In the mood for leadership?

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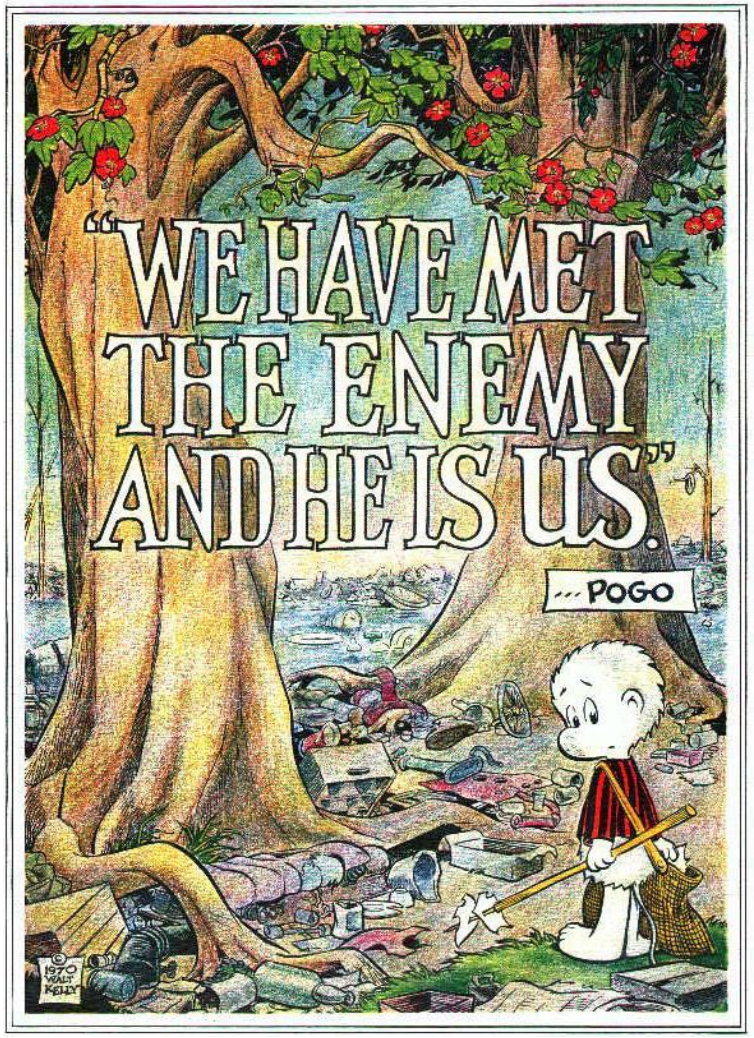
Thoughts for the day

- Pessimism of the intellect, optimism of the will (Antonio Gramsci)

