Running Head: LEADERSHIP STYLES AND THE ORGANIZATION LIFE CYCLE

Leadership Style and the Organization Life Cycle

A Research Paper

Presented to

The Faculty of the Adler Graduate School

_____

In Partial Fulfillment of the Requirements for

The Degree of Master of Arts in Adlerian Psychology

Management Consulting and Organizational Leadership

_____

By:

Rochelle J. Bayers

June 2011

Abstract

The relationship between Leadership Style and the Organization Life Cycle were examined using literature review and a case study. Leadership Style models were reviewed and the common characteristic of participativeness, the relative amount of delegation of decision-making, was used instead of one of the models. Similarly, models of the Organization Life Cycle were reviewed and concentration placed on the oscillation of the organization's processes, practices and structure from periods of relative order to periods of relative disorder, known as the balance of chaos. The case study of a small business was compared to these characteristics and used to support the conclusion that the characteristics of participativeness and balance of chaos have an inverse relationship. As disorder increases, participativeness decreases and vice versa. These observations are supportive of previously documented findings and suppositions.

Acknowledgements

I would like to acknowledge:

- My family for their patience, forbearance and assumption that I could do it…

- Dr. Premo - for his insight and experience…

- John Reardon – for assisting chaos to be in balance…

- Bev Lutz – for understanding my values…

- And, my classmates for their enthusiasm for learning and being willing to share their hearts and minds.

List of Tables and Figures

Table of Contents

CHAPTER 1. INTRODUCTION

Introduction to the Problem

In the past twenty-five years, corporations have come and gone, been victim to hostile takeover, merged and split. This researcher had front row seats to two such events: the hostile takeover of the Pillsbury Company by Grand Metropolitan ("the Brits") in the mid-eighties and the acquisitions of ValueRx and Diversified Pharmaceuticals by ExpressScripts in the late nineties. In both cases, the whole scale corporate change was felt at all levels of the organizations and included drastic changes in the corporate cultures, up to and including organizational leadership at all levels.

Background of the Study

Of particular interest to this researcher was the often swift and sometimes not so swift change in leadership. Certainly loyalties and new opportunities spurred these changes as well as personnel brought from the parent company, but particularly with the slower replacements, there must have been other factors involved.

Changes in stakeholders and the c-suite of these organizations would almost certainly mean changes in the vision, mission and direction. Additionally, the new circumstances vastly changed the existing organization structure and combined with changes in direction, the purpose and priorities of the sub-organizations. Although facts and figures do not exist, this researcher remembers that a very high percentage of the leadership positions had changed personnel within the first year.

Why did the leadership change? Why did the Brits bring in an Authoritarian leadership where Participative and Delegative styles had worked at varying levels of success for decades?

Statement of the Problem

This researcher's belief is that a significant factor of the changes in leadership at

Pillsbury had to do with the corporate change in strategic direction that was happening. Leaders

that had done very well in the previous incarnation were no longer suited to the new one. This

researcher believes that the change in direction forced the organization into a new phase of the

organization's life cycle. Was the style of leadership prompted or affected by the transition of the

organization from one phase of organization life cycle to the next? What relationship exists

between leadership style and organization life cycle change?

Purpose of the Study

This research paper was executed to explore and test the belief that a transition of

organization life cycle has a relationship to leadership style.

Rationale

Based on two "real-life" experiences, this researcher observed what could be interpreted

as highly compressed life cycle changes in local companies. Additionally, in both cases, not only

did leadership turn over, but the style of leadership changed. Interestingly, in both cases, the

style changed from a team-oriented, participative style to a more authoritarian style, although the

change was more drastic in the case of ExpressScripts. This researcher was struck by the

similarities in the two cases and believes that both point toward the exploration of Leadership

Style and Organizational Life Cycle Transition, including the need for a specific Leadership

Style for certain phases of the Life Cycle.

Research Questions

The major questions explored in the execution of this study were:

1. Is there a relationship between leadership style and organizational change?

2. Is there a relationship between leadership style and organizational life cycle phase?

Minor questions not specifically addressed but watched for were:

1. Is there a specific leadership style for the specific organizational life cycle change?

2. Does the change from one organizational life cycle phase to another require a change in leadership personnel?

Nature of the Study

This study was approached:

1. Through research of literature regarding the three influential factors (Leadership Style, Organization Life Cycle and Organizational Change) and their relationship;

2. Through a direct experience with the owner of a local business that formed the basis of a case study;

3. Through application of the findings regarding the influential factors to the case study.

Significance of the Study

Studies of Leadership Style and Organization Life Cycle have been focused primarily on modeling the concepts and less on the relationship between the two. This researcher has chosen to reduce the Organization Life Cycle to phases of relative order and disorder rather than use one of the existing Life Cycle Models. Similarly, Leadership Style has been reduced to a participative continuum, and shows the relationship between Life Cycle and Leadership Style to exist at that level.

Definition of Terms

The very basic definitions of the primary concepts explored in this study are:

Leadership Style: Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.

Organization Life Cycle: The organizational life cycle is the advancement of stages or phases of any organization from its creation to its termination.

Several interpretations and ideas regarding both of these concepts will be considered throughout this paper.

Assumptions and Limitations

Assumptions

The basic assumption that this study makes is that any situation in which human beings, each with their own Adlerian lifestyle including mistaken beliefs and coping mechanisms, may skew any interpretive results and therefore, results should be viewed as instructional and provocative.

Limitations

The primary limitation of this study is the number of variables that may affect the interpretation of results. Therefore, the variables examined were limited to those that the literature review provided examples of previous study.

Organization of the Remainder of the Study

This study has been addressed through a literature review and a short business assessment experience with a local business owner. In Chapter 2, a literature review addresses the influential factors to be explored: Leadership Style, Organization Life Cycle and Organizational Change.

Chapter 3 covers the methodology of the business assessment experience.

Chapter 4 provides an analysis, results and summary of the business assessment experience.

Chapter 5 concludes this documentation of the study with, first, a summary of the results; second, conclusions related to the research questions, literature review results and experience results; and finally, thoughts and recommendations for further study.

CHAPTER 2. LITERATURE REVIEW

Theoretical Framework for Individual and Organizational Influential Factors

Using the three concepts of Leadership Style, Organization Life Cycle and Organization Change, the theoretical framework of this study takes the prominent factors of each and evaluates them against the business assessment experience results.

First, the influential factors of Leadership Style as found in the literature are reviewed and the justification of using a "Participative Continuum" of decision making as the primary factor is given.

Secondly, the organizational influential factors of Organization Life Cycle and Organization Change as found in the literature are reviewed. The justification of using the identification of Life Cycle as an oscillation between order and disorder is given, as well as the influence of Situational Favorableness.

Individual Influential Factors

The individual influential factors of Leadership style of decision-making, intrinsic versus extrinsic qualities, communication style and relationships are reviewed here.

Decision-making

In 1939, Kurt Lewin and Martin Gold's research interest was in what leadership styles could be observed and what kinds of results these styles achieved. The three major styles that their work revealed, Authoritarian, Democratic and Laissez-Faire, continue to provide a "base-line" for ongoing leadership style research and use decision-making as a primary differentiation.

The Authoritarian style is characterized by clear distinction between the leader and the followers and by the leader providing all information and direction regarding the organizational

goals and how and by when they are to be achieved. The authoritarian leader makes decisions with very little or no input from the followers.

The Democratic style, now known as "Participative", is characterized by significant participation from the followers within guidelines set by the leader. The leaders work with the followers to devise goals and plans, but reserve the right to make final decisions.

Lewin's third style, "Laissez-Faire", now known as "Delegative", is characterized by little or no guidance from the leaders with all decision-making happening at the follower level (Lewin & Gold, 1939).

In 1987, Muczyk and Reimann made a case for the Directive style: "Leadership is a two-way street, so a democratic style will be effective only if followers are both willing and able to participate actively in the decision-making process. If they are not, the leader cannot be democratic without also being "directive" and following up very closely to see that directives are being carried out properly" (p. 301). The authors specify that a continuum of directiveness should be regarded as a "separate dimension of leadership style in its own right—one that complements, but does not negate, participative management" (Muczyk & Reimann, 1987, p. 302).

Intrinsic and Extrinsic Qualities

More recently, academics have concentrated on specific leadership attributes that contribute to the overall leadership style. Some of these use easily recognizable acronyms or other methods to make their theories and processes easy to adapt and use, such as Marques' acronym LEAD (2008). He says:

From an intrinsic perspective, LEAD can be interpreted as to be representing the qualities that are considered of the highest value in contemporary leaders:

Love: In the case of leadership, to be interpreted as the caring concern for those the leader works with.

Execute: Leaders should be action oriented. They should perform at various levels.

Ask: Great leaders have an inborn curiosity for people and processes. They are never too embarrassed to ask when something is unclear to them, because they understand that asking questions is not a sign of stupidity, but of intelligence.

Dare: It is, most of all, courage that distinguishes great leaders from mediocre ones. Great leaders dare to take risks and are willing to accept responsibility for their actions, but they know that without daring there will not be significant progress or change within the organization." (Marques, 2008, pp. 42 - 43).

Echoing Lewin's original research, Marques (2008) goes on to present the extrinsic perspective, and uses LEAD again (although only the first 3 letters this time) to identify the types of leader one could use as a model:

Laissez Faire: These leaders will not stir up anything. They are utterly laid back in their approach towards people and processes - almost indifferent. This type of leader will do well in workplaces where all workers are very specialized in their task, most likely a highly educated work force, such as a consultancy firm, a brokerage, or a team of IT specialists.

Empathetic: These leaders will be predominantly people-oriented. They will care for the workers in the first place and will have a tendency to place less emphasis on the organization's goals and return on investments.

Awakened: Leaders of this kind are multi-competent. (Marques, 2008, pp. 42 -

43).

Another study in "desirable leadership traits" is *Complexity, Diversity and Uncertainty --*

The shaky new ground for CEOs, in which Dotlich, Cairo and Rhinesmith (2008) describe their

observations regarding the behaviors necessary for holistic leaders:

1. Capacity to learn and change (vs. know)

2. Reaction in the face of genuine adversity

3. Courage to stand up against prevailing views

4. Willingness to act in times of real uncertainty or paradox

5. Genuine empathy with diverse people

6. Mesh of these qualities with the future challenges of a given company. (pp. 44-

51)

These characteristics are similar to what has already been published and contribute to a

sense of consistency in terms of what is currently thought of as "excellent leadership". However,

this researcher would add, from K. Kerfoot's (2004) article *The Shelf Life of Leaders* "Successful

leaders create leaders, not followers. They thrive on the energy they create which creates the

flow that is the spiritual, emotional, dramatic, and passionate element that is inspired leadership"

(Kerfoot, 2004, p. 381).

