

ESD.801

Leadership Development

Technology Policy Program
Session 3



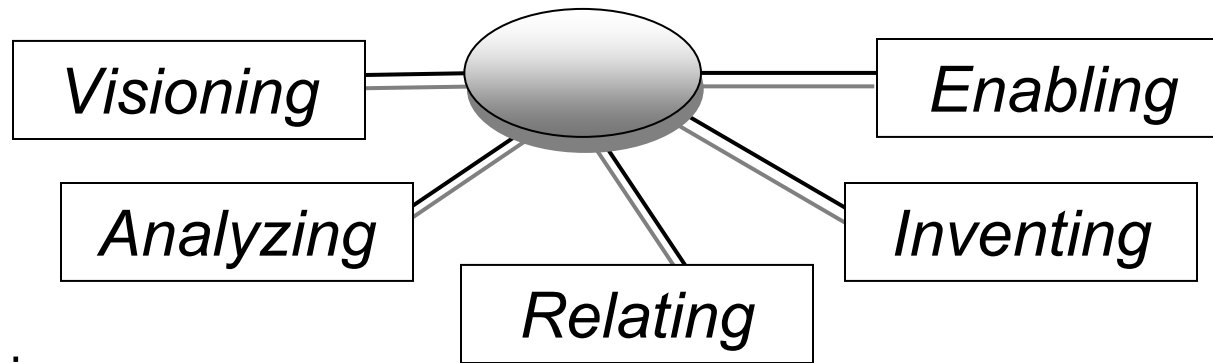
Design

- Welcome and Overview
- Calibration: Learning Dialogue on Leadership Lessons to Date in TPP
- Enabling: Technology Policy Leadership in a Global Economy – Leading Large-Scale Systems Change (15 min.)
- Application: "Cross-Cultural Negotiations" Exercise (60 min.)
- Multi-Cultural Lunch (pot luck)
- Enabling: Alumni Panel Reflections on Leadership
- Concluding Comments and Adjourn

Key Leadership Ideas Revisited

- Leadership is about change and implementation: catalyzing action.
- Leadership is an ongoing process involving a set of individuals taking on a variety of tasks and working interdependently. It is not a position or a single person.
- Leadership is contingent: to be an effective leader you need to be able to map the context and the culture and work with an understanding of what is enabled and what is constrained.
- There is no one-way to be a leader. You must understand yourself and find a style and mode of change—your change signature—that fit your values, competencies, and influence style.
- When you appear on the front page of a major newspaper we want to be proud of what we read. We want our students to act with integrity and courage.

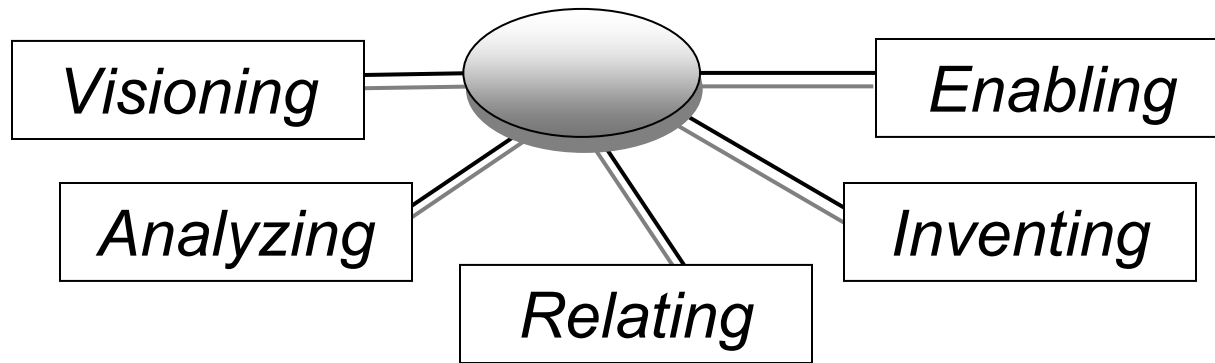
Five Core Leadership Capabilities



- Visioning
 - ◆ Fostering individual and collective aspiration toward a shared vision
- Analyzing
 - ◆ Sense-making and strategic planning in complex and conflictual settings
- Relating
 - ◆ Building relationships and negotiating change across multiple stakeholders
- Inventing
 - ◆ Inventing new ways of working together – social and technical systems
- Enabling
 - ◆ Ensuring the tools and resources to implement and sustain the shared visions

Adapted from: Distributed Leadership Workshop Group, Deborah Ancona, Tom Malone, Wanda Orlikowski, Peter Senge.