- …..a little mood music



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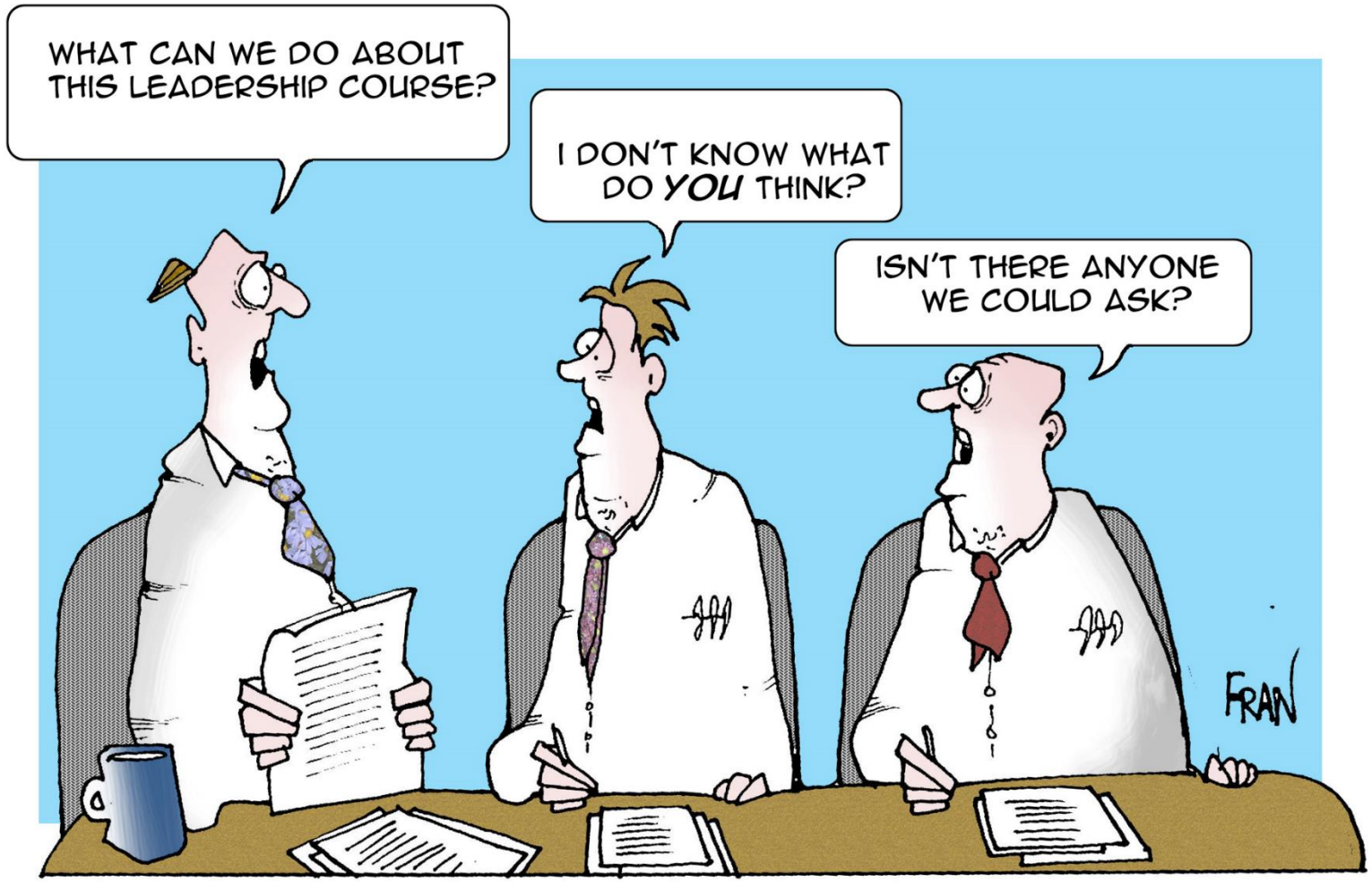

Leadership

- Process
  - Not a possession or a position
- Influence
  - Not control
- Goal directed
  - Some kind of vision but not necessarily “a vision”

What is leadership today?

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- Leadership: Leader-centric to follower-centric
  - Leader-centric: successful leaders can improve their followers performance
  - Follower-centric: leaders performance is improved by their followers

- From situational or contingent to constructed
  - Contingent: finding a style that is ‘fit for purpose’
  - Constructing a “purposeful fit” between leader style and situation including followers (by changing both)

