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About *The Scarlet Cap*

The essays presented in this journal were original presented as a part 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 fifth volume, we feature four works which are reflective of the range of contemporary leadership issues which students in our program examine critically. Michael Gallager explores the role that a positive outlook by followers can have on organizational performance. Marc Soto examines a "community leader" as a model of effective leadership. The need for leaders to be self-reflective is addressed in Sophia Ruszczyk's essay. Finally in her essay, Nalalie Chawalk, suggests a new organizational approach which focuses on followers as agents for adaptive organizational life.

We are pleased to present these four essays which demonstrate the thoughtful insights of our students regarding the application of leadership in a various organizational settings.



GOOD VIBES: CREATING A RIPPLE EFFECT THAT STARTS WITH YOU

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Michael Gallagher '16

There is value in understanding the impact of positivity in an organizational setting. Positivity can be beneficial in reference to organization's goals, as well, for the benefits it brings to members in the organization. Leadership can be stressful with the need to manage relationships with members, keep up with the task as prescribed by the job, and seeing that goals are being reached. This also places a lot of stress on the general members of the organization who need an adequate leader to orchestrate the daily tasks and work climate. Much of the research on leadership focuses on what the leader is doing to affect their followers and the organization, but can members in non-leadership positions help shape the organizational environment to be more positive? The benefits of a positive work environment are well documented (Cameron 2014, Allen 2015), but is the leader the only one able to make positive change?

Regular members of an organization can generate positive energy that will flow through an organization by means of interpersonal networks and emotional contagion. For the purpose of this essay a member is defined as any individual in an organizational setting, and includes but is not restricted to the more common term of follower. Positivity as a construct can be thought of as including positive emotions, a sense of flow or engagement, and meaning (Allen 2015). The work done on positivity research in organizations has increased 101% in the last decade (Cameron 2014). This new body of research echoes the Positive Psychology movement that was headed by Martin Seligman in 1998 (Dutton 2006). Research in this area has been named Positive Organizational Scholarship, or POS. POS is interdisciplinary in nature and draws from psychology, as well as sociology, organizational theory, and other areas of academic research (Dutton 2006). An understanding of the conceptual framework of POS is important to set the stage of understanding for the work of this essay. POS makes some assumptions: the use of a positive lens to view organizational phenomenon, paying attention to outcomes and behaviors that are positively deviant, accepting that positivity elevates available resources in individuals, groups, and organizations, and that people have an inclination to achieve the best they can (Cameron 2014). When consider member organizational behavior, there is a focus

on their positivity deviant behavior that contributes to elevating the whole organization and its members.

Positivity spreads through social networks by means of emotional contagion. Emotional contagion can be defined as the tendency to mimic our facial expressions and body language with those of another person, and as a consequence to synch up our emotional states (Tee 2015). In other words, we tend to catch each other's emotions. Researchers have documented the spread of positivity through networks through names such as happiness (Fowler 2008) or positive energy (Dutton 2006). A remarkable finding is that happiness in one person can affect someone with three degrees of separation (Fowler 2008). This means that the friend of a friend of a friend's happiness affects your own happiness; one single person has the ability to reach people that they do not even know. In terms of an organization, someone at the front lines could potentially affect their manager, who then goes on to affect their manager, and depending on the size of your organization you may even affect your CEO. When mindful of this, any member of an organization can monitor his or her emotional states and ask where did it come from and how can it be passed on? Thus, members can actively try to be more positive in their behaviors for the sake of passing on more positive energy and therefore altering organizational life for the better.

The number of connections a person has matters; the more connected that individual has and the better connected his associates and friends are, the more likely that individual will become happy (Fowler 2008).



Abstract

A positive outlook is often viewed as valuable in all aspects of life including in the work environment. It is typically assumed leaders are responsible for creating a positive and productive organizational culture. However, positive energy can be generated from the general members of an organization as well. Positivity that is generated from the general members can flow through an organization in networks of interpersonal connections by means of emotional contagion. This dynamic is empowering to all members of an organization who want to make a positive change.

According to Fowler, happiness does not beget more connections; it is connections that beget happiness (Fowler 2008). In terms of overall happiness, people tend to have a bias towards the positive; the number of happy connections has more of a positive effect on personal happiness than the number of unhappy connections has a negative effect (Fowler 2008). The more connections you make the more able you are to “catch” the energy around you, and the more likely you can pass on that energy to those around you.

Although this phenomenon affects many relational connections, Fowler’s (2008) findings show that co-workers seemed to not be affected; however Fowler did note that this could be due to the social context of the work. Some people may work in jobs without much interaction with their co-workers, or view their peers as just part of the job. It is the social connection that matters in happiness, and this could be remedied by simply just getting to know the people around you and form more substantial relationships with your co-workers. It is important to note that in Fowler’s study the participants were not asked to try to spread happiness or make connections. By using this knowledge and putting in a little effort by engaging in non-work related conversation and acts of kindness you can transform your un-engaged work relationships into meaningful connections. These connections will then continue to radiate positivity from the original member to unseen connections. For the formal leaders in an organization this means spending less time influencing member affect and attitudes and being able to devote more energy towards other organizational goals.

