

FLEXIBLE LEADERSHIP

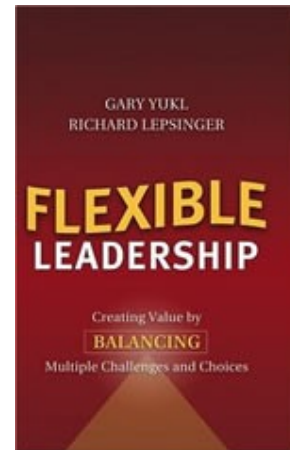
CREATING VALUE BY BALANCING MULTIPLE CHALLENGES AND CHOICES

Gary Yukl & Richard Lepsinger

Original Summary

Flexible leadership examines the role of leadership. It gives several examples of successful leadership behavior as well as unsuccessful action to support their beliefs about successful leadership. The examples demonstrate qualities needed for leader to obtain with 30 years of research to support their claims. The book critically exam-

ines each different, identified, type of leader. The authors give a leader a plethora of tools to use to build a successful organization. The ultimate answer is that there is no exact perfect born leader. Instead a leader must be willing to change with the changing pace of an organization to be successful.



Key Concepts

SECTION I Efficiency and Reliability (Ch. 2-4) The challenge to improve efficiency and reliability is overcome by examining examples, conditions affecting them and ways to improve. The behaviors that will enhance efficiency and process reliability are having operational planning, clarifying roles and objectives, monitoring, solving problems, and develop a relationship among behaviors. Programs and management systems such as quality and process improvement programs, cost reduction programs, management and structural forms, recognition and reward programs need to be examined to improve efficiency and process reliability.

SECTION II Innovation and Adaptation (Ch. 5-7) To understand the challenges examine the conditions, examples of success and failure, as well as reasons and ways to enhance Adaptation. There are many leader behaviors: monitoring, planning, envisioning, support building, innovation encouragement, collective learning and relationship development that will enhance adaptation. There is a plethora of programs that will help a system prepare and adapt to change.

SECTION III Human Resources and Relations (Ch. 8-10) The challenge is to examine conditions, implications, examples of success, and find ways to improve the management of human resources. There are behaviors: supporting, recognizing, developing, consulting, empowering, and team building that leaders should utilize. There are many programs and management systems that can be implemented to enhance human resources: human resource planning; employee development; empowerment; recognition, award, and benefit; quality of work; and orientation programs.

SECTION IV Finding the Right Balance (Ch. 11-12) There are multiple challenges and tradeoffs for leaders to examine such as tradeoff among the three performance determinants, changes in them, examples of balancing them, and several other tradeoffs. The path to flexible leadership gives guidelines and competencies for effective leadership. Chapter 12 sums up the findings of the whole book and displays a good base for creating strong leadership.

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Chapter ONE The Nature of Effective Leadership

Table 1.1. Direct Leadership Behaviors

Relations-Oriented Behavior

- Provide support and encouragement
- Provide recognition for achievements and contributions
- Develop skills and confidence among unit members
- Consult with relevant people when making decisions
- Empower unit members to take initiative in doing their work
- Build mutual trust, cooperation, and identification with the organization

Change-Oriented Behavior

- Monitor the external environment
- Identify a competitive strategy relevant to core competencies and the environment
- Articulate an appealing vision of what can be accomplished
- Build internal and external support for necessary change

- Implement necessary changes in the organization
- Encourage innovative thinking
- Facilitate collective learning

Task-Oriented Behavior

- Plan short-term operations
- Clarify roles and objectives
- Monitor operations and performance
- Solve operational problems

Table 1.2. Formal Programs, Systems, and Structural Forms Efficiency and Reliability

- Goal setting programs (for example, MBO, zero defects)
- Quality and process improvement programs (business process improvement, reengineering, TQM, Six Sigma)
- Cost reduction programs (downsizing, outsourcing, just-in-time inventory)
- Performance management systems (goal setting, feedback, appraisal)