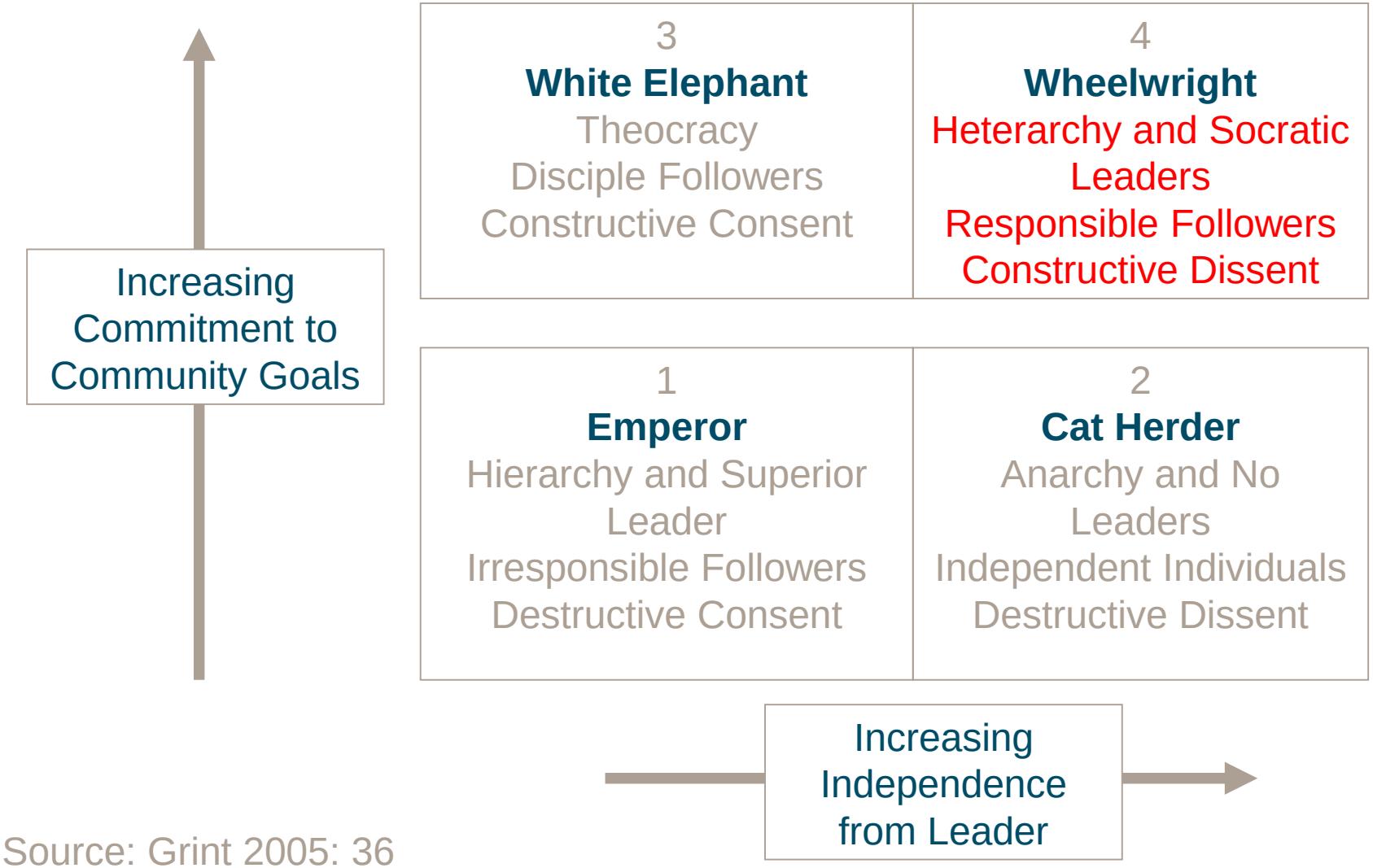
- From transactional to transformational
  - Transactional = I scratch your back and you scratch mine
  - Transformational = we are going on a journey together

The Arts of Leadership

- The Pictorial-visionary,
  - “Paint me a picture”
- The Performative-dramatic,
  - “Make a song an dance about it”
- The Martial-tactical,
  - “Use the opposition”
- The Philosophical-identity
  - “Who is we?”

Source: Grint 2001

Leadership and Followership



Source: Grint 2005: 36

Systems Theory

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- 1940s and 50s General Systems Theory – Controls
- 1950 and 60s Cybernetics and Feedback – Steering
- 1970s Catastrophic Systems, Cusps and Inflections– Tuning
- 1980-1990s Chaos theories - unpredictability and instability – Damping
- 1990s-2000s Complex Adaptive Systems – Strange Attractors

Complex adaptive systems?

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- In science
  - A complex macroscopic collection of relatively similar and partially connected micro-structures – formed in order to adapt to the changing environment, and increase its survivability as a macro-structure.
- Hang about - that's us!
- Complex? Adaptive?
  - complex in that they are dynamic networks of interactions, and their relationships are not aggregations of the individual static entities
  - adaptive in that the individual and collective behaviour mutate and self-organize corresponding to the change-initiating micro-event or collection of events

