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Title

LEADERSHIP: A NEW SYNTHESIS

Author(s)

Akindele, S.T., PhD.

Department of Political Science,

Obafemi Awolowo University,

ILE-ILE, Osun State, Nigeria.

Adeyemi, O. O.

Department of Local Government Studies,

Obafemi Awolowo University,

ILE-ILE, Osun State, Nigeria.

ABSTRACT:

The issue of leadership in human society and its various terrains has attracted series of scholastic and intellectual attentions. These attentions have deep-seated historical pedigree.

The concept has become a key concern in organizations within both the private and public sectors of politics and corporate settings all over the world in that everything begins and ends with the issue of leadership and its types. It determines the successes or failures of any human endeavour and, such is determined by the type of leadership in place.

Against this background, this paper deals with the concept of leadership using a dialectical approach – [though not the Hegelian philosophical type of unification] – in the quest for a synthesis of its various components. The paper seeks a further retooling and/or recoiling of the hitherto mutually inclusive components of leadership and its various types.

Using the conceptual analysis of the term “leadership” as the point of departure and, giving analytical credence to the leadership sustainability of followership confidence with insights on servant leadership and other theoretical constructs on the subject matter of the main focus [e.g., McGregor’s Theories X and Y; Maslow’s Hierarchy of Needs etc].

In the process, while examining the linkage between the concepts of leadership and power and, the latter’s transformation into legitimate authority, the concept of change leadership which has gained a wider currency within the matrix of organizational and management studies and, its transcendental utility to the organizational terrains of various political economies and their landscapes was examined. This examination was done within the context of a change leadership being a key to large-scale sustainable organizational and political reform in the quest for human productivity, improved morale and micro and macro political self-fulfillment.

The paper concludes with the emphasis that the evocation of the concept of leadership, its types and/or styles, to alter the behaviours of others in groups and organizations in the quest for attainment of desired goals based on focused agenda setting will infinitely continue in our world, particularly at this period of the planetary phenomenon of globalization and its mondialization of human relational threads.

INTRODUCTION:

This paper considers the concept of leadership in today's world. Its major conceptual thrust is leadership and its various components and; how these components can be synthesized for a better systemic existence. It should however be stressed that the synthesis in mind here is not the Hegelian philosophical type of the unification of "thesis and antithesis" through a "synthesis" but, a further recoiling and/or retooling of the hitherto mutually inclusive components of leadership in a manner which is attuned to today's globalized organizational operations. Specifically, this paper, using a tripod structural analysis focuses on the following:

- i. The concept of leadership in the context of great managing, great leading and sustenance of followership confidence within the ecological parameters, terrains, and landscape of any given organizational or societal setting or group.**
- ii. Insights on leadership in terms of service, stewardship spirit and/or, servant leadership expected within an organizational set up vis-à-vis the attainment of the organization's goals for both the organization and its clients.**
- iii. Change leadership as a key to large-scale sustainable organizational reform and its accompanying effectiveness.**

THE CONCEPT OF LEADERSHIP:

The concept of leadership has attracted a lot of scholastic and intellectual attentions particularly in the quest to define its subject-matter hence; its definition has not been an exception to the usual volatility and eclecticism of the disciplines within the social sciences in which management science is dominant. As a matter of fact, even though, "**leadership remains one of the most relevant aspects of the organizational context**", its definition "**has been challenging**" and; such definitions have "**varied depending on the situation**" (Wikipedia, the free encyclopedia). This notwithstanding, certain definitions which seem to have gained global acclamation if not total unanimity have been given and/or provided.

Leadership is “the ability to get men do what they don’t want to do and like it” (Cohen et al, 1984). It is “the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. It is ultimately about creating a way for people to contribute to making something extraordinary happen” (Ibid.). Leadership is “the process of using power to obtain interpersonal influence” (Schermerhon Jr., Hunt and Osborn, 1985). In other words, leadership involves influence and its evocation to alter the behaviours of others in groups and organizational settings to attain desired goals based on proper agenda setting. Leadership is:

about capacity: the capacity of leaders to listen and observe, to use their expertise as a starting point to encourage dialogue between all levels of decision making, to establish processes and transparency in decision making, to articulate their own value and visions clearly but not imposes them. Leadership is about setting and not just reacting to agendas, identifying problems, and initiating change that makes for sustainable improvement rather than managing change (Wikipedia).

Thus, in today’s organizations, the understanding of the concept of leadership is critical to the attainment of organizational goals. This is more so in that:

Leaders today work in socially intricate organizations where they need the assistance not only of subordinates but also of peers, superiors, and external parties to accomplish their goals. Accomplishing goals that positively impact the organization requires effective leadership linked to strong power bases and workable influence strategies. Building a strong power base and developing effective influence strategies to produce power dynamic is an important leadership challenge. (Michelson, nd).

The essence of the immediate preceding quotation vis-à-vis the subject matter of focus in this paper can be clearly located within the parameters of the conceptualization of leadership as:

a reciprocal relationship between those who choose to lead and those who decide to follow. Strategies, tactics, skills and practices are empty unless we understand the fundamental human aspirations that connect leaders and their constituents. If there is no underlying need for the relationship, then there is no need for leaders” (Obande, 2009).

The need for effective leadership is compelled by the fact that **“everything rises and falls on leadership”** and, the **“success or failure of every human endeavour depends solely on the kind of leadership available for such endeavours”** (YHDC, Leadership training, 2009). Thus, as Denga (1986) and, Esere (The Nigerian Journal, Unilorin) once articulated **“a leader in an organization is an embodiment of a force that directs the entire organization towards the realization of the organizational goals”**. Concretely put, leadership connotes **“ability to inspire, direct, motivate and encourage others positively to targeted end. It is the ability to lead others”** (Olusoji, 2002). It **“represents authority and the pinnacle of the organization. It is the form that authority assumes when it enters into process”** (Mooney and Rieley, 1931 and 1947).

The eclecticism associated with the definition of the concept of leadership aside, the concept per se as a result of its centrality to organizational life and reality has attracted various ideological, scholastic and intellectual attentions and rhetorics. In the process, the eclecticism of the discourses on its subject matter notwithstanding, it has been articulated that **“there is no single best style of leadership”** and that:

effective leadership is task–relevant and that the most successful leaders are those that adapt their leadership style to maturity – (the capacity to set high but attainable goals, willingness and ability to take responsibility for the task, and relevant education and/or experience of an individual or group for the task) – of the individual or group they are attempting to lead/influence. Effective leadership varies not only with person or group that is

being influenced, but it will also depend on the task, job or function that needs to be accomplished (Hersey and Blanchard, 1977).

In short, “leadership styles are as varied as the definition of the concept of leadership itself. Each style is usually depended on the person involved, places, times and circumstances in question and sometimes even moods” (YHDC, Leadership training, 2009) hence; leadership has emotional dimensions to it and, its conceptualization as it can be clearly perceived. In other words as George (2000) clearly articulated, “leadership can be perceived as a particularly emotion-laden process with emotions entwined with the social influence process. And, according to Sy; Cote and saavedra (2005), “**leader’s mood in an organization has some effects on his/her group**” and, “**these effects**” according to them “can be described in 3 levels” thus:

- i. **The mood of individual group members.** Group members with leaders in a positive mood experience more positive mood than do group members with leaders in a negative. The leaders transmit their moods to other group members through the mechanism of emotional contagion (Sy; Cote and saavedra, 2005). Mood contagion may be one of the psychological mechanisms by which charismatic leaders influence followers (Bono and Illies, 2006).
- ii. **The affective tone of the group.** Group affective tone represents the consistent or homogeneous affective reactions within a group. Group affective tone is an aggregate of the moods of the individual members of the group and refers to mood at the group level of analysis. Group with leaders in a positive mood have a more positive affective tone than do groups with leaders in a negative mood (Sy; Cote and saavedra, 2005).
- iii. **Group processes like coordination, effort expenditure, and task strategy.** Public expressions of mood impact how group members think and act. When people experience and express mood, they send signals to others. Leaders signal their goals, intentions, and attitudes

through their expressions of moods. For example, expressions of positive moods by leaders signal that leaders deem progress toward goals to be good. The group members respond to those signals cognitively and behaviourally in ways that are reflected in the group processes (Sy; Cote and saavedra, 2005).

