The Scarlet Cap

Fall 2013

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Volume 2

Contents

About *The Scarlet Cap*

The essays presented in this journal were original presented as apart of the capstone experience in the Organizational Leadership Program. These writings represents the student's perspective on contemporary topics in the field of Organizational Leadership.

In this, our second volume, we feature four works that reflect the range of contemporary leadership issues which students in our program examine critically. Two essays (Adam Helgeson and Ryan Winterseen) consider application of Adaptive Leadership strategies in an organizational context. The writings of Chike Achebe and Suzanne Kovacs examine how an understanding of key leadership principles have implications for leadership in the business world.

We are proud to present these essays which provide thoughtful insights into leadership in a organizational context, each essay provides insight that is applicable in a broader context.

Organizational Leadership

Undergraduate Journal
Rutgers, The State University of New Jersey

Tweeting Authentic Leadership: social Media in a Leadership Context

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Communication is essential if one hopes to become a successful leader. A leader must be able to communicate effectively to many different audiences in many different ways in order to ensure cohesion of message. This is true with all leadership theories, but the theory of Authentic leadership in particular rests upon strong interpersonal, intrapersonal, and developmental communication as its foundation. Communication has changed, and social media has become an immense tool for communicating and is therefore becoming crucial to understand if one hopes to be a successful and authentic leader.

In order to understand the ways in which social media can, and does, affect authentic leadership, one must first understand the theory and its components. There are two approaches to authentic leadership- practical and theoretical. The practical approach is more applicable to the use of social media. The characteristics of the practical approach include understanding the purpose of the leader, practicing and communicating solid values, leading with heart, relational transparency, emotional connection, and self-reflection. Authentic leaders are defined as "persons who have achieved high levels of authenticity in that they know who they are, what they believe and value, and they act upon those values and beliefs while transparently interacting with others" (Avolio et al., 2004). This means that a leader who is authentic must be cognizant in their effort. Authentic leadership requires process, unlike the Trait theory in which leadership is innate. Authentic leaders must be made- and they must be made by the leader attempting to be authentic. Due to the intensely self-reflective nature of authentic leadership and the transparency required for success, authentic leadership requires a commitment and a constant maintenance. This maintenance yields results and illustrates the reason that authentic leadership is a perfect pairing with an attempt to use social networking in leadership. Authentic leaders are "…able to enhance the engagement, motivation, commitment, satisfaction, and involvement required from followers to constantly improve their work and performance outcomes through the creation of personal identification with the follower…" (Avolio et al., 2004). This ability to generate positivity from followers

is key to achieving goals in an organization and creates a group dynamic that makes even task-oriented leadership seem as if it were servant leadership.

Authentic leadership needs to be communicated to be effective and one of the best ways to communicate is through social media. This is especially true when communicating about leadership and one's own authentic process because followers value this type of communication. According to the 2012 Brandfog CEO, Social Media, and Leadership Survey, 81% of followers surveyed believe that CEOs who engage in social media are better equipped to successfully lead a company in a Web 2.0 world. 84.7% of followers surveyed said they believe that CEOs who engage in social media can build better connections with employees. 84% of followers surveyed said they believed that it is important for their leader to be engaged on social media. Finally, 93% of respondents think CEO engagement on social media helps communicate company values, shape a company's reputation, and grow and evolve corporate leadership. One may question the accuracy of this survey based on the generational or industrial gap between social media users, but the accuracy remains. Brandfog surveyed "several hundred employees of diverse companies, spanning in size from startups to Fortune 500 companies, and working at all levels of their respective organizations" across "a wide selection of industries, professions and regions" as well as ages for this survey (Brandfog, 2012). The fact that such a gross majority of followers in these diverse fields feel more connected to their leaders based on social media use demon-

Abstract

Twitter, as a specific social media platform, is a means of communication that is easy to track, requires simple language, short and clear messages, and is constantly occurring, thereby making it an excellent means to communicate leadership and track its effect. Authentic leadership in its most essential form requires communication of values, establishing connected relationships, and demonstrating purpose, all of which can be done through Twitter leading to a higher level of leadership performance.

strates its potential. These followers are able to see the authentic style of these leaders, as they broadcast the values of themselves and their organizations to establish relational transparency. With hundreds of people having been surveyed, it is obvious that the reach of social networking is vast. By having a Twitter account or a Facebook, one can reach people in ways that create waves of influence. This influence allows a leader to do exactly what one aspect of authentic leadership aspires to- knowing what they believe and being transparent about it to others. By tweeting an observation based on values, a leader is able to broadcast transparency in ways that weren't even possible before the medium. Broadcasting inner thoughts and reflexivity in-person or through mail is not generally adopted, so the ability to do this, in commonplace, on social media opens up a whole new world of authenticity.