Source: Drawing on https://en.wikipedia.org/wiki/Complex_adaptive_system

Leading Complex Adaptive Systems

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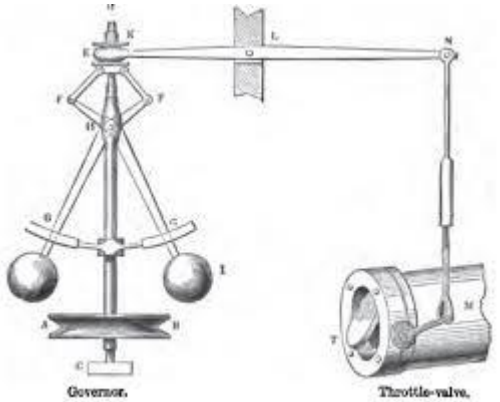

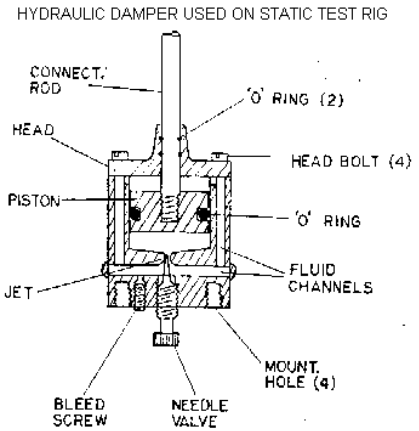

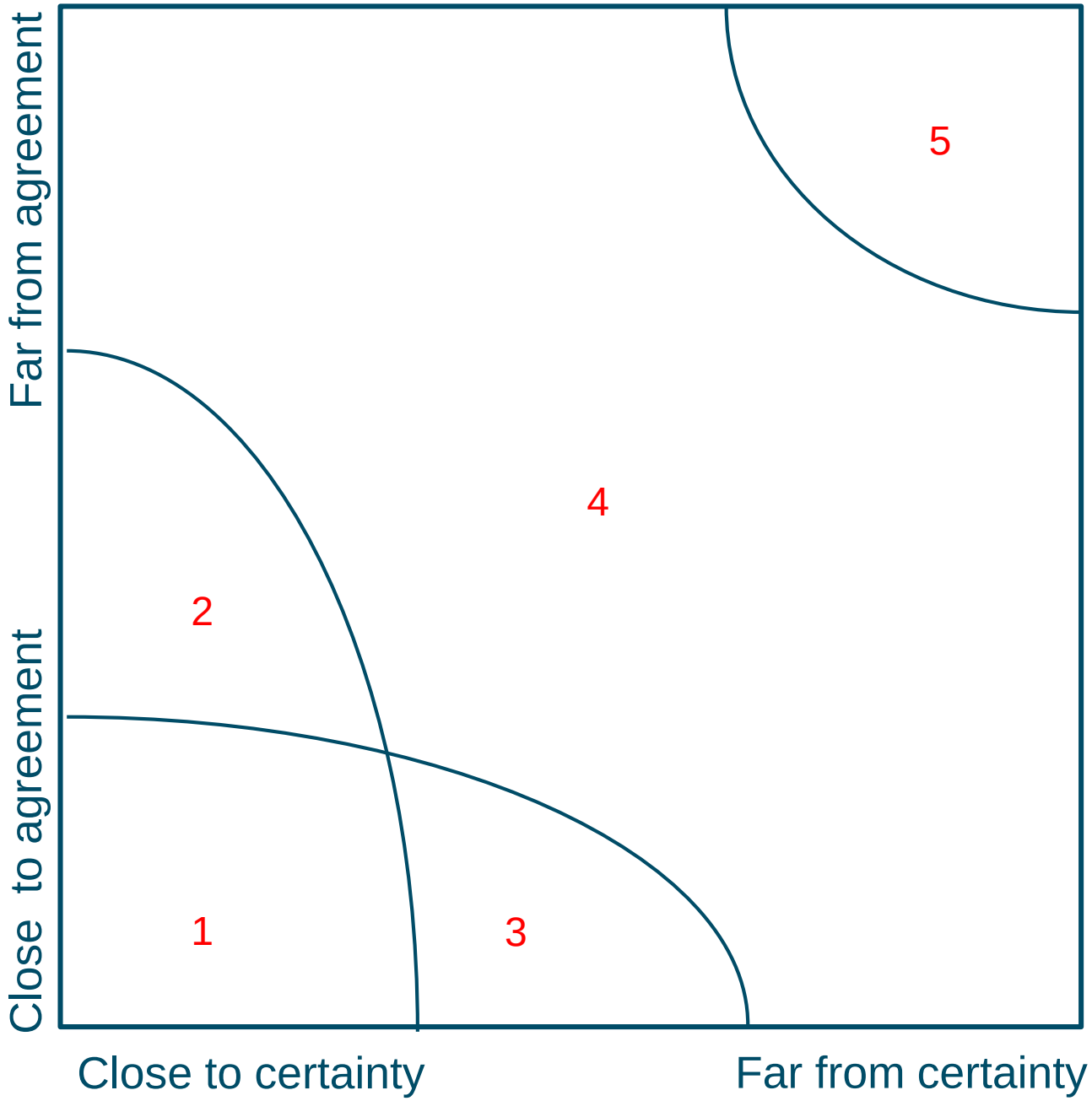

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The Stacey Matrix

