**Organizational Leadership Capstone**

**Chapter I. Thoughts on Leadership:**

**Definition**

Leadership plays an important role in the field of management, and it has been identified that effective leadership plays a crucial in influencing the performance of an organization. Leadership is the process of making other people to follow. It is a very important aspect of management but differs from it. A leader with effective leadership practices can influence the people and, thereby, achieve the goals of the organization.

(Chemers, 2014) stated that leadership is followed by a process, wherein common task is achieved, and it is based on influencing socially. It is the activity of bringing together all the functions and activities to be undertaken by the people so as to accomplish the goals. In support to the definition provided by (Fairholm, 2011) said that leadership is the process of making others act in order to achieve the goals. The major component is that carrying out activities to achieve the goals. In spite of this, (Ricketts C. & Ricketts, J., 2010) contradicted both the authors and suggested that it a series of actions to be carried out by people. It is a continuous and never-ending process that keeps on going for a longer period of time.

Warren Bennis emphasized that a leader should be authentic. He used a combination of experience, self-knowledge, and personal ethics. The leader should be true to his self-invention. His approach came to be known as the humanistic, democratic style of leadership. According to Bennis such leaders are better suited to deal with the complexity and change that characterize the environment today. According to Bennis, experiencing struggle and hardship molds leaders (Bennis W, & Nannis B., 2004). For example, a person who has was in the military during a long drawn out war experiences struggle that is required for molding a leader. Bennis emphasized that even though people can learn to lead, they must learn something about the strange new world. He described leadership as elusive. Bennis admitted that leadership was hard to define and not understanding the meaning of leadership could deeply affect others.

A leader in a military directly and strongly affected the lives of his troops. Often the decision of a leader in military has very strong consequences on the lives of others. According to Bennis, a leader is strongly self-aware (Bennis W, & Nannis B., 2004). A leader not only knows his strengths but also knows his weaknesses. The leader has his eye on the horizon, he sees the big picture, he wonders about everything, is willing to take risks, and is innovative. Continuing with the military example, the leader is open to adopting new methods that may bring victory to his army. According to Warren Bennis, leaders are made and are not born (Bennis W, & Nannis B., 2004).

**Management and Leadership**

Management and leadership are often as simultaneously and considered as the same thing, but they both are different from each other. Management comprises of getting the things done by others, and leadership comprises of making others to follow. They both share a common meaning, but the major difference between the both is that a manager cannot be a leader whereas a leader can be a manager as well. Management encompasses the planning, organizing, and directing activities whereas leadership involves taking initiative and motivating others to accomplish the task (Wart, 2005).

Management is all about managing the task and activities; in the meanwhile, leadership focuses on leading people in an organization. Thus, they share the common objective of achieving goals, but the approach used by both makes them different from each other. Leadership involves management qualities in respect of making others do activities whereas management may not necessarily involve leadership.

When it comes to leading and managing the role of the leader according to Richard Beckhard is to develop open communication, mutual trust, and confidence between and across levels. The leader must encourage participation by people in the planning and conduct of change. Victor Vroom model of leadership is a very flexible model. Its range is from highly dictatorial to democratic. The model provides a fixed procedure to arrive at a decision making process. From this perspective, Vroom’s model is an objective decision making model. According to Vroom model one of the main tasks of leadership is to make good decisions.

Leaders must determine the most efficient and effective means of reaching a decision (Vroom, V. H., & Jago, A. G., 1988). Making decisions by any leader will not be appropriate if the purpose is to get support from the team. Similarly, when there is shortage of time and resources, it is prudent for the leader to make decisions by him. In situations, when the leader has the best knowledge and information of the situation and the tasks are to be performed in a short period of time, the leader must make decisions by himself. In other situations participative styles are appropriate. From a different perspective, Vroom’s model is a situational model of leadership. The best style of leadership depends on the situation. There is a range of situations that Vroom has described. He has described situations in terms of quality requirement, sufficiency of information, the structuring of the problem, acceptance of decision by subordinates, the sharing of organizational goals by subordinates, and the extent of conflicts among subordinates (Vroom, V. H., & Jago, A. G., 1988). According to Edgar Schein, there is an intrinsic relationship between leadership and culture. According to Schein leadership is the source of beliefs and values and the most central issue for leaders is to understand the deeper levels of culture (Schein, E. H, 1970). According to Edgar Schein there is no universally correct leadership. Different organizations have different cultures and leadership must be suitable for it. Leadership according to him can range from autocratic, paternalistic, consultative, participative, declarative, and abdicative (Schein, E. H, 1970). For example, a political party has a very different type of leadership when compared with a business organization in a Latin American country. Leadership is sought by group members because it helps reduce their anxiety. According to Edgar Schein, the leader must define concretely the change goal in terms of the problem that the leader is trying to fix. The leader will have enabled his people to unlearn the former way of working to learn a new one. The new cultural elements can only be learned if the new behavior leads to success and satisfaction (Schein, E. H, 1970).