Why worry about happiness? Besides being seen as fundamental to existence (Fowler 2008), as well as the health benefits concurred in the happy person; from a leadership perspective it is good for an organization’s success. Performance increases in areas of profitability, productivity, and customer satisfaction when positive practices are put in place (Cameron 2014). Positivity is associated with lower incidence of cardiovascular events, lower overall mortality rates, increased immune functioning and an increase in longevity that adds to around 7.5-10 years; for the organization, this translates into less sick days (Allen 2015). People with high levels of subjective well-being are more likely to be positively evaluated by their supervisors, to exhibit above average levels of productivity and performance, to be able to handle positions of management better, are more likely to take risks and to be creative in their work,

and when acting in business negotiations, happier people are more successful (Allen 2015). In addition, happier people are less likely to experience burnout and to engage in counter-productive work behaviors (Allen 2015).

These organizational gains are not the sole reason to establish a positive organizational environment; the life-giving benefits to the members justify this change in their own right (Cameron 2014). Job satisfaction has been positively correlated with life satisfaction, happiness, and positive affect (Allen 2015). More important, this relationship is not only bidirectional, but also the effect of subjective well-being to increase job satisfaction is stronger than the effect of job-satisfaction on subjective well-being (Allen 2015). Thus, being happy lends to work success, which leads to organizational success, and those in turn generate an increase in happiness for the members.

Positivity in the organization clearly has its benefits. Formal leaders may have the ability to implement specific interventions and structures geared towards creating a positive climate, but what about an typical member? Keeping in mind that one’s own happiness can spread up to three degrees of separation by means of social contagion, and that life satisfaction leads to job satisfaction in a bi-directional fashion, there is no reason to believe that it is only the leader’s happiness and behaviors that create or can sustain this change. Members may not have the authority to actively construct a new work culture, but they actively and effectively can spread positivity to their colleagues.

Formal praise on a job well done may seem odd coming from a peer, but complementing and acknowledging the achievements of peers can certainly give them a boost (Allen 2015). External reinforcements like compensation have been shown to be less motivating than personable acknowledgment (Allen 2015). This means peers can be a major source of motivation in any organizational environment, when they notice and encourage peer accomplishments. However, research has found that individuals must being mindful of how they communicate to their peers. A warm and cheerful style is more effective at helping peers catch that positive energy (Allen 2015). Furthermore, sharing personal positive events with peers has a positive effect on individual, even when the event itself has no direct bearing the person (Allen 2015). By engaging with co-workers in more substantial conversation as opposed to just small talk, can increase levels of life satisfaction (Allen 2015), and possibly overcome the lack of happiness transfer found by Fowler (2008). When people are induced to a good mood they become more altruistic (Allen 2015) and this can potentially mean an increase in the likelihood to engage in positive organizational citizenship behaviors. Interpersonal relationships are important in the workplace for networking as well as general well-being and it has been found that positive people are more likely to like their peers, and to be liked by their peers (Allen 2015). Just a small gift, for example giving someone candy, primes them to be happy and in turn positively affects their work performance (Allen 2015). By encouraging someone to act more extroverted can increase

their levels of happiness (Allen 2015). Regular members of an organization that can create a positive change in the organizational culture, and they can initiate change themselves without prompting from a leader.

When considering the concept of servant leadership, (Greenleaf, 2002), specifically the idea that the leaders should put the needs of others first, with the context of positivity in organizational life; an interesting question arises. Is it only the leader that can act as the servant, or can members serve one another as well? The answer appears to be yes!

While this essay has focused on the benefits of positivity to the organization and to the well-being of others, the benefit to the actual member who wants to try to create a better work environment is not as clear. This would require someone to decide to be altruistic for the sake of altruism, to reach out and make someone else's day without expectations of anything in return. While a leader will likely benefit directly from an increase in members' performance, members with peers performing at higher levels may not get the same level of benefit. However, if someone with limited direct benefits leads in creating a positive climate imagine the impactful beneficial cascade of events that could unfold from that one decision. This essay is meant to empower and challenge people everywhere in any organization, at any level to make that change.

Members have the power to spread positivity in their organizations independent of leader involvement. By understanding how interpersonal networks connect everyone, and how through emotional contagion positivity is moved through those networks, a positive organizational environment can be generated. Something as simple as smiling at someone and offering them a piece of gum can change the whole projection of that person's day. These positive emotions and actions have a long lasting ripple effect throughout an organization. Every member in an organization has more power than they may be aware of, and by just changing in small ways the way they interact with one another they can create a domino effect of positivity that can permeate the organization, and the lives of everyone connected to the members of the organization. The regular average "Joe" or "Jane" of an organization can take responsibility for the organizational climate that they work in, and make a difference.

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THE NEW ERA OF COMMUNITY LEADERS IN A DIGITAL AGE

Marc Soto '16

In order to be an effective community leader, it is imperative for leaders to execute their civic duties with multi-dimensional leadership tactics. In particular, experience has shown that leaders should use dynamic and diverse platforms to communicate with in order to successfully deliver their message to diverse audiences. More specifically, a community leader needs to be an adaptive and ethical servant, as well as being a tribal leader in order to be effective and efficient as a leader within the community that they serve.