In a study that looked at the relationship between transformational style (characterized by

support, encouragement and motivation), change leadership and employee commitment to

change conducted by Herold, Fedor, Caldwell, and Liu (2008), the authors provided not only a

triangulated approach but an overwhelming number of tantalizing variables that could and should

be examined for influence by leadership style during organizational change. Of particular

interest, was their finding that "under conditions of high personal job impact, transformational

leadership is positively associated with change commitment regardless of whether change

leadership was seen as good or poor" (Herold et al., 2008, p. 354). An interpretation of this

would be that under certain organizational conditions, the personal characteristics – or intrinsic

characteristics - of a leader may be more important than how the conditions themselves are being

managed.

Where the directive approach has been described, and has been in reality, autocratic to

the point of crippling employees in their attempts to make a place for themselves in the

organization, Heifetz and Linsky (2002) encourage the addition of empathy in the style.

In his article, "The Legacy of Leadership Revisited", Karl Magnusen (1995) expresses

his belief regarding compensatory leadership:

> Executives who cannot suitably represent their companies to key constituencies will
>
> likely have short seasons of tenure. So will those who cannot "model" where the business
>
> should be going next. The latter requires compensatory leadership skills to move an
>
> organization into its next phase of development - which may involve tighter control or
>
> greater risk-taking. Most managers experience this need as their firms move through
>
> different life cycle phases and meet with relatively predictable "crisis points" and
>
> pressures for change. Success in dealing with these crisis points has less to do with
>
> executive charisma than with knowing when to switch from one executive role to
>
> another. (p. 4)

This researcher generally agrees with Magnusen's opinion that "Good leaders must have

the 'right stuff' - qualities such as vision, strength, and commitment - and good leadership is

situational: that is, what works in one setting will not necessarily work in a different one"

(Magnusen, 1995, p. 6). He also points out that "Different organizations in different life cycle

stages will require different 'right stuff'" (Magnusen, 1995, p. 6). He believes that leaders need

to acquire both representative and compensatory leadership skills, and to be able to use either as

needed.

Communication Style

A different perspective on leadership qualities comes from J. Fendt, (2006) in the article

Are You Promoting Change--or Hindering It? In this model communication style is the

differentiating factor. The descriptions of the Cartel Communicator and the Aesthetic

Communicator bring to mind the descriptions of the directive and participative leadership styles.

Fendt (2006) then describes a style for all situations:

> Executives who perform best in the complex, constantly shifting postmerger environment
>
> are those who combine the strengths of all communication styles. I call them Holistic
>
> Communicators. Like Cartel Communicators, they are skilled at projecting determination,
>
> inspiring a focus on the long term, and developing and exploiting a powerful network.
>
> Like Aesthetic Communicators, Holistic Communicators possess an appreciation for the
>
> strategic importance of communication, an ability to communicate well with diverse
>
> stakeholders, and a strong analytic capacity for language. Like Videogame
>
> Communicators, they view mistakes as opportunities for growth and innovation, and their
>
> candor, empathy, and openness to new experiences and new ways of looking at and
>
> talking about issues make them skilled at inspiring followers. (p. 5)

Relationships

With a fresh and humanistic perspective on leadership is E. Weymes (2003) article

Relationships Not Leadership Sustain Successful Organizations, where "the success of an

organization is vested in the formation of sustainable relationships, with the primary purpose of leadership being to influence the feelings and emotions of those associated with the organization; to create the emotional heart of the organization and thus to determine the tenor of the relationships between the people inside and outside the organization" (p. 320). This perspective evokes Senge's learning organization with its definition of Shared Vision as "The core ideology or inspirational dream provides an enduring sense of belonging to and identity with the purpose of the organization, while the envisioned future is described as something vivid and real yet a dream or aspiration" (Weymes, 2003, p. 329). Similarly, "The power of the inspirational dream is derived from the dream being adopted and internalized by each member of the organization" (p. 329) is an excellent description of Senge's Mental Models. While Weymes is emphasizing relationships as the desired focus of organizations, rather than leadership behavior, he is also agreeing with Senge's model of the learning organization.

In an attempt to begin to answer the question of what the concept of "effective leadership" really is, Hawkins and Dulewicz (2007) concentrated on the relationship between performance as a leader and emotional intelligence (EQ), intellectual competence (IQ) and managerial competence (MQ), combining both personal characteristics with a measurement of leadership effectiveness. The authors found partial support for the propositions that EQ explains more of the variance in performance as a leader than IQ and MQ respectively. They go on to describe specifics regarding significance of relationships between EQ and performance of leaders at various levels of the organization. By choosing to examine the combination of personal characteristics with perceived management success, the authors have provided signals for future research into both internal and external dimensions to be examined against leadership success (Hawkins & Dulewicz, 2007).

While the literature provides a wealth of ideas regarding the commonly accepted leadership styles and the characteristics of which they are comprised, the concepts of leadership style and leadership effectiveness are tied so closely, that it appears to be impossible to look at style without value judgment. By adding the element of "time" in the concept of Organization Life Cycle, we are able to find the underlying support for those value judgments.

<div align="center">Organizational Influential Factors</div>

Organization Life Cycle

In their article, *Concepts of the Life Cycle: Their History, Meanings and Uses in the Social Sciences*, O'Rand and Krecker (1990) acknowledge that the concept of "life cycle" has often been used in social science research as either an assumption or an underlying model by which to make sense of human behavior. These models are used to relate time to the change of social beings and their behavior over their expected life times at multiple levels, including the individual, the family and the organization. Regarding organizational life cycle concepts, they perceive "the adoption of strong assumptions regarding the historical interplay between individual (organizational) development and social (population) change actually akin to the original formulation of the life-cycle concept across studies of individual, family and organizational change" (O'Rand & Krecker, 1990, p. 248).

Unfortunately, the meanings and uses of the term "life cycle" across the social sciences are inconsistent. "Life cycle, in its most precise definition requires explicit treatment of stages (phases), maturation (development), and generation (reproduction). This basic conceptualization provides an 'ideal type' of developmental process from which its alternatives diverge" (O'Rand & Krecker, 1990, p. 258).

There is a very interesting article, *Organizational Metamorphosis,* in which W. H. Starbuck describes metamorphosis as a model of organizational life cycle using an example of a set of stair steps. A period of relative stability – the tread of the step – is followed by an event that pushes the organization "up" to the next phase – the rise of the next step. Again, a period of relative stability is followed by the next event, and so on, creating a familiar visual. If this visual "stair steps" is turned on its side lengthwise, the visual becomes a "sawtooth" pattern:

Thus, what one observer might call metamorphosis, another observer might call oscillation. The two notions are not entirely separable. In the behavior of an oscillating system, periods of type A alternate with periods of type B; in the behavior of a metamorphosing system, periods of relative stability alternate with periods of fast-change. Yet metamorphosis must be separated from oscillation. The rationales behind the two kinds of models are almost antithetical. An oscillatory model argues that behavior is consistent and repetitious. Cycles which occur once are expected to occur more than once, and each manifestation of a cycle is expected to conform to the common pattern. The basic explanatory focus is on processes which mold behavior into persistent forms. Metamorphosis models, on the other hand, argue that behavior is irregular and non-repetitive. Each developmental stage is expected to be unique, and metamorphoses are expected to occur at varying intervals. Causal explanation must alternate between processes which prevent change and processes which disrupt stability. (Starbuck, 1967, p. 114)

What if the ends of the linear saw tooth pattern are connected together? The pattern now becomes the figure eight of the ongoing cycle between order and disorder that is the description of chaos. The "processes which prevent change" (Starbuck, 1967, p. 114) is the period of

extreme order around one side of the figure and the "processes which disrupt stability" (p. 114)

is the period of extreme disorder around the other side. Indeed, organizational "metamorphosis"

is the oscillation between order and disorder that is chaos. The addition of the variables of time

and size would provide the information necessary to see the metamorphosis. In order to follow

the idea through, the metamorphosis can be seen to create a spiral around the figure eight, not a

linear progression.

Mintzberg describes six organization types and orders them in relationship to each other,

creating four stages of organizational lifecycle based on the use and ownership of power in the

organization. While highly theoretical, his description is provocative and possibly instructional

in the choice of leadership style for the life cycle stage of an organization:

The model suggests that as organizations survive and develop, their power systems tend

to become more diffuse, more complex, more ambiguous, and at some point, less

functional, even though, ironically, more stable. Present in most if not all organizations

are a number of tendencies—deference to leadership, support of mission, service to

external constituency, protection of themselves as systems (or at least of their own

members), and conflict among their different actors. But it is also believed that many

organizations pass through series of power stages, each relatively stable in nature

(although brought on by brief periods of instability), during which various of these

tendencies are more prominent than others. The early stages seem to be characterized by

more focused forms of power, the later ones by more dispersed forms. Strong leadership

seems often to be a leading tendency at the outset, enabling organizations to establish

themselves (although making them precarious). Once established, many organizations

seem to become more responsive to external service, either directly through the catering

to an identifiable constituency or indirectly through the enthusiastic pursuit of mission.

(Mintzberg, 1984, p. 221)

Mintzberg's description of the power stages echoes the oscillation that Starbuck

discussed and also brings to mind the visual of fractals; the "focused forms of power"

(Mintzberg, 1984, p. 221) are branching off into "dispersed" (Mintzberg, 1984, p. 221) forms as

the organization grows and spreads. The "dispersed" forms may actually be the "focused forms"

within a new sub-organization.

In his study of 207 firms, Liao (2006) used a four-stage model of growth that he modified

from others' earlier models. In his survey, the respondents were asked to indicate which of the

four descriptions best characterized their firm at the time that the survey was completed. These

are the stages and descriptions he used:

1. Conception/Development Stage: the invention and development of a product
   or technology. Characterized by nonexistent structure and formal procedure.
   Activity decided by the entrepreneur.

2. Commercialization Stage: the creation of structures and task systems beyond
   product development.

3. Growth Stage: characterized by high growth in both sales and numbers of
   employees, and the development of a hierarchy and functional specialization.

