1   Introduction

- Leadership vs Management: overlap, etc.

- Management focuses on policies and proecedures that bring order and predictablity to complex organizational situations.

- Leadership centers on vision, change, and getting results.

- Leadership tries to change the status quo by creating something that has never been done before.

- Seeing the result before the project starts.

- Commitment to a vision can be inspired and never commanded.

- Leadership is often having courage to do the right-thing, and being open-minded.

- Doing things right vs doing the right thing.

- Approaches to leadership:

  - Model the way: lead by example.
  - Inspire the shared vision: inspire inthusiasm for what the future could be.
  - Challenge the process: challenge the status quo, seek out opportunities to innovate, grow and improve.
  - Enable others to act: encourate collaboration, build trust, etc., among project stakeholders.
  - Encourage the heart: inspire others to carry on the project vision. rewards linked to performance.

- Leadership styles:

  - Coersive: do-as-I-say. Often useful in crisis situations. People may lose initiative, motivation, commitment, and sense of ownership.
  - Authoritative: come-with-me approach: outline goal and let others figure out how to get there.
  - Affiliative: people-come-first appraoch: goals come and go, but teams and relationships stay. Do not reward mediocrity.
  - Democratic: Builds consensus, listen to other opinions, etc.
  - Pacesetting: do-as-I-do, now approach. Poor performance are identified, and replaced. May lead to micromanagemnet.
  - Coaching: the try-this approach. give people challenging but attainable goals.

- Emotional intelligence: ability to understand and manage relationships and ourselves better.

  - Self-awareness: be aware of own emotions and understand how they can affect people around.
  - Self-management: understand own impulses and negative emotions to keep them in check.
  - Social-awareness: be perceptive to others emotions and needs, as well as the organizational politics.
  - Social-skills: skills to inspire, influence, communicate, resolve conflicts, cooperation with others.

- Ethics: a set of moral principles and values.

- Ethical dilemmas arise when our personal values come into conflict.

- Ethical vs Legal:

  - Easy choice: ethical and legal, unethical and illegal.
  - Not-so-easy: Unethical and legal, ethical and illegal.

- People look to their leaders for ethical guidance.

- If leader does not provide ethical guidance, people may follow someone else, who may intentionally or unintentionally lead them toward unethical behaviors.

- Leadership:

  - Unethical leadership: seeing only numbers and not the people involved. e.g. fire people to meet numbers, expect others to makeup numbers at all costs, be belligerent and condescending, etc.
  - Hypocritical: not practicing what one preaches. e.g. extol virtues of integrity and ethical conduct and then engage in unethical behavior.
  - Ethically neutral leadership: neither strong nor week ethics. often sends a message that the leader does not care about ethics, leading to poor ethics.
  - Ethical leadership: Makes it clear that results are important, but only if they can be achieved in ethical manner.

- Ethical Dilemmas:

  - Human resource situations: discrminiation, privacy, harassment, appraisals, discipline, hiring, firing, layoff policies, etc.
  - Conflicts of interest: covert or subtle bribes, kickbacks, relationships that can question impartiality.

- Confidence: trust, confidentiality, product safety, reliability, truth-in-advertising, fiduciary responsibilities.
- Corporate resources: using business resources only for business purposes. Writing a letter of recommendation using the company letterhead, etc.

- Sound Ethical Decisions

  - Gather the facts
  - Define the ethical issue
  - Identify affected stakeholders
  - Identify the consequences
  - Identify obligations
  - Consider your character and integrity
  - Think creatively about potential actions
  - Check intuititions