- Structural arrangements (functional specialization, formalization, standardization)
- Recognition and reward systems (focused on reinforcing efficiency and reliability)

Human Resources and Relations

- Human resource planning (talent management, succession planning, recruiting and selection programs)
- Employee development programs (training, education subsidies, mentoring program, 360 feedback, assessment centers)
- Empowerment programs (employee ownership programs, self-managed teams, employee councils)
- Recognition and benefit programs (focused on reinforcing loyalty, service, skill acquisition)
- Quality of work life (flextime, job sharing, child care, fitness center)
- Orientation and team-building programs (socialization and assimilation programs, company events and celebrations, systematic use of symbols, rituals, and ceremonies)

Innovation and Adaptation

- Innovation programs (entrepreneurship programs, formal goals for innovation and commercialization, budgets for research and new product development)
- Programs for understanding competitors (comparative product testing, external benchmarking of competitor products and services)
- Programs for understanding customers and markets (market surveys, focus groups, customer panels, customer relations teams)
- Knowledge acquisition (hiring consultants, joint ventures, importing best practices from other organizations)
- Collective learning programs (controlled experiments, after-activity reviews)
- Knowledge management systems (expert directories and networks, best practices forums, knowledge sharing data bases and groupware)
- Recognition and reward systems (focused on reinforcing innovation and adaptation)
- Structural arrangements (small product/client divisions, product managers, cross-functional project development teams, design of facilities and work sites, R&D departments)
- Growth and diversification strategies (acquisitions, strategic alliances, foreign subsidiaries)

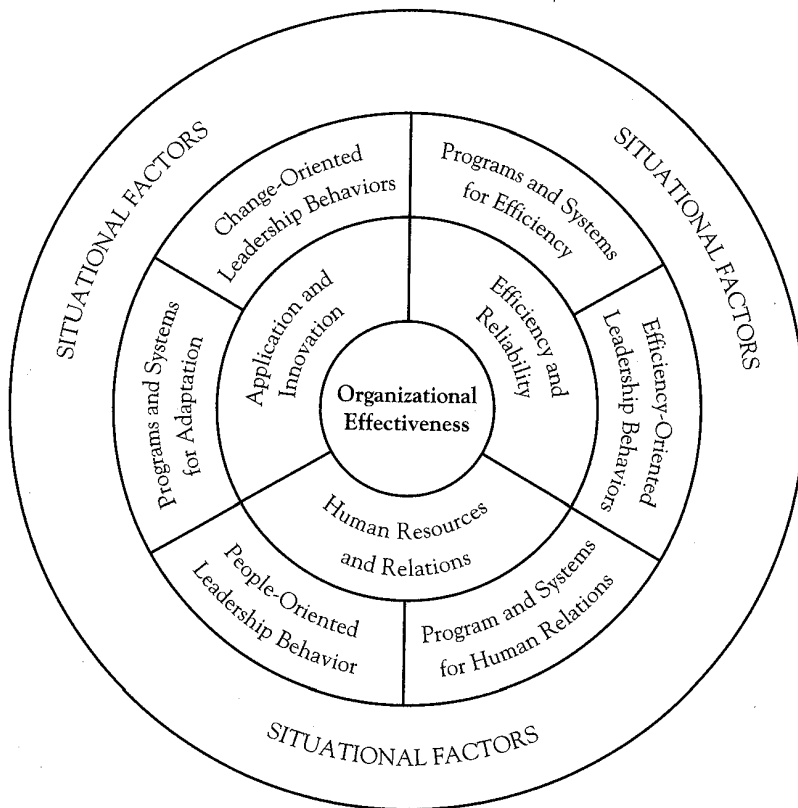


Figure 1.1. Model of Flexible Leadership

Chapter 2 The Challenge of Improving Efficiency

The quality of product and services depends largely on process reliability. If quality is not reliable the results may be catastrophic. Several companies, according to the research, have **High Efficiency and Process Reliability**: Sterling Auto-body Centers; Dell Computers; Southwest Airlines; and Wal-Mart. **Conditions Affecting Efficiency and Process Reliability** is evidently important when competitors are producing



more cost effectively than efficiency is important and when health and safety concerns arise reliability is important.

