




# Leadership and Change

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## Agenda

1. Leadership Defined
2. Leadership for Quality
3. Leadership Skills: Inherited or Learned?
4. Leadership, Motivation, and Inspiration
5. Leadership Styles
6. Leadership Styles in a Total Quality Setting
7. Building and Maintaining a Following
8. Leadership Versus Management
9. Leadership and Ethics
10. Leadership and Change
11. Employees and Managers on Change
12. Restructuring and Change
13. How to Lead Change
14. Servant Leadership and Stewardship
15. Negative Influences on Leaders: How to Counter Them
16. References



## Leadership Defined



Leadership is an intangible concept that produces tangible results. It is referred to sometimes as an art and at other times as a science. In reality, leadership is both an art and a science. The impact of good leadership can be readily seen in any organization where it exists.

Well-led organizations, whether they are large companies or small departments within a company, share several easily identifiable characteristics:

- High levels of productivity
- Positive, can-do attitudes
- Commitment to accomplishing organizational goals
- Effective, efficient use of resources
- High levels of quality
- Mutually supportive teamwork approach to getting work done

## Leadership Defined



Leadership is the ability to inspire people to make a total, willing, and voluntary commitment to accomplishing or exceeding organizational goals. Good leaders overcome resistance to change, broker the needs of constituent groups inside and outside the organization, and establish an ethical framework. Good leaders are committed to both the job to be done and the people who must do it. They are good communicators and they are persuasive.

## Leadership Defined

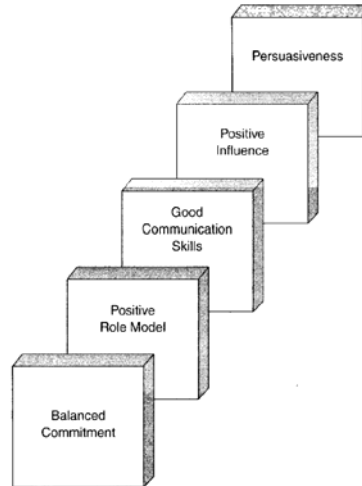


Figure 9-1  
Characteristics of Good Leaders

## Leadership for Quality



Leadership for quality is based on the following principles: customer focus, obsession with quality, recognition of the structure of work, freedom through control, unity of purpose, looking for faults in the systems, teamwork, and continuing education and training.

## Leadership Skills: Inherited or Learned?



Are leaders born or made?" Can leadership skills be learned, or must they be inherited?

The point of view presented in this book is that leaders are like athletes: some athletes are born with natural ability, whereas others develop their ability through determination and hard work. Inborn ability, or the lack of it, represents only the starting point. Success from that point forward depends on the individual's willingness and determination to develop and improve. Some athletes born with tremendous natural ability never live up to their potential. Other athletes with limited natural ability do, through hard work, determination, and continual improvement, perform beyond their apparent potential.

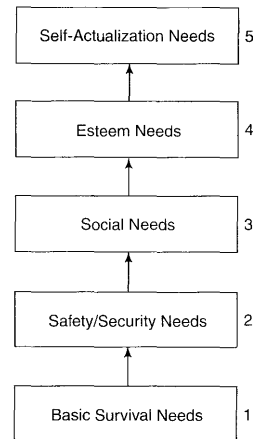
This phenomenon also applies to leadership. Some managers have more natural leadership ability than others. However, regardless of their individual starting points, managers can become good leaders through education, training, practice, determination, and effort.

## Leadership, Motivation, and Inspiration



One of the characteristics shared by effective leaders is the ability to *inspire and motivate* others to make a commitment. The key to motivating people lies in the ability to relate their personal needs to the organization's goals. The key to inspiring people lies in the ability to relate what they believe to the organizational goals. Implicit in both cases is the leader's need to know and understand workers, including both their individual needs and their personal beliefs.

## Leadership, Motivation, and Inspiration



**Figure 9-2**  
Maslow's Hierarchy of Needs

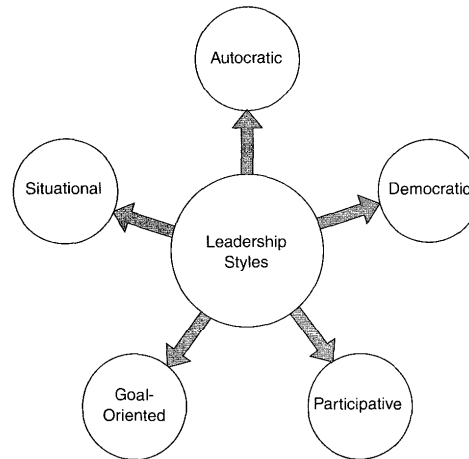
## Leadership, Motivation, and Inspiration



### Understanding Individual Beliefs

Each person has a basic set of beliefs that, together, form that individual's value system. If leaders know their fellow employees well enough to understand those basic beliefs, they can use this knowledge to inspire them on the job. Developing this level of understanding of employees comes from observing, listening, asking, and taking the time to establish trust.

