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OL 600 Foundations of Organizational Leadership  
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## **OVERVIEW OF THE FOUNDATIONAL ORGANIZATIONAL LEADERSHIP**

**Question 1.** My teleology is linked to my leadership style. I believe I exist for the purpose of learning. I am here to learn about my personal strengths and weaknesses. I am also here to lead others in finding their own personal strengths and to build upon them. I also believe that I am here on Earth to teach and care for others. This thoroughly describes and explains my leadership style. My leadership style is ingrained in all that I do, primarily through caring about people and their well-being. I tend to build close relationships with the people who surround me. The development of forming the relationships has both positive and negative characteristics.

The positive characteristics are: a desire to learn from each person's strengths and weakness, while at the same time, creating a sense of team--bonded with tolerance, respect and understanding. Gleaning from the strengths and weakness of those who interact with me allows intellectual growth, wisdom, personal mastery and the ability to approach and respect issues from and of different perspectives. I gain satisfaction with these types of relationships and the personal growth that comes with them.

On the negative side of my leadership style, I give too much of myself away. I make sacrifices of valuable time and resources that could be utilized better. I spend too much personal energy trying to look good to others, so that they will follow me or not present any harm to me. I also, tend to become parent-like and try to provide for the needs of those who surround me, when they really can do that for themselves. I should opt to "teach them how to fish," rather than just give them the fish. This is an extremely expensive part of my personal framework.

Other concerns that come from the negative aspects of my leadership style are also on my mind. One, I do not do enough listening to those whom I lead, because I tend to assume I know what is best for them and what they are saying. This can be and has been expensive. My second concern is that after reading about the Style Approach Theory, I may truly fall into the leadership style of the "benevolent dictator" or of a "country club" style manager, which

often hinders maximized success at both professional tasks and many areas within my non-professional personal life.

The ingredients in the prescription of my leadership style is mixed in a mortar of listening--true and effective listening, combined with effective analysis. I need to listen to what each person is really trying to say to me, assessing the meaning behind their words and the reasons behind their perceptions. I can be a better leader if I can define what is wanted and why is it needed. The "why" defines importance, and "what" defines the mission or task. Included in the ingredients in my prescription is the development and usage of effective analytical skills and combined with wisdom derived from my past experiences.

The second step is developing a plan to accomplish personal mastery in my journey of leadership. Experience has shown me that one man does not have all the answers--they are derived from the combination of the efforts of many.

Step three in my prescription is a question phase or feedback phase. At the end of a day or completion of a task, I will ask myself and others questions that allow everyone involved to discover what worked well and what did not work well; then analyzing possible alternative solutions. The question phase or feedback phase helps build a sense of teamwork and allows for growth, creativity and future use of tools developed through wisdom. I become a better listener, learner, coach and therefore, a better leader.

I will be a more effective leader and have happiness derived in fulfilling my teleology, if I consistently follow my prescription and allow myself to grow through listening, working as a team player and analyzing ways to grow with each situation life gives to me.

**Question 2.** In comparing the Team Theory of leadership and the Path Goal Theory of leadership, I found several similarities between the two theories. Both the Team Leadership and Path Goal theories require leaders who are task oriented and have the ability to recognize and react to situational problems. Both theories are goal-oriented--focusing on how to improve productivity within an organization. Both require leader situation awareness; requiring that leaders be aware of the many external and internal influences, which may require the leader to take action. This is important, because Leaders must know how to recognize situational problems and the actions required to bring a team back to the required productivity levels. Both theories provide models that can be used as leadership tools.

Finally, both lack significant research data. The Path Goal Theory has had a fair amount of research and the Team Theory has had some small group research, but the entire theory and model have not yet been completely studied.

The Path Goal Theory considers only two major situational components: the task at hand and the subordinate characteristics. The Path Goal Theory has four types of characteristics; 1) desire to belong to something, 2) desire for clearly defined structure, 3) desire for some feeling of control, and 4) the confidence in ones' abilities.

The Team leadership model depicts six different boxes which relate to the overall group effectiveness. The leadership, group design, individual factor, organization structure, and process measures boxes all identify four distinct levels within the model. The leader must analyze factors within each of the boxes and determine which of the factor boxes contains the problem area. Once the leader identifies the problem, the leader initiates corrective action or supportive coaching.

The Path Goal Theory has a model that describes leadership behavior of subordinate characteristics and subordinates characteristics over task characteristics. The leader modifies his leadership style to meet the needs of the subordinate, directly influenced by his subordinate's ability to progress down the subordinate/task productivity path.

Being able to understand different leadership theories and utilizing them in my workplace will allow me to be flexible and adaptive to changing situations that may occur at work. Having the knowledge base and leadership tools will make me more effective as both a leader and a follower; helping those whom I work with be more effective, productive and more satisfied within our organization.

**Question 3.** I believe leadership is both an art and a science. The very nature of leadership is random and based upon each individual's own unique experiences, just like art. Yet, as with science, performing a function, using tools based upon theories and formulas-- expected outcomes often become the result.

As it is with many forms of art, order is created out of a randomness of disorderly events. Leaders deal with a similar randomness and create order. Artisans select and create qualitative perceptions, designing and arranging them in a manner that elicits a response from those involved or observing. I believe all leadership theories are based upon qualitative

perception. As it is in my leadership style, I look for who, what, where, when and why of the situation and try to be a helper, learner and a teacher.

Leadership is a social science. It is social, because it deals with people, and a science because it involves quantitative perceptions used to discover laws and processes that are found universally true in nature. As it is in science, adapting a theory to obtain an expected outcome must contain variables that meet or closely meet the needs of an individual or group's perceptions, matching those of the theory (theories) implemented. If the variables match a leadership model, applying a formula and theory (theories) properly should yield a desired result. As it is with any social science, nothing will yield an exactly duplicated response, because people are both similar in make-up and also different in belief systems that directly affect response and perception.

I can care for and teach people under my leadership and base my expected results upon past experiences, but not every individual or group will act as expected. Even so, as a social scientist, I will be able to add these experiences to my leadership and adapt to future similar situations. In doing so, as a leader, I am also a scientist--creating a testing theories and hypotheses.

**Question 4.** The term "Integral Leader" involves an active relationship with self and those being interacted with. It involves learning, leading and coaching. It involves building relationships that foster growth, empowerment, partnership, inspired commitment, discovery, collaboration, trust, respect and confidence. Being an Integral Leader means continuous learning, utilizing values and current skills and building upon them. It requires accountability to self and all involved. Being an Integral Leader really is about learning how to move forward in relationships, and especially fostering growth in it for all involved.

As a leader, I need to be constantly listening and evaluating my surrounding environment and interactions. I need to be constantly learning, leading and coaching. I need to always be evaluating and re-evaluating my relationships and fostering my own growth and the growth of those around me. I need to continuously examine my values and how they affect those whom I lead and my ability to lead.

I also need to continuously be evaluating and updating my skills and foster the same for those whom I interact with. Being an Integral Leader means all of what I mentioned above

and doing it daily--each and everyday, with each person and with every situation--learning, growing, leading and coaching. In being an Integral Leader I can be effective in making a positive difference in every project, goal, organization and with every person I become interactive with. I will find success in those interactions and will obtain "super" vision, balance and satisfaction in my life for doing so.