Course/Semester: B.Voc. 6th Sem Automotive Manufacturing

Subject: Leadership and Quality

Unit :1

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Define Leadership:

Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring.

- A political leader, pursuing a passionate, personal cause.
- An explorer, cutting a path through the jungle for the rest of his group to follow.
- An executive, developing her company's strategy to beat the competition.

Leaders are people who do the right thing; managers are people who do things right.– *Professor Warren G. Bennis*

Leadership is the art of getting someone else to do something you want done because he wants to do it.– *Dwight D. Eisenhower*

Leadership Definition

According to the idea of transformational leadership, an effective leader is a person who does the following:

1. Creates an inspiring vision of the future.
2. Motivates and inspires people to engage with that vision.
3. Manages delivery of the vision.
4. Coaches and builds a team, so that it is more effective at achieving the vision.

Leadership brings together the skills needed to do these things. We'll look at each element in more detail.

Leadership Basics

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.

Leadership is the potential to influence behaviour of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, "Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals."

Characteristics of Leadership

1. It is a inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
2. It denotes a few qualities to be present in a person which includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and moulding the behaviour of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations

Importance of Leadership

Leadership is an important function of management which helps to maximize efficiency and to achieve organizational goals. The following points justify the importance of leadership in a concern.

1. **Initiates action-** Leader is a person who starts the work by communicating the policies and plans to the subordinates from where the work actually starts.
2. **Motivation-** A leader proves to be playing an incentive role in the concern's working. He motivates the employees with economic and non-economic rewards and thereby gets the work from the subordinates.
3. **Providing guidance-** A leader has to not only supervise but also play a guiding role for the subordinates. Guidance here means instructing the subordinates the way they have to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor which can be achieved through expressing the work efforts to the subordinates, explaining them clearly their role and giving them guidelines to achieve the goals effectively. It is also important to hear the employees with regards to their complaints and problems.
5. **Building morale-** Morale denotes willing co-operation of the employees towards their work and getting them into confidence and winning their trust. A leader can be a morale

booster by achieving full co-operation so that they perform with best of their abilities as they work to achieve goals.

6. **Builds work environment-** Management is getting things done from people. An efficient work environment helps in sound and stable growth. Therefore, human relations should be kept into mind by a leader. He should have personal contacts with employees and should listen to their problems and solve them. He should treat employees on humanitarian terms.
7. **Co-ordination-** Co-ordination can be achieved through reconciling personal interests with organizational goals. This synchronization can be achieved through proper and effective co-ordination which should be primary motive of a leader.

Leadership theories

Leadership theories are the explanations of how and why certain people become leaders. They focus on the traits and behaviors that people can adopt to increase their leadership capabilities. Some of the top traits that leaders say are vital to good leadership include:

- Strong ethics and high moral standards
- Great self-organizational skills
- Efficient learner
- Nurtures growth in employees
- Fosters connection and belonging

Research shows that these traits are considered the most important to leaders around the world. And leadership theories help explain how leaders harness and develop these traits. Recently leadership theories have been more formalized, making them easier to understand, discuss, and analyze in action.

Leadership theory studies the qualities of good leaders. Psychologists analyze and develop leadership theory, and researchers try to discover the common qualities or behavioral patterns of excellent leaders. Some of the leadership aspects they consider include:

- Personality traits
- Actions
- Environment
- Situation
- Decision-making process
- How input is received
- How relationships are maintained

Leadership style is the way a leader approaches managing team members. Leadership styles were formally developed as a result of studies on leadership theory, and each style includes distinct qualities. Common leadership styles include:

- **Coach:** Recognizes strengths and weaknesses, helps people set goals and provides a lot of feedback.
- **Visionary:** Manages through inspiration and confidence.
- **Servant:** Focuses on helping team members feel fulfilled.
- **Autocratic or authoritarian:** Makes decisions with little or no input from others.
- **Laissez-faire or hands-off:** Delegates tasks and provides little supervision.
- **Democratic:** Considers the opinions of others before making a decision.
- **Pacesetter:** Sets high standards and focuses on performance.
- **Bureaucratic:** Follows a strict hierarchy and expects team members to follow procedure.

Seven main leadership theories:

1. Contingency Theory

This theory proposes that no one way or style of leadership may be applicable to all situations. In other words, it recognizes that there might be variables influencing any particular situation, and a leader must choose the right course of action, taking into account those variables.

In this regard, leadership researchers White and Hodgson state, "Effective leadership is about striking the right balance between needs, context, and behavior." The best leaders have not only the right traits but also the ability to assess the needs of their followers, analyze the situation at hand, and act accordingly.

2. Situational Leadership Theory

Like the Contingency Theory, the Situational Theory stresses the importance of situational variables and doesn't consider anyone's leadership style to be better than the others.

Situational leadership theory is often referred to as the Hersey-Blanchard Situational Leadership Theory, after its developers, Dr. Paul Hersey, author of "The Situational Leader," and Kenneth Blanchard, author of "One-Minute Manager."

3. Transformational Leadership Theory

The Transformational Leadership theory, also known as Relationship theories, focuses on the relationship between the leaders and followers. This theory talks about the kind of leader who is inspirational and charismatic, encouraging their followers to transform and become better at a task.

Transformational leaders typically motivated by their ability to show their followers the significance of the task and the higher good involved in performing it. These leaders are not only focused on the team's performance but also give individual team members the required push to reach his or her potential. These leadership theories will help you to sharp your Skill.

The transformational theory of leadership, also called "the relationship theory," studies effective leadership as the result of a positive relationship between leaders and team members. Transformational leaders motivate and inspire through their enthusiasm and passion. They are a model for their teams, and they hold themselves to the same standard they expect of others.

4. Transactional Theories

Transactional Theories, also referred to as Management theories or exchange leadership theories, revolve around the role of supervision, organization, and teamwork. These leadership theories consider rewards and punishments as the basis for leadership actions. This is one of the oft-used theories in business, and the proponents of this leadership style use rewards and punishments to motivate employees. The transactional theory of leadership, also called "the management theory," studies leadership as a system of rewards and penalties. It views effective leadership as results-focused and hierarchical. Transactional leaders prioritize order and structure over creativity.

5. Behavioral Theory

In the Behavioral Theory, the emphasis shifts from the traits or qualities of leaders to their behaviors and actions. In sharp contrast to the Great Man Theory and the trait approach to leadership, this theory considers effective leadership to be the result of many learned or acquired skills. It proposes that an individual can learn to become a good leader. This is one of the best leadership theories.

The behavioral theory of leadership focuses on how a person's environment, not natural abilities, forms him or her into a leader. One of the key concepts of behavioral theory is conditioning. Conditioning states that a person will be more likely to act or lead in a certain style as a result of environmental responses to behavior.

6. Great Man Theory of Leadership

This is one of the earliest leadership theories and is based on the assumption that leadership is an inborn phenomenon and that leaders are "born" rather than "made." According to this theory, a person capable of leading has the personality traits of a leader — charm, confidence, intellect, communication skills, and social aptitude — from birth, which set them apart. This theory emphasizes leadership as a quality that you either possess or you don't; it isn't something that you can learn.

While the theory sounds pretty discouraging to those wanting to learn the ropes of leadership, you might take heart in the fact that most modern theorists dismiss it and even by some leaders themselves. It's still an interesting take on leadership and one that highlights the qualities of great leader, which have more or less remained unchanged over time.

