How to be a Positive Leader
Insights from Leading Thinkers on Positive Organizations.
By Jane E. Dutton and Gretchen M. Spreitzer.

Instructors: Bob Bayles and Dr. Keith Walker.

EADM 826.

Special points of interest:

- How to be a good leader.
- Giving Employees time to decide on their own.
- Maintaining the ethics of an organization.
- How to appreciate employees.

Inside this issue:

Overview.

``The Book HOW TO BE A POSITIVE LEADER. (Insights from leading thinkers on positive organizations) is a book that centered on leadership, how to lead and leaders. The way leaders in an organization should relate with their employees to achieve productivities. The book takes the "*perspective that small actions by leaders can and do have impact" (pg. 3).* The book shows what Dutton and Spreitzer (2014) perceived to be the problem in some organizations where there are limited resources available to work, how these resources can be utilized for productivities, and how leaders can bring the best out of the people and the organization. These became an inspiration for the authors to write this book to collect and apply some wisdom on bringing out the best in people at work. There are three distinctive features listed by the authors in the book on how to be a positive leader.

- *Small actions by leaders can and do have a big impact.*
- *Dual lenses focusing on what leaders can do to expand their capacities for excellence.*
- *Inspiration given to leaders to see the possibilities for expanded and improved human capacities enabled by small actions.*

`This book is designed for: *everyone aspiring to become a positive leader, anyone who seeks to increase capacities for excellence, lessons for important leaders in a corporation, middle managers, directors of a non-profit, entrepreneurs, or individual contributors. (pg. 4). The purpose of this book is not only applicable to the organization but to family, schools, community, and volunteer activities.* Dutton and Spreitzer (2014), and the authors that contributed explained the structure of the book in four clusters of positive leader strategies.

The first cluster is about positive relationships as the keystone for positive leadership.

Secondly, ways positive leaders can unlock resources from within people, within relationships by activating and expanding key renewable resources.

Thirdly, leading positively by tapping into the good in people and in collectives. In conclusion, there are diverse ways positive leaders can think and act that generate resourceful change.

Finally, because positive leadership is based on simple, inexpensive actions, it provides a sustainable way to consistently bring out the best in people and organizations. It offers a vision of leadership that is not about richness of resources but richness of possibilities. Dutton and Spreitzer (2014).
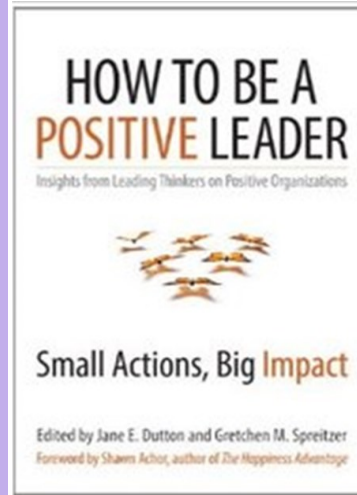
Meet the authors

Jane E. Dutton is the Robert L. Kahn Distinguished University Professor of Business Administration and Psychology at the, University of Michigan and Professor of Psychology. She does research, teaches and works with organizations on issues related to how to bring out the best in employees and in organizations. She studies and writes about how people build high quality connections, how people craft their jobs, compassion at work. She is a co-founder of the Center for Positive Organizations (http://www.centerforpos.org/) at the Ross School of Business. https://www.bkconnection.com/books/title/how-to-be-a-positive-leader#more-book.

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Her research focuses on employee empowerment and leadership development, particularly within a context of organizational change. Her most recent research focuses on how organizations can enable people to thrive at work and become their best selves. She has co-authored six books (including another Berrett-Koehler book, titled How to Be a Positive Leader: Small Action, Big Impact with Jane Dutton) and many articles on these topics. She teaches leadership and change courses to undergraduate and graduate students and executives at Ross. She has been elected to leadership positions in the Academy of Management and the Western Academy of Management. She lives in Ann Arbor, Michigan, with her husband, who is a public policy economist, and two teenage daughters.
https://www.bkconnection.com/books/title/how-to-be-a-positive-leader#more-book

CHAPTER ONE: Build High Quality Connections.