Leadership style has been theoretically elucidated as a predicate of leadership types. This is exemplified by the various theoretical construct on its subject matter. As a matter of fact, Mooney and Rieley (1931 and 1947) identified three types of leaders and their styles thus:

- i. **Leaders who find it easy to delegate their own authority. These leaders inherently dislike their responsibilities and the obligations they impose. Leaders of these types are not real leaders but got position of leadership either by accident or inheritance.**
- ii. **Leaders who find it easy to delegate authority but not their own authority and responsibility. These leaders only delegate authority whenever task begins to exceed their own unaided powers. These types of leaders are referred to as “true organizers” or “born organizers”. According to this scholar, “Leaders who find it easy to delegate their own authority” and “Leaders who find it easy to delegate authority but not their own authority and responsibility” are extremes.**
- iii. **Leaders who would not delegate authority. These leaders constitute the greatest obstacles sometimes insuperable by organized growth. Even though, these leaders are hard working within their own unaided power, they fail utterly as organizers because of their inability to utilize the capacity of others. Sometimes absolute physical necessity may compel them to delegate some duties, but they always try to withhold, as far as they can, the authority essential to an efficient performance of duties. According to Mooney leaders one and two are extremes that have been identified within the context of delegation.**

Against this analytical premise, it has been articulated that “the nature of work in today’s complex organizations requires that one becomes more enlightened with respect to the issues of leadership, power and influence”(Michelson, op cit) and; followership. Thus, the ability of any leader to manage, lead and ably sustain his followership confidence is contingent on his understanding of the operational ecology and the people within such ecology for a better operational existence.

Leader’s Sustainability of Followership Confidence:

The ability of a leader to sustain the confidence of his followers is two-pronged. In the first place, it depends on the leader and his style of leadership and, in the second place; it depends on the nature of the followers and the values of followership imbibed by them. This is particularly so in that, followership can either be voluntary (i.e., intrinsically generated/grown) or compelled/imposed (i.e., extrinsically generated/grown through compulsion).

The types of followership in place are contingent/predicated/determined by the types of leadership. However, the lifespan of both followerships is usually determined by the nature or the resilience of the followers. Voluntary followership grows with the permissiveness of the voluntary leadership and its humanistic nature. In short, voluntary followership is more attuned to servant leadership philosophy and characteristics while compelled followership is characteristically progenized by dictatorial leadership hence; the lifespan of compelled followership under such a leadership style is characteristically determined by the follower’s level of tolerance or toleration of indecent treatment from the leader prior to a bubble burst or the explosion of the “gunned sack”. However, in most cases, the cessation of compelled/coerced/extrinsic followership automatically leads to the extinction of the coercive and dictatorial leadership and the eventual ecological change or a total rebirth of the organizational system for a better leadership style (e.g., purposeful and humanistic leadership).

Succinctly put, the type of followers a leader gets is determined by the leader himself. As Latour (2004) once clearly articulated:

Rather than encouraging leaders to mentor followers to “follow me” as an imitation learning imperative, leaders may mentor to specific and objective abilities/traits to create dynamic subordinates. These dynamic follower competencies form a foundation from which follower initiative can grow to leader initiative more naturally. The identified follower competencies help leaders focus their mentoring efforts. This approach encourages followers to develop fully, based on their personalities, strengths and weaknesses, and situational factors.

A leader that wants to sustain the confidence of his followers in his quest for organizational effectiveness and, successful attainment of corporate goals must endeavour to “**acknowledge that their perspective influences their subordinates**” (Ibid.). And, based on this, such a leader must strive to develop and train his immediate subordinates vis-à-vis his “**level of expectation or level of competence for which they (i.e., the subordinates/followers) could strive**” (Ibid.). This “**public mentoring technique**” (Ibid.) which Schein (1992) called “**deliberate role-modeling, teaching and coaching**” is the key to developing effective followers. Thus; the development and sustenance of followership confidence by a leader is a sine-qua-non to any organization’s success and goal attainment. As a matter of fact, according to Latour (op. cit):

Developing dynamic followership is a discipline. It is jointly an art and science requiring skill and conceptualization of roles in innovative ways – one perhaps more essential to mission success than leader development. Without followership, a leader at any level will fail to produce effective institutions. Valuing followers and their development is the first step toward cultivating effective transformational leaders – people capable of motivating followers to achieve mission requirements in the absence of hygienic or transactional rewards (i.e., immediate payoffs for visible products). This shift away from transactional leadership demands that we begin developing and sustaining transformational

followership to enhance transformational leadership. A dynamic followership program should produce individuals who, when the moment arrives, seamlessly transition to lead effectively while simultaneously fulfilling their follower roles in support of their superiors...This approach demands that leaders recognize and fulfill their responsibilities in developing specific follower attributes or competencies within their subordinates

Through the leader's development of dynamic followers, effective followers will emerge. And, effective followers according to Latour (Ibid.) **"tend to be highly participative and critical thinkers"** and, they tend to be courageously determined in the performance of their duties. Effective followers **"courageously dissent when necessary, share credit, admit mistakes and, habitually exercise superior judgement"**. Effective followers, according to Latour (Ibid.):

represents the essential link between leader and follower cultures. As leaders develop and transmit the institution's "big picture", they naturally turn to such individuals to help them communicate that vision to the rest of the institution. The effective follower's invaluable perspective permits others to separate the essential tasks required for mission accomplishment from the minutiae. As the leader leads, the follower actively participates in task completion toward mission accomplishment; the leader-follower relationship produces the dynamics necessary for the team to accomplish the mission. Those who prove able to follow effectively usually transition to formal leadership positions over time. More than any other measurable attribute, this phenomenon clarifies the interactive nature of the leader-follower relationship.

When fully developed, effective-follower and/or "ideal follower" according to Latour (Ibid.), **"will act like a partner in the leader-follower relationship"** in that **"they share the responsibility for the quality of the relationship they have with their leaders"** because according to Potter et al (nd), cited by Latour (Op. cit.), **"they know they cannot be fully**

effective unless they work in partnerships that require both a commitment to high performance and a commitment to develop effective relationships with partners (including their boss) whose collaboration is essential to success in their own work". In other words, as a result of the leader's development of dynamic followership, the followers can become extremely committed to the performance initiative of their leaders. Once this happens, such followers become committed to the utilization of the highest level of their efforts towards the attainment of the organizational goals and mission statement. Such commitments as articulated by Latour (Ibid) will usually include the following:

- **Working (effectively) with others.** Followers balance personal interests with the interests of others and discover a common purpose. They coach, lead, mentor, and collaborate to accomplish the mission.
- **Embracing change.** Followers are committed to constant improvement, reduction of all types of waste, and leading by example. They are change agents.
- **Doing the job (competence).** Followers know what's expected, strive to be the best, and derive satisfaction from applying the highest personal standards. To them, work is integral to life.
- **Seeing one's self as a resource (appreciating one's skill).** Followers understand their value to the organization and care for themselves as assets/investments.
- **Building trust (core values; their word is their bond).** Followers invite honest feedback and share plans and doubts. They are reliable and earn their leader's confidence.
- **Communicating courageously (honest, timely feedback).** Followers tell unpleasant truths to serve the organization. They seek the same from others and risk self-exposure.
- **Identifying with the leader.** Followers are loyal to their "partner in success" and take satisfaction in the leader's success.