4. Stability Stage: concentration on developing next-generation products,
   establishment of market position and the seeking of other growth
   opportunities. (Liao, 2006, p. 193)

Liao (2006) hypothesized, and his research supported, that the stage of organizational life

cycle influenced the relationship between human resource management behavior, input and

output control, and employee performance. "Results from this study suggest that managers can leverage their best performance by matching this behavioral orientation to HRM [human resource management] with OLC [organizational life cycle] stage" (Liao, 2006, p. 195). Of particular interest to this researcher was his observation that "Future research might try to use the case study approach to extensively examine specific linkages" (Liao, 2006, p. 196). Of even further interest is that in the classification of each of Liao's stages as either a state of disorder (Conception and Growth stages) or as a state of order (Commercialization), and if the Stability Stage can be seen as spawning sub-organizations into another Conception stage, the cycle of order to disorder that describes chaos is seen again.

In 2003, Lester, Parnell and Carraher (2003) designed a five-stage organizational life cycle model, asserting the importance of the recognition of decline as a separate, identifiable set of organizational activities and structures. The other four stages in their model are: Existence (also known as entrepreneurial or birth stage), Survival (could also be the beginning of Liao's "growth" stage), Success (also known as "maturity"), and finally, Renewal and Decline. Their study supports the existence of organizational life cycles as "previously conceptualized by other researchers and an association between life cycle and competitive strategy, while acknowledging that further research and further definition, particularly in the area of measurement of performance, is necessary" (Lester et al., 2003, p.350). Nevertheless, the authors managed to develop a twenty-item scale that may be used to categorize organizations into one of their five life cycle stages based on manager perceptions.

In their article *Perceptions of Organizational Effectiveness over Organizational Life Cycles,* Cameron and Whetten (1981) saw a gap in the current research of their time into organizational effectiveness as the tendency to measure perceptions of effectiveness at only one

point in time. Utilizing the four common stages of development identified in a review of nine models of organizational life cycles (Creativity/Entrepreneur, Collectivity/Mission, Formalization/Control and Structural Elaboration), the authors were able to state that their findings "suggest that the interpretations of organizational effectiveness made by organizational members change in systematic ways across organizational life cycle stages" (Cameron & Whetten, 1981, p. 540). They also insisted that the understanding of organizational behavior would be greatly enhanced if more consideration was given to organizational life cycles among other variables.

In 1985, Smith, Mitchell and Summer built on the existing research into organizational effectiveness and its relationship to the organizational life cycle, and attempted to replicate and improve on those previous studies, utilizing tests in both the laboratory and the field. It is interesting however, that they ended up developing and defining a three-stage life cycle model for their research: Inception, High-Growth and Maturity. They based their life cycle divisions on their perception of what the top-level managers were thinking about or concentrating on during that time. They then worked toward understanding the integration of those stages with the manager's priorities. An interesting implication of this work "concerns the ease with which managers can change their priorities as their organizations reach different stages" (Smith, et al., 1985, p. 812) which could be perceived to be contradictory to prior experience where it was found that management changes often accompany organizational transitions from one stage to another. However, this could be true if a change in priorities does not require a change in leadership style as discussed in the previous section. "Our findings imply that managers probably need to change their priorities as their firms move through different stages. If they cannot, they may inhibit the further development of their organizations" (Smith et al., 1985, p. 818).

In his article "Evolution and Revolution as Organizations Grow" (1998), Larry Greiner discusses (for the second time; this is an edited reprint of an original article from 1972) five phases of organizational growth where "… each evolutionary period is characterized by the dominant management style used to achieve growth; each revolutionary period is characterized by the dominant management problem that must he solved before growth can continue" (p. 58). The phases Greiner (1998) documents are:

Phase 1: Creativity - The founders of the company are usually technically or entrepreneurially oriented, and they generally disdain management activities. … a crisis of leadership occurs, which is the onset of the first revolution. Who will lead the company out of confusion and solve the managerial problems confronting it? (p. 59)

Phase 2: Direction - Those companies that survive the first phase by installing a capable business manager usually embark on a period of sustained growth under able, directive leadership. Thus, the second revolution emerges from a crisis of autonomy. (p. 60)

Phase 3: Delegation- The next era of growth evolves from the successful application of a decentralized organizational structure; the organization falls into a crisis of control. The Phase 3 revolution is under way when top management seeks to regain control over the company as a whole. (p. 62)

Phase 4: Coordination - The evolutionary period of the coordination phase is characterized by the use of formal systems for achieving greater coordination and by top-level executives taking responsibility for the initiation and administration of these new systems. A lack of confidence, however, gradually builds between line and staff, and between headquarters and the field. The many systems and programs introduced begin to exceed their usefulness. A red-tape crisis is in full swing. (p. 62)

Phase 5: Collaboration - The last observable phase emphasizes strong interpersonal collaboration in an attempt to overcome the red-tape crisis. Although there is little clear evidence regarding the outcome, I imagine that the revolution arising from the "?" crisis will center around the psychological saturation of employees who grow emotionally and physically exhausted from the intensity of teamwork and the heavy pressure for innovative solutions. (p. 63)

Greiner even suggests that leaders, aware of the fact that their style is no longer appropriate to the life cycle phase, may choose to take themselves out of the organization and find a better "fit" elsewhere. This researcher has wondered if this is partly what happens when abrupt turnover occurs in the c-suite of a company experiencing a painful growth period, along with the obvious answer which is that the board of directors has asked that the group be replaced.

Muczyk (1989) echoes this suggestion when he writes "Managers who were successful in one stage may find that their styles and practices are no longer effective in the next" (p. 137). It is interesting that he also brings out the idea that a corporation may within itself be a set of organizations in different life cycle stages, and thus needing leaders with appropriate styles. While this article, like his last, focuses on participative versus directive leadership and the use of management by objectives, he does point out that "Democratic and permissive management practices and leader behaviors tend to flourish in organizations with mature, capable employees and systems, supported by cultures based on values such as trust, openness, high performance, and initiative. Relatively few companies, especially in the small- to medium-size range, can boast of such a supportive environment" (Muczyk, 1989, p. 137). He is essentially describing the later phase of the organizational life cycle as compared to the earlier, growth phases.

There is plenty of research into life cycle stages on which to base further study, however, determining the correct model to use for the open research question is an important activity. A

desire to look at an overview of the models described above yielded the chart in Table 1, where

an attempt was made to line up the similar phases of each model based on an evaluation of each

phase as being relatively "ordered" or relatively "disordered" (as described in the literature in

terms of organizational, human resources and physical structures.)

	Liao (2006)	Lester, et al. (2003)	Cameron & Whetton (1981)	Smith, et al. (1985)	Greiner (1998)
Disorder	Conception/ Development	Existence	Creativity/ Entrepreneur	Inception	Creativity
Order	Commercialization	Survival	Collectivity/ Mission		Direction
Disorder	Growth	Success	Formalization/ Control	High Growth	Delegation
Order	Stability	Renewal	Structural Elaboration	Maturity	Coordination
		Decline			Collaboration

Table 1. Stages of Life Cycle Models

Additionally, the introduction of a perspective of oscillation as opposed to a

metamorphosis that ends in death reveals the potential for an ongoing, circular view of

organization life cycle as in Table 2.

	Liao (2006)	Lester, et al. (2003)	Cameron & Whetton (1981)	Smith, et al. (1985)	Greiner (1998)
Disorder	Conception/ Development	Existence	Creativity/ Entrepreneur	Inception	Creativity
Order	Commercialization	Survival	Collectivity/ Mission		Direction
Disorder	Growth	Success	Formalization/ Control	High Growth	Delegation
Order	Stability	Renewal	Structural Elaboration	Maturity	Coordination
		Decline			Collaboration

Table 2. Circular Nature of Organization Life Cycle

The Decline phase as described by Lester, et al. (2003) could be seen to be eclipsed by a new Existence phase if the focus of the organization was directed appropriately. The disorder of the Decline phase then becomes the disorder of the Existence phase. This model of the Organization Life Cycle as an oscillation between order and disorder is what will be used in the conclusions section of this study.

Organizational Change

In order to thrive in times of uncertainty, Peter Jacobs (2005) suggests that managers at all levels of the organization must build "strategic flexibility" - the ability to identify changes in the external environment and quickly commit resources in response to those changes, as well as recognizing and taking action when it is time to stop or reverse existing resource commitments. The five steps Jacobs (2005) believes will maintain strategic flexibility during organizational change are to:

1. Measure and monitor outcomes.

2. Become aware of cognitive biases; allow team members to play 'devil's advocate'.

3. Pursue external perspectives with an open mind to differing viewpoints.

4. View decisions as a portfolio of options.

5. Analyze outcomes and apply learning (Jacobs, 2005, p. 4).

It is interesting that the steps are so similar to those items identified as the characteristics of "effective leaders" in the earlier section.

Michael Phelan (2005), a cultural anthropologist, has proposed that successful organizational change follows the pattern of universal social movements known in cultural anthropology as "revitalization". "The revitalization model is a very powerful, universal formula

for culture change, whether in a whole society or an organization, for groups that are threatened

by forces with which their traditional cultural norms cannot cope" (Phelan, 2005, p. 47). He

proposes that the dynamics of revitalization can also guide the "values and behaviors of leaders

and change management professionals in successfully managing organizational change" (Phelan,

2005, p. 48). At a very high level, the concept of cultural revitalization is the alleviation of

"collective anxiety by transferring members' dependency needs on their leader, who institutes

new norms to cope with their anxiety" (Phelan, 2005, p. 55). He believes that the consistency of

the model for successful organizational change with the concept of revitalization provides

validity of the model. In fact, Phelan (2005) says that it also affirms the importance of specific

leadership qualities:

- Leaders must be charismatic, highly visible to employees, very actively involved in

  leading culture change and reassure employees in time of crisis.

- Leaders must present an extremely consistent and credible value system to replace

  the existing dysfunctional culture. (Phelan, 2005, p. 55)

Once again, a connection between successful organizational change and leadership style

and/or effectiveness is identified.