Making interaction with colleagues at work lead to a greater energy and the zeal to work. There are many times, what employee needs is just to interact within themselves even if it will just be some couple of minutes. People who engage in this kind of activities are in a high-quality connection (HQC). HQCs makes people have a sense of belonging, worth and value in their places of work *"High-quality connections contribute to individual flourishing*

Employees think wider when they engage in HQCs

and to team and organizational effectiveness" (pg. 11). HQCs has lot of benefits to individual, colleagues, company and management teams. The importance of HQC cannot be overemphasized such as:

- it leads to making people feel happier and healthier.
- It broadens peoples' capacities for thinking, exercising of good organizational behavior.
- People in HQCs tend to exhibit good behavior.

Interaction among employees

Strategies for Building High-Quality Connections.

"Some leaders have developed a special set of capabilities, captured in their ability to see possibilities for greatness in people and their team. Different leaders have diverse leadership skills, but the most important thing about leadership is that small actions can have tremendous impact."

A. Respectfully engage others
- Respectful relationships
- Attentiveness to another person existence.
- Effective listening and communication.
- Conveying and acknowledging people presence.

B. Task – Enable others.
- It facilitates performance on a task or a goal.
- There is desired to work harder among workers.
- It leads to emotional support, encouragement, recognition, task information and flexibility.

C. Trust Others.
- Pathway for building HQCs.
- Trusting moves are potent contributors to high-quality connections.
- It makes coworkers rely on themselves through commitments.

D. Play.
- Moments of exploration and interaction.
- It builds new knowledge and broaden action possibilities.
- Play fosters new knowledge and develops cognitive skills.
- Play in the workplace includes: team building activities, volunteer activities, ping pong tables or

Designing Organizations that foster Building and Maintaining High-Quality Connections.

There are three design choices which leaders can use to foster building and maintaining high-quality connections. These include:

1. Reward High-Quality Connection Building and Relational Skills. Leader should encourage team work among its employees or individual work, there should be incentives or rewards attached to every task which will in turn motivates others and serve as encouragement for a better performance. "Creation of spot awards or peer-controlled rewards, which allow for the recognition of excellence based on a peer's contribution to collective performance" (pg. 17). This will lead to a sustainable HQCs.

2. Build High-Quality Connection Routines and Practices. Multiple routines foster HQCs building. People repeating activities will lead to a perfect practice in an organization. Putting people well skilled together to train others increase growth of relationship building and competencies.

3. Model and Value High-Quality Connection Building. Leaders need to be a role model to be look up to be exercising a good behavior. If leaders wish to foster HQC building, they need to conduct themselves with this mindset and behavioral repertoire in much of what they do. Leaders that convey good behavior will increase and improve the importance of HQC. There are several ways which leaders can show substantial value through face-to-face contact, listening, demonstrating, care and diligence.

HQC build good working relationship.

CHAPTER TWO- OUTSOURCE INSPIRATION

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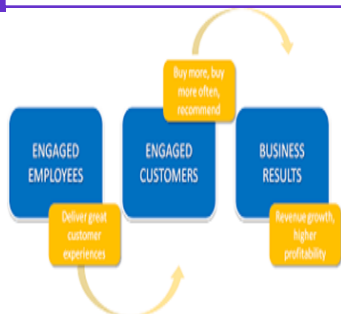
Meaningful work is a cornerstone to motivation. Leaders should motivate employees in their job to perform better so that the customers (end users) who uses the organizations products and services can be inspired more. Outsourcing inspiration makes employees do work that makes a difference by putting in their best in the job they are doing. An example of **a** team role, was given in the book to show a difference on how customers respond to various means of communication with the employees. However, the results indicated that customers prefer face to – face contact, which leads to a satisfactory results and performances. Thus*, once they believed that their work could be so valuable to others, they became so motivated to work. (pg.24).*

