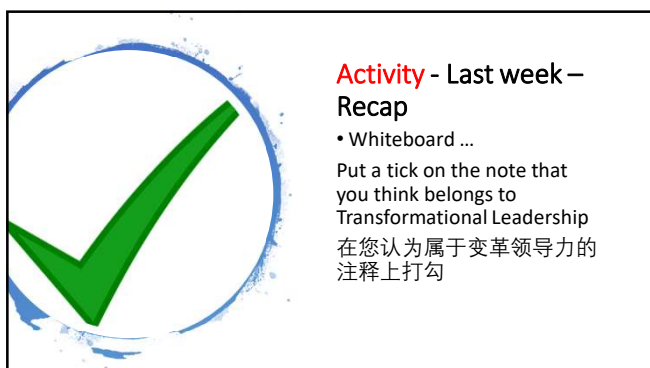




1



2



3

Transactional versus Transformational Leaders



Transactional Leaders

- Focus on maintaining the status quo
- Work within the existing organizational culture
- Relate to followers by exchanges/transactions
- Are reactive

Transformational Leaders

- Focus on change and communicate clear vision
- Address the needs and values of the organization
- Address the needs and values of followers
- Are proactive

4

Leading in Times of Crisis

Video 4 min

https://www.youtube.com/watch?v=HXclENj-w_c



5

Pandemic highlights lack of soft skills among business leaders



- The coronavirus outbreak has highlighted the lack of soft skills among many business leaders, a report has found, as experts warn employees' relationships with their managers have never been more important.
- A poll of 3,500 UK professionals, conducted by City & Guilds, found nearly two-thirds (73 per cent) felt their organisation's leadership had been lacking during the pandemic.
- More than a third (36 per cent) of survey respondents said the leadership failed to empower teams, while a similar percentage (31 per cent) said a lack of empathy could impact on motivation and performance.

6

Pandemic highlights lack of soft skills among business leaders



- Problem-solving and organisational skills were also qualities identified as lacking in management by 34 and 29 per cent of respondents respectively.
- David Phillips, managing director of City & Guilds, said strong leadership was "business critical" in times of crisis. "This year, firms have faced unprecedented circumstances and have had to make some very difficult decisions – putting their leadership and management skills to the test."
- "With further uncertainty and change on the horizon thanks to tough economic conditions and a messy Brexit, the businesses that succeed will be the ones that have leaders and managers who can guide their teams to respond, adapt and change to whatever the future throws at them."

7

- Geese fly south in the winter times and back north during summer.
- Have you ever wondered why do they fly in a "V" formation?



8

What is Leadership?

Video

2:53 min

<https://www.youtube.com/watch?v=487Hd4gkU0>

"Not the cry but the flight of the Geese leads the flock to fly and to follow".

(Chinese proverb quoted by John Adair, 1989)



9

9



Scientist found that.....

As each bird flaps its wings, it creates an uplift for the bird immediately following. By flying in "V" formation, the whole flock adds at least 71 percent greater flying range than if each bird flew on its own.

10



People who work together towards a common goal and can get where they are going more quickly and easier because they are traveling on the thrust of one another.

