The Scarlet Cap

Contents

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 fourth volume, we feature four works which are reflective of the range of contemporary leadership issues which students in our program examine critically. Bridget Smith explores the role of Transformational Leadership in business culture and performance. The topic of the demands that Healthcare Reform put on leadership in hospitals is addressed in Courtney Zyla's. essay. In her essay, Katie Weinert suggests a leadership approach that might be effective for a female campaigning for the Presidency of the United States. In our final essay Myisha Bryan suggest a change in the leadership approach for the United States Navy.

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.

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Organizational Culture and Financial Performance

Bridget Smith ' 15

Greg Harris of Quantum Workplace stated, "Engaging the hearts, minds, and hands of talent is the most sustainable source of competitive advantage, " From a leadership perspective, this notion is best captured by transformational leadership. "Transformational leadership serves as a means to create and sustain a context for building human capacity by identifying and developing core values and unifying purpose, liberating human potential and generating increased capacity, developing leadership and effective followership, utilizing interaction-focused organizational design, and building interconnectedness" (Givens, 2008).

Transformational leadership was first defined by Burns in 1978, but has since been refined many times The many definitions all boil down to one idea: that transformational leadership is the ability of a leader to inspire others to achieve organizational change and success. Ultimately, transformational leaders give their followers the motivation and inspiration needed bring the organization to the desired state in terms of vision or goals. "Transformational leadership has four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration" (Givens, 2008). A transformational leader must act as a role model for their subordinates through creating a vision, and following through on their goals and ideas. In addition, a leader using the transformational approach must be able to inspire others to want to achieve the changes and vision the leader has set forth. Also, the leader must be able to provoke intellectual conversation and decision making. Lastly, a transformational leader must care about each person uniquely, and understand that each person brings their own strengths and weaknesses to an organization. Through all the parts of transformational leadership, an organizational culture can be created.

All of these components together allow for an organization to create their own sense of culture. Similarly to transformational leadership, organizational culture can to be defined in many different ways that can at times be ambiguous. Nonetheless, "...organizational culture typically is defined as a complex set of values, beliefs, assumptions and symbols that define the way in which a firm conducts its business" (Barney, 1986). In addition, organizational culture has the ability to in-

filtrate every aspect of an organization, making it very important. Individuals have a tendency to join certain organizations based on its reputation, meaning that a culture has the ability to attract or detract potential employees. Regardless of the many definitions of organizational culture, they all directly influence an organization's potential success (Givens, 2008).

"The leadership style of the organization's leader has a major impact on the development of the organization's culture" (Givens, 2008). Scholars have said "There is a constant interplay between culture and leadership. Leaders create mechanisms for cultural development and the reinforcement of norms and behaviors expressed within the boundaries of culture" (Bass & Avolio, 1993). Leaders are at the forefront of the organization's culture and core values. "In a transformational culture, one fitting with the model of the four I's, there is generally a sense of purpose and a feeling of family. Commitments are long-term. A transformational leadership culture, like leadership, can build on or augment the transactional culture of the organization" (Givens, 2008). It is in the hands of the leader to influence the organization towards success, motivation and positivity, and ultimately create the culture.

"Organizational researchers have increasingly emphasized the roles of the transformational leaders on organizational culture. The studies also provide evidence that these concepts have significantly constructive influence for achieving a work climate which has positive effect on increasing employee performance and the supportive relations among them" (Aydogdu & Asikgil,

Abstract

Many people wonder how some companies and organizations are able to achieve high levels of financial success comparison to others; but one plausible answer may lie in the organizational culture and leadership style. Transformational leaders have the ability to create an organizational culture and environment that increases financial performance. This paper will explore the relationship between transformational leadership, culture and financials including examples of companies who have effectively reflected on that relationship.

2011). In a study analyzing the effects of transformational leadership and organizational culture, the researchers found that "Based on the data path coefficients… transformational leadership has a positive and significant effect on the performance of employees" (Abdussamad, Akib, Jasruddin & Paramata, 2014). The study noted the direct influence of organizational culture on employee performance. "Transformational leaders help subordinates increase their level of commitment to the organization…and influence the organization's culture through its impact on organizational productivity" (Givens, 2008). Overall, it is through the combination of transformational leadership and organizational culture that workplace performance can be increased.

