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# Content

- What have notions of leadership changed, & what form of leadership is now required by organisations?
- What are the implications for leadership decision-making?
- What are the behaviours that should guide everyday leadership decisions – findings from our 3-year study
- How do we apply the model in our work with organisations

# Notions of leadership evolve

- Trait theories
- Behaviour/style/situational models
- LMX – focusing on the L-F interactions
  
- **‘new paradigm’ models** (Visionary, Sashkin, 1988; Charismatic, House, 1976; Conger, 1999; Transformational, Bass, 1985)
  
- **Increasing concern for the ‘heroic’ models** (e.g. Collins, 2001; Mintzberg, 1999; Tosi, 2003; Tourish & Vatcha, 2005; Mangham, 2004; Salaman, 2011)

# Some criticisms of the heroic models of leadership

- That leadership occurs when ‘Leaders’ do things to ‘Followers’
- ‘Followers’ tend to be depicted as relatively passive and powerless (Fulop, Linstead and Dunford, 2004)
- Fails to acknowledge the influence of the ‘Follower’ in the Leader-Follower relationship
- Dominance of Bass’s (1985) model of Transformational Leadership
- The ‘ritualised worship’ of transformational leadership

# Key leadership / organisational challenges

- Increase effectiveness
- Sustain motivation
- Maintain wellbeing
- Create a culture with high 'readiness for change'
- Create the conditions that encourage, facilitate, and sustain innovation, exploitation of ideas and collective learning (Yukl, 2009)

# Major interest in ‘engagement’

- *“59% of 450 HR directors questioned picked out employee engagement as key for their business over the next year, suggesting it will play a major part in driving businesses out of the recession ...[and that, with managers wanting] to prevent talent leaving the business for other opportunities as confidence returns to the job market ..*

HR Magazine, 2010

# Leadership: New vs. 'traditional' models

## 1 From leadership as position, to leadership as practice

- From individual to collective

## 2 Leadership as a social process - a dynamic, collective activity

- Emerges in and through relationships & networks of influence
- Interactions are collaborative; influence is 2-way

## 3 Leadership as learning: outcome

- These social interactions result in learning and growth for the individuals involved, and for their organisation

Fletcher, J. (2004). 'The paradox of post-heroic leadership....*Leadership Quarterly*, 15, 5, 647-661.

# The fundamental requirement for engagement is...

- That the work be meaningful to the people doing it
- Thereafter, “the single most important event, is making progress in meaningful work” .
- People need a ‘mission with meaning’

Source: Amabile, T. & Kramer, S. (2011). ‘The Power of small wins’, *HBR*, May, 70-80.

