



Impoverished Leadership:

Recognition and Restitution

IMPOVERISHED LEADERSHIP: RECOGNITION AND RESTITUTION

GOALS

1. Differentiate between appropriate and inappropriate leadership behaviors.
2. Recognize impoverished leadership behaviors.
3. Differentiate behaviors that potentially can result in legal proceedings.
4. Identify selective communication as a possible act of discrimination.
5. Incorporate a positive attitude, commitment, tenacity, and leadership predictability into personal leadership behaviors.

KEYWORDS FOR APPLICATION

1. Evidence of Leadership Impoverishment
2. Role of Attitude in Impoverishment
3. Role of Tenacity in Impoverishment
4. Role of Predictability in Impoverishment Reversal
5. Discrimination and Impoverishment
6. Respectability
7. Intuition

WHAT IS IMPOVERISHED LEADERSHIP?

The general meaning of impoverishment is to be poor in *quality and productivity*. Therefore, as a leader, not responding in a manner that is in keeping with an adequate and appropriate response to an employee's needs or concerns puts the leader within the impoverishment realm. The failure to act upon an employee's request and information can become the undoing of a leader. Thus, is the evidence of the lack of quality and productivity. Impoverishment is another word, also, for incompetent!

Research proves that competency and skilled leadership are acquired by the time a person is a young adult.

EVIDENCE OF LEADERSHIP IMPOVERISHMENT

Where many times, leaders do respond and positively reward employees and customers, there have been times when *negative* leader behavior and attitude are evident, including (but not limited to):

1. Incoming phone calls not transferred
2. Some phone calls are never answered or returned
3. Behavior is curt, rude, and sounding angry
4. Schedules are changed at the last minute to accommodate only company needs
5. Untimely response to a consumer's needs, concerns, suggestions, or requests

6. The environment is not conducive to an employee or consumer's comfort
7. Inability and unwillingness to answer appropriate questions
8. Insensitivity to employee's and consumer's feelings and requests
9. Negative attitudes that tell others that we choose not to listen or respond
10. Employment termination without consideration of helpful direction, warning, or due process

Archie Manning (previous AFL quarterback and current outstanding leader) stated on March 20, 2014, in Billings, Montana, at a well-attended function: "No obstacle is so tough that it can't be overcome by good leadership." All leaders can overcome these obstacles with no impoverishment.

This document reinforces the fact that to know a "good leader and good leadership," you first must recognize "**good**" as well as "**bad**" leadership. That is the dichotomy of critical thinking!

ATTITUDE AND ITS ROLE IN IMPOVERISHMENT

An attitude (negative or positive) offers an exchange with an employee or a consumer. The term "attitude" means nothing unless it is clarified whether that attitude is negative or positive. A positive attitude moves a person toward a positive outcome. It provides a happy and productive environment. Sure—all employees will have negative behaviors and feelings at times. However, that does not mean negative emotions or actions are imposed on others. A leader recognizes positive attitudes and rewards those positive attitudes accordingly. Impoverished attitudes are evidenced in passively aggressive leaders; therefore, they do nothing to improve a negative situation.

Charles R. Swindoll reminds us that we are human beings and often have negative attitudes.

"The only thing we can do is play on the one string we have, which is our attitude. I am convinced that life is 10% what happens to me and 90% of how I react to it. And so it is with you...we are in charge of our attitudes."

Walter D. Wintle reinforced attitudes.

"If you think you are beaten, you are. If you think you dare not, you don't. If you think you'll lose, you're lost. Out in the world, we find success is all in the state of mind. If you think you're outclassed, you are. You've got to think high to rise. You must be sure of yourself before you can win a prize. Life's battles don't always go to the stronger or faster person, but sooner or later, the one who wins is the one who thinks he can."

The leader faces personal attitudinal adversities—it is true! The question is: How will you respond to such hardships and challenges? Better still, the question is not what you will do when you have these adversities, but will you be bitter or *better*? It is challenging for all leaders to maintain an excellent attitude to get jobs done. Impoverishment is when bitterness is present. Being *better in attitude* requires strength; however, it is the hallmark of great leadership!

TENACITY—RESTITUTION FOR IMPOVERISHED LEADERSHIP

The word “tenacity” means keeping a firm hold on something. This term represents conviction and a belief in something that is a part of your world. Restitution is an attempt to make right what could be evidence of impoverishment. Positive tenacity can help make a positive move toward leadership improvement. Tenacity is a positive effort in personal behavior that shows a belief in oneself and the conviction to perform accordingly.

In 1930, there was a positively tenacious lady. She argued with her husband frequently. He was a railroad man—the engineer on a train on a rail line at Montana’s upper part known as the “Highline.” At times, she would have a heated argument with him. She was always determined to win the fight and make things better! Her failure to win a heated argument with her husband resulted in tenacious behavior. She would go to each crossing along his route and shout her views and shake her fist at him when the train engine passed. He would lean out the window, smile, and wave. On and on, she would go for miles, stopping at each crossing to get his attention and to be heard.