- **Adopting the leader's vision (seeing the big picture from the boss's perspective).** Followers know the limits of personal perspective and actively seek others' perspectives for greater team effectiveness. They have clear understanding of priorities.

The extent to which this confidence can be sustained constitutes the measuring rod of the leader's success or failure. This is more so in that effective followers according to Latour (Ibid.), are **"individuals with high organizational commitment who are able to function well in a change-oriented team environment. Additionally, they are independent, critical thinkers with highly developed integrity and competency. Thus, effective followers exhibit loyalty to the boss by endorsing organizational vision and priorities"**. As a matter of fact, hardly can any leader who is deprived of this type of followership succeed in any organizational setting regardless of its geo-political location within today's corporate world.

INSIGHTS ON LEADERSHIP:

The focus of this section of the paper is on leadership not in terms of its concept but in terms of its undercurrents of service, stewardship spirit, and servant leadership. The essence of these insights is to examine whether a given leader is actually a leader fulfilling only the hitherto acclaimed view of leadership as a "top-down" phenomenon or, a leader that equally acts as a follower or servant to the led in the course of his service to humanity.

In examining these insights, our focus is principally on servant leadership because the latter is the vehicle for service and spirited stewardship. In other words, service and stewardship spirit are enhanced and put in place by the philosophy of servant leadership devoid of arrogance of power that usually characterize the existential and/or systemic syndromes and values of bossy leaders or leadership.

Servant-leadership:

The concept of servant leadership is not all that new in our organizational world or to the lexicon of organizational discourses. As a matter of fact, its pedigree can be traced back to about

four decades. Specifically, the concept was developed in 1970 by Robert K. Greenleaf (www.greenleaf.org; www.leadersdirect.com/servantleadership).

Servant leaders provide services – **through committed stewardship spirit** – to the people. They serve the people they lead. To a servant leader, employees/subordinates are an “**end in themselves rather than a means to an organizational purpose**” (Ibid.). Specifically, servant leaders have been taken to mean people or leaders who:

devote themselves to serving the needs of organization members, focus on meeting the needs those they lead, develop employees to bring out the best in them, coach others and encourage their self expression, facilitate personal growth in all who work with them, listen and build a sense of community (www.leadersdirect.com/servantleadership).

According to Greenleaf (1970, www.greenleaf.org):

The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. The conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.

This scholar went further to identify the difference between the “**servant-first leaders**” and “**leader-first leaders**” thus:

The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit

or at least not be further deprived (www.greenleaf.org;
www.leadersdirect.com/servantleadership).

Without doubt, looking at the thesis of servant-leadership, it can be articulated to some extent that its undercurrent philosophy is critically relevant to the attainment of organizational goal and; as a matter of fact, the concept of servant-leadership has enhanced the ability of organizations to reach their full potential. Through it “servant leaders” are felt to be effective because the needs of followers are so looked after that they (often) reach their full potential”. Even though, the concept of servant leadership has been criticized through the assertion that “serving people’s needs creates the image of being slavish or subservient” and/or “that it is not a very positive image”, the principles of servant leadership has been characterized as admirable (www.leadersdirect.com/servantleadership).

The criticism of servant-leadership notwithstanding, it has become one of the operational cornerstones of most organizations today. This has been largely so because servant-leaders “view others (subordinates) as friends not as servants and, they interact with them in a spirit of openness, humility and vulnerability” (YHDC, 2009).

The creed of servant leadership is that the size of true leadership is determined by how many persons he has served and will be served **contrary** to the philosophy of other leadership styles whose measuring-rod of size and values of leadership is determined by the number of people serving the leader (Ibid.). The success or attractiveness of servant leadership is further put into a clearer perspective by its “credo” which Greenleaf (1970, www.greenleaf.org, www.leadersdirect.com/servantleadership), articulated thus:

This is my thesis: caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built. Whereas, until recently, caring was largely person to person, now most of it is mediated through institutions – often large, complex, powerful, impersonal; not always competent; sometimes corrupt. If a better society is to be built, one that is more just and more loving, one that provides greater creative opportunity for its people, then the most often course is to raise both the capacity to serve and the very

performance as servant of existing major institutions by new regenerative forces operating within them.

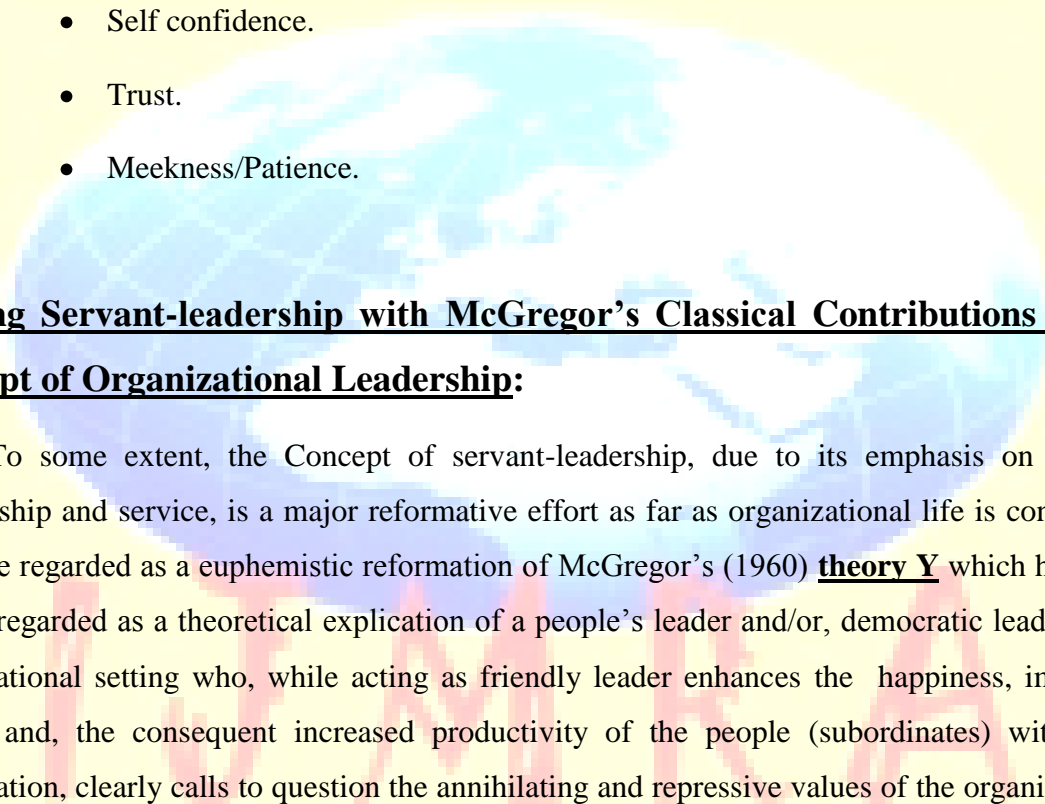
It is clear from this “credo” that “the servant leader serves others, rather than others serving them” and that “serving others comes by helping them to achieve and improve their conditions” (Ibid.). Thus; the basic assumptions of servant leadership are that:

1. The leader has responsibility for the followers.
2. Leaders have responsibility towards society and those who are disadvantaged and;
3. People who want to help others best do this by leading them (http://changingminds.org/disciplines/leadership/style/servant_leadership.htm).