The great man theory of leadership states that excellent leaders are born, not developed. A popular concept in the 19th century, this theory states that leadership is an inherent quality. This type of leader often possesses the natural attributes of intelligence, courage, confidence, intuition and charm, among others.

7. Trait Theory of Leadership

This theory walks in the footsteps of the Great Man theory in assuming that leaders are born with traits that make them more suitable for the role of a leader than others who lack those natural-born traits. As such, the theory pinpoints certain qualities such as intelligence, accountability, sense of responsibility, and creativity, among others, that lets an individual excel at leadership. The trait theory of leadership states that certain natural qualities tend to create good leaders. Having certain qualities does not necessarily mean someone has strong leadership skills, however. Some leaders may be excellent listeners or communicators, but not every listener or communicator makes an excellent leader.

Trait Theory of leadership:

Introduction: The trait theory of leadership focuses on identifying different personality traits and characteristics that are linked to successful leadership across a variety of situations. This line of research emerged as one of the earliest types of investigations into the nature of effective leadership and is tied to the "great man" theory of leadership first proposed by Thomas Carlyle in the mid-1800s.

One major flaw in the trait approach to leadership is that it doesn't offer a conclusive list of leadership traits. However, the credibility of the theory lies in the fact that the significance of personality traits in leadership is well supported by research. Trait Theory of Leadership will help you to improve your leadership theories.
There are plenty of people who possess the personality traits associated with leadership, yet many of these people never seek out positions of leadership. There are also people who lack some of the key traits often associated with effective leadership yet still excel at leading groups.

Trait Theory of Leadership Rationale

According to Carlyle, history is shaped by extraordinary leaders. This ability to lead is something that people are simply born with, Carlyle believed, and not something that could be developed. Carlyle's ideas inspired early research on leadership, which almost entirely focused on inheritable traits.

Carlyle's theory of leadership was based on the rationale that:

- Certain traits produce certain patterns of behavior.
- Patterns are consistent across different situations.
- People are "born" with leadership traits.

Since the publication of Carlyle's thesis, psychologists have examined and argued about the trait-based theory of leadership. From the 1940s to the 1970s, psychologist Ralph Melvin Stogdill suggested that leadership is the result of the interaction between the individual and the social situation and not merely the result of a predefined set of traits.

Soon after in the 1980s, James M. Kouzes and Barry Z. Posner posited that credibility was a key indicator of leadership skills, characterized by such traits as being honest, forward-looking, inspiring, and competent.

Leadership Traits

While the list of leadership traits can vary by whoever is drawing up the list, a recent study outlined behavioral traits that separated lower-level supervisors from higher-level supervisors.

According to the researchers, the traits most commonly associated with great leadership include:

- **Adaptability and flexibility**: Effective leaders don't get stuck in a rut. They are able to think outside of the box and adapt quickly to changing situations.
- **Assertiveness**: A great leader is able to be direct and assertive without coming off as overly pushy or aggressive.
- **Capacity to motivate people**: A great leader knows how to inspire others and motivate them to do their best.
- **Courage and resolution**: The best leaders are brave and committed to the goals of the group. They do not hide from challenges.
- **Creativity**: Perhaps most importantly, great leaders not only possess their own creativity, but they are also able to foster creativity among members of the group.[5]
- **Decisiveness**: A great leader is capable of making a decision and is confident in his or her choices.
- **Eagerness to accept responsibility**: Strong leaders take on responsibility and don't pass the blame on to others. They stand by their success and take ownership of their mistakes.
- **Emotional stability**: In addition to being dependable overall, strong leaders are able to control their emotions and avoid overreactions.
- **Intelligence and action-oriented judgment**: Great leaders and smart and make choices that move the group forward.
- **Need for achievement**: Strong leaders have a need to succeed and help the group achieve goals. They genuinely care about the success of the group and are committed to helping the group reach these milestones.
- **People skills**: Excellent interpersonal skills are essential for leading effectively. Great leaders know how to interact well with other leaders as well as with team members.
- **Perseverance**: Strong leaders stick with it, even when things get difficult or the group faces significant obstacles.
- **Self-confidence**: Many of the best leaders are extremely self-assured. Because they are confident in themselves, followers often begin to share this self-belief.

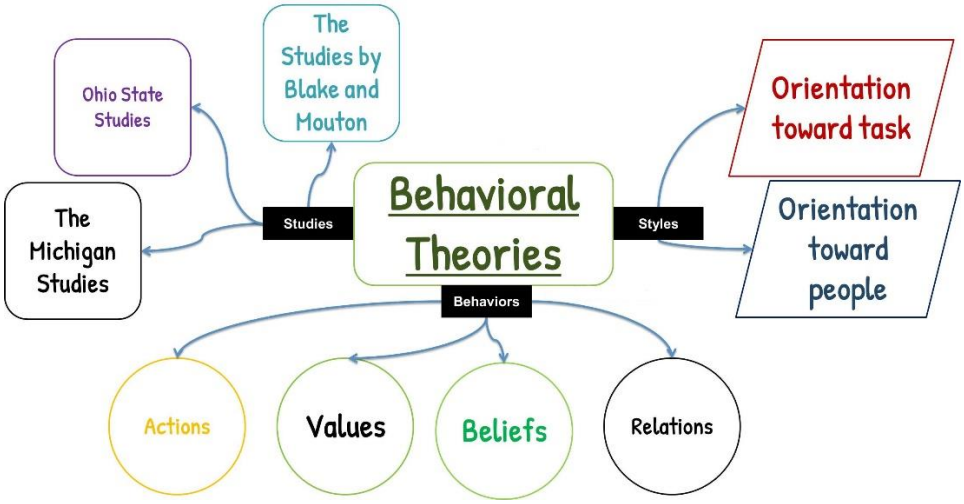
- **Task competence**: A great leader is skilled and capable. Members of the group are able to look to the leader for an example of how things should be done.
- **Trustworthiness**: Group members need to be able to depend upon and trust the person leading them.
- **Understanding their followers and their needs**: Effective leaders pay attention to group members and genuinely care about helping them succeed. They want each person in the group to succeed and play a role in moving the entire group forward.

Controversy on the Trait Theory

Early studies on leadership focused on the differences between leaders and followers with the assumption that people in leadership positions would display more leadership traits than those in subordinate positions. What researchers found, however, was that there were relatively few traits that could be used to distinguish between leaders and followers. For example, leaders tend to be great communicators. Leaders also tend to be higher in traits such as extroversion, self-confidence, and height, but these differences tended to be small. There are obvious flaws in the trait-based theory. While proponents suggest that certain traits are characteristic of strong leaders, those who possess the traits don't always become leaders. Some have suggested that this may due to situational variables in which leadership skills only emerge when an opportunity for leadership arises (such as in war, during a political crisis, or in the absence of leadership).Meanwhile, others have taken a contingency approach to leadership in which certain traits can be more effective in some situations and less so in others. Opinions vary on what those traits are and to what degree they can predict success, if at all.

Behavioral Theory of Leadership

Introduction: Behavioral Theory of leadership is a big leap from Trait Theory, as it was developed scientifically by conducting behaviour focused studies. The theory emphasizes that leadership capability can be learned, rather than being inherent. This theory is based on the principle that a leader's behaviors can be conditioned in a manner that one can have a specific response to specific stimuli.