Going directly after leadership style in the midst of change, Owen & Demb (2004) asked,

in their study of a prominent community college after an organizational change, the question

"What elements of current leadership models appear most salient in guiding large-scale

technology implementation efforts?" "The critical role of top leadership in this institution cannot

be overstated" (Owen & Demb, 2004, p. 643). The authors saw that the leadership characteristics

of complete commitment to the change process and a participative decision-making strategy

empowered the faculty and administration and allowed them to use their creativity toward the

goals. By stating the technology component in the vision and mission of the institution ten years

prior and during the change communicated the importance of the process to everyone. They also

noticed that, "whether or not he was comfortable with delegating substantial responsibility for

the technology effort at a personal level, the president consistently behaved in ways that

supported broad-based participation in leading the change. There were no mixed messages here"

(Owen & Demb, 2004, p. 643).

Ichak Adizes (2004) has a perspective regarding leadership styles and organizational life

cycle during organizational change that is somewhat startling at first glance: "The role of

leadership is not to prevent the system from falling apart but to lead change that causes the

system to fall apart and then to reintegrate it into a new, better whole" (Adizes, 2004, p. 19). He

describes the first stage as "courtship" when the organization does not actually exist, but is an

idea. "Fanatic commitment is necessary for a successful courtship, but in later stages,

commitment can become pathological" (Adizes, 2004, p. 19). In order to minimize this risk, the

founder should also be able to listen to reason. The founder, in regards to leadership style, is

primarily a director with a measure of participative qualities. "During infancy, the founder's hard

work, refusal to delegate, and focus on short-term results are the crucial elements of

organizational survival" (Adizes, 2004, p. 20). At this stage, the leadership style is described by

Adizes as being "benevolent dictatorship" - not that different from the courtship phase he

described. The third phase that Adizes describes is the "Go-go" where movement toward the

primary goal is positive and the organization is flourishing. However, the organization is focused

on people and not on tasks, and behavior is reactive. When a crisis occurs, if management

recognizes the need for rules and policies and heads in that direction, the organization is ready to

move toward the next phase. This transition point, then, is characterized by a shift from external-

people orientation to an internal-task orientation. Adizes uses continuums of internal to external orientation in combination with task to people orientation to characterize the leadership qualities needed in the lifecycle stages listed above.

In describing an academic year at Winona State University that was fraught with large scale changes, Richard Bowman, Jr. (2000) demonstrates the rise and fall of various leadership styles as the nature of the individual changes became more obvious (for example, a change from the quarter calendar to the semester system was at first more of a suggestion, but became an imperative.) "For contemporary organizations seeking to maximize organizational success the challenge is how to achieve a complementary pairing between the organization's disposition toward change and the nature of the change demands in the environment" (Bowman, 2000, p. 456). He states that "it is imperative to diagnose the change environment -- the magnitude of change and consequences of implementation failure -- so that the appropriate leadership style can be paired with the correct environment" (Bowman, 2000, p. 458). This approach lends itself to asking the question of whether the choice of leadership style during movement across the organizational life cycle may actually be a case of diagnosis of the change environment at that point in time.

Of specific interest to this researcher was an article by Schmid (2006) where the author based his case studies on the *assumption* that leadership styles must adapt to changing environments. In his review of the then-current literature, he surmised that "leadership is a dynamic concept that involves processes of constant change in the leaders themselves" (Schmid, 2006, p. 180). He even went so far as to say that "Specifically, they should know when to adopt a task-oriented style versus a people-oriented style and when to adopt an internal versus an external orientation" (Schmid, 2006, p. 179). Similar to Adizes, Schmid decided to use two

variables - people/task orientation and internal/external orientation- in his examination of leadership style rather than the "conglomerate" style definitions previously discussed. He does, however, relate each of the four combinations of people/task orientation and internal/external orientation to style descriptions often used in academic and popular literature. To illuminate an internal orientation, Schmid (2006) uses the concept of the transactional leader, who assigns tasks, delivers rewards and promises rewards for further efforts. "This leader sets goals, clarifies desired outcomes, provides feedback and exchanges rewards for accomplishments" (Schmid, 2006, p. 182).

This researcher appreciated Schmid's (2006) assumption that there is a need across the organizational life cycle for different types of leaders with different qualities that suit the specific stage of the organization's life cycle. "If the patterns of leadership are not suited to the organization's stage of development, there may be a crisis that undermines the workers' confidence in the management, impedes the functioning of the organization, reduces the efficiency of the organization's performance and prevents the attainment of organizational effectiveness" (Schmid, 2006, p. 182). While Schmid attributes leadership styles to the different types of nonprofit organizations in his case studies, this researcher's analysis of those organizations extrapolates a more direct relationship to life cycle stages. The organization described as needing a "task-oriented, external" leadership focus is quite close to the characteristics of an organization in the conceptualization/entrepreneurial phase – a relatively disordered phase, characterized with problem-solving and creativity. This focus on "getting what I need from the outside" is task oriented without consideration for the human factor. However, once initial resources are obtained, the leader must focus internally to set up the organizational structure and work procedures needed to achieve the organizational goals or, the addition of

order. The organization has moved to the commercialization stage. As the organization grows and enters the growth stage, the leader must shift focus from process and procedure to the people now employed: selecting, developing, building, dividing labor, motivating, delegating, empowering, consulting and involving. This phase can be characterized by the relative disorder. Over time, the organization will require its leader to again focus externally, but retain the people-orientation, in order to reduce dependency on agents in the environment and to increase the dependence of others on the organization. The organization has now reached maturity and must continually reinvent itself in order to remain there. This process of reinvention may be seen as a return to the relative disorder of the creativity and problem-solving phase. If this reinvention includes the creation of focused sub-organizations, the image of fractal branching is evident as the new organization begins a cycle of oscillation between order and disorder.

Situational Favorableness

Bons and Fiedler (1976) contend that the Contingency Model of Leadership Effectiveness provides another perspective for viewing the relationship between change and leadership style and behavior, even though it again includes task versus relationship orientation. They contend that a "disruption in the organizational environment will affect leaders of different 'motivational orientations' differently" (Bons & Fiedler, 1976, p. 453). A movement from one phase of organizational life cycle to the next could certainly be construed as "disruption in the organizational environment". "In brief, the Contingency Model postulates that the performance of groups depends on two interacting factors: (a) the leaders' motivational structure, that is, whether their primary goal is the development of close relationships with others or the accomplishment of assigned tasks, and (b) situational favorableness, the degree to which the situation gives the leaders power, control, and influence" (Bons & Fiedler, 1976, p. 453). In

other words, the authors concentrated not on the changes in leadership style in the face of organizational change, but the relative performance of the groups in the organization based on the leaders' personal motivation and how favorable the situation was to the leader. With the performance of the organization in realizing the organizational goals seen as a measure of the success of the organization to move from one life cycle phase to the next, this concept may be another opportunity to look at leadership style and life cycle change. If the author's concept of organizational change can include advances in the organization life cycle, then their conclusion would be that increased change decreases "situational favorableness". According to Bons, et al., (1976) the "task oriented" leader becomes more effective as situational favorableness decreases. This coordinates well with other studies reviewed. Potential future study could compare the concepts of the leader's motivation style and situational favorableness to Adler's description of the basic human needs of safety, belonging and significance. How different is the concept of motivation style from that of social interest? How different is the concept of situational favorableness from that of the opportunity for a situation to provide satisfaction of human needs? Could the Contingency Model be reworked in terms of the measure of leaders' perception of satisfaction of their own basic needs and the characteristics of the change in terms of whether the situation will continue to satisfy their needs, decrease opportunity to satisfy their needs or increase opportunity to satisfy their needs? And how does that coordinate with the tendency of the leader to task-orientation or relationship orientation?

This situational perspective of leadership is taken into consideration in the "Life Cycle Theory of Leadership -- which is [again,] based on the relationship among (1) task behavior -- or the amount of direction a leader gives, (2) relationship behavior -- or the amount of socio-emotional support a leader provides, and (3) the "maturity" of the leader's followers or group"

(Hersey, 1974, p. 27). Again, Adler's concept of social interest and even the idea of whether or not – or how well – the organizations members are having their needs met (as a measurement of "maturity") are brought into focus.

Relating back to Muczyk and Reimann's (1987) discussion of directive versus participative leadership, they believe that the effectiveness of both types of leader behaviors "depends on the situation in which leadership is to be exercised. "Thus, the answer to the question 'Which leadership style is best?' is still 'It all depends!'" (Muczyk & Reimann, 1987, p. 304). Even more to the point of this researcher's inquiries is their statement that "The fundamental changes that most organizations undergo as they grow raises the question of whether any given leadership style or approach can be suitable for an organization throughout its lifetime" (Muczyk & Reimann, 1987, p. 306). Their case study documentation of People Express and Best Western clearly support their statement. The initial management of People Express was highly participative and that of Best Western was highly autocratic and directive. Both organizations floundered desperately in the attempt to move from the entrepreneurial and growth phases into more mature phases.

Climate

Another question comes to mind, however: what role does the reaction of the organization play in the concept of "situational favorableness" and other concepts and measures of organizational change whether life cycle related or not? In *Choosing Strategies for Change*, Kotter, et al., (2008) emphasize the need to tailor strategies to the types of resistance likely to be encountered. Again, similar to Bons, et al., they relate that a major factor in change success is the understanding of the situational factors, which would include the climate of the organization.

New studies specifically focused on the climate at the time of life cycle transition and the resulting leadership styles are needed.

Central to the concept of organizational climate is the existence of "naysayers", members of the organization who in their words and actions resist purposeful change. The portion of Muczyk and Reimann's (1987) discussion regarding the directive style echoes what Heifetz & Linsky (2002) have to say regarding the naysayers of communicated organizational change:

These people will need to see that your intentions are serious - for example, that you are will to let go of those who can't make the changes your initiative requires. But people must also see that you understand the loss that you are asking them to accept. You need to name the loss, be it a change in time-honored work routines or an overhaul of the company's core values, and explicitly acknowledge the resulting pain. (p. 68)

Although not focused on leadership during change in the organization life cycle, Kim and Mauborgne (2003) describe another theory. "The theory of tipping points, which has its roots in epidemiology, is well known; it hinges on the insight that in any organization, once the beliefs and energies of a critical mass of people are engaged, conversion to a new idea will spread like an epidemic, bringing about fundamental change very quickly" (p. 62). Their anecdotes regarding the distinguished career of New York City Police Commissioner Bill Bratton describe the successful leadership of an organization on the brink of annihilation and extermination to an organization that became "best of class" in the nation. The NYC Police Department in 1994 was an organization in disorder. It was dysfunctional and ineffective in all areas: service, finance, human resources, reputation and performance. The leadership style that was required to instill order within the NYCPD is very like the leadership styles of the entrepreneurial and early growth stages as described in earlier articles reviewed, with the added description of Bratton's unique

efforts to communicate his strategy quickly and effectively in order to achieve "tipping point".

