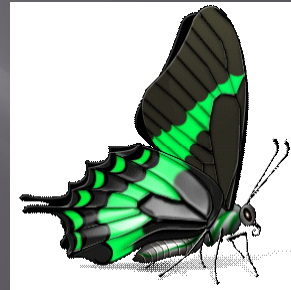
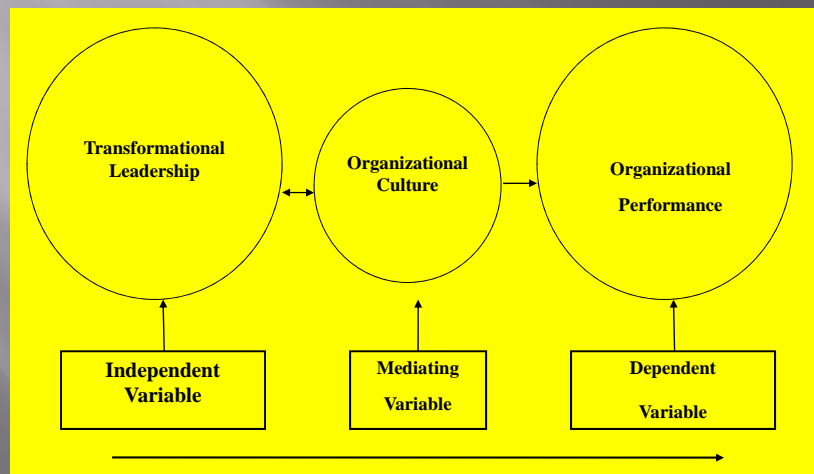


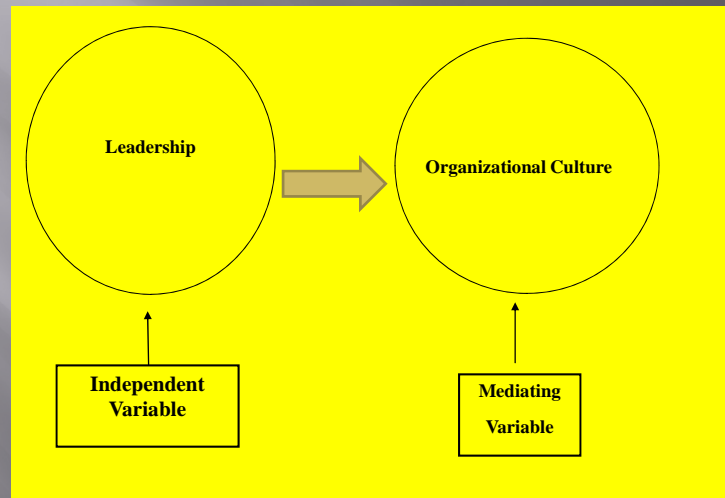
Effective and Non-Effective Leadership



Leadership + Culture + Performance



Leader - Culture



Reciprocating Relationship

- Leadership Style as Influence
- Culture as a mediator
"cognizant/power"
- Resulting performance

Leadership

The models -yesterday and today

- * Transformational
- * Transactional
- * The non-leader
- * Pseudo-leaders (Quasi)

Full Range Leadership Model

Transformational Leadership [Highly Effective]



Transactional Leadership [Less Effective]



Laissez-Faire "Leadership" [Not Effective]

Transforming Leadership

* *High degree of change & positive impact on culture* (Bernard Bass)

Core Attributes: "The Four "I"s

- * Idealized Influence
- * Inspirational Motivation
- * Intellectual Stimulation
- * Individualized Consideration

Idealized Influence

- * Leaders behave in a manner that generates admiration, respect, and **trust**.
- * These behaviors frame the leader as an individual who followers desire to emulate.

Importance of Trust

- * **Trust** - all walks of life
- * **Trust** - in jeopardy or broken = "Rust" [T**rust**)/Underpinning of organizational culture
- * **Trust** - "centerpiece" of leader & follower communication

Inspirational Motivation

Leaders **engage** team members through a positive attitude, optimistic demeanor and ongoing enthusiasm.

Engagement & motivation

- * Show vision, purpose and mission
- * Follower wants to be a part of "something bigger"
- * Facilitates willingness to "go the extra mile" in order to ensure vision becomes reality
- * Requires: Leadership integrity and high communication = develops culture

Intellectual Stimulation

- * Leaders stimulate the creativity of followers by encouraging them to question their own, the organization's, and the leader's beliefs and assumptions.
- * Leaders support the process of to foster innovative approaches and solutions to problems

Intellectual Stimulation.....

