

AGA Luncheon

The “Ethics” of Leadership

A dark blue diagonal graphic that starts from the bottom left corner and extends towards the top right corner, creating a triangular shape in the bottom right of the slide.

Why do leadership development efforts NOT seem to have the intended impact?

- **\$356 Billion Spent on Leadership Development Globally**
- **“Fortune” Magazine Survey reveals that only 10 percent of CEOs report that their leadership development initiatives have a clear business impact.**
- **McKinsey’s: Only 11 percent of more than 500 executives polled around the globe strongly agreed with the statement that their leadership development interventions achieve and sustain the desired results.**

-Chief Learning Officer, August 19, 2020

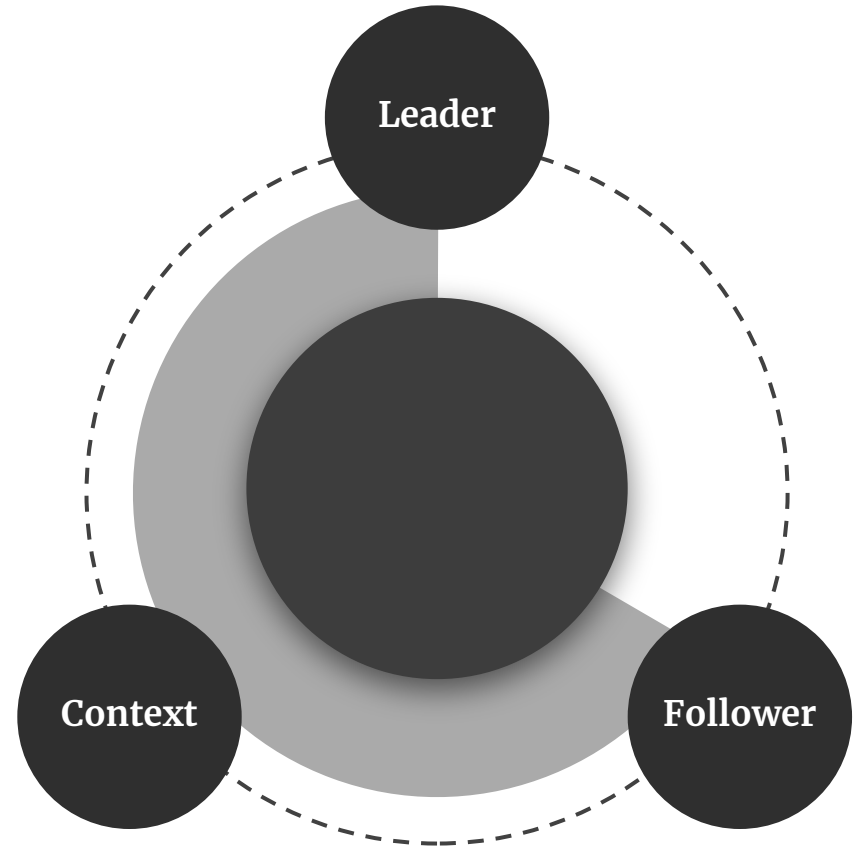
Inside out vs. Outside in

- Knowing
- Doing
- Being



Can Leadership be
Taught?

So are Leaders
Born or Made?



What are the ethical implications?

[Engagement] is the second most important determinant of employees' overall well-being. According to our analysis, only mental health is more important for overall life satisfaction.

-McKinsey Quarterly, September 22, 2020

“To make a change in other people carries with it an enormous ethical burden and responsibility. Because leaders usually have more power and control than followers, they also have more responsibility to be sensitive to how their leadership affects followers' lives”

-Peter Northouse, 2010

An Engaged Workforce?

36%

Engaged

Motivated and committed. This percentage is higher than it's been in a while

- Flow
- Absorption
- Professional Identity

51%

Not Engaged

These people are willing to do what's asked of them, and NOTHING else.