Behavioral Theories of Leadership, also known as “The style approach to leadership” focuses on the behavior of the leader and what leaders do and how they act. In the 1940s, two parallel studies on leadership were in progress, one based on traits displayed by leaders, another on the behaviours exhibited by leaders.

- Traits theory assumes that leaders are born, rather than made
- Trait theory concentrates on, what the leaders are
- Great Man Theory and Traits Theory are focused on intrinsic personal characteristics
- Behavioural theories are based upon the belief that great leaders are made, not born
- Behavioural theories concentrate on, what leaders do
- Behavioral approach is based on the leader's beliefs, values, and interpersonal relations
- Considers the Leader's attitude, behavior, opinion, and concern about his followers/organization
- Studies leadership behavior from the point of view of motivation, supervision, and authority
- Behavioural theories assume that specific behavioral patterns of leaders can be acquired
- People can learn to become leaders through teaching and observation.

Behavioral Theory of Leadership is a leadership theory that considers the observable actions and reactions of leaders and followers in a given situation. Behavioral theories focus on how leaders behave and assume that leaders can be made, rather than born, and successful leadership is based on definable, learnable behavior. Behavioral theories of leadership are classified as such because they focus on the study of specific behaviors of a leader. For behavioral theorists, a leader behavior is the best predictor of his leadership influences and as a result, is the best determinant of his or her leadership success. These theories concentrate on what leaders actually do rather than on their qualities. Different patterns of behavior are observed and categorized as 'styles of leadership'. This area has probably attracted the most attention from practicing managers.

Behavioral Theory of leadership is a big leap from Trait Theory, in that it assumes that leadership capability can be learned, rather than being inherent. This theory is based on the principle that behaviors can be conditioned in a manner that one can have a specific response to specific stimuli. Rather than seeking inborn traits this theory looks at what leaders actually do by studying their behaviors in response to different situations, assessing leadership success by studying their actions, and then correlating significant behaviors with success.

The practical application of the theory is that leader’s behavior affects their performance and different leadership behaviors could be appropriate at different times. The best leaders are those who have the adaptability to flex their behavioral style and choose the right style suitable for each situation.

According to this theory, people can learn to become leaders through teaching and observation and certain behavioral patterns may be identified as leadership styles.

Advantages of Behavioral Theory of Leadership:

Behavioral theory promotes the value of leadership styles with an emphasis on concern for people and collaboration. It promotes participative decision making and team development by supporting individual needs and aligning individual and group objectives.

It helps managers evaluate and understand how their behavioral style as a manager affects their relationship with the team and promotes commitment and contribution towards organizational goals.

Criticism / Arguments against - Behavioral Theory of Leadership:

As there were inherent limitations with the Trait approach to leadership, when early researchers ran out of steam in their search for traits, they turned to what leaders did, how they behaved, and came with behavioral theory of leadership. This became the dominant way of approaching leadership within organizations in the 1950s and early 1960s but this theory too had its own limitations.

Behavioral Theory of Leadership proposes leadership styles but a specific leadership style may not be best in all circumstances. When researchers really got to work on this it didn't seem to validate their assumptions. While behavioral theories may help managers develop particular leadership behaviors but they provide little guidance as to what constitutes effective leadership in different situations.

There were lots of differences and inconsistencies between studies. It was difficult to say which style of leadership was significant in enabling one group to work better than another. The styles that leaders can adopt are far more affected by those they are working with, and the environment they are operating within than had been originally thought. Most researchers today conclude that no one leadership style is right for every manager under all circumstances.

Two Important Behavioral Studies:

The first and foremost study on leadership was carried out by a psychologist, Kurt Lewin, and his associates in 1939 and identified different styles of leadership, viz. autocratic, democratic, and laissez-faire leadership. Subsequently, many research studies could be categorized under the heading of the behavioral approach leading to the identification of various leadership styles and their correlation with measures of effectiveness. The following three studies are strongly representative of the ideas in this approach:

- Ohio State Studies
- The Michigan Studies
- The Studies by Blake and Mouton

By looking closely at each of these groups of studies, we can draw a clearer picture of the key concepts and implications of the style/behavioral approach to leadership.

Of these three the two Key Studies in behavioral theory at the University of Michigan and Ohio State University became famous in the next generation of leadership research. These studies identified two key behavioral categories

- Orientation toward task: Task behaviors facilitate goal accomplishment and help the team to achieve its objectives.
- Orientation toward people: Relationship behaviors help team members feel comfortable with themselves, with each other, and with the situation in which they find themselves.

List of Behavioral Theories:

Given below is a list of theories and articles that are also classified under behavioral theories or should be read to understand behavioral theories:

1. Action Centered Leadership
2. Continuum of leadership
3. Four Factor Leadership Theory
4. Freud Personality Types
5. Functional leadership theory
6. Iowa Studies
7. Jung Personality Types
8. Katz's Three-Skill Approach
9. Lewin's Change Management Model
10. Likerts Management System
11. Managerial Grid Theory
12. McGregor's Theory X and Theory Y
13. Michigan Studies
14. Ohio State Studies
15. Psychodynamic Approach
16. Skills Approach to Leadership

Situational Theory of Leadership

Introduction: The situational theory of leadership does not relate to a certain type of leader or claim that any one style is best. Instead, situational theory argues that the best kind of leader is one who is able to adapt her style based on the situation. They may respond to a situation by commanding, coaching, persuading, participating, delegating or however they think is necessary. Situational leaders are defined by their flexibility.

Put forward by US professor, Paul Hersey and leadership guru, Ken Blanchard, the situational theory is a combination of two factors — the leadership style and the maturity levels of the

followers. According to this theory, different situations demand different styles of leadership and decision-making. Leaders must act by judging the situation they are facing.
According to situational theory, a leader exercises a particular form of leadership based on the maturity level of his or her team.
The situational theory of leadership suggests that no single leadership style is best. Instead, it depends on which type of leadership and strategies are best-suited to the task. According to this theory, the most effective leaders are those that are able to adapt their style to the situation and look at cues such as the type of task, the nature of the group, and other factors that might contribute to getting the job done.

Leadership Styles
Hersey and Blanchard suggested that there are four primary leadership styles:

Telling (S1): In this leadership style, the leader tells people what to do and how to do it.
Selling (S2): This style involves more back-and-forth between leaders and followers. Leaders "sell" their ideas and message to get group members to buy into the process.
Participating (S3): In this approach, the leader offers less direction and allows members of the group to take a more active role in coming up with ideas and making decisions.
Delegating (S4): This style is characterized by a less involved, hands-off approach to leadership. Group members tend to make most of the decisions and take most of the responsibility for what happens.
Maturity Levels
The right style of leadership depends greatly on the maturity level (i.e., the level of knowledge and competence) of the individuals or group.
Matching Styles and Levels
Leadership styles may be matched with maturity levels. The Hersey-Blanchard model suggests that the following leadership styles are the most appropriate for these maturity levels:

Low Maturity (M1)—Telling (S1)
Medium Maturity (M2)—Selling (S2)
Medium Maturity (M3)—Participating (S3)
High Maturity (M4)—Delegating (S4)
M1: Group members lack the knowledge, skills, and willingness to complete the task.
M2: Group members are willing and enthusiastic, but lack the ability.
M3: Group members have the skills and capability to complete the task, but are unwilling to take responsibility.
M4: Group members are highly skilled and willing to complete the task.
How It Works
A more "telling" style may be necessary at the beginning of a project when followers lack the responsibility or knowledge to work on their own. As subordinates become more experienced and knowledgeable, however, the leader may want to shift into a more delegating approach.
This situational model of leadership focuses on flexibility so that leaders are able to adapt according to the needs of their followers and the demands of the situation.