What is described in this article is a leadership style that emphasized the introduction of order

into disorder.

Summary

In order to make sense of the various approaches and perspectives on the classification of

Organization Life Cycle, a common, or underlying, characteristic was sought that would provide

a concise model that would not negate the detail of the documented models but highlight the

similarity between them. The identification of the oscillation between order and disorder is the
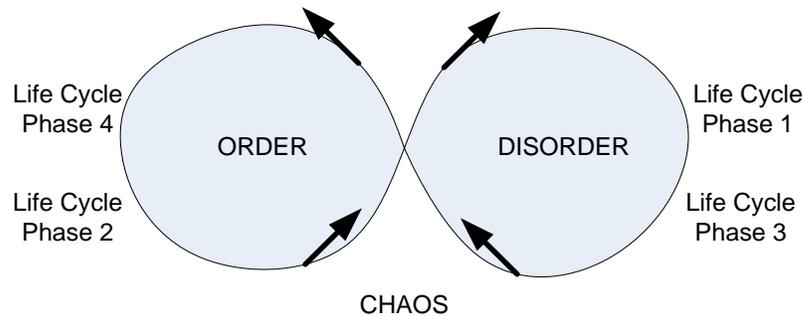
resulting model.

Figure 1. Chaos Perspective of the Organization Life Cycle

Similarly, the myriad of Leadership Style perspectives are each important in the specific

detail that they highlight, but again, the need for a more concise model led to a description of

Leadership Style as being a "participative continuum". This continuum describes the leader's

sharing of decision making from low to high, and adds the additional characteristics of Leader

Control (on the left, low to high) and Follower Willingness (on the right, high to low) as this

researcher's choice for descriptive detail. The plotting of Lewin's Authoritarian, Participative

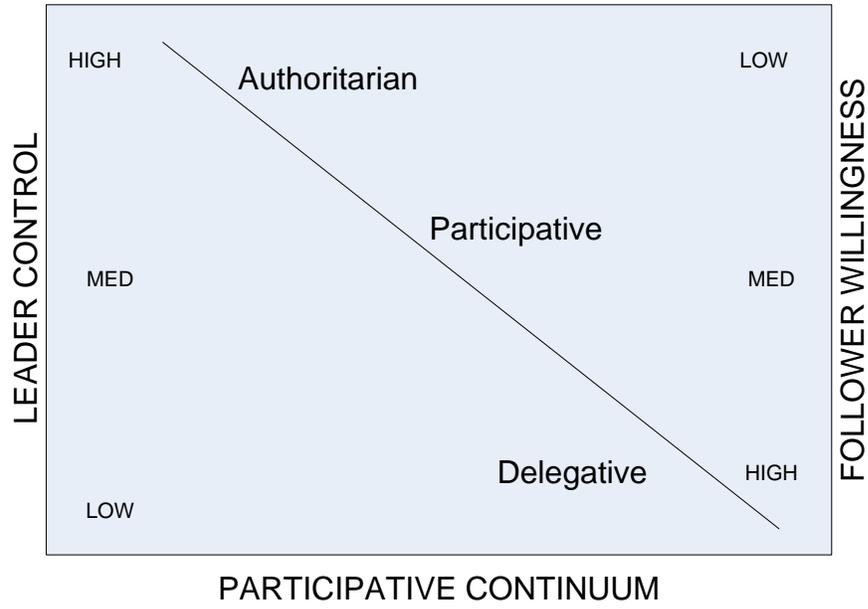and Delegative styles serves to provide additional context.

Table 3. Concise Model of Leadership Style

CHAPTER 3. METHODOLOGY

Overview

The methodology of the experiential portion of this study was to conduct a business assessment of a locally owned business and to draw conclusions regarding the research questions from the experience as a case study. The business assessment was conducted in order to answer the director's question as to whether The JK Center should keep its office space in Chaska; one of two that the Center staff uses.

Background

Description of the Methodology

The business assessment experience contained four activities: Initial Interview, Assessment Activities, Analysis, and Presentation. The interview and assessment activities provided the Data Collection aspect of the methodology and SWOT and Reframing techniques were used in the analysis.

Design of the Study

The design of the study is a case study, using the business assessment technique to gather data to compare to the individual and organizational influential factors as discovered and discussed in the literature review. This comparison would provide:

- Insight and deeper understanding of the existing theories regarding organization life cycle and leadership style.

- Support for this researchers theory that a transition of organization life cycle has a relationship to leadership style.

- Ideas for further research.

Variables

The variables considered, although not precisely measured, for this case study were:

- Individual Influential Factors: Leadership Style

    o Decision-making

    o Internal and External Qualities

    o Communication Style

    o Relationship vs Task Orientation

- Organizational Influential Factors:

    o Life Cycle Phase

    o Organizational Change

    o Situational Favorableness

    o Climate

Population and Sample

This study used a case study approach where the "population" and the "sample" were the same participants. Stakeholders of The JK Center participated in the assessment activities:

- Dr. S, PsyD, one of the original (and only remaining) founders of The JK Center and currently it's Director and life blood

- Homeopath

- MD/Spiritual Coach

- Bookkeeper

- Psychologist specializing in Men's Health

- Yoga Instructor

- Massage Therapist

- Nutritionist specializing in Eating Disorders

- Office Assistant

- 4 Interning Graduate Students

Instrumentation

Instrumentation for this case study included:

- Initial Interview

- Vision Workshop: The Mission and Vision statements read more as two mission statements, so the design of a new vision was used as the activity for the group.

- Financial Assessment

- SWOT Analysis

- Reframing technique

Validity and Reliability

For each of the case study activities, it was important to use both "first person" and "observer" perspectives. The first person perspective was through the leader of The JK Center, Dr. S., and through the workshop participants. For the financial assessment the first person perspective was provided by the bookkeeper. The observer perspective on the organization was provided by this researcher as the work shop facilitator and by the bookkeeper through her observations of the organization. The participants of the case study provide high face validity and can be considered biased by their own perspectives. However, as only two members of a small organization were interviewed directly, the reliability of the case study may be considered to be suspect.

Method of Data Analysis

Financial data collected from the bookkeeper was analyzed to understand the burn rate needed to meet the expense of the office space. The interview and workshop data was analyzed using SWOT and reframing techniques.

Data Collection

The data collected for the case study was in narrative form derived from the notes taken in the interviews and the workshop.

Data Analysis

The narrative data and revenue and expense data were processed to create:

1. Burn rate calculation: based on the expenses of maintaining the office in Chaska, how many "sessions" per month are needed to meet those expenses.

2. SWOT Analysis: A listing of The JK Center's Strengths, Weaknesses, Opportunities and Threats.

3. Reframing: A discussion of The JK Center's situation from Human Resources, Structural, Political and Symbolic perspectives.

4. Conclusion and Recommendation: All of these elements were brought together to give Dr. S the answer to her original question "Should The JK Center retain office space in Chaska" and recommendations for the future.

CHAPTER 4. PRESENTATION AND ANALYSIS OF DATA

Introduction

This section of the paper presents the narrative data divided by the activity where it was collected.

Initial Interview – 2/1/2011

An interview was scheduled for this researcher and Dr. W. Premo with the director of The JK Center to discuss her concerns for The JK Center. Her inquiry to Adler Graduate School was for business analysis support, and in response to the question "How can we help you?" (an alternative to the coaching question "What do you want?"), she expressed that her primary concern was whether to retain the office space currently held in Chaska. The JK Center for Spiritual and Physical Healing is a place for patients who are living with cancer, chronic pain and other life-changing illnesses to come for help, healing, understanding and hope. It was started by a group of four women from psychology, medicine, homeopathy and somatic therapies with a mission:

> *To bring together health care providers of common mind and intentions to*
>
> *provide a comprehensive and holistic array of treatment options for patients*
>
> *dealing with cancer and other life threatening illness.*
>
> And
>
> *To blend the best of science with traditional medicine practices to infuse the art of*
>
> *healing into each person's treatment plan and thereby empower patients on their*
>
> *journey to heal the mind, body and spirit.*

After understanding the history of the business and Dr. S's primary concern, the balance of the interview was spent in understanding The JK Center as a business:

1. process and procedures

2. revenue, expense

3. staffing and personnel

4. roles and responsibilities

5. acquisition of clients, sources of business

6. office spaces (2) and equipment

At the end of the interview, an agreement was reached with the following items:

1. A workshop would be held by this researcher to review the vision statement and generate ideas for the acquisition of new clients

2. A meeting would be held by this researcher with the bookkeeper to get detailed revenue and expense data

3. An analysis and assessment of the results of those activities would be conducted by this researcher.

4. A final meeting would be scheduled for this researcher and Dr. W. Premo to return to present the results of the analysis and our conclusion regarding the question of retaining the office space in Chaska.

Workshop – 2/14/2011

The session was scheduled and all individuals currently working for or with The JK Center attended. There is a detailed list of participants in this paper, section "Population and Sample".

1. In the first hour of the workshop the following vision statement was constructed:

The JK Center is an integrative, holistic health center that provides necessary skills and resources to take charge of one's own healing.

2. In the second hour, a question was posed to the group: What is not working?

The answers regarding what is not working for the Center centered on the offered Programs (Living Well with Cancer, Living Well with Pain, Weight Management) and that all groups (Programs) need more referrals. They discussed that additional groups (Programs) could provide additional opportunity. For the currently existing groups, only the Living Well with Pain program has regular referrals (from the Pain Clinic across the hall in the Chaska office.)

3. In natural progression, the group asked of each other and discussed the following questions:

- Are clients getting what they need from the groups?

- Is the timing that the groups are offered not working?

- Do we offer a flexible enough schedule?

- Can we offer more locations? On site groups?

- Would the use of a sliding scale be beneficial?