- Not Dissatisfied
- Compliant
- Can be moved

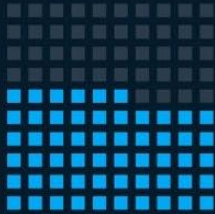
13%

Actively Disengaged

Toxic organizational members that are intentionally trying to bring the team, division or agency down.

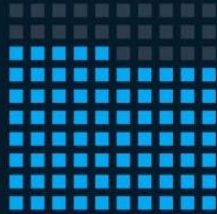
- Unhealthy Resistance
- Unhealthy Contagion
- Workplace Deviant Behaviors

Who's the Boss?



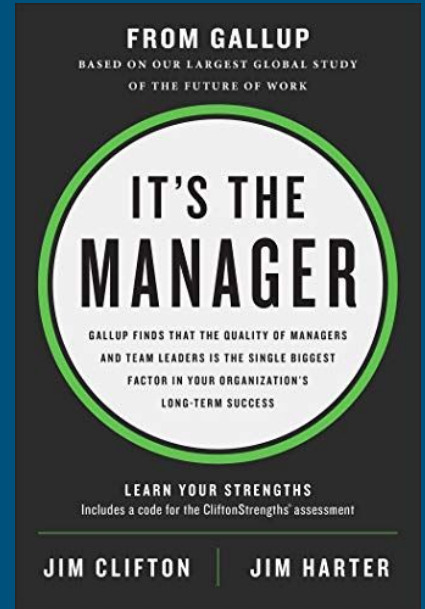
56%

of American workers claim that their boss is mildly or highly toxic



75%

of Americans say that their "boss is the most stressful part of their workday"



Who's the Boss?

“... the single most profound, distinct and clarifying finding -- ever -- is probably this one: 70% of the variance in team engagement is determined solely by the manager.”

Gallup, 2019



What are the challenges?

Public punching bag	Hard to measure goals/impacts	Heavy rules and constraints
Multiple external stakeholders	Limited financial tools	Public visibility of government actions

“... the number one concern identified in a 2012 survey of state and local government agencies was the public perception of government workers.”

–Center for State and Local Government Excellence, 2012

What are the challenges?

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“These attacks erode employees’ pride in their agencies -- a strong element of engagement. It’s hard to be proud of your work or organization and by extension yourself when your employer and your work are being repeatedly criticized.”

-Robert J. Lavigna, 2012

What is the relationship between management and leadership?

“Acknowledging some universal commonalities among managers of all sectors (namely the challenge of accomplishing goals for an organization through other people)”

-J.A. Anderson, 2010

“There are almost as many different definitions of leadership as there are persons who have attempted to define the concept”

-Bass & Stogdill, 1990

What is the relationship between management and leadership?

“Most scholars seem to agree that success as a manager or administrator in modern organizations also involves leading”

-Yukl, 2010

“The only definition of a leader is someone who has followers.”