Today, mediated communication is one of the most effective ways by which leaders use information communication technology to get through to different generations. The way to communicate with Baby Boomers is exceedingly different than the best way to communicate with Generation Y. Leaders who understand how to adapt and tailor the way they deliver their message to different audiences will eventually be the most effective leaders because they know how to utilize various forms of mediated communication to connect with and reach their diverse audience.

This essay will explore the leadership style deployed by a pastor in Harlem, that researcher Jeffrey Lane calls The Street Pastor's. His effective leadership style "one worth mirroring" (Lane, 2011).

The Street Pastor is a pillar of the community and seeks to end gang violence in Upper Manhattan and the Bronx. The title Street Pastor is befitting him, as he truly exemplifies and represents the

name to the fullest in the communities in which he serves. Street Pastor set the bar as to what it means to be an adaptive citizen leader within urban communities like Harlem. He spends most of his time on the streets interacting and communicating with the teenagers who are not only the future of communities like Harlem, but also the eyes and ears of the streets. The Street Pastor is without a doubt a dynamic leader, who effectively utilizes an array of multi-mediated platforms to communicate with his audience in the manner that best suits their preferred method of delivery.

There is no reason to shoulder the difficult work of leadership if you do not have compelling, higher purposes to serve, whether saving the world, renewing you organization, or helping your community meet long standing challenges, and thrive through rough times (Heifets, 2009).

In order for community leaders to gain the trust of their audience, they must first establish a clear code of ethics that will act as a foundation and connect followers to the main purpose of them being lead. This code of ethics is just as important for the leader, as it is for the followers. The higher purpose acts as the moral blanket that provides constant purity and loyalty if reciprocated by the respective leader and followers. Ethical leaders such as Martin Luther King, who worked on the pursuit of equal human rights, or Mahatma Gandhi who emphasized compassion for the less fortunate, both had followers who were just as committed and persistent towards their leader's beliefs and cause. Despite having encountered numerous roadblocks and setbacks, they didn't lose their followers or lose faith in their cause because their purpose was connected to a higher power that inspired virtue, goodness, and their ability to motivate their followers to do good

Abstract

Some of the most important skills to have as an effective leader are the abilities to meet goals and the ability to successfully interact and communicate with your group. The most effective leaders are adaptable and aware of their organizational culture and environment. Effective leaders are aware of the best ways to communicate with the members who make up the organization in order to effectively communicate with them. One who is socially or politically prominent and respected in his or her community is considered a leader. This essay will focus on a community leader who has a strong social role with a religious foundation; making him quite different from how media often portrays a community leader.



deeds. Their trials and tribulations were definitely sacrifices made with the intention of developing strong Leader-Member ties as they believed their sacrifices were worth it, as it served the greater good. These exemplary leaders are renowned for their positions of moral authority, they “demonstrated an ability to leverage morality as a means of garnering commitment to a cause, tapping into their followers’ moral beliefs and conveying what it takes to be moral in a given place and at a given point in time” (Fehr, 2015). With regards to the Street Pastor, his focus in the community is on the young adults and teenagers and their welfare. His servant leadership style coupled by his ability to keep connection with a multi-facet network via various forms of mediated communication makes him an effective community leader. Pastors have a very traditional role with strong connection to the church and moral standard throughout American History. Although, the Street Pastor’s hands on approach is what gives him an effective edge in the Digital era it’s evident that his position as a Pastor allowed him to attain the moral authority and respect needed to guide children who are ‘mis-guided’ and running the streets of New York.

Servant Leadership plays a significant, if not the most important role for being an effective citizen leader within the community. Servant leaders often do a lot of hands-on work with their followers and are very involved in the communities in which they serve, however questions arise on whether certain servant leaders are actually effective at helping bring about positive change or are they just enablers. According to *The Leader’s Companion*, the best way to approach this issue is by asking, “Do those served grow as a person? Do they, while being served, become healthier, wiser, freer, more autonomous, or are they more likely themselves to become servants” (Wren, 1995)? The Street Pastor’s approach is one of a kind, and represents the beginning of the new era of community leaders. As presented in *The Digital Street* even though the Street Pastor doesn’t have a hundred percent control of the kids in the neighborhood, “the Pastor understood the digital aspect” (Lane, 2011) of the streets, and how social media was heavily embedded in their street life. The Street Pastor being in his mid-30s, is able to relate to the teenagers, their guardians, and those in the court system. The Street Pastor is truly the nexus of his respective neighborhood and those surrounding it because of his adaptive use of mediated communication. The Street Pastor used a multi-mediated approach, which allowed him to

effectively reach out to a multi-generational network of followers.

“Pastor supervised teens across Harlem and the Bronx, a project that spanned social media. He took what he learned from the kids and then blasted it to the adults by text message, the platform most familiar to parents, grandparents, and other elders” (Lane, 2011). Using different forms of media, the Street Pastor was able to stay connected and easily accessible to everyone virtually, while allowing him to stay out in the field and personally interacting with others on a one-to-one basis. He does this by communicating with the teens in his neighborhood through BBM (Black Berry Messenger) and checking up on them through twitter, contacting the parents through SMS text and phone calling, and if needed, the pastor was able to reach out to his network in the criminal justice department and court system via e-mail. Utilizing all of these different mediated communication platforms helped the Street Pastor become a great citizen leader as he was able to “facilitate organized action to improve conditions of people in low-income community”; while allowing him to “address the basic needs of society at the local level” (Wren, 1995).