In the health and safety work, there are Nurses, Radiologists, lifeguards, physicians and nurses, pharmaceutical employees which have direct impact on the end users (clients). There work motivates many people and the urge to undertake many more task. Also, research shows that exposure to work can motivate greater effort by employees such as: giving feedback, editing, generating a marketing campaign. There are various strategies to create individual awareness for making impact. There are four diverse ways as mentioned in the book that leaders can access their behavior and its effects on the employees, and the engaged customers. These includes:

* Pay periodic visits to end users.
* Seek internal feedback
* Keep a journal about your contributions.

Digitize Your Workplace for Better Employee Engagement

* Become and end user.

Connecting Employees to their Impact

Connecting Employees to the impact they make in an organization serves as an initiative for employees to see how their efforts, make a difference. Leaders can:

⇒ **Make the face-to. Face connection.**
The impact of the employees would be recognized and appreciated when they have a direct way of knowing the impact of their work through the recommendation from their end users.

⇒ **Encourage employees to**

swap

https://invoicequick.com/pro/wp-content/uploads/2017/05/Leadership-1024x630.jpg
Method, where employees share their stories of making impact through stories from their colleagues and greater potential to make future contributions.

Stories. This is another alternative

⇒ **Become a linking pin.**
Leader should serve as a middle man between the employee and the customer by receiving observation and recommendations for the employee to keep them moving on the job.

With these, there would be a conducive, motivating environment and deeper relationships in the organization.

"outsourcing inspiration is not only for leaders to employees only but given a recognition and voice to the end users (customers)".

CHAPTER THREE. NEGOTIATE MINDFULLY

Emotions should be taken into consideration when negotiating. Negotiations strategy must align with emotional strategy in which leaders must strictly put into consideration when engaging in productive conversations. In every organizations, negotiations occur every day either over resources (money) or job performances. *Leaders negotiate timelines, roles, responsibilities or ideas on how to move forward. (pg. 32).* In the book, the values of negotiating mindfully was discussed. The values of negotiating mindfully was attached to emotions a negotiator portrays which can either be a negative or positive ones. The key to displaying the emotions is to align it with the goals of the negotiation and putting in consideration the emotions of Emotions during a negotiation cannot be overlooked with mindfulness put in place. Thus enables non-judgmental and nonreactive observing and accepting your emotions with positive relational presence. The strategies are:

* Mindfully notice emotionally incongruent triggers in the environment.
* Mindfully Reinterpret Emotional Triggers
* Mindfully Modify Physiological Reaction to Emotional Triggers

Dialoguing and Negotiation matters.

Instructors: Bob Bayles and Dr. Keith Walker.

CHAPTER FOUR– ENABLE THRIVING AT WORK.

Employees thriving at work

To thrive at work, keep employees' active, alive and feel committed towards any task to perform. This is what organization are looking for in their employees. Employees will be psychologically, physically, mentally active to work leading to greater productivity. "thriving employees exhibit innovative work behavior, generating, creative ideas, championing new ideas, and seeking out new ways of working" pg. 46. Work is a cornerstone to motivation. Leaders should motivate employees in their job to perform better so that the customers (end users) who uses the organizations products and services can be inspired more. Thriving employees exhibit more innovative work behavior, generating creating ideas, and seeking out new ways to work. They do work that makes a difference by putting in their best in the job they are doing. Thus*, when people are thriving at work, they report more job satisfaction and organizational commitment,.*

There are four Individual Strategies to enable thriving at work.

Craft your work to be more meaningful.

Look for opportunity to innovate.

Invest in Relationship That Energize.

Take care of your Health through Energy Management.

