

"C" LEADERSHIP

This page intentionally left blank

"C" LEADERSHIP: A NEW WAY TO BEAT THE COMPETITION AND MANAGE ORGANIZATION STAKEHOLDERS

BY

JAMES D. SPINA

The Delta Group Network, Inc., USA

AND

LORI J. SPINA

The Delta Group Network, Inc., USA



United Kingdom – North America – Japan – India
Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2021

Copyright © 2021 James D. Spina and Lori J. Spina. Published under exclusive licence by Emerald Publishing Limited.

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. No responsibility is accepted for the accuracy of information contained in the text, illustrations or advertisements. The opinions expressed in these chapters are not necessarily those of the Author or the publisher.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80117-054-3 (Print)

ISBN: 978-1-80117-053-6 (Online)

ISBN: 978-1-80117-055-0 (Epub)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

CONTENTS

<i>Figures, Charts and Diagrams</i>	vii
<i>Author Biographies</i>	ix
<i>Acknowledgments</i>	xi
Introduction: What is "C" Leadership?	1
1. Review of Conflicting Leadership Style Models	5
2. A Closer Look at the Science for "C" Leadership	9
3. A Deeper Dive Into "C" Leadership Theory	13
4. Leadership Skills and Abilities Assessment of Incumbent Managers	21
5. "C" Leadership Education and Development Activities for Managers	29
6. Introduction of "C" Leadership to External Stakeholders	43
7. Evaluation Techniques for Measuring "C" Leadership Success	49
8. Future "C" leadership Challenges	53
9. Final Thoughts	59
Appendix 1: Activities and Plans for "C" Leadership Education	63
Appendix 2: Original Thought Experiment Paper for "C Leadership" "Towards a New Theory of Leadership"	79
Appendix 3: Scenario Solutions	93
<i>Bibliography</i>	97
<i>Index</i>	99

This page intentionally left blank

FIGURES, CHARTS AND DIAGRAMS

The “Two Slit” Experiment	11
Observation of a Task Focussed Leader	14
Diagram. Observation of a People Focussed Leader	14
Adobe Photo #330	15
Fig. 1. “Black Box” (Old Version)	17
Fig. 2. “Black Box” (New Version)	18
Fig. 3. “Stakeholders’ Needs in an Organization”	18
Fig. 4. Stakeholder Needs United	19
In-house Assessment of Instruction	37
Leadership Style Assessment	41
Readiness for Change Assessment	63
Chart: “Building a Community Reputation for Quality of Life”	64
“Money Wheel” Photo	64
Sales Report Card	64
Chart: “Six Common Challenges to Win/Win Leadership Behaviors”	69
Chart: “Mechanistic Culture Organization”	69
Chart: “Matrix Culture Organization”	69
“What People Want from Work Questionnaire”	71
“Win as Many Sales as You Can” Formation	72
Problem Analysis Thinking Tools	74
Cause and Effect Analysis Tool	75
Impact Analysis Tool	76

This page intentionally left blank

AUTHOR BIOGRAPHIES

The authors, James D. Spina and Lori J. Spina, bring a track record of success and achievement in the fields of Education, Consulting and Business. After successful careers in public education as teachers, counselors and administrators, Jim and Lori established a management consulting firm in the 1980s that still flourishes today. The Delta Group Network Inc., under direction of President Lori Spina, has been helping managers succeed in for-profit and non-profit arenas, such as law, hospitality, religious, charity, manufacturing, government and technology. She has authored and implemented a Leadership Development curriculum for a major public agency. She has also been involved in pro-bono advisory activities for professional organizations and taught in community college Executive Education programs.

Dr Jim Spina has held full-time Executive Development and Succession Planning positions in publishing and broadcast industries as well as his participation in The Delta Group Network engagements. He has also been on the faculty of an international school of business based in Zurich and served as board chair for a non-profit sheltered workshop. He is a past member of the advisory board of the Academy of Management's publication, "The Executive."

Both authors served as full-time faculty members at a top ranked business school for many years in the Management and Organization field. They have had significant international teaching and consulting engagements in Europe and Asia as well as in Canada. They have instructed students in managing change in MBA programs as well as in Executive Education courses. Both have publication credits in respected national and international journals.

In the past Jim and Lori have been asked, "Why don't you write a book? This is good stuff!" They decided that the time was right to do so.

This page intentionally left blank

ACKNOWLEDGMENTS

The authors wish to thank the following people for their feedback , support and encouragement given to us as we wrote our book.

1. Daniel Auriel, Ph.D. Chemist European Area
2. Dirk Baquet, M.B.A. IT Program Munich Area, Germany
3. Martina Dippel, M.B.A. Inside Sales Manager Ulm Area, Germany
4. Danielle Yarrish, B.S. University of Maryland Smith School of Business
Contract Administrator Elkridge, MD

This page intentionally left blank

INTRODUCTION: WHAT IS "C" LEADERSHIP?

"C" Leadership style is a new management theory derived from research and science leading to the unification of conflicting traditional leadership models. It presents a unique approach to address the needs of all stakeholders as they contribute to the success of the organization. Success is envisioned as beating the competition to generate a financially strong and profitable organization while building stakeholder satisfaction.