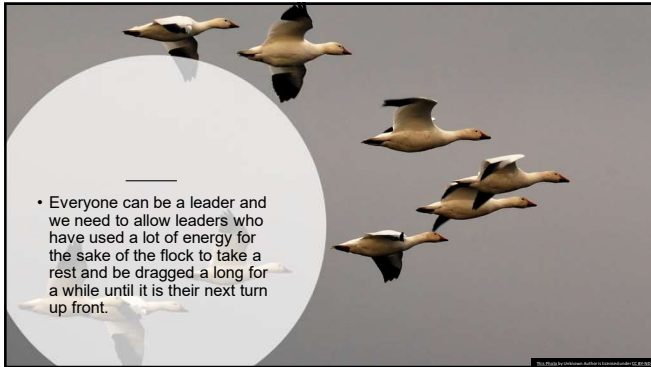
11



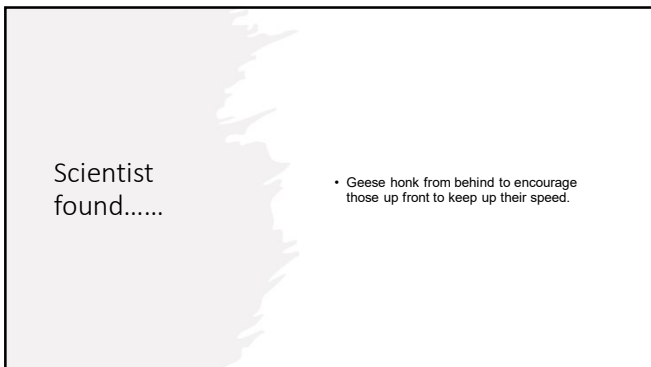
Scientist found.....

When the head goose gets tired, it rotates back in the wing and another goose flies point.

12



13



14

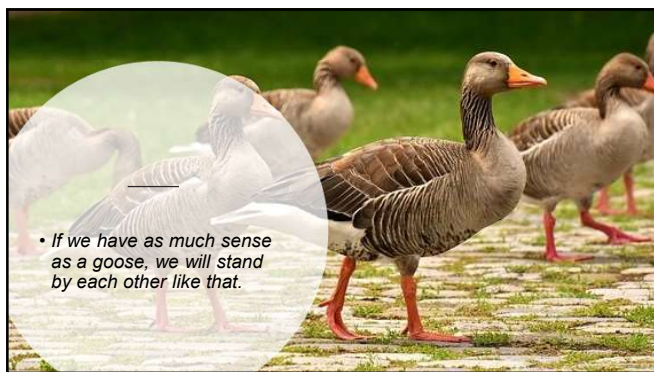


15

Scientist
found.....

- when a goose gets sick or is wounded, and falls out of formation, two other geese fall out with that goose and follow it down to lend help and protection. They stay with the fallen goose until it is able to fly or until it dies, and only then do they launch out on their own, or with another formation to catch up with their group.

16



- If we have as much sense as a goose, we will stand by each other like that.*

17



Leadership Tool Box - The
Characteristic of Leadership

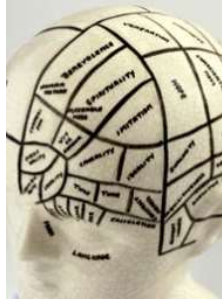
7 Important Traits

18

Leadership Tool Box - The Characteristic of Leadership - 7 Important Traits 重要特征

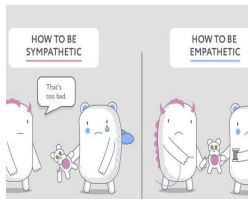
- Studying the characteristic of leadership is useful because we tend break things into characteristics to make big concepts easier to handle. There are common traits that define leadership, and finding them only takes some study of those who have been successful. By actively building on these traits you can develop into a stronger leader.

<https://www.leadership-toolbox.com/characteristic-of-leadership.html>



19

Empathy: 移情 :



- Creating a legitimate rapport with your staff makes it less likely that personal issues and resentment can creep in and derail the group.
- When your team knows that you are empathetic to their concerns, they will be more likely to work with you and share in your vision, rather than foster negative feelings.

20

Emotional Intelligence 情商

Lets look at Emotional Intelligence (EI)

21

EI & Leadership Abilities

"Leadership abilities vary according to rater perspective and level of emotional intelligence. In general, co-workers seem to appreciate managers' abilities to control their impulses and anger, to withstand adverse events and stressful situations, to be happy with life, and to be a cooperative member of the group. These leaders are more likely to be seen as participative, self-aware, composed, and balanced"

Centre for Creative Leadership, 2003



- 领导能力因评价者视角和情商水平而异。总的来说，同事似乎很欣赏管理者控制冲动和愤怒、承受不良事件和压力、对生活感到满意以及成为团队合作成员的能力。这些领导者更有可能被视为参与性、自我意识、组成性和平衡性"



22

Emotional Intelligence

What Is It?