There have been many scholarly works written about the potential for transformational leadership to cultivate a culture to produce great organizational outcomes, specifically in terms of the organization's financials. "Transformational leaders work to bring about human and economic transformation. Within the organization they generate visions, missions, goals and a culture that contributes to the ability of individuals, groups and the organization to "practice its values and serve its purpose" (Givens, 2008). A transformation culture has the ability to generate financial profits and help the overall financial status of the company. Employees are more motivated to work harder since they are being motivated by the leader, while also being in an environment that facilitates happiness and productivity. "Although cultivating a great culture demands a lot of emotional investment, leadership wisdom, and a genuine care for people, it is a financially low-cost investment with a high economic return" (Lapin, 2012).

In addition, many other studies have highlighted benefits of transformational leadership training on the subordinates increasing financial performance. One example is the work of Barling et al. The study looked at two variables to assess financial performance; the # of personal loan sales and the # of credit cards sales at a bank. Researchers found that transformational leadership training positively affects the sales of personal loans and credit cards (Barling, Weber & Kelloway, 1996). Overall, it seems that financial organizational success always comes down to culture, values and leadership. "It is these core values (about how to treat employees, customers, suppliers, and others) that foster innovation and flexibility in firms; when they are linked with management control, they are thought to lead to sustained superior fi-

nancial performance" (Barney, 1986). More specifically, one of the components of transformational leadership includes creating a vision for the organization and strategically planning the path to get there. "Strategic clarity… is more about a shared understanding of where an organization is headed and how to position the organization for success". The idea of "strategic clarity" which is created by the culture and leadership has the potential to cultivate the idea of a brand image for a company. A brand image is part of the culture of a company, and how a company is remembered. "A firm's brand reputation also affects investor confidence in future earnings… which represent an average of 50% of a firm's market value" (Ulrich & Smallwood, 2008). Transformational leadership culture creates a brand image which in turns helps the financial success of a company.

There are many companies who have realized the benefits of transformational leadership and culture. Southwest Airlines' CEO, Herb Kelleher, create something more than just an airline brand. Through his leadership vision, he created an airline company that is well known for having "...the properties of fun, entertainment, and genuine care at the very core of its soul". When the airline industry was struggling, instead of cutting costs, he invested more into the culture of the airline. His competitors were cutting costs in the areas of culture, but he realized that he needed to build a name for Southwest airlines, regardless of the investment costs. Kelleher's leadership philosophy created an intangible culture that also yielded profits. During economic hard times, Southwest increased its market share in California from 26 percent to 45 percent (Lapin, 2012). Companies who realize the importance of leadership and culture have the ability for financial gains.

Zappos also recognized the importance of leadership and culture. Zappos, an online shoe retailer, is best known for their company culture. CEO, Tony Hsieh, wanted Zappos to feel like a "family" for its employees. They focus on their core values, environment and delivering exceptional service for their customers. Hsieh has been quoted saying, "This is not just a company. It's like a way of life". Amazon bought Zappos in 2010 for $1.2 billion and sales increased 50% in 2011 (Kotter International, 2011). Based on the culture and leadership of Zappos, they have become one of the fastest growing internet companies.

In addition to companies using transformational leadership, individual leaders have also been able to capitalize on this. Most notably, Steve Jobs, the founder and former CEO of Apple, created one of the most successful and notorious companies based on his style of leadership. A transformational leader is someone who is described as passionate visionary who has the ability to motivate others towards success. "How does Apple do it? How does a company with more than 50,000 employees and with annual revenue approaching $100 billion grow 60% a year?" (Lashinsky & Burke, 2011). Steve Jobs was one of the most passionate business leaders to date and his company's success and employees show this. Jobs first founded Apple with two others in 1976, but left af-

ter a couple of years. After his return after about 12 years, Jobs was able to grow a floundering company through simplicity and leadership. He focused on making excellent products designed to fit every customer's needs. Jobs capitalized on the idea of strategic clarity being that he was able to focus his company on a few products at a time produced at the highest quality. "Jobs himself is the glue that holds this unique approach together" (Lashinsky & Burke, 2011). Steve Jobs is the epitome of a transformational leader in the digital era by creating one of the most profitable companies in the world, bringing in revenue of $182 billion back in 2014. His passion for the product and consumers mixed with his leadership style are the main reasons behind Apple's success.

