

UNDERSTANDING LEADERSHIP
DISCUSSION QUESTIONS, ACTIVITIES AND CASE STUDIES
CHAPTERS NINE THROUGH THIRTEEN

NAME: ERNEST P. BICKNELL

CHAPTER 09: SOCIAL CHANGE LEADERSHIP

Discussion Questions

1. Describe the characteristics of a citizen leader.

A citizen leader is a social agent of change. They seek to improve the lives of their community through service to the community. Their focus is not to attain a goal for fortune and glory, but rather to improve everyone's lives. Instead of personal or corporate gain, they focus on the common good.

2. Discuss in detail the similarities of the 3 leadership models of social change presented in this chapter. (Social Change Leadership Theory, Collaborative Leadership, Social Change Model of Leadership Development)

The three models focus on creating change and leveraging collaboration as a method to manage change. Change is necessary for all three models as it is the common problem that unites the teams. Being part of a larger purpose and to make a positive difference are also important components of all three models.

3. Discuss in detail the 3 components of the social change leadership theory.

a. Creating Change

Creating change focuses on meaningful change, that is designed with a specific purpose or a goal in mind. It requires a long-term commitment as the change is intended to be transformational, that is shifting away from the status-quo. The changes are focused on benefiting the community.

b. Collaboration

Collaboration shares power and decision making amongst a group and is the method used to sustain the change created. This requires cooperation amongst the team and a post-industrial view of leadership for this group effort to be successful.

c. Civic Leadership

Civic leadership puts the onus on the individual citizen by stating that it is the responsibility of all of us to carry change forward for the needs and requirements of the community. Benefiting something larger than one's self is at the heart of this component. Civic leadership shifts the focus from the individual or single-entity to the collective good.

4. Discuss the 3 levels of interaction described in the social change model.

a. Individual Level

The individual level concerns one's self. Understanding yourself, your strengths and your weaknesses is imperative prior to leading or interacting with the group. You have to know your motivation, why you are doing something. You have to be sure you have the energy and the

dedication to see the change through. If you are able to commit, if you are passionate, and if you are focused with a keen understanding of how you work, you will be a more effective leader.

b. Group Level

Collaboration is at the center of the group level interaction. You must be able to work within a team. You must be able to “fight-fair” and insist that others do the same. The team will not always agree, and when you don’t it must be done professionally and civilly. The team must be bound by a common purpose with a common vision. A clear vision will unify the team and provide guidance through the stormy times.

c. Community/society Level

The purpose of the activities must benefit society or the local community. Without focus on community, the team will diverge focus as self-interests take precedence over the common good.

5. What do you believe is the overall purpose of the social change approach to leadership? Explain.

I believe the overall purpose is to involve all possible parties in problem solving and decision making. By creating collaborative buy-in, you create a sense of ownership. This sense of ownership combined with a common goal or vision will unify the team and make it stronger than the sum of its parts. The text is focused on citizen leaders solving community problems and I believe this method can be applied more broadly.

Activity

1. Provide an example of social change leadership process that you have observed in your own community.

I’ve attended several town council meetings. The town council discusses issues openly with the public present and allows for public input. I’ve seen good public input that has resulted in changes to a council decision. I’ve seen citizens go on unproductive rants. Overall, it’s a very civil process that is inclusive.

2. If you decide to participate as a social change agent, what public issue or issues do you believe warrant immediate attention? What role could you play in the solution?

I believe I could run for a seat on our town council. As a councilman, I believe I could help to solve some of our more immediate problems such as water and infrastructure. I believe our town is growing too quickly. Permits are approved quickly and in large numbers, I suspect toward the goal of increasing the town’s tax revenue. By balancing the desire for more revenue with the town’s needs, I believe we could create more sustainable growth for our town.

CHAPTER 10: RISK LEADERSHIP

Discussion Questions

1. Discuss the three things that motivate risk leaders to make the decision to act

a. Reason #1

A strong belief that the organization could and should be better and requires improvement. Deficiencies or flaws in the organization compel the person to take action. It could be a problem with a direct impact, or the person could be compelled by doing the right thing.

b. Reason #2

A loss of faith in leadership to guide the organization. The leadership may be absentee, or may be taking the organization in the wrong direction. If the leadership has lost the respect of the workers, a revolt may be underway shortly thereafter.

c. Reason #3

They believe they and those around them can make change to benefit the organization. Not only have they identified a problem, the risk leader has identified a solution. They have the social connections to assemble the right group of people that will be able to affect their change.