An ability? – Mayer & Salovey, 2001

"The ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth"

Mayer, J.D., Salovey, P., Caruso, D.L., & Sitarenios, G. (2001). Emotional intelligence as a standard intelligence. *Emotion*, 1, 232-242



23

Emotional Intelligence – EI

What Is It?

A personality trait?

- Trait EI is "a constellation of emotional self-perceptions located at the lower levels of personality" (Petrides & Furnham, 2001)

Petrides, K.V. & Furnham, A. (2001). Trait emotional intelligence: Psychometric investigation with reference to established trait taxonomies. *European Journal of Personality*, 15, 425-448



24

Social Intelligence and Leadership

10 min

- An interview with Daniel Goleman, Psychologist. See how you can use emotional and social intelligence to improve your own and your organization's performance.

<https://www.youtube.com/watch?v=7Qv0o1oh9t4>

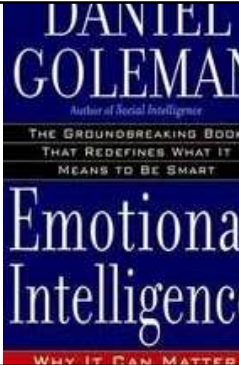


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Emotional Intelligence What Is It?

- Self-awareness
- Self-regulation
- Social skill
- Empathy
- Motivation

自我意识
自我调节
社交技能
移情
动机



26

Emotionally Intelligent Lead

The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	self-confidence realistic self-assessment self-deprecating sense of humor
Self-Regulation	the ability to control or redirect disruptive impulses and moods; the propensity to suspend judgment – to think before acting	trustworthiness and integrity comfort with ambiguity openness to change
Motivation	a passion to work for reasons that go beyond money or status; a propensity to pursue goals with energy and persistence	strong drive to achieve optimism, even in the face of failure organizational commitment
Empathy	the ability to understand the emotional makeup of other people; skill in treating people according to their emotional reactions	expertise in building and retaining talent cross-cultural sensitivity service to clients and customers
Social Skill	proficiency in managing relationships and building networks; an ability to find common ground and build rapport	effectiveness in leading change persuasiveness expertise in building and leading teams

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What's Your EI? (Homework)

- Instructions: Follow the steps below to take a 10-minute online EI assessment.
- Online EI Assessment
- 1. Enter the following address in your browser window:
<http://www.maetrix.com.au/meit/eitest.html>
- 2. For each item, select the statement which describes you best.

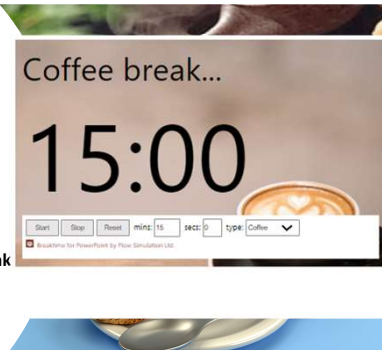
Note: Try not to over-analyse the questions or think of "exceptions to the rule." Be spontaneous and choose the statement which comes closest to the way you are.

- 3. Click Score test to view the results.
- 4. On the results page, a score appears which indicates your level of each of the EI skills. The number, the higher your skill level. Enter the number shown for each skill:

- ___ Self-awareness
- ___ Self-management
- ___ Social awareness
- ___ Social management



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Break

Please take a 15 min rest break

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Communication:

通信

- Effective communication helps keep the team working on the right projects with the right attitude.
- If you communicate effectively about expectations, issues and advice, your staff will be more likely to react and meet your goals.



30

Activity - What is communication?

- What do you think communication is? How would you define it?

Take a 10 min to write down some of your thoughts...



31

Communication



- Communication is defined as the interchange of thoughts or opinions through **shared symbols**; e.g. language, words, phrases
- Some synonyms of the word communication are: message, directive, word, contact, commerce, communion, intercommunication, intercourse; converse, exchange, interchange, conversing, discussing, talking; conversation, discussion, talk, advice, intelligence, news, tidings

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Communication



- The most effective executives and managers always lead when they speak.
- They persuade others in their phone calls, meetings, presentations, and in their formal speeches.
- They realize their power lies not in their title but in their ability to influence and inspire others to act.