There are diverse ways which employers can enhance employees to thrive more in the job for a better performance. Employees wants to feel integrated into the organization. Thus, having a thriving workforce is proven to bring many benefits to an organization and its employees. These practices include: Sharing information, Providing Decision-Making Discretion, Minimizing Incivility, Offering Performance Feedback.

CHAPTER FIVE-CULTIVATE POSITIVE IDENTITIES

GIVE MODEL OF POSITIVE IDENTITIES

Identities are who we are, what people think we are, ways in which our identities can affect our work and the impact our identities will have in the organization. Our identities introduce us, meeting with clients, and team building activities.

In the book, the authors highlighted the **GIVE** model of positive identity to explain four of the most common ways people describe their identities.

G-GROWING

I-INTEGRATED

V-VIRTUOUS

E-ESTEEMED

Thus, leaders should use the following positive identity infusion as recommended strategies for positive identity construction.

- Positive Identity Label.
- Design a Developmental Agenda and Monitor Your Growth.
- Facilitate Reflected Best-Self Engagement.

The above positive identity infusions are useful for leaders, employees, to bring out the best in themselves, and in others.

"a leader can increase the positivity of their identity by defining themselves as Growing, Integrated, Virtuous, and Esteemed" pg. 58.

CHAPTER SIX– *ENGAGE IN JOB CRAFTING*

Job crafting is the physical and cognitive changes individual make in the task or relational boundaries of their work (pg. 65). People craft job to ways that suit them which lead to job satisfaction. The value of job crafting cannot be overestimated. It allows employees to change the shape of their job to the ways that suit them, it relies on a treasured organizational resource.. Employees who engage in job crafting performs better than those who do not.

STRATEGIES FOR CRAFTING A JOB.

- Optimize the job you have. Thinking about the values to express in the work, and the passion to bring to the work

- Re- vision the Relational Landscape of work. A powerful way to guide job crafting is to think carefully about the quality of the interactions and connections you ae having during the work

- Queue it up. One of the less radical job crafting moves is to make one's work is to reorder the tasks and interactions that comprises the day.

- Though any of these strategies are likely to help employees n their job crafting efforts, the context that managers can build to support job crafting at the organizational level can multiply the power of these individual-level moves.

Designing organizations for job crafting.

* Leaders and management should Boost Autonomy support, Build job crafting into developmental plans, communicate strategic goals and Hold job-crafting swap meets to facilitate employee job crafting .

CHAPTER SEVEN– ACTIVATE VIRTUOUSNESS

A Virtuous Organization is less common in the society we are now. This is because , these organization help individual achieve their very best and reach extra ordinarily positive outcomes. Pg. 79. Being virtuous is not about smiling or merely saccharine but exhibiting gratitude, forgiveness, transcendence, compassion, honesty and love among oneself. These attributes produces commitment , satisfaction, positive emotions, and psychological health.

The evidence of virtuousness and its performance in an organizations reveals that "when virtuousness improve, important organizational outcome also increase".

There are three ways described in the book that values can be fostered in the organizations as described in the book. They include:

1. Expressing gratitude.

2. Enabling forgiveness.

3. Facilitating Transcendence

The authors listed the Everest goals which share the attributes of highly effective goal setting, summarized by the acronym SMART.
S = Specific
M =Measurable
A= Aligned
R= Realistic
T = Time bound.

However, there are five unique attributes leading to an experience of transcendence and elevation.

* Positive deviance.

* Goods of first intent.

* Possessing an affirmative orientation.

* Representing a contribution.

* Creating and fostering sustainable positive energy.

Virtuousness is the key to a successful business. Therefore leaders, and employees should maintain the spirit of virtuousness.

"finding an association between virtuousness and desired organizational outcomes is important because it causes leaders to pay attention."

Leading an ethical Organization requires the joint effort of the leader and the employee.

HIGHER PURPOSE

In the book, there are three key aspects of being an ethical leader, and they are subdivided into two aspects.

