



HARVARD Kennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Leadership Effectiveness in Crisis

Robert Wilkinson

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Leadership

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Some Definitions of Leadership

“Leadership is a process of motivating people to work together collaboratively to accomplish great things.”

— *Vroom & Jago, Yale University & U. of Missouri*

"The first job of a leader is to define a vision for the organization.... Leadership is the capacity to translate vision into reality."

— *Warren Bennis, President, University of Cincinnati*

"You cannot manage men into battle. You manage things; you lead people."

— *Grace Hopper, Admiral, U. S. Navy*

Definitions of Leadership Engagement

“Conversations about leadership often turn into discussions about how individuals can keep large, complex, unwieldy organizations operating reliably and efficiently.

That's not **leadership**. That's **management**.

Leadership is associated with ***taking an organization into the future.***

Leadership is about vision, about empowerment and, most of all, about *producing useful change.*”

- John Kotter, Harvard Business School, 2013

LEADING LIKE A GARDENER

The **heroic "hands-on" leader** whose personal competence and force of will dominated battlefields and boardrooms for generations **has been overwhelmed by accelerating speed, swelling complexity, and interdependence.**

The temptation to lead as a chess master, controlling each move of the organization, must give way to **an approach as a gardener, enabling rather than directing.**

Gen. Stanley McChrystal, "Team of Teams", 2015

Additional Factors to Highlight

Tensions in Leadership:

- Leadership vs. Management
- Doing vs. Enabling
- Leadership and Seniority
- Exercising Authority vs. Exercising Leadership
- Humility vs. Confidence

Leadership Effectiveness:

Key Skills for Leadership Effectiveness:

1. Engage skillfully with people and groups that hold deeply differing views and perspectives;
2. Understand and lead group dynamics and process management;
3. Recognize and consider the human and emotional impacts that leaders have on the people in their communities; and
4. Shape and craft the vision and story you seek to project for your followers, constituents and broader community.

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The 4P Leadership Framework:

1. Perception

2. Process

3. People

4. Projection

The 4P Leadership Framework

Perception: The way in which we understand and interrogate all of information that we receive. How individuals understand, perceive, and convey information impacts one's leadership capacity. This course will examine both internal and external determinants of perception.

Key insight: Balance Advocacy vs. Inquiry

The 4P Leadership Framework

Process: The way in which we engage with groups and teams. Process management involves reflecting on how we most effectively engage with teams and create a well-functioning environment that aligns with organizational goals. This course will examine important insights on workflows and processes, in light of predictable group dynamics that impede successful outcomes.

Key Insight: Ask “Who am I ‘privileging with process’ ”?”

The 4P Leadership Framework

People: The human and emotional impact on the people involved. People are the engine of organizations, communities, and companies. To lead effectively, one must understand people, human motivation, emotion, and determinants of behavior. Human emotion plays a powerful role in complex negotiations, difficult conversations, and effective collaborations.

Key insight: Tune in to your emotions. And theirs.

The 4P Leadership Framework

Projection: The story we tell ourselves and others about the future. Projection is the way in which leaders convey (or project) their vision of themselves, their organization and their vision of the future to others. With our actions and inactions, we are continually signaling to ourselves and others what we want to signify, prioritize and focus on.

Key insight: Explicitly review the implicit messages are contained in your words and actions, and refine your story: about yourself and about others/the future

4P Leadership:

“Great leadership involves building a vision from multiple **perspectives**, using an intentional and thoughtful **process**, that connects with **people** on compelling, human level and **projects** a clear message of what your focus and priorities are for the future”.

Further Learning:

Four-part Podcast Series on the 4P Leadership Framework:

Podcast 1 of 4: Perception

<https://harvardbsc.simplecast.com/episodes/episode-7-4p-leadership-framework-perception>

Podcast 2 of 4: Process

<https://harvardbsc.simplecast.com/episodes/episode-8-4p-leadership-framework-process>

Podcast 3 of 4: People

<https://harvardbsc.simplecast.com/episodes/episode-9-4p-leadership-framework-people>

Podcast 4 of 4: Projection

<https://harvardbsc.simplecast.com/episodes/episode-10-4p-leadership-framework-projection>

Further Learning:

Article on Enhancing Your Effectiveness as a negotiator, through the Bloomberg-Harvard City Leadership Initiative:

<https://medium.com/@BloombergCities/enhancing-your-effectiveness-as-a-negotiator-824ad18203f4>

Leadership Case Study on the Paris Climate Talks:

<https://case.hks.harvard.edu/negotiating-toward-the-paris-accords-wwf-the-role-of-forests-in-the-2015-climate-agreement/>

Podcast on Managing Difficult Conversations:

<https://harvardbsc.simplecast.com/episodes/episode-6-managing-difficult-conversations-effectively-yGoQFQVj>

The Role of a Leader





Questions and Discussion...