The situational approach to leadership also avoids the pitfalls of the single-style approach by recognizing that there are many different ways of dealing with a problem and that leaders need to be able to assess a situation and the maturity levels of subordinates in order to determine what approach will be the most effective at any given moment.
Situational theories, therefore, give greater consideration to the complexity of dynamic social situations and the many individuals acting in different roles who will ultimately contribute to the outcome.

Situational Leadership II
The Situational Leadership II (or SLII model) was developed by Kenneth Blanchard and builds on Blanchard and Hersey's original theory. According to the revised version of the theory, effective leaders must base their behavior on the developmental level of group members for specific tasks.

Competence and Commitment
The developmental level is determined by each individual's level of competence and commitment. These levels include:

Enthusiastic beginner (D1): High commitment, low competence.
Disillusioned learner (D2): Some competence, but setbacks have led to low commitment.
Capable but cautious performer (D3): Competence is growing, but the level of commitment varies.
Self-reliant achiever (D4): High competence and commitment.
SLII Leadership Styles
SLII also suggests that effective leadership is dependent on two key behaviors: supporting and directing. Directing behaviors include giving specific directions and instructions and attempting to control the behavior of group members. Supporting behaviors include actions such as encouraging subordinates, listening, and offering recognition and feedback.

The theory identifies four basic leadership styles, including:

Directing (S1): High on directing behaviors, low on supporting behaviors.
Coaching (S2): High on both directing and supporting behaviors.
Supporting (S3): Low on directing behavior and high on supporting behaviors.
Delegating (S4): Low on both directing and supporting behaviors.
The main point of SLII theory is that not one of these four leadership styles is best. Instead, an effective leader will match his or her behavior to the developmental skill of each subordinate for the task at hand.

Key Factors
Experts suggest that there are four key contextual factors that leaders must be aware of when making an assessment of the situation.

Consider the Relationship

Leaders need to consider the relationship between the leaders and the members of the group. Social and interpersonal factors can play a role in determining which approach is best.

For example, a group that lacks efficiency and productivity might benefit from a style that emphasizes order, rules, and clearly defined roles. A productive group of highly skilled workers, on the other hand, might benefit from a more democratic style that allows group members to work independently and have input in organizational decisions.

Consider the Task
The leader needs to consider the task itself. Tasks can range from simple to complex, but the leader needs to have a clear idea of exactly what the task entails in order to determine if it has been successfully and competently accomplished.

Consider the Level of Authority
The level of authority the leader has over group members should also be considered. Some leaders have power conferred by the position itself, such as the capacity to fire, hire, reward, or reprimand subordinates. Other leaders gain power through relationships with employees, often by gaining respect from them, offering support to them, and helping them feel included in the decision-making process.

Consider the Level of Maturity
As the Hersey-Blanchard model suggests, leaders need to consider the level of maturity of each individual group member. The maturity level is a measure of an individual's ability to complete a task, as well as his or her willingness to complete the task. Assigning a job to a member who is willing but lacks the ability is a recipe for failure.

Being able to pinpoint each employee's level of maturity allows the leader to choose the best leadership approach to help employees accomplish their goals.

Leadership and values

Leadership values are the core beliefs and principles that guide us in our personal and professional lives. Your values can be defined as the things you believe are most important to achieving your goals and being happy. Leadership values are closely connected to both your personal core values and the values of your company. Leadership values are the underlying beliefs that guide our decisions and actions and ultimately shape our days and our careers. They can have a significant impact on our organizations and the people who work for and with us. If you are not yet sure what your leadership values are, look to the way you live your life both within and outside of work. What values guide your personal life? What are the goals, mission, and culture of your company? Your leadership values lie at the intersection of your personal values and your company’s values.

Importance of leadership values

Leadership values are important because they help you determine how you want to achieve your goals and what type of leader you want to be. Your core leadership values play an important role in guiding how you make decisions and what actions you take on a daily basis. Leadership values also help you grow and develop both personally and professionally. Having a strong set of core values as a leader helps build respect and trust among your team. This creates the foundation for you to influence your team in a positive way that encourages high-performance and excellence.

Core Leadership Values

Values are the guiding principles in our lives. Leadership occurs within the context of core values. Leaders guide and facilitate others to make a positive difference in their own lives and to contribute to a larger good. Values inform the application of leadership qualities as the competencies of leadership are activated – learned, developed, and practiced – within the set of core values. By focusing on what people believe and value, and then positively building on this understanding, we have the potential for impact far more wide reaching than if we approached leadership development as a problem-solving activity. Some of the core leadership values are listed below

Influence

Influence refers to the ability to encourage, motivate and guide others to think or act in a specific way to achieve certain goals. Influence is a defining characteristic of leadership because it means having the ability to empower others into choosing certain actions and beliefs rather than forcing them into those actions and beliefs through micromanagement.

Vision

Vision refers to knowing what your goals and objectives are and having a clear plan for achieving those goals. Vision is an important core value to every leader because they need to be able to effectively communicate to their team what the company's goals are and why they are important.

Honesty

One value that is critical in making you a trustworthy leader is honesty. Honesty refers to the ability to discuss topics with others in a clear and truthful manner. Transparency is closely related to honesty. When others know they can rely on the things you say and promise, it builds their trust and respect in you and makes you a more effective leader.

Passion

Passion is the feeling of fulfillment and motivation that drives you to continue to work to achieve your goals even when you face challenges or unexpected setbacks. When leaders are genuinely passionate about the work they do, this passion is seen by their team members. This creates a culture where your team members feel inspired to also become passionate about their work, which results in greater productivity throughout the company.

Integrity

Integrity refers to being genuine and honest and deciding to do the right thing at all times. A strong sense of integrity is important in leadership because your team members need to know they can trust and respect what you say and what you do. They also need to know they can count on you to keep your promises.

Dedication

Dedication is a commitment to a specific task, principle or goal. Strong leaders have a high level of dedication to their company, team and the work they do. They show this dedication by following through on promises and pushing through challenges to achieve their goals. This high level of dedication motivates others to show the same level of commitment to their work.

Empathy

Empathy refers to the ability to understand the feelings and emotions of others and to respond to their actions and behaviors in a way that shows your understanding of their feelings. Empathy is a core component of emotional intelligence, which also includes the ability to understand and control your personal feelings and emotions. It is important for leaders to have emotional intelligence because it helps you build genuine connections with your team. Having a strong connection with your team members allows you to help them overcome their personal and professional challenges and results in improved efficiency and productivity.

Personal development

Personal development refers to the act of continued learning, education and personal growth. Great leaders are dedicated to continued personal development because they know there is always something new they can learn or something they can improve upon. By showing your team your commitment to your own personal development, you can motivate them to take action to work on their personal development as well.

Service

Service refers to the act of doing something to help someone else. Great leadership is an act of service, it encourages and motivates others to perform their best work and achieve their personal goals. Servant leaders put the needs of others before themselves. By serving the needs of your team first, you can build a loyal team while also encouraging them to serve the needs of others and the organization.

Respect

Respect refers to feelings of admiration for their qualities, abilities or achievements and to regard the rights, wishes and feelings of others. Good leaders earn the respect of others rather than simply expecting to receive respect because of their position or title. One of the best ways

to earn respect is to show them respect. Another way to earn respect from others is to show commitment to your work and to serving others.