2. Discuss the relationship between risk agents, the risk agency, and other organizational players. What roles do each of these groups play in the risk leadership event?

The risk agent takes responsibility for the revolution and has drawn confidants into a risk agency that is a group of people who will be able to confront management. Other organizational players may be pulled in to help the risk agent to activate conflict. The risk agent is the person with the idea, who demands a collaborative solution. Other organizational players may be for or against the risk agency and the risk manager must be aware of the opposing forces to ensure success.

3. Discuss the costs and benefits of engaging in risk leadership.

The cost of failure could be the demise of the organization and can result in splinter factions that could do more damage due to their dissatisfaction. The benefits can be shift from classical leadership to post-progressive. The goal is to move as far toward transformational change and empowerment as possible.

Activity

The Risk Leadership Inventory is a self-assessment designed to measure your practice of risk leadership. Read each statement carefully and determine the choice that best corresponds with your actual behavior.

1	2	3	4	5
Rarely	Once in a While	Sometimes	Fairly Often	Almost Always

For each question, record the number corresponding to your response in the space provided.

5 1. I assume personal responsibility for success of my organization (1)

5	2. I encourage and participate in teamwork with those who share similar beliefs. (1)
5	3. When I argue my position with management, the argument is based on reason and evidence. (2)
4	4. Despite differences, I am willing to work with management for the good of the organization. (3)
4	5. I am willing to both challenge and collaborate with management, even if doing so feels uncomfortable. (3)
4	6. Organizational improvement is my responsibility. (1)
4	7. Using rational arguments, I openly challenge the policies of management. (2)
5	8. Following management's reaction to my challenge to their power, I am able to refuse to change my position. (2)
3	9. I stand my ground even when management threatens punishment. (2)
3	10. I stand up to management when they are wrong. (2)
5	11. I assume personal responsibility for my work assignment. (1)
4	12. I actively seek out and join others who share my concerns about the organization. (1)
3	13. Even after management re-exerts power, I refuse to bend. (2)
3	14. My allies and I are unified in our concern for the collective good of our organization. (1)
4	15. I am not afraid to present an alternative agenda to management policies. (2)
4	16. I recognize the limitations and competencies of upper management. (1)
4	17. I actively seek consensus with my organizational allies. (1)
4	18. I demand that management recognize my right to confront and challenge them. (1)
4	19. I recognize my strengths and weaknesses as an effective organizational player. (1)
3	20. I am willing to engage in extended conflict with management. (2)
4	21. When I believe my stance is justified, I stand my ground. (2)
5	22. I am prepared to oppose management when I am convinced that my position is right. (2)
5	23. I have a good understanding of the strengths and weaknesses of my organization. (1)
5	24. I am willing to risk conflict with management for the purpose of making our organization better. (2)
3	25. Even after extended conflict, I appreciate management's value to the organization. (3)
3	26. I join others to create an alternative agenda for organizational success. (1)
4	27. I am willing to work with management to establish a common vision and purpose for our organization. (3)
3	28. I deny management's ability to exercise power when current policies hurt the organization. (2)
3	29. I am willing to continually engage in confrontational strategies to make our organization better. (3)
5	30. I recruit others, both within and outside the organization, to serve as allies (1)

1. **To calculate your total Risk Leadership score, simply add your total points on all 30 questions.**

- a. **Risk Leadership Score: 120. An average score is about 90. If you score above 120, you are a risk leader. If you score less than 60, you rarely engage in risk leadership.**

2. To calculate your score for *preparedness*, total the points only for questions with a (1) at the end.
 - a. Preparedness Score: 55. An average preparedness score is 36. Scores above 48 indicated strong ability to prepare for risk leadership. Scores less than 24 indicate limited ability in this area.
3. To calculate your score for *revolution*, total the points only for questions with a (2) at the end.
 - a. Revolution Score: 47. The revolution score can be interpreted in the same manner as the preparedness score. A score of 36 is average, 48 is high, and 24 or less is low.
4. To calculate your score for *resolution*, total the points only for questions with a (3) at the end.
 - a. Resolution Score: 18. An average score on resolution section is 18. Scoring 24 or more indicates strength in collaboration, while a score less than 12 suggests weakness in this area.