There are both negative and positive views of social media's impact on leadership and some negative views have merit. In general, the good outweighs the bad, but some negative perspectives are worth noting if one hopes to embark on a social media strategy of leadership. There are six main attitudes that a leader can take in terms of their approach to social media. These views are folly, fearful, flippant, formulating, forging, and fusing (Bradley, 2011). Folly users consider social media fun and entertaining, but don't find organizational value in it. Users that are fearful view it as a distraction and believe that productivity suffers from its use. Those that are flippant provide access to followers, such as having a twitter account, but don't have a strategy for their use. Formulating users take the perspective of being extremely strategic in use and are almost too strategic, as it removes personality. Fusing, the rarest attitude, treats social media as a platform for open communication and collaboration. Fusing is the most progressive take on social media, and allows for the greatest use of it in an authentic leadership strategy. The most common viewpoint is that of flippant. Many companies, CEOs, politicians, and business leaders have social networking accounts and update them once in a while, but they do not use them to their potential. This is actually the most dangerous position to have in the field because it gives weight to the folly and fearful arguments, providing more content on the networks with minimal substance presented. It also makes it more difficult to be forging or fusing as it makes these users seem excessive in their use

and provides cause for pause when debating broadcasting something. Broadcasting is most authentic when it is organic and instinctual. By creating pause to instant, true communication, there is more of a reason to become a formulating user- the type of user that is generally the least effective in being authentic in their online leadership. Because they have regulated, edited, measured involvement, they come off as unapproachable and the potential for organizational growth disappears. Any of the more negative views need to become more self-reflexive and understand the importance of approachability in organizational dynamic.

Being afraid of social media or considering it harmful to productivity is in itself dangerous. While some aspects of the argument may be valid, it does more harm to an organization than is perhaps visual on the surface to take this perspective. Because of the importance of an authentic leader to be approachable, transparent, and to have authentic behavior,, one must be self-reflexive enough to see the benefits of social media. By blocking social media, a leader becomes static, which can be very harmful when attempting to be authentic. In fact, it is better to make a mistake and be transparent about it, or to receive negative image and be authentic about it, then to not be present at all. The idea behind this is that followers of authentic leadership want to relate to them and see their values on their sleeves. This can happen in social media through personal narrative. Personal narrative is a powerful tool in the quest to be authentic as it allows a follower to see the leaders "true self" and to find inspiration in it. By finding similarities and being inspired by shared values, a follower is more passionate about goals and is driven to work harder. This social media is powerful tool in this area. This is because "narrative identity…is not simply the recounting of the temporal sequence of events in one's life, one thing after another. Rather, it is to portray of the 'whys' of one's life— if not by means of a 'causal' explanation, then through an accounting of how those events are related" (Sparrowe, 2005). The 'whys' behind the narrative display the values of a leader, and can clearly be observed in social media. This is because social media intends cause one to emote about events and to react to them rather than just report them. While many view Twitter as a tool to "find out at a friend had toast for breakfast," it is much more and can be very informative into the inner mind of a user. Personal narratives and their power outweigh any negative in terms of productivity because a true authentic leader is invested in the self-reflection and transparency that it provides. The loss of productivity is worth it if one hopes to improve one's communication and leadership style, and most likely does not view it as a loss of productivity at all.

Authentic leadership requires more than just communication; it also requires growth, purposeful leadership, and self-awareness. Because of this, it is important to note that social media can also improve individuals as leaders in a holistic sense- it makes people into smarter leaders. Social media has the potential to make a leader "sell" better, listen better, and move faster (Clark, 2012). Utilizing social media

tools to sell better, realize that selling does not necessarily refer to dollar exchanges. Selling can refer to inspiring others about an idea, gaining clout as a leader, or just informing others about something important. Selling on social media "requires the ability to create compelling, engaging multimedia content. Leaders need to excel at co-creation and collaboration—the currencies of the social-media world" (Deiser and Newton, 2013). In this sense, using new media allows leaders to be better sellers and challenges leaders to do so at the same time. Social networks allow for an array of types of posts, all of which are unique in their ability to authenticate a leader. Constantly needing to be innovative online makes a leader more prepared to do so in all other areas as well. By allowing leaders to listen better, more material is provided for self-reflection. One is able to hear the perspective of followers on leadership style and recent projects. Listening also increases transparency, as answering questions becomes a public affair. Listening in this way also provides practice in address issues concerning values. Also, social media provides and means and practice in doing this quickly. Being in instant real time, social media challenges users to be quick on their feet and be ready for anything, a skill that is useful in any situation. By providing these skills, social media is providing a dual-purpose in facilitating the authentic growth and self-reflection of the leader while also providing authentic communication.

