



MASSEY UNIVERSITY
COLLEGE OF BUSINESS
KAUPAPA WHAI PAKIHI

MBA Programme – Assignment Cover Sheet

NAME:	Allan Pollard
ID NO.:	99054212
INTAKE:	NZ3P
Paper:	115.725
ASSIGNMENT NAME:	Individual assignment – Leadership and People
LECTURER:	Dr Bernie Frey
DUE DATE:	17 th December 2010
GROUP: (if appropriate)	
Identify other group members names and ID Numbers here if appropriate:	

Send printed assignment to
MBA Office
College of Business
Massey University
Private Bag 11 222
Palmerston North

or Courier to
MBA Office, BSW 3.13
College of Business
Massey University
Tennent Drive
Palmerston North

email to:
MBAassignment@massey.ac.nz

Office Use

Date received from student	
Assessment	

HONESTY DECLARATION

I / we declare that

- I have read the *Massey University Policy on Dishonesty in any Assessment and Examination* and understand what plagiarism is. (Section 7, of the Assessment and Examination Regulations of the 2010 Calendar. See: <http://www.massey.ac.nz/?aa1911733s>)
- I am aware of the penalties for plagiarism as laid down by Massey University.
- This is an original assignment and is entirely my / our own work.
- Where I/we have made use of the ideas of other writers, I/we have acknowledged the source in every instance.
- Where I /we have used any diagrams or visuals I /we have acknowledged the source in every instance.
- This assignment has been prepared exclusively for this course and assessment. It has not been and will not be submitted as assessed work in any other academic course or assessment.
- I /we am/are aware that, if I/we am/are found to have committed plagiarism, my/our name(s)/ID number(s) may be made available to specified course controllers within Massey University.

STUDENT SIGNATURE: ALLAN POLLARD

DATE OF SIGNATURE: 17TH DECEMBER 2010

Abstract:

I was challenged to write a broad based assignment on the moonshots from the management innovation exchange web site. I incorporated the challenges of redistributing power, unleashing human capability and fostering renewal. Initially I established some old views of leadership and then explored leadership traits that will be essential to future organisations. The value of employees and important traits that will deliver the diverse benefits of this asset are also explored. Scholarly articles were reviewed to establish tactical traits of leaders, employees and organisations. In addition, a vision of organisational initiatives is put forward to enable delivery of the preset objectives. However, what is established throughout this paper is the overriding factor that it is people who will make the difference; it is how tomorrows' leaders facilitate this asset that will best determine their organisational success or failure.

Gone are the artificial rigidities and regulations of the traditional corporation. In their place is a world full of messiness, oppositions, and disappointments that characterise the world of real human beings (Hesselbien, Goldsmith & Beckhard, 1997). This paper will explore my vision to unleash the human potential within an organisation, an organisation that has no hierarchal hang –ups and casts out the traditional top-down strategy, one which encourages everyone to contribute to its strategic direction and vision and where collaboration of ideas is the key to its future well- being; and where the minds of all employees are constantly regenerated and challenged to foster new and meaningful concepts.

Literature suggests that future leaders will be very different from their predecessors which history demonstrated as persons who assumed absolute authority (Reicher, Haslam & Platow, 2007). The contemporary psychology of leadership will work to understand the values and

opinions of its employees and in order to gain credibility must position themselves amongst employees and not above them. This will negate the notion that leadership is a top-down process (Reicher et al., 2007). They must also demonstrate the qualities of emotional intelligence, empathy and integrity and be someone who is effective at making things happen for other people. Today's successful leaders understand that it is people who make an organisation work (Hazelbaker, 2006).

People are an organisations' greatest asset yet too often organisations disregard this resource and inevitably lose the potential to unleash the ideas that they have to grow or develop new ways of operating. It is for this reason that one of the essential competencies of future leaders will be their ability to plug into the mental and emotional faculties of its people. Leadership will ultimately be about having one's antenna correctly tuned to the group dynamics to enable the achievement of organisational goals (Neera, Anjane & Shoma, 2010).