Street Pastor’s multi-channel communication approach allows him to efficiently and effectively connect with his followers, however one cannot underestimate the effects that other users of the same channels can have with the same stakeholders. Modern media has become proficient in using all digital communications, and plays a significant role in how communities within society perceive community leaders. Living in the digital age, multi-mediated platforms allow for media biases to have a spill-over affect from alternative into established media platforms. Spillovers are supported by established media sources that are viewed by many communities, allowing them to be opinion leaders within their respected communities. Opinion leaders are able to portray certain individuals as community leaders under any political, economical agenda. Unfortunately, there are some times where media agendas end up manipulating the public’s agenda. “In general, the public agenda was regarded as a dependent variable to the media agenda. However, with few exceptions, the question ‘who sets the media agenda?’ was not asked” (Mathes, 1999). This leaves genuine and hands-on community leaders, such as the street pastor, unnoticed in communities that can use more hands on leaders. In doing so, communities with youth who need community leaders that promote a more collective and nurturing environment, continue down a spiraling path of estrangement from the rest of America. Instead of creating a platform to promote effective community leadership to help under privileged communities media chooses to point out the negative attributes of these communities to keep help away. Instead of keeping these communities trapped in an individualistic and primitive bubble of an environment, community leaders like the Street Pastor

and Side Walk Ministries promote love and collective ideologies through hands on practice.

Being an effective community leader requires the leader to be the nexus of the community by staying constantly connected to different subservient groups that wouldn't be connected otherwise. In order to become an effective community leader it's crucial to create a system that allows for maximum awareness and opportunities for change and improvement. Tribal Leadership is a theory that breaks down group culture into five different stages (see Figure 1).

Cultural Map - The Five Stages of Tribal Culture

STAGE	%	Relationship to people	Language
5	2	Team	"Life is great"
4	22	Stable Partnership	"We're great"
3	49	Personal Domination	"I'm great"
2	25	Separate	"My life sucks"
1	2	Alienated	"Life Sucks"

Figure 1

In the Street Pastor's situation in Harlem, it's very important for him as a leader to create stable partnerships between neighboring communities, law enforcement, and his own multi-generational community. As the hub of the community, the Street Pastor is a vital link of his organization/ network, as illustrated in the Hub and Spoke diagram below (Refer to Figure 2). As the hub of his community, he is an integral player in the communication and relationships between the community leaders, citizens and the law.

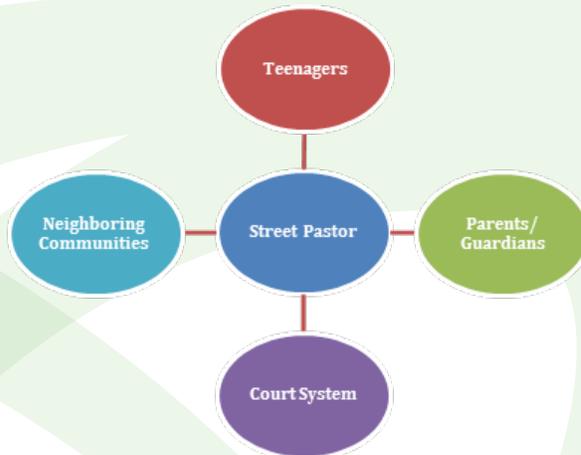


Figure 2

In conclusion, community leaders are organizational leaders. People within communities evolve and grow from the guidance of their community leaders. It is crucial that positive community leaders outweigh the influences of negative community leaders, such as drug and gang leaders. The Street Pastor is an excellent example of using an adaptive and dynamic media drive leadership approach, to become an effective community leader.. Using multi-mediated platforms, the Street Pastor shows how crucial it is to be connected, accessible and adaptive to the communication channels preferred by his peers and community advocates. Street Pastor remains in tune with how the people within the community prefer to receive and reciprocate their messages, and how each form of communication media changes depending upon ones age, economic and social communication methods, and habits. Adaptive, ethical, servant, citizen, and tribal leadership theories are complimentary to each other when used by a community leader to promote a common higher purpose and vision for the community through the use of mediated communication.

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DEFINING AUTHENTICITY: UNDERSTANDING ONE'S SELF IN LEADERSHIP

Sophia Ruszczyk '17

Leadership is defined in many different ways, through various theories and practices. While it may seem easy to identify a great leader, by studying their actions, effects, and likeability, one important question is "how did they get there in the first place?" The truth is, behind every great leader there is a personal story. The motivation to lead others does not come naturally, and without flaws. Along the way, every leader is influenced by experiences within school, work, and life, and most importantly by the people they are surrounded by. So how do these influences reflect in a leader's own impact and style? Each significant influence, obstacle, opinion, and life experience ultimately contributes to their authenticity. When a leader is able to cognitively process their behaviors, values, actions, and past experiences they reach a sense of self-awareness. Combining this knowledge into a leadership approach gives way to Authentic Leadership. This theory has many different definitions, however, through the understanding of the basic components of Authentic Leadership, and aspects of Ethical Leadership a clear conceptualization of the theory can be achieved. The development and implementation of Authentic Leadership by suitable leaders will create a productive working environment, and a successful relationship between leaders and their followers. By fostering an understanding of one's self, it will be easier to set goals and stay on task, while following an authentic leader. Ethical Leadership revolves around the ideas of leading based on ethical principles developed from religious and moral beliefs. Since authentic leaders need to have a defined moral view to be successful, followers should be able to trust and respect the leader.

