



LEADERSHIP

Principals of Management Research Paper



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I. Introduction

Effective leadership is an indispensable component of successful management, requiring a nuanced blend of qualities and skills. In the complex fabric of organizational structures, leadership emerges as a defining attribute, shaping the future of businesses and institutions. In this exploration of leadership in the space of management, we dive into the multifaceted dimensions of this essential quality, shedding light on its transformative potential and its pivotal role in steering the course of organizations. Join me in this understanding and unraveling the intricacies of leadership within the management domain.

II. Background

Leadership is a multifaceted and dynamic concept that stands at the heart of organizational success. It transcends mere authority and encompasses the ability to inspire, guide, and empower individuals and teams towards shared objectives. Effective leadership commences with the articulation of a clear vision, setting goals, and establishing a roadmap to reach them. Leaders wield their influence to motivate and create a positive, empowering environment where team members are inspired to work collectively towards common goals. Crucially, leaders make tough decisions in complex and uncertain situations, great leaders can effectively communicate their vision, and actively listen to their teams. Adaptability, problem-solving skills, empowerment, relationship-building, ethical conduct, and a commitment to continuous learning are all vital attributes for a leader. A globalized and diverse world demands cultural sensitivity, and leaders must be adept at risk assessment and management. Leadership is not a static skill but an ongoing journey of growth, adjustment, and ethical conduct that propels organizations towards success in an ever-evolving environment.

The agenda for our discussion focused on the nature of leadership and the intricate processes involved in individuals ascending to leadership roles. We'll explore how leaders wield influence and inspire their followers to take action, examining the perspectives of traits, behaviors, and situational dynamics in leadership. Additionally, we'll dive into the concept of "substitute for leadership," deciphering its implications. Furthermore, we'll investigate the distinguishing characteristics of transactional, transformational, and charismatic leadership, considering how various leadership approaches and styles impact present-day requirements and expectations. This

comprehensive exploration aims to provide a thorough understanding of leadership in its many dimensions.

III. New/Novel Information about Leadership in Management

The researchers have put forth a theory about mindsets in the context of leadership, indicating that not everyone in leadership roles consistently adheres to a fixed mindset. A fixed mindset in leadership often involves a strong emphasis on achieving goals and objectives. Conversely, leadership with a growth mindset leans more towards openness, facilitating the growth of team members, and fostering an environment that encourages discussions and innovative thinking. This theory highlights the significance of a mindset in shaping leadership behaviors and approaches when dealing with challenges and opportunities in the workplace. An example from the text provides insight into growth and fixed mindsets “For example, people with a growth mindset see failure as a learning opportunity, whereas those with a fixed mindset actively avoid failure (Burnette et al., 2013; Mangels et al., 2006). Empirical studies of these mindsets include activities that can calibrate and prime them” (Hastings & Schwarz, 2022).

A question that comes to mind is how growth and fixed mindset differentiate for an individual and how they are primed. Common techniques to instill a growth mindset include acknowledging the individual's hard work, determination, and the learning process they've undergone. Additionally, these techniques involve engaging in self-reflection activities and reading scientific endorsements that promote a growth mindset perspective. Studies have shown that the combination of these techniques, particularly when utilizing testimonials and self-reflection in tandem, can have a lasting effect of up to six weeks. There has been a lot of discussion among academics, particularly in the fields of education and sports leadership, about the significant benefits of developing a growth mindset. Notably, in the context of organizational change, extensive research has been found and demonstrated that organizations with a greater proportion of team members embrace a growth mindset and tend to achieve more successful outcomes. On the other hand, a fixed mindset is cultivated through the reinforcement of natural skills, such as the act of praising someone with statements like "you are exceptionally intelligent." It can also be fostered through the establishment of performance objectives and the consumption of scientific affirmations that promote a fixed mindset perspective (Hastings & Schwarz, 2022). The next subject is ethical leadership, which is equally as important as mindset.

The mindset and the way a manager or leader presents and conducts themselves affects others around them. That's why it is important to have Managers in leadership follow an ethical code because how a leader acts and reacts can set the tone for the rest of the office. I will provide an example to get an idea of how to practice ethical leadership "Exercising visible ethical behavior, sending clear messages about ethical values, and holding subordinates accountable, therefore, require a narrow span of control. Otherwise, the managers might be unable to ensure that employees learn which types of behavior are ethically expected, rewarded, and punished. Thus, if the span of control is too wide, it may be difficult to exert ethical leadership due to a less close relationship between manager and employees" (Jensen et al., 2022). This example shows how ethical leadership impacts a manager's relationship with employees, and how setting a clear vision of ethical values can help uphold an overall standard for not just the manager but for all employees. To practice ethical principles one must promote ethical behavior within the organization. This requires more than just verbalizing values; it demands concrete strategies and mechanisms. Leaders can employ several methods to uphold and cultivate ethical standards in the workplace. One pivotal approach is the development and implementation of a comprehensive code of ethics, a document that outlines the organization's moral principles and expectations. This code serves as a guiding compass for employees, offering clear directives on what constitutes ethical conduct. Additionally, ethics training programs can be an invaluable tool for fostering an ethical culture. These programs can provide employees with the knowledge and skills necessary to make ethically sound decisions in various situations. Moreover, leaders can establish a transparent reporting system for ethical concerns, ensuring that employees have a safe and confidential channel to voice their worries. Such systems empower individuals to speak up when they encounter ethical dilemmas or witness unethical behavior, reinforcing the organization's commitment to ethical conduct. These methods collectively form a strong framework for cultivating and sustaining ethical behavior throughout the workplace. Ethical leadership and situational leadership go hand in hand.