- What new types of Groups could we offer? the following were suggested:

    o Pain Medication Addiction

    o Caregiver Support: adjustment disorder, cancer, Alzheimer's, patient support

    o Mindfulness based stress reduction

    o Introduction to individual therapies

    o Anything else that would attract people able to pay out of pocket

    o Depression/Anxiety Group

    o Men's Group

    o Women's Group

4. The group's feedback after the meeting was that it was generally deemed to be helpful and interesting…

Did anything really get accomplished? What is particularly interesting beyond what was said is what was not said. There was no mention of:

- the organization structure

- the finances

- the office space (other than that how well the "big room" works for groups)

- the leadership

- the individual ownership for the care and feeding of the Center

The following section presents the outcome of the analysis activities.

Analysis of Variables

This section provides the author's thoughts on the study variables as they pertain to Dr. S and the leadership of The JK Center organization:

Individual Influential Factors

- Leadership Style – Dr. S's leadership style would appear to have a high relationship orientation with a low task orientation, and her focus is very internal rather than external.

- Decision Making – Although Dr. S is a highly skilled listener, it would appear that the decision-making of the organization is centralized with her and only moderately participative.

- Internal and External Qualities – Dr. S is courageous, empathetic and a lifelong learner.

- Communication Style – in the short periods of time that were spent in her presence, Dr. S was in the "listening/learning" mode or "therapist" mode. Her preferred communication style is therefore unknown.

- Relationship vs. Task Orientation – Again, Dr. S appears to be highly relationship oriented with an internal focus; she is primarily concerned with maintaining good working relationships and establishing networks with her peers. The only external focus is on the patients who become clients.

Organization Influential Factors

- Life Cycle Phase – The JK Center is ending the initial life cycle phase that might be called "Entrepreneurial", or "Creative" and is in a Crisis of Leadership.

- Organizational Change – Dr. S knows that in order to avoid the loss of the business to debt, something has to happen; the organization appears to be aware that change is inevitable.

- Situational Favorableness – For Dr. S, the situational favorableness is high such that any direction chosen will not result in loss of power or prestige, whether it be closing The JK Center or establishing new structure.

- Climate – The atmosphere at The JK Center is friendly with an undercurrent of dissatisfaction.

SWOT Analysis

SWOT: The JK Center	
STRENGTHS	**WEAKNESSES**
Clear Mission and Values	No Budget
Strong Team	No Business Plan
Team Loyalty	Office Space does not work
Belief in the Work	Weak organizational structure/lack of
	One person (Dr. S) doing 3 jobs
	No Marketing Plan
	Individual work is paying for
	continuing the Living Well programs
	Overall benefit to consumer is unclear
	No differentiation to attract patients
OPPORTUNITIES	**THREATS**
Interest in alternative support methodologies is increasing in interest and participation	Insurance coverage that is complicated, constantly changing and difficult to administer
Referrals from oncologists, pain clinics and other medical facilities	Larger, well-funded clinic organizations are providing their own alternative services

Table 4. SWOT Analysis

The SWOT analysis indicates that The JK Center, within traditional medicine that is slowly accepting alternative therapies, has non-insurmountable threats, but definitely has weaknesses to be addressed if the Chaska site is to be viable.

Human Resources Frame

From a human resources viewpoint, The JK Center is not highly organized. With the majority of the team being highly educated, personally motivated contractors who understand their "jobs", it may seem that human resources aspects of the business are not important. However, without direct management of resources, the team is probably not being used to full advantage. Everyone comes and goes as they have appointments scheduled, or as they are scheduled to be at a program session. It appears that there are occasional team meetings (once a month or less), but otherwise the members of the group may go for weeks without seeing each other. There do not appear to be any job descriptions or regularly used contracts with any of the group members. As the business owner, Dr. S makes all decisions, handles spending and has the final say in all matters. In essence, there is no one else "minding the store".

Communication between the team members and with Dr. S appears to be warm, friendly and meaningful, but centering on patient care. It is unclear at this time how much regular communication Dr. S has with the team on a regular basis, but is with some certainty likely to be also regarding specific patient items or questions rather than anything dealing with the business as a whole.

Structural Frame

At some point since the inception of The JK Center, three of the four original directors have significantly decreased their involvement in The JK Center. Dr. S is acting as the guiding

force as well as operational director and supervisor of students interning at The JK Center. Dr. S also continues to run her own therapy practice (as do the other therapists regardless of modality).

Underneath Dr. S, there is no organization. A part-time bookkeeper, bill payer and receptionist help out approximately a day a week each and report directly to Dr. S. The therapists are all independent contractors working through Dr. S. Finally, the students, all also report directly in to Dr. S. With such a flat organization, there is high vertical coordination; everything must go through Dr. S. Conversely, there is low horizontal coordination when team members do not see each other for periods of time.

Also within the structural frame, there are no policies, procedures or operational standards other than those required for a medical practice of this type. The business plan is outdated and has not been kept up with the changing life of The JK Center, and there is no budget or marketing plan. From a financial standpoint, the liabilities are currently quite low, but include overdue rent at the Chaska site. There are however, also very few assets.

The team is using two sites, one of which is the large comfortable group room in Chaska. The other consists of a set of individual offices/therapy rooms at a different site. There is only one office space, which is located in Chaska, which has a computer for logging appointments and referrals, messages, and any other tracking mechanisms that the team needs. The group has to "sign up" to use the space and scheduling conflicts exist. Additionally, this office is accessed from within the group room, creating another set of difficulties.

Finally, with in the structural frame is the calculation of the "run rate" or "burn rate" necessary to make the Center financially independent. The loosely calculated expense of running the Living Well… programs and keeping the Chaska office open is $8000 per month. A loosely calculated average reimbursement per patient per session (1 hour for individual/2.5 hours for

group) is $105. This means that in order to break even, The JK Center must schedule, see and be reimbursed by health plans for 76 patient sessions per month, or approximately 19 patient sessions per week. These calculations can only be used as guidelines and not hard and fast rules. The schedule could show 30 patient sessions in a week and still only break even if those 30 patients were all members of the lowest reimbursing health plan. On the other hand, the schedule could show only 10 patient sessions in a week and if they were all reimbursed by the highest paying health plan, the Center could be more than one week's worth to covering the month's expenses.

Political Frame

A view of The JK Center from a political frame is more difficult due to the "transient" nature of the team members. Although it is from limited experience, it is safe to say that the group on the whole is highly ethical, polite and non-confrontational. My sense is that they would rather have peace than have their needs met. There is a sense of underlying dissatisfaction, but without an organization set up to deal with the ins and outs of the business, the dissatisfaction is kept under wraps: "If I don't have a solution, I don't have a right to voice my complaints." The dissatisfaction is quite apparently due to the scarcity of referrals and hence, scarcity of clients for the 12 session programs. Apparently the scarcity does not affect the individual mental health therapists; they appear to be quite busy. It is unknown whether the therapists in the other modalities are meeting their needs for clientele or not.

As would be expected, no one currently involved in The JK Center has anything other than personal interest in its success. It is a source of additional clients for them, but there does not appear to be any sense of ownership – collaboration, yes – but not ownership. The JK Center is a collection of highly intelligent, talented individuals, but not a team.

The "power" of the organization centers on Dr. S. The rest of the team seems to hold her in a space of awe; this is most likely due to her personal experience with cancer – she has true empathy for the clients she is treating, that the other therapists cannot access, but can learn from. With the awe, however, seems to be a reluctance to "burden" her, evidenced by not taking concerns or grievances to her. It would appear to be general knowledge that she is not supposed to be working full-time and that, although cancer free, still undergoes the occasional follow-up testing inherent with the treatment of the disease. It is ironic that by treating her with "kid gloves", the full management of The JK Center falls on her anyway. She has not delegated any tasks or authority related to the business itself, but only within the teacher-student relationships dealing with patients.

Symbolic Frame

With the power and awe surrounding Dr. S, she becomes the center of the mythology of The JK Center. She is the cancer survivor with the knowledge, skills and empathy to make a difference for other cancer patients. But her power and effectiveness is severely curtailed by the way the business is set up. The mission, values and vision of The JK Center as well as the "product" (the Living Well With… programs) are highly symbolic as a re-creation of her own experiences dealing with cancer, and steep the organization in a strong mythology. In this mythology, Dr. S is the warrior who has battled and survived to teach others to fight well. No one can "take away" or "fix" cancer – they can administer tests and medications and be supportive in a myriad of ways or, in the case of The JK Center, they can teach patients new coping skills – but realistically, the outcome is strictly individual to the patient. Ironically, it seems that Dr. S is, at some level, also trying to run this business "all by herself" – she beat cancer, she can help others to beat it, too. As Adler would point out, there is purpose to her

behavior that from a macro level is very worthwhile and useful, but from a micro level might be interpreted as no longer useful and potentially dangerous to her health and wellbeing.

Recommendation

There are two options for the future of The JK Center: Dr. S as the full time Director or the establishment of a formal management structure.

Option One – Dr. S as Full Time Director:

An initial solution would be for Dr. S to take over as full time director of The JK Center, concentrating on management rather than her therapy practice. This would entail:

Changing perspective from Therapist to Manager

Establishing relationships in Oncology and General Practice clinics in the area for referrals

Finding one space that meets the needs of the organization

Establishing formal contractual relationships with alternative therapy providers

Managing the calendar and scheduling of the Center programs

Managing the relationships with the health plan providers

Ensuring that the "run rate" is achieved or exceeded on a monthly basis

Advantages:

This solution would allow Dr. S to have full oversight for the day to day operations of the business. There would be continuity and structure. An influx of cash would not be needed.

Disadvantages:

This solution would require Dr. S to set aside her own practice until The JK Center was "on its feet." The issue of the office space would still need to be addressed.

