

Felicia Grigsby – Leadership Model

// Executive Summary

Leadership is far more than defining what a leader is supposed to do and what they're supposed to look like. However, that is what I thought the concept of leadership was all about prior to taking this course. Now, in the final weeks of this class, I have learned that leadership and its theories are complex and situational. The perfect leader cannot be described in a single definition, and really doesn't even exist. Leaders are not always outgoing and loud, and they aren't always selfish and demanding. These stereotypical leader characteristics may be found in some, but the "perfect" leader comes in many different forms. The perfect leader depends on the situation they're in and what they're trying to accomplish.

A leader is human. An obvious statement, but human in the sense that they are not perfect, and they show followers their weaknesses and vulnerability. In other words, a leader who is aware of who they are and aware of how they fit into the workplace and interact with followers is one who wants to be the best leader they can be. A leader who combines self-awareness with the ability to allow themselves to be seen and reveal their weaknesses and differences to others is a leader who wants to be authentic and real. This kind of leader excels at inspiring followers and motivating them to be the best version of themselves.

In this model, a leader discovers self-awareness and vulnerability, and moves on to appreciate and accomplish a commitment to their follower's growth and development. Reciprocity and tough empathy are two components that a leader must accomplish in order to continue in the model. Caring for followers in such a way that allows equal influence and control in the partnership and empathizing in a passionate, yet realistic manner is proof that there is a commitment to wanting followers to succeed.

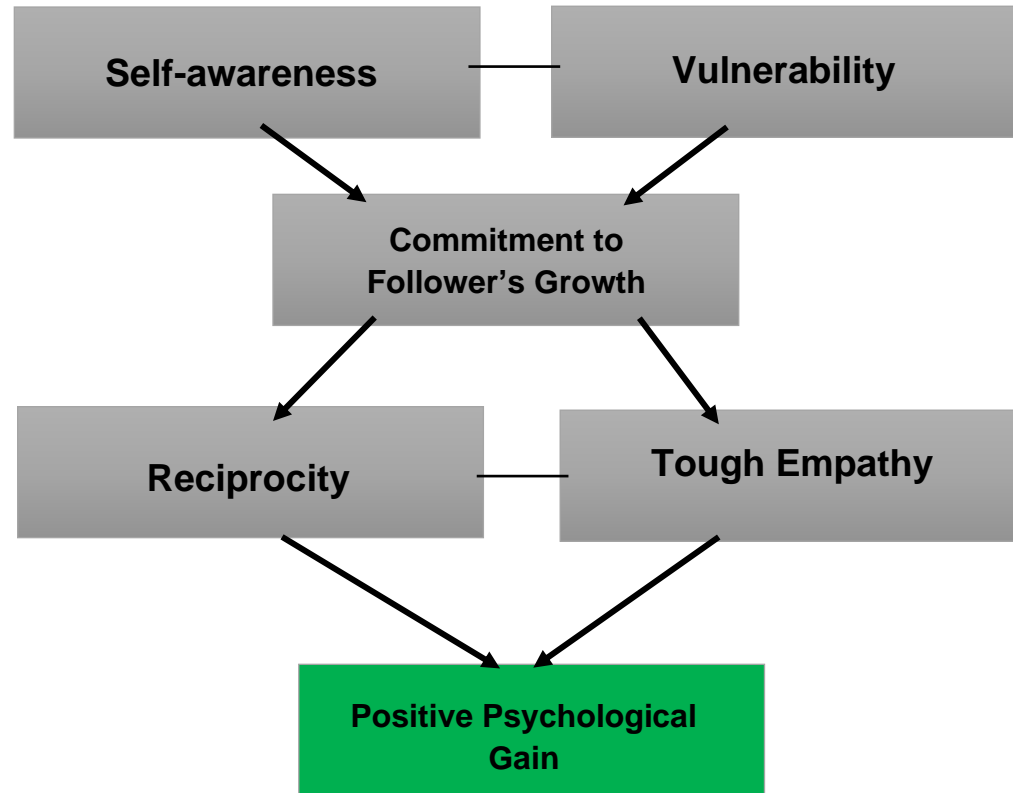
These leadership components, when successful, lead to positive psychological gains that can be found in both the leader and the leader's followers. Leaders and followers with positive psychological gains are happy and motivated, empowered and productive. They are part of a healthy workplace relationship and will be more likely to maintain positive relationships and provide quality work, create quality products and services, and go on to empower others.