- * Requires...empowerment...
- * Calls for open, not criticized ideas
Acceptance of failure by followers as "alright"
- * Rewarding and recognizing both risks and achievements (sends a strong message) - **develops cultural norms**

Individualized Consideration

- * Leaders provide consideration to followers by **servicing** in the roles of an advisor, coach, and mentor.
- * Leaders know and meet the needs of others are "**in tune**" with people.

Consideration & Relationships

- * Relationship building underpinning of knowing and meeting all needs of followers
- * Involves identifying/knowing situation
- * Securing resources and establishing methods to match individual and needs
- * MBWA – critical in whatever form

Transactional Leadership

- * Leadership that consists of distinct forms of behavior.
 - * Generally the status quo is “just fine”
- These primary forms:
- * Active management by exception
 - * Passive management by exception

MBE – Management by Exception

- *Active* management by exception
“Looking for deviations from goal/task”
“the micro-manager”
- *Passive* management by exception
“Only involved when informed of an error and must act”

Laissez-Faire “non-leading”

- Involves a completely inactive leader who prefers not to provide guidance, influence, or direction to followers. The "hands off" leader.
- Defers to others to lead, manage & act.

Pseudo-transformational

- Often charismatic: “inspires then “betrays shown vision”
- Does not “walk the talk...smoke & mirrors”
- Breaks “trust”own agenda
- Extreme examples – Adolf Hitler...

Transformation Outcomes

- * Positive cultural cultivation
- * Alignment with vision, purpose
- * Go beyond self for good of all and surpass expectations –
“establishes self and organizational cultural values and beliefs”

Transactional and Transformational Leadership

Transactional Leaders

Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.

- Contingent Reward
- Management by Exception (active)
- Management by Exception (passive)

Transformational Leaders

Leaders who provide consideration, intellectual stimulation, inspiration, and influence others.

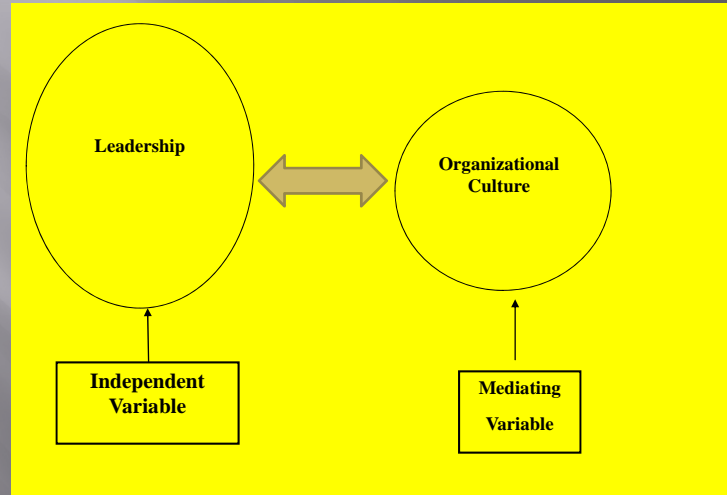
- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individual Consideration

Organizational Culture & Leadership

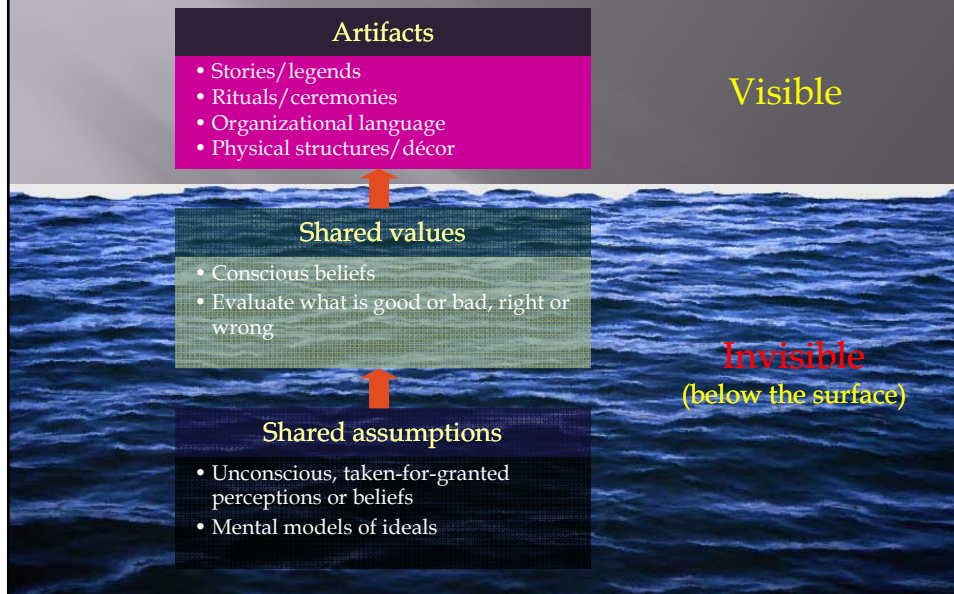
- * The Leader - Culture connection
- * Transforming the climate, synergy
- * Culture as a mediator

Culture = Shared values and assumptions that govern the way individuals in an organization think about and act on problems and opportunities.