33

Four facets of communication

- There are four facets in all types of communication:
 - Sender
 - Receiver
 - Information
 - Feedback



34

Effective Communications Strategies

- For communications to be successful, you must move beyond one-time communications:
 - Repeat, repeat, repeat
 - Explore different mediums of communication
 - Meet people where they are
 - Do not assume that hearing equates with understanding or action
 - Communicate throughout any initiative, not just at the beginning

35

Ten Keys to Effective Listening

Keys	Poor Listener	Good Listener
1. Listen actively	Is passive, laid back	Asks questions; paraphrases what is said
2. Find areas of interest	Tunes out dry subjects	Looks for opportunities, new learning
3. Resist distractions	Is easily distracted	Fights distractions; tolerates bad habits; knows how to concentrate
4. Capitalize on the fact that thought is faster than speech	Tends to daydream with slow speakers	Challenges, anticipates, summarizes, listens between lines to tone of voice
5. Be responsive	Is minimally involved	Nods; shows interest, positive feedback

36

(contd.)



Keys	Poor Listener	Good Listener
6. Judge content, not delivery	Tunes out if delivery is poor	Judges content; skips over delivery errors
7. Hold one's fire	Has preconceptions; argues	Does not judge until comprehension is complete
8. Listen for ideas	Listens for facts	Listens to central themes
9. Work at listening	No energy output; faked attention	Works hard; exhibits active body state, eye contact
10. Exercise one's mind	Resists difficult material in favor of light, recreational material	Uses heavier material as exercise for the mind

37

37

Activity – When should you use email and when shouldn't you when communicating

- Take 10 min



38

Dos and Don'ts of Electronic Mail



Do

- Use e-mail to set up meetings, to recap spoken conversations, or to follow up on information already discussed face-to-face.
- Keep e-mail messages short and to-the-point. Many people read e-mail on handheld devices, which have small screens.
- Use e-mail to prepare a group of people for a meeting. For example, it is convenient to send the same documents to a number of people and ask them to review the materials before the meeting.
- Use e-mail to transmit standard reports.
- Act like a newspaper reporter. Use the subject line to quickly grab the reader's attention.

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39

(contd.)

**Don't**

- Use e-mail to discuss something with a colleague who sits across the aisle or down the hall from you. Take the old-fashioned approach of speaking to each other.
- Lambaste a friend or colleague via e-mail – and especially don't copy others on the message.
- Use e-mail to start or perpetuate a feud.
- Write anything in an e-mail you wouldn't want published in a newspaper. E-mail with sensitive or potentially embarrassing information has an uncanny way of leaking out.

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40

Consistency: 一致性

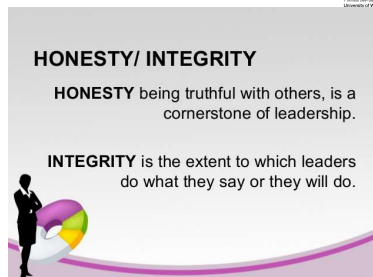
- Being a consistent leader will gain you respect and credibility, which is essential to getting buy-in from the group.
- By setting an example of fairness and credibility, the team will want to act the same way.



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Honesty: 诚实

- Another characteristic of leadership that lends itself to credibility.
- Those who are honest, especially about concerns, make it far more likely that obstacles will be addressed rather than avoided.
- Honesty also allows for better assessment and growth.



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Direction: 方向

- Having the vision to break out of the norm and aim for great things --then the wherewithal to set the steps necessary to get there-- is an essential characteristic of good leadership.
- By seeing what can be and managing the goals on how to get there, a good leader can create impressive change.



43

Flexibility: 灵活性

- Not every problem demands the same solution.
- By being flexible to new ideas and open-minded enough to consider them, you increase the likelihood that you will find the best possible answer.
- You will set a good example for your team and reward good ideas.



44

Conviction: 信念

- A strong vision and the willingness to see it through is one of the most important characterizes of leadership. The leader who believes in the mission and works toward it will be an inspiration and a resource to their followers.