"When a leader makes fair and consistent deci-

Abstract

Authentic Leadership will be redefined, drawing from past components of the theory as well as exploring aspects of Ethical Leadership. When combining pieces of these two theories, it is clear that to be an Authentic Leader; one must learn who they are as a person. Understanding one's self through emotional intelligence, combined with balanced processing and relational transparency. Moral values are a reflection of one's self and shape a leader's understanding and behaviors. The combination of these processes allows a leader to develop their Authentic Self. Upon doing so, the leader will be much more effective and create stronger relationships between themselves and followers, as well as a creating productive working environment.

sions, sincerely cares for societal and environmental welfare, engages in social responsibility activities, and resolves dilemmas in such manner that respects followers' rights and recognizes them as human beings (and not only as production factors), followers are likely to develop beliefs that the leader is reliable and dependable, truly concerned about their well-being, and not trying to exploit them or discriminate against them" (Eisenbeiss, 2012). This goes hand in hand with the authentic leader's display of transparency and balanced processing. Followers will not be hesitant to trust the intentions of their leader, when they are always able to see the moral decisions made. The trust is an important element of the leader-follower relationship seen in Authentic Leadership.

Authentic Leadership has been difficult to define in the past. Part of the challenge of defining this theory has been grappling with its various elements and the many viewpoints scholars have taken when considering this theory. Authenticity requires a person to act genuinely on their own original thoughts, behaviors, and beliefs. Therefore, a major component of Authentic Leadership, is the intrapersonal understanding of the leader's self and the ability their actions may have on those they are surrounded by. Intrapersonal components are a deeper understanding and working of one's self meaning, self-knowledge, self-awareness, self-concept, and self-regulation. This requires the leader to have a high emotional intelligence level, and the ability to understand personal emotions and behaviors, and its significance (Northouse, 2013). Achieving complete self-awareness is a major undertaking, and can be very difficult for leaders to process. To reach this level, leaders must admit to their flaws, and work to understand their mistakes



and learn from them. This can be difficult for a person with power to do. Once a level of success has been achieved by a leader, admitting to mistakes may mean revealing weaknesses, and risk losing power. It is difficult for some people to face that threat. Therefore, this approach will only be valuable to a very specific type of leader.

“Being true to the person you were created to be means accepting your faults as well as using your strengths. Accepting your shadow side is an essential part of being authentic” (George, 2003). To reach a high level of self-awareness, it is necessary for leaders to consider their biggest mistakes and flaws, and learn how to change these negative components into positive leadership traits. To do so, means reflecting on past mistakes, and analyzing personal behaviors with the behaviors and reactions of others involved in the past situation. This is the first step a leader can take to authenticity. Authentic leaders must be able to employ emotional intelligence, to understand their way of thinking and actions. Emotional intelligence is “the ability to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior” (Shapira-Lishchinsky, 2015).

There are five components that are critical for a person to reach their maximum potential with emotional intelligence, self-confidence, self-regulation, social skills, empathy, and motivation. First, a leader must be able to have their own positive self-worth, before they can be trusted to productively lead a group. Understanding one's own emotions, means being able to control impulses, and adapt to any situation that may arise. It is crucial for every type of leader to have social skills, and empathy for their followers. A massive component of leadership is the relationship between the leader and his or her followers. Good social skills make it easier for followers to feel comfortable with their leader, and more willing to work closely together. Lastly, motivation is a key aspect of emotional intelligence, simply because a leader should want to do their job, and be driven to achieve. A lack of motivation creates an uncomfortable working environment, and does not encourage growth and creativity. If the leader is unmotivated by the cause, it is likely the followers will lose inspiration as well. Emotional intelligence goes hand in hand with the traits necessary for a leader to possess, under Authentic Leadership (Shapira-Lishchinsky, 2015).

The next key component to defining Authentic Leadership, can only be achieved after a leader has been successful at self-reflection, and can use their understanding of the past, to lead. After self-reflection through emotional intelligence, a leader has a clear mindset, and can evaluate and allow their moral values to shape into leadership practices. Using morals in leadership gives a sense of unity between the leader and followers, and allows for “balance processing” and “relational transparency.” Balanced processing requires a leader to listen to all opinions in a group, before making any unbiased decisions. This skill is necessary for leaders, because it requires a certain sense of discipline and open-mindedness, as people with completely opposite opinions should be heard (Northouse, 2013). Balanced processing is also important, because it shows leaders are able to question their own opinions, and be accepting of different viewpoints. Relational transparency is a leader's ability to reveal their true self to everyone in their group. This means a leader cannot be afraid to hide any part of their core motives and feelings, and negative aspects will be out in the open. However, this display of transparency is the ultimate way to build trust and a following with a group. Real relationships are able to prosper out of this type of leader-follower environment (Northouse, 2013). These two components are the final steps towards attaining Authentic Leadership. Identifying personal morals is important in this theory, as it helps to define rights and wrongs. Morals are a reflection of one's self, and are shaped through the complete understandings and experiences in the leaders' life.