Ways to Improve Efficiency and Process Reliability is: direct leadership like (operational planning, clarifying roles and objectives, monitoring operations, and solving operational problems in a timely manner); and indirect leadership like (improvement programs). There is a conclusion on page 37.



Mary Eckenrod says that **Flexible Leadership** connects the dot between leadership and management and provides insight to both. With **Practical examples, applications and behavioral tools**, this is a road map for emerging and experiential leaders alike.

Chapter 3 Leadership Behaviors to Enhance Efficiency

This chapter examines the task-oriented behaviors of operational; planning, clarifying roles and objectives, monitoring operations and performances, and solving operational problems.

Operational Planning includes objectives and action steps; how to use personal, equipment, facilities and resources; and scheduling activities. There is also systemic planning to manage complex activities.

- Table 3.1. Guidelines for Operational Planning**
- Ensure the efficient use of facilities, equipment, and personnel
 - Determine the appropriate allocation of resources across projects and initiatives
 - Ensure plans are compatible across projects, units, and levels
 - Review operational plans at appropriate times and revise them as needed

- Table 3.2. Key Steps for Action Planning**
- Develop an implementation goal and project standards
 - Identify the sequence of necessary

- action steps for a project
- Estimate the time needed to carry out each action step and develop a schedule
 - Determine accountability for each action step
 - Estimate the cost and necessary resources for each action step
 - Identify potential problems and determine how to avoid or minimize them

- Table 3.3. Guidelines for Clarifying Work Roles and Responsibilities**
- Clearly explain an individual's duties and responsibilities
 - Agree on expectations for activities in-

involving shared responsibilities

- Set priorities among different responsibilities
- Clarify rules and standard procedures that should be followed
- Confirm understanding and agreement about work responsibilities

Table 3.4. Guidelines for Clarifying Objectives

- Ensure objectives are set for primary responsibilities and tasks
- Ensure objectives are specific, challenging, and realistic
- Confirm an individual's understanding and acceptance
- Ensure objectives are compatible and coordinated across projects, levels, and units

Table 3.5. Guidelines for Monitoring Operations

- Identify and measure key indicators of performance
- Monitor work processes as well as the outcomes
- Assess performance relative to previous levels and similar units
- Develop independent sources of information
- Observe operations directly when feasible

Table 3.6. Guidelines for Monitoring Performance

- Determine appropriate reporting requirements for a task or project
- Conduct progress review meetings at appropriate times
- Measure progress against plans, target dates, and budgets

- Ask specific questions about relevant aspects of the work
- Encourage reporting of problems and mistakes

Table 3.7. Guidelines for Solving Operational Problems

- Take responsibility for identifying problems that need attention
- Make a quick but systematic diagnosis of a problem before acting
- Identify connections among related problems
- Deal with problems in a confident and decisive manner
- Keep people informed in a crisis situation
- Develop contingency plans for predictable emergencies and rehearse them

Vijay Govindarajan writes, "Yukl and Lepsinger present the full range direct and indirect behavior required to be an effective leader in a practical manner that is easy to understand and apply."

Chapter FOUR Programs and Management Systems for Improving Efficiency and Process Reliability

Leaders must determine what programs, systems and arrangements will work to improve efficiency and process reliability while be aware of cost, time and other constraints. There are several **Quality and Process Improvement Programs**. *Business Process Improvement* (BPI) is a way to make operational processes more efficient by eliminating unnecessary steps, transactions, and controls. *Re-Engineering* is about inventing new approaches and new models of organizing work. *Total Quality Management* (TQM) has been defined in a variety of ways by various authors and is acknowledged to be a notoriously imprecise term. Six Sigma is a disciplined, data-driven approach for eliminating defects in highly specialized manufacturing and service

related processes.