Moral person component.

i. *Role-modelling ethical and appropriate conduct.*

ii. *Treating others in a just, caring, behavior of employees.*

Moral manager component.

i. ***Actively managing the ethical behavior of employees.***

Values of Being an Ethical Leader

Ethical leader promotes and influence their employees behavior too. Pg. 91. If a leader is ethical, the y will serve as a role model for the employees. It has lot of benefits especially to the organization because there will be total commitment to the organization by the employees. Also, when employees are led by ethical leaders, they are more likely to identify with their group and organization.

Ways to improve Ones Ethical Leadership

Poles of ethical leadership in an organization

There are four strategies mentioned in the book on how individual, employees can improve on its own ethical leadership to improves one's reputation. They include:

A) Make sure to walk the talk.

This can manifest by doing the right thing at the right time. Leader should be emphasizing the importance of ethics and value in the organization, and abide by what they preach to the employees.

B) Find your Mantra.

Developing a mantra is a way to keep one's value at the top of one's mind,

C) Avoid Self-Serving Pitfalls.

Being vigilant helps one act more in line with one's value.

D) Do Not Go at it Alone.

Being an ethical leader is not a solitary

road, it should include a community of trusted challenges and advocates.

However, in addition to individual strategies to grow as an ethical leader, organizations too have their part to play in maintaining ethical environment in the organization. These practices are:

a) Your Ethics Code is More Than Window Dressing.

b) Bring in the Right Troops.

c) Do an Ethics Audit.

d) Remind Employees about a Larger Purpose.

Being an ethical leader takes a lot of effort, but working on these personal strategies and developing practices will help to lead an ethical organization.

Leaders in an Organization should strive towards imbuing into the organization a "higher purpose" . Higher Purpose is intent , perceived as producing a social benefit over and above the monetary payoff shared by the employer and the employee" pg. 101.

Leaders that pursue higher purpose invest more capital, take greater risks, and incur lower costs of compensating their employees

Having a higher purpose, makes the pursuit of profit more rewarding than just obtaining profit. There is an energy that spring out among employers and the employees because of the pursuit of higher purpose which generates satisfaction

HIGHER PURPOSE

Reasons for Pursuing Higher Purpose.

There are two main reasons that pursuit of a higher purpose is important.

Reason one- Purpose and Meaning.

Purpose and meaning both have their own benefits . While purpose has value at individual level, higher purpose leads to increased meaning . Leaders with mind of higher purpose engage in these four kinds of behavior.

- Inspirational Motivation.

- Intellectual Stimulation.

- Individualized Consideration.

- Idealized Influence.

Reason Two– Purpose and Emergent change.

Leaders who articulate, stimulate learning, and build trust are leaders of integrity. This is because leaders who pursue higher purpose achieve results following similar paths. Also, in the pursuit of higher purpose, people may engage in the subordination of self-interest and willingly make spontaneous contributions

Leaders and employees foresight for higher purpose.

to the whole.

Strategies for Imbuing Organizations with a Higher Purpose.

There are three key strategies on how to execute on how to become a positive leader who can imbue an Organization.

1) Become a person of higher purpose

2) Learn Vision Formulation and

3) Learn Vision Implementation.

Accessing these three strategies will not only make individual or Organization achieve satisfaction but :

ı. Leading with character and value.

ıı. Company will also enjoy greater employee commitment and performances.

The cultivation of hope matters a lot in life. There are many situations we found ourselves but we should just be hopefully that it will turn out well. Examples of past leaders was given in the book such as Mahatma Gandhi, Nelson Mandela, who believed hope has been practiced over space and time. Hope has fundamentally changed the course of Human history.

''Hope is a common, mundane experience, a deep belief that hope and situations can and will change for the better.

The Value of Hope

In the definition of Hope given in the book, it is "a way of feeling , a way of thinking, a way of behaving, and a way of relating to one-self and to one's world.". Hope involves an active search for possible and appropriate ways to get to one's goal. Leaders press on and boldly go where they really want to, not merely where they know they can .