“Grounded on social identity and self-concept theories, moral identity is defined as “a self-conception around a set of moral traits” and represents a relatively stable characteristic over time, particularly when it is of high self-importance for a person. Erikson set out that an identity involves being authentic and acting in accordance to one's true self. As Damon and Hart put it: “people whose self-concept is organized around their moral beliefs are highly likely to translate those beliefs into action consistently throughout their lives” (Eisenbeiss, 2012).

Since the leader has control over their behaviors and emotions through emotional intelligence, they can choose when to display their feelings, motives, and opinions to others. Being in tune with one's self, gives the leader an advantage, as they can control their reactions, and can communicate with subordinates in an open manner, rather than suppressing their true feelings. The emotionally stimulating environment fostered by the leader, will encourage followers to grow on their own. “In addition, due to leader temperance and equanimity, which is accompanied by an absence of eruptions or hysteria, followers may view the leader as being predictable in his/her daily work conduct and feel safe and protected in his/her presence. As a consequence, follower trust in the leader is likely to increase, which in turn can positively influence follower organizational citizenship behavior and job satisfaction and decrease follower turnover intentions.” (Eisenbeiss, 2012)

A safe working environment is a major plus in the workplace, an essential characteristic of Authentic Leadership, and is important in maintaining follower loyalty and commitment. Fol-

lowers will be unlikely to want to work in a different environment, as they have been treated so fairly, and been so appreciated through their authentic leader.

The final components to Authentic Leadership, are the culmination of self-reflection, and understanding. Authentic Leaders, in this more complete analysis, are very effective leaders in the workplace and elsewhere. With a clear sense of self-understanding, the only intentions of the leader are to achieve the goals of the group. Authenticity rules out the possibility of leaders getting off track, and misguiding their groups due to a sense of power, or selfish gain. According to research by Zubair and Kamal (2015), authentic leaders are much more effective because they focus on the positive achievements of the group, rather than the mistakes and negative aspects of the work place environment (Zubair, 2015). The leader's ability to understand themselves, gives their followers a chance to be judged on the work they present, and their actions. Self-understanding makes it easier for a leader to connect to their followers, for they are balanced and open in communication. The work place is a healthy environment that stimulates growth, creativity, and innovation. In a study of Authentic Leadership in a school system, teachers were encouraged to participate in a workplace staff meeting using transparency and balanced processing, which in turn led to the most productive meeting in years (Glowacki-Dudka, 2016). While this example was not a measure of leading via authentic leadership approach, the skills associated with the theory proved to foster much more productive and successful environment.

In today's working world, many people approach their jobs as a means of survival, and are uninterested in the benefits of long lasting relationships. In an almost robotic way, employees come into work, do their job, go home, and repeat the cycle until they are financially stable enough to retire. However, with more authentic leaders in the workplace, fostering healthy and productive work environments, a new type of workers can be cultivated. Perhaps the biggest benefit of authentic leaders in the workplace is the inspiration they give to their followers. When growing up children take much joy and satisfaction from knowing they have impressed their parents. In a way, authentic leaders are the adult equivalent to the childhood joy we all once experienced.

"...followers may want to emulate their trustworthy and credible leaders by demonstrating the principles of justice, moderation, and humanity in their own work conduct and in their interaction with peers. They become more willing to treat their colleagues fairly and to support each other mutually, thereby engaging in organizational citizenship behaviors, such as altruism, courtesy or sportsmanship" (Eisenbeiss, 2012). Inspiring followers to take the lead and reach their own authenticity is the most important goal of authentic leadership. Not only will employees be tempted to treat others they interact with courtesy and altruism, but they will be motivated to fulfill the steps of authentic leadership, by doing their own self-reflection and gauging their own emotional intelligence.

Authentic Leadership is the complete understanding of a leaders' sense of self, through reflection, emotional intelligence, and evaluation. Leaders are able to guide their followers through balanced processing and relational transparency, once they have fully understood the deep understanding, of their authentic self and have applied their sense of morals. These techniques of leadership are directly related to a prosperous working environment, stimulation of growth and innovation, healthier leader-follower relationships, and employee happiness. Under an authentic leader, followers will be much more emotionally invested in their work place, and inspired to emulate the morals and leadership styles demonstrated by their own leader. Authentic leadership can pave the way for a whole generation of new thinkers.