As a concept developed and/or coined for the attainment of organizational goals and, accomplishment of mission statement, servant-leadership has some principles oiling the wheels of its success. These principles are:

- **Transformation** as a vehicle for personal and institutional growth.
- **Personal growth** as a route to better serve others.
- **Enabling environments** that empower and encourage service.
- **Service** as a fundamental goal.
- **Trusting relationships** as a basic platform for collaboration and service.
- **Creating commitment** as a way to collaborative activity.
- **Community building** as a way to create environments in which people can trust each other and work together.
- **Nurturing the spirit** as a way to provide joy and fulfillment in meaningful work (www.greenleaf.org).

These Principles clearly serve as the foundation and/or pillar of and/or for the characteristics of a servant-leader which include amongst others the following:

- Service to the people.
 - Avoidance of self promotion/publicity.
 - Open acceptance of all people that come his/her way.
 - Non-favouritism.
 - Avoidance of nepotism.
- 
- Honesty.
 - Self confidence.
 - Trust.
 - Meekness/Patience.

Linking Servant-leadership with McGregor's Classical Contributions to the Concept of Organizational Leadership:

To some extent, the Concept of servant-leadership, due to its emphasis on spirited stewardship and service, is a major reformative effort as far as organizational life is concerned. It can be regarded as a euphemistic reformation of McGregor's (1960) **theory Y** which has been widely regarded as a theoretical explication of a people's leader and/or, democratic leader in an organizational setting who, while acting as friendly leader enhances the happiness, improved morale and, the consequent increased productivity of the people (subordinates) within the organization, clearly calls to question the annihilating and repressive values of the organizational leaders depicted by his **theory X**.

If not exactly or totally, **theory Y** leaders in human groups or organizational settings, subscribe to certain values of servant-leadership in that, if such **theory Y** leaders are not really functioning and/or cannot exactly function as servant-leaders, they, according to the theoretical underpinnings of **theory Y**, share some of the value orientations of the servant-leaders vis-à-vis the perception of subordinates within organizations in the course of the pursuit of the attainment of organizational goals. As a matter of fact, the near affinity of the value strands or orientational philosophy of servant-leadership with those of McGregor's **theory Y leaders** can actually be

appreciated and further understood against a synoptic consideration of the classical contributions of McGregor to the nature and characteristics of leadership in organizations through his **theory Y** and **theory X** scholastic efforts.

It should be stated however; that the analytical effort here is far from completely assuming that servant-leadership is exactly the same thing with the concept of democratic leadership that form the major thrust of McGregor's classical work. But, it is an attempt to provoke further discourses on the knotty issue of leadership in organizations which has deep-seated historical roots traceable to the classical works of Adam Smith, the "wealth of nations"; Frederick Winslow Taylor, "scientific management", Max Weber, "bureaucracy", Mary Parker Follet, "the giving of orders" Herbert Simon, "proverbs of administration" and; other classical thinkers and theorists.

To some extent, while not directly related, certain aspects of servant leadership can be located within the matrix and/or parameters of Douglas McGregor's (1960) **theory Y** and **theory X** of leadership in terms of leaders' concerns for their subordinates within the organizational world. In other words, the issue of leadership in organizations or human settings or groups has long attracted the attentions of management scholars, thinkers and theorists. This has been so because the type of leadership that exists in any given human setting/organization has a lot to do with the success or otherwise of such an organization or setting in terms of service, stewardship and servant leadership and; the attainment of the organizational goals for both the organizations and, their clients.

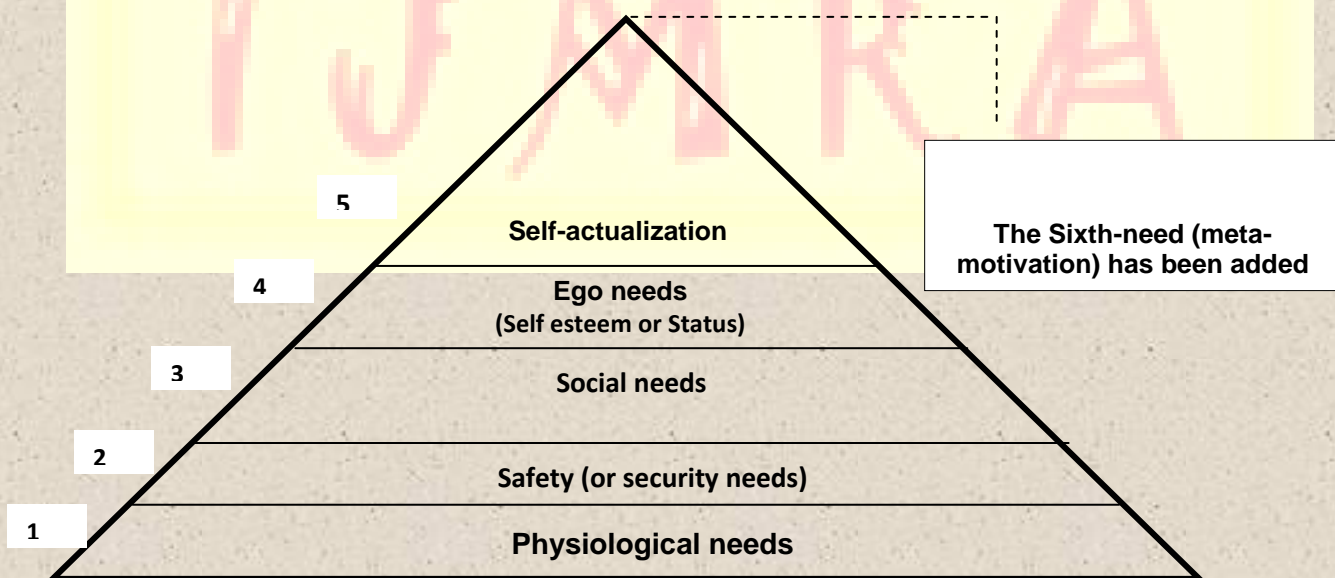
The dichotomous explication by Douglas McGregor (1960), of the concept of leadership in organization which even though, has long remained a dominant feature of all organizations, has clearly put into a clearer perspective the consequences of the evolution of organization theory over the years for our organizations and requisite workers' morale and productivity. This work has actually shown the effects of the paradigm shifts associated with the theoretical movement on the concept of leadership and its place in our organizations vis-à-vis the place of the individuals within them (Akindele, 2010[forthcoming]).

In his classical work "the human side of the enterprise", Douglas McGregor, examines the concept of the leadership using **theories X and Y** which over the years "have become such memorable theoretical constructs because they appear to be such polar opposites" (Shafritz et. al;

1981). The concept of Theory X (Dictatorial/regimental leadership or view of man) and Theory Y (Democratic or Liberalized view of man/employees in organization) form the core of Douglas McGregor’s work-“**The Human side of Enterprise**” (1960). Without doubt, this work at its inception represented one of the products of the then contemporary research in Personnel Management and organization theory. It emphasizes the humanistic side of organization’s environment.

In this book, McGregor criticized the dictatorial core of traditional theory of personnel management in relations to man’s existence within the organizational environment. He called the traditional theory of personnel management THEORY X which saw only THE MANAGER as an “active agent for motivating people, controlling their actions, modifying their behaviour to fit the needs of the organization: (Ibid.). From the perspective of McGregor, THEORY X has a pessimistic view of human nature. It views man as indolent, self-centered and, resistant to change and thus, must be repressed or forced to accept responsibility. This theory emphasizes nothing than “**Management by direction and control**”. In criticizing or condemning the THEORY X view of man (within the organizational environment) as archaic in terms of contemporary developments within organizational environment, McGregor utilized Abraham Maslow’s hierarchy of needs as the base. (This hierarchy which is later explained in detail is as follows):

Figure 2.1: Figure showing the pyramidal explanation of Maslow Theory OF motivation)



From the perspective of McGregor, the philosophy of management by direction and control which forms the core of Theory X regardless of whatever form it takes, is inadequate not only because of its regimental nature but also due to the fact that the human needs on which it relies are today unimportant motivators of behavior (Ibid.). As a matter of fact, according to McGregor, “direction and control are essentially useless in motivating people whose important needs are social and egotistic”.