Option Two – Establishing a Management Structure

The option addresses the immediate concerns of The JK Center with the hiring of a full time Center Director and the establishment of a formal organization:
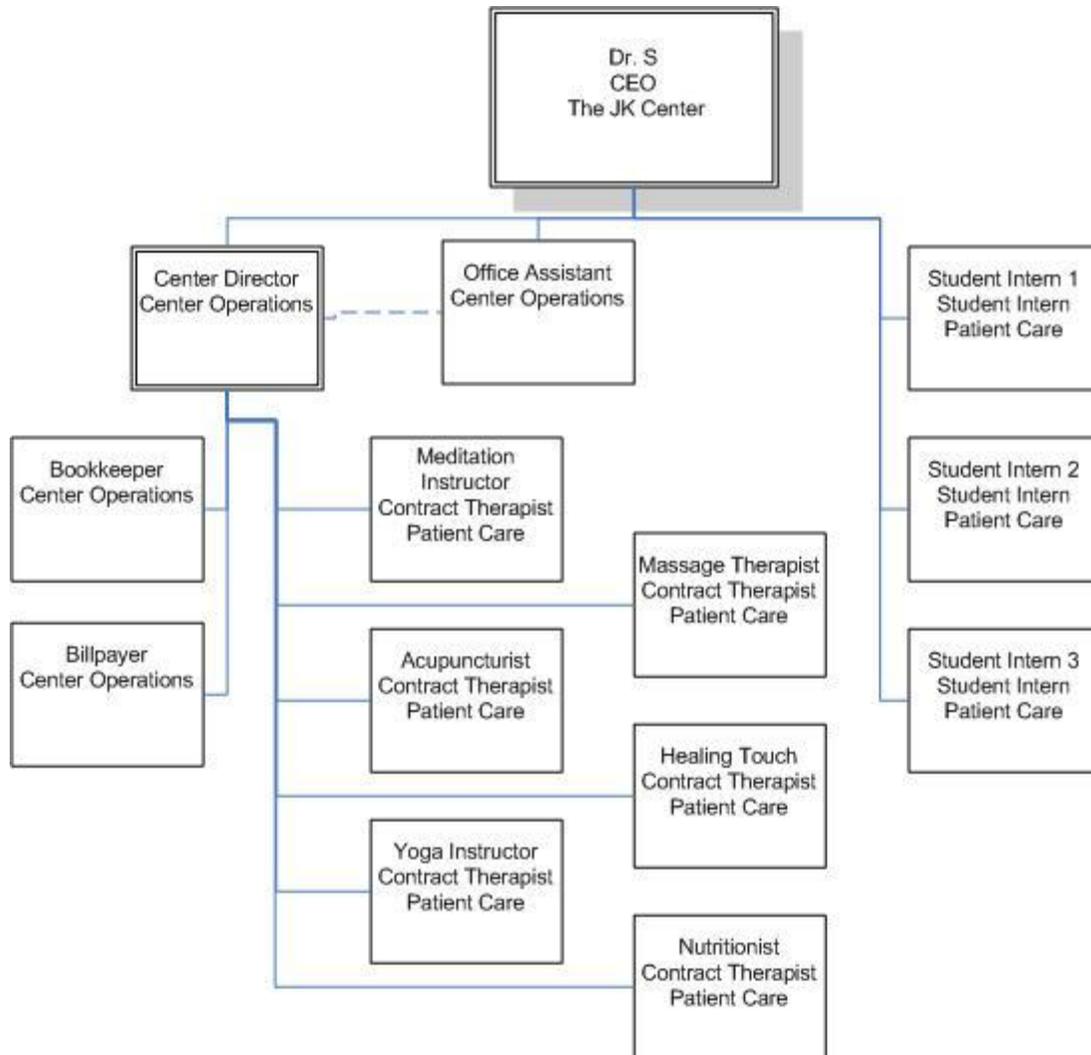

Figure 2. Proposed Organization Structure

This structure significantly decreases the number of direct reports to Dr. S to the Center Director and the students that she is supervising. By having the contract therapists "report" in to the Director, they are provided with a full time contact at the center.

The Center Director would take over the daily operations of the Center and have the following responsibilities:

- manage the part time support resources

- establish the Programs calendar and scheduling

- handle all contracting with contract therapists and students

- establish and publish a budget

- create and implement a marketing plan

- establish and maintain relationships with health plan providers

The incumbent to this position would have clinic management experience and preferably also marketing experience. The Director would have part-time access to the Center Assistant shared with Dr. S.

The position of Center Assistant is an extension of the existing part time position. This role would report to Dr. S and provide scheduling and reception for her. The balance of time would be in support of the Center Director with the Programs, marketing and contracting.

Advantages:

In this structure, Dr. S is not tightly involved in the day to day business of the Center and can concentrate on Program Development and her students and the roles of the other organization members are not significantly changed in this scenario.

Disadvantages:

There are financial problems that would have to be overcome in order to implement this solution: Salaries for the Center Director and an Office Assistant, and a better office space.

If this solution is to be implemented, an influx of cash would be needed in order to hire for the positions. As full time employees, benefits would need to be provided for them, unless they were willing to be contract employees. This influx, if it took the form of a loan, would add to the monthly expenses, and it would take a period of some weeks, maybe months, before the

position paid for itself in terms of additional referrals sent in and number of patient sessions per week increasing.

Additionally, it should be considered to replace both of the office spaces in favor of one new location. In combination, the office situation simply does not work well or match to what is needed. At the least, a space should be located where the door to the group room opens into a waiting area with the office assistant's desk and a coat closet. The Center Director's office should be accessed from this space as well. The best space would also provide a restroom, a kitchenette and one or two treatment rooms.

The success of this solution is dependent on using a marketing plan that would first identify all medical providers within a reasonable range of the office space, perhaps 10 miles in all directions, and the major oncology and pain clinics in the metro area. Secondly, relationships with the doctors, clinic directors and others at these offices and clinics need to be established and continually followed up on in order to drive referrals to the Living Well… programs. The Center Director would be responsible for establishing the plan, tracking contacts and sources of referrals and maintaining supplies of brochures, referral books and flyers.

Summary. The original question posed was whether The JK Center should retain their office space in Chaska. Upon review of all of the analysis and potential solutions, it becomes clear that the answer is "no". Whether Dr. S decides to continue with the Center's programs or not, the office space is not well suited for the business. The lack of office space and file storage, and the connected office and meeting room are problematic.

Follow Up. A meeting was set with Dr. S; my advisor, Dr. Premo; and this researcher; and Dr. S brought her significant other (SO) with her as he is becoming more involved in her business activities. The analysis section of this paper was provided for her review and this

researcher walked through the sections of it with her. Although the framing sections were not included, it became apparent that the awe in which she is held by her team needed to be addressed. My discomfort at having to reveal this phenomenon to her (primarily through Dr. Premo) was quickly relieved as she understood the situation very quickly and even offered evidence of it herself.

Dr. S was thoughtful and asked excellent questions as we moved through the material, but had some difficulty in internalizing the concept of moving out of her comfort zone as a therapist and into a new role as business owner. The group provided examples and feedback to assist her to "see" the differences between being one of the team and being the leader of the team as well as a business owner.

Dr. S acknowledged all of the evidence to my recommendation that no matter which direction she chose to take the business, that the Chaska office space was not right for the business and should be let go in favor of a new, consolidated space for her private practice and The JK Center. In spite of the evidence, however, she did surprise us by indicating that the choice she was most in favor of was the hiring of a business manager and continuing The JK Center at increased intensity. This researcher had felt certain that in light of her health, the severely decreased support from the other founders and her lack of experience running a business larger than just her, she would choose to return solely to her private practice. Instead, she is determined to take on a manager and concentrate on changing her role within the business to be the Owner.

<div align="center">Research Question Analysis</div>

The JK Center is a minute organization. There is only one true employee – Dr. S – with the rest of the organization informally contracted part-time. It is also an organization in

transition from the earliest, entrepreneurial phase to the next phase, probably best described by

Liao (2006) as the Commercialization phase. The product – Group Therapy/Education Groups

dealing with topics like "Living Well with Cancer" and integrating self-care and self-knowledge

through alternative therapies – has been developed and well received. They now have to "go

commercial". Since the work that they do is "heart-felt", to "go commercial" will feel

uncomfortable. Most of the staff would probably prefer to not have to charge for their services at

all! The implementation of the standard structures of a small, successful business complete with

rules and spreadsheets may cause some turnover of staff if they somehow feel they have left the

inspirational atmosphere for one of cold commercialism.

Is there a specific leadership style for the specific organizational life cycle change?

In the recommendations to Dr. S, both solutions indicate that a high priority for the next

phase of The JK Center's organizational life cycle will need to be put on the establishment of a

formal business structure. One case study does not answer the question posed at the beginning of

the study: Is there a specific leadership style for the specific organizational life cycle change?

However, the case study certainly supports existing literature like Liao (2006) who saw the

entrepreneurial phase followed by the intense focus on structure in the commercialization phase.

Does the change from one organizational life cycle phase to another necessarily mean a change

in leadership personnel?

Does the change from one organizational life cycle phase to another necessarily mean a

change in leadership personnel? This researcher believes that the study supports an answer of

"no" to this question. As seen in the recommendations to Dr. S. at The JK Center, the need for

structure in the organization could be implemented through the addition of a Center Director,

with Dr. S continuing as the "figure head" leader from the strength of her symbolic power, and providing the emphasis on shared vision and relationships.

The entire subject of organizational change is irretrievably meshed with the concepts of leadership and effectiveness due to the acceleration of change and the demands of the current environment of business, both nationally and globally. Because change is inevitable in order to stay abreast of technological advancement and market trends, the effective management of change is high on every corporate agenda. The results of this study definitely support the concept of a relationship between leadership style and organizational change, particularly in the sense of the ultimate success of the change goals. However, there are other variables that would need to be accounted for and controlled in a research design in order to make a more definite assertion. For instance, according to the literature, it would appear that as the situational favorableness of a change increases, a task-oriented leader becomes less effective. Conversely, a relationship-oriented leader will be more effective as situational favorableness increases.

Again, the results of this study indicate that there may be a strong relationship between leadership style and organizational life cycle phase. However, these results may be misleading in the sense that there may be characteristics *within* the theoretical life cycle phases that have the relationship to the leadership style, rather than the phase itself. It is this researcher's contention that if the progression of the life cycle phases were plotted on the chaos symbol, the figure eight of continual flow between order and disorder, it would be found that even as the phases progress over time, they may occupy the same spaces on the figure eight. Imagining that the descriptions of the earliest phase of an organization from the different theorists would put each of their "phase 1" in the "highly disordered" area of the chaos symbol. A consistent description of the need for the introduction of structure in the next phase would put each of their "phase 2" in the relatively

ordered area of the chaos symbol. The growth phases described by the theorists might put their

"phase 3" back into the "highly disordered" are of the chaos symbol. Where some of the theorists

placed an "end" to the organizational life cycle, this researcher believes that like a fractal, the

large mature organization will spin off new ventures (seen locally at 3M, Pillsbury and other

companies) that start the life cycle over again. It may even be that the passage of time and the

relative size of the organizations become less important to leadership style, than to that of the

need for either infusion of order or disorder in order to continue movement in the organization.