I am of the opinion that leaders must become facilitators for their organisational members. They must ensure that its mission statements, values, goals, strategic direction and objectives are mutually agreed. As Kennedy (2010) stated, there must be a shared vision and mutual trust between management and employees; it could develop a commitment to ongoing learning. The main priority must be to instil an open communication system that will build trust, clarity and true value with an agreed set of benchmarks that signifies to all 'what success looks like' (Kennedy, 2010). Benchmarks should be made up of both tangibles (such as the achievement of sales and profit targets; what I like to call natural outcomes) and of my opinion the most important intangibles of trust, responsibility and innovation (Amar, Hentich & Hlupic, 2009). These benchmarks will have the added benefit of enabling employee diversity to be used as a catalyst for new ideas in the delivery of its systems and processes.

Employees must be made to feel part of the solution and not part of the problem as is often the case. Furthermore, the encouragement of autonomy and enabling of discretion, within an agreed set of parameters, over how someone manages their job tasks will convey a feeling of control (Haar & Spell, 2009). This feeling of control will enable people to speak their mind on organisational issues that require further discussion. It will further imply that leaders do not dictate; instead they challenge employees to offer solutions, in many cases in direct relation to the job function that they are performing, which will ultimately benefit the organisation (Haar & Spell, 2009). As Ricardo Semler stated in an interview with (Wieners, 2004), the more freedom that staff receives to set their own schedules, the more multitalented, productive and dedicated they become.

As an example of workforce potential, CSC Germany, a division of the \$17 billion IT consultancy and services company Computer Science Corporation, stated that they were experiencing poor financial performance. Management took the usual approach of increasing control and efficiency. This resulted in further decline, but when management did the opposite and gave employees the freedom to do things as they saw fit, the outcome was a resounding success (Amar et al., 2009) and adds credence to my belief that autonomy and discretion in performance of job tasks must be advanced as a viable option to unleash potential within the workforce.

Klien (2009, p. 17) interviewed General Richard Meyers, former USA Joint Chiefs of Staff, and quoted him as saying “that by developing your vision and direction in a more collegial way, you’re going to have more disciples out there selling the message. I don’t think any one leader, no matter how good, can do that by himself. You have to have a lot of buy-in from the next level down and the next level down after that and so on. The strategy is to build

champions”. Liedtka (1996) observed that the team to beat collaborate across all functions and up and down the hierarchy.

The above quote infers to me that each person in an organisation has a responsibility when it comes to leadership; by building ‘a team of champions’ you foster renewal within the organisation. I am of the strong opinion that collaboration between all employees both up and down the organisational hierarchy must be the focus of the leader. Collaboration as an organisational process is characterised as decision making between interdependent parties; it involves linked ownership of decisions and combined responsibility for outcomes (Liedtka, 1996). Successful execution of collaborative strategies can help organisations to reduce complexities, redefine roles, and distribute financial, physical, and human resources more efficiently (Cross, Martin & Weiss, 2006).

An example of collaboration in action is provided by the Pharmaceutical Company Eisai who discovered the innovation potential for its company that could be unleashed when the Human Resource and Organisational Development departments co-designed creative interventions to increase business performance (Akhtar & Cozic, 2010). Akhtar & Cozic (2010) further stated that an essential outcome of this collaboration process was a commitment to a robust business plan, linked to individual and team performance. What is of interest is that Eisai state that Human Resources could not have been effective without Organisational Development’s conceptual and collaboration techniques and Organisational Development was in a similar predicament without the embedded relation of Human Resource to senior leaders and the unit which meshed Organisational Developments outside-in perspective to create effective learning and action planning (Akhtar & Cozic, 2010). Semler (1993) added that having faith in freedom and democracy is a guarantee of organisational sustainability. Employees must

also be encouraged to collaborate with each other and make their voice count (Semler, 1993). My belief is that it is the people performing the tasks day after day that offer the best solutions; this asset must be captured and utilised.