As a result of this, McGregor emphasized the need for managers to shift from THEORY X (regimental/dictatorial and management by direction and control) to THEORY Y (democratic/liberal view of man). This line of thought or view expressed by McGregor finds solace in the fact that THEORY Y is the “process primarily of creating opportunities, releasing potential, removing obstacles, encouraging growth, providing guidance” (Ibid.). Thus, the goal of THEORY Y from his perspective is to create a humanistic environment where people can achieve their own goals best by directing their own efforts towards organizational objectives.

The core of THEORY Y, according to this scholar, could be practically implemented in organization through “job enlargement, delegation of authority, decentralized responsibilities and participatory management etc.” (Ibid.). Generally, within the context of his work McGregor strived to create “a healthy organization by allowing for maximum growth of human potential through a realistic understanding of human motivation and a fostering of a democratic organizational environment conducive to the development of individual capabilities” (Ibid.).

As earlier explained in the preceding preamble, McGregor’s work is nothing but an intellectual explication of the archaism of traditional theory (i.e. theory X) of personnel management due to its dictatorial/regimental nature and exploitative or manipulative view of man within organization and, the necessity to adopt a more dynamic and liberal view (Theory Y) of man within the organizational set up. A comparative perusal of both Theories (X and Y) would reveal the polarity between the two in terms of relevance or otherwise to contemporary position of man within the organizational set up.

THEORY X.

THEORY X view or conception of management's task in harnessing or tapping human energy to organizational requirements can be propositionally trichotomized thus:

- (1) Management is responsible for organizing the elements of productive enterprise – e.g. money, materials, equipment and, people – in the interest of economic ends.
- (2) With respect to PEOPLE, this (i.e. organizing the elements of productive enterprise) is a process of DIRECTING their efforts, motivating them, controlling their actions, modifying their behaviour to fit the needs of the organization.
- (3) Without this active intervention by management, people would be passive – even resistant – to organizational needs. They must therefore be persuaded, rewarded, punished, (and) controlled. Their activities must be directed (Ibid.)

In addition to this trichotomy, other widespread beliefs (and views of man) which form the core of this conventional theory X (of personnel management) include the following:

- (4) The average man is by nature indolent – he works as little as possible.
- (5) He (i.e. the average man) lacks ambition, dislikes responsibility and prefers to be led.
- (6) He is inherently self-centered, indifferent to organizational needs.
- (7) He is by nature resistant to change.
- (8) He is gullible, not very bright, the ready dupe of the charlatan (i.e. a fake) and the demagogue (Ibid.)

Incidentally, these beliefs or views, explained McGregor, form the core of “conventional structures, managerial policies, and practices. And conventional organizational programs have long been reflecting these propositions and assumptions (Ibid.).

In highlighting how these beliefs have affected conventional organizational structures and policy orientations with respect to their (organizations) view of man, McGregor explained that management – (using these assumptions as guides,) – has conceived of a range of possibilities between two extreme approaches (hard and/or soft approaches). McGregor explained that managements which share the theory X view of man and its tenets in carrying out the imperatives of this dictatorial/regimental or manipulative theory have been found to adopt either of the extreme approaches.

According to McGregor (Ibid.), within the confines of the hard approach, there exist” methods of directing behavior involve coercion and threat (usually disguised), close supervision, tight controls over behaviors”. But then, this approach is not without costs because, force which underlies it cannot but breed counter-forces, restriction of output, antagonism, militant unionism, subtle but effective sabotage of management objective (Ibid.). This approach, explained McGregor, is difficult and usually ineffective in times of full employment. On the other extreme is the soft approach, the methods – (direction) – of which involve permissiveness (on the part of the management), satisfying people’s demands, and achieving harmony in an attempt to make the employees tractable and accept direction. But then, part of the highlighted shortcomings of this approach range from its breeding of abdication of management to harmony, indifferent performance to expectation of more benefits (by employees) in return for less contribution (Ibid.).

Inadequacies of the Conventional (Theory X) View (of Man and Human Nature):

This whole set of beliefs - (**items 1-8 in the immediate preceding section above**) about man and human nature which form the core of traditional/conventional theory (X) of Personnel Management has been challenged as inadequate by the emerging research findings within the Social Sciences. While the Social Scientist, according to McGregor (Ibid.), does not deny that human behavior in Industrial Organization today is approximately what management perceives it to be, he is equally pretty sure that this behavior is not a consequence of human’s inherent nature but, a consequence of the nature of industrial organizations, a consequence of management philosophy, policy and practice with which such a man lives. Thus, he (McGregor) claimed that

THEORY X is based on mistaken notions about man and its causes and effects on human behaviors within the organizational set-up. That is, the conventional assumptions of theory X about the human side of enterprise are inadequate. The inadequacy of the conventional assumption or approach is better exemplified by a consideration of the subject of “motivation”. McGregor highlighted this inadequacy of (Theory X) conventional assumption about the human side of enterprise using Abraham Maslow’s Theory of motivation as a base.

The hierarchy of needs postulated by Maslow takes off from physiological, to security-safety, to social or sense of belonging, to self-esteem/ego to self actualization needs (see the pyramidal explanation of this hierarchy above) and another stage which he later called meta-motivation. According to Abraham Maslow’s theory “man is a wanting animal and, as soon as one of his needs is satisfied, another appears in its place. This process is unending. It continues from birth to death” (Ibid.). Man’s needs are organized in a series of levels – **a hierarchy of importance starting at the lower level with the:**

- **Physiological needs:** These are the needs concerned with the basic biological functions of the human body e.g. eating and sleeping. This is followed by:
- **Safety-Security needs:** needs concerned with protecting the organism from harm, both physical and psychological. Following this need is:
- **Belonging/Social Needs:** The need to associate with one’s own kind, social interaction, love, acceptance, group membership. This need is followed by:
- **Self Esteem/Ego (Status) Need:** The need to feel important or to separate one’s status from other comparable individuals’ feelings of self-worth and self-importance; for the deserved respect of one’s fellows. This need is followed by:
- **Self-Actualization (Fulfillment) Needs:** The need to reach one’s ultimate goals in life: the need to fulfill one’s own destiny.

The need hierarchy that forms the core of Maslow’s theory rests on two fundamental propositions:

1. That unsatisfied needs motivate behaviour and

2. As a particular need becomes largely satisfied, the next level of need becomes the primary motivator. In short a satisfied need is no longer a motivator of behavior).

Due to their nature the higher order needs will likely be less satisfied than lower order ones for most people. Generally, explained McGregor, “when the physiological needs are reasonably satisfied, needs (safety/security) at the next higher level begin to dominate man’s behavior – to motivate him. In other words, the higher needs do not become motivators until the lower ones have been reasonably satisfied. However, one needs to ask the question that: **How is Abraham Maslow’s theory relevant to McGregor’s view of human side of enterprise and his rejection (as inadequate) of the classical core of Theory X view about the nature of man?** Answer to this question is found in McGregor’s few comments about motivation which provide the link between his view of man and Maslow’s theory of motivation thus:

The deprivation of physiological needs has behavioral consequences. The same is true – although less well recognized – of deprivation of higher-level needs. The man whose needs for safety, association, independence, or status are thwarted is sick (just as surely a person suffering from severe dietary deficiency is sick). And his sickness will be mistaken if we attribute his resultant passivity, his hostility, his refusal to accept responsibility to his inherent “human nature”. These forms of behavior are symptoms of illness – of deprivation of his social and egoistic needs.” (Ibid.).