Decision Making

1. Telling - Simple
2. Selling – Complicated, political
3. Consulting – Complicated, exploratory
4. Co-creating – Complex, interaction
5. Chaos – … no decision

Where is your issue?

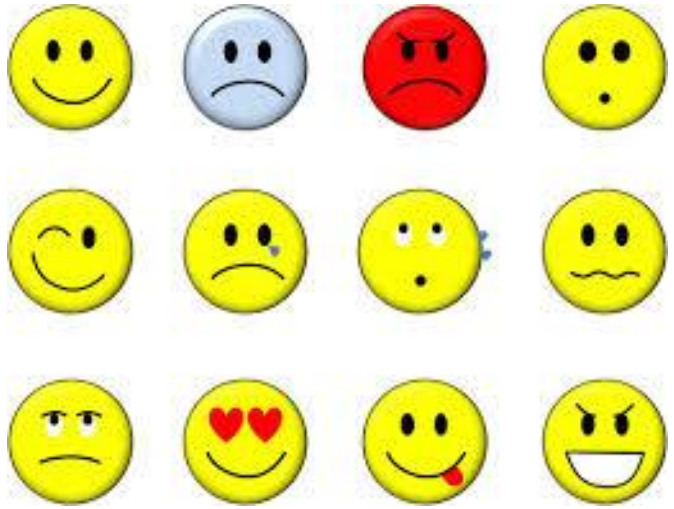
Transformational leadership

- When you stop doing the things you thought were essential…..

