Professional Development and Skill Building in Medical and Life Science: Management Fundamentals

Organizational Behavior and Leadership II: Developing, Motivating, and Managing Effective Teams
Agenda

- Questions from last week
- Introduction to management and leadership
- Methods for motivating and improving teams
- Case review (if time)

What do you want to get from today’s session?
Follow-up: Management Styles

- US & European Business Leaders: ESTJ (21%), ENTJ (15%), ISTJ (14%)
- US Managers: ISTJ (17%), ESTJ (16%)
- Mexican Managers: ESTJ (36%), ISTJ (29%)
- Canadian Managers: ISTJ (22%), ESTJ (16%)
- Indian Managers: ISTJ (25%), ESTJ (25%)
- Korean Managers: ISTJ (30%), ESTJ (18%)
- Japanese Managers: ESTJ (12%), ENTP (10%)
- Latin American Managers: ESTJ (28%), ISTJ (23%)
What Does a Manager Do?

1. Set objectives
2. Organizes
3. Motivates/communicates
4. Measurement
5. Develops people (including self)
Are “Leaders” Born or Made?

- Pre 20th Century –
  Great Man Theory

- 1900-1950 –
  Trait Theory

- 1950’s –
  Behavioral

- 1980’s –
  Transformational

- Current –
  Zeitgeist
10 Traits of Terrible Leaders

1. Lack energy and enthusiasm.
2. Accept their own mediocre performance.
3. Lack clear vision and direction.
4. Have poor judgment.
5. Don’t collaborate.
6. Don’t walk the talk.
7. Resist new ideas.
8. Don’t learn from mistakes.
9. Lack interpersonal skills.
10. Fail to develop others.
Case Study:

- Initial reactions?
- Salient points?
- Short and long term issues?
- With which points do you most agree? Disagree?
- What “type” might handle this best?
- Suggestions for solutions?
NEXT 2 WEEKS: Jan Martinez, JD, PhD, Gould Center for Conflict Resolution

Negotiation Theory and Practice I & II