Equally, the person whose lower level needs are satisfied is no longer motivated to satisfy those needs again because they (i.e. the satisfied needs) no longer exist. This constitutes a poser in McGregor’s view to the management (relying on theory X). Because the management often asks: **Why aren’t people more productive?** We pay good wages, provide good working conditions, and have excellent fringe benefits and safety employment. Yet people do not seem to be willing to put forth more than minimum effort.” (Ibid.)

McGregor (Ibid.) explained the indifference of the workers to the management (despite the provision of the above) thus:

The fact that management has provided for these physiological and safety needs has shifted the motivational emphasis to the social and perhaps to the egoistic needs. Unless there are opportunities at work to satisfy these higher level needs, people will be deprived; and their behavior will reflect this deprivation. Under such conditions, if management continues to focus its attention on physiological needs, its efforts are bound to be ineffective because by making possible the satisfaction of low-level needs, management has deprived itself of the ability to use as motivators the devices – (rewards, promises, incentives, or threats and other coercive devices) - on which conventional theory (x) has taught it (i.e. management) to rely.

Taking this into consideration, McGregor condemned the conventional THEORY (X) of Personnel Management in its totality regardless of whether it is adopted through a **HARD** or **SOFT** approach. Its (Theory X) philosophy of **Management by Direction and Control** is inadequate and in complete dissonance with the reality of modern organization's environment.

The philosophy of management by direction and control (that underlies the core of theory x) – regardless of whether it's hard or soft – is inadequate to motivate because the human needs on which this approach (theory x) relies are today unimportant motivators of behaviors. Direction and control are essentially useless in motivating people whose important needs are social and egoistic. People deprived of opportunities to satisfy at work the needs which are now important to them, **BEHAVE** exactly as we might predict – with indolence, passivity, resistance to change, lack of responsibility, willingness to follow the demagogue, unreasonable demands for economic benefits (bid.).

Concluding his Jettisoning of Theory X view of the human side of Enterprise and its core, Management by Direction and control, Douglas McGregor (Ibid.) asserted thus:

Management by direction and control – (whether implemented with the hard, the soft, or the firm but fair approach) – fails under today's conditions to provide effective motivation of human efforts toward organizational objectives. It fails because **DIRECTION** and **CONTROL** are useless methods of motivating people whose physiological and safety needs are reasonably satisfied and whose social, egoistic, and self-fulfillment needs are predominant(ly) yet to be satisfied).

As a result of this, McGregor emphasized and explained the need for a different **THEORY** - based on more adequate assumptions about human nature and human motivation - regarding the task of managing people. He called this theory, **THEORY Y**.

THEORY Y

This theory is almost a direct opposite of **Theory X** because it has a more optimistic and liberal or democratic view about man and human nature. The core of **THEORY (Y)** as propounded by McGregor includes the following:

- Management is responsible for organizing the elements of productive enterprise – (e.g. money, materials, equipment, people etc.) – in the interest of economic ends.
- People are not by nature passive or resistant to organizational needs. They have become so as a result of experience in organizations.
- The motivation, the potential for development, the capacity for assuming responsibility, the readiness to direct behavior toward organizational goals are present in people. Management does not put them there. It is a responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.
- The essential task of management is to arrange organizational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts toward organizational objectives”.

Theory (Y) is symmetrical to what Peter Drucker called “Management by Objectives (MBO) because it brings about a process primarily concerned with creating opportunities, releasing potentials, removing obstacles, encouraging growth and providing guidance for employees or people in the organizations. And, it does not involve the abdication of management, the absence of leadership, the lowering of standards, or the other characteristics usually associated with the “hard approach” under Theory X.

Difficulties facing the Adoption of Theory Y:

In spite of the participatory and liberalized nature of **theory Y**, its adoption faces some problems due to the fact that the conservative, regimental, pessimistic and manipulative strands of theory X (i.e. conventional organization theory) regarding human nature and structures of organization seemed to have permeated all the nerves of organizational set up. McGregor (op. cit) summed this up thus:

The conditions imposed by conventional organizational theory and by the approach of scientific management for the past half century have tied men to limited jobs which do not utilize their capabilities, have discouraged the acceptance of responsibility, have encouraged passivity have eliminated meaning from work”.

This being the case, McGregor explained that “change in the direction of Theory Y will be slow, and it will require extensive modification of the attitudes of management and workers alike”. However, despite the obstacles or difficulties facing the reformative adoption of Theory Y, McGregor highlighted the following innovative ideas which are being variously applied today as part of the characteristics of **THEORY Y**:

- **Decentralization and Delegation:** These are ways of freeing people from the too close control of conventional organization, giving them a degree of freedom to direct their own activities, to assume responsibility and importantly, to satisfy their egoistic needs.

- **Job enlargement:** This is the encouragement of the acceptance of responsibility at the bottom of the organization; it provides opportunity for satisfying social and egoistic needs.
- **Participation and Consultative Management:** This encourages the giving of opportunity to workers or employees to have some voice in decisions that affect them. It provides opportunities for the satisfaction of social and egoistic needs.

These put together, makes **Theory Y** consistent with the good and repression-free society. Hence, “few public administrators would deny the importance or worth of McGregor’s idealistic “new consensus” as expressed in **THEORY Y** to the landscape of organizations today which, in itself has been dictated and would continue to be dictated by the evolution of its theory and its attendant paradigm changes.

It should be stressed however, that theory Y in spite of its positive attributes is not a technique or style of management without its cost and consequences for managers and leaders applying it in their organizations. In other words, the adoption of Theory Y as a technique or style of management in organizations involves opportunity cost in terms of the reactions of the organizational environment and people within such organizations.

The likely cost and consequences faced by managers and leaders in organizations and political settings seeking to evoke the principles of **Theory Y** have been clearly articulated by Crockett (1970) in the conclusion of his work on team building thus:

the so-called Theory Y style of management – management by participation – is neither soft headed nor “easy”. It is much easier to avoid confrontation by issuing orders. It is easier to avoid personal involvement and conflict by smoothing over surface. Theory Y management is not for the executive who likes surface serenity and obsequiousness. Theory Y management is for those managers who are willing to take the gut punishment of a truly tough-minded approach to management. It is for those who believe that conflict can be handled best by confronting it openly and for those who understand that real

commitment of their people can be secured only by their continuing participation in making plans and setting objectives.

The foregoing notwithstanding, it is arguable to some extent that the opportunity cost and consequences which may be likely involved in the full or wholesale adoption of either **Theory X** or **Theory Y** as a technique or style of management may have clearly influenced the thinking of some scholars that both theories may be mixed for a better organizational performance and systemic existence (Akindele, 2010[forthcoming]). Thus, Shafritz et. al (1981) clearly stated that “it is a poor manager that would adopt in toto either **Theory X** or **Theory Y**. Most work situations require a mix rather than simplistic acceptance of one construct or another”. Thus, a synoptic comparison of McGregor’s **theory X** and **theory Y** has been provided by Hersey (1985) in his analysis of the situational leader. He categorically asserted that “the leader’s high, realistic expectation causes high performance of followers; the leader’s low expectation lead to low performance of followers. In order to make an effective cycle, a leader needs to motivate followers properly”. As a matter of fact, the new thinking within the organizational world today is that such motivation can be enhanced or promoted by no other person than a change leader. This leads us to the discussion of the concept of change leader in the next section below.

THE CHANGE LEADER:

A change leader is a key to large-scale, sustainable reform. It is a leader that is committed to sustained and sustainable innovation in his quest for organizational effectiveness. A change leader is a focused leader who is committed to the development of knowledge and skill within his organization particularly in terms of programme coherence and technical resources (Newmann et. al, 2000). Change leaders are critically concerned with and, committed to the achievement of large-scale organizational turnaround in the course of their leadership role and management of human and natural resources within a given political economy and its accompanying multiple variables and/or other societal landscapes and their terrains.

