

# The Analysis of Truly Human Leadership

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## Abstract

**This article is based on the Barry-Wehmiller “Truly Human Leadership”, motivation and change. Bob through applied these aspects after the acquisition of the Emerson Electric, make the Barry-Wehmiller out of the crisis. We through compared THL with other two traditional leadership styles, find the advantage of THL for company and analysis how the leadership is influenced by the motivation which belongs to “People Oriented” Theory. Beyond that we realized the importance of change and give some suggestions based on four change models to deal with the crisis in 2013.**

## Keywords

**Truly Human Leadership; organizational change; Motivation.**

## 1. Introduction

### 1.1. Introduction and Analysis of the Key Concepts in the Case

Bob chapman inherited a company (Barry-Wehmiller) which is full of crisis, he used especially management skill to make the entrepreneurship back to life and develop fast. Then he established a own special management model named truly human leadership. He used THL managed and controlled Barry-Wehmiller, and then acquired many other companies and get more profit.

We analysis the key conception for his truly human leadership, then compared with Laissez-faire style and Autocratic style to discussion the advantage and disadvantage. After this, we explore how the motivation make effort to it, and then give some suggestions depend four change models and analysis what is the factors for the resistance to change.

### 1.2. Analysis of the Key Concepts in the Case

#### 1.2.1. Truly Human Leadership

Truly human leadership is focus on People Oriented, touch them. When they met great recession, Bod made no-layoff strategy, cared more about their emotion, with empathy, the whole company advocated a spirit of shared sacrifice. So, it was just followed with positive results, people help each other and agree with this ideal, company passed the crisis quickly. This result illustrates that the principle of the leadership is efficient and what makes the company success is the energy of teamwork which is inspired by the leadership. This energy is from the inside of the works' heart, it is a feedback for the THL. (Karsten,2014)

#### 1.2.2. Motivation

In 2013, company set up SSR award. “frustration elimination principle” and the Free Wellbeing and financial incentives and so on are offered to staffs. These activities are all belong to positive motivation, they take the staffs achievement, power and affiliation, which inspire potential, make them explore more creation and work hard.

### 1.2.3. Change

Bob change the original management style for Barry-Wehmiller after he took over it, thus change is especially in strategy, and then when they met crisis, they change the workers' attitude. Change follows the process of the business, and very important for the development of a company.

## 2. Learning on Truly Human Leadership

### 2.1. The Significant Impact We could have on People's Lives

when we do our business, we are not just creating product or service, we also take the responsible to the world. the people work in the organization will be changed through the work, what they become is sometime depending on what our company give, we can make the workers be inspired by our work atmosphere, start their new life and realize their dream, while we can let them be full of complain and become negative except for internal factors. Inspiration awakens people to new possibilities by allowing us to transcend our ordinary experiences and limitations (Scott, 2015).

### 2.2. Calm Down is Necessary for Our Life

People always feel confused and anxiety because of the fast world, they care more about the speed, act without pause let them make mistakes easier. Have a pause when you start a program or reflect after it to calm down will give individual the thinking time to analysis, make their emotion more stable, gentle, which followed with efficient work and right decision(Bob, 2018).

### 2.3. If Workers Enjoy their Work Role, They will Transform their Skills

Which means if you give the staff a relax and freedom environment, they may put the passion when they show in spare time to their work time, and then make their performance efficient. There are 3 ways to make the employees happy as follow:

Build ownership among your crew

When the staff take part in the work, feel themselves are truly team member, they will have more responsibility and give own ideals to prove the program. (Themuse,2019)

Trust employees to leave their comfort zones

Make the employees feel valuable is necessary, because seldom people like to repeat on work for a long time, they need growth and learn. When the boss show its trust and give more chance to their staffs, they will have positive attitude to try their best to overcome the frustrate and work hard. (Karsten,2013)

Care for your people like family

Everyone wants to do better. Trust them. Leaders are everywhere. Find them. People achieve good things, big and small, every day. Celebrate them. Some people wish things were different. Listen to them. Everybody matters. Show them. (Bob, 2015)

## 3. The Merits and Demerits of Truly Human Leadership (THL)

### 3.1. The Reason Why Truly-Human-Leadership is better than Traditional Leadership

The case study shows that THL has many advantages. As far as I'm concerned, I totally agree with him. This is because it is more efficient than other traditional leadership styles.

