



Investing in the Wrong Vehicle: The Neglect of Team Leadership

Gordon Curphy, PhD
President
Curphy Consulting Corporation



Some Disturbing Facts About Leadership

- 38% dissatisfied with current boss
- 70% of employees are disengaged
- 18% trust business leaders; 13% trust politicians
- Dr Gordy test



Leadership Defined

- The ability to get results
 - The *what* of leadership

- The ability to build cohesive, goal-oriented teams
 - The *how* of leadership



Common Leadership Competency Models

PDI Profilor

Think Strategically
Analyze Issues
Sound Judgment

Tech/Func. Expertise
Financial Acumen
Establish Plans
Drive Execution
Manage Change
Drive for Results

Lead Courageously
Influence Others
Coach and Develop
Engage and Inspire
Foster Collaboration
Build Relationships
Manage Conflict
Open Communication
Listen to Others
Inspire Trust
Demonstrate Adaptability

CCL Benchmarks

Strategic Perspective
Being a Quick Study
Change Management

Leading Employees
Confronting Problem Ees
Participative Management
Building Col Relationships
Compassion & Sensitivity
Putting People at Ease

Respect for Differences
Taking Initiative
Composure
W/L Balance
Self-Awareness
Career Management

Mindgarden MLQ

Idealized Attributes
Idealized Behaviors
Inspirational Motivation

Intellectual Stimulation
Individual Consideration
Contingent Reward
Manage by Exception
Laissez-Faire

DDI Mirror

Coaching
Decision-Making
Delegating

Gaining Commitment
Driving for Results
Change Leadership
Est. Strategic Direction
Executive Disposition
Selling the Vision



Examples of MBA Curricula

U of Penn-Wharton

Leadership and Teamwork
 Marketing Management
 Operations Management
 Microeconomics
 Advanced Topics in Econ
 Regression Analysis

18 Majors with many
 Electives

University of Minnesota

Financial Accounting
 Data Analysis and Stats
 Operations Management
 Financial Management
 Strategic Management
 Marketing Management
 Managerial Accounting
 Managerial Economics
 Organizational Behavior
 IT Management
 Enterprise Course
 Business Ethics

Electives

UC-Berkeley

Data and Decisions
 Microeconomics
 Leading People
 Problem Finding & Solving
 Financial Accounting
 Introduction to Finance
 Marketing Management
 Leadership Communication
 Operations Management
 Macroeconomics
 Strategic Leadership
 Ethics in Business

Electives



Corporate Leadership Development Programs

Major Telecommunications Company Extraordinary You

Adversity Quotient I and II
 Collaborative Leadership
 Communicate to Influence
 Corporate Athlete I and II
 Crucial Conversations
 Driving Results Through Accountability
 Executive Conversations
 Executive Presence
 Extraordinary Coach
 Financial Leadership
 High Stakes Decision Making
 Innovation Lab
 Leading Change
 Leading Strategically
 Building High Performing Teams

Major Manufacturing Company Leadership Development Institute

General Manager & Managing Director
 Building Strategic Capability
 Accelerated LD Program
 Accelerated LD for Emerging Leaders
 Increasing Your Leadership Impact
 Business Group LD Program
 Facilitative Leader
 Leader as People Developer
 Leader as Coach
 Leading for Performance
 New Supervisory Development
 New Supervisor On-Boarding



Common Leadership Development Books

ASTD Leadership Handbook:	1/33 chapters
CCL's Handbook of LD:	1/14 chapters
CCL Publications as of 2012:	14/271
For Your Information:	1/68 chapters
Successful Manager's Handbook:	0/32 chapters

Leadership Textbooks:

-Hughes, Ginnett, & Curphy	2/16 chapters
-Northouse	1/16 chapters
-Yukl	1/15 chapters



Key Comments

- Leadership is a team sport
 - Yet we offer little to help leaders build teams
- Most LDPs fail to produce better leaders
 - Wrong people
 - Wrong content
 - Wrong pedagogy
 - Wrong reasons

Key Comments



- I/O psychology has contributed to the problem

I vs O
T

- Teams missing from competency models
- No consensus on team models or theory