- …and start doing the things you thought were impossible

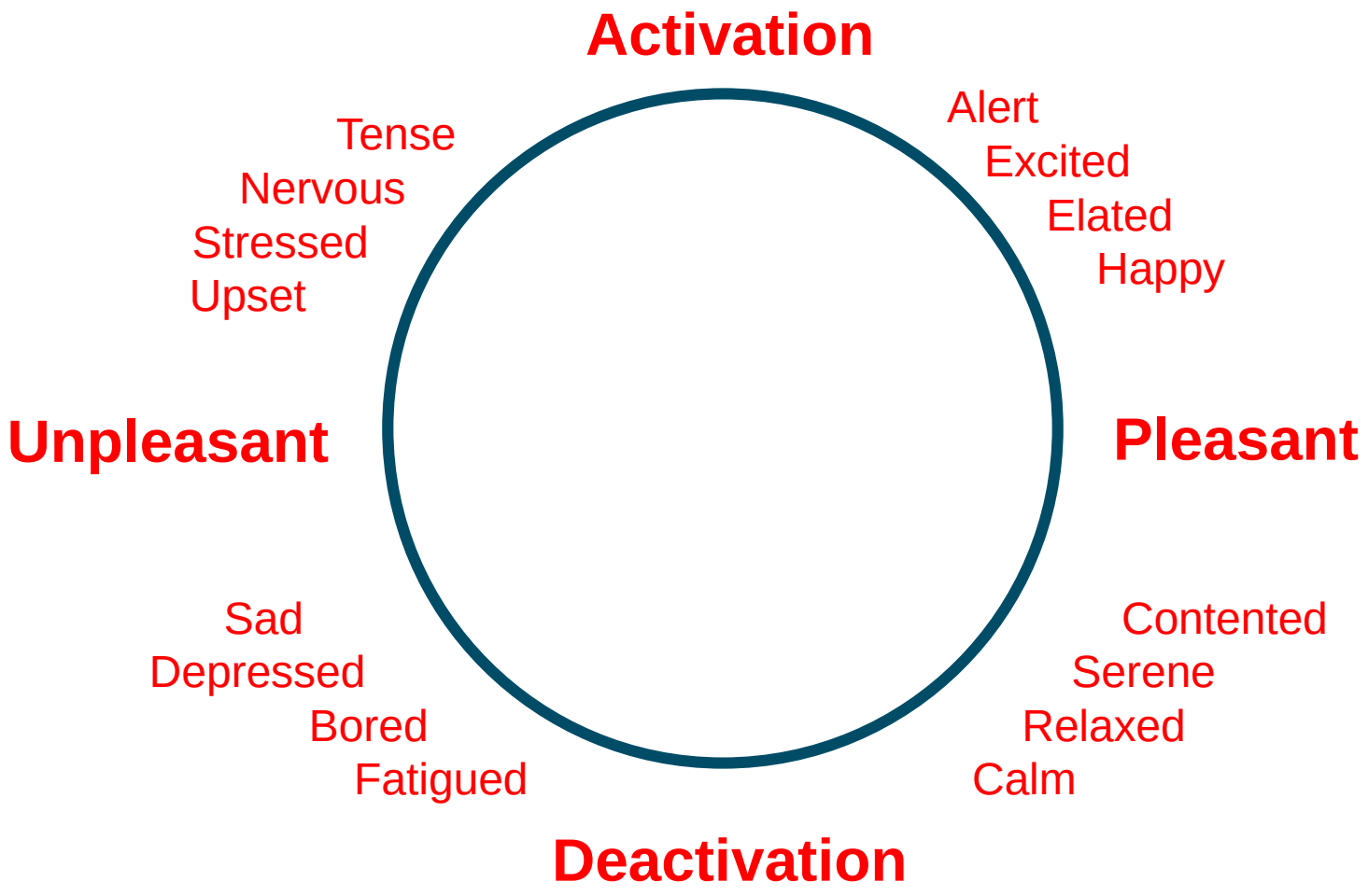
Apologies to Mike Martin

What is mood?

