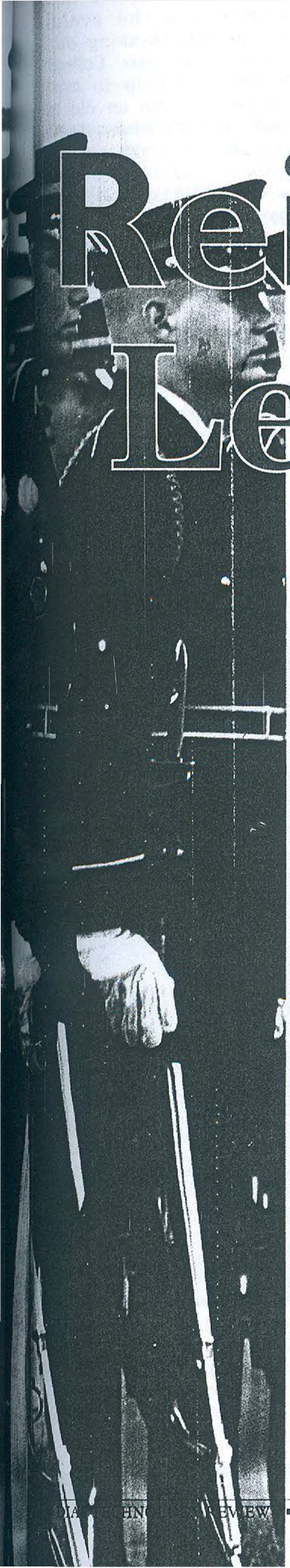

Reinventing Leadership:

Blended Dualism

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ABSTRACT

Leadership needs to be redefined and explained differently in terms of what we have learned about organizational directorship during the last few decades. In addition to a new definition, a post twentieth century model of leadership needs created with steps and parameters opposite from pre-2000 thinking and philosophy. This article presents a new leadership definition and model, plus it identifies leadership parameters, steps, and lessons. Furthermore, it introduces a new concept into management / leadership / organization literature called **Blended Dualism** which incorporates the very latest supervisory thinking into a holistic, integrated amalgam of what initially appears to be contradictory or at least paradoxical ideas.

INTRODUCTION

It is time to move away from thinking about leadership styles as being either Theory X or Theory Y. Similarly, managers do not have an either/or concern for production vs. a concern for people. Choices today are considerably more complex than merely deciding between technology and human resources, or, between autocratic and democratic leadership philosophies/styles.

Blended Dualism can be defined as: the insight to intellectually integrate and personally implement competing and contrasting concepts to capture the benefits of both perspectives. Blended Dualism starts with apparent opposite ideas and ends with a holistic and creative mix of applied opinions and directives. How Blended Dualism emerges as reinvented leadership is explained in this article by examining and discussing the following leadership topics: Leadership models, steps, parameters, definition, and lessons.

LEADERSHIP STEPS AND MODELS

Management functions or processes such as planning, organizing, and controlling have traditionally been studied in terms of being processes with various sequential steps. The idea behind a process is that it is a series and movement of events and activities to bring about an end-state such as a plan, an organization, or controlled behaviour. Leadership also has historically been identified as a management function, but textbooks did not originally try to explain it also as a process or series of steps. Leadership was instead often mistakenly viewed as a personal quality, physical characteristic, and/or a personality trait-including emerging ideas in leadership studies such as Charismatic Leadership and Transformation Leadership (Conger & Kanungo, 1988). The behavioral approach of leadership (Stogdill & Coons, 1951; Kahn & Katz, 1960) deviated from the trait approach by emphasizing the leader's actions instead of a leader's personality traits, yet it still did not go through certain steps within an influence process. Many situational approaches to leadership studies (Fiedler, 1967; House, 1971; Vroom & Yetton, 1973; Tannenbaum & Schmidt, 1973; Hersey & Blanchard, 1988) tried to match between different leadership style/patterns and different situations or circumstances to increase employee satisfaction or performance, yet did not attempt to present a serial process of actions to increase organizational effectiveness. Historically, if envisioned as a management function, leadership was more likely to be labeled "directing" instead of leading.

Leadership Steps

Today leadership is recognized as a behavioral process as indicated in Table 1.

Table 1: The Leadership Process

Step 1	Create Vision
Step 2	Inspire Behavior
Step 3	Direct Efforts
Step 4	Empower Followers

The old idea of directing others has been expanded at the front end with creating a vision and inspiring behavior, and now concludes with and incorporates the empowerment of subordinates. The old idea of a boss telling subordinates what to do has been replaced with co-workers informing managers higher up in the organization about what needs to be done to improve work productivity (Spears, 1998).