I have to this point researched and discussed specific behaviours in leadership and employees that will be critical to organisational development. Additionally, examples were used to demonstrate the impact of undertaking collaborative processes for the fulfilment of objectives. To enable my vision to be conceptualised I offer solutions that are both innovative and reliable:

1. The Revolving Organisational Council; (T.R.O.C.)

It is essential for the implementation of the revolving council that the organisational structure is flat, a Chief Executive (facilitator of the organisation) and an Executive team that oversee day to day tasks within their departments. All other positions are based on the attainment of training standards with pay rates matched to qualifications. The organisation will have 5 tier levels of accountability (Frey, 2010) each with an increase in reward that all employees can aspire to. In essence the aim is not about job availability but upskilling via training thus creating a win-win scenario for both employee and organisation (Mcshane & Travaglione, 2009).

The CEO is the facilitator of the revolving council and will be the only constant member. The council is made up of a single member from each organisational department. Each member is voted onto council by their work colleagues. Voting is held quarterly and no one can remain on council for anymore than three months of any year.

Organisational benchmark ratios are distributed to employees monthly and will include all performance related results both tangible and intangible.

The council meets monthly and discusses benchmarks with the aim of protecting strengths and offering solutions that will overcome benchmark weaknesses. Weaknesses must be discussed amongst departmental colleagues prior to council meetings; this will have the added benefit of total employee participation. Departmental meetings are chaired by each council member and held monthly with strong emphasis on discussion of benchmark ratios and general business issues.

The council is responsible for governance of the preset mission statement and organisational values. It also determines and implements the annual objectives which include the financial budget plans and set intangibles. Further council responsibilities will include the setting of pay rates, creating, implementing and managing of all policies, procedures and processes.

Democracy is essential to the process with all decisions unless legal compliance necessitates, going to the vote of the council. Each member has one vote, the CEO as the facilitator has no voting rights, can veto, but must present his reasons to the council. All minutes including financial statements from council meetings are distributed to all employees who have a right of reply via council.

The added value of implementing the revolving council proposal will be that employees who presume that they have ownership of the organisation display increased buy-in characteristics (Tzu-Shian, Hsu-Hsin & Aihwa, 2010). In addition (EPOC Research Group 1997; Pil and Macduffie 1996: a special issue of *Industrial Relations*; Fernie and Metcalf 1995; Ichniowski

et al. 1996; Guest and Peccei 1998; Gollan 2005 cited in Gollan, Poutsma, & Veersma, 2006) there was extensive evidence to suggest that an integrated approach to employee involvement can achieve higher levels of performance. The approach is occasionally known as “high-involvement management” or “high-commitment management” (Gollan et al., 2006).

2. Job Rotation and Company Passport

The CEO and Senior Executives will be the only constant positions. The organisation will not have any other employee in a single role for longer than 18 months. The development of training programs to up skill employees will be compulsory. Attainment of a required qualification will be stamped in the employee passport and will focus on attaining the required level to undertake their next role or advance to a higher tier. Ortega (2004) observed that rotation enriches employee learning and increases human capital accumulation; it also gives exposure to a variety of experiences that will ultimately contribute to their professional development, reduce boredom and keep them interested in their jobs. Research also supports the theory that job rotation implementation has a positive effect on motivation (Kaymaz 2010).

3. The CEO Blog.

The company website will have a CEO Blog that is updated weekly. All employees will be encouraged to regularly review and discuss the CEO’s weekly comments. Wright and Hinson (2006, p. 2 cited Crescenzo, 2005) stated that “blogs have massive potential to share knowledge, foster dialogue, market goods and services and open up two way communication channels”.

4. The Chief Executive Officer open door policy;

The CEO will implement an open door policy; i.e. if any employee wishes to meet with the CEO and their door is open they will be able to meet and discuss any organisational topic.

(Bolte, P., personal communication, November 21, 2010) commented that this was critical in building trust in employees and an additional avenue to acquire information that was not always readily accessible.

In summary, this paper has discussed my vision for a leader who has advanced facilitator traits, a person who works with people to make things happen and instils open communication systems and organisational benchmark parameters that are mutually agreed. They must give up control and have the confidence to bestow empowerment and autonomy to their workforce. The use of human diversity must be a key strategy for new concepts and ideas with the incorporation of collaborative strategies essential for success. I outlined my vision to build this organisational utopia around the implementation of the revolving council with a minimisation of top-down management styles and inflexible hierarchal structures. We must empower everyone to govern, manage and strategise. Further initiatives were discussed but the goal is to enable human potential to be unleashed as a driving force of the future organisation.