CHAPTER 11: FOLLOWERSHIP

Discussion Questions

1. Discuss the view of followers under the industrial paradigm of leadership.

Followers are viewed in a negative light as being beneath the leadership. They are a commodity that is to be used and managed. Followers are mindless drones that must be specifically instructed and closely supervised.

2. Discuss in detail the new view of followers under the post-industrial paradigm.

Followers are viewed as valuable team members, capable of complex thought and adding value to the organization. Collaboration and team buy-in are important aspects of unifying a team and in turn, making the team more productive. Valuing the individual is a change from industrial views. The focus is on relationships. The leader and the team are in a collaborative relationship that requires leaders to possess, focus, and improve relationship skills.

3. Describe the strengths and weaknesses of each followership style.

a. Alienated followers

Alienated followers bring free thought to the team and enjoy expressing opposing points of view. They can be disruptive and can break down team cohesion through their negativity and lack of respect for leadership.

b. Conformist followers

Conformist followers will get the job done while being reliable and committed. They don't color outside the lines and can lack creativity or at least the strength to express their creativity. While they are effective for accomplishing tasks, they will be less collaborative.

c. Pragmatists

Pragmatists are in the middle, not being too independent or active. They are the people who survive layoffs, reorgs, and other types of organizational change. While they are effective in accomplishing tasks, they are always looking out for themselves and may not be loyal if tested.

d. Passive followers

Passive followers are risk-averse and typically bring no creativity to the team. They need the leader to provide instruction and constant oversight. Although believed to be a result of personality issues, research indicates that this is a learned behavior due to environmental factors.

e. Effective followers

Effective followers are not risk-averse and will solve problems on their own. These self-starters bring a sense of ownership to the team and are active in their collaboration. They are very productive, independent, and can be relied upon to drive toward a common goal.

4. Discuss the five dimensions of courageous follower.

The courage to assume responsibility in their ability to take ownership and drive toward the organization's common goal. By assuming responsibility, courageous followers empower themselves to work with independence while gaining the trust and confidence of leadership.

The courage to serve is the desire to push past the job description, to seek out new challenges, and to understand the entire organization. By understanding the entire organization, the courageous follower can think outside of their current role to have a larger impact and benefit to the organization as a whole.

The courage to challenge is the ability to stand on principle. In the face of injustice or ethical dilemma, the courageous follower is able to initiate appropriate conflict. The organization benefits from open and honest discussion, while building the confidence of the individual.

The courage to participate in transformation is the fortitude to see the change all the way through. Transformation can be challenging, it can be disruptive. Keeping a clear focus on the vision and mission will help the courageous follower through the rough times.

The courage to leave a bad or toxic situation is an extreme example of standing on principle. If the situation is morally irreprehensible or illegal, the courageous follower has the ability to walk away.

5. List and describe at least two consistencies among Rost's, Kelley's and Challe's ideas of followership.

All three believe in the importance of the individual, of the follower. They all three find value in listening to and respecting the followers. The relationship between leadership and followers is important as it is the bonding agent within the team.

All three believe in the importance of collaboration. Collaboration naturally follows the importance of the individual as inputs are valued while the team works toward a common goal. Collaboration strengthens the relationship between followers and leaders.

Activity

1. Create a profile of an ideal follower. Apply what you have learned about the various types of followers and pick what you consider to be the best attributes.

An ideal follower is the effective follower for most situations I encounter. Other situations may require other types of followers. In the military, conformist followers may be more advantageous. I select the effective followers, as I prefer to direct or lead. If my followers are not effective, if they are passive I have to shift into a management role. The best attributes of effective followers are their ability to see the common vision and to find their own way there.

2. Now, describe a situation where you personally served as a courageous follower and challenged the leader.

I recently challenged our group controller over the cost estimating method that is standard for our firm. She stated that we had spent a year changing from Method A to Method B. Method A is the preferred method for estimating and is the output format from our very complex estimating

tool. She stated that I would not be able to obtain leadership approval of my deal if I insisted on using Method A. I explained that Method B allows for too much variance and obscures critical factors that I need to understand to properly shape my estimate. I insisted that Method A was required for me to maintain transparency and control over my estimate. She agreed to disagree and I went to leadership with my Method A based solution that was approved.

CHAPTER 12: LEADERSHIP AS ETHICS

Discussion Questions

1. Explain why some theorists believe ethics is an essential component of leadership.

Ethics and morals are part of the fiber of our communities. We look for leaders that are ethical and trustworthy who hold themselves to a higher standard. Ethics is an important part of building a relationship based on trust.