In a book entitled, "Corporate Culture and Performance", the authors stated that strong corporate cultures are associated with strong financial results, especially those leaders who value their employees, create visions and are able to implement change. This work highlighted the financial differences over an eleven year period of twelve companies who had implemented a company culture vs twenty companies who did not. The results were astounding. As far as revenue growth, the average increase for the firms with performance enhancing cultures was 682% vs 166% of those who did not have a culture. Besides, revenue growth there was also a 901% increase in Stock-price growth for companies who implemented culture vs 74% for companies who did not (Kotter International, 2011). That being said, there is an obvious correlation between leadership, culture and financial growth.

Overall, transformational leaders have the ability to cultivate change in an organization. They have a set of values, goals, and vision for the organization to strive to achieve. Through that type of leadership, a unique culture is created; one that emphasizes relationships, performance, recognition, values and change. A transformational leader's organizational culture also has the potential to reap financial benefits. Companies who recognize this relationship achieve a better brand image, in addition to being able to generate profit and revenue growth. Financial success in an organization is far more than just doing work; it all comes down to the leadership behind the organization and the culture develop to achieve goals that in turn leads to financial success.

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Changing Leadership Needs in the Context of Healthcare Reform

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Healthcare reform, specifically the Patient Protection and Affordable Care Act (PPACA) which was signed into law on March 23, 2010, has been a topic of much controversy in the United States over the past few years for reasons including impact on Gross Domestic Product, taxation changes, Healthcare Exchanges, and role of government in the lives of citizens, just to name a few. The PPACA has impacted all of the branches of the healthcare system. One of the most underrated impacts it has had is on the leadership practices of hospitals. Yet, hospitals were and continue to be under much scrutiny for their spending practices, it is important that their leadership culture also be analyzed.

Until the enactment of the PPACA, there was not much emphasis put on developing quality leaders within hospitals to fulfill leadership positions. This is especially true in for-profit hospitals which are "less likely to provide leadership development program activities" (Kim & Thompson, 2012). According to Kim and Thompson this pattern is starting to change, "recent environmental forces, including reimbursement changes and increased competition, have prompted many hospitals to focus on building leadership competencies to successfully address these challenges" (Kim & Thompson, 2012). Now that hospitals are faced with the pressures of the PPACA to change their institutional practices they are in need of high quality leaders. The PPACA demands a better approach to leadership because the amount of practice reforms required.

Abstract

The United States healthcare system is a complex entity and has many moving parts that include a for-profit and not-for-profit sector, as well as many modes of healthcare delivery ranging from hospital systems, community health centers, and private practices. What has not been addressed with as much astute attention and media coverage is the impact of these reforms on the leadership within healthcare organizations, more narrowly, on the leadership practices within both not-for-profit and for-profit hospitals. This paper will explore the current leadership practices employed by hospitals, how these practices are evolving to meet the demands put in place by the Patient Protection and Affordable Care Act and how the best practice for effective and efficient hospitals will be development of adaptive leadership.

Until recently, hospitals have employed two forms of leadership development: an informal approach and a formal approach. In the informal approach, "senior and midlevel managers are encouraged to mentor" (Kim & Thompson, 2012). The problem with the informal approach is that it does not guarantee leader development instead it merely suggests that it should happen. The other option is the formal approach which includes "training and structured leadership development for advancement within the organization" (Kim & Thompson, 2012). The formal approach, while not perfect, does more than just encourage leadership development, it makes leadership development a part of the culture of the hospital. While both of these approaches have been viable options for hospitals, they have not been used to their complete potential. Through a survey it was found that "fewer than one-quarter of the CEO respondents reported participating in formal mentoring programs" (Kim & Thompson, 2012). Leadership development preceding the PPACA was not a priority of hospitals.

The predicament now becomes how do hospitals change their practices to promote the leadership development needed to implement the applicable parts of the PPACA. Ideally, hospitals will create leadership development programs that focus on creating adaptive leaders to move up through the leadership ranks. An adaptive leadership program is key because healthcare law demands changes in hospital practices and procedures. Leaders will need to know how to adapt to these changes, as well as, help their followers adapt. As defined by Heifetz, Grashow, and Linsky in their book The Practice of Adaptive Leadership, adaptive leadership is "the activity of mobilizing adaptive work" (Heifetz, Grashow, & Linsky, 2009).