Leadership “Disconnects”



- Imposed vision
- Acting on assumptions – not data
- Discounting or disregarding key stakeholders
- If it's not broke, why change?
- Forced internal competition for resources

Leading Large-Scale Systems Change

- Work-Process-Centered Systems Change Initiatives
 - ◆ Taylorism, Industrial Engineering and Work Redesign
 - ◆ Socio-Technical Systems Redesign
 - ◆ Worker Participation and the Human Relations Movement
 - ◆ Team-Based Work Systems
- Relationship-Centered Systems Change Initiatives
 - ◆ Strategic Alliances
 - ◆ Joint Ventures
 - ◆ Labor-Management Partnerships
 - ◆ Customer-Supplier Partnerships
- Outcome-Centered Systems Change Initiatives
 - ◆ Quality Initiatives (Total Quality Management, Six Sigma, etc.)
 - ◆ Lean Initiatives (Lean Manufacturing, Lean Enterprise, etc.)
 - ◆ Knowledge Management
- Structural, Policy and Market-Driven Systems Change Initiatives
 - ◆ Organizational Restructuring
 - ◆ Process Re-engineering
 - ◆ Mergers and Acquisitions
 - ◆ Privatization
 - ◆ Regulation and De-Regulation of Markets
- Technology-Driven Systems Change Initiatives
 - ◆ Information Technology (Personal Computers in the Workplace, Enterprise Resource Planning Systems, e-business, etc.)
 - ◆ Material and Method-Driven Transformations
 - ◆ Research and Development Commercialization

Cross-Cultural Negotiations

- Why study negotiations in a cross-cultural context?
- Limitations of stereo-type training
- A two-fold approach in this session
 - ◆ Insights for increasing your effectiveness in cross-cultural negotiations
 - ◆ Implications for leadership

Analysis of Alternative Assumptions

■ **Process:**

- ◆ Six groups of about 6-7 people each
- ◆ Two highly simplified sets of assumptions are listed on the next page -- reflecting two hypothetical cultures
- ◆ Three groups operate as a cluster under one set of assumptions and three as a cluster under the other
- ◆ One group from each cluster will be assigned each of the following:
 - ◆ How to prepare for and open negotiations?
 - ◆ How to manage internal differences during negotiations?
 - ◆ How to conclude negotiations and live under/with agreements?
- ◆ You will be given a blank transparency to draw a picture or otherwise convey what your phase of negotiations would be like with other organizations in your culture -- given these assumptions

Analysis of Alternative Assumptions

Assumptions in culture A:

The most important outcomes of a negotiations are its long-term implications

The primary goal of a negotiator is to build and maintain an enduring relationship

Consensus within the other side is as important as consensus within your side

Fairness should be judged on a case-by-case basis, taking in account special circumstances

Conflicts are problems to be solved

Cooperation is essential to optimize the whole

Assumptions in culture B:

The most important outcomes of a negotiations are the specific agreements reached

The primary goal of a negotiator is to effectively represent constituents/clients

Consensus within your side is critical, divisions within the other side can be advantageous

Fairness should be judged based on clear and consistent standards

Conflicts are contests to be won

Competition is essential to drive excellence

Analysis of Alternative Assumptions

- How do these assumptions govern negotiations among people within the same culture?
- What might happen if people from the two different cultures were to bargain with each other?
- These are highly stylized sets of assumptions -- how do they line up with assumptions about negotiations in cultures with which you are familiar?
- What experiences have you with with contrasting cultural assumptions about negotiations?
- What have we learned during this exercise?

Selected Lessons About Cross-Cultural Negotiations

- Anticipate divergent assumptions about time horizons, relationships, substantive agreements, internal consensus, conflict and cooperation
- Approach negotiations with an empathic, learning stance
- Assess when to adopt local practices (such as norms about time) and when to maintain your style/approach (such as levels of disclosure) -- and communicate these choices
- Attend to the logistics of translation and interpretation
- Assume there will be misunderstandings -- be humble about what you know or be humbled by what you don't know

ESD.801 Concluding Comments

Core Leadership Capabilities:

Visioning . . . Analyzing . . . Relating . . . Inventing . . . Enabling

- **Visioning**
 - ◆ Constructing a Shared Vision
- **Analyzing**
 - ◆ Developing a Strategic Plan
 - ◆ Understanding “The Rules of the Game”
- **Relating**
 - ◆ Negotiations Skills and Communication Skills – an Interest-Based Approach
 - ◆ Group Facilitation and Dealing with Difficult People
- **Inventing**
 - ◆ “SofTouch, Inc.” Exercise
- **Enabling**
 - ◆ Technology Policy Leadership in a Global Economy – Leading Large-Scale Systems Change
 - ◆ Cross-Cultural Negotiations