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HOW ADAPTIVE LEADERSHIP SHAPES THE “THEORY OF ADAPTIVE FOLLOWERSHIP” AND ITS IMPORTANCE

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For years, leadership in its many contexts has been the topic of discussion for a diverse group of students, researchers, employees, employers, politicians, professors, scientists and sociologists. There have been numerous studies published, articles written and even documentaries created on this vast and mysterious topic. One major breakthrough in the field of leadership can be attributed to Ronald Heifetz, who is the Founder/Director of The Center for Public Leadership and co-founder of Cambridge Leadership Associates. In his publication, “The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World,” Heifetz, along with co-authors and leadership experts Alexander Grashow and Marty Linsky, explore the framework of their adaptive leadership theory and how it applies to changing organizations. Adaptive leadership is defined as, “a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual, but meaningful process of change” (Grashow, 2016). This theory is groundbreaking not only because of its positive impact on organizations, but also due to the fact that it combines ideas taken from three very well-known and highly regarded theories of leadership: situational leadership, authentic leadership, and citizenship behavior. Furthermore in “The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World,” the

theory of adaptive leadership takes itself a step further, beyond just an idea. The reader is given a practical application of how to utilize the best attributes of all three sub-theories within adaptive leadership to benefit organizations as they change and grow.

First of all, adaptive leaders use aspects of situational leadership when they alter their leadership style, purpose or focus based on the changing organization’s goals or direction. Situational Leadership is founded in the idea that “different situations demand different kinds of leadership” and “leaders match their style to the competence and commitment of the subordinates” (Northouse, 2013). An adaptive leader is encouraged to be open-minded in their attitude and leadership approaches, whether it is task or relationship focused. Such leaders must be willing and able to promote changes of direction and then shape those changes in an inspirational way to gain followers’ attention and support. This type of behavior will benefit any organization, both in the short and long term because even in times of confusion or difficulty, the adaptive leader is always thinking two steps ahead. In addition to the situational aspects, adaptive leaders also take on attributes of authentic leadership. In Bill George’s scholarly piece, “The Journey to Authenticity,” he explains the true characteristics of what it takes to be an authentic leader, describing a necessary self-awareness and evaluative process for the leader. He says that authentic leaders demonstrate the key qualities of “understanding their purpose, practicing solid values, leading with heart, establishing connected relationship and demonstrating self-discipline” (George, 2003). These competencies require a leader to first understand their own emotions before they lead others. Such a theme of emotional awareness in leaders is echoed throughout Heifetz’s book. For example, adaptive leaders are said to succeed when they, “prioritize purposes, communicate what is important, speak

Abstract

This paper will explore the theory of “Adaptive Leadership” while proposing a new theory the “Theory of Adaptive Followership” or “Adaptive Followership.” This theory describes the importance of approaching the idea of adaptability from a new perspective, in the lens of an organization’s followers. This theory mirrors the key concepts and pieces of “Adaptive Leadership” fitting them into the context of an “Adaptive Follower.” This paper will argue the importance of “Adaptive Followership” in changing organizations and relate the theory back to the same previously mentioned critically acclaimed theory on leadership. Finally, the paper establishes a call to action for organizations in understanding this theory, conducting more research and then applying the “Theory of Adaptive Followership” to the followers within their organizations.



from the heart, strengthen relationships and hold themselves through emotion.”(Heifetz, Grashow, Linsky, 2009). These actions and behaviors of an adaptive leader are clearly similar to those of an authentic leader, just worded in a slightly different way. Finally, the theory of citizen behavior, which is defined as one who is “taking sustained action to bring about change” that will lead to “increased well-being” of followers, relates very closely to adaptive leadership (Wren, 1995). Adaptive leaders are self-aware, connect to their cause and make a positive impact on those around them, thus exhibiting citizenship behavior. Moreover, adaptive leadership is centered on an ideology of motivating followers through times of challenge, in order to reach a new state that is better for all involved. This collective, united mindset that embodies an authentic leader, is key in terms of its connection to citizenship behavior. Sometimes, the adaptive leader must make decisions that are difficult, he or she may disappoint members of the organization, but in the end, their goal must be to “lead and stay alive through the dangers of change” which is in essence, citizen leadership (Heifetz, Grashow, Linsky, 2009).

The concept of adaptive leadership is only one of many theories that have been researched in an effort to better understand our leaders and their leadership success in organizations. However, what seems to be often forgotten or not addressed in these theories or scholarly works, is a key complement to our leaders: their followers. This idea is explained in Joy Whitlock’s article, “The Value of Followership:”

“Much is written about the role of leadership in achieving this, but followership can also contribute to improving quality and safety. Followership, defined as ‘upward influence’, describes individuals’ behaviors and contribution to their teams that affect outcomes (Willson 2012). It is an active process that, alongside good leadership, can create conditions that are conducive to increased safety and high performance.” (Joy Whitlock, page 20)

If there is little to no attention being placed on followership, organizations will continue to miss out on the positive outcomes that result from treating followers as valuable components in changing organizations. In fact, there are many questions that are yet to be addressed and many answers that have not been discovered when it comes to the followers, who in reality, al-

ways out-number the leader himself.