LEADERSHIP PARAMETERS

Table 2 indicates how leadership models and parameters have changed over the last few decades. Thirty parameters in summarize the evol leadership thinking d previous 30 years. Colle parameters help to ex movement from an old leadership model for yea beyond.

A NEW LEADERSHIP DEFINITION

As indicated in previous T new one word defir leadership were to exist t modern thinking, that would be "empowe "ownership," or "servanthood/stewardshi co-workers the authority to make decisions in a wor what empowerment and are all about. Today leaders more as the developmer directing of subor

Table 2. Leadership Models and Parameters

Parameter	Old Model	New Mo
	Directing	Empowering
	Products	Processes
	Hierarchy	Cross-Functio
	Centralized	Decentralized
	Profits	Services
	Return on Investment	Value Added
	Productivity	People
	Independence	Interdependen
	Ability	Attitude
	Money/Extrinsic	Involvement/I
	Threats	Requests
	Top Down	Bottom Up
	Suboptimization	Holistic
	Restrict Information	Share Informat
	Competition	Ethics
	Expertise	Ownership
	Micro	Macro
	Limited	Widespread
	Physical	Spiritual
	Job Training	Personal Devel
	Subordinates	Colleagues
	Individuals	Groups/Teams
	Concession	Consensus
	Vertical/Mechanistic	Horizontal/Org
	Authoritarian	Democratic
	Distributive	Integrative
	Competition	Collaboration
	Directive	Non-directive
	Reward/coercive	Expertise/refere
	Personal	Collective

Development involves continuous learning which is more of an attitude than an ability (Sikula, 1996). Combining such beliefs with the traditional inclusion of management goal orientation and the idea of being out in front of the pack bring about a new definition and philosophy of leadership. A good, modern definition of management is: "Getting superior results with ordinary people."

LEADERSHIP LESSONS

Several lessons can be learned from the new definition, model, and parameters of post 2000 leadership. These leadership lessons are summarized in Table 3 and are discussed hereafter.

Table 3: Leadership Lessons

1. Leaders Are Made, Not Born
2. Leadership Can Be Learned
3. Everyone Has Leadership Potential
4. Leadership Is A Relationship
5. Leadership Is Shared Governance
6. Leadership Is Building Consensus
7. Leadership Is Serving Others

Early versions of trait theories stated that leaders were born, not made. A philosophy sometimes identified as the "great man theory" prevailed initially, and its underlying rationale stressed the idea that leadership traits were hereditary and passed from one generation to the next via genes and chromosomes. Such a belief emanated from ancient feudal governing systems, with their positions of kings, queens, princes and princesses. Caste systems also, to some degree at least, were a part of every culture, and certain classes of people in many societies were historically excluded from various leadership positions. Although in some cultures leaders still are born rather than made, most civilized and advanced societies recognize that, in general, leaders acquire or should acquire their positions through knowledge, power, ability, expertise, and experience, rather than through inheritance. A rational society recognizes that the ability to perform is a much better basis for leadership than is lineage (Heifetz, 1994).

Modern leadership theories also stress the idea that leadership can be learned. Although an individual may not display early signs of leadership potential, this does not necessarily mean that such a person cannot eventually become an effective leader. Through indoctrination, training, and development, he or she can learn to become a leader. Leadership is not something that comes naturally; it is a skill and an ability that is usually acquired through education and experience. Leadership ability is not a permanent either/or condition in which an individual either has leadership ability or does not. An individual at one time may possess leadership ability but then lose it, or, he or she may not possess it initially but acquire it eventually over the course of many years. In general, the ability to lead is thought of best as a long-run educational process that can be learned and acquired through deliberate study and prolonged practice. Often individuals do not learn leadership skills until the later stages of their lives.

Once it was generally thought that persons who could learn leadership skills and thus develop into leaders were relatively few in number. Today, modern leadership theories explicitly or implicitly state that everyone has some degree of leadership potential. Perhaps this potential is not always actualized or developed; nevertheless, it is inherently part of all human beings. Almost all individuals can become leaders if they find situations that are especially well suited to them personally (Huey, 1994).

Aristotle is reputed to have said that "a man is what he is in relationship to other men." To say that leadership is a relationship captures in capsule form the modern philosophy of leadership. A leadership situation is a relationship or a system of relationships among variables such as the traits of the leader, the traits of the followers, and the characteristics of the task, the organization, and the components of the external environment. This relationship is dynamic and viable rather than static and complacent. Although this relationship is among people, objects, things, and events, the most important aspects of the total dynamics are the interpersonal relationships involved in the leadership framework. Leadership is foremost a relationship among persons. In essence, you manage things and you lead people.

