guiding light for leaders during times of upheaval. They provide a steady framework even when goals and situations are changing. By being transparent about their values, leaders demonstrate their steadfastness and make decisions aligned with their core principles. An example given is Prime Minister Ardern's clear purpose of protecting human life throughout the COVID-19 crisis.*
6. What aspects of the video did you find most interesting or thought-provoking? Why?
7. Can you think of a recent real-world example that aligns with the principles discussed in the video? Describe it briefly.