One question that must be provoked is, “What distinct role do followers play in the leader-follower relationship and especially in the overall context of a changing organization’s success?” No matter what the organization’s size, background, function or industry, all organizations must ask, consider and address this question. Organization’s leaders and followers alike must discover what qualities and power followers have in order to utilize them in the correct way. Organizations must also realize that followers can end up having influential power to the same degree as their individual teams or as a CEO or company leader themselves. For example, when smaller work teams form, one follower always steps up to become that leader figure and even if their leadership role is temporary, they still have the power to engage and influence. Just as leaders must be adaptive to be successful, so must followers. If an organization does not have a following to support the changes or growth it is attempting, an adaptive leader is pointless. The concept of an adaptable attitude and mindset that leads to constructive behavior within organizations can and should be applied to followers as well as their leaders. Thus, the newly proposed “Theory of Adaptive Followership” states that the same concepts of adaptive leadership can directly apply to an organization’s followers in a changing setting or changing group environment.

“Theory of Adaptive Followership” can be directly linked to the concepts and practical applications of adaptive leadership expressed in “The Practice of Adaptive Leadership.” First, adaptive leaders are instructed to “Diagnose the System” which means that in order to be successful, they must take the time to understand the adaptive challenges before them, the political landscape as well as the the qualities of the organization itself (Heifetz, Grashow, Linsky, 2009). Diagnosing the system means asking difficult and sometimes uncomfortable questions like, “What is the mission or purpose of the organization or group facing the challenge? “Where am I in the organization and what is my perspective on the organizational challenges present? What strategies have I thought of but been unwilling to try?” (Heifetz, Grashow, Linsky, 2009). In Adaptive Followership, followers must make an effort to ask these questions themselves. If they are not proactive in understanding where the organization is and where it wants to end up, they are not being adaptive in their thinking and goal-setting and the organization will suffer. For example, if an organization’s followers do not think strategically in terms of their challenges, they can be left behind when it comes to new innovations or trends in technology or the workplace. There must be a collective awareness about anticipating and expecting what could happen if they make certain decisions. When followers are able to better understand their own role in organizational outcomes, they can better contribute to creating positive solutions to organizational challenges. An adaptive follower mentality helps the followers realize why their individual goals and effort are important to the greater good of the organization. This is an adaptive followership mindset in its beginning stages.

The next step in the “Theory of Adaptive Followership” would be to “Mobilize the System.” The practical applications of

this involves, “making interpretations, designing effective interventions, acting politically, orchestrating conflict and building an adaptive culture” (Heifetz, Grashow, Linsky, 2009). Leaders alone cannot be the ones who move the organization towards a solution to an adaptive challenge. Followers must be given the time and place to create situations which foster healthy interventions. They must have opportunities to discuss and work through conflict in smaller groups and make a conscious effort to understand their role in creating a cohesive culture throughout the change process. If followers do not or cannot put in the effort to understand when they should speak up or against something, the organization will not be as successful as a result because their voices matter just as much as the leaders making final decisions. Moreover, speaking up is not valuable unless the followers are taking action and proactively seeking to make a difference.

The next two final stages in the “Theory of Adaptive Followership” involve a lot of self-reflection and self-awareness on the part of followers. The adaptive followers themselves must see that they are a system in their own right. By reflecting on how their collective efforts push the organization in a certain direction, they can gain this awareness. Their own “tuning” as a group, their roles and behaviors contribute to working out solutions and conflict. They then, must make a conscious effort to “deploy themselves” by “staying connected” to their purposes and how they connect to the organization’s goals and values. Any follower, just like any leader, can change and influence, for good or for bad. However, adaptive followers, like adaptive leaders, have the power to inspire greatness, even though the most trying times of an organization’s life cycle. Adaptive followers can accomplish this positive influence when they are aware of the impact they can have as a collective whole, as a system.

Just as adaptive leadership creates an environment where the leader can grow, change and develop, the “Theory of Adaptive Followership” does the same for the follower. When followers take on a more personal and engaged approach organizational challenges, they will be more open-minded and make decisions that are aimed at how they can contribute to the overall organization. This will increase productivity, engagement and purpose among the adaptive followers, which are all important aspects of any organization’s culture and success. The theories

of situational leadership, authentic leadership and citizen leadership all can positively influence an adaptive follower. Followers who are adaptive are able to be flexible depending on different situations, therefore more successful because of this agility. Followers who appreciate and understand the importance of being authentic, which means they stay true to themselves, are honest and self-disciplined, will be more successful because they will make honest choices and express honest feedback. Honesty goes hand and hand with being authentic and will move the organization in the right direction when nothing is left hidden or hushed. Lastly, followers who are adaptive will be engaged in citizen-type behaviors, which will include positive interactions. They will feel better about the work they are doing if it connects to bringing positive change to the whole of the organization (Koning, Van Kleef, 2015).

Adaptive leadership is a well-established and well-recognized theory that when applied to an organization can serve to guide it through challenging times. Adaptive leaders accomplish this by “diagnosing the system,” “mobilizing the system,” “seeing themselves as a system” and then “deploying themselves.” However, the majority of people who make up an organization are usually those who are not in these leadership roles. These followers must not be ignored because they are of great value to the forward progress and future success of the organization as whole. Instead, they must also be recognized and encouraged to be adaptive in their behaviors. “The Theory of Adaptive Followership” must continue to be researched and explored. Finally, there needs to be more attention brought to the role of “Adaptive Followership” and the benefits it can have on organizations of all shapes and sizes, especially within the changing workforce environment and organizations going through important transition phases.

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