If one hopes to be successfully add social media communication to an authentic leadership strategy it is crucial to understand the proper way to use the networks. This is because "capitalizing on the transformational power of social media while mitigating its risks calls for a new type of leader" (Deiser and Newton, 2013). This new type of leader must use six social media skills to navigate the Web in a way that is effective and will establish all of the aforementioned goals of an online authentic leader. The leader must choose between or utilize skills within each of the six types of effective social media users- producers, distributors, recipients, advisors, architects, and analysts. Producers generate content that is compelling and generates response. Distributors don't create what they disperse, but instead focus on what they post and how often. Recipients absorb the content of other users and engage through response. Advisors provide resources and knowl-

edge for their followers. Architects, perhaps the most strategic users, generate communication within groups online between other users. This is key because "if a leader wants to use social network ties to lead others, the leader must be able to perceive the existence, nature, and structure of these ties—not just the ties surrounding the leader, but the ties connecting others in the organization both near and far" (Balkundi and Kilduff, 2005). Analysts provide details for followers as a resource- they do the thinking for them. Each of these skills are all important on their own and one must make time for all of them because it is only with all of these skills that a leader may be a well rounded and maximize success in social media use. It is essential to utilize all six skills just as it is essential that all aspects of authentic leadership are at play to ensure true authenticity and maximum follower connection and inspiration.

There are many authentic leaders that are using social media, however any type of leader can use these tools. For example there are powerful politicians who are immensely followed, like Cory Booker, Cory Booker is the famous mayor of Newark, New Jersey and social media mogul. He specifically utilizes Twitter as his media outlet. He uses the listener skill most predominantly, constantly reading his Twitter feed and responding to almost everyone that sends him an "@ reply" or "mention," a way to send a tweet directly to a user. He is always receptive to comments about his policies and actions, and always reinforces his values in his reasoning as to why he did what he did. He also often uses the distributing skill, giving information to those that ask for it as well as simply broadcasting information anyone may want to know. Mr. Booker has nearly 30,000 tweets and a majority of them are "engaged posts," or posts that feature a piece of multimedia or conversation with another user. He also tweets very frequently, making his online presence constant. He is finding success in broadcasting his authentic leadership in his promotion of his values, the transparency in his language, and his leading with heart. Through his use of social media, Mayor Booker has received nation-wide coverage and is the most known far more than an average mayor. He has over one million followers. There are also people inside of businesses who don't have large followings, but are doing the right things, like Antonio Lucio. Although less well known, Antonio Lucio, Chief Marketing Office and "Chief People's Officer" at Visa, is also using social media to be an authentic leader. With a little less than 3,000 followers and only 2,500 tweets, Mr. Lucio is still an excellent example of authentic online leadership. His main usage of Twitter is to connect to anyone who needs help and mentor them in how to achieve their goal, all through tweets (Beitollahi and Quek, 2013). This means that he is constantly using the advisor skill, but he also an architect in that he makes connections from all over the world and then helps his connections connect. He also uses the distributor skill in that he constantly shares articles, videos, and quotes that he finds interesting or entertaining, which is very powerful in authentic leadership in humanizing him and establishing an emotional connection for his followers. One can find many more examples of successful authentic leaders in social media, but the two mentioned above show the spectrum of the continual possibilities no matter what a leader's popularity or reach is. Social media is so powerful

when used correctly that even those that aren't recognizable are able to gain much from its use.

If one hopes to be an authentic leader in the practical theory of authentic leadership, social media can enhance the success potential for this. "While social media is new, the nexus between communication and leadership is not. Many of the world's greatest leaders—from Winston Churchill to Martin Luther King to Steve Jobs—have been highly skilled communicators" (Odell, 2012). By being able to communicate effectively, through social media, the aspects of authentic leadership may be broadcast in greater breadth compared to what traditional mediums can offer. With so much potential involved in authentic communication as well as personal growth and reflection, as a leader it is essential to be skilled in social media and understand how to be successful online. There have been many leaders that have gained greatly from this medium, and it is time for more leaders to get on the bandwagon. There is so much potential for connection, communication, and collaboration that it is illogical to be fearful of this new and exciting platform. The year is 2013 and with new technology and new leadership arriving every day, it is now completely possible to tweet authentic leadership.

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Blending Transformational Leadership With Adaptive Change

Ryan Wintersteen '12

The ability to lead was thought, for a time, to be closely defined as a person's traits rather than a guiding philosophy. Over time, as seen throughout the world in different cultures and backgrounds, the understanding of leadership began to shape itself into more than just traits. It is a concept that grows and changes with time as new leaders begin to emerge. As our understanding of leadership is transformed this allowed new theories and styles of leadership, displacing the idea that leaders were simply not born, but rather are developed. These theories and models are aids to leaders to not only help them with their leadership situation, but distinguish leaders and develop their own style. These theories include behavioral, contingency, and situational theories that all have different characteristics. However, as the understanding of leadership changes, so do the theories, which allows new theories to arise. Two such emerging theories are transformational and adaptive leadership.