Situational leadership has relatively limited resources available for navigating the complexities of leadership management dynamics. However, I have come across an informative article that I'd like to discuss, titled "Situational Leadership: A Vital Leadership Skill." This

article commences with a narrative about the importance of adapting to new environments and situations for achieving success. A leader who is adaptable to every unique situation “You need to be able to read and adapt to a situation and react accordingly. How well you do that determines how successful you can be” (Brent, 2018). In the real world, an organization is not always going to have an organizational structure or a system that flows well. In addition, as a leader you not only lead, and guide but learn the tools of an organization to be successful. A leader must have a positive mindset and the most important quality is being adaptable. When adapting to a situation, a manager needs to be emotionally intelligence to lead with a good decision and react with a well-thought-out solution. Emotional intelligence allows you to “read the room” and Managers who understand their feelings can analyze what those emotions signify in a particular situation and apply that knowledge to make better decisions. Managers who are also in tune with the emotions of their team members can use that insight to enhance group dynamics and foster improved group decision-making (Bright et al., 2019). The ability to adapt to these shifting circumstances is crucial for effective leadership. The insights gained from understanding one's own emotions and those of their team members, as discussed earlier, can significantly enhance a manager's capacity to navigate these complexities. When leaders are emotionally aware, they can make decisions that are more finely attuned to the specific needs of the moment. Whether it's addressing a sudden crisis, motivating a team during a challenging project, or mediating conflicts within the group, emotional intelligence equips managers with the tools to respond effectively. Furthermore, this skill fosters an atmosphere of trust and open communication, enabling teams to collaborate seamlessly in the face of varying challenges. Emotionally intelligent leaders are not only better decision-makers, but they are also adept at inspiring and empowering their teams to tackle the dynamic demands of leadership with confidence and resilience.

Transformative leadership can be summarized as “the recipe for effective transformational leadership includes the following key ingredients, all of which are rooted in interpersonal exchange: building a common vision, inspiring others, and encouraging new approaches to problem-solving, continuously developing inherent skill sets, and establishing superior performance” the ingredients to be a successful leader include inspiring others and being open to new approaches to effectively solve problems (Cluff & Colker, 2021). On another note, motivation plays a vital role in leadership because a great leader can influence others to improve

and enhance their work ethic in the office “Therefore, public employees are more likely to adopt leader-oriented discretionary work behaviors (e.g., extra effort behavior) rather than coworker-oriented discretionary work behaviors (e.g., helping behavior). Nonetheless, coworker-oriented discretionary work” behaviors can indirectly contribute to the organization and positively affect the organization with the right leadership (Tan et al., 2023). Situational leadership, growth mindset, motivation, and ethical leadership play a role in becoming a transformative leader. Mastering Transformative Leadership is a valuable skill for any effective manager to possess.

IV. Conclusion

In conclusion, effective leadership is an essential component of successful management. To be an effective leader, individuals must possess a wide range of qualities and skills that contribute to their ability to guide and inspire their teams. These include having a clear vision, setting goals, motivating others, being adaptable, solving problems, empowering others, building strong relationships, demonstrating ethical conduct, and continuously learning. By having a clear vision, leaders can provide direction and purpose for their teams. Setting goals allows leaders to establish measurable objectives that drive performance and success. Motivating others is crucial in keeping team members engaged and committed to achieving these goals. Adaptability is key to navigating through these challenges. Problem-solving skills enable leaders to address issues and find solutions effectively. Empowering others fosters a sense of ownership and autonomy within the team, leading to increased productivity and innovation. Building strong relationships with team members establishes trust and open communication, fostering a positive and collaborative environment. Ethical conduct is essential in establishing credibility and promoting integrity within the organization. Lastly, continuous learning ensures that leaders stay informed and adapt their approaches to keep up with the ever-evolving field of management. As the space of management is always evolving it's important for leaders to stay informed, adapt to their approaches and strive for continuous improvement by embracing these principals. If leaders embrace these terms then they have the advantage of staying ahead of the curve and drive positive change within their organizations.

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