HEROICs IN ORGANIZATIONS: THE BENEFITS OF POSITIVE LEADERSHIP

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Structure of the Workshop

1. What is Positive Leadership and why is it important?
2. What are the HEROics of leadership?
3. What is Authentic Leadership?
4. Strategies to promote authentic leadership.
5. Using BART to assess organizational contexts and one’s leadership style.
What is Positive Leadership?
(Donaldson, 2011; Youssef-Morgan & Luthans, 2013)

- “The systematic integrated manifestation of leadership traits, processes, intentional behaviors and performance outcomes that are elevating, exceptional and affirmative of the strengths, capabilities, and developmental potential of leaders, their followers and their organizations over time and across contexts” (Youssef-Morgan & Luthans, 2012, p. 541).
Types of Positive Leadership
(Avolio, Griffith, Wernsing, & Walumba, 2013)

- Authentic: The root of positive leadership
  - “Being self-aware, genuine, optimistic, balanced in terms of decision-making, and transparent in enacting leadership that energizes people, builds trust and reinforces and develops the leaders’ and followers’ strengths and self-awareness” (p. 41)

- Transformational
- Ethical
- Spiritual
Psychological Capital: The HEROics of Positive Leadership

- *PsyCap* an Overarching Concept that Consists of:
  - Hope
  - Efficacy
  - Resilience
  - Optimism

- *State* and *trait*
How does cultivating PsyCap benefit an organization?
(Luthans & Youssef, 2009; Mills, Fleck, & Kozikowski, 2013)

- *PsyCap* directly correlated with employee:
  - Job performance
  - Job satisfaction
  - Organizational commitment
  - Intention to stay with organization
  - Well-being
  - Creativity
  - Good Return on Investment/Development

- Indirectly correlated with:
  - Burnout
  - Cynicism
  - Turnover
What HEROic strategies do you use?
Authentic Leadership & Followership

LEADERSHIP
- Balanced information processing
- Internalized moral perspective
- Relational transparency
- Self-awareness

FOLLOWERSHIP
- Parallel qualities
  - Balanced processing
  - Internal moral perspective
  - Relational transparency
  - Self-awareness
- Engaged
- Positive
- Ethical

(Avolio, et al., 2013; Donaldson, 2011)
Authentic Leadership: A Developmental Process

- Trigger Event
- Self-Awareness
- Self-Reflection

Development
Benefits of Authentic leadership on Followers

- Increased job satisfaction and better performance; Increased organizational commitment
- Reciprocal reinforcement between leaders and followers
- Increased organizational citizenship behaviors and work engagement
Assessing Authentic Leadership

- Authentic Leadership Questionnaire
  - Walumba, Avolio, Gardner, Wernsing, & Peterson, 2008
  - Costs money 😞

- Articles on authentic leadership and its measurement
  - [http://jom.sagepub.com/content/34/1/89.abstract](http://jom.sagepub.com/content/34/1/89.abstract)
Assessing a Trigger Event

- Ethical and Moral
- Balanced Processing
- Transparency
- Self-Awareness
Boundaries A. R. T.
Boundaries are like containers that ‘hold’ the work.

Answer: What? When? Where?

Failure to attend to these boundaries carries consequences on the task, depending on the rigidity of the boundary.

Key is that there is clarity about boundaries of an organization.

It helps to understand the boundary culture within an organization.
Time boundaries are deadlines, due dates, departure times, and the like are examples of time boundaries to which we must adhere.

Territory boundaries are easily spotted spaces where work happens. They become identity markers, carrying with them more than a geographic line in the sand.

Task boundary is key. Akin to the mission of an organization, the terms of reference in contract, the course syllabus, or a work order in a repair shop.

Resource boundaries determine the capacity of employees, teams or departments to complete even the most basic tasks. Absent attention to resource boundaries=no life.
Boundaries as a container that ‘holds’ the task.

If the container is insufficient or has holes in it, it cannot support the task.

Therefore, boundaries should be managed in a way that supports the process it takes to get the task complete.
It Is Crucial that boundaries are:

**Clearly Specified:**
- Answer When? What? Where? At a specific time at a specific location we will work this particular task.