Cost Reduction Programs are used to improve operational efficiency and process reliability without having adverse consequences in two main ways. *Downsizing* constitutes a set of activities to improve efficiency, productivity and competitiveness. It is more than just laying off staff. *Outsourcing* is contracting out some business processes to an external source because it can be done better and more cost effective.

Management Systems and Structural Forms are used to improve efficiency and reliability. *Performance Management* programs clarify task objectives, ensure individual objectives and align with broader business strategies, and help people understand how they are doing relative to performance standards and role

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"I knew it was time to simplify our organization when we started creating acronyms for our acronyms."

expectations. *Work Rules and Standard Operating Procedures* work well in areas that are repetitive and/or multi-step tasks and should be based on prior lesson learned to increase effectiveness. *Standard Facilities and Equipment* can reduce costs for design, facilities, and training. *Functional Specialization* have employees with identical jobs or performing the same job as a team responsible for one basic step in the production and delivery of product

or service.

Recognition and Reward Services are used to improve efficiency and reliability by rewarding performance. It may be incentives, bonuses, profit sharing, stocks, or role increase. They must be used cautiously not to create a negative competition which restricts information sharing, create jealousy or frustration from lack of recognition.



The importance of systems thinking is evident throughout the description and application of the Yukl/Lepsinger model for flexible leadership. The authors aptly describe the dynamics of organizational leadership faced by the leaders. These are tributes are certainly useful to the school executive.

INNOVATION AND ADAPTATION

Chapter Five The Challenge of Adapting To the External Environment

For a company to grow and stay competitive it must be able to adapt to cope with external pressure and take advantage of opportunities created by technological advances, market shifts, or needs and expectation of the customers. In the changing world companies must remain innovative with changes to adapt with products, services, efficiency and human relations. Adaptation is the key performance determinant.

There are **Conditions Affecting the Importance of Adaptation** such as turbulent and uncertain environment, competitive strategy,

and design evolution.

There are several **Examples of Failure in Adaptation** were companies attempt to change with their idea of need and it has failed such as AT&T, Lucent, McDonald's, and Phillips. The losses from these failed innovations have been catastrophic.

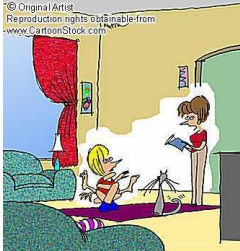
There are several **Examples of Successful Adaptation** such as Southwest Airlines, Dell Computers, Maxygen, and IBM all had successful adaptations to the changing market.

There are **Reasons for Success and Failure** involving large scale organizational change. The lack of innovative ideas, failure to implement inno-

ventions, poor timing in implementing innovations, inadequate assessment of the market, poor strategic fit, resistance to change, inadequate support by top management have been reasons for failure.

The Ways to Enhance Adaptation is to view it as a continuous process of adjustment and occasional major changes with innovative ideas being promoted, information being shared, and having a system and staff that are flexible. Leaders must be willing and leading in these changes.

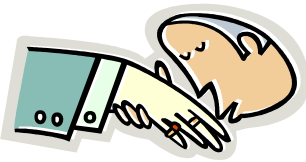
Chapter Six Leader Behaviors to Enhance Adaptation



"Please forgive the assumption, but you're new at yoga, aren't you?"



"Bob, your 'Follow the Leader' seminar may be dangerous to the orange worker."



There are several types of leaders behaviors that are needed for an organization to adapt to an external environment. This chapter will provide guidelines for each of the following behaviors: monitoring the environment, strategic planning, envisioning change, building support for change, implementing change, encourage innovative thinking, and facilitating collective learning.

