



Month 4

Preliminary viewing:

Good Leadership is Contagious. Zenger, Jack and Folkman, Joseph. Harvard Business Review website. <https://hbr.org/video/4762338922001/good-leadership-is-contagious>

Improve your Leadership Presence. Wilkins, Muriel Maignan. <https://hbr.org/video/2363497314001/improve-your-leadership-presence>

Leadership

Mentees, please contact your mentors to schedule meeting 4 on leadership. Both mentor and mentee should prepare for the meeting by viewing the following brief podcasts (the links are below), and then reading the articles on hospitality leadership.

Just a reminder: have a quick review of the 2-3 mentee goals set in your first meeting. How is the mentee doing? Note any progression on the goals or, if necessary, do the goals need to be updated or modified? Then move on to discuss the leadership articles and viewing.

"Leaders who are largely focused on improving strengths, as well as taking a 'swipe' at a weakness, make 30% more progress [in their roles] than leaders who focus solely on improving a weakness."

Jack Zenger, Leadership Development Expert

READING / VIEWING

Mentors and mentees - view *Jane Sunley on Leadership*, Purple Cubed:
http://www.youtube.com/watch?v=6P9_OPEvHIM

Mentors – read *Becoming a Leader in the Hospitality Industry*. Hinkin, Timothy R. Cornell University.
<https://ecommons.cornell.edu/handle/1813/71512>

Mentors - view *Coach for Executive Presence* Amy Jen Su, coauthor of *Own the Room* at: <http://hbr.org/video/2235499274001/coach-for-executive-presence>

Authentic leadership can be both innate and learned with the right guidance. Ask yourself if you show authentic leadership qualities as noted in the article. Are you:

- dedicated to continued personal growth and
- committed to building lasting relationships and strong organizations?

Mentees – view *Want to lead? Be well spoken and well dressed*. Sylvia Anne Hewlett
<https://www.youtube.com/watch?v=4cJ5mG8MI64#action=share>

PODCAST

Mentors and Mentees, please view the following brief videos and note the suggestions:

Improve your Leadership Presence. Wilkins, Muriel Maignan.
<https://hbr.org/video/2363497314001/improve-your-leadership-presence>

Mentors, view:

What it takes to be a Super Boss. Finkelstein, Sydney.
<https://hbr.org/video/4767335516001/what-it-takes-to-be-a-superboss> (note the references to hospitality industry leaders)

ARTICLES

Mentors and Mentees, please read the following articles by clicking on the linked article.

Develop Strengths; and work on a potential fatal flaw. Zenger, J; Folkman, J. *Leadership Excellence Essentials*. Jan2013, Vol. 30 Issue 1, p12-12. Institute of Hospitality eResources Collection.
<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=84636009&site=ehost-live>

Focus on Your Strengths. Graebner, R; Lindekens, S. *T+D*. Vol. 68 Issue 5, p70-73. 3p. Institute of Hospitality eResources Collection.
<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=95794514&site=ehost-live>

Strengths and Fatal Flaws. Folkman, J. *Leadership Excellence Essentials*. Oct2013, Vol. 30 Issue 10, p23-24. 2p. Institute of Hospitality eResources Collection.
<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=90669997&site=ehost-live>

Strong Leadership. Buckingham, M. *Leadership Excellence Essentials*, 2011, 28, 1, p. 5. Institute of Hospitality eResources Collection.
<https://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=57215957&site=ehost-live>

Some talking points:

Contagious Leadership

Mentors and mentees: do you have any instances where you've worked with a leader whose style was contagious and inspired the team? Can you think of an instance where a leader didn't exhibit good leadership and the team underperformed or morale suffered? (In the interest of confidentiality, please don't use names of individuals or companies.)

If good leadership can be contagious - as suggested - identify good leaders' 'behaviours'. Do you think these 'behaviours' are innate or can they be learned? Thinking back to your previous mentoring topic, how does good leadership behaviour tie in with Emotional Intelligence (EQ)?

Strengths and 'Fatal Flaws'

Mentors and mentees: do you 'play to your strengths' rather than focusing on weaknesses? In examining your strengths and weaknesses (as suggested in the sentence), do you make yourself aware of what Folkman and Zenger would call a 'fatal flaw' i.e. the lack of a certain skill that is an absolute necessity in a particular role? Is there a fatal flaw (or weakness) on which you'd like to work? How will you go about it? Mentors, have you seen anyone overcome a fatal flaw and, if so, how did they succeed?

Superbosses

Mentors, what did you think about Sydney Finkelstein's discussion about 'superbosses'? Who do you know who exhibits superboss characteristics? Do you agree with the statement that anyone can develop superboss capabilities - or is superboss status only for a 'special' few?

Review your SMART goals again – are they on track?

Please update your meeting record on the IoH website and schedule the next meeting.