The idea that a transition across organizational life cycle phases may be a specific type of

organizational change has not held up to the results of this study. The theoretical construction of

life cycle descriptions allow for quite high level generalizations, but the inspection of the myriad

of variables concerning organizations across time does not allow for detailed indications of exact

phases that can be measured and evaluated – "today this organization is in the 'entrepreneurial

phase' but tomorrow we will be a 'growing company'" is not a likely statement. This study more

easily supports a concept of the transition of an organization from one life cycle phase to the next

as a set of changes that are likely but not certain to happen. This concept then supports a

supposition that those certain kinds of changes in certain conditions are likely to attract and be

more successful under certain characteristics of leadership.

Summary of Results

This researcher had to face her own biases in acknowledging that this tiny case study

business is facing the same situation that the large corporations she has had experience with have

faced. Just because there aren't as many persons involved does not mean that the issues are less

complex, impactful or important. Certainly, a matrix-style of communication will be easier to

handle within The JK Center than at a corporate division comprised of 200+ persons, but the

crafting of the communication, the delivery and the follow up have just as much riding on them. The mistake would be to believe that the size of the company dictates the seriousness of the situation to the stakeholders.

The situation is also well described by the first phase Greiner (1998) documents as:

Phase 1: Creativity - The founders of the company are usually technically or entrepreneurially oriented, and they generally disdain management activities. … a crisis of leadership occurs, which is the onset of the first revolution. Who will lead the company out of confusion and solve the managerial problems confronting it? (p. 59)

There is definitely a crisis of leadership at The JK Center. Solving the "managerial problems confronting it" was the heart of the coaching that Dr. Premo and this researcher provided to Dr. S. In order for The JK Center to survive, structure, process and procedure must be implemented. The "family" with the same passion must now transform themselves in to a business with contracted relationships, true responsibilities and expected results.

The crisis of leadership is centered on Dr. S. The business will not succeed if she is unable to become the Leader and leave her Therapist role in her comfortable chair. If she is able to begin to take the control necessary to implement the processes, etc, that are needed and keep her natural ability to establish and maintain relationships, it is this researcher's contention that she will have a winning combination.

CHAPTER 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

Leadership Styles and Organizational Life Cycle have thus far been concepts with very diffuse edges described in various ways for this researcher and her classmates to interpret and apply as directed by our professors. Now, however, having met and interacted with The JK Center, its director and staff, these are more than just concepts. In terms of Organizational Life Cycle, this researcher's experience in the business world has been exclusively with large organizations made up of sub-organizations all in varying phases of the organizational life cycle. In the past, I tended to try to catalog and categorize the entire organization. It was impossible to get much farther than acknowledging that each was a large company in the later phases of maturity… and possibly dying. By picturing each of these now as fractals branching, growing and branching again, or as sub-systems or organisms within the "parent" organism, the patterns and cycles are clearer and more easily identified.

The similarities in the characteristics of organizations over the passage of time would indicate that there are phases that may be predictable and describable. This predictability may provide additional information to a leader's intention to maintain the vibrancy of an organization over time. However, it is this researcher's thought that it is the need at specific times to introduce or order or encourage some disorder in organizations and the concept of oscillation rather than metamorphosis that may be more instructive than a life cycle model. Educating leaders in the diagnosis of the needs of the organization from that perspective may contribute more to the success of future organizations.
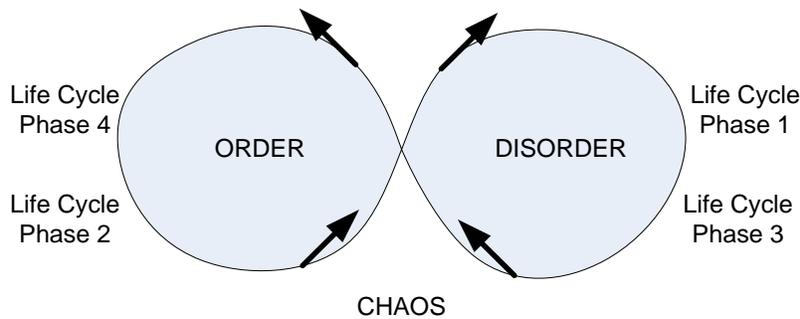
Figure 3. Chaos Perspective of Organization Life Cycle

Conclusion

As Muczyk and Reimann emphasized in their 1987 discussion of leadership, they believe that the effectiveness of leader behaviors "depends on the situation in which leadership is to be exercised. "Thus, the answer to the question 'Which leadership style is best?' is still 'It all depends!'" (p. 304). Certainly this study seems to confirm that there are similarities across organizations that can be described as life cycle phases and that there appear to be leadership styles that are more effective in certain situations than others. It is this researcher's conclusion, however, that the concepts of both organizational change – life cycle related or not, and the leadership style needed in order to navigate the change successfully, has more to do with understanding the balancing of chaos in the organization.

Recommendations for Further Study

The concepts of leadership style, organizational change and organizational life cycle have been studied to such a degree as to provide guidance and direction toward studies that will add to and build on existing knowledge in ways that will be helpful to current leaders and those faced with the inevitable organizational life cycle change. Where popular, established measurements of leadership style do exist, it may, in the long run, be more beneficial to utilize measurements of specific characteristics, such as task versus relationship orientation that were used by Adizes and

Schmid. To coordinate with the concept of organizational life cycle, this researcher believes that

it is the perception of the leader that is most illuminating, rather than any kind of financial or

organizational analysis. For triangulation of variables, the concept of organizational change

needs to be focused. Although this researcher tends to believe that the eventual outcome of the

change as brought on by the organizational life cycle moving from one stage to the next, and

what leadership style is used during that change is more important than how the change itself is

managed, as discussed by Herold, Fedor, Caldwell, and Liu (2008), a study that focuses on

periods of relative order compared with periods of relative disorder may be even more helpful.

Additionally, direct measurement or perception of leadership effectiveness during the

organizational life cycle, examined as an influencer or having been influenced by leadership

style could begin to build up the gaps in the current research.

References

Adizes, I. (2004). Embrace one problem after another. *Industrial Management*, *46*(2), 18-25.

Bons, P. M., & Fiedler, F. E. (1976). Changes in organizational leadership and the behavior of relationship- and task-motivated leaders. *Administrative Science Quarterly*, *21*(3), 453-473.

Bowman, J. (2000). Examining six different leadership styles in relation to constrained change at Winona State University. *Education*, *120*(3), 455.

Cameron, K. S. & Whetten, D. A. (1981). Perceptions of organizational effectiveness over organizational life cycles. *Administrative Science Quarterly*, 26, 525-544.

Dotlich, D., Cairo, P., & Rhinesmith, S. (2008). Complexity, diversity and uncertainty -- The shaky new ground for CEOs. *People and Strategy*, *31*, 44-51.

Fendt, J. (2006). Are you promoting change--or hindering it? *Harvard Management Communication Letter*, *3*(1), 3-6.

Greiner, L.E. (1998). Evolution and revolution as organizations grow. *Harvard Business Review, 76*(3), 55-68.

Hawkins, J. & Dulewicz, V. (2007). The relationship between performance as a leader and emotional intelligence, intellectual and managerial competences. *Journal of General Management*, *33*, 57-78.

Heifetz, R. A., & Linsky, M. (2002). A survival guide for leaders. *Harvard Business Review*, *80*(6), 65-72.

Herold, D., Fedor, D., Caldwell, S., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93, 346-357.

Hersey, P., & Blanchard, K. H. (1974). What's missing in MBO?. *Management Review*, *63*(10), 25.

Kim, W., & Mauborgne, R. (2003). Tipping point leadership. *Harvard Business Review*, *81*(4), 60-69.

Lester, D. L., Parnell, J. A., & Carraher, S. (2003). Organizational life cycle: A five-stage empirical scale. *International Journal of Organizational Analysis*, II, 339-354.

Lewin, K. & Gold, M. (1939). Patterns of aggressive behavior in experimentally created 'social climates'. *Journal of Social Psychology*, 10, 271-299.

Liao, Y. (2006). The effect of fit between organizational life cycle and human resource management control on firm performance. *Journal of American Academy of Business. 8*, 192-196.

Jacobs, P. (2005). Five steps to thriving in times of uncertainty. *Negotiation*, December 2005, 3-5.

Kerfoot, K. (2004). The shelf life of leaders. *Dermatology Nursing*, *16*(4), 379-381.

Kotter, J. P., & Schlesinger, L. A. (2008). Choosing strategies for change. *Harvard Business Review*, *86*(7/8), 130-139.

Magnusen, K. O. (1995). The legacy of leadership revisited. *Business Horizons*, *38*(6), 3.

Marques, J. (2008). Lead -- or get out of the way! *Management Services*, *52*(2), 42-43.

Mintzberg, H. (1984). Power and organization life cycles. *Academy of Management Review*, *9*(2), 207-224.

Muczyk, J. P., & Reimann, B. C. (1987). The case for directive leadership. *Academy of Management Executive* (08963789), *1*(4), 301-311.

Muczyk, J. P., & Reimann, B. C. (1989). MBO as a complement to effective leadership. *Academy of Management Executive* (08963789), *3*(2), 131-138.

O'Rand, A. M., & Krecker, M. L. (1990). Concepts of the life cycle: Their history, meanings, and uses in the social sciences. *Annual Review of Sociology*, *16*, 241-262.

Oshagbemi, T. (2008). The impact of personal and organizational variables on the leadership styles of managers. *International Journal of Human Resource Management*, *19*, 1896-1910.

Owen, P. S., & Demb, A. (2004). Change dynamics and leadership in technology implementation. *Journal of Higher Education*, *75*, 636-667.

Phelan, M. W. (2005). Cultural revitalization movements in organization change management. *Journal of Change Management*, *5*, 47-56.

Schmid, H. (2006). Leadership styles and leadership change in human and community service organizations. *Nonprofit Management & Leadership*, *17*, 179-194.

Smith, K. G., Mitchell, T. R., & Summer, C. E. (1985). Top level management priorities in different stages of the organizational life cycle. *Academy of Management Journal*, *28*, 799-820.

Starbuck, W. H. (1967). Organizational metamorphosis. *Academy of Management Proceedings, 1967,* 113-132.

Weymes, E. (2003). Relationships not leadership sustain successful organizations. *Journal of Change Management*, *3*(4), 319-331.