Table 6.1. Guidelines for Monitoring the External Environment

- Identify relevant types of information about the environment
- Monitor events in diverse sectors of the environment
- Identify independent sources of information about the environment
- Learn what clients and customers need and want
- Learn about the products, services, and activities of competitors

Table 6.2. Guidelines for Strategic Planning

- Determine long-term objectives and priorities
- Assess current strengths and weaknesses
- Identify strategies that capitalize on core competencies

successes

- Keep people informed about the progress of change
- Demonstrate continued commitment to change

Table 6.6. Guidelines for Encouraging Innovative Thinking

- Encourage people to question assumptions about the work
- Encourage people to look at problems from different perspectives
- Encourage people to spend time on developing innovative ideas
- Provide rewards and recognition for innovative ideas

Table 6.7. Guidelines for Facilitating Collective Learning

- Encourage people to experiment systematically with new approaches
- Encourage people to find ways to adapt best practices used elsewhere
- Encourage the active sharing of ideas and new knowledge in the organization
- Encourage the use of after-action reviews to identify lessons learned
- Implement systems to facilitate the diffusion of ideas and new knowledge

- Evaluate the need for a change in strategy
- Determine the likely benefits and costs of a new strategy

Table 6.3. Guidelines for Envisioning Change

- Develop a clear picture of what the organization can accomplish or become
- Link proposed changes to ideals, values, and aspirations
 - Articulate the vision with enthusiasm and vivid language
 - Express optimism and confidence that the vision can be achieved



Table 6.4. Guidelines for Building Support for Change

- Explain the urgent need for

change

- Identify the necessary approvals for a proposed change
- Identify likely supporters and build a broad coalition of supporters
- Identify likely opponents, the reasons for resistance, and ways to deal with resistance

Table 6.5. Guidelines for Implementing Change

- Fill key positions with competent change agents
- Prepare people to adjust to change and cope with the pain
- Provide opportunities to celebrate early

Jay A. Conger exclaims, "One of the most sophisticated examinations of leadership to date. Moving beyond the all too prevalent simple recipes, Flexible Leadership paints a rich picture of the realities of leading. A wonderful resource for those who wish to become masterful leaders."

Chapter Seven Programs, System, and Strategies for Enhancing Adaptation

There are many approaches for improving a companies ability to adapt to their environment. **Entrepreneurship Programs** are designed for individuals or teams to develop and commercialize new innovative ideas. These programs provide guidelines to support members to create the innovations and reach the desired target. **External Benchmarking** enhances adaptation by measuring products, services, and practices against the industrial leaders in their area. By establishing these systematic systems of best practices and innovation an organization can improve and bridge the gap between itself and its competition.

Programs for Understanding Customers helps corporations gain knowledge about attitudes, values, needs and perceptions of customers and use this knowledge to improve their products and services. Reward and Recognition Programs can be used to influence innovative adaptation as well as efficiency and human resources helping companies recognize centers of excellence and innovation.

Collective Learning Practices which include after-activity review and controlled experiment facilitate learning in an organization. *After-Activity Review* is designed to help businesses

learn from experience. Controlled Experiments allow corporations to evaluate innovative processes or procedures by assessing consequences and their efficiency. *Knowledge Management Systems* improve use of newly attained knowledge to improve an organization by retaining and disseminating the information to the necessary partners.

Mergers, Acquisitions, and Strategic Alliances are external approaches for promoting innovation, growth, diversity and increased market power. **Mergers and Acquisitions** happen when one company buys controlling interest or total ownership of another company with the plans of making it a subsidiary company. *Horizontal acquisitions* improve market power by increasing customer base and increasing leverage. *Vertical acquisition* increases control over essential inputs or distribution of products. **Strategic Alliances** involve cooperation between two or more firms that combine their capabilities and resources. It may be a joint venture where companies choose the collaborate on long term resources or facilitate adaptation for technological change.