In order to understand adaptive leadership the

concept of adaptive work must also be understood. Heifetz et al., also included an explanation of what adaptive work is: Holding people through a sustained period of disequilibrium during which they identify what cultural DNA to conserve and discard, and invent or discover the new cultural DNA that will enable them to thrive anew; i.e., the learning process through which people in a system achieve successful adaptation. (Heifetz et al., 2009). The current state of hospitals could be considered to be in a state of disequilibrium because there are many reforms required by law and not very many changes being made within the hospital system. Therefore, in order for hospitals to be successful within the confines of current healthcare law and be able to meet the needs of future reformation, hospitals need to adopt a culture that promotes and institutionally requires the development of adaptive leaders.

Adaptive leadership is said to have technical and adaptive aspects. The technical aspects are the ones which require a specific skill set that is already tried and true. These aspects are typically quick fixes that do not take much adaptive experience, rather just managerial know how. The adaptive aspects are characteristically more challenging to diagnose and correct because they are tied to the culture of an organization, which is not something that is easily altered. Hospitals have made the technical changes necessary to be successful in the short term, but unless they identify their cultures' deficiencies for not producing adaptive leaders they will be ineffective in the long run. According to Evans, "attention to human factors and change management through the transition planning process also requires leadership and clinical expertise" (Evans, 2014). This means that for a hospital to be successful, adaptive leaders need to come from within so that they have their experience from the organization that they are serving. This idea is further supported by Desir, who found that "a more institutionalized process could involve retention incentives for high-potential early careerists offered through a deliberate systematic approach" (Desir, 2014). More simply this means that if a hospital changes its culture to one that is receptive to developing adaptive leaders, then employees with have an incentive to stay with the hospital. Moreover, if these employees are promoted they bring their institutional knowledge of their hospital, as well as, their adaptive leadership training with them up the ranks and further permeate adaptive leadership practices within the hierarchy of the organization.

Another way that hospitals need to change their culture and become more open to adaptive leaders is to make sure that new employees are qualified with a baseline of skills. This means ensuring that graduate programs meet accreditation standards. It has been found that "unaccredited programs tend to impose less rigorous entry requirements, allow more course flexibility, and offer less comprehensive curricula than do accredited programs" (Desir, 2014). Encouraging more programs to be accredited and hiring candidates through those programs will allow for hospitals to permeate adaptive leadership culture throughout the institutional continuum, from CEOs to graduate students. Having adaptive leadership be the norm, starting at the graduate school level, will ensure that making the change to an adaptive leadership culture will continue well into the future. This guarantees a certain amount of sustainability for adaptive leadership culture.

Adaptive leadership culture will be a difficult change to implement amongst all the other changes brought about by the PPACA. This idea is supported by the findings of Delmatoff and Lazarus who found that "the result is a growing insecurity, anxiety, and outright resistance among these workers, leading to a demoralized workforce and compromised compliance" (Delmatoff & Lazarus, 2014). However, an organizational culture centered on adaptive leadership practices will put hospital employees at ease when faced with any current and future healthcare reform. This ease will allow for a smoother transition and more employees being open to the idea of change. For hospitals to evolve into organizations with an adaptive leadership culture, leaders must step forward and guide lower level employees through the current changes and thereby provide precedent for future adaptation to changes. Although this may seem like a tall order for hospitals to accomplish, it is possible. For example an overhaul of the healthcare system occurred with the introduction of Medicare and Medicaid and the healthcare system was able to successfully adapt to that change.

The reform put in motion by the PPACA has put the United States healthcare system in a state of disequilibrium. Meaning that many changes are taking place and causing upheaval in all the types of healthcare organizations, from providers to third-party payers. This upheaval is especially apparent in hospitals where everything "from reimbursement to quality control to elimination of wasteful and inefficient practices – are having a tremendous impact" (Delmatoff & Lazarus, 2014). Before healthcare reformation, hospitals did not put a huge emphasis on leadership development because there were other priorities such as investing in quality of care and returns to investors. However, the PPACA has proven that hospitals need to reevaluate their approach to leadership development and focus on creating an institutionalized culture centered on adaptive leadership practices. This altering of culture will not take place overnight. First current leaders need to draw on their emotional and behavioral intelligence to ease

their employees through the changes associated with the PPACA. After those changes are under control, leaders need to switch their focus on permeating adaptive leadership culture throughout the hospital system from CEOs all the way down to the graduate student level. This will ensure that efforts to change organizational culture are not futile, but rather sustainable well into the future. This sustainability of adaptive leadership will allow for hospitals to navigate future healthcare reform with ease and be a model of leadership practices for other healthcare organizations.