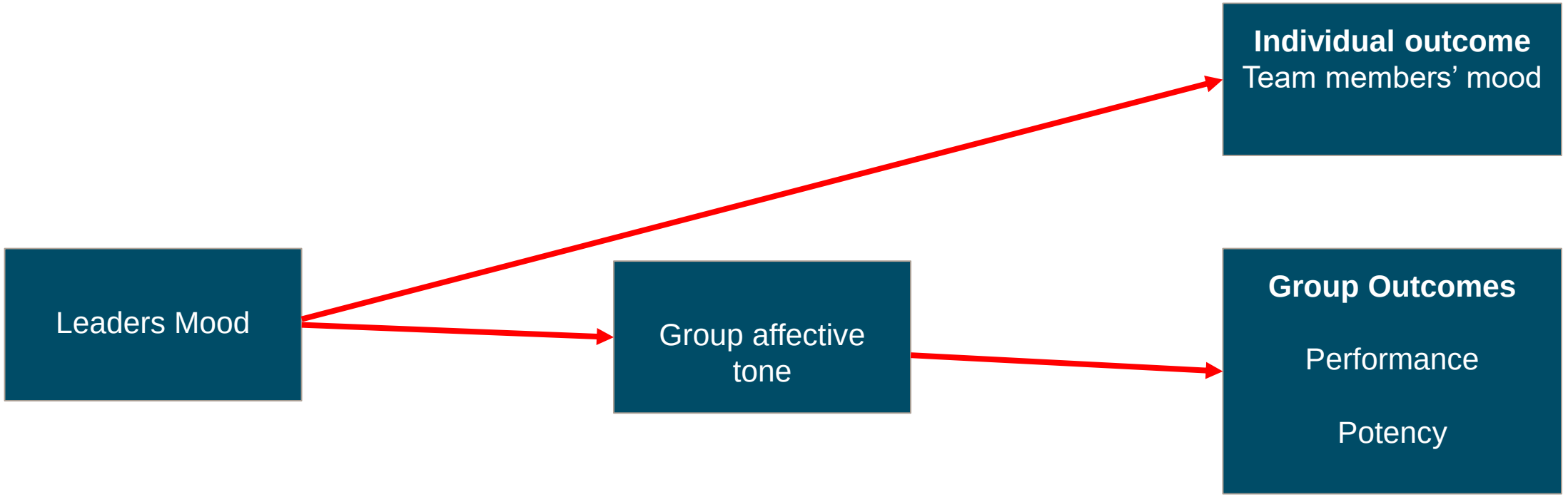


- Some related concepts
  - Feeling (inward at the moment)
  - Emotion (outward display of feeling)
  - Affect (psychologists term for feeling or emotion)
  - Mood (relatively settled pattern of feeling/emotion)
  - Atmosphere (shared mood of group)
- Linking internal and external, biological and social
  - “Emotion has a source outside of the self in its relation with others and is internally experienced as a function of active being” (Barbalet, 2001: 187)
  - Mood is bio-chemical – it can be altered but…
  - Mood is “contagious” – founded in social relationships
  - Mood creates Atmosphere – a shared mood

Measure your mood: a mood wheel



The Effects of Affect: Leaders affect Followers



Source: Volmer, 2012

The Effects of Affect 2: Followers Affect Leaders

- “affect-based processes may be a key mechanism by which followers influence leader affect and leadership outcomes” (Teea et al., 2013: 512)

Moods and Leadership

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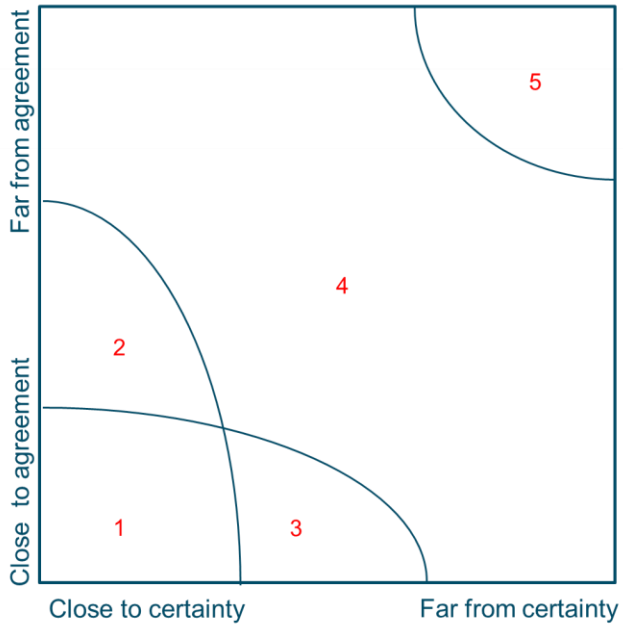
- Panic
- Boredom

Typical moods of IT project (Ciborra, 2001)

- What are the typical moods and atmospheres of successful social change?
- How do we work on mood?
  - As leaders
  - As followers

How Do You Feel About Leadership in Varied Situations

- For each area of the Stacey Matrix – 1 to 5



- Draw an emoticon (or write a word) to represent how you feel about leadership

- Remember that it is leadership
  - You may be a leader
  - You may be a follower

Sum up

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- Influence (shape pattern not programmes)
- Transformation (do something impossible)
- Understand the context (simple, complicated, complex, chaotic)
- Leading the mood as much as the cognition
  - Reassurance, Challenge, Stimulation, Calming
- So, are you in the mood for leadership?
  - As a leader? As a follower?