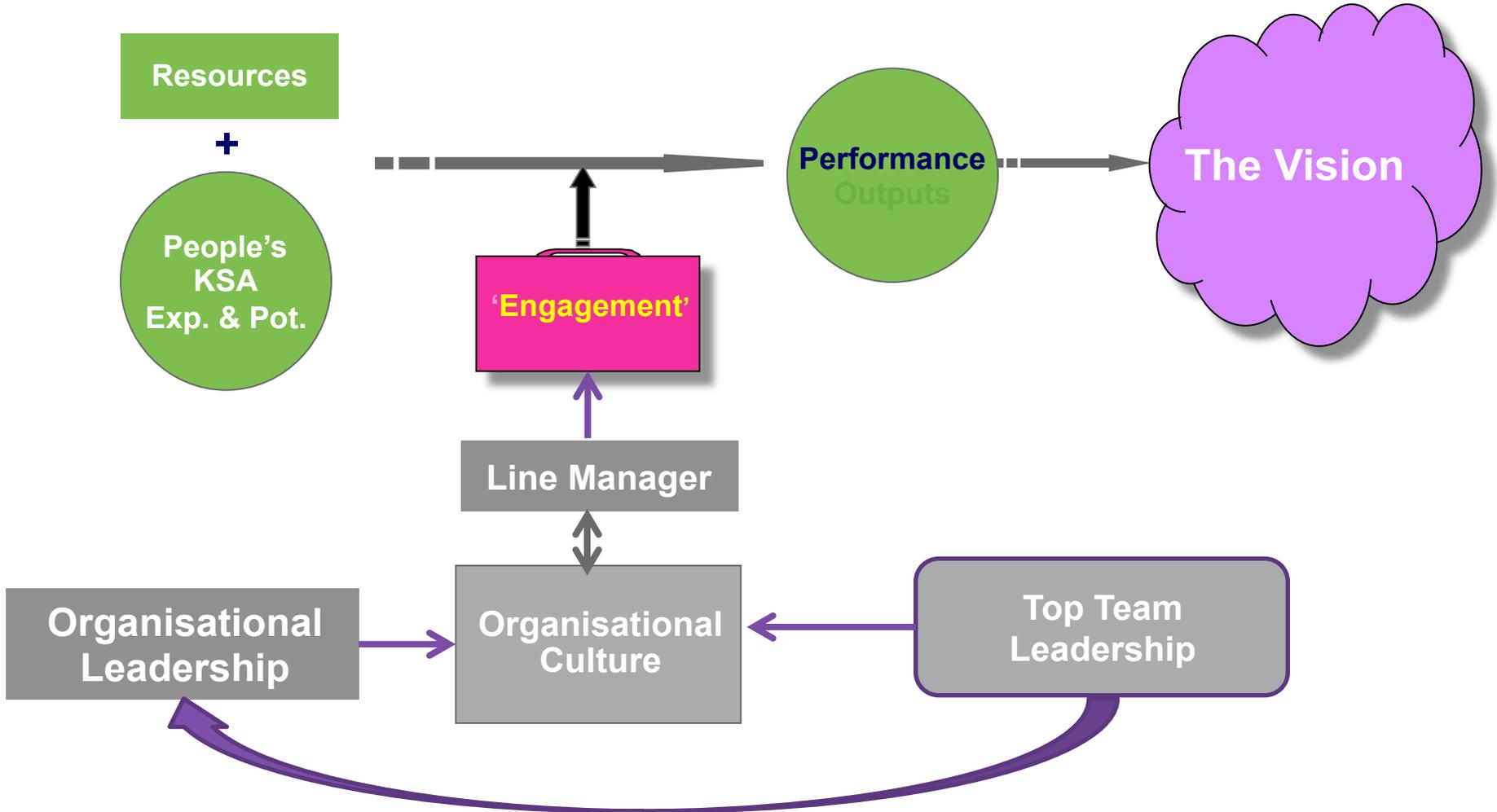
# How managers strip work of its meaning

- 1. Dismissing the importance of employees' work ideas**  
(ignoring suggestions & ideas)
- 2. Destroying an individual's sense of ownership of their work** (micro-managing; becoming controlling)
- 3. Sending a message that what people are doing won't see the light of day** (shifting priorities, or changing one's mind about how something should be done; negative attitudes)
- 4. Neglecting to inform staff about unexpected changes in priorities** (this coming as a shock/surprise; not keeping people up-to-date/in the loop)