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A Woman in the White House: What it will take for the First Female President to be Elected

Katie Weinert ' 15

Out of 57 terms of United States presidency, there has yet to be a woman President or Vice President. No woman has even won the nomination for President and only two have won the nomination for Vice President (cawp.rutgers.edu). Women have been legally disenfranchised in the past. The 19th Amendment, granting women the right to vote, was ratified in 1920 (Braun & Kvasnicka). However, it has been almost a century since women's suffrage was granted and even though women can vote, they are not being voted into Presidential office. Women have the freedom to run for President of the United States, but there are factors that are stopping them from winning these elections.

Prejudice is one obstacle women have to overcome when trying to attain leadership positions (Simon & Hoyt, 2008). Schneider and Ross found that female politicians are judged by their weaknesses rather than by their strengths (2014). Danny Hayes, Jennifer L. Lawless, and Gail Baitinger mention that studies have found the following: Female politicians…are generally viewed as more liberal, compassionate, and empathetic than their male counterparts, and better able to handle social welfare issues, such as gender equity, healthcare, education, and poverty. Voters tend to assess men as more assertive, competent, self-confident, and stronger leaders, as well as more capable of dealing with military crises, crime, and the economy (Hayes *et al.* 2014).

The media have provided platforms for candidates to be judged based on characteristics that have nothing to do with politics or ability to lead. The physical appearance of a candidate has been influential in presidential races since the first televised debate between John F. Kennedy and Richard M. Nixon. Now, appearance is not just about who looks better under the limelight, but is being analyzed through a gender perspective. Miller and Peake state, "Women running for national office typically receive "gendered" coverage detrimental to their campaigns. Women running for president consistently receive less press coverage than men, and it tends to be negative" (2013). Being aware of these issues make it easier to combat them.

Knowing what characteristics United States citizens value the most is helpful when a candidate is trying to win them over. According to Geert Hofstede's cultural dimensions, the United States is "below average on power distance and uncertainty avoidance, highly individualistic, fairly masculine, and short-term orientated" (Hofstede, 1993). Being below average on power distance means that United States' citizens are more equal in their country than the citizens in other countries. The United States being below average on uncertainty avoidance means that the citizens are more laid back and casual about uncertainty. Being high in individualism means that United States citizens are unique and embrace their individuality. The United States being more masculine means that resilient values trump delicate values. The United States being short-term oriented means that the citizens value the past and present more than the future (Hofstede, 1993).

The first female president will have to keep the United States' cultural characteristics in mind when designing her campaign. She has to help the voters envision her fitting into the culture to which they are accustomed. To keep a lower power-distance, she will have to seem like she is "one of them" to-ward the United States citizens. She cannot seem unreachable or pretentious, because that would portray a high power-distance. When it comes to uncertainty avoidance, the candidate should not necessarily avoid being future-oriented, because her job as the President is to try to ensure a better future for her country. However, she should make sure she does not scare the citizens by emphasizing the future too much. Since the United States is high on individualism, the candidate should empower the citizens to be themselves and promote individuality. She should also take pride that she is a unique individual, being a woman running for President against staggering odds.

The United States being masculine-leaning may be what is holding the country back from electing the first women president. Masculine traits are those like assertiveness, competition, performance, and success (Hofstede, 1993). Even those traits being considered masculine infers that it is men who demonstrate them. Also, leadership traits are less favored when a woman is demonstrating them (Simon & Hoyt, 2008). This is a major double standard. Schneider and Ross state, "What may be a positive quality for a man could be a negative quality for a women" (2014, p. 261). A female candidate and a male candidate could possess the same leadership qualities but the women could be viewed negatively because she has them. The candidate needs to embrace both perceived feminine and perceived masculine qualities to show that she can enact different personality qualities when needed.

The United States being more short-term oriented means that the candidate should strive to remind the voters that she still values the traditions that United States citizens possess and hold dear. However, the country is in the middle of a period of progression and acceptance, so she cannot be closed-minded to change for the better.