In recent years organizations have become more concerned with future leaders. They look for leadership qualities not in a person only for the moment or a particular task, but also for the organization as a whole; Transformational leadership focuses on the leader and the followers, to bring about organizational change. The idea is to build a vision and complimentary goals through intellectual stimulation while offering individualized support by the leader to his/her followers (Hay, 2012)). This will essentially bring about high performance expectations from the leader to followers and high standards of values. The leader is now fostering the capacity of the followers to

Abstract

Within the past decade scholars and leaders have pin pointed transformational leadership and adaptive leadership as the new modes in which to lead. Each theory has positive characteristics that are beneficial to the leader, but are also, in some areas, flawed. Transformational and adaptive leadership each have unique characteristics, as well as some overlapping ideas. Blending the two in a new model would be ideal for future leaders.

enhance them.

According to Hay (2012), there are four components of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. These four components are what make transformational leadership a functional theory of leadership. Transformational leadership has characteristics that make it a good model for any leader. The theory focuses on the relationship between leader and follower. As stated by Hoffman, Bynum, Piccolo, and Sutton (2011), transformational leaders are theorized to influence their followers by heightening followers' self-awareness, instilling a sense of purpose and mission in followers, and influencing them to transcend lower-order goals for the benefit of the overall vision of the organization. It is the leader's job to motivate the followers to perform to their highest capacity. This is essential for the organization because the followers are the workers for the vision at hand. Without them it would be hard to accomplish goals that are sought. Another prized characteristic of transformational leadership is the leader's ability as a role model to act as a positive influence. Acting as a role model just does not put the leader as an ethical one, but also builds employee confidence and pride in the organization (Moynihan, Pandey, and Wright, 2012). Again transformational leadership builds up the followers and allows the leader to practice effective leadership.

Another theory of leadership that organizations have started to consider is adaptive leadership. Adaptive leadership is based on the idea that any organization is constantly changing. Adaptive leadership focuses on the leader, flexibility, and the ability to thrive through time. As stated by Torres (2011), adaptive leadership embraces

change and being able to navigate through the organizational environment to successfully solve problems and meet challenges. This is to say that adaptive leaders need to embrace challenges and work through them by knowing their surroundings and being able to proceed with control and clarity. Adaptive leaders need to be empathetic, influential, and learn through self-correction (Torres, 2011)). These types of leaders should be able to see different perspectives in such a way that the leader gives understanding and purpose to his/her followers. Self-correction is experimentation designed so that a leader can find out what works and what doesn't. An adaptive leader tries different approaches and if one does not work then they should learn from it and move on to a different approach. The characteristics of adaptive leadership make it a lengthy process. Practicing adaptive change is effective, but there are some aspects that hold back its full potential.

Looking at adaptive leadership from an outside perspective it has some flaws that should be addressed. Like transformational leadership, in some cases adaptive leadership can be manipulative. Adaptive leadership tends to focus on the leader rather than the followers, which should not be the case because a leader's role is to nurture his/her followers to achieve the highest level of performance. A leader is there to motivate and inspire their followers to achieve the common goal or vision. Adaptive leadership takes the leader out of the equation leader/follower and dominantly focuses on what the leader, and only the leader, can do to solve the problem at hand. It would be easy for a demagoguery leader to emerge (Van, 119). An adaptive or a transformational leader could claim false ideas or prey on weaknesses of followers in order to gain power and exert influence in a non-ethical manner. These false ideas can come in different forms. For example, a leader can create misunderstandings of the problem at hand and manipulate the situation to fit their needs. Another, more complex, example is that a leader can create their own false ideas, so that they think they have achieved success on their own. Leaders in an organization must refocus their definition of success so that it's based on the opportunities and advancements they create for others and not just themselves. Leadership should involve both the leader and the follower, and should exist within a system of checks and balances. The leader should converse with his or her followers and allow them to alter their efforts if deemed necessary. Another flaw in

adaptive leadership is time. In organizations today, time is critical, especially when meeting deadlines or other time constraints. Adaptive change is a process. A leader could spend too much time self correcting or experimenting and lose sight of the overall goal at hand. This also stands true to the fact that the leader is experimenting and not necessarily including the followers. He or she could keep doing experiments, making the followers comply, however, when if he or she involved them it could lead to quicker solutions. Adaptive leadership specifically address the issue of ethical leadership. Since the focus is on the leader, followers can easily be led to believe that their leader is ethically and morally sound. Social learning theory posits that individuals learn appropriate behaviors through a role-modeling process, by observing the behaviors of others (Mayer, Aquino, Greenbaum, and Kuenzi, 2012). A concern with adaptive leadership theory is it's focus is change and capacity to thrive, not being an ethical behavior.