Now—there is a woman with a tenacious heart! She was positively determined, even while being refuted again and again. She “stuck to her guns” (so to speak). She set an example of always trying and risking to be heard. She believed in herself! She was tenacious and believed in her cause, evidenced by her positive attitude.

Leaders should never give up on what is right and what they believe about the need for excellence. We should be willing to go to each crossing (as the story goes) to remind other “engineers/leaders” that we are always there for a worthy cause—that positive resolution of leader impoverishment is a worthwhile goal.

Tenacity is present when you dare to stand firm on commitments. Impoverishment is when the weakness of responsibility is present. Make firm commitments and be willing to uphold your rightful beliefs!

PREDICTABILITY—RESTITUTION FOR IMPOVERISHED LEADERSHIP

The term predictability means that you can tell or know something in advance. Unlike intuition, which is independent of a reasoning process, predictability can be linked through conscious and subconscious recognition of another person’s past observations and behaviors—in this case, the leader. Restitution of poor leadership is an attempt to meet promises of leadership intentions. Confidence and trust in

leadership are maximized when the future is predictable. Predictability in leadership is *good* only if there is *minimal* change in what is *known* to be predictable leadership behavior.

For employees experiencing a leader with predictable behavior, it can permit a sense of increased security. It provides a comfort zone of information and action. There is less guessing about outcomes for the employee, and there is no constant reprogramming of employee behavior to keep on an even keel with the leader's expectations. There is a feeling of more freedom among employees regarding acceptable behavior because they know expectations and limitations. Facility/organizational policies help with permissible limits of action. A leader with predictability offers a prevailing sense of security along with the policies of the facility/organization. Policies prevent after-the-fact biases and discrimination that can alter predictability.

A true leader is known to be predictable and, therefore, not impoverished. The leader has already determined what works for them. There is accompanying personal pride, stability, comfort, and a sense of individual control and power exhibited by the leader. There has been a decision by the leader to act and think in a certain way-- even though the leader might be tempted to be pushed or pulled by emotion or another person's coercion. Hence, the necessity of policies! Through making a personal and conscious determination to exhibit predictability, there is control of employees. Interestingly, the predictability of *leaders* will promote positive predictability by *employees*. No confusion exists. Expectations are met. Everyone knows their predictable job. Everyone performs within their job expectations. Talk about how to increase leadership power within a facility/organization! WOW!

To be a "great" leader, you *do not* need to be right, perfect, or even consistently predictable all the time—just right, perfect, and predictable *most of the time*. Leaders are human! Even Einstein was known to make calculation mistakes 20% of the time—so they say!

NONDISCRIMINATION—RESTITUTION FOR IMPOVERISHED LEADERSHIP

To discriminate in the workplace means that you, as a leader, are making a distinction in favor of or against another person. It is often done inadvertently in our minds and sometimes in our daily behavior. Mainly, discrimination is a learned behavior. Nowadays, every leader must be aware of these untoward and unacceptable thoughts, words, and actions in making leadership choices. Previously determined policies minimize the chance of discrimination!

The nondiscriminatory conversation is built on the ability to listen carefully. Respond promptly to consumers on the telephone, regardless of the complaint or the reason for the telephone call. Make comments that represent a caring attitude. For example, "It must be very difficult to -----
-!

Try hard not to ask many questions that can be answered by "yes" or "no." Let the consumer talk— that is why they called. Use open-ended questions that require the caller to use descriptions and words to communicate. Pick up on keywords and repeat those keywords to help the consumer clarify the exact problem. Watch what you say, along with the voice inflections and tone of the conversation. Do not

discriminate by assuming a person is right or wrong in what they say or the accompanying body language. *In their mind, they are right.*

Impoverished leadership dismisses language and behavior. Your assumption might be that the leader is always right--- not so! Be powerful by combining the entire picture and acknowledging what you hear and the combination of seeing and hearing. The ability to de-escalate another person's frustration and anger is POWERFUL!

LAST THOUGHTS

***TO BE AN EXCELLENT LEADER, YOU MUST:**

THINK LIKE A LEADER

ACT LIKE A LEADER

BE A LEADER

***TEACH ALL STAFF TO BE LEADERS**

***SUCCESSFUL LEADERS SEE THE OPPORTUNITIES IN EVERY *DIFFICULTY* RATHER THAN THE DIFFICULTY IN EVERY OPPORTUNITY." (REED MARKHAM)**

***IT IS DIFFICULT (I DID NOT SAY IMPOSSIBLE) TO UNLEARN IMPOVERISHED LEADERSHIP BEHAVIORS AS AN ADULT. POWERFUL EPIPHANY, I THINK!**

***SHH—NOW YOU KNOW THE POWERFUL CONCEPT (IMPOVERISHMENT) THAT GIVES A REASON FOR THE UNFORTUNATE LEADERSHIP HAPPENINGS AND OUTCOMES.**

***SHH—NOW YOU HAVE SECRETS OF LEADERSHIP POWER!**

RECOMMENDED READING

Introduction to the Hiring Process by this author

Communication by this author

Manning, (Elisha Archibald Manning III -1949. (A former 13-season National Football League quarterback). *Overcoming with Good Leadership.*

A poem by Wintle (late nineteenth century) entitled *Thinking.*

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