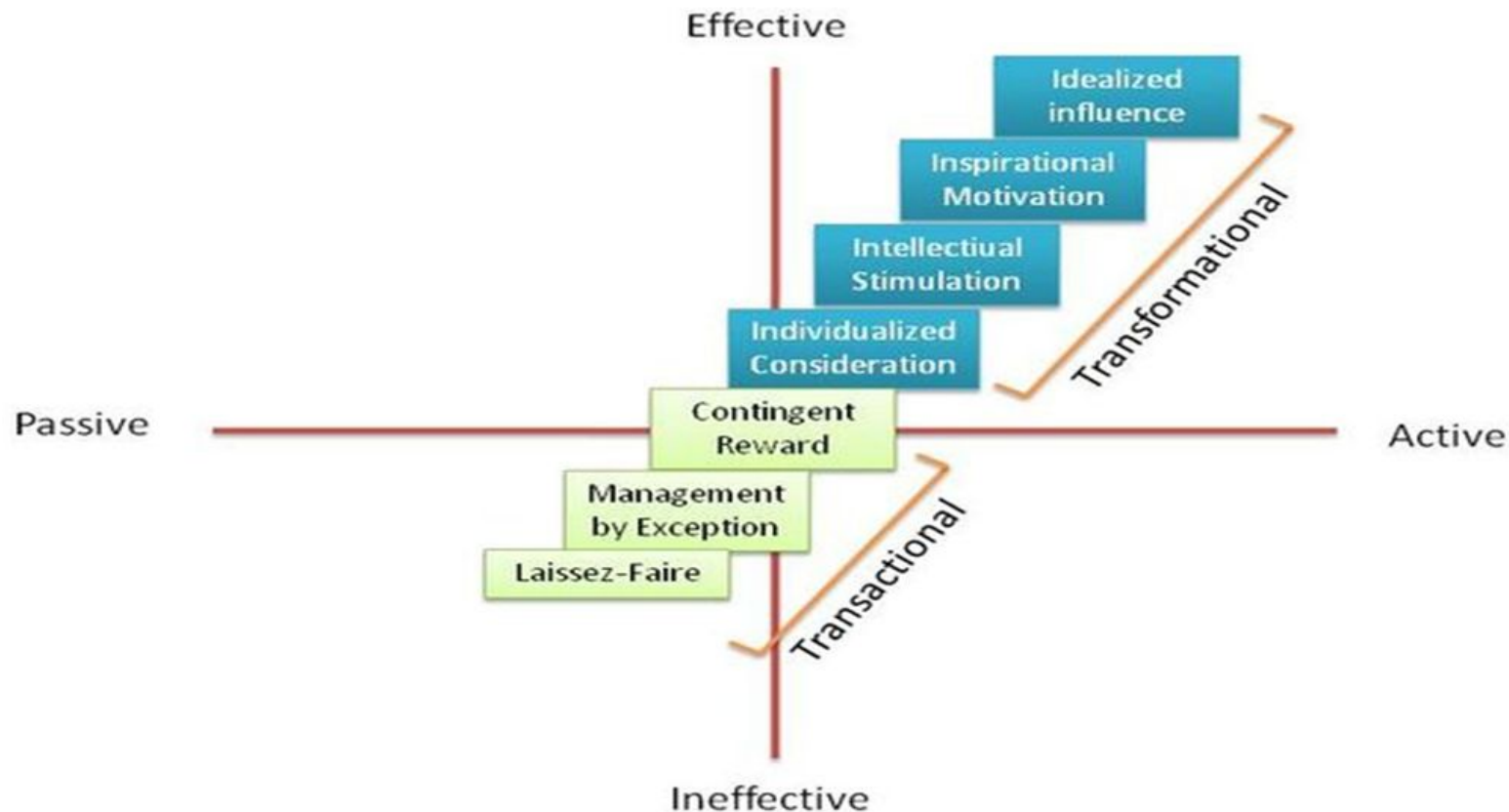
-Peter Drucker, 1996

The better question
is:

What is the
difference between
employees and
followers?

Employee	Follower
<ul style="list-style-type: none">• Exchange• Minimum Effort• Low Commitment• Less Team Focus• Less Creative• Workplace Deviant Behaviors	<ul style="list-style-type: none">• Engaged• Discretionary Effort• High Commitment• More Team Focus• More Creative• Organizational Citizenship

Full Range of Leadership Model



TRANSFORMATIONAL LEADERSHIP

Idealized Influence + Inspirational Motivation + Intellectual Stimulation + Individualized Consideration

TRANSACTIONAL LEADERSHIP

Contingent
Reward
+
Management-
by-Exception

Expected
Outcomes

**Performance
Beyond
Expectations**



Does this really
make a difference?

Does this really
apply to us?