When comparing transformational leadership and adaptive leadership, they are distinctively different from one another, however, there are some overlapping characteristics. Therefore, it is possible to considering blending the two theories into one theory. Transformational leadership focuses on the leader and the follower by the leader inspiring and motivating followers to excel beyond average performance. Adaptive leaders focus on the self, meaning they look to themselves to lead and solve problems. By combing these two attributes a more effective leadership theory emerges. Adaptive leadership is missing the involvement of the followers and ethical considerations, while transformational leadership is lacking the concrete identity found in self evaluation. These characteristics combined would allow the leader to motivate and inspire followers, but with a more clear, authoritative sense of self. It would allow for an effective balance of leader to follower and follower to leader flow. Another advantage of a fusion of adaptive and transformational leadership is the aspect of experimentation seen in adaptive leadership. Involving everyone in the experimentation process would allow all individuals to know what is going on and be engage in the process. If transformational leaders took the time to come up with different solutions to a problem, it would allow for a greater sense of creativity and diversity within the group or organization. Transformational leaders already have a strong following and performance level, due to motivation, so by implementing experimentation it would allow for all followers and leader to be involved in the decision making process. The time constraint would then be eliminated because everyone would be involved, not just the leader experimenting like in adaptive leadership.

The blending of these two models could lead to enhanced intra-organizational communication. This would be accomplished though combining the self identity aspect of adaptive leadership with transforma-

tional leadership's emphasis on communication between leader to followers. According to the research done by De Vries, Bakker-Pieper, and Oostenveld (2010), charismatic and human oriented leadership styles (transformational) are to a considerable extent grounded in communication styles where in contrast, task-oriented leadership (adaptive) is much less communicative and may be regarded, more as a managerial than as a leadership style. Communication is important in any leadership position and organization and when combing these two theories the result is a balance of task-relationship oriented leadership with excellent communication. The result should be improved organizational performance.

By combing transformational leadership and adaptive leadership a more cohesive model of leadership emerges that balances the focus on both the leader and the follower. The idea of change is represented in both the vision (Transformational) and the capacity to thrive (adaptive). Change is a concept within leadership and this new model embraces it in a new light. Change is crucial for a growing group or organization because it is needed to survive. This blend also promotes diversity within the organization which allows for motivation and inspiration not only from leader to follower, but from follower to leader as well. Followers should inspire and motivate the leader to become better (adaptive aspect) just as much as the leader should do to the followers. This blend model enriches the understanding of the roles that the leader and followers have within an organization. Therefore, by blending transformational and adaptive leadership a more effective style of leadership emerges to the benefit of leaders, followers and organizations

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Leadership And Diversity In The 21st Century

Chike Achebe '12

Leadership can be described as a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. (Chemer, 1997). The Merriam-Webster defines diversity as the condition of having or being composed of differing elements, however true diversity as it relates to leadership goes beyond this description. True diversity is composed of acceptance and respect. Differences along the boundaries of race, gender, sexual orientation, religion, and political beliefs can be bridged to bring together a mutual understanding. True diversity is the exploration of these differences in a safe, positive, and nurturing environment. Diversity is being appreciative the uniqueness in the differences of others, moving beyond simple tolerance to embracing and celebrating the rich dimensions contained within each individual (Diversity Initiative Homepage, 1999).

Diversity is a prerequisite for effective leadership because for effective leadership to take place, a multitude of viewpoints and backgrounds must be considered. The changing dynamics of society post 20th century makes this requisite for leadership even more pressing. Early humans lived in small groups of twenty to thirty members (Environmental Research Institute, 2011). Most members within such a small group communicated through a linear phase model, which solely balanced the demands of task completion and group cohesion. Within this model the emphasis from opinion exchange to decision-making is extremely quick and a leader within such a group is able to make effective leadership decisions by reflecting upon the imminent concerns of the immediate group. The technological innovations of post 20th century such as twitter, Google and Facebook have reshaped conventional notions of group dynamics and group communication. Communication within groups is no longer hierarchical; group members can now obtain information through lateral forms of communication. In lateral communication the exchange of information can flow in any direction. In "Organizational Communication," Michael J. Papa attributes the free flow of information (in lateral communication) to group members having an easier time with "problem solving, information sharing across different work groups, and task coordination between departments or project teams" (Papa & Daniels, 1997).