- <https://www.leadership-toolbox.com/characteristic-of-leadership.html>



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Summary

- Of course, there are several other theories about leadership and leadership styles where different skills come into play.
- But no matter what your approach, if you display the previous traits you will be well equipped to lead a team successfully.



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Week 3
Day 2

Leadership

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Recap on Tuesday – Activity – 20 min



- Not too sure how many of you were onboard Tuesday with Leadership



- I am going to break you into rooms of 10 and 8 to a room
- In the meeting chat on the left hand side I want you to discuss between you how Emotional Intelligence impacts a Leader
- WHAT IS EMOTIONAL INTELLIGENCE
- THE 5 COMPONENTS OF EMOTIONAL INTELLIGENCE
- WHY EMOTIONAL INTELLIGENCE MATTERS

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WHAT IS EMOTIONAL INTELLIGENCE?

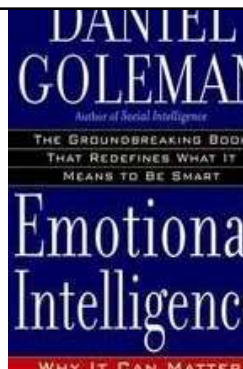


- Emotional intelligence is defined as the ability to understand and manage your own emotions, as well as recognize and influence the emotions of those around you.

50

THE 5 COMPONENTS OF EMOTIONAL INTELLIGENCE

- | | |
|-------------------|------|
| • Self-awareness | 自我意识 |
| • Self-regulation | 自我调节 |
| • Social skill | 社交技能 |
| • Empathy | 移情 |
| • Motivation | 动机 |



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WHY EMOTIONAL INTELLIGENCE MATTERS



- Leaders set the tone of their organization.
- If they lack emotional intelligence, it could have more far-reaching consequences, resulting in lower employee engagement and a higher turnover rate.
- While you might excel at your job technically, if you can't effectively communicate with your team or collaborate with others, those technical skills will get overlooked.

52

EI & Leadership Abilities



"Leadership abilities vary according to rater perspective and level of emotional intelligence. In general, co-workers seem to appreciate managers' abilities to control their impulses and anger, to withstand adverse events and stressful situations, to be happy with life, and to be a cooperative member of the group. These leaders are more likely to be seen as participative, self-aware, composed, and balanced"

Centre for Creative Leadership, 2003

- 领导能力因评价者视角和情商水平而异。总的来说，同事似乎很欣赏管理者控制冲动和愤怒、承受不良事件和压力、对生活感到满意以及成为团队合作成员的能力。这些领导者更有可能被视为参与性、自我意识、组成性和平衡性"

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Emotional Intelligence



- Leaders lead by example, inspiring, not afraid of difficult stuff, focused and driven (motivation)
- Leaders are confident, honest, direct, consistent (self-awareness)
- Leaders are clear, decisive, straight forward, intuitive (self-regulation)
- Leaders are good communicators, approachable and listen to others (social skills)
- Leaders are empathetic, influential (empathy)

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The Qualities Or Traits Approach

- Is essentially the 'great person' theory of leadership
- Involves identifying the characteristics of successful leaders
- Seeks these traits or qualities in potential leaders
- Chooses and promotes those with the appropriate qualities



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Sustainability/Ethics

- What is business ethics?
- Why is business ethics important?
- Globalization: a key context for business ethics?
- Sustainability: a key goal for business ethics?



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Ethical Leadership

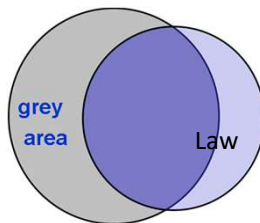
- Embedded within definitions of transformational leadership, there is a need for leaders to be ethical.
- Although much of the research on leadership is dominated with elements on performance, productivity, and measurement, leaving little space to morality, writers like Burns (1978), Cohen (1995), Walumbwa et al (2008) and Brown and Trevino (2006) have associated their work with ethical standards and moral management
- **Business ethics** is the study of business situations, activities, and decisions where issues of right and wrong are addressed
- <https://www.youtube.com/watch?v=3ygNKNaMv4c> — Tom Cook Apple CEO
2.48 min

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Ethics



60

Sustainability: a key goal for business ethics?