It focuses on the process of recognizing and interpreting the uniqueness of each person (Moore, 2015).

In fact, Bob charleman' s passion for employee training is arguably the best proof. By sharing his experiences, insights, stories, Suggestions, etc., he believes that the most positive impact on employees can be achieved by providing care, empowerment, and a working environment (startwithwhy, 2016). As the name suggests, let employees find the best way to work. Although the laissez-faire style has the ability to create a more creative environment, let employees to improve their skills, promote the organization innovation (Anastasia, 2017) that they can be more energetic and efficient to complete the task and ensure high quality. But the shortcomings of laissez-faire style are also laid bare. The lack of support and guidance from employees may not give full play to employees' best ability (Anastasia, 2017). This means that employees may focus on the wrong things, or they may not be able to complete the task in time.

Everyone should have the opportunity to use their talents and talents in a common vision (barrywehmiller, 2017).

It is not an exaggeration to say that this is not possible under authoritarian leadership. Because dictatorships do not take full advantage of employees' abilities and their creative potential (money issues | all management articles, 2017). This means that even if the instructions given by the leader may not be appropriate, the employee must follow the instructions blindly. This will ultimately leave employees feeling helpless and frustrated at work. When leaders are absent, the continuity of the organization is threatened. This is because employees don't have the opportunity to develop their talents.

### **3.2. Comparison of Truly-Human-Leadership with Traditional Leadership**

THL's starting point is different from the other two traditional leadership styles, which belong to leaders with a clear spirit of optimism. The most important thing is to provide a more creative and motivational environment for team members (Amabile and Khaire, 2008). It plays a huge role in the management process.

- It can improve job satisfaction (Half, 2017), and may achieve higher job satisfaction in adjusting the company's deficiencies, thus increasing their motivation to work. In contrast, autocratic leadership may reduce employee satisfaction and increase the risk of employee turnover.

THL's core idea is that success comes from the way people live. In other words, think through the employee's perspective. Put people first as the first consideration. This is the main reason for THL's success.

- Strengthen the company's cohesion (Whitmore, 2015). The advantage is that employees don't think the company's development has nothing to do with them. On the contrary, everyone will do their best to contribute to the company and make the company better (barrywehmiller, 2017). Because they feel involved in the company's decisions, they have power and value. But the difference is that autocratic leaders do not use team opinion to achieve their goals.

- It can retain more talents for the company (Gill, 2014). As we all know, it is a long process to train new people, which can provide guidance for employees. Retaining talent is more important than attracting and nurturing new talent. It is no exaggeration to say that the success of retaining more talents can create an environment that attracts more talents (Half, 2017). It is conceivable that the direction that laissez-faire leadership lacks is the biggest shortcoming. Simply put, trust is the foundation of all relationships (Moore, 2013).

It is clear that autocratic leaders can provide quick decisions (Joseph, 2015). Autocratic leadership is good for companies in emergencies that require quick decision-making. But dictatorial leadership commands are intuitive and do not require specialized leadership training or knowledge (Travis, 2018). In other words, it doesn't have to worry about the emotions of its followers, it doesn't have to satisfy the different motivation requirements of the team members. Due to the strict control and supervision of employees, the work efficiency is

guaranteed. But the biggest difference between THL and them is that it chooses to believe that each team member wants to do better (startwithwhy, 2015). Unfortunately, THL may lead to dissatisfaction with the Labor force. Because this style focuses on employees' feelings, they tend to be happy with their employees. They believe that employee happiness is one of the keys to company success (Anastasia, 2017). But if there is a problem with the company's business, it needs to find a way to cut costs, and it may not consider layoffs as the best course of action (Martin, 2016). But companies need growing profits and innovation to move the organization forward. A reduction in profits could mean that tough decisions have to be made, such as long-term limits on employee benefits, all of which could lead to worker dissatisfaction (Martin, 2016). In addition, it could lead to undemocratic results. Although the company allows employees to express their opinions and express their own opinions, it does not guarantee that all employees' Suggestions will be satisfied. In fact, people don't like to be ignored (Martin, 2016).