In leading today's multifaceted groups, leaders have an obligation to possess diverse skill sets. After the Industrial Revolution, technology helped play a role with the formation of the modern corporation. For example, the creation of Nasdaq, online brokerage firms, and electronic banking have globalized finance. In order to be effective, a Chief Executive Officer stationed in New York City must be responsive to the needs of his shareholders in Shanghai, China. Such requirements go beyond cultural sensitivity, requiring a deeper understanding and appreciation of another's culture's language, religion, and social dynamics. When the background of the top 100 CEOs in Mexico were examined, it showed that over fifty-four percent of the CEO's had performed assignments outside of Mexico and over fifty-three percent held an advanced educational degree from outside of Mexico. In this study, the advan-

Abstract

This essay will examine the positive contribution diversity has upon effective leadership and the adverse effects that a lack of diversity presents to leadership, within the context of the post 20st century. This topic is examined through different organizational, group and interpersonal dynamics using various business models. This is suggested that a strong leadership-diversity relationship is correlated to organizational dynamics and organizational success.

tage was not solely equated international business experience or formal foreign education, but rather from the mere act of being within a different environment and absorbing the different elements of this environment. So whether the top executive lived in another culture for a year doing random activities, going to an institution of higher learning or working for a foreign company, their diverse experiences gave them beneficial tools they were able to apply to effective leadership (Ruiz, 2010). Research conducted in the Harvard Business Review confirms the positive correlation between diversity and performance. The research cites "people who have international experience or identify with more than one nationality are better problem solvers and exhibit more creativity. Bicultural managers scored higher than mono-cultural managers in studies that are based on measuring the ability of managers to see and integrate multiple perspectives on different issues. The research also suggests that people with international experience are more likely to create new businesses and products and to be promoted" (Maddux & Tamor, 2010).

Diversity also serves as tool for building better relationships between a leader and those he leads. Effective communication that promotes a strong culture results in employees who are more productive because they know exactly what is expected of them in the organizational settings. The more employees perceive a positive or strong organizational culture, the more productive they will be (Gilsdorf, 1998). Leaders having diverse experiences are better equipped in relating to those they lead and assisting them in being more productive. When exploring diversity in an organizational context, one theory that accounts for diversity's positive effect is the Competing Values Theory. This theory is based on a leader's ability to understand and appreciate conflicting values and integrate them successfully so that the organization is open to collaboration and growth (Cameron et. al, 2006). Diversity is not embraced for the mere sake of wanting to be perceived as different or inclusive, but because homogeneity stifles creativity. The difference in viewpoints that emerge from a diverse atmosphere produces innovation and growth.

Not only is diversity beneficial, but a lack of diversity within leadership can have adverse effects. In a group setting a lack of diver-

sity can contribute to poor performance, conflict and distrust of group members. For example, a study of French workers shows that a lack of diversity within French company's top leadership positions produced higher levels of unproductivity. When recently polled roughly half of French employees did not like their company, a number that has doubled since 2005(Economist). This dissatisfaction amongst French workers have led to several setbacks such as a national strike in 2007, a series of suicides within France's top companies and a symbolic protest with the mass covering of major office buildings with post-it notes (Economist).Forty percent of French employees dislike their firm's top managers and France ranks last in industrialized nations for worker's opinion of company management. The problems faced by French workers cannot be explained by a lack of work ethic. According to a report by the World Economic Forum, French workers have a much stronger work ethic than American, British and Dutch employees. Evidence suggests that the problem experienced by French workers stemmed from a lack of diverse leadership. France's outdated model of picking and grooming leaders is not compatible to achieving truly diverse leadership in the 21st century. Majority of France's leaders come from a "grande ecole", very elite and prestigious schools that operate outside of the French national university system. Although such schools have an acceptance of one percent and hold significantly less than one percent of the general French population, over sixty percent of France's top 100 largest firms are run by graduates of these elite institutions. Due to their isolated background, these leaders were more distant from their employees. A lack of diversity within France's leadership affected created a schism of alienation between workers and their leaders. An economic study examining Germany and France showed that Germany, a country with much higher levels of diverse leadership, had business leaders that are more likely to work better with the people they manage and this has been an important factor in the growing gap in industrial competitiveness between the two countries (Anas, 2011).

A Norwegian law passed in 2003 that requires forty percent of a firm's board of directors to be women serves as an examination the interpersonal dynamics of diversity within leadership as it relates to the 21st century. In this case, the forced implementation of diversity was not solely beneficial on groups that it advocated the goal of gender equality. This increased diversity made significant practical gains for the benefit of the Norwegian companies. A report by the Norwegian Research Council stated that because of the new rule, women now have a significant part in the decision making process of many companies and due to certain characteristics of women their presence made meetings a little more pleasant, the company's presentation material is tidier and more comprehensive, and the decision making processes is more formal (Storvik & Teigen, 2010). Additionally, a report by consultant firm McKinsey shows that companies with gender- balanced executive boardrooms are 56% more profitable than all-male boards. Furthermore, A report on diversity issued by the European Commission shows that out of companies that voluntarily instituted internal diversity policies, seventy-five percent had strengthened cultural values within the organization, sixty percent of companies had improved

innovation and creativity amongst employees, forty percent of companies improved access to new markets, and twenty-five percent improved global management capacity.

