

Learning through Controversy

This week in class was like no other that I have experienced. Acting as the CEO of my Mike's Bikes team, I was thrust into a meeting consuming almost all of the Tuesday lecture time with my team. However, it was time which I (and I believe all involved) considered quite valuable. As we are all aware, the process in which the Mike's Bikes teams were formed was undermined by those at the helm. In dealing with this, those involved got a true taste of what it is to be an effective leader and dealing with strategic problems. Whichever way the problem was remedied, someone lost out. Essentially we were faced with a paradox. In dealing with the issue I quickly realised that, as per Collins (2001), that was not the only paradox that I had to balance in being a team leader. Collins (2001) notes that a "Level 5" leader must "build enduring greatness" essentially through balancing personal humility and professional will. I had to find a balance between getting the job done professionally and effectively, while also ensuring I was calm and collected when things didn't go to plan. My goal was to channel ambition into my team, and not into myself (Collins, 2001).

Furthermore, Collins (2001) notes that there are levels beneath "5" that must also be satisfied, in order to achieve greatness, with respect to company leadership. However it is this personal drive and ambition which generally is at odds with the humility required to reach the 5th level. My team is fantastic, and we all want to do well, we are passionate and I need to channel this into effective results, while maintaining humility, and a level-head if things head off-track.

Kelley (1988) notes that good leaders know how to follow, and they set an example for others. This I believe is very true, and I will use this as my goal for the coming week. Having had the first rollover, my team knows that there are a few changes that need to be remedied, however at the same time we had great successes in parts of the rollover that I did not expect. Had I exercised my own opinion over everything and not followed and trusted the research that the team had done, we would have certainly ended in a different place, and worse off.

References:

Collins, J. C. (2005). Level 5 leadership: the triumph of humility and fierce resolve. *Harvard Business Review*, 83(7/8), 136–146

Kelley, R. E. (1988). In praise of followers. *Harvard Business Review*, 66(6), 142--148