## Leadership Styles



**Figure 9-3**  
Leadership Styles

## Leadership Styles in a Total Quality Setting



The appropriate leadership style in a total quality setting might be called participative leadership taken to a higher level. Whereas participative leadership in the traditional sense involves soliciting employee input, in a total quality setting it involves soliciting input from empowered employees, listening to that input, and acting on it. The key difference between traditional participative leadership and participative leadership from a total quality perspective is that, with the latter, employees providing input are empowered.

## Leadership Styles in a Total Quality Setting



Collecting employee input is not new. However, collecting input, logging it, tracking it, acting on it in an appropriate manner, working with employees to improve weak suggestions rather than simply rejecting them, and rewarding employees for improvements that result from their input—all of which are normal in a total quality setting—extend beyond the traditional approach to participative leadership.



## Building and Maintaining a Following



Managers can be good leaders only if the people they hope to lead will follow them willingly and steadfastly. Followership must be built and, having been built, maintained. This section is devoted to a discussion of how managers can build and maintain followership among the people they hope to lead.



## Building and Maintaining a Following

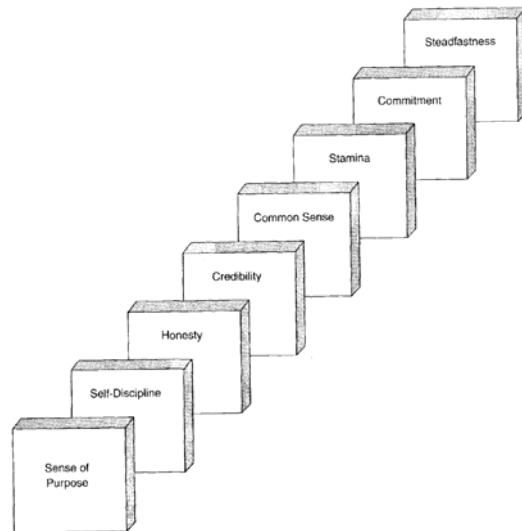


Figure 9-4  
Characteristics That Build and Maintain Followership

## Building and Maintaining a Following



### Pitfalls That Can Undermine Followership

Managers should also be aware of several common pitfalls that can undermine that followership and the respect they must work so hard to earn:

- *Trying to be a buddy.* Positive relations and good rapport are important, but leaders are not the buddies of those they lead. The nature of the relationship does not allow it.
- *Having an intimate relationship with an employee.* This practice is both unwise and unethical. Positive manager—employee relationship cannot exist under such circumstances. Few people can succeed at being the lover and the boss, and few things can damage the morale of a team so quickly and completely.
- *Trying to keep things the same when supervising former peers.* The supervisor—employee relationship, no matter how positive, is different from the peer—peer relationship. This can be a difficult fact to accept and a difficult adjustment to make. But it is an adjustment that must be made if the peer-turned-supervisor is going to succeed as a leader.



## Leadership Versus Management



Although both leadership and management are needed in the modern workplace, they are not the same thing. To be a good leader and a good manager, one must know the difference between the two concepts. According to John P. Kotter, leadership and management “are two distinctive and complementary systems of action.” Kotter lists several differences between management and leadership:

- Management is about coping with complexity; leadership is about coping with change.
- Management is about planning and budgeting for complexity; leadership is about setting the direction for change through the creation of a vision.
- Management develops the capacity to carry out plans through organizing and staffing; leadership aligns people to work toward the vision.
- Management ensures the accomplishment of plans through controlling and problem solving; leadership motivates and inspires people to want to accomplish the plan.

## Leadership and Ethics



It is when making decisions that have high ethical content that the true character of a leader shows through—good or bad. Leaders have no more important responsibility than to set a positive example of maintaining high ethical standards. On issues large and small, leaders must be seen by those they hope to lead as not just living up to the ethical standards expected by the organization and society in general but also exceeding them and doing so consistently. There are two reasons for this: (1) people will not follow willingly and fully those they do not trust, and (2) leaders set the tone when it comes to ethical behavior in organizations, and people are more likely to follow a leader’s example than his or her words.