A change leader is one who seeks deep and lasting reforms through the establishment of conditions aimed at the attainment of “**enduring greatness**”. In other words, a change leader is

a leader who “**catalyzes commitment to a compelling vision and higher performance**” by going beyond “**performance standard**” and building “**enduring greatness**” (Collins, 2001).

Generally, a change leader is one whose goal is “**sustainable change in society**” (Fullan 2002). He is a leader of the future who is “**attuned to the big picture**” of his environment and, he is a leader regarded as “**a sophisticated conceptual thinker who transforms the organization through people and teams**” (Ibid.). A change leader is one who displays “**palpable energy, enthusiasm and hope**” (Ibid.). He is a leader who performs change leadership roles that are critical to the organization’s stability, goal attainment and durable sustainability. Through such roles, a change leader:

Sponsors Individuals with highest line authority over the transformation; “owner”; primary influencer of values and culture; sets parameters, allocates resources; often has veto power over decision; appoints the change process leader and provides him or her support; keeps the transformation in alignment with overall business strategy, redirecting the change process or outcome when information surfaces to do so; handles major communications; undergoes required personal change in mindset and behavior and models the transformation in word and action; celebrates and acknowledges benchmark successes; and maintain ongoing link with key stakeholders (Anderson and Anderson, nd).

A change leader is one who has the following characteristics: **moral purpose; an understanding of the change process; the ability to improve relationships; knowledge creation and sharing and; coherence making**” (Fullan, 2002); **ability to hear wake-up call** (Anderson and Anderson, nd). These characteristics are respectively synopsisized below.

Moral purpose:

This is a social responsibility to others and the environment most especially if, for an example, the goal (in focus) by the change leader is systemic improvement that is, improving all the organizations in the area of his existence (organization). A change leader who is committed

to systemic improvement must also be nearly as concerned about the success of other organizations in his area of operation as his own. This is more so in that sustained organizational improvement is not possible unless the whole system is moving forward (Ibid.). The example that readily comes to mind here as far as the Nigerian organizational landscapes and terrains are concerned is the Telecommunication Industry, that is, the GSM service providers' concerns for their customers in terms of improved customer services.

As a matter of fact, within the Telecommunication Industry in Nigeria, improved customers service could not be made possible and/or attained successfully until the mutually beneficial interconnectivity service among the operators, for example MTN and GLO, the two major players in the nation's Telecommunication Industry was mandated through a policy stand by the NBC. In fact, prior to this policy, it was a hell and, like a Camel trying to pass through the eyes of a needle, for Nigerians and/or customers trying to make calls from either of the Networks to others. Even though, up till now, it is still difficult and financially strangulating and/or annihilating for a plethora of customers/consumers to call from one Network to another due to the existing unhealthy competitions and rivalries, such developments can be completely and/or meaningfully reversed through the policy focus of a change leader or change leaders in the Telecommunication Industry in Nigeria.

Understanding the Change Process:

For any leader to be regarded as a change leader he has to clearly understand the processes that are involved in the change process. This is particularly so, as Fullan (Ibid.), once clearly articulated that **“having innovative ideas and understanding of the change process are not the same thing”**. As a matter of fact, **“those firmly committed to their own ideas are not necessarily good change agents (or leaders) because being a change agent (leader) involves getting commitment from others who might not line one's ideas”**. Specifically, understanding the change process by a change leader involves the following guidelines:

- **The goal is not to innovate the most.** Innovating selectively with coherence is better.

- **Having the best ideas is not enough.** Leaders help others assess and find collective meaning and commitment to new ways.
- **Appreciate the implementation dip.** Leaders can't avoid the inevitable early difficulties of trying something new. They should know, for example, that no matter how much they plan for change, the first six months or so of implementation will be bumpy.
- **Redefine resistance.** Successful leaders don't mind when naysayers rock the boat. In fact, doubters sometimes have important points. Leaders look for ways to address those concerns.
- **Reculturing is the name of the game.** Much change is structural and superficial. Transforming culture - **changing what people in the organization value and now they work together to accomplish it** – leads to deep lasting change.
- **Never a checklist, always complexity.** There is no step-by-step shortcut to transformation; it involves the hard, day-to-day work of reculturing (Ibid.).

As a matter of fact, a change leader must know the difference between his own expertise in any given context and the expertise required in managing the process of change. Thus; as Anderson and Anderson (nd) once articulated **“most often when leaders decide to mobilize a change effort, events are already underway and, information has already been surfaced that affect what the leaders must do. Consequently, they need to figure out what has been happening, what is known, and who is doing what”**. In fact, a change leader **“does not make the mistake of assuming that the best idea will carry the day”** (Fullan, op. cit). Instead, he **“provides opportunities for people to visit sites that are using new ideas, invites questions and even dissent and, expects the change process to proceed in fits and starts during the first few months of implementation”** (Ibid.). Anderson and Anderson (Op. cit, nd), put the reason for these fits and starts thus:

Once change leadership roles have been defined and staffed, a common dynamic that surfaces is the confusion or tension created when leaders are asked to wear two very distinct hats – a functional executive hat and a change leadership hat. Most often, the functional hat takes

precedence because it is most familiar and immediate. Plus, leaders' compensation is often tied to their functional performance. Without support to balance leaders' drive to keep the business running and the need to change it, this conflict can sandbag the change effort before it gets off the ground. Under normal circumstances, leaders' tendency to take care of daily crises in their functional organizations first is a good thing. However, when an organization is undergoing major transformation, the functional leader mindset is not sufficient. Change leaders must focus on doing what is good for the overall organization as it transforms while keeping it operational, especially at start-up. There is no formula for the percentage of time a leader will spend wearing each hat. We do know, however, that keeping full-time functional responsibilities without making real space for change leadership duties is a formula for failure. Therefore, you will need to set clear priorities and expectations for how and when the leaders should be wearing each hat. The resolution requires a shift of both mindset and behavior because there is only so much time available for both roles.

Improving Relations:

A successful change in organization is clearly predicated on improved relationships. As a matter of fact, improved relationships are predictors of better organizational climate and sustainable development. Organizational ground is lost in a situation of stagnant or decreased relationships. Hence, change leaders **“build relationships with diverse people and groups – especially with people who think differently”** (Fullan, op. cit). This is particularly so because people who think differently within organization no doubt add to the increased complexities of such organizations.

Giving prominence to these complexities and, the need to build relationships in complex times, Goleman et. al (2002), clearly asserted that **“in complex times, emotional intelligence is a must. Emotionally intelligent leaders are able to build relationships because they are aware of their own emotional make-up and are sensitive and inspiring to others”**. Thus, the

change leader knows and, should continue to know that **“building relationships and teams (in organizations) is the most difficult skill (for both the organization and the leader)”** (Hay Management Consultant, 2000). To successfully build relationships in organizations, change leaders must work **“hard to develop the full range of emotional intelligence domains, especially self-management of emotions and empathy toward others”** (Goleman et. al, 2002). This is particularly so in that **“focusing on relationships isn’t just a matter of boosting”** organizational achievement/productivity (depending on the socio-political and economic settings) for the year **“but rather a means of laying the foundation for”** subsequent years” (Fullan, Op. cit). The change leader’s **“efforts to motivate and energize”** the organization’s members of staff and **“forge relationships among otherwise disconnected”** staffers **“can have effect on the overall climate of the organization. Well established relationships are the resources that keeps on giving”** within organizations (Ibid.).

