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
WHAT CAN WE DO ABOUT THIS LEADERSHIP COURSE?

I DON'T KNOW WHAT DO YOU THINK?

ISN'T THERE ANYONE WE COULD ASK?
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?

• 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

1. Emperor
   - Hierarchy and Superior Leader
   - Irresponsible Followers
   - Destructive Consent

2. Cat Herder
   - Anarchy and No Leaders
   - Independent Individuals
   - Destructive Dissent

3. White Elephant
   - Theocracy
   - Disciple Followers
   - Constructive Consent

4. Wheelwright
   - Heterarchy and Socratic Leaders
   - Responsible Followers
   - Constructive Dissent

Source: Grint 2005: 36

Increasing Commitment to Community Goals

Increasing Independence from Leader
Systems Theory

• 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?

- 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
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

Activation
- Alert
- Excited
- Elated
- Happy

Pleasant
- Contented
- Serene
- Relaxed
- Calm

Unpleasant
- Sad
- Depressed
- Bored
- Fatigued

Deactivation
- Tense
- Nervous
- Stressed
- Upset
The Effects of Affect: Leaders affect Followers

Leaders Mood → Group affective tone → Individual outcome
Team members’ mood

Leaders Mood → Group affective tone → Group Outcomes
Performance
Potency

Source: Volmer, 2012
• “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

• 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

• 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?
References