Principles and Practices of Cultivating Hope

Principle 1. **Act "As If"**

Cultivating Hope is about taking action immediately. Acting "as if" keeps our sense of possibility alive. No act is too small to resuscitate hope.

Principle 2**. "Kiss It Better"**

Hopelessness invites and welcomes relief. Leaders can restore and shore up hopefulness by contrasting moments of despair with less visible but longer-lasting skills, strengths, and especially dreams of better times ahead.

President Obama

Principle 3. "**Shared , Not Stored"**

Hope is renewable. Leaders need to know the people, projects, and places where hope naturally occurs. Hope is asking for nothing but the will to see or do things differently.

The magic of hope can become a way of life even in Organizations that face significant
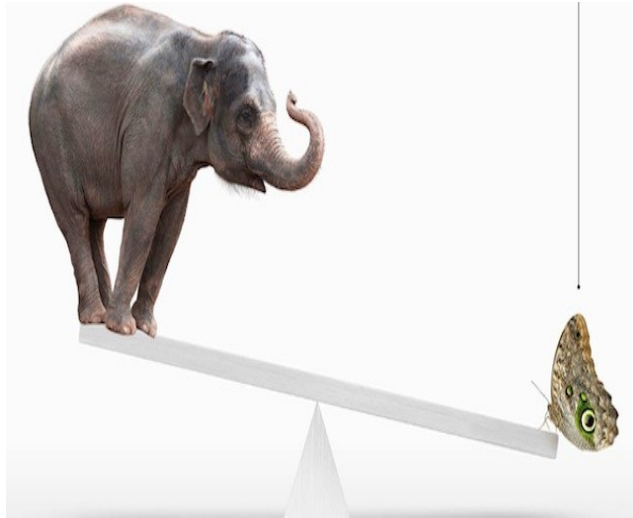
President Obama defined hope "as imagining and then fighting for and struggling for and sometimes dying for what didn't seem possible before."

CHAPTER ELEVEN: CREATE MICRO-MOVE FOR ORGANIZATIONAL CHANGES

Creating Micro-moves in change matters, because doing so focuses leadership attention on how, not just what, change is implemented and illuminates the significance of micro-moves that facilitate respectful and meaningful engagement of each other in the change process.

Micro-moves though small, are consequential for generating or derailing change efforts. This also matter to leadership practice because they engage people meaningfully and

Think small, Act big.

Usually we pay attention to the "what" of organizational change and leave implicit micro-moves comprising the "how" of change. *Pg. 126*

There are three micro-moves of discovery for use in change efforts to enable the collective imagining of desired possibilities. These three Micro-move operates by asking people to connect or to experience what they find familiar in light of something unfamiliar, thus creating a typical or even surprising relation that can illuminate prevailing expectations,

Micro-move 1. Turn Toward the Unfamiliar. This type of discovery may be implemented in a variety of ways, its distinguishing feature is the request of people to turn toward and explore rather dismiss what is unfamiliar. Examples of Organization that uses micro–move include Google (software industry).

