



TenStep Supplemental Paper

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Transforming Leadership

Globalization brought with it many changes to the business environment. Realigning strategies and hierarchy has become imperative. A move from a classical command and control organization to a more cross-functional and participative organization with team orientation and empowerment is the gist of the change. Leadership needs to be inspirational and provided by leaders who are facilitators rather than controllers. Leaders must take into account the most valuable resource any organization has - its people!

A new way of doing things demands new forms of management. Reliance upon formal positions within a hierarchy is superseded by empowerment initiatives. Boundaries are seen as an obstacle to cooperation and mutual understanding. Moreover, employees are viewed as customers of each other's services, thereby emphasizing the level and quality of the service.

In a new kind of management based on leadership, the supervisor becomes a coach. This allows each employee to influence the way things are done, which in turn facilitates learning. By exploring a broader, and arguably subtler, approach to leadership, businesses are recognizing that organizational complexities and the need for responsiveness have changed the social dynamics of the workplace. Leadership is all about followership.

Employees absorb the core values of their organization. These values should not be inflexible and obsolete regulations. They are guides to form and re-form collaborative and interfunctional teamwork through which the new organization's mission is realized. Leaders should participate, as well as encouraging teams and teamwork.

The new system emphasizes organic commitment, depends on the effective development of human resources and involves everyone in decision-making. An empowerment strategy that encourages employee initiative and an atmosphere of high expectations, appreciation, and excitement is necessary - an attitude of wanting everyone to excel.

Visionary leadership

Leadership can be equated to organizational transformation. Whenever the issue of organizational transformation came up, the subject has become especially relevant. Leadership is an important issue when implementing any changes.

A transformational leader believes that the aims and aspirations of leaders and followers are the same. The transforming leader considers the follower as a whole person. A sea of change happens to both leaders and followers in the pursuit of goals. A transformation results from raising the level of human conduct and the ethical aspirations of both the leader and the led. The net result is that people stop thinking in a conventional fashion. Moreover, in a transformed organization, leaders have a vision or an image of the organization's future. The vision gives direction and helps employees to know where they fit in. This enhances motivation and gives a feeling of empowerment.



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Communication is another important component of leadership. The decisions and actions of leaders must reinforce the need to transform. It is pointless to communicate a vision of an effective organization if a bureaucracy resistant to change is left intact or if leaders do not demonstrate a commitment to these values through their own behavior. Leaders who shift positions frequently and express contradictory values undermine the trust and confidence of their followers.

The leader's role has become more complex and critical to success. The new managerial style demands leaders that can handle complexity and ambiguity, yet enjoy leading the change process. They must ensure that people within the organization are motivated, developed and rewarded. Such leadership contributes to teamwork and empowerment, which result in organizational success.