Resilience

Resilience is the ability to face adversity and quickly recover from setbacks, challenges and obstacles that you encounter. It is important for leaders to be resilient because they face several challenges and obstacles in achieving their goals. Building resilience can help you effectively address challenges or issues when they occur and lead to improved efficiency and productivity.

Adaptability

Adaptability means being prepared to accept and respond to change when it occurs. Adaptability is crucial in the workplace because it is often a frequently changing environment. Leaders need to have the ability to welcome and adopt change and motivate their team members to do the same.

Authenticity

Authenticity refers to being genuine and honest in what you say and do. Leaders can show their authenticity by continuing to develop and live by their core values on a daily basis. It is important for leaders to be authentic in their work because it creates an environment where your team members feel empowered to be authentic as well. This makes your team members more comfortable contributing new and innovative ideas and encourages an environment where everyone works together to achieve their goals.

Famous quotes on leadership values

What better way to learn and be inspired than to look to today's successful leaders? Below is a selection of quotes to illustrate some important values of a leader, and to help you connect with your own leadership values.

"The number one thing that you have to do as a leader: to bolster the confidence of the people you lead." – ***Satya Nadella, CEO of Microsoft***

"The best way to get the best out of people is to not force them to be something other than they naturally are. Now, what do they have to be? They have to be respectful." – ***Ursula Burns, former Xerox CEO***

"Communication and communication strategy is not just part of the game—it is the game." – ***Oscar Munoz, executive chairman of United Airlines***

"One of the most important things for a CEO is not to get insulated." – ***Lisa Su, President and CEO of AMD***

"Being transparent about our plans enables us to get better feedback." – ***Shantanu Narayen, chairman, president, and CEO of Adobe Inc.***

"But as a visionary leader, you should be thinking about more than just the next quarter. You should also be thinking about the next decade, and what your company's reputation and place in the world will be after 40 quarterly results." – ***Mary Barra, CEO of General Motors***

Moral and courage Leadership

- In order to be a courageous leader, one first must:
  - Know yourself.
  - Understand your strengths & weaknesses.
  - Know what you stand for.
  - Not be afraid of nonconformity.

  Some of the basic point suggested by Daft (2008) about courage and moral leaderships are given below:
- "True power lies in the emotions that connect people."
- "We have been conditioned to follow the rules, not rock the boat, to go along with things we feel are wrong so others will like and accept us."
- Don't fail. Let someone else take the risk. Be careful. Don't make mistakes."
- The most dangerous obstacles for leaders are personal weakness and self-interest rather than full-scale corruption."
- "The single most important factor in ethical decision making in organizations is whether leaders show a commitment to ethics in their talk and especially their behavior"

Courageous acts often include mixed emotions. Values make the basis for our decisions. Courage has both moral and practical issues. In order act with courage, you must first accept responsibility for something. Courageous behavior often involves standing independently. Willing to take risks for a larger ethical purpose. Comfortable is the opposite of courage. This is a fear driven concept. Think of the feeling of your stomach raising up just before an important phone call, meeting, asking for a date.

"Courage: ability to act in the presence of fear"

-Darwin Theory

How to Act Like a Moral Leader

- Develop, articulate, and uphold high moral principles.
- Focus on what is right for the organization as well as all the people involved.
- Set the example you want others to live by.
- Be honest with yourself and others.
- Drive out fear and eliminate undiscussables.
- Establish and communicate ethics policies.
- Develop a backbone – show zero tolerance for ethical violations.
- Reward ethical conduct.
- Treat everyone with fairness, dignity, and respect, from the lowest to the highest level of the organization.
- Do the right thing in both your private and professional life – even when no one is looking

Moral Leadership

Distinguishing right from wrong and doing right; seeking the just, honest, and good in the practice of leadership.

Three Levels of Personal Moral Development

Level 3: Postconventional

Follows internalized universal principles of justice and right. Balances concern for self with concern for others and the common good. Acts in an independent and ethical manner regardless of expectations of others.

Level 2: Conventional

Lives up to expectations of others. Fulfills duties and obligations of social system. Upholds laws.

Level 1: Preconventional

Follows rules to avoid punishment. Acts in own interest. Blind obedience to authority for its own sake.

The Unethical Leader

- Is arrogant and self-serving
- Excessively promotes self-interest
- Practices deception
- Breaches agreements
- Deals unfairly
- Shifts blame to others
- Diminishes others' dignity
- Neglects follower development
- Withholds help and support
- Lacks courage to confront unjust acts

The Ethical Leader

- Possesses humility

- Maintains concern for the greater good
- Is honest and straightforward
- Fulfills commitments
- Strives for fairness
- Takes responsibility
- Shows respect for each individual
- Encourages and develops others
- Serves others
- Shows courage to stand up for what is right

How to Act Like a Moral Leader

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8. Reward ethical conduct.
9. Treat everyone with fairness, dignity, and respect, from the lowest to the highest level of the organization.
10. Do the right thing in both your private and professional life – even when no one is looking.

Leadership behavior:

Leader behavior is the traits and characteristics that make some effective as a leader. Leaders utilize their behavior to help them guide, direct, and influence the work of their team. There are many innate characteristics that enhance leadership behavior, however there are strategies and actions that leaders can work to develop in order to improve their behavior and be more effective. Organizations thrive on leaders who use their behavior to share a vision, encourage teams, and ensure everyone is as effective as possible.

Leadership is extremely important for an organization. Great leaders help improve morale in an organization. Even during hard times, effective leaders can help their subordinates be confident and happy in their position. Great leaders also help retain employees. Turnover is expensive in an organization, and good leadership is key in employees sticking around or jumping ship. As you've probably heard, people don't quit jobs, they quit managers. So great leaders help the company save money and increase productivity by keeping retention rates high. Similarly, great leaders can help nurture future leaders. They mentor and work with team members to help them grow in their role and be prepared for new roles in the company. This is good for everyone. And lastly, great leaders are instrumental in helping the company make money. More productive teams lead to more things being done, higher creativity, and better

overall success for the organization. There are many different leadership styles that a manager or boss can adopt, but overall the most successful leaders will develop key traits that help them to thrive.

In practice it's easy to see the benefits of a good leader. Martin Luther King Jr., Gandhi, Queen Elizabeth, Bill Gates, Arianna Huffington, Condoleezza Rice, and Barack Obama are all examples of great individuals who impacted the world around them in positive ways. Looking at their leadership behavior helps us understand the importance of the right traits and actions in a leader.

Great leaders are so important that there are many jobs that are focused on leadership. CEOs, managers, HR representatives, directors, and more are all jobs that are focused on leadership, responsibility, and other skills that involve the ability to help other individuals see the vision for a company. Leaders and managers are needed in absolutely every industry, from healthcare to IT, because they have a direct impact on the success of teams.

While there are many leadership traits, skills, and abilities that a person can and should have to be successful, there are a few that stand out as fundamentally important, including:

Be honest.

Research shows that only 20% of people trust business leaders to tell the truth, a shockingly low number for organizational trust. Now more than ever before, honesty is a crucial responsibility for success as a leader. A successful leader is honest, and will expect their employees to be honest too. If employees feel like their leader is honest with them, they are much more likely to be honest in return. A business leader who exhibits honesty will encourage their employees to trust them, so when they give them information or ask something of them, they will do the right thing with it. This is an important element for a great company culture and organizational success. In years past, honesty and integrity were the mark of organizational success—now as standards slacken being honest in business is more valuable than ever.