**What Leaders Do**

Leadership is the practice of leading people and making them take the initiative in order to achieve the goals. A leader is the one, who influence other people and make them move in a common direction. He influences the internal environment of the organization and balances the external environment with the internal environment by adopting the changes. Leadership practices comprise of the behavior that a leader carries with him (Wart, 2005).

In this essence, two models are being discussed so as to get a thorough knowledge of the leadership practices. Kouzes and Posner Leadership Practices state five practices that a leader has to follow, which includes modeling the way, inspiring and sharing the vision, accepting challenges, enabling others to act, and encouraging them. These practices help a leader to achieve the commitment and enhance the effectiveness (Kouzes, & Posner, 2014).

Further, Robert Greenleaf’s formulated the servant leadership practices, which suggest that a leader has to first serve the leader and then only lead them. This practice focuses on the well-being of other people so as to enhance the growth opportunities (Frick, 2004). Therefore, leadership practices involve the behavior with the help of which a leader is able to lead others.

Richard Beckhard focused on leadership in the context of change in organizations. For a meaningful change in an organization, there must be a dissatisfaction with how things are now. The leader must show the vision of what is possible. He are she must communicate the vision, and illustrate it. A leader must show the first concrete steps that can be taken towards the vision (Beckhard, R. & Harris, R. T., 1977). According to Richard Beckhard if the product of these three factors is greater than resistance, then the leader can bring about the change. He gives this formula for change to leaders. From the point of view of a leader, according to Richard Beckhard, the basic building groups of an organization are groups. The leader must reduce inappropriate competition between parts of the organization and develop greater collaboration. The leader must locate decision making where the information sources are located (Beckhard, R. & Harris, R. T., 1977).

Hofstede has developed cross-cultural leadership which has developed in a way that understands the newly globalized market. Hofstede’s studies focus on leaders who can understand different environments quickly and work with partners and employees of other cultures. Hofstede also wants leaders to use different leadership styles in different cultures. He describes different leadership styles (Hofstede, G., Hofstede, G. J., & Minkov, M., 1991). These are paternalistic leadership, transformational leadership, transactional leadership. For example, a

business leader must use a different style when he is leading in China when compared with the United States.

In international business culture has become very important. Cultural differences affect leadership behavior. According to Hofstede leaders can use the effect of organizational culture to direct subordinates to the highest level of motivation for accomplishing organizational goals (Hofstede, G., Hofstede, G. J., & Minkov, M., 1991). To compete in the global market, leaders must be able to manage recruitment, retention, regulation, policy, and procedure based on cultural issues. Organizations face problems because they have difficulty in developing trust among employees. It is not enough that leaders are aware of cultural differences in different countries.

**Conclusion**

Thus, from the above discussion, it can be concluded that leadership is an important component of management style. Both the terms are different from each other, but the use of both can be made simultaneously. Leader, with the effective leadership behavior, can influence the behavior of his followers and, thereby, make them achieve the common tasks. Leadership is all about the behavior, which a leader carries and capable enough to make others take initiative. The leader is the one, who leads others and make others move in the same direction. The leaders must make the employees understand the cultural differences, make employees aware of culture differences, and change the culture to achieve organizational goals