## Leadership and Ethics



Ethical leaders have to take the long view. There will be times when unethical decisions or behavior might appear to serve the organization's short-term interests or even the self-interest of the leader. However, the truth has a way of outing itself in the long run, and expedients that once looked so attractive in the short term can come back to haunt a leader over time. An unethical leader is no leader. He or she is a misleader.

## Leadership and Change



In order to mitigate the natural human resistance to change, leaders in organizations can apply the following strategies:

- Develop a “change picture”—a description of how things will be after the change that is written from the point of view of those affected by the change.
- Communicate the change picture to all stakeholders and give them plenty of opportunities to ask questions, voice their concerns, and even vent their anger.
- Involve stakeholders in preparing to make the change in question. Let them be a part of the planning process and take advantage of their expertise and experience to ferret out potential roadblocks that might impede implementation of the change.
- Make specific assignments for all actions that must be taken to implement the change and attach deadlines.
- Monitor continually to determine how effectively the change implementation plan is being carried out and adjust as necessary.
- Incorporate the change as the new normal way of doing business by updating policies, procedures, and all related documentation.

## Employees and Managers on Change



Managers who listen to employees can learn a valuable lesson. It's not that they dislike change so much. Rather, it's that they don't like how it's done. The key to winning the support of employees for change is involvement. Make them part of the process from the beginning. Give them a voice in how change is implemented. Make sure that change is something done with employees rather than to them.

From the perspective of employees, managers are often viewed as the "bad guys" when changes are made. This viewpoint is just as unfair and counterproductive as the one that sees employees as inhibitors of change.

To respond effectively to change, organizations must continually apply at least the following strategies:

- Promote a "we are in this together" attitude toward change.
- Make sure all employees understand that change is driven by market forces, not management.
- Involve everyone who will be affected by change in planning and implementing the response to it.

## Restructuring and Change



Few words can strike as much fear into the hearts of employees at all levels as restructuring. The term at one time was synonymous with reorganization. However, as a result of the way so many organizations have used the word, it has become a euphemism for layoffs, terminations, plant closings, and workforce cuts.

## How to Lead Change

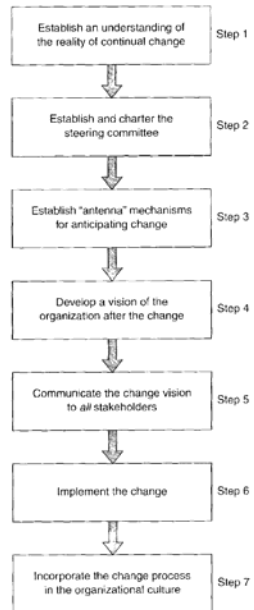


Kotter opens the first chapter of his book *Leading Change* with the following statement:

“By any objective measure, the amount of significant, often traumatic, change in organizations has grown tremendously over the past two decades. Although some people predict that most of the reengineering, restructurizing, mergers, downsizing, quality efforts, and cultural renewal projects will soon disappear, I think that is highly unlikely. Powerful macroeconomic forces are at work here, and these forces may grow even stronger over the next few decades. As a result, more and more organizations will be pushed to reduce costs, improve the quality of products and services, locate new opportunities for growth, and increase productivity.”



## How to Lead Change



**Figure 9-5**  
Change Facilitation Model  
Source: This model is adapted from John P. Kotter, *Leading Change* (Boston: Harvard Business School Press, 1996), 21.



## How to Lead Change



Organizations that do the best job of handling change have what Kotter calls a “guiding coalition.” The guiding coalition is a team of people who are committed to the change in question and who can make it happen. Every member of the team should have the following characteristics:

- **Authority.** Members should have the authority necessary to make decisions and commit resources.
- **Expertise.** Members should have expertise that is pertinent in terms of the subject change so that informed decisions can be made.
- **Credibility.** Members must be well respected by all stakeholders so that they will be listened to and taken seriously.
- **Leadership.** Members should have the leadership qualities necessary to drive the effort. These qualities include those listed here plus influence, vision, commitment, perseverance, and persuasiveness.

## How to Lead Change



### Develop a Vision

The five characteristics of an effective vision are as follows:

- **Imaginable.** It conveys a picture that others can see of how things will be after the change.
- **Desirable.** A vision that points to a better tomorrow for all stakeholders will be well received even by those who resist change.
- **Feasible.** To be feasible, a vision must be realistic and attainable.
- **Flexible.** An effective vision is stated in terms that are general enough to allow for initiative in responding to ever-changing conditions.
- **Communicable.** A good vision can be explained to an outsider who has no knowledge of the business.