Be confident.

An effective leader will display confidence and lead by example. Confidence is a skill you can develop, and in turn encourage in your organization. When they walk into difficult projects or tight deadlines confident that they will be successful, the team will follow their lead. Employees want to feel that their leader is fearless and ready to take on anything—they want someone who is sure they will be successful in charge. So confidence is key for exceptional leaders. Particularly when it comes to making decisions, confidence is important for positive leadership. Good leaders are confident in their choices and move forward, leading their team right along with them.

Keep communication channels open.

Open communication means there are less misunderstandings and issues on a team. Good communication skills are key in leadership that is impactful. When leaders have open communication, the team knows exactly what is expected of them, when things need to be done, and the process. Bad communication can create problems that go unresolved, missed deadlines, improper strategy, and more. This often is an indication of poor leadership. Good leadership involves being specific about requests to ensure that team members know they can

talk to their leader about anything. Communication channels need to go both ways so employees can connect with their leader if there is an issue and know they'll be heard.

Address issues.

In any organization, issues are going to arise. This can be professional or personal issues—either way good leaders need to know how to address these issues. Problems should be dealt with immediately, not pushed back to a more convenient time. Good leaders know that they need to take issues seriously, not make employees feel like they should handle it on their own or not bother about it. They have the ability to make employees feel heard and respected—self-assurance is an important part of being a real leader. Leadership also involves being open-minded, and utilize positive leadership behavior to help everyone feel at ease. Leadership that addresses problems quickly, professionally, and fairly get more respect from their employees.

Make decisions.

Good leaders aren't afraid to make decisions, especially hard ones. They avoid delaying decisions or letting their personal views intervene. They look at things carefully, research well, try and see every angle, and make a decision and then stick to it. This will directly influence employee behavior. When a leader seems to be swayed after making a decision, it can be an issue. But if a leader isn't willing to get feedback before making a decision, that can also be an issue. A good leader finds the balance of making sure they fully understand the choice, and then sticking to it when they make it. They don't shy away from these choices, but rather take them head-on and show their employees that they are confident and sure.

Provide objective feedback.

Good leaders don't let personal thoughts or feelings get involved with their team. Their feedback is objective and professional, helping the team know exactly what to expect and where they can improve. Good leaders understand that feedback is essential for growth, so they aren't afraid to help their employees improve. But their feedback is always based on their work performance and how it impacts the team. Straightforward, honest, open communication helps team members receive this kind of feedback well, and be excited about opportunities for growth and development in the workplace.

Reward achievement.

There are many benefits to recognizing and rewarding employee achievement at work. Employees see that their behavior is appreciated and are more likely to repeat it, others see that they can get rewarded for good work, it increases productivity and morale, and helps employees see that you care about their contribution. Rewards can happen through verbal praise, a gift, or even a bonus or raise. Good leaders understand that positive reinforcement is a great tool for helping employees grow and continue good actions. They work to set up reward systems that are fair for the organization, and be sure to keep their eyes open for any opportunity to reward their students. Leadership traits that focus on helping employees thrive are important to develop, to enhance motivation and create a positive culture.

It's obvious that good leadership traits are key for success in any industry and organization. Leaders need to be prepared for the skills they'll need in their job with a degree, but they can also learn important ways to improve their leadership skills so they will be successful in their position.

UNIT:2

Leadership Diversity:

The lack of diversity in leadership is a missed opportunity for companies that are serious about creating an inclusive culture. To get the business benefits inclusivity provides, a company's commitment to diversity must be modeled by its leaders – in the C-suite and at all levels of leadership. Diversity can bring a variety of new perspectives and experiences to the leadership team. That fresh input can help companies thrive by boosting innovation and revenue, attracting and retaining talent and appealing to inclusion-focused customers.

Diversity in leadership can deliver real benefits. It also requires commitment, planning and continuous learning.

Basic steps in implementation of diversity in leadership

1. Understand the full scope of diversity.

Race, ethnicity and gender are the kinds of diversity that most people think of. But diversity goes beyond gender and race. Other types of diversity include:

- Age
- Disability status
- Educational experience
- LGBTQ status
- Religion
- Parent/family caregiver status
- Socioeconomic background
- Veteran status

Every hire that brings a fresh perspective based on their life experiences adds to your organization's diversity and its potential to succeed.

2. Get stakeholder buy-in.

The next step is making the case for more diverse leadership. To succeed, your plan needs stakeholder buy-in, and that buy-in must start at the top. As you plan your pitch, focus on the benefits to your organization and the bottom line.

Revenue and profitability

A good place to start is with the financial upsides. Some studies have found that diverse corporate leadership is associated with higher revenues and profitability.

Diversity contributes to more innovation, according to the federal Office of Personnel Management, and that innovation can drive revenue gains. The OPM also states that diversity

can lead to a better return on recruitment and retention investments, as companies that pursue diversity are better positioned to acquire top talent and retain those employees longer.

Customer acquisition and retention
Diversity in leadership gives business-to-business companies an advantage with prospective customers. As more corporate leadership teams make diversity a priority in-house, they're also extending their expectation of diversity to their suppliers. Vendors that can demonstrate their own diversity practices are more likely to win business from these companies.

Talent acquisition and retention
Diversity can drive decision-making by jobseekers, especially millennials and younger workers.

Companies that aren't diverse risk losing talent to competitors who are. Companies with inclusive hiring practices and a supportive culture are more likely to retain their talent, too.

Compliance
Diversity is a component of compliance that's more and more important as states implement corporate inclusivity laws. For example, in 2018 California enacted a law requiring publicly held California-based companies to have at least one woman on their board of directors by the end of 2019. By the end of 2021, women must make up 25 to 50 percent of these companies' boards.

As other states enact their own corporate diversity laws, companies will face a growing patchwork of regulations. The most efficient solution to an increasingly complex compliance landscape is to start diversifying your leadership now.

The advantages of more revenue, more appeal to diversity-minded customers, better talent acquisition and simpler compliance are usually enough to get decision makers on board. Once you have buy-in, the next step is to consult with experts to plan your program.

3. Bring in diversity implementation experts.

On paper, the business benefits of diversity are clear. The World Economic forum even calls them "overwhelming." However, diversity is a sensitive topic that calls for thoughtful implementation. To give your new program the best possible start, consult with outside expertise as soon as you decide to diversify.

Diversity and inclusivity consultants have the resources, knowledge and sensitivity to navigate the conversations and changes that come with starting a diversity program. These experts also have the regulatory know-how to help your organization comply with applicable laws.

Your company may start by hiring a consultant to help you strategize the elements of your diversity plan. Then you can decide if you need help implementing it.

4. Lead the shift in your company culture.

Once you commit to diversifying, you must regularly speak the language of diversity, partnership and inclusion. You're shifting the culture within the workplace, by acknowledging

where you've been and stating where you want to go. Your diversity goals must be stated clearly and often by leadership, because departments and teams need to hear that leadership is serious about inclusivity.

5. Hire the best people for the job.

When you're recruiting for diversity in management and C-suite talent, the easiest way to diversify is to hire the best person for each role. The challenge may be finding the best person. That may require you to network and recruit in ways that are new to your organization.

Diversify your talent pipeline
Yes, you should explore traditional talent sources like professional networks that have served you well in the past. If your workforce is already diverse, promoting to management from within may be a logical choice.

