Leadership Development

Technology Policy Program
Session 3
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.

Source: Deborah Ancona, Leadership at Sloan

ESD.801, Technology and Policy Program, MIT
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 stereotype 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 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.
Core Leadership Capabilities:


- **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