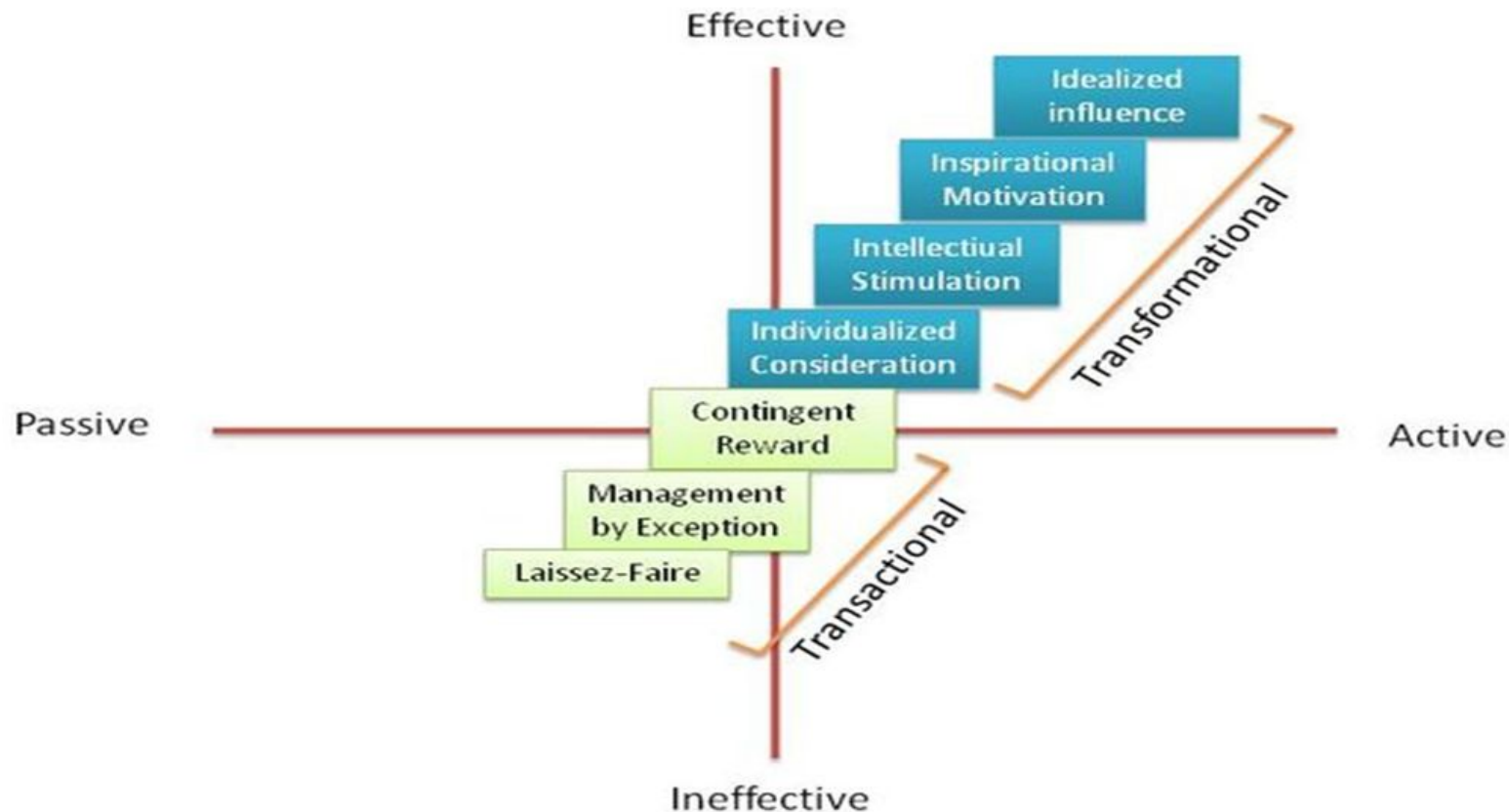
“One recent study of R&D firms found teams whose project leaders scored high on transformational leadership produced better-quality products as judged 1 year later and were more profitable 5 years later. A review of 87 studies testing transformational leadership found it was related to the motivation and satisfaction of followers and the higher performance and perceived effectiveness of leaders.”

Judge and Robbins, 2014

“These findings were true for higher- and lower-level leaders and for leaders in both public and private settings.”