Don't stop with your tried-and-true talent pools. Consider the recruiting tactics used by the Securities and Exchange Commission's Workforce Diversity Outreach program, which include:

- Recruiting with women's colleges, historically black colleges and universities and other schools with majority-minority student bodies
- Advertising open management roles in media that serves women and minorities

If your organization doesn't already have relationships in place with minority- and women-focused professional groups, connecting with them will expand your pool of potential talent.

Overhaul your hiring practices
Reread your company's standard job postings and look for words and phrases that can subtly limit the number of jobseekers who can see themselves in those roles.

For example, "supportive" is seen as a feminine attribute, while "hard-charging" seems masculine. When you find these barriers to diversity in your job descriptions, change them to be more neutral.

Most of us relate best to people like ourselves, but that comfort can skew our perception of job candidates. Blind hiring is one approach to reducing unconscious bias in hiring. With names and other personal information removed from resumes, recruiters can focus on candidates' accomplishments without the influence of identity indicators.

When you recruit from a more diverse talent pool and focus on achievements rather than personal attributes, it's easier to identify the best people for the job, regardless of their race, gender or other status.

6. Provide diversity support resources.

Diversity in leadership doesn't stop when you've diversified your team. To maintain your diversity and retain your new hires, your company may wish to create employee resource groups (ERGs).

ERGs can support your diversity program by giving employees a place where they can discuss issues that affect them and interests they have in common.

For example, the Disability Resource Group is one of several ERGs at the Massachusetts Institute of Technology. It's open to all MIT community members, and its goal is advancing "awareness and inclusion for people with disabilities" at the university. It also serves as a group where MIT community members with disabilities can talk about their challenges and stories and get support from other people in the group.

Among MIT's ERG principles are:

- Participation is voluntary.
- All groups are open to all employees.
- ERGs strive to benefit the school as well as employees

What Are the Benefits of Diversity in Leadership?

Although not all of the benefits of diversity in leadership are measurable or tangible, that doesn't make them any less impactful on a company. The following examples are some of the ways in which diverse management improves the internal processes and promotes a more robust corporate profile.

Innovative Thinking

Diversity in leadership means diversity in thought. For example, a management team of 10 individuals all hailing from different backgrounds has a higher likelihood of developing ideas that cover a broader spectrum. This is compared to a management team composed of one category of person (same age demographic, race, background, etc.).

Diversity equates to different trains of thought and access to a different set of cultural and personal experiences. This is also known as "outside-the-box thinking." A diverse workforce and management team ensures that a company doesn't get boxed into a single lane of thinking.

Wider Range of Skill Sets

Some skills are taught, while others are completely cultural. When diverse management team members are hired, a company acquires different skill sets, knowledge, and backgrounds. For instance, younger generations are generally more knowledgeable about new technologies and social media. If a company's goal is to improve its social media metrics, perhaps it would be in its best interests to hire someone who grew up using social media, as opposed to someone who has never adopted it due to a generational disconnect.

Advanced Company Culture

Another benefit of diversity in leadership is that it fosters better relationships with employees. Most employees feel a more meaningful kinship with their company if they see themselves represented in leadership. This not only communicates that management is accepting of other cultures and backgrounds, but that there's an opportunity to move up in the company.

The result is that employees feel more included, and therefore less likely to look for another job with a different culture. This also helps with recruiting new employees who are often concerned about whether they will fit in.

Better Company Profile

A company's leadership reflects the company itself. So, what does it say when a company makes a point to put a diverse mixture of individuals in leadership positions?

First of all, it lets people know that the company values inclusivity and different viewpoints. It also lets the world know that the company is ready to serve a wide range of consumers. Successful companies that operate on an international scale know that internal diversity is critical when doing business with a diverse customer base. Just as employees value seeing themselves represented in leadership roles, so too does the customer. Diversity facilitates a company's ability to connect with the outside world, which leads to more opportunities.

Leader as social Architect:

"Every managerial act rests on assumptions, generalizations and hypotheses, that is to say on theory about human nature and more specifically about motivation in human nature. Our assumptions are frequently implicit, sometimes quite unconscious, often conflicting. Nevertheless, they determine our predictions. Theory and practice are inseparable."

Douglas McGregor, The Human Side of Enterprise (1960)

Social Architects understand their organization and how it works. They know who says what to whom and what kinds of actions are taking place. Social Architects govern the way people act, but not in a domineering manner. Principles of high performance are subtly transmitted that bind the organization together.

Social Architects:

- Create the understanding, participation and execution of the change
- Generate the commitment to principles and values toward the change
- Present a shared interpretation of organizational events, teaching people how they are expected to behave
- Serve as a control mechanism, rewarding and reinforcing required behavior to accomplish the change
- Provide the context and system of change that brings about commitment from all stakeholders

Social Architects identify the ways in which the organization works best—the guiding principles by which the leader runs the company. Principles are the bedrock of the organization. Principles are stable, whereas practices can, should and will change, depending on current demands. The 21st Century Change Agent then moves the organization forward by employing continuity tools. These enable the organization to evolve while remaining true to its principled foundation.

At the heart of change is individual performance improvement. Social Architects employ a system of high performance that's not only valid and proven, but also measurable. Social Architects reengineer the collective belief system that opens the pathways to change. Most change initiatives dismiss and devalue the individual contribution to cultural change. They work from a macro-theoretical view. Social Architects recognize that long-lasting change starts individually by getting people to understand how they work best and what they need to do to

progress the organization. Continuity begins with a micro-pragmatic view, empowering individuals and then spreads throughout the entire company in an organizational tidal wave.

Water rises to its own level. Every leader is a social architect, designing the systems that define behavior and attitudes, therefore determining the type of culture within their organization. 21st Century Change Agents provide a system where individuals express their talents to the fullest degree possible, while the organization receives the contribution it needs to meet market demands. The organization will only rise to the level of the competency of its leader. Social Architects position their organizations for the opportunities and challenges the 21st Century presents—all others will wash away in the turbulence of white water.

Leadership and change:

Successful change is one of the biggest problems that modern organizations face. In our fast-changing world, the strategic imperative to change is often clear: Without doing things differently, our company is unlikely to succeed, or last. But change-management research has demonstrated time after time that organizational change initiatives fail more often than they succeed, despite the resources put into creating change management processes.

We know that effective leadership is essential to successful change. But we wanted to understand the differences in leadership between successful and unsuccessful change efforts. That's why we recently conducted a study where we asked 275 senior executives to reflect on successful and unsuccessful change efforts they'd led. Our goal was to characterize "change-capable leadership," define the key leadership competencies necessary for change, and better understand leadership behaviors that could contribute to change failures.

The executives we surveyed were all participants in our **Leadership at the Peak** program, which targets executives with more than 15 years of management experience, responsibility for 500 or more people, and decision-making authority as members of top management teams. All of them were seasoned leaders.

Our study revealed 9 critical leadership competencies of successful change efforts and change-capable leaders. The 9 change competencies can be further divided into 3 main categories — what we call "the 3 C's of change," leading the process, and leading the people.

The 3 C's of Change Leadership

Researchers found that 3 skills provide the necessary connection between the process part of change and the people part of change. These 3 C's unite effective change leadership:

1. Communicate.

Unsuccessful leaders tended to focus on the "what" behind the change. Successful leaders communicated the "what" *and* the "why." Leaders who explained the purpose of the change and connected it to the organization's values or explained the benefits created stronger buy-in and urgency for the change.