Chapter 8 The Challenge of Managing Human Resources

People, human capital, are an organizations most valuable asset. Human resources and relations are people's knowledge, expertise, creativity, commitment, trustworthiness, learning capacity, risk management, enthusiasm and confidence. There are **Conditions that Affect the Importance of Human Resources** such as: work that is complex and difficult to learn; new membership; areas requiring skill and motivation; areas of high interdependence; ; and areas that are difficult to recruit and train. There are **Implications of Strategy for Human Resources**. Examples of Good Human Relations is when there is a feeling of oneness and dependence on one another

Michael Beer writes, "If you want to learn what leadership is really about, this book is for you. Its about three core leadership tasks that can be learned by ordinary managers and integrated in accordance with the nature of your business and situation. This book provides a new and very useful framework for understanding what leaders must do to create sustainable performance."



there are a few examples of companies that have done this: General Electric, Southwest Airline, and Pitney Bowes. There are several examples of Relation Problems in companies: Denny's, United States Postal Service and Radio Shack. The Ways to Improve Resources and Relations are motivation are commitment. There are 11 ways to

motivate and show commitment to them discussed on page 152. People need to also have the skills and feel good about the job they can do to stay at a job. The direct behaviors most relevant for influencing human resources and relations include developing, recognizing, supporting, consulting, empowering, and team building.

“A leadership book that captures the complexity of a leader’s role while providing specific guidelines and tools that help you realize that being an effective leader is not out of your reach” - Peter Voss.

Chapter 9 Leader Behavior for Enhancing Human Resources

This chapter will exam the guidelines for enhancing human resources.

Table 9.1: Guidelines for Supportive Leadership

- Show positive regard and concern for people
- Provide empathy and support when someone is upset or worried
- Enhance and maintain the self-esteem and confidence of others
- Provide assistance with work-related or personal problems when it is needed
- Remember names and important details about people



Table 9.2 Guidelines for Recognizing

- Recognize a variety of contributions and achievements
- Actively search for contributions to recognize
- Use a variety of appropriate ways to provide recognition
- Be sincere, timely, and specific when providing recognition
- Recognize commendable efforts that were not successful

Table 9.3. Guidelines for Developing

- Provide help in assessing skills and identifying strengths and weaknesses
- Be patient and helpful when providing advice or instructions
- Provide opportunities to learn new skills and demonstrate competence
- Encourage and facilitate attendance at relevant training activities Provide helpful advice about career advancement and job success

Table 9.4. Guidelines for Consulting

- Encourage people to express concerns and make suggestions
- Look for ways to build on a suggestion rather than dismissing it
- Show appreciation for suggestions and constructive criticism
- Listen to dissenting views without becoming defensive

Table 9.5. Guidelines for Empowering

- Allow people appropriate discretion in how to carry out an assignment
- Encourage initiative in solving work-related problems
- Delegate relevant decisions to competent individuals and teams
- Provide adequate formal authority for an assigned task
- Treat mistakes and failures as a learning experience

Table 9.6. Guidelines for Team Building

- Emphasize common interests and values
- Talk about the importance of cooperation and mutual trust
- Use ceremonies, rituals, and symbols to develop team identity
- Use stories to communicate shared values and beliefs
- Encourage and facilitate positive social interactions
- Celebrate work unit achievements and successes

Chapter 10 Programs and Management Systems for Enhancing Human Relations

Leaders may use the indirect leadership methods of using human resource planning systems, employee development systems, empowerment programs, recognition and reward programs, quality of work life programs and orientation and teambuilding programs to improve human relations and resources.

Human Resource Planning Systems are essential for filling job vacancies with qualified staff. These systems help ensure proper use of personal, improve developmental opportunities, assess the current workforce, assess future needs, and ensure that staff development is happening to create potential internal candidates for vacancies.

Employee Development Programs are not mutually exclusive of each other. There are several different programs such as: Skill Assessment and Feedback programs (360, multi-rater and multi-source feedback); Training and Education Assistance Programs improve employee skill and knowledge needed for their job; and mentoring programs (inexperienced team up with experienced role model).

Empowerment Programs increase employee empowerment, ownership, and sense of influence. There are three ways that this can take place with employee ownership programs (obtain stock as bonus), open book management, (staff know where money is spent)

and self managed teams (meaningful authentic involvement in decision making).

