

# Growing and Sustaining Effective Leadership

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## ABSTRACT

Lean leadership organizations have been found to have higher productivity and performance. Leaders in these organizations implement their employees to embrace a culture of continuous improvement. Yet, only a few organizations have actually succeeded in their transformation by creating a culture that sustains a continuous improvement process. Although the importance of lean leadership has been emphasized in previous literature, no consistent definition of lean leadership qualities exist. This research is divided into two phases to identify lean leadership qualities within business organizations. The foundation of this research, a conceptual model of lean leadership, was based on prior research by van Dun, Hicks and Wilderom (2016) to create a high-level categorical system of lean leadership qualities aligning with organizations. The goal of this research is to provide a state of the art overview of identified lean leadership qualities within business organizations.

## LITERATURE REVIEW

### Leadership Attributes

- A leader should possess 6 main attributes; agency, confidence, comprise, competitive, objective, ambitious
- These attributes are an important correlation of occupational self-efficacy (Schyns and Sczesny, 2009)

### Lean Actions to Sustain Competitive Advantage

- If an organization is committed to change, it starts with upper level leadership and their commitment level to conducting change
  - For lean implementation performance gains to be realized, leadership strategic actions must take place. (Hallam, Valerdi and Contreras, 2016)

### Leadership and Employee Reactions

- Leader values and characteristics are important to employee feedback and efficiency.
- Findings support our claims that leaders' traits, values, and behaviors are reflected in their followers' reactions to organizational change (Oreg and Berson, 2011)
- Beyond the effects of leader characteristics, employees of transformational leaders were less likely to report resistance intentions, in comparison with employees of non transformational leaders. (Oreg and Berson, 2011)

## HYPOTHESES

### Key question for study

- What and how many leadership attributes have a greater effect on organizational alignment and performance?
- What leadership attributes have a greater effect on conducting a lean transformation?

### Hypotheses

- 1) Leadership attributes in form of personality, behaviors and communications styles will have an effect on performance
- 2) Leaders that possess the attributes of communication, self, vision, development and feedback will have better chance of obtaining continuous improvement

## MATERIALS & METHODS

### Design

- Paired t-test
- Compare given words that describe leadership attributes

### Participants

- N = 30 Upper Level Management from businesses

### Materials

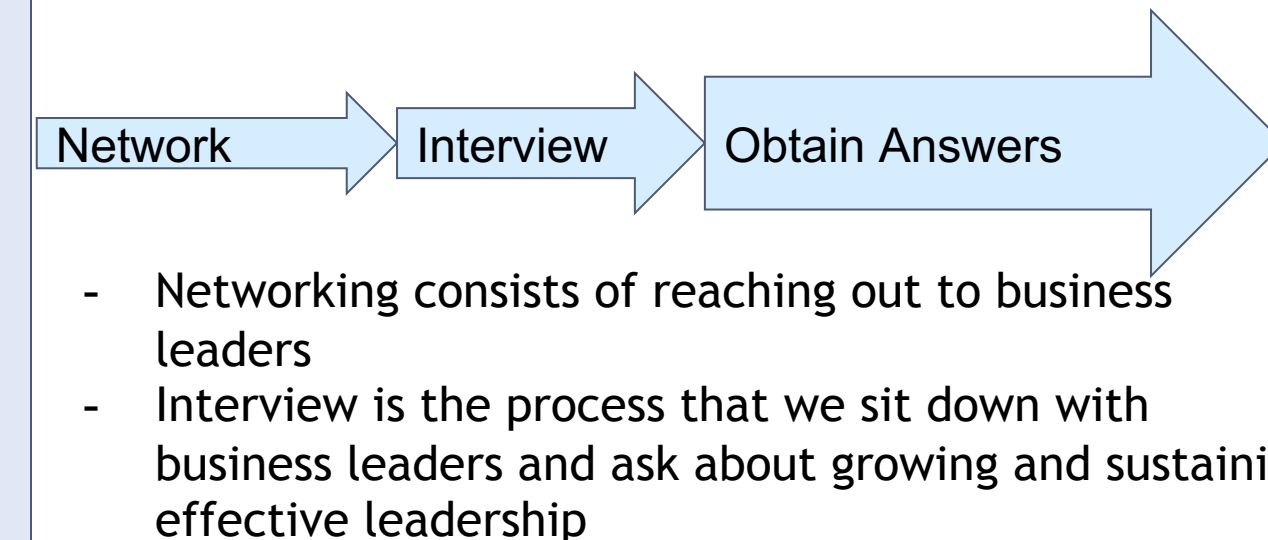
- Leadership Qualities Questionnaire
- Apple Macbook
- Cell Phone
- Note-Pad

