

Leadership Behavior: Empowerment Fosters to Changing Organization

Choomsak Intarak¹

ABSTRACT

Changing organization is nowadays critical issue to operate the modernization. The aim is directed to learning organization (LO), however, the most important factor is leadership behavior that characterizes to the empowerment. It's composed of the subordinate performance, to be satisfactory behaviors. Knowledge management (KM) is the key strategy composed of managing the generation of new knowledge through learning, capturing knowledge and experience, sharing and communicating, organizing information for easy access, and using the building on what is known. Transformational leadership is indicated that the behaviors supported to develop subordinates and fostered to organizational change.

In a changing society at the present time, it needs the development of persons and society, however, the influence for change is that the leadership behavior. It means that the development in change agent should be emphasized on leader behavior to be empowerment which composed of intelligence power, creative thinking, decision making, and technical skills. These characteristics imply to the organizational change.

The empowerment for the leader is to provide and nurture the necessary skills and understanding required of leader by teaching, coaching, and mentoring process. In this mention is implied to the individuals in organization must be leadership by empowerment with knowledge management that will foster to the organizational change.

What is Empowerment?

There are three words which relate to each others; power, influence, and authority to become empowerment.

Power is meant a capacity or a potential that needs to be effective and a dependence relationship.

Influence is meant a powder to persuade, encourage, force, coerce, and effecting to another person or group.

Authority is meant a power that occurs by the responsibility in a position and role in organization.

However, there are much of the recent sociological debate on "power" revolves around the issue of constraining and enabling nature of power. Thus, power can be seen in various forms of constraint on human action. Much of this debate is related to philosopher, Niccolo Machiavilli (1469-1527) gave the meaning of power as "a complex strategic situation in a given society".

For the Spanish and Portuguese word power is "poder" and French word is "pouvoir". Both words mean "to be able". A French word is "puissance" which means more potential

or virtual power, a capacity of. For Chinese, Mandarin word of power "neng" is meant "to be able to" or "the strength to be able to". (<http://en.wikipedia.org>)

Thus, empowerment is meant that to make more power or to increase the capacity and to give the opportunity to control over. The example of empowerment is that the leader behavior is satisfied with the subordinates as providing the coaching, guidance, support, and rewards the necessary for effective performance. House (1971) identified four leadership behaviors; **the directive leader** who lets the subordinates know what is expected of them and give specific guidance on how to accomplish tasks, **the supportive leader** who is friendly and shows concern for the needs of subordinates, **the participative leader** who consults with subordinates and uses their suggestions before making a decision, **the achievement oriented leader** who sets challenging goals and expects subordinates to perform at their highest level. These behaviors show that leader could be empowered in different styles as their skills and experiences to achieve the organizational change.

¹ Associate professor, Distance Education Institute, Bangkokthonburi University.

Bases and Sources of Power

Base of power refers to what the power holder has that give to the others. There are three main bases of power; physical power, psychological power, and intelligent power.

Physical power refers to healthy and wealthy of individual that able to foster the organization move towards the global. **Psychological power** refers to feeling that increase value as self confidence, self reliability, self assurance, etc.

Intelligent power refers to knowledge, information, decision making, and solving problem.

Thus, the bases of power are occurred by the individual who learn and practice from the beginning of life up to lifelong survival. However, these bases of power can be growth relate to the duration or periodical time. The individual has more growing more powerful. It's meant that there will be more learning, growing, and leading to the empowerment. French and Raven (1959) proposed five bases; **coercive** depends on fear, **reward** is derived from the ability to distribute anything of value, **expert power** refers to influence that is derived from special skills or knowledge, **legitimate** is based on the formal rights one receives.

As a result of holding an authoritative position or role in an organization, and **referent power** develops out of others' admiration for an individual and their desire to model their behavior and attitudes after that person. In addition of power, the writer proposes another power that has more empowerment is **charismatic power**, derives from learning and practice in a social acceptance or a virtue performance. It is mystical quality that may be influencing to others.