**Chapter II. Leadership Theory:**

Leadership is an important concept that helps an organization to manage its work effectively. Leaders help in adding value to the company by motivating the employees to achieve the organizational objectives. In the competitive business environment, effective leadership has become an essential component for the success of the company. Leadership can be described as the process of persuasion through which a leader or leadership team stimulates the employees to pursue the goals shared by the leader and his followers (Sadler, 2003). In other words, leadership can be defined as an influencing process in which a leader gathers commitment from the followers and influence them to realize organizational goals. As per Truman, leadership can be described as the ability or quality to get the work done by others that is not liked by them (Sadler, 2003). It is an ability or skill of an organization or individual to guide or lead others, teams or organizations.  
 An organization to succeed in the competitive business environment requires effective leadership (Burns, 2012). Effective leadership will contribute in motivating the employees effectively that can help in the successful attainment of the organizational goals and objectives. A leader is a person that guides the team or other men to work and achieve the aims and objectives. Leadership can also be described as a constant process through which an individual derives results and optimum performance through the support of his followers, peers, superiors, and subordinates (Ray, 2013).  
 In context to business, leadership is related to multidimensional aspects of management and administration. Leadership plays an important role in the survival and success of the organization. There are different types of leaders and leadership theories that can help an organization to reach the pinnacle of success. In context to this, various leadership theories are discussed in the following section, which includes situational leadership, transformational leadership, servant leadership and followership.

**Situational Leadership**

Situational leadership theory is the theory that defines in certain situations leaders ought to adopt particular leadership style because of the external and internal factors (Fairholm & Fairholm, 2009). In other words, leadership styles may differ in different situations, as specific behaviors are associates to specific situations. The situational theory proposes that situations are the defining factors that link the leaders’ behaviors to their acts; it argues that leaders must do and behave in a certain manner as per the specific situation in hand (Fairholm & Fairholm, 2009).  
 As per this theory, situational elements are the critical factors that define the behavior of the leaders. In context to today’s business environment, the situational theory is mostly used in training programs to train the leaders within organizations with the help of different situations (Northouse, 2012). The situational theory is perspective in nature, which implies that it tells what needs to be done and avoided in various contexts. Therefore, the situational theory can be practiced in the present business environment as it contributes the element of flexibility to leaders.  
 However, the situational leadership fails to inform about the influence of certain demographic factors, such as age, gender, and experience, on the leader-subordinate interrelationship. For instance, female employees prefer supportive leadership, whereas, male employees prefer directive leadership. These factors are not considered in the model of situational leadership (Northouse, 2012).  
**Transformation Leadership**

Transformational leadership is the process by which a leader gains commitment from employees and share vision and values (Sadler, 2003). Transformational leadership theory proposes the idea of engaging and empowering others to pursue the collective objective and achieve the vision. This type of leadership influences both leaders and followers, as well as transforms them both to a higher level (Kelly & Tazbir, 2013). Transformational leaders are the leaders who motivate the employees by empowering them to contribute to work; they act as “agents of change” and converts followers into leaders. The elements of transformational leadership are inspiration and empowerment that lead to commitment in the followers/employees.  
 In today’s contemporary business environment, transformational leadership can prove to be effective as employees look for development and growth, which is rendered by transformational leaders. In the context of the business level, the theory of transformational leadership promotes innovation and change. Transformational leaders influence the identity of the followers and align the personal and organizational goals, thereby, enhancing employee commitment (Tourish, 2013). In the current business scenario, organizations require employee involvement and employee commitment to enhancing employees’ performance, which in turn improves the overall performance of the organization. Therefore, transformational leadership is an effective theory that can help in improving organizational performance by achieving employee commitment.  
 For the success of the transformational leadership style, a leader must be a visionary, who is influential and persuasive (Tourish, 2013). However, if the leader does not communicate effectively and enthusiastically, he will not be able to persuade people and heighten their interests, which will hinder the leader in modeling the desired behavior of employees. In addition, transformation leaders are the agents of change, if they indulge in any unethical behavior or immoral acts, it may bring wrong change in the organization (AdviseAmerica.com, 2016).

**Servant Leadership**

Servant leadership theory is an old philosophy proposed by Greenleaf in 1977 that has been practiced by various organizations from a very long time. The servant leadership theory proposes that leaders should be thoughtful and considerate to their followers and should share control with them (Northouse, 2012). Servant leadership focuses on the growth of the followers. This leadership theory is the only one that practices leadership around the belief of caring for followers or others. There are six components of servant leadership, which are develops people, values people, displays authenticity, provides leadership, builds community and shares leadership (Agnes, 2008).  
 This type of leadership focuses on empowering the followers and considering the needs of the followers. The elements such as selfless acts, removal of pride, and serving the needs of followers are attributed to servant leadership theory. In context to today’s business environment, the servant leadership can help the leaders to understand the needs of followers and serve them irrespective of the position. Servant leadership theory can be used at each level of management in the enterprises (Northouse, 2012).  
 However, the concept of servant leadership has its limitations. The theory of servant leadership is not a useful theory when there is a need for maximizing the short-term profits. The theory underestimated the impact of contextual factors that affect the performance. In addition to this, the theory is not well developed, and it requires rigorous empirical testing (Agnes, 2008).  
Followership theory can be described as the theory that highlights of the impact of followers on the leadership process (Archibald, 2015). It implies that the elements of followership are follower’s role, following behaviors, and results of leadership or performance of followers. As per followership theory, the characteristics and behaviors of the followers must be conceptualized in regard to leadership process.