// Model Description

| Construct | Description | Why I Chose It |
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| Self-awareness | Goffee and Jones told us that as a leader, you should ask yourself or other executives, “Why would anyone want to be led by you?” and it’s truly a concept that can go lengths in leadership. The text says, “you can’t do anything in business without followers, and followers in these “empowered” times are hard to find” (HBR, 2011, p. 79). Being self-aware is thinking about your fit in the organization and how you interact with your followers. Self-awareness allows you to think about your differences and potential weaknesses and allows you to be modest and think about how you can improve as a leader. | This chapter and concept of asking why others would want to be led by you really reminds leaders to keep themselves grounded. A leader that reminds themselves of this and keeps themselves modest and grounded sounds like a good leader to me and one that I want to be and/or be led by. |
| Tough Empathy | A construct within the HBR chapter, “Why would anyone want to be led by you?” is knowing how to manage with tough empathy. Tough empathy can simply be defined as empathizing with your followers both passionately and realistically and “giving people what they need and not what they want” (HBR, 2011, p. 88). | I am not currently in a leadership position, so to me, an ideal leader is one who leads and directs me in a passionate and realistic way. Empathy is so important to have as a leader because it shows your followers that you care and take their feelings into consideration, but also care enough to be tough; open, honest, and helpful whenever necessary. A leader who considers your feelings and opinions while being realistic and knows when to help you when you need it can be so beneficial to the growth of followers and is one I hope to be. |
| Reciprocity | In leadership and the leader-member exchange theory, a mature partnership between leader and follower consists of a “high degree of reciprocity” between the two (Northouse, 2019, p. 145). Mature partnership is described as the third phase of Graen and Uhl-Bien’s leadership making. Within a mature partnership, a supervisor and follower have equal influence and control and the partnership is more egalitarian. | Mutual trust, respect and reciprocity is important in a leader and follower partnership. Being able to depend on one another is crucial to building a solid partnership. As a follower, it’s very empowering to know you have an even balance of influence in your workplace relationship alongside your leader. In a more egalitarian leader-member exchange, the power to contribute to decisions and voice your opinions as often as a leader is a great feeling. |

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| Commitment to Follower's Growth | <p>According to the Northouse text, there are ten characteristics of servant leadership. Listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to growth of people, and building community. All these components work together to create the best leader, but the commitment to follower's growth is extremely important. Each member of a leader's team contributes their own type of value to the organization. A leader should see this and take it upon themselves to help each of their followers grow both personally and professionally.</p> | <p>Treating each follower with "intrinsic value that goes beyond his or her tangible contributions" to the team or organization is the key to addressing commitment to follower's growth as a leader (Northouse, 2019, p. 230). This concern for growth in your follower's, speaks to who you are as a leader and how much you truly care about those you lead. Providing opportunities for them to grow both personally and professionally can come in a variety of forms. No matter the type, when a leader is committed to assisting its followers in such a way, there will be more connectedness and positive interactions between the leader and follower. More positive interactions and better relationships can lead to higher productivity and success in the workplace.</p> |
| Vulnerability | <p>Vulnerability can be defined in many ways. Brene Brown defines it as letting ourselves be seen, loving with our whole heart, practicing gratitude and joy, being comfortable with no guarantees, and believing we are worthy.</p> | <p>Every aspect of the definition of vulnerability is so intense and so meaningful. Letting ourselves be seen is not an easy feat by any means. We tend to numb vulnerability, but then we numb all other emotions with it. Allowing yourself to be vulnerable in the workplace can open so many doors. As a leader, allowing vulnerability into your life can show others that you're HUMAN and give them an opportunity to connect at a different level than they may have had before. If we allow ourselves to lean into discomfort as a leader, we can transform.</p> |

// Final Model



// How Model Works

The ultimate key leadership outcome of this model is positive psychological gain, which can be found at the bottom of the model. All the constructs above it, if executed successfully, will result in positive psychological gain in both a leader and in leader's followers. Beginning at the top are two constructs that make up a leader's authenticity and ability to allow themselves to be an imperfect human in the workplace; self-awareness and vulnerability. Self-awareness is the idea that you're aware of the type of leader you are and how you interact with your followers. Being self-aware allows you to stay grounded and reminds you to continue striving to be the best leader for you and your followers. Vulnerability is letting yourself be seen in the workplace and opening up in efforts to transform others. With these two components, comes the next level in the model; commitment to follower's growth. This commitment is a leadership characteristic that speaks to who one is as a leader and how much they truly care about those they lead. More positive interactions and better relationships can lead to higher productivity and success in the workplace. Beneath commitment, comes reciprocity and tough empathy. Reciprocity, a leader and follower having equal influence and control within the partnership, is key to a positive leader-member relationship. The final construct that makes up this model and leads to the chosen leadership outcome is tough empathy. Tough empathy can be defined as empathizing with your followers both passionately and realistically. This is important to follower's growth and to the partnership's positive psychological gain. Emphasizing with followers and caring about their work is a sign of a true leader.

All these components come together and lead to positive psychological gain in a leader and a leader's followers. This leadership component is important because the happiness and psychological state of followers is truly part of a leader's success and their own psychological state. A leader that has all these constructs is a leader who excels at capturing hearts, minds, and souls of its followers and achieves the outcome of positive psychological gain in both.