-Peter Northouse *Leadership: Theory and Practice*

Full Range of Leadership Model



TRANSFORMATIONAL LEADERSHIP

Idealized
Influence

+

Inspirational
Motivation

+

Intellectual
Stimulation

+

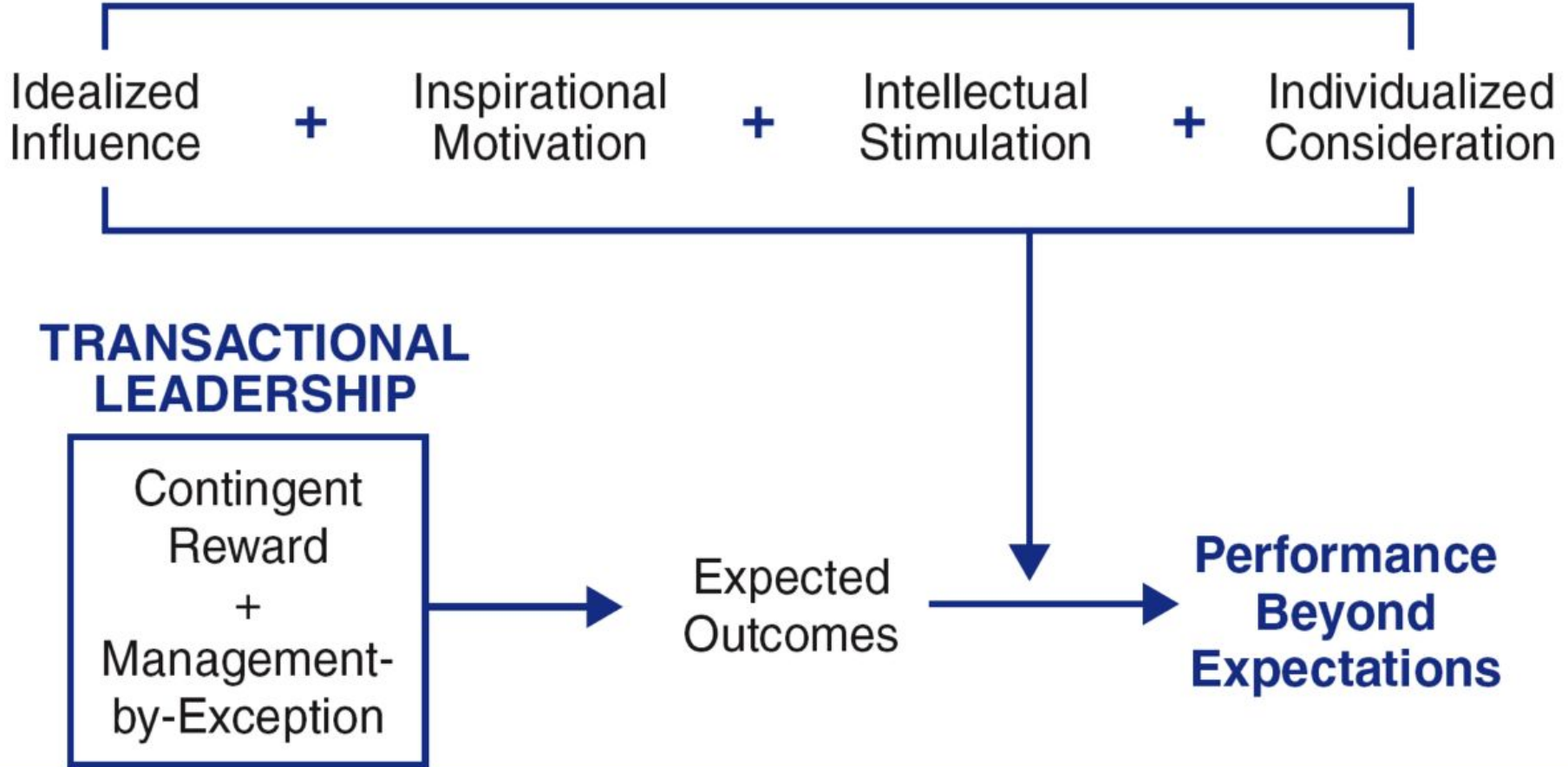
Individualized
Consideration

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Individual Consideration

- Appreciation
- Relationships
- Efficacy/Coach
- See the Whole Person

“When employees experience loneliness, they grow more disconnected from their colleagues. Their ability to focus deteriorates and their desire to succeed plummets . . . In short, they become less capable of doing their jobs.”