# Why we undertook our investigation into leadership

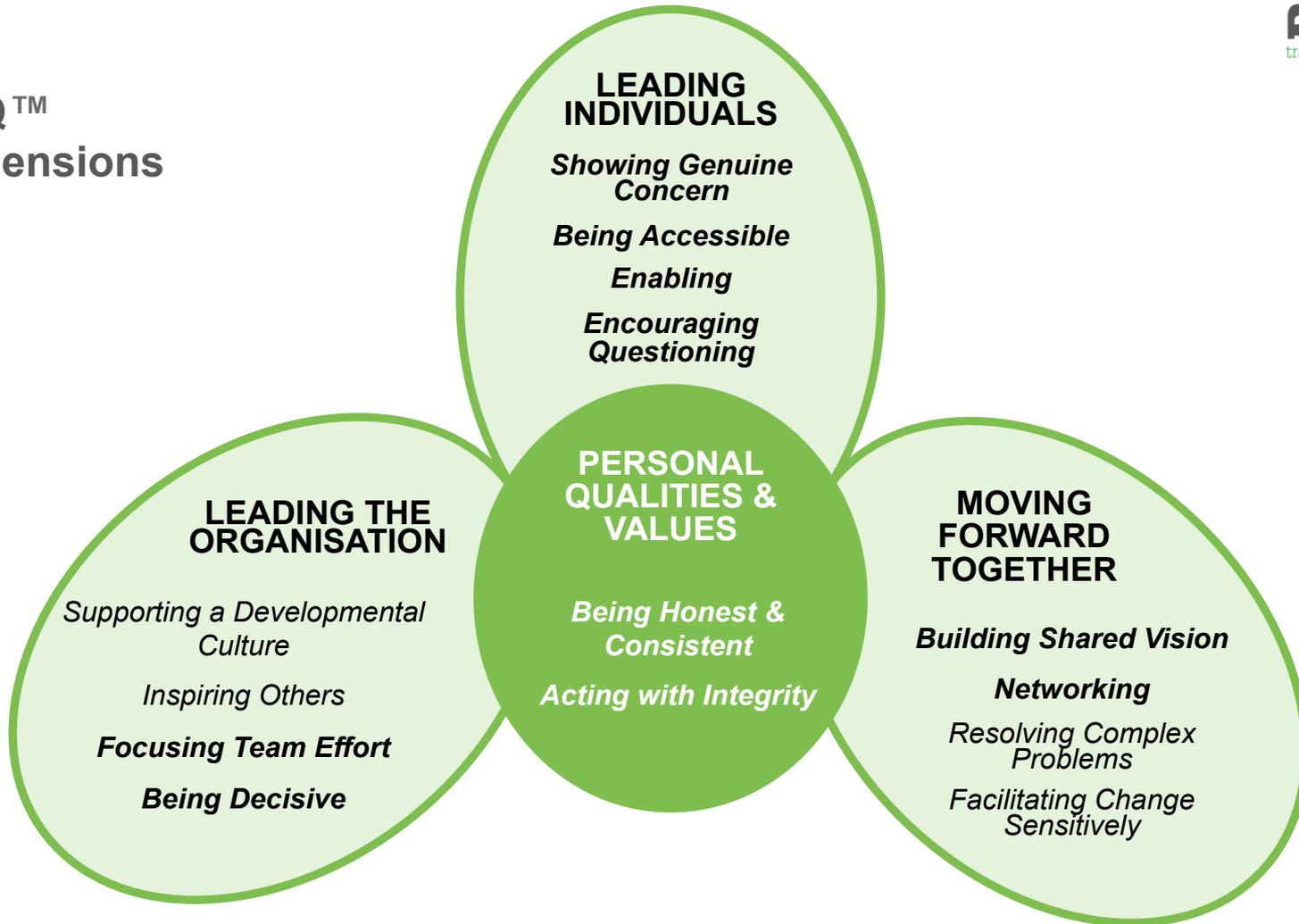
- Literature dominated by US models of 'heroic' leadership
- Based on studies of 'distant' yet applied to 'nearby' leadership
- Based largely on self-reports of Leaders (Senior/top managers)
- Based almost exclusively on white males
- Developed in the 1980s

# The role of leadership in embedding a culture of engagement & high performance



# The Model of Engaging Transformational Leadership

## TLQ™ Dimensions



# *'Engaging'* leadership principles

Leader as *servant* and *partner*

Leadership is a *social process and is distributed*

Leadership is about *connecting people and ideas*

- *through a shared vision*
- *co-ownership*
- *co-design, and*
- *empowering partners in implementation*

- The 2 dimensions of leadership
- How to combine constraints/targets with engaging leadership?
- What are the implications for leadership decisions?

# The impact of TLQ engagement scales on staff attitudes to work

Figure 4: Predictive relationship between the ratings of managers on the TLQ scales and their impact on staff (N = 5,110 managers)

TLQ scale / impact on staff	Job satisfaction	Motivation	Commitment	Achievement	Self-confidence	Reduced stress
Showing genuine concern	X	X	X	X	X	X
Being accessible	X	X		X		X
Enabling	X	X	X	X	X	X
Encouraging questioning	X			X		X
Inspiring others	X	X	X	X	X	X
Focusing team effort			X		X	X
Being decisive				X	X	
Supporting a developmental culture	X	X	X	X	X	X
Building shared vision	X	X		X	X	X
Networking	X	X	X	X		X
Resolving complex issues			X			
Facilitating change sensitively	X			X		
Acting with integrity			X		X	
Being honest and consistent	X	X	X	X	X	X

NB. While each of the TLQ scales is significantly correlated with each of the impact measures ( $p < .01$ ), this figure shows relationships that are 'unique', that is, cannot be accounted for by the other relationships.