In order for a female candidate to earn the position of President of the United States, she will need to demonstrate a certain leadership approach. Becoming the first female President would be a complete change to the status quo, so instrumental leadership will need to be displayed in order for the candidate to prove that she can keep up with, or even exceed a man in this position of power. Instrumental leadership consists of six different behaviors, three of which make up charismatic leadership. The first behavior is structuring. This is when the leader creates a structure that gives followers a clear idea of what the purposes, goals, and positions are of the organization (Nadler & Tushman). The candidate will need to do this by stating her political affiliation and her platform to her followers, which in this stage of the election are her supporters. The next behavior involved in instrumental leadership is controlling. This is when a system is implemented to measure the effectiveness of the leadership in order to make a positive change (Nadler & Tushman). The candidate and her campaign staff will need to pay attention to the type of press she is generating, her social media presence, and what the polls are showing. The third behavior is rewarding. This is when the leader either rewards or punishes followers depending on whether those positive changes are made (Nadler & Tushman). The candidate can reward her supporters by meeting with them and listening to their complaints. She should not enact any punishments since she is trying to be positive in the public eye.

Instrumental leadership encompasses actions of charismatic leadership, which is "observable, definable, and having clear behavioral characteristics" (Nadler & Tushman, 1990, p. 82). The three actions of charismatic leadership are envisioning, energizing, and enabling. Envisioning consists of making sure followers know of one's vision, setting the bar high, and being persistent with behaviors (Nadler & Tushman). The candidate can do this by not only having the goal of being President, but by setting the goals she wants to accomplish once she is elected and demonstrating behaviors that align with those goals. Energizing is when a leader is excited for themselves, confident in themselves, and looks for and utilizes success (Nadler & Tushman). This is the most important element of instrumental leadership when discussing a successful female presidential candidate. She has to be confident in her abilities and wholeheartedly believe that being a woman will only help her in being a successful leader and not hinder her. She has to be confident and excited so that her supporters will have confidence in her and share in her excitement. Enabling is when the leader takes personal interest in supporting and empathizing with followers and also being confident in them (Nadler & Tushman). She can do this in a variety of ways on her campaign trail. She can meet with supporters and listen to any complaints, much like she does when rewarding her supporters.

If a female candidate running for President of the United States wants to be successful, there are two important levels of insight and behavior she must demonstrate. First, she has to be aware of the cultural perspective that United States citizens value. This, of course, is a broad national perspective that may not apply to every United States citizen, but to the country as a whole. What can make a woman candidate stand out is her promotion of individuality. Since Americans are high on individualism from a cultural dimension perspective, they will appreciate her uniqueness as a female running for President. By promoting individuality from her voters and embracing herself as a minority on the political scene, she has the chance to garner a lot of votes. The second aspect that she must demonstrate is instrumental leadership. This type of leadership, being associated with making changes, is the perfect leadership style for breaking the status quo. The most useful part of instrumental leadership for a female candidate is energizing, one of the six behaviors of instrumental leadership

Abstract

The absence of a female President of the United States of America is something to take notice of and be examined. Stereotypes surrounding women as political leaders are largely to blame concerning their lack of presence in the Oval Office. This paper will examine the background of women in politics, why females are not viewed as favorable politicians, the news media's enforcement of the negative stereotypes of women politicians, and what leadership qualities the first female President will have to embody. A female United States Presidential candidate will need to be cognizant of the United States' cultural dimensions and exercise instrumental leadership in order to win the election.

that falls under charismatic leadership. She has to be confident in herself to portray to her voters that they can be confident in her. A male candidate could also engage in this kind of leadership approach and be successful; however men have won all of the Presidential elections using a plethora of different approaches and tactics. If a female candidate wants to have the best chance of winning the election, she needs to have an awareness of the country's cultural values and still demonstrate instrumental leadership. With this knowledge, a candidate can become the first female President of the United States and forge a path for more women to come, thus changing this country forever.

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Examining the Effectiveness of Leadership Styles in the United States Navy

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The United States Navy is the largest, most powerful navy in the world dating back to its establishment on 13 October 1775. The missions of the United States Navy include demonstrating power projection, crisis response, and direct action. Onboard a vessel, sailors strive to place emphasis on both task accomplishments and leadership decisions; both of which are pertinent to the success of the missions of the Navy. Matthew Paul Earnhardt states that the Navy "relies on leadership decisions made from admiral to seaman, and as a result, invests heavily in leadership development" (Practical Application of Five Leadership Theories on a U.S. Naval Vessel). Numerous studies have been conducted on the different types of leadership styles utilized by the United States Navy in order to achieve the aforementioned goals. Typically when one thinks about the leadership aspect of any branch of the military, they are quick to think of an Authoritarian Style of leadership. An Authoritarian style of leadership is defined as when a leader dictates policies and procedures, decides what goals are to be achieved and directs and controls all activities without any meaningful participation by the subordinates (Wikipedia). However, that is not the only style of leadership practiced. Joshua Cintron puts it best when he says that in order to lead, [it's] not simply about getting from point A to point B; it's getting to point A and B while also developing people along the way (Leadership Styles in the Military). With this in mind, it is evident that the United States Navy is a service that strives to keep the overall wellbeing of the sailors in mind.