2. In what way does Greenleaf's definition of servant leadership include ideas from both Burns and Rost?

Greenleaf includes justice and liberty from Burns and respect for dignity from Rost. Greenleaf puts great value on the leader's integrity, their moral fiber. The means do not justify the end.

3. How does linking leadership to ethics constrain both the means and the ends of leadership? Give specific examples.

Leadership means maintaining one's integrity. If the leader resorts to coercion, they have violated the rule of respecting the follower's dignity and have shifted from leading to industrial managing.

4. How might linking leadership and ethics help clarify the troublesome distinction between leadership and management?

Leadership is achieved when followers follow on their own free-will. The ethical leader exhibits a moral-code, worthy of respect and admiration. Management is concerned less with setting direction or vision, being focused on administrating the tasks to accomplish a specific goal.

Activity

1. Ask at least three other people whether or not they think a leader's activities outside the leadership role have any connection to his or her effectiveness as a leader. Summarize the answers below. What comments surprise you?

I asked my mom if she believes Bill Clinton's actions compromised his ability to be an effective leader. She said no based on his ability to lead despite all of the distractions arising from the news stories. I was a little surprised as an ethical issue like this could disqualify a candidate during an election.

The other two people I spoke with believed that his actions showed a flaw in his character and deemed him unfit to lead. I wouldn't go as far, however, I did agree that the poor judgement did reduce my confidence in his ability to lead.

2. Ask at least three other people how they would explain the difference between leadership and management. Summarize the answers below. What comments surprise you?

All three folks gave different answers, all blurring the lines a little differently. The first person said they were pretty much the same, that managers are the leaders of a company. The second person thought leadership had to be a C-level position with managers below them. The third person got a little closer saying that leaders set direction and managers followed that direction. The comment that surprised me the most was the second person who thought only C-level people were leaders within a company.

3. **Explain an ethical dilemma you have experience in your own life, whether leadership related or not. Are you content with the decision that you made? Why or why not?**

I worked with two guys, we will call them Mike and Steve. Mike worked for a software company, and Steve and I worked for a partner company. We were all three at a joint sales event together. Mike was on stage in front of 300 people giving a product demo. At the break, Mike told Steve to get him some water. Not asked, but told. Steve took offense to this brash order, and complied anyway. I went with Steve, who scooped up the ice water from the soda bin into a cup. This was the bin that everyone had been reaching into to retrieve cans of soda and was probably not very sanitary. Steve presented Mike with the water, who said thanks before drinking all the water and handing the empty cup back to Steve.

Some years later, I was working very closely with Mike at a different company. We'd been working long hours on a project and had become close. I mustered up the courage to tell him the story of the ice water. It was really difficult and I had to take a couple runs at it. I felt better, but later asked myself why I felt so compelled to share the story with Mike. Who benefited? I think it was only me, who had the burden lifted. Would I do it again? Maybe, maybe not.

CHAPTER 13: LEADERSHIP AND CHANGE MAKING

Discussion Questions

1. **Describe the relationship between the concept of change and contemporary leadership.**

Contemporary leadership demands change. Change is sought out by and affected to make changes and improvements within communities and society.

2. **Discuss the similarities and differences of implementing change at both the organizational and community level.**

Change is constant, change is unavoidable, change is opportunity. In these ways, organizational and community change is similar. Where they differ is in goals. A community change seeks to improve the lives of members of a community through civic action. Organizationally, change seeks to improve the effectiveness of the organization, its members, and its benefactors.

3. **Discuss the phases of the change process.**

- a. **Phase 1**

Refusal to accept the status quo. We're not going to stand by and idly watch the same thing happen over and over again. We know how this ends, and we're not happy about it.

- b. **Phase 2**

Creation of a vision for future success. The vision defines the desired future-state in a clear manner that is crisp and understandable. The vision will guide the change.

- c. **Phase 3**

Initiation of the change process. Clear communication is of upmost importance as the change agent is seeking to bring about a transformative change.

- d. **Phase 4**

Sustaining the change process. Once the change has been implemented, the hard work begins. When excitement start to wane, the drudgery of maintenance can result in reversion or partial reversion of the change. To maintain the change, the change agent must plan maintenance in advance and ensure that its importance is fully understood.

4. **List and describe the personal characteristics needed for successful change-making to occur.**

Knowledgable. The agent must be able to see the big picture and to consider the impact of change on the whole organization or community.