-Ron Friedman



Idealized Influence

- Trust/Credibility
- Personify Shared Values
- Self Sacrifice
- Authenticity

“The best leader does not ask people to serve him but the common end. The best leader has not followers, but men and women working with him.”

-Mary Parker Follett

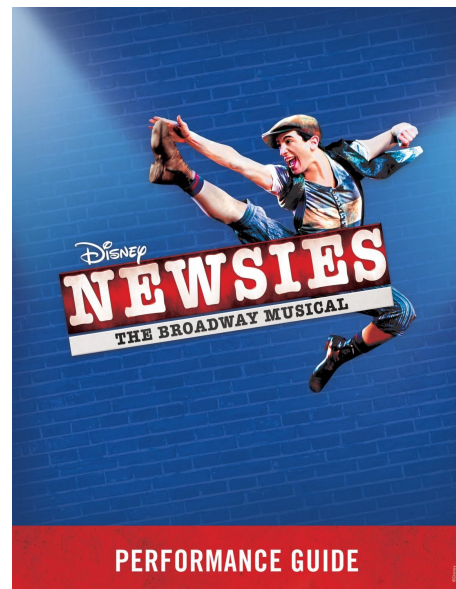


Intellectual Stimulation

- Innovation
- Question Status Quo
- Tolerate Mistakes
- Engage Others

“Being boss doesn't mean you have all the answers, just the brains to recognize the right one when you hear it.”

-Katherine Plumber, “Newsies”



Inspirational Motivation

- Shared Vision/Purpose
- Optimism
- Symbols and Metaphor
- High Standards

“Leadership is leaders inducing followers to act for certain goals that represent the values and the motivations—the wants and needs, the aspirations and expectations—of both leaders and followers. And the genius of leadership lies in the manner in which leaders see and act on their own and their followers’ values and motivations.”

—James MacGregor Burns, 1978



Organization Pride/Purpose

Tale Of The Three Bricklayers



Organizational Pride/Purpose

“So, what do you do?”



Organization Pride/Purpose

“Managers at all levels -- whether they are team leaders, managers of other managers or executive leaders -- need a well defined and well-articulated mission and purpose that everyone can easily relate back to the work they do everyday -- their contribution.”

Gallup, 2019



Organizational Pride/Purpose

“Bureaucrats must have a sacrosanct sense of mission -- a heightened awareness of those moral obligations of the public service that transcend the requirements of mere functional performance.”

-David K. Hart

Organizational Pride/Purpose

- Give the daily “Why?”
- Define “Winning” and celebrate it
- Articulate grand narratives
- Beneficiary contact

“Work is about the search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor, in short for a sort of life rather than a Monday to Friday sort of dying.”

Studs Terkel, 1974

“Most of us have jobs that are too small for our spirit. Jobs are not big enough for people.”

Interviewee, “Working,” 1974

Organizational Pride/Purpose

- Give the daily “Why?”
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Public Organizations should be “encouraging public employees to feel that they are personally contributing to an organization that performs a valuable service.

The research also suggests the importance of communicating to public employees the centrality of their role in the organization and the real benefits that their contribution makes to society – an organizational trait that is currently unfamiliar to many public employees.”