2. Collaborate.

Bringing people together to plan and execute change is critical. Successful leaders worked across boundaries, encouraged employees to break out of their silos, and refused to tolerate unhealthy competition. They also included employees in decision-making early on, strengthening their commitment to change. Unsuccessful change leaders failed to engage employees early and often in the change process.

3. Commit.

Successful leaders made sure their own beliefs and behaviors supported change, too. Change is difficult, but leaders who negotiated it successfully were resilient and persistent, and willing to step outside their comfort zone. They also devoted more of their own time to the change effort and focused on the big picture. Unsuccessful leaders failed to adapt to challenges, expressed negativity, and were impatient with a lack of results.

Leading the Process of Change

Strategic change doesn't happen on its own. Effective leaders guide the process from start to finish. Here are the 3 key competencies that are part of leading the process:

- **Initiate.** After understanding the need for change, effective change leaders begin by making the case for the change they seek. This can include evaluating the business context, understanding the purpose of the change, developing a clear vision and desired outcome, and identifying a common goal. Unsuccessful leaders say they didn't focus on these tasks enough to reach a common understanding of the goal. Learn more about the challenges to leading change efforts in our article, 3 Steps for Successfully Implementing Change in an Organization.
- **Strategize.** Successful leaders developed a strategy and a clear action plan, including priorities, timelines, tasks, structures, behaviors, and resources. They identified what would change, but also what would stay the same. Leaders who weren't successful said they failed to listen enough to questions and concerns, and failed to define success from the beginning.
- **Execute.** Translating strategy into execution is one of the most important things leaders can do. In our study, successful change leaders focused on getting key people into key positions (or removing them, in some cases). They also broke big projects down into small wins to get early victories and build momentum. And they developed metrics and monitoring systems to measure progress. Unsuccessful change leaders sometimes began micromanaging, got mired in implementation details, and failed to consider the bigger picture.

Remember that, as organizations evolve over time, *stability* and *change* must coexist — which is not a problem to solve but a polarity to manage. To help your organization achieve its full potential, acknowledge both poles simultaneously. When change leaders find the sweet spot of "both/and," they can present the change effort in a way that others can embrace.

Leading People Through Change

While formal change processes might be well understood, too many leaders neglect the all-important human side of change. The most effective leaders devoted considerable effort to engaging everyone involved in the change and remembered that people need time to adapt to change — no matter how fast-moving the change initiative. They exhibit these 3 crucial qualities of leading people:

- **Support.** Successful change projects were characterized by leaders removing barriers to employee success. These include personal barriers such as wounded egos and a sense of loss, as well as professional barriers such as the time and resources necessary to carry out a change plan. Leaders of unsuccessful change focused exclusively on results, so employees didn't get the support they needed for the change.
- **Sway.** Influence is about gaining not only compliance but also the commitment necessary to drive change. It is also about mapping out the critical change agents and defining what "buy-in" looks like from each stakeholder that will lead to a successful outcome. Effective leaders identified key stakeholders — including board members, C-suite executives, clients, and others — and communicated their vision of successful change to them. Unsuccessful leaders told us they were more likely to avoid certain stakeholders rather than try to influence them.
- **Learn.** Finally, successful change leaders never assumed they had all the answers. They asked lots of questions and gathered formal and informal feedback. The input and feedback allowed them to make continual adjustments during the change. In the case of unsuccessful changes, leaders didn't ask as many questions or gather accurate information, which left them without the knowledge they needed to make appropriate adjustments along the way.

"Management is about coping with complexity. Leadership is about coping with change"

- John Kotter Harvard Business School

"Managers are people who do things right, while leaders are people who do the right thing"

— Warren Bennis, Ph.D. *On Becoming a Leader*

Bennis: "Managers do things right, while leaders do the right things."

Covey: "Leadership deals with direction. Management deals with speed."

Hopper: "You manage things. You lead people."

Today's business world is highly competitive, thus change must be a naturally occurring activity in a growing organization.

The way to survive is to reshape to the needs of a rapidly changing world. Resistance to change is a dead-end street for both you and the organization. Customers are not only demanding excellent service, they are also demanding more. If you do not supply

it, your competitors will. Organizations are reshaping themselves to become more agile and flat to meet the needs of their customers. These organization's top leaders know they cannot throw money at every problem and that they need highly committed and flexible workers. As a leader, you need to emphasize action to make the change as quickly and smoothly as possible. “Resistance is futile,” as the Borg from *Star Trek* like to put it.

Organizations normally go through four main changes throughout their growth (Klepper, 1997):

1. **Formative Period** — This is when a new organization is just getting started. Although there is a *founding vision* (the purpose of the organization), there are no formal definitions. This is just as well because there should be a lot of experimentation and innovation taking place. These changes of creativity and discovery are needed to overcome obstacles and accomplish breakthroughs.
2. **Rapid Growth Period** — Direction and coordination are added to the organization to sustain growth and solidify gains. Change is focused on defining the purpose of the organization and on the mainstream business.
3. **Mature Period** — The strong growth curve levels off to the overall pace of the economy. Changes are needed to maintain established markets and assure maximum gains are achieved.
4. **Declining Period** — This is the rough ride. For some organizations, it means down-sizing and reorganization. To survive, changes must include tough objectives and compassionate implementation. The goal is to get out of the old and into something new. Success in this period means that the four periods start over again. Failure means the end of the organization is near.

Throughout periods of changes, which is just about all the time for a good organization, leaders need to concentrate on having their people go from *change avoidance* to *change acceptance*. There are five steps accompanying change (Conner, 1993):

- **Denial** — Cannot foresee any major changes.
- **Anger** — Aversion at others for what they're putting me through.
- **Bargaining** — Working out solutions and keeping everyone happy.
- **Depression** — Doubt and worry set in.
- **Acceptance** — Reality sets in, we must change or die.

This is why a worker's first reaction to change is often to resist it. People get comfortable performing tasks and processes in a particular manner. This comfort

provides them with the security that they are the masters of their environment. Some of the things that cause them to fear change include a dislike of a disruption in their lives, looking like a fool by not being able to adapt and learn, their jobs might become harder, and a loss of control.

Leaders can help the change process by changing their employees' attitude from avoidance into acceptance. This is often best accomplished by changing avoidance questions and statements into acceptance questions:

Kurt Lewin (1951) theorized that there are three stages to change:

Unfreezing

Old ideals and processes must be tossed aside so that new ones may be learned. Often, getting rid of the old processes is just as difficult as learning new ones due to the power of habits. Just as a teacher erases the old lessons off the chalkboard before beginning a new lesson, so must a leader help to clear out the old practices before beginning the new. During this part of the process you need to provide a small amount of coaching as they are unlearning the old ways and provide a lot of cheerleading to give them the emotional support they require.

Changing

The steps to the new ideals are learned by practicing:

What I hear, I forget.

What I see, I remember.

What I do, I understand.

— Kung Fu Tzu.

Although there will be confusion, overload, and despair, there will also be hope, discovery, and excitement. This period requires a lot of coaching as they are learning and just a little bit of cheerleading due to the affect of arousal.

Refreezing

The new processes are now intellectually and emotionally accepted. What has been learned is now actually being practiced on the job. Provide coaching as required and use a lot of cheerleading to set up the next change process, remember it is ***continuous*** *process improvement*.