Micro-move 2. This type of micro-move is grounded in the recognition that discovery can require more than the cognitive work of questioning. The medium-sized health care system is an example of organization that uses this micro-move in creating a
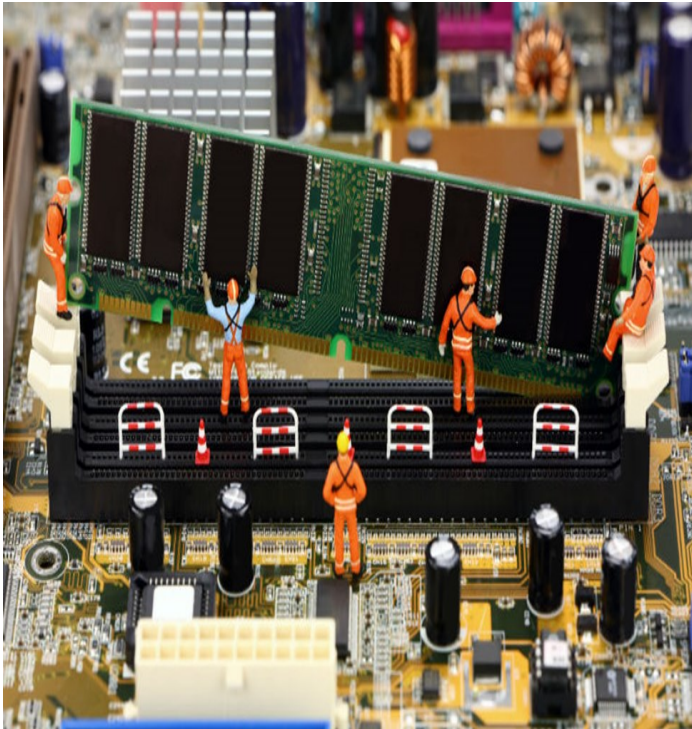
Novel inpatient care system.
Micro- move 3:
This involves convening people for the purpose of exploring possibilities for change that have been discovered . An instance was analyzed in the book in the aspect of creating curriculum change in a university setting can be a challenging and politically fraught changes leaders can attempt.
Micro-moves can work for leaders, employees and Organizations if there is a research or discovery for the one that is relevant to use.

CHAPTER TWELVE: *TREAT EMPLOYEES AS RESOURCES, NOT RESISTERS*

Employees has their own quotas they are contributing to an organization no matter how small it may be. The influence of these employees is important in an organization. Managers, leaders should not view them as change resisters but as someone who has something to contribute (resources of change). It is important for leader, and managers to be resourceful to avoid limited resources when the need be. During good times, leaders may hesitate to foster organizational change arguing the status quo is working just fine. Also, being "resourceful", shows how leaders and employees can make decisions on the valuable resources they have.

"instead of thinking of employees as change resisters, you need to think them as valuable resources to help them initiate and implement change".
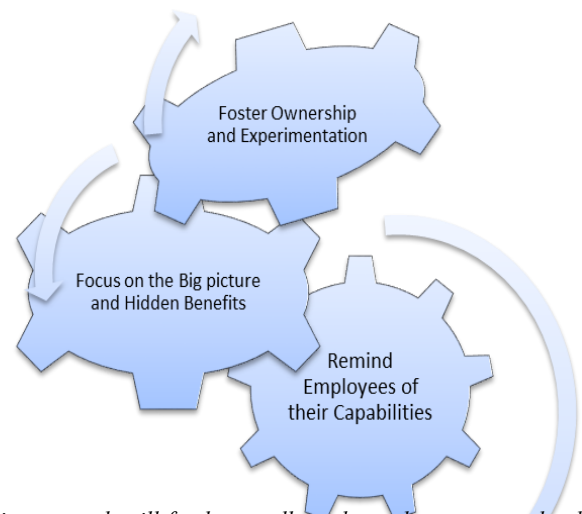
In the book, three strategies for employees to become more resourceful during Organizational change initiatives are analyzed.

♦ *Cut off the Straps. Employees can use their initiative to create a change. By using a material or resources to produce many more materials thereby implementing a change. With these, instead if viewing everything as fixed, employees can cut their own straps.*

♦ *Story telling the big picture and benefits. Employees can create their own motivation to implement change. They can cause a momentous change in the organization through the stories they heard or share among themselves.*

♦ *Integrate Self- affirmation with doubt. Change makes employees asks questions and get worried about the organisation, but employees who are resourceful ask an important question which will make the organization develop. This counterintuitive mix of self-assurance and self-criticism can help employees become more motivated to implement change.*

* *There are three practices that correspond to each of the three strategies are offered to help leaders transform employees from resisters to resourceful agents of change.*

Practices to Transform Employees from Resisters to Resources for Change.