Moynihan and Pandey, 2007

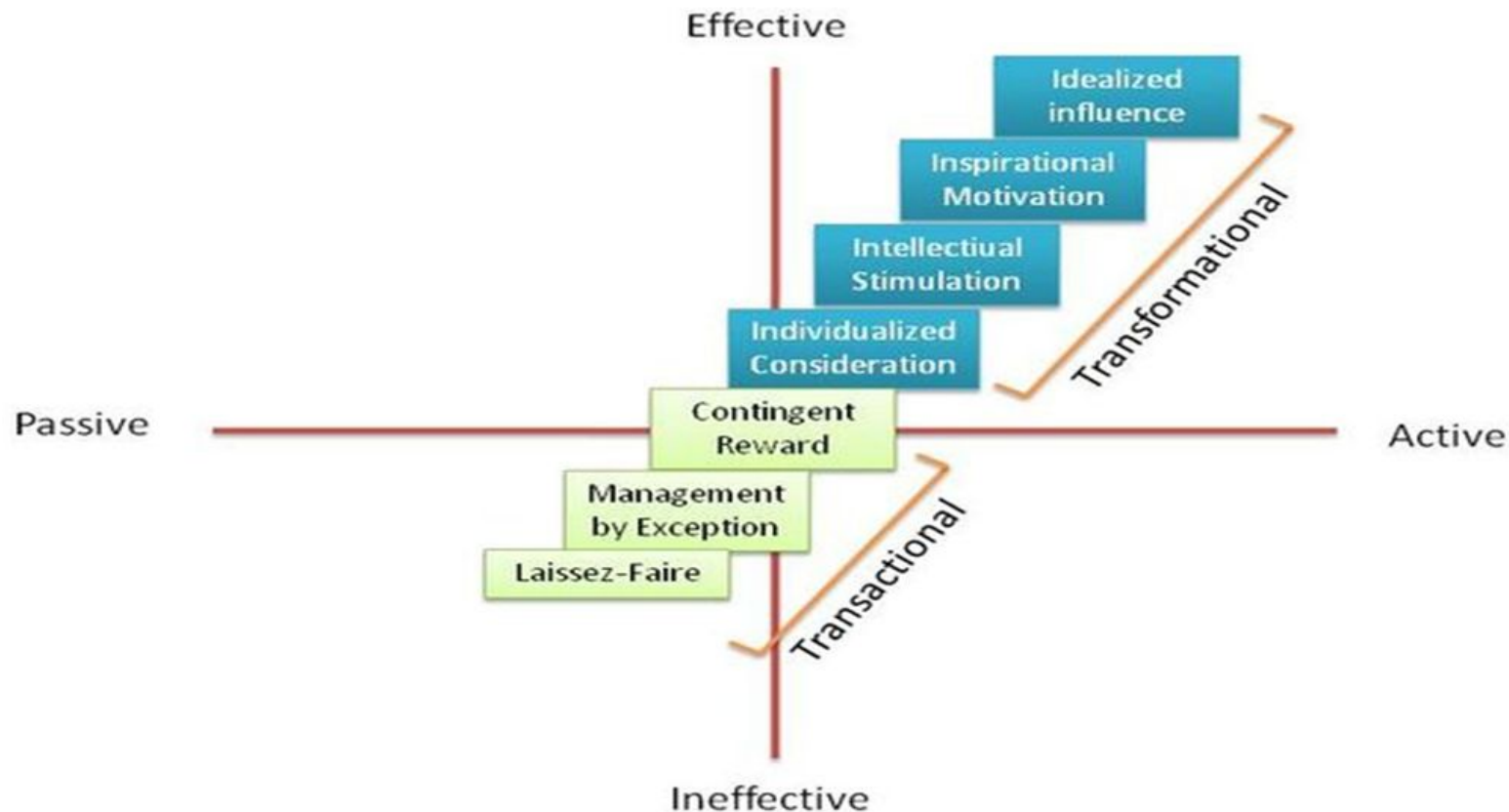
Organizational Pride/Purpose

- Give the daily “Why?”
- Define “Winning” and celebrate it
- Articulate grand narratives
- Beneficiary contact
- Commitment to people

“[Agencies] have an ethical and moral imperative to develop employees as human beings, as well as human resources for organizational ends.”

Paul Fairlie, 2011

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How would your
potential
“followers”
respond to these
two statements?

- This leader cares about me as a person
- This leader cares deeply about the work that we do

“Fight for the things that you care about, but do it in a way that will lead others to join you.”

Ruth Bader Ginsburg,
2015