Traditional management approaches deal with conflicts between meeting the needs of the people doing the jobs and meeting the needs of the organization to get the jobs done. Most of these approaches tend to be "win/lose efforts" where one side wins and the other loses. Other approaches offer compromises that produce feeble progress toward beating the competition. They seem to produce one-step forward and one-step backward results. The bottom of the barrel approach is a "lose/lose" outcome where no needs are met, and the competition wins.

With another approach, the manager who tries to make everyone happy runs the risk of the failure to complete the task. Employees get what they need at the expense of missing the mark on tasks and losing to the competition.

For example, two key managers asked for vacation time for the same two weeks of the year and their requests were granted. When a customer service crisis arose during that period with a valuable account, there was no one on hand to address it. As a result, the customer canceled the order and turned to a competitor. This was a win/lose outcome where the managers "won" but the organization "lost." This means that the people got what they needed but the customer service needs of the organization were not met. On top of that other problems arose. Critical thinking skills were lax when that decision was made.

Consider these questions: What might the possible long-term effect be on the customer's attitude toward us? Did the customer have to pay a higher price for a similar product? Was the customer pleased with a competitor's delivery date? Will the customer return to us? What else did the customer lose? Who won? Will we ever know all the answers?

A win/lose management style often results in high productivity, a fast track to the top of an organization for the manager and a trail of low job satisfaction reports from employees followed by an unacceptable loss of talent to competitors. Think of similar situations for your organization from the past that resulted in win/lose outcomes. Did you begin to wonder if there was a better way to meet the needs of every stakeholder as well as those of the organization? Is it possible to generate a win/win outcome for all concerned?

The “win/win” approach shows the most promise, but it requires a balance between the two choices of meeting people or organization needs, that is, a mixture of behaviors. In some systems the manager is asked to assess the competencies and the willingness of the worker to be motivated and then determine the appropriate mixture of behaviors to meet the needs of the people and those of the organization. Each of these avenues requires highly honed observation and critical thinking skills if we are to accept the quantum mechanics theory that *observation creates reality, and it applies to leadership behavior*. With these points in mind, the authors posed the following research question: **Is it possible to unite leadership styles that seemed to conflict with one another?**

Our research quickly led us to discover that the concept of unifying conflicting theories was not new. Surprisingly, it grew from an idea proposed in field of physics. Could the theory of classic physics as espoused by Isaac Newton and Albert Einstein be united with quantum mechanics championed by Neils Bohr and Werner Heisenberg? You will recall from your high school science classes that classic physics is the study of the movement of large things while quantum mechanics studies the movement of very tiny things. These are two approaches that seem to be impossible to unite yet the search for a solution goes on today.

As for our challenge, we found that in 1983 social scientist Max Wortman stated that he believed there could be a unified theory of management. Later in 1987, Frederick Fiedler brought forth a clear picture of how to mix two theories of management that seemed to be mutually exclusive; leadership styles (behaviors that show the way to lead) with group situations (organizational structure that guides that way to lead).

The 1990s opened the discussion with the work of Bernard Bass and Roger Stogdill when they suggested that the physical sciences may present new ways to perceive management outcomes of mutual interactions between leadership styles and group situations. Could there be a way to accept and deal with two distinct workplace forces just as physicists do with wave and particle science?

During that same period Margaret Wheatley introduced the idea of the application of quantum mechanics to new ways to manage organizations. In her book, Leadership and the New Science (2006), she expressed her belief

that the ideas of quantum mechanics must be incorporated in the design of new ways to manage organizations. It was the effort on the part of social scientists to bring quantum mechanics into the discussion of new ways to lead that spurred the interest of the authors to attempt to put forth a theory designed to unify task or people leadership styles with group structures. Reflected in this book is our story of the effort we conducted over a dozen years or so to unite these apparent mutually exclusive elements of leadership.

We began investigating the idea that by observing connections between tasks and people in an organization we could discern a path to build new management leadership designs. We suspected that the more accurately we could define the effect of leadership behaviors on management systems the less accurately we could define the impact of the organizational structure on management systems. This was the first connection we found between the quantum mechanics’ uncertainty principle and leadership style models.

As a first step we refined and simplified the research question. We viewed the possibility of uniting the two conflicting management forces for getting the jobs done while meeting the needs of the staff doing the jobs. We strove to unite task management leadership behaviors with people management leadership behaviors that would increase job satisfaction for the people at work. As our work progressed, we realized that meeting the needs of other stakeholders such as customers, suppliers, communities served and shareholders needed to be added to our research efforts.

We believe that profitable and growing organizations need to seek the business acumen of all stakeholders to be successful. This will require a change to a focus on the ways many executives currently think and how organizations now operate, to become a reality. In a nutshell, our purpose is to introduce a revolutionary and unique leadership style management system with two parts:

- 1) It unifies task-centered styles with people-centered styles for managing talent.
- 2) It offers a strategy geared to beating the competition by addressing the needs of all stakeholders who contribute to the success of the organization.