Modern leadership theories advocate participative decision making. The basic idea is that people ought to have a say in matters that affect them. Accordingly, leadership has moved away from the ideas of power and dominance to shared governance. Today, especially in America, people do not want to be led and told what to do. The modern leader is a facilitator, not an order giver (Kotter, 1999). Humans want to have at least partial control, authority, and responsibility in matters related to not only their personal lives, but also their occupational livelihoods. Higher educational attainments by employees in general make such a philosophy and practice applicable in most enterprises.

Closely related to the idea of leadership as shared governance is the new and emerging belief that leading means building consensus. Both "shared governance" and "building consensus" are part of the newer idea of "empowering followers." At one time leading was the notion that an intelligent person made decisions and the not-so-bright were those who implemented the choices that the leader made. A good leader was thought to be smarter and more insightful and experienced than others. Not any longer. In many organizations today, a good leader is seen as someone who is good at building group consensus and team support. This type of leadership is very different from older forms of

leading. Modern leadership is not directing; it's developing. The new role is facilitator, not foreman. An ancient Asian saying is that: "To lead the people, walk behind them." This same idea is evident in another Chinese proverb: "Of the best leader, when he is gone, they will say: we did it ourselves." Today, many middle-management positions are being eliminated and workers are being asked to do more. Employees in general are willing to do more as long as they have a say or ownership in what is being done.

As we start the twenty-first century, the traditional styles of leadership are gradually being replaced with a model which demands new concepts and leadership parameters. There is a high demand in our society for people to be treated fairly and humanely, and where the leaders can be trusted to service the needs of others (Spears, 1996). Robert Greenleaf's idea of "servant leadership" is highly congruent with the new leadership parameters-although three decades have passed since Greenleaf first presented his concept. Greenleaf was one of the earliest proponents of today's new paradigm thinking in leadership (Greenleaf, 1977). Greenleaf wrote: "It begins with the natural feeling that one wants to serve first. Then conscious choice brings one to aspire to lead. The difference manifests itself in the care taken by the servant to make sure that other people's highest priority needs are being served" (Greenleaf, 1977). Servant leadership emphasizes increased service to others; a holistic approach to work; promoting community; sharing power in decision making; supervisory listening; group healing; and, building stewardship.

BLENDED DUALISM

A new post-2000 way of thinking about leadership today is to envision it as **Blended Dualism.** Please note that this dualism is identified and spelled with an "a" and not an "e"! Much too often ideas and events are explained in terms of dichotomies. Although hot vs. cold is easier to see, to feel, and to understand, seldom is it an accurate and exact explanation of reality. Often seemingly polar viewpoints can frequently both be correct. We do not have to choose between unity/diversity, art/science, equality/ affirmative action, freedom/responsibility, teaching/research, short-range/long-term, micro/macro, private/public, ethics/profits, and technology/human resources. Both perspectives are important and need blended into creative solutions to complex problems. Table 4 identifies some **Blended Dualism** examples from the management leadership literature.

Currently a false artificial distinction exists, started and perpetuated by Warren Bennis in his book titled *Why Leaders Can't Lead*, between leaders and managers (Bennis, 1989). Mr. Bennis sees these two concepts in stark contrast with each other, and he suggests that either one attends to doing "things right" as a manager, or one functions as a leader and makes sure that the "right things" are done. Although this may be clever writing and a cute play on words, t personally find it offensive sensical. In our hearts good leadership management, and vice v "things right" and doing things" are the same n concepts and practices. define "doing things efficiency, and "doing the ri as effectiveness (as suggeste Drucker), both terms are important and frequen interchangeably.

A second overdone them management leadership has been popularized by J. (Burns, 1988). Leaders are either "transaction "transformational"; the fo viewed as undesirable react events, while the latter are preferred gradualists who seamless change agents in a process of information behavioral counter flow. good managers and lead blend both quick reacti gradual changes.

Table 4. Leadership: Blended Dualism

Doing "Things Right"	and	Doing the "Right Things"
Transactional	and	Transformational
Independence	and	Interdependence
Humility	and	Fierce Resolve
Strategy	and	Execution
External Talent	and	Internal Development
Ability	and	Attitude
Theory	and	Practice
Individualism	and	Teamwork
Diversity	and	Unity
Personal Preferences	and	Professional Priorities
Present	and	Future

Gary Yukl in Leadership in Organizations promotes team rather than solo directorship (Yukl, 1989). We personally do not believe in leadership exclusively by groups, committees, or consensus. This is not leadership; it is the abdication of responsibility. Leadership starts but does not end with collaboration. Leaders channelize the collective energies of organizational members in the pursuit of a common vision. Often difficult decisions are needed to fine tune a vision and/or mission statement. Today's leader must be ready to learn and then to act because most organizations cannot afford a protracted learning curve.