61

Defining Sustainability



- Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (World Commission on Environment and Development 1987)
- Sustainability refers to the long-term maintenance of systems according to environmental, economic and social considerations

62

Definitions of sustainability leadership



- A sustainability leader is someone who inspires and supports action towards a better world. "Visser and Courtice, 2011
- "individuals who are compelled to make a difference by deepening their awareness of themselves in relation to the world around them. In doing so, they adopt new ways of seeing, thinking and interacting that result in innovative, sustainable solutions."
- The Sustainability Leadership Institute, 2011

63

Sustainability – a developing business agenda



- From compliance and reputation management to longer-term risk management and competitive advantage
- The challenge for the next 20 years involves producing 50% more food and energy and 30% more fresh water, whilst simultaneously mitigating and adapting to climate change
- A survey by Accenture 2010 showed that 93% of 766 CEOs of large corporations considered sustainability important to their company's future success, and 96% thought that sustainability issues should be fully integrated into the strategy and operations of a company.
- Courtice, 2013

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Companies recognised as strategic leaders in sustainability

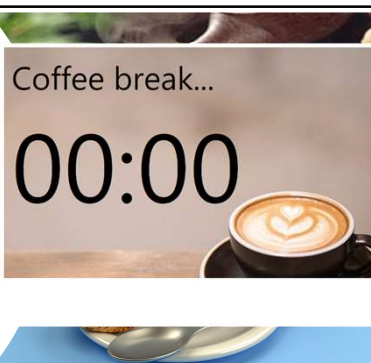


- Marks and Spencer which published its Plan A in 2007
- GE which built its marketing strategy around Ecomagination in 2005
- IBM's Smarter Planet initiative (2008)
- Nestlé's Creating Shared Value (publicly launched in 2009)
- Unilever's Sustainable Living Plan (2010)
- PUMA's EP&L account (2010)
- Kingfisher's strategy to become net positive in key areas of its business (2012)

65

Break

Please take a 15 min rest break



66

The three components of sustainability

Triple bottom line

- Coined by John Elkington
- Bottom line thinking suggests sustainability as a goal

Three dimensions:

- Environmental perspectives
- Economic perspectives
- Social perspectives

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Environmental Planet

- Planet: the positive and negative impact an organization has on its natural environment. This includes reducing its carbon footprint, usage of natural resources, toxic materials and so on, but also the active removal of waste, reforestation and restoration of natural harm done.

68

Economic Profit

- Profit: the positive and negative impact an organization has on the local, national and international economy. This includes creating employment, generating innovation, paying taxes, wealth creation and any other economic impact an organization has.

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Social People

- People: the positive and negative impact an organization has on its most important stakeholders. These include employees, families, customers, suppliers, communities, and any other person influencing or being affected by the organization.

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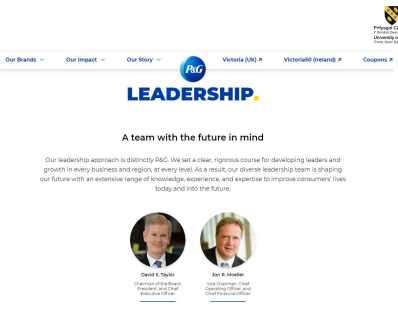
Procter & Gamble



- <https://www.pg.co.uk/environmental-sustainability>

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Procter & Gamble



LEADERSHIP.

A team with the future in mind

Our leadership approach is distinctly P&G. We set a clear, rigorous course for developing leaders and growth in every business and region, at every level. As a result, our diverse leadership team is shaping our future with an extensive range of knowledge, experience, and expertise to improve consumer lives today and into the future.