Knowledge Creation and Sharing:

Effective change leadership is predicated on creating and sharing knowledge within organizations. Knowledge is clearly attained in organizations through the social process of information transformation and sharing. Thus, **“organization must foster knowledge giving as well as knowledge seeking” through information”**. Through the creation and sharing of knowledge, continuous learning and development take place hence, a change leader encourages individuals within the organization to add to their knowledge through sharing without been unmindful of the fact that **“there will be little to add if people are not sharing”**. It is clearly the belief of the change leader that the critical **“norm of sharing one’s knowledge with others is the key to continual growth for all”** within any given organization or social setting (Ibid.). Thus, **“knowledge creation and sharing fuels moral purpose”** in organizations and/or social settings led by a change leader.

Coherence Making:

This is a critical variable in any organization or social setting that comprises of people with different values and asymmetrical needs, aspirations and goals all of which add to the

complexities of such organizations. These complexities in themselves **“inherently generate overload and fragmentation”** (Ibid.) hence, a change leader to be effective **“must be coherence-makers”** (Fullan, 1999 and 2001). As a matter of fact, coherence making by a change leader is enhanced by **“the other characteristics of the change leader – moral purpose; an understanding of the change process; the ability to build relationships, and creation and sharing of knowledge – through checks and balances embedded in their interaction”** (Fullan, 2002). Analyzing his position on coherence-making further, this scholar articulated the fact that **“leaders with deep moral purpose provide guidance; but they can also have blinders if their ideas are not challenged through the dynamics of change, the give and take of relationship, and the ideas generated by new knowledge”**. He went further to contend that **“coherence is an essential component of complexity and yet can never be completely achieved”** (Ibid.).

Ability to hear Wake-Up Call:

A change leader must have the ability to hear wake-up call. This ability is critical and central to the actual process of change and his expected success on same most especially considering the fact that the process of change forms one of cardinal characteristics of his existence as a change leader. Thus, according to Anderson and Anderson (Op. cit, nd):

The actual process of change begins the moment a person or a group hears the wake-up call and recognizes that there is a reason to change-an opportunity to be pursued or a threat to be removed. The wake-up call can be heard anywhere in the organization, at any level. At times, there is grass-roots awareness of the need long before the executives take notice. However, for an organization-wide transformation to mobilize, the leaders of the organization affected must ultimately hear the signal clearly enough to warrant attention and discussion, if not action. In change-resistant organizations, executives typically do not get or heed wake-up calls until the signals become so painful and dangerous that they threaten the organization’s very survival. The wake-up call may come in the form of a dramatic event, such as the

competition beating you to market with similar or better product than you have under-development; or it may be accumulation of many indicators that finally culminate in a loud and meaningful message. Examples of the latter include loss of market share, new technological advancements in your industry, mergers of your key competitors, the required closure of a once valuable factory, the initiation of a hostile unionization effort, or an increase in turnover of critical employees. At this very early in the transformation, it is important to identify and understand what wake-up calls exist, what they mean, and what is being done with them by those in position to initiate a change effort. The mindset of the leaders has a major impact on the meaning made of the information in the wake-up call. If the leaders are conscious and open to learning and changing, they will deal with the wake-up call differently than if they are not. However, let's assume that, at some point, the signal is received, the insight about the need for change is registered, and the change process is set in motion.

A change leader to fully utilize the wake-up call ability must recognize the fact that **“a change is needed; the change is transformational; transformation demands new approaches, strategies, mindsets, and behavior; and transformation requires the leaders to personally change their mindsets, behavior and style”** (Ibid.).

Contrary to **leaders** who do not subscribe to change because of their indifference and/or immunity to change which makes **“the mistake of seeking external innovations”** and blind focus on **“too many projects”** their operational hallmarks, **change leaders** do concentrate on the internal goals and mission of their organizations **“as the central focus of their organizational “reform agents”** and, they **“usually keep an eye out for external ideas that further the thinking and vision of their organization”** (Fullan, 2002). This is principally so because:

they realize that overload and fragmentation are natural tendencies of complex systems. They appreciate the creative potential of diverse ideas, but they strive to focus energy and achieve greater alignment.

They also look to the future and strive to create a culture that has the capacity not to settle for the solution of the day. Change leaders (Ibid.)

Change leaders **“value the tensions inherent in addressing hard to solve problems because that is where the greatest (organizational/systemic) accomplishments lie” (Ibid.).**

It should be stressed however, that the role of the change leader in the change process is largely dictated by the structure of power and/or power configuration within the organizational landscape hence, the section below deals with this concept as it relates to the operational and/or functional existence of the change leader within any given organization.

Concept of Power:

The concept of power is very central and critical to the systemic existence of all humans within all groups or organizational settings. It is **“a measure of an entity’s ability to control the environment around itself including the behaviours of others”** (Wikipedia) hence, according to Michelson (nd); it is **“a pervasive reality in the life process of all modern-day organizations”**.

The centrality of power to human existence explains why **“leaders regularly acquire and use power to accomplish specific work goals and to strengthen their own positions vis-à-vis the reading of general or organizational goal”** (Ibid.). This explains why **“every interaction and every social relationship in an organization”** involves **“an exercise of power”** (Gibson et. al, 1985).

It is clear from the foregoing that power is a very important concept in our lives. It is the **“ability to command others to obedience without resistance; it involves the use of compulsion and coercion”** (Crick, 1964). It is **“the capacity to affect another’s behaviour by threat of some form of sanction”** (Ball, 1983). The sanctions may be negative (in which case it involves the threat of denial of rewards or imposition of other penalties) or positive (which involves promises of wealth, honour or other forms of rewards) (Ibid., Akindele et. al, 2000). For the exercise of power to be really acceptable it has to be authorized or legitimized hence; the concepts of power means nothing without its transposition to authority through legitimacy.

Authority:

Authority is the right to direct and command others to obedience without dissent, and it is associated with respect and influence as well as ability to secure voluntary compliance. It also the recognition of the right to rule irrespective of the sanctions the ruler may possess (Leeds, 1981; Ball; 1983; Akindele et. al, 2000). Authority can be derived from three sources which according to Max Weber (1947) are Traditional Authority; Charismatic Authority and; Legal-Rational Authority.

Traditional Authority is the acceptance of the right to rule of someone resulting from the continuous exercise of political power. It is based on hereditary attributes. **Charismatic Authority** is the acceptance or recognition of a person's right to rule due to exceptionally strong, dynamic, likeable personality and character. The word charisma means the gift of grace. It relates to the personal qualities and abilities of a particular leader to shape the nature of his environment through charismatic mobilization of the people. **Legal-Rational Authority** is based on the ascension of a person to a particular post through some established rule or procedures for an example, Political Office holders through elections. It connotes the exercise of rules in an effective, impartial manner. It applies to the modern states whereby the exercise of power takes the course of law. This type of authority is possessed or acquired by holding political and administrative offices (Akindele et. al, 2000).

Legitimacy:

This concept refers to the process through which power and/or the use of coercion is transposed into authority. A particular government or institution of government gains the acceptability of the people through legitimacy which is conferred by the people when they willingly accept the leaders, laws and institutions (Ibid.).

The dark side of power which hitherto, has earned the concept, the derisive labels like “power is evil”, “corrupt”, “self-serving”, “manipulative” and, “hurtful” (Kanter, 1979), notwithstanding, “there is however, a positive face to the issue/concept of power, its acquisition and use within organizational and human settings to achieve organizational, group and individual goals (Michelson, op. cit, nd). Thus, “power acquisition and power use

can have impact on career progress, on job performance, on organizational effectiveness, and on the lives of numerous people” (Kotter, 1979).

CONCLUSION:

The concept of leadership and its various components of power, influence, and followership have been examined in this paper. In the process, the concept of servant-leadership and change leader were analyzed in the context of today’s organizational world and, in the context of the feelings, emotions, goals and aspirations of people within various human settings and organizations vis-à-vis their expected commitment to the raison d’être of such organizations in line with the dictates of today’s global village.

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