The Navy has the intent to increase the leadership development in its sailors, with their task oriented view on the operations of the United States Navy. They tend to focus more on the Operational Leadership style. "Operational leadership is leadership exercised at the operational level, requiring both leadership and operational competency" (Hayes, 2012). This works best with getting your sailors to meet deadlines and perform high quality work in their fields. However, Operational leadership does not directly focus on building a solid relationship between the subordinates and the leaders. A leader who focuses on incorporating a relational-oriented leadership style "understand the importance of tasks, but also places quite a bit of time and focus on meeting the needs of everyone involved in the assignment" (Anzalone, 2015). There are some leaders who may deem it as unnecessary for a leader to go out of their way to be familiar with their subordinates as long as they are getting their jobs done. These are the leaders who do not understand the concept of positive productivity. Positive productivity is what happens when a leader provides a positive environment where individuals feel motivated to do their best. Anzalone states that personal conflicts, dissatisfaction with a job, resentment and even boredom can severely drive down productivity, so the relational-oriented leader puts people first to ensure that such problems stay at a minimum (Anzalone, 2015). It is through relationship-oriented leadership that positive environment is established so that all persons are able to produce the most efficiency.

The United States Navy is a military force that involves constant communication regardless of where you land on the chain of command. "As the military changes in response to the changing environment, [leaders] must remain flexible and willing to lead different personalities and often time's different generational mentalities through extremely adverse conditions" (Juergens, 2010). If the United States Navy increased the level of focus it places on relational-oriented leadership and incorporated variations of this style, it would create a more efficient Navy. This thesis will be examined by examining suicide rates, trust, effectiveness and job satisfaction in the U.S. Navy.

SUICIDE RATES Over the past few years, suicide rates have increased nationwide, and the military was no exception. "The stress [of war] has increased

Abstract

The Navy has the intent to increase the leadership development in its sailors, it has a task oriented view of its operations of the United States Navy. Therefore, there is a focus on a more on the Operational Leadership style. If the United States Navy increased the level of focus it places on relational-oriented leadership and incorporated variations of this style, it would create a more efficient Navy.

the burden on all service members, regardless of whether they've been deployed" (Childress, 2012). There is a positive correlation between a unit's deployment rate and an increase in the number of suicides. The United States Navy recognizes this issue and has been actively seeking ways to reduce the suicide rates. The Department of Defense spent over $50 million in order to study mental health and come up with solutions unique to the military, they have also "increased the number of behavioral health care providers by 35% over the past 3 years" (Childress, 2012). It is also stated that the military services have implanted an accountability strategy to help aid in the prevention of suicide. "Service member are encouraged to look out for their 'battle buddies' when it comes to mental health" (Childress, 2012). Their battle buddy acts as a mentor and is someone they are able to talk to freely which builds the relationship between the two individuals.

This is an example of how the United States Navy recognizes the need for organizational relationships in order to reduce suicide rates. If we are able to apply this relational-oriented leadership to all members of the United States Navy, the reduction of suicide rates would be even greater. Reduction of suicide rates would be beneficial all across the board. For example, a leader must recognize that there are stressors that men and women are experiencing that could hinder their ability or motivation in succeeding in a given mission. This in turn could increase the suicide rates. By encouraging them to utilize the battle buddy system, would provide a line of defense to combat the negative thoughts that lead to depression and possibility suicide.