Employees working together for a change

Foster Ownership and Experimentation

Focus on the Big picture and Hidden Benefits

Remind Employees of their Capabilities

This approach will fundamentally reshape the story as a battle between strategists and implementers across all levels of an organization.

CHAPTER THIRTEEN: CREATE OPPORTUNITY FROM CRISIS

Crisis can come in different forms and it happens unexpectedly. We have different kinds of crises such as: Natural disaster, Technological crises, Confrontation, Malevolence, Organizational Misdeeds, Workplace Violence, Rumours, Terrorist attacks/man-made disasters. However, Business crisis happen almost everyday and dominate the headlines of newspapers. This form of crisis are rare and its prepare leaders ahead of any fall on the business. This is a difficult and challenging time for leaders because of the debt involved and the public scrutiny

Strategies to move through crisis Proactively

1. Leaders must

Learn, React, and Adapt

learn how to act during crises. When confronted with crisis, leaders should acknowledge the need for learning, reflection and adapting to changing circumstances. Leaders should encourage thee employees to seek and be open to knowledge from diverse sources to help them manage during crises.

2.

Scan and See Possibilities

Managers or leaders in an organization should foresee or presume what the future of the business holds. This helps in planning for any form of circumstances that might happen to the organization. During the scanning process, encourage discussion and debate within the organization. As you and your colleagues scan your environment and plan scenarios, develop a mindset of thinking about the unthinkable. Thus, leading to a safe organization where there is no ear to lose much resources.

3.

Engender Trust and Behave Authentically.

A leaders' trust and authenticity come into play in several ways during crisis. Leader must be open and truthful to its employees who will be able to tell the member of the public the truth when crisis arise. A leader must be transparent in its dealings, create a positive culture and communicate freely either good or bad with the employees. During crisis, team members will be honest about questions, concerns, skills, limitations and intentions.

Crisis is both a danger and opportunity.

4.

Embrace Crisis and Opportunity

A crisis is an opportunity to learn. Leaders can use the opportunity of the crises to cover up the loopholes and where the organization has failed and seeking solution to what lead to the crisis. This is an opportunity which bring leaders attention to issues that have been neglected. Also, crisis situations are opportunities to rebuild and to refocus an organizations capacity.

. *"No matter what causes a crises…………, leadership positions are responsible for preventing and learning from the crisis".*

CRITICAL EVALUATION

This book shows a deeper understanding of the role and responsibilities of a leader. When I was reading this book, I got inspired and I realised where I am lacking as a leader and need to make amends. My analysis will be in three aspects.

- **Aspect of a leader**. Being a leader is not just about giving directions, giving tasks or directing employees on what to do but the impact of such leader in an organization. The positive impact of a leader in an organization will either build or destroy such organization. In the book, the steps, strategies, and the impact which leaders can use to foster positive relationship has been effectively analyzed and discussed. Leader leads by examples and others follow.

- **Aspect of the employee**. Employees in an organization should know they are part of the organization. The progress, success and the productivities of the organization should be what they are striving for. Ability to craft their job, be inspired by reports from the customers and above all maintaining a healthier relationship that will build love and help the organization during crisis.

- **Aspect of the organizations**. All the employees and managers are working for the organization. Thus the organization must be leading for sustainable excellence leading to a high quality connection building.

Discussion Questions;

I. What other characteristics or qualities can be seen or exhibited before a leader is been regarded as a positive leader.

II. Being a leader in an Organization, should the organizations ethics be observed by the leader or for only the employee.

III. The HR suspend on of its employees for coming late twice in a week. This employee is one of the best job crafter in the organization, and he decide to leave the organization without coming back because He gave the reason that his bus always comes late.. As a leader, what are you going to do to resolve this issue and to make this employee come back to the organization because the employee is an hardworking employee. which the company will not want to lose.

References.

Dutton, J. E., & Spreitzer, G. M. (2014). How to be a positive leader: Insights from leading thinkers on positive organizations.