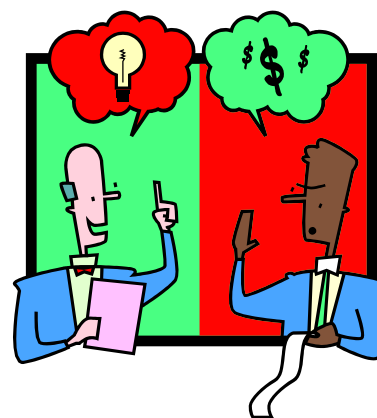
Recognition, Award and Benefit Programs are used to let members know they are valued.

Quality of Work Life Programs help fulfill staff social needs while fulfilling their economic needs. These programs increase satisfaction, motivation, and commitment to the organization.

Orientation and Team-Building Programs are used to help assimilate new employees easier, transmit values and culture and gain a sense of belonging.

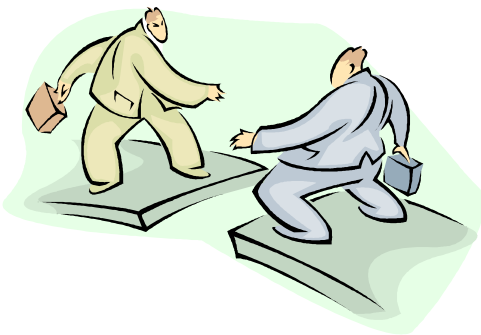
Bill Sheldon exclaims, "I have always believed that a significant part of my job as a senior executive was to help develop effective leaders at all levels of my organization.

Flexible Leadership provides an indispensable guide that will help leaders respond effectively to the challenges and choices they face on the job."



Chapter 11 Multiple Challenges and Tradeoffs for Leaders

Leaders constantly must balance the pros and cons of every action they take to ensure they are making the right choices for the company to be successful. The leader must evaluate the situation, who or what is involved, and weigh competing demands. There are **Trade-offs Among the Three Performance Determinants**. First there is *Efficiency versus Adaptation* when new adaptations are needed there is a period of low employee efficiency or cost of development and research may lower productivity. The converse may also hold true if the aim is to improve efficiency change may be harder to implement or costs may be seen as too great. *Efficiency versus Human Relations* can be counter productive. While attempting to improve efficiency (worker output, reduce costs), employees may be asked to produce more for less this can cause lower satisfaction and reduce the human relations. While



improving human relations (financial benefit, recognition programs, work place quality) can be expensive increasing operating cost, i.e. lowering efficiency. *Adaptation versus Human Relations* can have several trade-offs. Change

Brian L. Benzel claims, "As a quality primer for the major elements of leadership, Gary Yukl and Richard Lepsinger have developed a model for understanding and guiding action in complex organizations. Flexible Leadership looks at ways to thoughtfully combine adaptability and effectiveness in the leadership role."

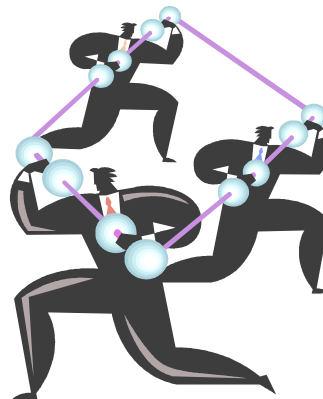
and need for adaptation can lower staff productivity, and increase their frustration. It may also increase costs for material and training to ensure employees can efficiently produce. Adaptation may also mean a change in staff and move staff from their current position which may be a cause of stress and lower human relations.

Changes in Performance Determinants depends on the situation and the competitive strategy for the organization. Changes will affect performance determinants and the key is to limit the adverse effects.



Examples of Effective Balancing have been seen in companies including Nissan and MetLife.

There are **Other Tradeoffs for Leaders** to consider: stakeholders' demands and expectations, short term versus long term objectives, stability versus change, and control of the work place versus staff empowerment.