TRUST AND EFFECTIVENESS One of the basic building blocks necessary to develop a relationship between subordinates and leaders is trust. "Each day leaders have the opportunity to put the mission and others before themselves, setting the standard and earning trust. This trust is the backbone of our Navy, and determines whether we will succeed or fail" (Dickinson, 2014). In this aspect, one could implement a variation of the relational-oriented leadership style; paternalistic leadership style. "The way a Paternalistic leader works is by acting as a father figure by taking care of their subordinates as a parent would" (Erben, 2007). It is expected that the subordinates that work under the paternalistic leader are expected to become totally committed to the leaders' be-

liefs, which create a solid bond between them. Erben says that "the workers are expected to stay with a company for a longer period of time because of the loyalty and trust" (2007). With trust comes open communication between all parties involved. One of the main reasons for a lack of effectiveness from a company is a lack of communication. When a subordinate does not feel as though their leader is willing to listen to their ideas or even to just be an ear to an issue they are facing, this can hinder the communication process, which in turn, may reduce the effectiveness.

Applying this to the United States Navy, a Division Officer or a Chief is responsible for all the members in the division. It should that leaders responsibility to make sure all members are doing well both inside and outside of the workplace,by taking an appropriate, vested interest for their wellbeing. Once member believe they are genuinely cared for, they will be more willing to speak to their leader about personal issues that may affect performance. With the build-up of trust, the subordinates will work harder in part to maintain trust. "There is a sense of comfort when a young sailor sees his or her Chief alongside them teaching and mentoring, and possibly walking them through the task at hand" (Juergens, 2014). Applying Paternalistic leadership styles in the United States Navy would increase the level of trust amongst the rank which would lead to increasing effectively.

JOB SATISFACTION There is a direct link between the relationships a person has with his or her workers and job satisfaction. Job satisfaction can be defined extrinsically and intrinsically. The extrinsic job satisfaction is referring to the satisfaction one feels on the outside factors such as working conditions, co-workers, pay, job security, and the personal life. Intrinsic job satisfaction is based on responsibility, achievement, advancement, and the individual's view of job itself. "[Overall] job satisfaction rates in the military are typically moderate, despite many stressors and poor working condition" (Zanguro & Kelley, 2010). From the Navy's perspective, it is unclear as to why job satisfaction would be at this level, considering all the benefits that the sailors are awarded. One speculation is "Officers are under the impression that their senior leaders in the military service are more focused on their own success and not that of their subordinates" (Jordan, 2014). Servant leadership is the style of leadership that would best work to remedy this situation. Servant leadership can be considered a relationship orientated approach to leading. "Servant leadership is a simple leadership model that calls for a leader to selflessly meet the needs of the followers" (Jordan, 2014). This would work best for the interaction between the Chiefs and Leading Petty Officers with the lower enlisted members, as Chiefs and Leading Petty Officers (LPO) are typically an enlisted members first exposure to a leader . "Being a senior enlisted leader is often predicted on establishing credibility, the moment one's credibility is lost, they lose those they are leading" (Juergens, 2010). Evidentially, this interaction is not strictly task based. Although the Chiefs are responsible for their lower enlisted members in a way that's focused on the task, they are also responsible for helping them rank up. By displaying a level of servant leadership, the lower enlisted will look to their Chief as someone who is constantly looking for them to improve. By simply having someone in your corner, most people tend to push themselves a bit harder

to accomplish their goals. This would boost the job satisfaction of those members which would in turn boost the morale of the units. By applying servant leadership, job satisfaction would easily flourish in the United States Navy which would increase productivity.

CONCLUSION Relational leadership styles are the backbone of any successful operation. A business is expected to run like a well oiled machine. It is expected that once you input all of the information, your output should be something of value. However, every successful organization requires people that be cared for in order to produce something of value. The United States Navy needs to place more emphasis on the relationship aspect of leadership, specifically by utilizing the principles of Servant Leadership and a relational-paternalistic leadership style. By doing so, they will be able to reduce the suicide rates that they are experiencing. A reduction in suicide rates would be able to alleviate burdens and stress of all members, both deployed and here at home, as well as families. By implementing the paternalistic leadership style, the officers would be able to increase the amount of trust their subordinates have in them. An increase in trust would also increase effectiveness of the unit which helps the Navy in all areas. Furthermore, by implementing the concept of servant leadership between the chiefs and the lower enlisted, would assist in the increase of job satisfaction. This increase of job satisfaction would also boost the morale among the units. In combination, these three items would drastically aid in the Unites States Navy meeting the three mission goals. They would be able to demonstrate power projection, crisis response, and direct action on a larger scale. Relational-oriented leadership styles are a way to bridge the gap that is a wedge between all members of the chain of command so that the emphasis is both the mission and the members well-being.

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