### Measures

- Project Specific Questionnaire
- Observations Sheet

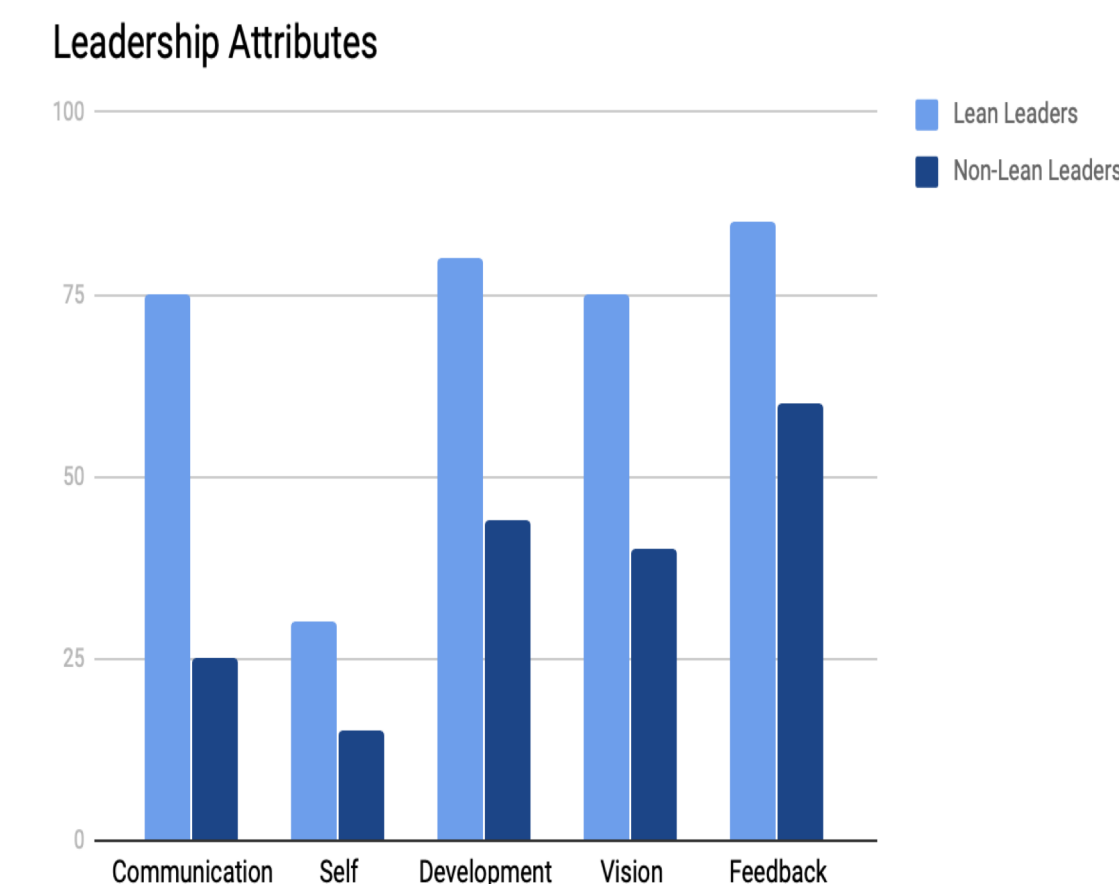


## Procedure

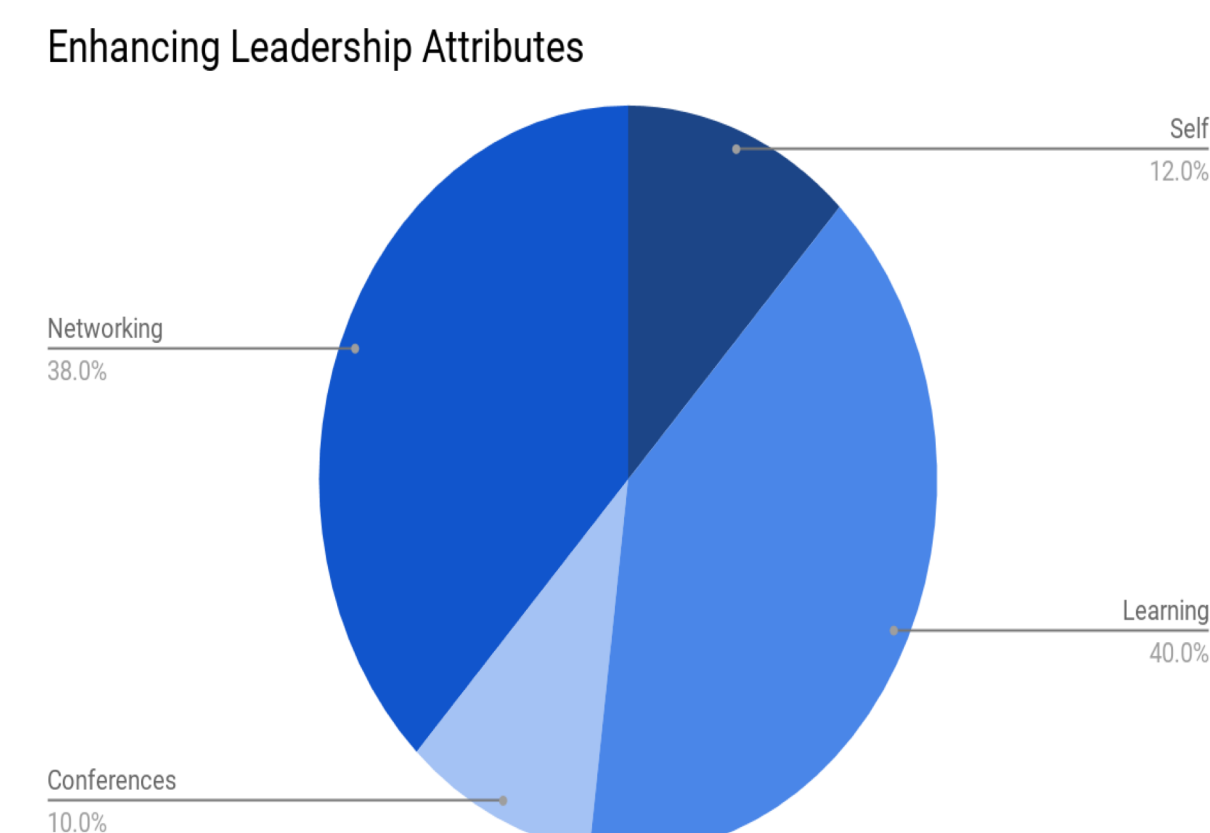


## PRELIMINARY & EXPECTED RESULTS

### Leadership attributes comparing lean to non lean leaders



### How to enhance leader attributes



## DISCUSSION

### Leadership Effectiveness

- Leadership development → ↑ Leadership communication
- Leadership communication → development in their employees > demanding tasks, not empathic
- Specific leader attributes may be inevitable in transforming a company into a high performance lean enterprise

### Research Goal

- Provide a state of the art overview
  - Investigating leadership qualities that may be invaluable in transforming a company into a high performance enterprise
- Advance leadership and cultural growth within organizations
  - Results of the empirical and theoretical groundwork to develop in the field applications

## CURRENT STATUS

### Data Collection

- N = 30
- Continuing researching leadership attributes
- Understanding lean principles more in depth
- About to begin interviews

## CONTACT

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