**Followership**

The concept of followership has emerged as an important area of research in the leadership theories. It can be defined as the process of guidance by leaders. Positive leadership focuses on developing the followers into leaders. Followers play an essential role in empowering the leader, constructing the leadership relationship and determining the results of this relationship (Hoption, 2014). A dynamic follower will showcase self-management and self-responsibility.  
 Following can be defined as a specific form of behavior that legitimates other’s influence. Without followership, leadership cannot exist (Uhl-Bien et al., 2013). This theory helps in highlighting the role of followers in leadership process beyond the leader-centric views. In the present competitive business environment, it is important to know about the followers, their views, the following behavior, as it supports leadership and helps in managing the different operations of the company adequately. However, the term ‘followers’ is observed in a negative sense as the person lacks leadership quality; therefore, it becomes essential to visualize followers as an important component of the organization to recognize effective leadership.

**Conclusion**

In the above section, the concept of leadership is defined and described. In the similar context, different leadership theories and concepts are explained. The concepts of the different theories along with its implications and limitations are also discussed.

**Chapter III. Self as Leader**

Leadership is an important component in which the success and failure of any organization depend on. Leadership style determines the way a leader influences or directs his or her subordinates to accomplish the given task. For the successful management of an organization, effective leadership is the prime requirement. In this essence, the core values that guide the leadership practice applied by me in T-LJs Company are discussed in the following section. Effective leadership can be defined as an ability of the leader to integrate efficiently the available sources for the achievement of the organizational goals (Iqbal, 2011). As a leader, I have to guide the employees in my company T-LJs. I follow certain core values that guide my leadership practice.

Congruent Leadership: As per my views, leadership is the way to lead people not just to manage them so I lead the way, set the example and manage my actions that will guide the employees to follow the same path in an efficient manner. I use my knowledge and rigorously improve my skills to lead effectively. Leadership deals with the behavior, abilities and skills of leaders and not their personality (The Leadership Challenge, 2016).

**Core Values**

Honesty and Trust: I value honesty and trust as an essential components that help in integrating different employees to work coherently. I generate trust in my followers by being fair so they can openly discuss their issues, which provides me the opportunity to guide them and challenge them. An effective leadership accounts for the trust that converts into the dedication of employees towards work (Reese, 2015).

Open Communication: I believe leaders are the directors, who lead the way, so for the purpose, it is essential to have open communication that helps in guiding the employees effectively. Receiving their suggestions, managing their concerns, and resolving any issues.

Reliability and Responsibility: I value the commitment of my word so always try to take responsibility for the work and account for my commitments. I believe a reliable leader can make reliable employees. And also allow feedback from employees, take the feedback into consideration when making changes to my company, office or section.

**Ethical Framework**

Ethical decision-making is an essential requirement for taking effective decisions and garnering the trust of employees. As a leader, I am responsible for the activities that take place in the office. Therefore, there is a need for ethical decision-making that helps me in guiding the employees ethically. A manager is held responsible for taking decisions for resolving the issues (Adeniyi, 2007). I value trust and honesty, which guide me in taking fair and ethical decisions in critical situations. For this purpose, I follow the IDEA ethical framework as given below  
Identify the facts:

In the first step, all the relevant facts and information in relation to the ethical issue are identified. The facts would determine the enormity of the ethical issue, which could be gathered from asking from the individuals involved in the issue and their immediate mangers.  
Determine the ethical principles: In this step, the ethical dilemma related to the issue is identified. The scope and nature of the activity or issue are revealed in this step, as well as it is determined the facts are collected in an ethical manner or not. It helps in analyzing the way it affects the company goals and standards (Hayden, 2013).

Explore the alternatives: In this step, I explore various alternatives that could help in resolving the issue. The benefits and limitations in relation to the issue are determined along with analyzing the best course of action that meets the company’s standards (laws and policies) and my core values (trust, honesty, and reliability).