**Agreed Upon:**
- Come to some agreement about what the stated time, task or territory boundary is or how they interpret it.

**Adhered To:**
- If boundaries are taken as “guidelines” and not *clear instructions* for accomplishing the task, an organizational culture can become rather chaotic.
B. Authority R. T.
Authority: the right to do the work. Involves taking responsibility and accountability for one’s actions.

Your formal authority is described in your professional title and job description or outline of one’s role in the organization.

Formally Authorized- person or group giving or delegating some of their own authority so that another might do the work on their behalf.

With authority comes power, though not all forms of power are authorized.
Personal authority is how we take up or execute our formal authority.

Influenced by one’s psychological make-up, social identities or cultural background.

The Myers-Briggs Type show indicators that influences how one takes up authority.

The greater awareness of the elements that influence one’s authority, the more likely one may exercise personal authority in relation to the task.
Formal authority + Personal authority = Applied Authority
It is Crucial Formal Authority is

Clearly Defined:
- by the body the that is granting it and understood by persons or body receiving it.

Taken Up Accordingly:
- People are clear about their formal authority but don’t take up their authority or take up too much.
- Ask yourself: what helps or hinders me in taking up authority?

Accompanied By Tools to Exercise it:
- Sometimes, the people authorized to assign the task lack the tools to complete the task successfully.
B.A. Role T.
People occupy roles. Role in role are a part of a whole.

Show us where one employee or team mates’ responsibility starts & where another ends in relation to the task.

Depending on goodness of fit, role can be a reflection of our identity.

The link is made clearer through the distinction of formal and informal role.
Like Job description it defines:

- the duties to be performed,
- the parameters for completing tasks,
- the people and processes with which interaction must take place,
- and often the outcomes or deliverables that mark the tangible successful performance of the role.

Understand your role enough to clearly communicate it to others.

Essential for a person in role to know how others perceive them in that role and how that influences their behavior.
The informal roles people take on are not found in a job description or in any contract.

Yet people take on roles that serve to fill the gaps of authority and tasks abandoned, yielded, or implicitly ceded to them by the organization.

Let us give some examples

- **The care taking roles:** who makes the coffee in the morning or who changes the light bulbs in the office.

- **The coordinating role:** None of the 5 project managers have been designated to coordinate, Who will step forward to do so?

- **The antagonist:** the person who questions every decision, procedure and change,
It is critical that Roles are

Complete & Accurate Description:
- Understanding of your formal role avoids role confusion and potential conflicts with others.

Understanding one’s Formal and Informal Roles
- Understanding how one’s informal role gets activated and how it impacts one’s formal role is the foundations for helping one make decisions about joining a team or project.
B.A.R. Task
Most important: brings the entire organization together

The way the task is understood (i.e. content) and the means (i.e. process) to which the task is conducted strongly influential to organizational life.

Is the task clear? Does the stated task match team members’ perception of the task? which corresponds with the mission of an organization

Two tasks should be in balance:

- Primary task corresponds with the mission of an organization
- Survival task- off task behavior
- The purpose of the process task is to give attention to the survival task without necessarily acting it out.
KEY FOCUS AREAS....Task

- Knowing when the task is lost, and knowing how to find it again.
- Understanding before fixing a problem in a results-oriented culture.
- Partnering without losing yourself, your task, or your goals and managing the contentious side of partnering.

Earl T. Braxton October 2010
Understanding *covert processes* in groups and systems, and how to read them.

Giving up control to gain insight.

Learning how to stay open to surprises.

Learning how to move in and out of systems without losing self or task.
Best Practices: Authentic Leadership

B.A.R.T.

Balanced Processing

Transiency

Self Awareness

Ethical/Moral
What is being asked of you, requested of you or demanded of you?
Seek understanding at:
- Verbal / concrete / content / task level
- Process (action), feelings (emotional) and covert (under the table) level

Keep your judgments out of it as much as possible
- What are the facts?
- What is it you know / don’t know?
Activity
- Boundaries
- Role
- Task
- Authority
- Self-Awareness
- Transparency
- Balanced Process
- Ethical/Moral