Trust us to say that this work is not an adventure in physics nor is it designed to advance social action agendas. Instead, we view it as a conceptual leadership approach with the practical goal of the integration of competitive ways to operate organizations resulting in the creation of a revolutionary way to manage them and beat the competition. The connection of the “C” Leadership theory to the uncertainty principle in physics is the natural

ability of some individuals to hold two conflicting concepts in mind at the same time while carrying out the daily functions of a manager. We believe that this ability can be learned and even enhanced as a leadership model. This book will show a way to achieve this goal. We invite you to come on board and enjoy the ride!

REVIEW OF CONFLICTING LEADERSHIP STYLE MODELS

If you have taken courses or attended seminars on leadership, you will most likely have encountered several types of leadership models. Some brief descriptions of three popular theoretical models follow:

A Trait Leadership Style Theory – Lists the behaviors of successful leaders. A typical list might have more than 200 leadership traits to choose from such as “Uses good communication skills” or “Gives clear directions to solve a problem” or *shall we simply choose the tallest person in the room to lead our team?*

A Varying Situation Leadership Style Theory – Recommends that a leader should change leadership style to match the needs of various situations, that is, use a task focused style for some situations or focus on needs of people in other situations.

A Universal Leadership Style Theory– Suggests that one leadership style will fit all situations, that is, mix task and people styles to address the challenge at hand.

These, and other well-known theoretical models, may present conflicting directions for their use as well as commonalities. For example: Is there one best leadership style for all situations or should the manager change styles to match the needs of different situations? Is it true that a manager cannot change the innate style he or she uses and so we should try to match the situation with a manager’s immutable style? As late comedian George Carlin used to say concerning various religions, “Some religions don’t allow men to wear a hat at a service. Others require men to wear a hat. Somebody has it wrong!” Well, you get the picture. Each model has pros and cons about its effectiveness.

One of the most common general weaknesses is the lack of direction in applying the tenets of the model to real work activities. Another is that they are mainly theories that lack scientific methods to judge their value over time. A key problem with the approaches is that theories might not take variations in human behavior into consideration when applying the concepts to the workplace. Our work addresses each of these major problems. **Leadership today does not fall only to the number crunchers. It is becoming more art than science.**

We start with three examples of the variable of human behavior:

- (1) An hourly worker in a manufacturing plant is entitled to a "twelve to one" lunch period each day. Almost all workers follow this pattern of behavior. However, instead of having lunch at that time one fellow often chooses to eat his lunch on company time starting at 11.30 a.m. and uses the allotted lunch hour to roam about the premises to chat with friends or sit outside and enjoy the warm days in New England. It's a union shop and he is 52 years old. Supervisors know about this policy violation but look the other way. Many of his colleagues are annoyed by his behavior and talk behind the backs of the supervisors whom they see as incompetent, weak and unfair. HR spends most of its time tracking vacation days and schedules.
- (2) At the beginning of the day, a faculty member of a middle school leans into the halfway open door of the principal's office with a message indicting a fellow faculty member for breaking a policy, that is, "Do you want to know who left early yesterday?" This is the second time this week that she has done so. The principal is new to the school and faces a declining learning environment where teachers close their classroom doors to avoid contact with anyone else. The superintendent of schools is pressing for higher test scores and the Parent Teacher Association (PTA) has canceled evening meeting for fear of neighborhood violence. The number of teachers taking "mental health" sick days is growing out of hand. Parents are in an uproar over the quality of substitute teachers who take the places of absentee staff.
- (3) A worker in a high-tech industry is responsible for seeing that computer boards are moved efficiently and safely from production to shipping. The boards are loaded on a pie cart and transported across the factory floor to shipping. As this trip takes place, a board or two slip from the cart and lands on the cement floor. The worker quickly glances around and when no one is looking simply puts the damaged boards on the cart. The plant has a 13% scrap and return rate on boards each month. The plant manager is under heavy pressure to solve this problem and customers are turning elsewhere for the product.

If you were the boss in any of these scenarios, which of the popular leadership models would you choose to deal with these environments? How about a return to the past and use a “cash and fear” approach in these times of continual change and aggressive litigation? Do you see difficulties from using this approach arising down the line? Examine the examples more closely. How many stakeholders can you name that are affected by the negative human behaviors in the scenarios? Did you find examples of, or implications for, employees, suppliers, shareholders, the community served, the customers served and the organization itself?

One of the truths of the various leadership theories is their tendencies to focus on two areas: (1) developing the ability of a manager to meet the individual needs of the worker and (2) meeting the needs of the organization. This approach is commonly referred to as “high on people” and “high on task.” Depending upon the model chosen to attack this goal, it will often be a challenge to find the one best mix of styles to meet the needs of people or create new ways to reach organizational goals. *In our sharply different view, we believe that managers can learn to go beyond developing the ability and skills to meld the two traditional conflicting styles of “task” and “people” into one package. We are confident that they can embrace the concept of addressing the needs of all stakeholders and use the new emerging behaviors to effectively meet this goal. The chapters that follow will take you down a path to achieving this desired outcome.*

This page intentionally left blank