Diversity has a positive relationship upon leadership, especially within the context of the 21st century. Diversity increases a leader's adaptability to efficient problem solving. A diverse background increases a leader's level of creativity. Diversity helps leaders become more responsive to their shareholders and better influences the way in which they are able to engage the people they lead. In a group dynamics, the benefits of diversity extend beyond a leader and benefit the entire group. Group cohesion and mutual understandings are fostered through diversity. The more diverse a group is, the more aligned they are in achieving the group's common goal.

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Fostering Leadership in a Flat Organizational Structure

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The Emerging Leader

Historically, from an entry-level role in a corporation, employees with leadership aspirations could see a clear path ahead for roles of increasing responsibility. In a tall structure, managers form many ranks, each with obvious lines of responsibility and control, and a distinct promotion structure (Griffin, Chron.com). More prestigious titles are obvious signs of success, visible both inside the organization and out.

In organizations that have moved to a flatter structure, fewer managerial levels or positions with titles are available. "In flatter, leaner organizations the supply of promotional opportunities is likely to fall well short of demand" (Royal and Masson, hreonline.com). For an aspiring leader to feel successful in this environment, he must define what success in leadership means to them personally. Using Authentic Leadership strategies as a guide, an emerging leader can develop a personal plan for leadership development apart from a corporate perspective which might be too limiting or unclear.

In "Journey to Authenticity", Bill George suggests 5 qualities authentic leaders demonstrate: Understanding their purpose, practicing solid values, leading with heart, establishing connected relationships, and demonstrating self-discipline (George, 2004). By understanding one's own purpose, an aspiring leader can create a unique plan for their leadership development, and seek to achieve these objectives in work that is meaningful to them personally. "Today's employees are searching for genuine meaning from their work, not just financial rewards" (George, 2012). If an emerging leader follows their personal development plan, they can learn skills and identify opportunities to advance their career, both inside and outside of their company. When the "ladder" to success is stunted in a flat organization, one can instead develop their personal "map" and perhaps forge a unique path within the structure where none existed (Fay, eHow). Since most development comes from one's own work experience, emerging leaders should seek stretch assignments, project leadership, cross-functional teams and job shadowing opportunities whenever possible (Royal and Masson).

Practicing solid values and leading with heart will not only be personally gratifying, but this integrity will be apparent to those with whom a leader works. Senior leadership will place more trust in an employee who is honest and therefore allow greater responsibility. Other employees will be more willing to work with someone who they feel is truthful and who shows concern and compassion for people. Developing one's reputation as a leader that inspires respect and trust of colleagues, without depending on position power, will be attractive to senior leaders when promotional opportunities become available.

Establishing connected relationships, both inside and outside of one's organization, is important for an aspiring leader both personally and professionally. In The Practice of Adaptive Leadership, it is stated that "To think politically, you have to look at your organization as a web of stakeholders…" (Heifetz, Grashow & Linsky, p. 90-91). Being connected to colleagues can provide valuable insight into the needs of others along one's leadership path. Seeking mentoring relationships with those "who exemplify the skills one is trying to develop" (Fay) can be a source of ongoing inspiration and learning for both parties.

Finally, by demonstrating self-discipline, particularly with respect to his or her own goals and objectives, an aspiring leader can keep their career growth on course when traditional milestones are absent in a company's structure. "Drafting a leadership development plan with measurable goals" (Fay) and sharing this with managers and mentors helps a leader hold themselves accountable.

Senior Leaders

In companies with a very organized hierarchical structure, roles are clearly defined and are tied to specific tasks. Senior leaders are able to reward demonstrated expertise with roles of increasing managerial and leadership responsibility. When organizations flatten with loss of middle management levels, there are fewer promotional opportunities for emerging leaders, These companies are missing valuable incentives for retaining leadership talent who in turn might try to find these rewards elsewhere.

Using the Path-Goal Theory of leadership, corporate leaders can address the issues faced in this flatter business paradigm, since they are well positioned to assist emerging leaders with personal leadership development plans. Utilizing the Path-Goal Theory, senior leaders could work with their subordinates to define their goals, clarify the path to achieving goals, help remove obstacles and provide support, and this is tailored to the needs of individual employees. (House p. 321-339).

Defining the goals of the organization and/or department and clarifying the path to achieving them can be relatively straightforward. In fact, in order to gain the trust of employees, "leaders need to help employees understand that there is a coherent strategy in place for succeeding in the current environment and that the company is making progress relative to key objectives" (Royal and Masson). The career goals of subordinates who are potential leaders, however, are personal. Although the development of these goals is a strategic imperative for organizational leaders, it requires managers to tailor their approach for each individual's plans (Royal and Masson).