David S. Nagel
Chairman of the Board
President and Chief Executive Officer

Jon S. Mueller
Vice Chairman, Chief Operating Officer and Managing Director of P&G Consumer Goods

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P&G Values



- We also strong values, which have been passed down from generation to generation of P&G employees.
- The first two are leadership and ownership.
- We expect every employee to be a leader and to act like an owner of the company.
- In fact, more than 10 percent of our stock is owned by employees.
- That's a real accomplishment for a company our size, because it inspires employees to run the company as if the dollars they spend and the decisions they make are their own.

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P&G Values



- We also stress integrity: we don't lie, cheat, or steal and we don't tolerate people who do. That's a very important value for us.
- We also have a passion for winning. Our goal on the job every day is to win with consumers and beat the competition.
- Last but not least is trust. The fact that P&G is a build-from-within culture and that we all trust each other makes us a much more efficient company.
- We recognize that to sustain a company, we have to continue to deliver outstanding business results, but we also have to take care of our environment and the people and communities where we operate, now and for generations to come.
- <https://www.youtube.com/watch?v=L-YPCHmDiDE>
- 2.34 min

74



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P&G Sustainability



- P&G's sustainability efforts go hand in hand with our values. We've been in business since 1837. We celebrated our 170th anniversary in 2007 and we want to be around another 170 years.

We recognize that to sustain a company, we have to continue deliver outstanding business results, but we also have to take care of our environment and the people and communities where we operate, now and for generations to come.

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Corporate commitments to sustainability



Company	Sustainability statement	Source
BP	"At BP we define sustainability as the capacity to endure as a group, by renewing assets; creating and delivering better products and services that meet the evolving needs of society; attracting successive generations of employees; contributing to a sustainable environment; and retaining the trust and support of our customers, shareholders and the communities in which we operate."	Sustainability Report, 2007
DeBeers	"[Sustainability] means enhancing our relationship with host and partner governments, building consumer confidence in diamonds, and ensuring our activities contribute positively to ... both present and future generations."	www.debeersgroup.com, 2009
Nokia	"Corporate responsibility (CR) at Nokia is a collective effort. We believe that management of CR issues is most effective when sustainability policies and programs are embedded in every aspect of our operations."	CSR Report, 2007
Toyota	"[For Toyota, a guiding principle is] 'contributing to the development of a prosperous society through the manufacture of automobiles.' 'Contributing to the development of a prosperous society' means 'contributing to the sustainable development of the earth.'"	Sustainability Report, 2008
Volkswagen	"Values, social responsibility and active sustainability are integral [to] our company culture. We are future-oriented in our approach to important issues such as climate change. We operate a broad range of R&D activities and provide trend-setting approaches to the mobility of tomorrow."	www.volkswagenag.com, 2009

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Unilever strategy



"The agenda of sustainability and corporate responsibility is not only central to business strategy but will increasingly become a critical driver of business growth... I believe that how well and how quickly businesses respond to this agenda will determine which companies succeed and which will fail in the next few decades."

- Patrick Cescau, Unilever

- https://www.youtube.com/watch?v=utSYAKQ5hY&list=PLncv16F_uW_pGz-kaNbi1LQe4JucAKbH&index=10
- 2.31 min

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McDonald's strategy – More than it can chew?

- <https://www.reutersevents.com/sustainability/business-strategy/mcdonalds-strategy-more-it-can-chew>

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McDonalds - Corporate Social Responsibility Report -CSR

- We take our social responsibilities very seriously. For example, we're always looking for ways to reduce, reuse and recycle in our restaurants and across our whole business.
- For example, we use low energy LED light bulbs, energy saving equipment and waterless urinals, and recycle used cooking oil into biodiesel to fuel more than half of our delivery trucks.
- We also recycle the cardboard boxes used in more than 89% of our restaurants, and more than 85% of our packaging is made from renewable resources. We know that every little bit helps.
- <https://www.mcdonalds.com/gb/en-gb/help/faq/19263-what-is-mcdonalds-corporate-social-responsibility-csr-policy.html> - Website CSR

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2030



1 2 3 2030



2020
Citizenship
Report

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- Our Commitments
- Our Progress
- Our Future
- Our Governance
- Our Appendix

.....2030

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