Act on the situation: In the last step, I take the action that is best suitable as per the situation. The responsibility in relation to the decision is evaluated in this step, and the decision is openly communicated to all the employees. Key stakeholders are informed, and their consent is harnessed (Trillium Health Partners, n.d.). I have employed this framework for resolving an ethical issue in my workplace in context to data privacy. In this situation, the ethical decision was taken to relieve the employee who was found in leaking important client data so that such incidences are not be repeated and strictly regulated in the future.

**Organizational Change Framework**

The organizational change framework is explained with the help of strategy or process that guides my leadership philosophy. This change framework helps in aligning the organizational work and yield effective leadership. In the organization, two types changes can occur, which are episodic change and continuous change. Episodic change is infrequent, intentional and discontinuous, whereas, continuous change is evolving, continuous and increasing (Boonstra, 2008).

As per the life-cycle theory of change by Van De Van and Poole, a company passes through a sequence of phases or stages and retains its identity (Burke, 2010). This theory describes change as a necessary step for progressing. As per the disequilibrium theory of Donaldson, change can be managed by SARFIT (Structural Adaptation to regain Fit) strategy. This theory states that fit and misfit states are the temporary states that interchange (Shani & Noumair, 2015). The organization will change from fit state to misfit state resulting in the reduction in the organizational performance. The structural changes can be adopted by the organization to achieve the fit state again. The self-design change strategy by Mohrman and Cummings states that the organization should implement and design various activities at multiple levels to help the company to adjust in turbulence environment interchange (Shani & Noumair, 2015). The strategy involves three steps namely laying the base, designing and finally implementing.

In addition, Lewin proposed a three-step change process including unfreezing, changing or transition and freezing steps (Burke, 2010). In the unfreeze state, company dismantles the existing process, followed by transition phase where change occurs and finally freezing of the new change incorporated in the organizational working.

**Self-Assessment**

I have used the self-design change strategy to implement change in my organization by designing the new functions that can assist in functioning of the organization. My leadership style helps me in facilitating change with the help of self-design change strategy, which helps in implementing change at micro-level by designing the new functions as per the culture, work requirements, and technological advancements.

Different self-assessment programs such as Leadership Practices Inventory (LPI), Parker Team Player, and DISC are reviewed. These assessments helped me in analyzing my leadership style. Self-assessment techniques help in analyzing the leadership style of a leader. For developing and empowering a leader, there is a need to assess and measure skills of a leader (The Leadership Challenge, 2016). In this context, LPI, DISC, and Parker Team Player can be applied to measure the skills. Kouzes and Posner identified five behaviors that augment effective leadership. As per LPI, I identified that I lead by example and attained higher scores in ‘Model,’ ‘Challenge’ and ‘Enable’ types of leadership practice. It helped me in understanding that I lead by example and enable others to grow and provide them challenging work environment which helps them in their progress. DISC (Dominant, Influence, Steady, and Conscientious) model helps in personal assessment so as to analyze the factors that require improvement (DiscProfile, 2010).

As per DISC assessment, I observed that I am a good listener, talkative, persuasive, dependable, organized and systematic individual. As per the Parker Team Player assessment, I analyzed that I am a communicator and effectively listens to other person’s views and encourage others to participate. I also monitored the qualities of a challenger, as I am candid, honest and encourage team members to work cohesively. I encourage my followers to follow ethics standards so as to evaluate future leaders, but I require being less persuasive.

**Conclusion**

Leadership helps in managing the team and various functions in the organization to facilitate its smooth functioning. Leadership styles differ as per the situations to accommodate change, monitor ethics, and employ strategies and processes. In this context, the following section summarizes the concept of leadership. Leadership styles and practices differ from person to person and situation to situation. In the field of management, leadership is an important concept. It is the way by which leaders guide or lead the employees or followers. There are different styles of leadership and different theories of leadership such as trait theory and situational theory that help in defining the way different leaders guide their ways (Sandler, 2003).

Leadership assessment tools like LPI, DISC and Parker Team Player, different attributes, and abilities of a leader can be measured. In this context, I found that I am a leader who acts as the model of change and my qualities such as active listening and ethics helps in building trust in my followers. As per my views, leadership is a process that helps in formulating future leaders by encouraging others and leading the way.