Obstacles to an employee's development can appear when an opportunity to hone a particular skill or gain certain experience does not exist within the immediate organization. Senior leaders across an organization can collaborate to assemble cross-functional teams of their high potential leadership talent to work together addressing issues within the larger enterprise. Shifting the focus from advancement to development, and assisting an employee in finding development opportunities, instills a sense of faith in an aspiring leader that furthering their skills is a priority with the company.

Flat organizations must show that they support the leadership desires of those within the organization, or risk losing a potentially strong future leader. Open conversations about a future leader's development plan are beneficial to both parties, as the manager can counsel the employee on ways to achieve their personal leadership goals as well as be able to present a qualified and interested candidate when a need or opportunity arises. Working with others across organizational lines can help employees identify opportunities for advancement that may lie outside of their current divisions or departments, and a manager must be open to supporting an employee's transition should this be in line with that employee's leadership road map (Royal and Masson).

The Company

In the face of economic challenges that include being forced to eliminate managerial levels, corporations can no longer offer aspiring leaders the "corporate ladder" of years past. Instead they must adapt to this new structure and offer their future leaders some different incentive to remain, rather than risk them going elsewhere to find opportunity and have a deficit in succession planning. Being faced with environmental challenges both inside and out, corporations would benefit from becoming Adaptive organizations. In The Practice of Adaptive Leadership, the key characteristics of such an organization are:

1. Elephants in the room are named.

2. Responsibility for the organization's future is shared.

3. Independent judgment is expected.

4. Leadership capacity is developed.

5. Reflection and continuous learning are institutionalized.

These characteristics, if institutionalized, will become part of the culture of the company, be a guide for leader behavior and facilitate the development of emerging leaders (Heifetz, Grashow & Linsky 165).

Abstract

The traditional idea of growing as a leader in a corporation is to follow a path of roles gradually increasing in responsibility, and "climb" the "corporate ladder". Over time, emerging leaders seek to develop the particular skills that will prepare them for the next job in the progression. Achievement for a leader could then be measured in terms of a succession of titles, increasing power and greater autonomy within a "tall", or multi-level, organization. However, downsizing throughout corporate America in recent years continues to eliminate many levels of middle management, causing a trend toward a "flat" organizational structure. This new design challenges emerging leaders to think more creatively about what constitutes leadership for them, and challenges organizations and their senior leadership to find meaningful ways to develop, reward and retain future leaders in the absence of multiple management levels and titles. By employing leadership theories that speak to the different needs of organizations, senior leaders and the emerging leaders themselves, each can thrive in this new environment.

Creating an environment where all employees feel welcome to name the "elephants" or issues from inside or out of the company can help prevent the organization from being blind sided by conflict or missing out on valuable information. This open communication also empowers current and emerging leaders to participate in moving the organization toward its overall goals, helps these leaders achieve their personal development goals, and capitalizes on the diverse insights of its workforce.

In The Art of Possibility, conductor Benjamin Zander talks of "leading from any chair", an analogy of leadership where any individual player can inspire and influence the overall sound of the orchestra (qtd. in McDowell). Similarly, if a company creates an internal environment where everyone is encouraged to think independently and contribute their insights, employees feel ownership in the success of the organization. "The value of positive, responsible and accountable team members who take action cannot be overestimated" (McDowell). Developing leadership capacity despite being unable to offer a series of impressive titles can be achieved by creating formal mentoring programs and providing coaching (McDowell). A culture of development instills confidence that the organization offers opportunities for an aspiring leader to learn, grow, advance toward and reflect on their personal goals and objectives (Royal and Masson).

Conclusion

Leadership development is an imperative for the organization, its leaders and future leaders, but each in different ways and for different reasons. The emerging leader wishes to chart their course for career success and personal satisfaction; corporations must develop competent and committed leadership to define and carry out its mission and work toward reaching its goals; and the organizational leaders must guide the organization to achieve its goals while developing strong leaders who will ultimately succeed them. Each faces different limitations and challenges to become successful, but can utilize different leadership theories to develop plans which will most effectively guide their journey.

An organization that develops "adaptive characteristics" is most able to deal with chang-

es is its external and internal environments, not the least of which is changes in the needs of its employees. Employees who view themselves to be emerging leaders can take ownership of their personal leadership growth and development using Authentic Leadership theory. Senior managers can use principles of Path-Goal Theory to motivate and guide employees toward achieving their unique leadership goals as well as the goals of the corporation. Path-Goal theory, Authentic Leadership and Adaptive organizational principles used concurrently can ensure that emerging leaders continue to flourish, even where positions of authority and status are in short supply and the organizational ladder has fewer rungs. Because these theories have strengths that complement the respective parties, continuing to use their principles over time, each party can adapt to not only the flattening of an organization, but to the challenges they will continue to encounter in a dynamic business world.

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The Scarlet Cap

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