References:

- Akhtar, F. M., & Cozic, C. (2010). Unleashing innovation through HR/OD collaboration. *OD Practitioner*, 42(4), 47-51. Retrieved November 29, 2010, from EBSCOHost database.
- Amar, A. D., Hentrich, C., & Hlupic, V. (2009). Forethought: A survey of ideas, trends, people, and practises on the business horizon: To be a better leader, give up authority. *Harvard business review*, 87(12), 22-24. Retrieved December 3, 2010, from EBSCOHost database.
- Cross, L. R., Martin, D. R., & Weiss, M. L. (2006). Mapping the value of employee collaboration. *The Mckinsey Quarterly*, 3, 28-41. Retrieved December 10, 2010, from EBSCOHost database.
- Frey, B. (2010). (2010, December). *People and Leadership*, course notes – MBA: People and Leadership. Massey University.
- Gollan, J. P., Poutsma, E., & Veersma, U. (2006). Editors introduction: New roads in organisational participation. *Industrial relations*, 45(4), 499-512. Retrieved November 28, 2010, from EBSCOHost database.
- Haar, M. J., & Spell, S. C. (2009). How distributive justice affect work attitudes? The moderating effects of autonomy. *The international journal of human resource management*, 20(8), 1872-1842. Retrieved November 28, 2010, from EBSCOHost database.

- Hazelbaker, T. (2006). Keys to developing the next generation of leaders. *Production machining*, 6(9), 22-24. Retrieved November 26, 2010, from EBSCOHost database.
- Hesselbien, F., Goldsmith, M., & Beckhard, R. (1997). *The Drucker foundation: The organisation of the future*. San Francisco: Jossey-Bass.
- Kaymaz, K. (2010). The effects of job rotation practises on motivation: A research on managers in the automotive organisations. *Business and economics research journal*, 1(3), 69-85. Retrieved November 26, 2010, from EBSCOHost database.
- Kennedy, W. J. (2010). Empowering future organizational leaders for the 21st century. *International business & economics research journal*, 9(4), 145-148. Retrieved November 27, 2010, from EBSCOHost database.
- Klien, S. D. (2009). Masterplan. *Smart business akron/canton*, 19(4) 14-18. Retrieved December 2, 2010, from EBSCOHost database.
- Liedtka, J. M. (1996). Collaborating across lines of business for competitive advantage. *Academy of management executive* 10(2), 20-34.
- Mcshane, S. & Travaglione, T. (2006). *Organisational behaviour on the pacific rim*. (3rd ed). Sydney: McGraw-Hill.

- Neera, J., Anjanee, S., & Shoma, M. (2010). Leadership dimensions and challenges in the new millennium. *Advances in management*, 3(3), 18-24. Retrieved December 5, 2010, from EBSCOHost database.
- Ortega, J. (2001). Job rotation as a learning mechanism. *Management Science*, 47(10), 1361-1370. Retrieved December 9, 2010, from EBSCOHost database.
- Reicher, D. S., Haslam, S. A., & Platow, J., M. (2007). The new psychology of leadership. *Scientific American Mind*, 18(4). Retrieved December 30, from EBSCOHost database.
- Semler, R. (1993). *Maverick: The success story behind the world's most unusual workplace*. London: Random house.
- Tsu-Shian, H., Hsu-Hsin, C., & Aihwa, C. (2010). Employee decision making, psychological ownership and knowledge sharing: mediating role of organizational commitment in Taiwanese high-tech organisations. *International journal of human resource management*, 21(12), 2218-2233. Retrieved December 1, 2010, from EBSCOHost database.
- Weiner, B. (2004). Set them free. *CIO insight*, (38) April, 30-36. Retrieved December 3, 2010, from EBSCOHost database.
- Wright, K. D., & Hinson, M. (2006). *Weblogs and employee communication: Ethical questions for corporate public relations*. Retrieved November 30, 2010, from http://www.instituteforpr.org/research_single/weblogs_and_employee/.