#### **4. Motivational Theory used to Influence Bob Chapman's Leadership Style**

According to the case study on the crisis happened to the company in 2013, as the company suffered a significant collapse in it employment sector, to which the CEO of the company had to appeal to an effective motivation theory for influencing his leadership style within the organization in other to overcome the crisis. Bob Chapman, in addition, 'People Oriented Theory' was his style of leadership, where he focused the most on person relationship rather than any other. Based on our researches, 'People Oriented Theory' is the kind of leadership style in which the leader is participating directly with the employees through the progress and likewise the reverse of task-oriented leadership style. (influentialleadership.com, 2017)

In fact, the motivational theory that we think Bob Chapman used to get impact in his leadership style is the theory of motivation suggested by McClelland. McClelland's motivational theory is one of the theories concentrating on social motivation and explains the process of motivation by breaking down what and how needs are and how they must be approached. This theory is diligently related with learning theory, because he supposed that needs are learned or acquired by the kinds of procedures public qualified in their environment and culture. He found that people who acquire a need behave differently from those who do not have. We consider that Bob Chapman could use this motivation's theory in his leadership style to maximize the equilibrium and establishment of his employment. Based on the case study, Bob Chapman was more interested in finding out how to touch people's life, and to do so, he would include several motivational factors that late on could facilitated him to influence his leadership and staff as well. (trulyhumanleadership.com, 2018) In fact, McClelland's theory includes the following needs to meet.

##### **4.1. Need for Achievement**

Need for achievement is a performance guided toward struggle with a standard of brilliance. Individuals motivated by achievement need stimulating, but not incredible, developments. They succeed on great tough difficulties or circumstances, so make sure you keep them engaged this way. Individuals motivated by achievement work very efficiently either alone or with other great achievers. This would be the straight point many leaders may go through in their business for achieving their business goals, however, Chapman assumed the more successes that can occur in a business is when we meet people needs in the first place, then they would be ready to meet company's needs or goals.

##### **4.2. Need for Power**

The need for power is concerned with making an impact on others, the desire to influence others, the urge to change people, and the desire to make a difference in life. Individuals with

great power and authority will perform better than those possessing less power. Rather than leading and controlling over the team members as many leaders do, Chapman's method to motivate his employees was to let every member come together and making them feel as they are owning the organization. He made his staff to have part in the business decision-making, because he understood when you feel something is yours you are going to fight for it and defend it.

### 4.3. Need for Affiliation

The need for affiliation is an urge of a person to have interpersonal and social relationships with others or a set of people. These people are effective performers in a team and want to be liked by others. These individuals work effectively in roles based on social interactions, for instance, client service and other customer interaction positions. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction. Chapman, instead of the resources allocated by the organization, he would classify and define his organization through his team members in terms of their performance and contribution to the organization objectives; acknowledging and recognizing the importance and the value having his team members for the rising of the business. From this model, employees would feel involved and be part of the Wehmler Group. (managementstudyhq.com,2019) (mindtools.com, 2019).

## 5. Change

### 5.1. Organizational Change

The organizational change means the any alteration of people, structure, or technology in an organization, all organizations are encountering continuous changes, and it is the way which organizational change is studied provides insight into this process. Organizational change is an area of management theory. It focuses on the stages the company has experienced in the development process. (Devra,2018)

#### 5.1.1. External and Internal Forces for Change

##### ● External factors

Changing customer wants and demands. Understand what customer need and what customer wants, the MSI need develop new customers for meet mass production and supply.

New governmental laws. The US add the excise tax on medical devices as 2.3% tax, but some people think it is not enough for decrease the medical devices marketing with 2.3% tax.