Chapter 12 The Path to Flexible Leadership



The path to flexible leadership is being able to diagnose the situation, evaluate the challenges, balance competing demands, and integrate diverse behaviors in a way that is relevant for meeting the multiple challenges. There are five competencies that can facilitate development of flexible, shared leadership in organizations.

There are many indirect and direct behaviors leaders can do to be effective.

Table 12.1. Guidelines for Effective Leadership

- Build commitment to a core ideology
- Build capable leadership at all levels
- Involve and empower people at all levels
- Keep lines of communication open
- Use reward systems to support multiple objectives
- Encourage and exemplify leadership by example

To **Build Commitment to a Core Ideology** there must be a system wide belief in the vision or strategic objective, mission and purpose, shared ideals and values, and core ideology (primary purpose). The core ideology is the purpose as well as how members fit in and is reflected in the policies, programs and criteria. This ideology provides a compass to guide the leadership and its members to move in a cohesive direction.

To **Build Capable Leaders at all Levels** is essential to leadership. Be sure staff are the organization's most valuable asset and help them develop into competent, capable leaders while retaining their expertise. There are several programs that can assist a leader to ensure this happens. There must be strategic objectives within the organization to facilitate staff development and retention (human resources).

Involve and Empower People at all Levels utilizing their skills, expertise, and knowledge to improve the organization. Involvement and empowerment must be felt by all staff within an organization.

Keeping Lines of Communication Open between leaders as well as all other members of a company is essential to becoming effective. In order to be able to make good decisions leaders must be able to have heard all points, objectives, priorities, and strategies. Open communication will help ensure people know and understand expectations as well as increasing staff commitment. The best form of communication is still face to face contact. Open communication will assist a leader when unpopular decisions are made.

Use the **Reward System to support Multiple Objectives** can help leaders deal with all three types of challenges as well as retain highly competent employees.

Encourage and Exemplify Leadership by Example will influence staff. Model the behavior you expect of your subordinates.



Table 12.2. Competencies for Effective Leadership

- Maintain situational awareness
- Embrace systems thinking
- Focus on what is really important
- Maintain self-awareness
- Preserve personal integrity

Maintaining Situational Awareness is understanding how external and internal events in the organization are relevant for leader effectiveness. To do this a leader must monitor and network.

Embrace System Thinking is understanding the factors that determine organizational performance in a particular situation.

Focus on What is Important is essential to effective leadership. There are many problems that arise, but leaders must guide their actions by objectives and priorities.

Maintain Self Awareness to understand one's own emotions and motives is part of "emotional intelligence," and improves effectiveness.

Preserve Personal Integrity is essential in obtaining trust, loyalty and cooperation of staff by: keeping promises and honoring commitments; keeping behavior consistent with articulated values; and being responsible for own actions.

Flexible Leadership

CREATING VALUE BY BALANCING MULTIPLE CHALLENGES AND CHOICES



Gary Yukl is a professor of management at the University at Albany, State University of New York and the author of ten books, including *Leadership in Organizations* (5th ed.) (Prentice Hall).

Richard Lepsinger is managing vice president of Right Management Consultants and the co-author of *The Art and Science of 360° Feedback* and *The Art and Science of Competency Models* (both from Pfeiffer).

Critical Evaluation

Flexible Leadership gives a comprehensive theory from years of research of effective leadership in the changing times upon leaders. There are many examples of leaders that have been suc-



cessful with adaptation as well as examples of some that have failed. There are many programs with their description and use that a leader could use to improve weakness that he or she may have as well as programs that could be implemented to improve staff. There is an apparent

need to develop system thinking through out the book.

There are several short coming when it come to using in many setting. The examples that were used came from environments were leaders exercised ultimate control over the people within their control. In

a school, school division, government organization or any unionized company many of the suggested tactics can not be used. In schools there is not control over financial numeration, or the control to move employs as seen fit. There are no reference to a school system or even an organi-



zation with similar attributes.

There are many great ideas a leader of a business could use but the use within

the school context is lim-