Alimo-Metcalfe, B. & Alban-Metcalfe, J. (2008). *'Engaging leadership: Creating organisations that maximise the potential of their people'*. London: CIPD.

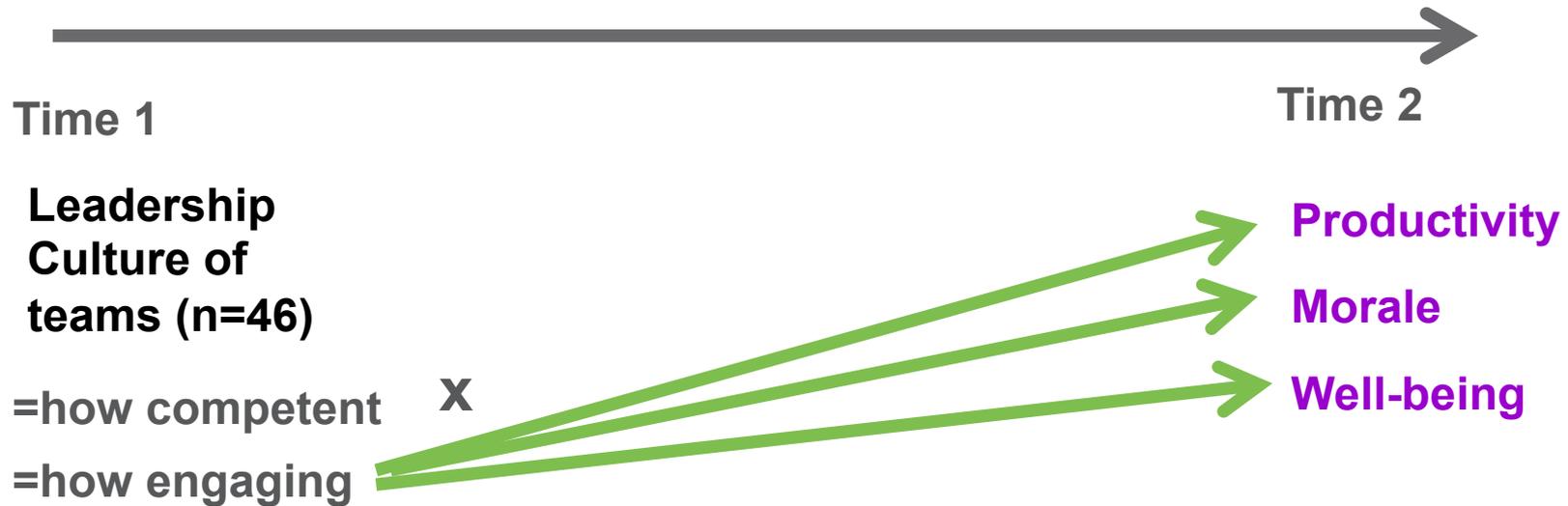
# Does engaging leadership predict productivity?

- 3-year longitudinal study
- 46 teams (N = 743)
- Outcomes assessed: productivity, morale, well-being
- Controlled for contextual factors

Alimo-Metcalfe et al., (2007) *'The impact of leadership factors in implementing change in complex health and social care environments: NHS Plan clinical priority for mental health crisis resolution teams (CRTs)'*. Department of Health NHS SDO, Project 22/2002.

# Does engaging leadership predict productivity? A longitudinal study

1 year



## Controlled for contextual variables

Alimo-Metcalfe et al., (2007) *'The impact of leadership factors in implementing change in complex health and social care environments: NHS Plan clinical priority for mental health crisis resolution teams (CRTs)'*. Department of Health NHS SDO, Project 22/2002.

# How do we use the model with organisations? What are the implications for leaders' decision-making?

- Supporting major culture change
- Strengthening Diversity & Inclusion
- Individual & team leadership
- Board development
- Adopting an Appreciative Inquiry approach