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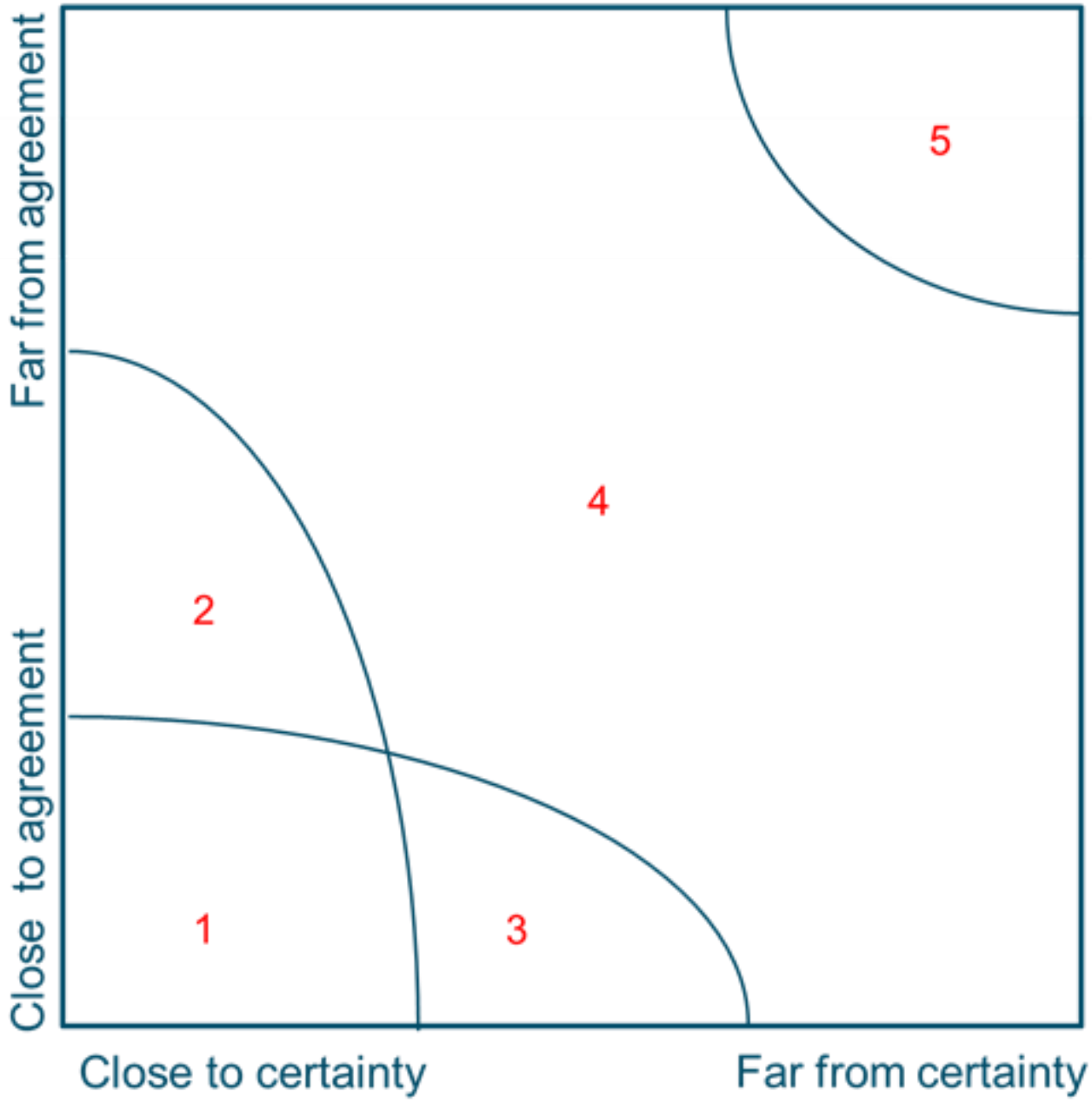

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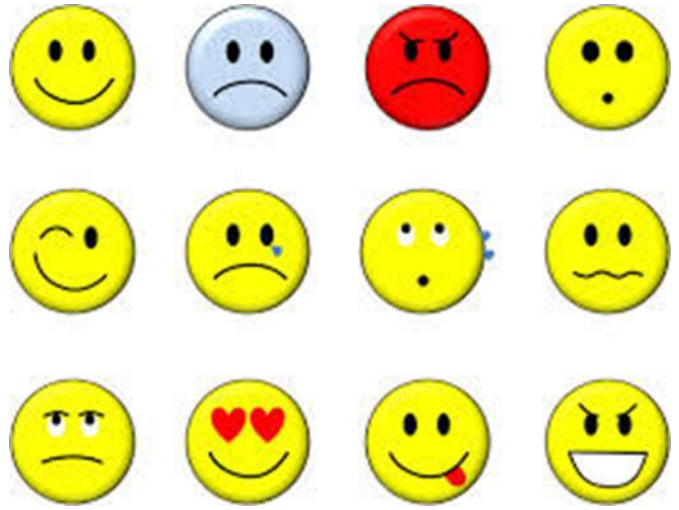
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