Civic-minded. The agent must understand they are part of something bigger and more important than themselves. A focus on community benefit is important to success.

Cooperative. The agent must be able to network with individuals. Showing genuine interest in others and bringing people together around common goals.

Creative and Innovative. The agent needs to be able to think about multiple approaches to the same problem. Engaging others for new perspectives can also be helpful.

Credible. The agent understands that integrity is everything. By setting the moral example, people will be more apt to follow.

Critical. The agent must be willing to challenge the status-quo, to ask why. By not accepting things at “face value”, rather digging deeper into the details to seek answers and rationale.

Passionate. The agent’s passion will inspire followers and increase the sense of team and mission. A leader’s infectious energy can make all the difference with the team.

Persistent. Not only being tenacious, but encouraging others in the same behavior. Being the example of persistence while coaching others to be persistent as well. This gives the team a sense of urgency that can be energizing and purposeful.

Risk-taking. The agent must be willing to take risks and deal with failure. Learning from failure, communicating results and collaborating on subsequent changes with the team builds unity.

Courage. The agent must be committed, knowing that transformative change could result in their termination in the event of catastrophic failure. The courage to take risks and to take full responsibility for failure will build courage within the team.

Case Study

Phil Brown, the Director of Account Services of XYZ Corp, has recently come under fire for some of the policies that he created in the early 1990s. When XYZ was just starting to computerize, Phil was a first line supervisor in the Accounting Group. Phil managed a group of 15 account representatives and had resounding success when he instituted the following basic policies:

- Strict observation of corporate rules on socialization and breaks
- Mandatory work objectives per project.
- Measurable performance improvements for each quarter.
- Strict adherence to scheduling of meetings

The results of these policies was a marked improvement in the speed of integrating the computer system and overall effectiveness of the system. Phil was eventually promoted because of these successes, and his protégé was promoted to Phil’s position. Samuel Smith was a smart guy, and had been out of college only two years. Phil felt he “trained him exactly as he wanted,” and Samuel was very “in tune” with the way Phil liked the Accounting Group run.

About two years ago, Samuel attended an intensive two-week seminar on “Maximizing Employee Potential Through Communication and Empowerment.” Following this seminar, Samuel took a much different approach to his workgroup. Samuel loosened up the performance requirements and allowed much more empowerment and personal growth. Samuel implemented flextime policies and saw absenteeism drop a staggering 55% in the past year. He provided open meetings and saw people interact more than ever before. Performance increases were marginal, but he could tell people enjoyed their job a great deal more.

About two weeks ago, Samuel and Phil met to go over his performance expectations for the next year. Samuel tried to take a new approach and talk about the improvements he had seen in his workgroup and how he was convinced that the whole company could benefit from his lessons. He also asked that he be allowed to develop his own objectives in line with company vision and mission and work toward those objectives without interference. Phil “hit the roof” and ordered Samuel to immediately revert back to the original policies, because they worked and they made sense to him. Phil ordered him to change the policies back or he would “find someone that could manage these people the way they needed it.” Phil has recently been in contact with Bob Fosters, an upwardly mobile member of the Computerized Account Services

department, as a possible replacement to Samuel. Bob has always been a close friend of Phil's and would work hard to re-implement Phil's original policies.

1. What are Samuel's options in this situation and which should he choose?

Samuel is best to stand his ground, to stand by the improvements he has seen in his team. He needs to share what he learned at the seminar and how it really has been beneficial. While rallying his employees and others to build his risk agency, he would be wise to update his resume.

2. How could Samuel have changed his work group in a way that would have avoided this situation?

Samuel would have been better off talking through his plans with Phil before he implemented the change. Slowly and with persistence he could have brought Phil around to the new way of working. On the other hand, he may not have been able to change Phil's point of view. If is happy as a conformist or pragmatic follower, he could be happy working for Phil. If he wants to be an effective follower, he would need to change Phil's mind or have the courage to leave. The fact that Phil is in contact with Bob is enough to tell Samuel that his days are numbered unless Phil has upward plans for Samuel that he has not yet disclosed.

3. Draw two conclusions about the change process based on the example in this case study.

The change process must involve all stakeholders. By not including Phil in the decision-making process, Samuel has put himself at odds with his management's direction.

Samuel did not build a risk agency with his team and other key personnel that may have acted as stable guard. By going it alone, he really over-extended himself and may be in trouble as a result.