Another recent example of what we mean by **Blended Dualism** is in a relatively recent (2001) Harvard Business Review article by Jim Collins entitled "Level 5 Leadership: The Triumph of Humility and Fierce Resolve" (Collins, 2001). Mr. Collins writes about the blending of two seemingly incompatible virtues. A modern effective leader must be democratic, delegate responsibility, plus give up some authority and power - this involves humility. On the other hand, she/he must possess a clear vision and dogged determination regarding the corporate mission - this involves fierce resolve. The leader's role is to define core values, develop corporate culture, and craft organizational strategies. The first two steps of the leadership process are to create a vision and to inspire behavior - these two steps require fierce resolve. The final two steps of the leadership process are to direct efforts and to empower followers - these two steps require management humility.

Blended Dualism also incorporates the recognized importance of both strategy and execution. Bad implementation and good policy are just as incompatible and ineffective as the converse. The key to management execution and obtaining superior performance is building a better infrastructure. Former Stanford University Professors Tom Peters and Bob Waterman, in their classic *In Search of Excellence* textbook, explain and give numerous company examples of how execution and infrastructure lead to operational success (Peters & Waterman, 1998). In more recent books, Bob Waterman et al. go on to explain lessons from organizations that put people first. Over the last several decades, there has been a change in management thinking away from command and control toward self-direction and radical decentralization (Kouzes & Posner, 1995). One key word explains it all, and that word is "ownership." But psychological ownership is much more important than financial ownership in building an effective organization. People thrive on challenge, and real mangers make meanings and memories, not just money.

Stanford University Professors Charles O'Reilly III and Jeffrey Pfeffer have also influenced the development of our leadership **Blended Dualism** philosophy. O'Reilly and Pfeffer have written a provocative book titled *Hidden Value* with the very insightful subtitle of "How Great Companies Achieve Extraordinary Results with Ordinary People" (O'Reilly & Pfeffer, 2000). A misconception believed by most organizations is that there exists a "War for Talent." This inaccurate idea is that an institution can only survive if it goes out and hires the very best people possible. However, research has repeatedly shown that most people can do most jobs, and that attitude is far more important that ability in the performance of work. Accordingly, employee development is more important than employee selection. Similarly, competitive advantage comes more from execution than from strategy, and application depends more on people than on technology. National prominence comes from building the best human infrastructure. Hidden value gets derived from the corporate inculcation of core values such as human worth/dignity; human wellness/wholeness; human rights/freedoms; human equity/development; personal integrity/honesty; individual ethics/morals; management stewardship/servanthood; and, leadership accountability/responsibility.

Blended Dualism means integrating both theory and practice (Senge, et al., 1994). However, managers /leaders need to also know the proper sequencing of events. For example, core values must be established before a vision statement can evolve within organizations. Both vision and mission philosophies are needed within institutions - with the vision statement preceding the mission proclamation - rather than the reverse which sometimes inappropriately happens. Strategy and policy can then follow. Strategy/policy should never precede values/vision/mission. A person and an organization should think before they act - although admittedly this does not always happen in the real world.

Blended Dualism also recognizes the importance of both the individual person and the corporate entity. In the previous paragraph, the sequencing and timing of dual concerns was identified as being critical. Part of the art of successful management/leadership is also the insight to determine proper priorities between competing forces. Our belief is that we must never lose sight of the fact that people create and build organizations to serve society and humanity. Institutions exist and are designed to serve individuals, not the reverse (Hosmer, 1994). We must never let ourselves over time fall into thinking that living human beings exist generally and basically to serve inanimate objects. When properly led, corporations need to change more than people do within a dynamic environment and setting.

Blended Dualism also involves the integration of both personal and professional priorities. Nothing is more important to most people than their families. Professionally and simultaneously, employees commonly have a passion for their work or vocation. Personal and professional lives and values must be mixed. Similarly and contrary to popular opinion, we believe that quality time is very close to if not

identical with the quantity of time spent in regard to the establishment and maintenance of close relationships whether with family members and friends, or with colleagues and co-workers.

Finally, **Blended Dualism** also means that we must be concerned about both the present and the future. The here and now is critical for personal and organizational survival presently. But today determines tomorrow. Long-term macro perspectives are dependent upon short-run micro decisions. **Blended Dualism** requires the internalization and implementation of both perspectives. The present value of current events mu substituted exclusive discounted utility happenings. Immediate must never completely d vision of future hope and

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