Changing technology. It is important to do innovation for technology, develop the new medical devices or do cost saving for old medical devices.

Economic changes. The manager needs to change in economic forces, and concern the impact of an economic recession. Its medical devices were retrogressing in 2013 year.

##### ● Internal factors

New organizational strategy. The MSI need develop the new organizational strategy for medical devices marketing, also improving the customer service experience and providing more competitive product pricing.

Change in composition of workforce. Implement the THL in MSI, create a service and an Inclusive mindset for every staff, and including empathy and listening.

New equipment. The MSI have been Developed the new equipment after purchase MSI, but these equipment's are not meet the change of time. So MSI need develop the new equipment to do medical devices and decrease the costing. (Golson, J. 2018)

Changing employee attitudes. The MSI cannot do laying off 85 team members, it will impact the morale for employee. and it should not meet the organization management of THL.

### 5.1.2. Four Types of Change

**Strategy** the strategy indicates a change in how managers ensure the success of the company. (Login.shrm.org, 2018) If you realize that the current strategy is no longer suitable for the company's situation; or set a vision for the company's future development; you should implement the change and build a new system to support it. (Inc.com, 2018) so the innovation needs to be implemented immediately for MSI with marketing strategy.

**Structure** Structural changes are changes to the organizational structure, and may be due to internal or external factors that often affect the operation of the company. (Study.com, 2018) the MSI need study the organizational structure for Barry-Wehmiller for truly human leadership, also develop the new design for report process and employee empowerment and suited for MSI company.

**Technology** technology helps companies manage change operations. Businesses have succeeded in reducing costs by examining business processes and eliminating what customers believe has no value. This is a key challenge for corporate leaders and technicians. (Smallbusiness.chron.com, 2018) the MSI should develop the new equipment for Medical devices and develop the new technology to ensure the yield and price. eliminate all kinds of waste and add Automation device in process and do cost saving for MSI.

**People** use the truly human leadership in every staff, advocate the main idea of listening, empathy and creating a service mindset in MSI, try to touch people's live style to balance successful and affect organization staff live responsibility, increase the trust for interpersonal work relationships.

## 5.2. Resistance to Change

A manager trying to implement a change, no matter how small, should expect to encounter some resistance from within the organization. (Inc.com. 2018) Leadership is an organizational imperative when managing change. (Forward Focus, 2018)

### 5.2.1. Overcome of Resistance to Change

Structure the team to maximize its potential Give team members proper roles and responsibilities to give them the best advantage. The MSI manager team need support to transfer the more responsibilities to middle manager and leader, it can overcome the resistance to change of employees.

Set challenging, achievable, and engaging targets Clear guidance on goals and objectives. Break down the change project into smaller milestones and celebrate achievements. The manager needs set more challenging, achievable and targets to staff when do change, the staff will follow manager's direction to do work.

Fear of loss the change has already threatened the self-interest and caused the loss. The MSI manager need eliminate loss between staff and leader.

Belief change is inconsistent with goals of organization the manager needs change the person's belief for changing of organization, help people to take part in activity of organization and eliminate the inconsistent idea between people and management.

Resolve conflicts quickly and effectively the MSI should resolve the conflicts once happen resistance to change, the MSI should more flexible to resolve change.

### 5.2.2. Creating a Culture for Change

It is necessary to create a stable and permanent organization's culture in

Company to make it very resistant to change. it takes a long time for a culture to take shape. after established, it will become entrenched. Strong cultures are particularly resistant to change, because employees' attitude toward them is so firm. The MSI should implement the truly

human leadership between manager and staff, the company can get over it together. (Harvard Business Review, 2018)

## 6. Conclusion

Truly human relationship is a principle based on People Oriented, it concludes many factors such as treat the workers like the family members, satisfy their internal need, explore their potential skills, improve their affiliation and so on. It influenced by motivation, which can make people get esteem, feeling of achievement. In the process of the business, company must be faced change for their further improvement, they should find their problems and use different model to change.

The total words 3292.

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