Leader – Culture Interplay



Core Elements of Organizational Culture



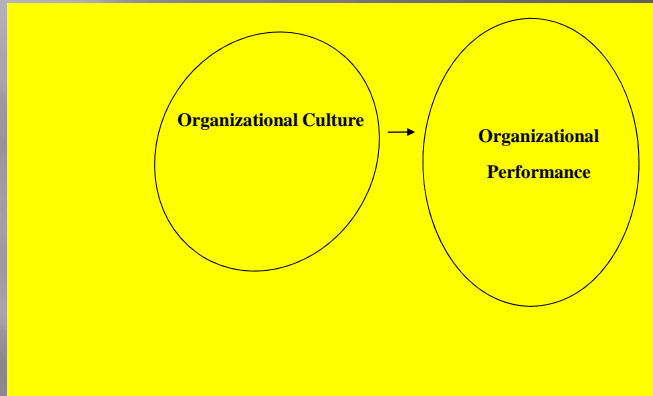
Key Forms of Culture

- * **Strong**: Can be rigid/discard change, but powerful – good when fits environment
- * **Adaptive**: Best, flexible to stakeholders needs, quick – constant improvement

Leader Style and Culture

- * **Transactional Leader** – Accepts status quo
“manages operations” – strong “way we are”
- * **Transformational Leader** – Engages followers through Four “I”s to achieve challenging vision
Adaptive: “we would can...could be”
..... change is owned and part of values

Culture to Performance



**LEADERSHIP STYLE IMPACTS
ON CULTURE &
PERFORMANCE**

"The relationship"

To sustain operations

Transactional and more industrial view:

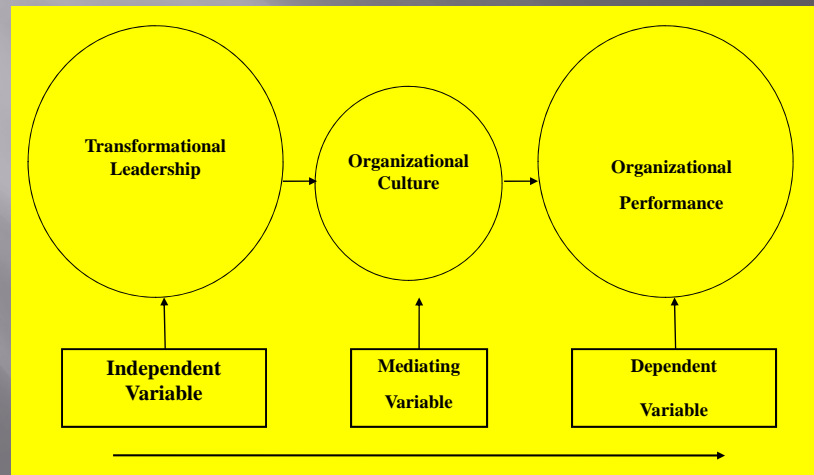
- Satisfied with “social reciprocity”
- Strong, yet non-adaptive culture: “short view”
- Performance fits well within current environmental conditions
- Not prepared nor ready for change and flexibility due to leadership & culture in place to adapt to global or industry challenges

To attain the vision

Transformational or knowledge/learning view

- Inspired, stimulated, compelled and trusting followers open to move beyond expectation
- Aware of and has ownership in change as part of “norms”, values, and culturally grounded beliefs – directly attributed to transformational leading at top and throughout organization
- Theme is: The long view is the road to the vision and success.

Leadership + Culture + Performance



Summary & Synthesis

- * **Need for True Transformational Leadership**
"Allows for ownership in vision"
- * **Need to Cultivate an Adaptive Culture**
"Embraces continuous development, learning and change"
- * **Change = Performance that sustains competitive advantage and growth of individuals and the organization**

Questions ?



THANK YOU !

**Dr. Timothy F. Reymann
Franklin University**

Reymannt@franklin.edu

614-947-6150