## How to Lead Change



### Communicate the Change Vision to All Stakeholders

People will buy into the change vision only if they know about it. The vision must be communicated to all stakeholders. A good communication package will have at least the following characteristics:

- Simplicity
- Repetitiveness
- Multiple formats
- Feedback mechanisms

## How to Lead Change



### Implement the Change

Implementing the change is a step that is usually composed of numerous substeps. It involves doing everything necessary to get the change made, which might include some or all of these substeps:

- Removing structural inhibitors to change
- Enabling employees through training
- Confronting managers and supervisors who continue to resist change
- Planning and generating short-term wins to get the ball rolling
- Eliminating unnecessary interdependencies among functional components of the organization

## How to Lead Change



### Incorporate the Change Process

The following strategies will help an organization anchor a major change in its culture:

- Showcase the results. In the first place, a change must work to be accepted. The projected benefits of making the change should be showcased as soon as they are realized and, of course, the sooner, the better.
- Communicate constantly. Don't assume that stakeholders will automatically see, understand, and appreciate the results gained by making the change. Talk about results and their corresponding benefits constantly.
- Remove resistant employees. If key personnel are still fighting the change after it has been made and is producing the desired results, give them the "get with it or get Out" option. This approach might seem harsh, but employees at all levels are paid to move an organization forward, not to hold it back.

## Servant Leadership and Stewardship



Advocates of servant leadership believe those who serve best lead best. According to Professor Sean Aland, servant leaders set an example of putting their employees, customers, organization, and community ahead of their own personal needs. *Being a servant leader is being a good steward* in terms of the organization and its various stakeholders. Employees who see managers being good stewards are more likely to buy into the concept themselves.

Advocates of this philosophy believe that employees at all levels should be committed to being good stewards; that is, they should, of their own volition and without coercion, do what is necessary to improve the organization because they feel an intense and personal responsibility for its performance. The servant leadership and stewardship philosophy is an approach to organization and management that seeks to go beyond employee empowerment to employee autonomy, while still meeting all the demands of a competitive marketplace.

## Servant Leadership and Stewardship



Only by rediscovering what it means to commit ourselves to acts of service will these business demands be met. Each of us needs to believe the organization is ours to create if any shift is to take place in how customers are served. Cost control and quality improvement are questions of individual accountability and ownership. Strategies of control and consistency, for all their strengths, tend to be expensive, are slow to react to a marketplace, and drain passion from human beings. With the element of service at its core, stewardship creates a form of governance that offers choice and spirit to core workers so they, in turn, can offer the same to the marketplace. When governance has the texture of service, it calls for a like response from those governed. Leadership-based governance, no matter how loving the leader, swims upstream in giving choice and optimism to those at the bottom.

## Negative Influences on Leaders: How to Counter Them



1. **Keep the organization's vision and values uppermost in your mind.** How does the follower's recommendation square with where you are trying to take the organization? How does it square with the core values or guiding principles of the organization? How does it square with your personal core values? It's much easier to take the wrong road when you don't recognize the right road.
2. **Look for disagreement among your advisors.** People are too complex and opinionated to completely agree on most issues. If there is no disagreement, look for some.
3. **Encourage, promote, and reinforce truth telling.** Make sure you have advisors who will look you in the eye and tell you the truth, no matter what the issue is. You can encourage truth telling by making sure you don't shoot the messenger when what you hear runs counter to what you would like to hear. You can also encourage truth telling by reinforcing it in various ways. For example, publicly thank those who bring you facts that differ with the crowd during meetings.



## Negative Influences on Leaders: How to Counter Them



4. **Set the right example.** The first rule of good leadership is to lead by example. Followers need to see you setting a good example when decisions are made. One of the best principles to follow is to let followers see you living out what you profess to believe. Never tell them to do what you say, not what you do.
5. **Follow your intuition.** If something feels wrong, it probably is. If you think you are being manipulated, you probably are. Your intuition was developed over the course of many years, and you had to suffer through the consequences of many mistakes to gain intuition. Now that you have it, use it.

## Negative Influences on Leaders: How to Counter Them



6. **Delegate, don't abdicate.** Watch a college or professional football game. When the best quarterbacks hand off the ball, they don't just sit back and say, "I gave you the ball—it's your problem now." Rather, they take some action—whether it be giving a fake or making a block— to help the runner succeed. Leaders should follow the example of the best quarterbacks. When you delegate, stay in touch—monitor. This does not mean you should micromanage. Rather, it means you should establish progress points and monitor to ensure that they are met. Leaders who delegate a task and then wash their hands of it are not delegating; they are abdicating.

## References

Quality Management for Organizational Excellence: Introduction to Total Quality, 6th Edition, David Goetsch and Stanley Davis, copyright 2010, Pearson, ISBN: 978-0-13-501967-2.



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