

## Session 4

# Common Features of Leadership

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## 1. Vitality & Endurance (Good Health)

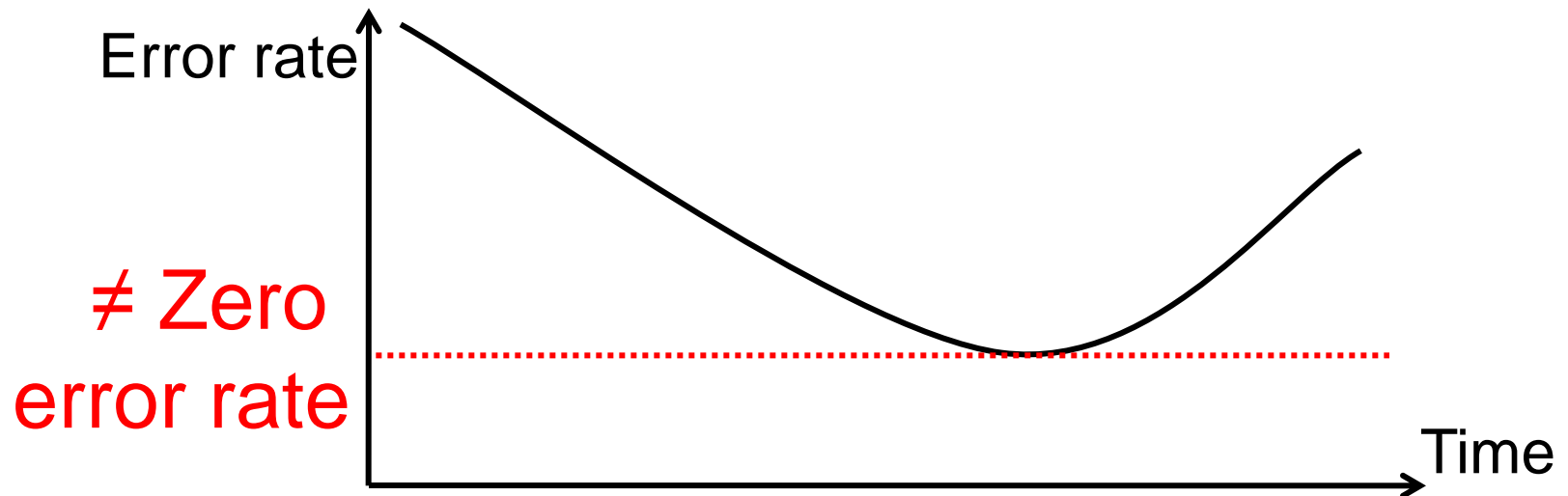
- Long working hours, enthusiastic, passionate
- Example) Ph.D. : health, endurance,  
good topic, advisor, effort/brain
- 3 years per topic
- Carter: Gave up jogging in the middle of 6.5 miles → What is his symptom?
- Caliber Theory

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## 2. Decisiveness

- under pressure
- under uncertainty
- under risk

**Any decision  
is better than  
no decision.**



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## 3. Persuasiveness

- Every leader has its enemies/opponents.
- A little less conversation, **a little more action**

## 4. Dutiful

- Sense of responsibility
- Sense of history:  
Where am I from? Where am I going?

# Common Features of Leadership

## 5. Intellectual Capability

Wisdom(  $\doteq$  Knowledge+Experience+Fatal Mistakes) / Insight

- a. Measurement of individual capacity
- b. Intellectual capability = f ( rate of learning )
- c. A function of
  - What he already knows
  - Assimilation rate: coding function
- d. Vocabulary **is** important
  - Determines 40% of the learning rate
  - Depends on your reading (quantity & quality)

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## 5. Intellectual Capability (cont.)

Wisdom( $\doteq$  Knowledge+Experience+Fatal Mistakes) / Insight

e. Ability is stressed to the limit

ex) Breaking point of graduate students

- Time of frustrations/breakdowns

Repeated practice above threshold  $\rightarrow$  improvement

Repeated practice below threshold  $\rightarrow$  status quo

f. Reduce system to usable form

g. Ability to communicate: ability to persuade

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## 5. Intellectual Capability (cont.)

Wisdom( $\doteq$  Knowledge+Experience+Fatal Mistakes) / Insight

h. Lots of reading, besides one's major area

i. Ability to simplify

j. Ability to integrate – knowledge is used for  
analytical/critical thinking

# Course schedule reminder

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## 1. Midterm Examination

- Date : October 16<sup>th</sup> (Thu.)
- Method : Written, closed book + 'addendum'
- Main topics:
  - What is leadership?
  - What is the difference between leadership and management?
  - What are the necessary conditions of leadership?
  - What are the common features of leadership?
  - Anything else covered during lectures

## 2. HBR paper presentation

- Date : October 14<sup>th</sup> (Tue.)
- Method : 5 minute presentation, 5 minute Q&A session
- Peer-evaluation, 100 points total
  - Content(50%) : Well-summarized / Creative / Logical
  - Presentation(50%) : Well-organized / Prepared / Clarity & Communication
  - HBR papers will be posted on ETL by Oct. 11<sup>th</sup> 24:00



# Session 4 Summary

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