For the sources of power, it refers to where the power holder gets to empowerment, refers to how to control the bases of power. There are various sources of empowerment: **position and authority** refers to power derives from a structural position including significant control over functions; **resources of control** refers to opportunity in the right place at the right time that can make a person gets opportunity to exert power, a person who can access to information resource that is important to be able to exert coercive influence; social relationship refers to social interaction where individual can exert power over others, it's not only in a person but also in another group or an organization that can be network; **expert**

power refers to power holder who control specialized information that will be more expertise in terms of specialized information that can use to manipulate others; **information technology** refers to a person who use technology to gather information in a global that can be more knowledge; **personal characteristics** refer to talent person, articulate, domineering physically imposing, service mind that can be a quality person.

These are sources of power that leader must be awareness to empower and can change or develop person in organization. A successful Leader should acquire a power base and develop a source of power.

Strategies for Empowerment

In this presentation, the writer proposed on **knowledge management techniques** for empowerment of leader. However, there are various techniques that using in leadership development, for knowledge management is a tool of best practice on self-management, management information, increasing knowledge, and experience available to organizational change. It is led to creation, capture, storage, availability, and utilization. For transformational leader, it requires new technique, knowledge management that is new role with new kinds of skill. Organizational change needs a leader who be able to evolve from a structure based on steady – control to another thrives on learning, empowerment, and continuous change.

Executive leaders develop strategies for creating an environment where people are open to new ideas, responsive to change, and eager to develop new skills and capabilities. Senge (1992) proposed five disciplines for learning organization; **systems thinking** is about understanding the relationship and patterns within the whole in order to change them, **personal mastery** is about focusing energies, operating as an artist, continually learning and clarifying and deepening personal vision, **mental models** are images that influence the way we act, **building shared vision** is about managing to make others understanding. In achieving picture, **team learning** focus on developing skills in ensuring the intelligence and performance through thinking together.

Knowledge management is the management of information, knowledge, and experience available to an

organization. It covers to creation, capture, storage, availability and utilization, in order that organizational activities build on what is already known and extend it further. Thus, it can foster to organizational change. A knowledge management system may include the following processes:

1. managing the generation of new knowledge through learning;
2. capturing knowledge and experience;
3. sharing, collaborating and communicating;
4. organizing information for easy access;
5. using and building on what is known.

For the example of modern school management, all staff are expected to develop and display the following attributes in building organizational learning; external and internal focus for gathering information, sharing learning broadly throughout the school, nurturing innovation for identifying effective in new or changing situations. The important part is to make sure that after learning, there are mechanisms in place for transferring this learning. In knowledge management, strategic advantage lies in the sense – making capabilities of the brain that interpret information and data more than electronic information highways. Smart organization needs a strategic knowledge management that lead to **1) strategy development** that using master concepts, the road map process, standards, structure and security; **2) promotion and co-ordination** that using best practice sharing, community of practice, knowledge management process; **3) provision of services** that using evaluation tools, observing future development.

In this mentions, there are seven strategies for empowering leader which can be led to organizational change.

1. Encourage leader to model and demonstrate learning – because of trusting in personal skills leader requires in visioning, mental models, and system thinking.
2. Create a climate in organization – leader may encourage staff to volunteer problem-solving ideas, support personal empower, promote partnership and team, commit to openly discussing differences, advocate and reward learning, etc.
3. Empower staff to learn and produce – it is

essential to place responsibility to points of action, in planning, doing, evaluating, and determining responsibilities and profits.

4. Create self-managed work teams – leader empowers to teamwork for improving and increasing their jobs. Team members should know clear goals and understanding of power or decision-making authority, strong intergroup skills. It includes organizational policies, procedures, and system that compatible with team-based management.

5. Encourage and enhance staff participation – all staffs are a vital of information and represent a tremendous impetus toward quality and continuous improvement. Participation in decision-making lead to dynamic change in organization.

6. Balance learning and development needs – build the performance capabilities of individuals for the whole person; spiritual, physical, social, economic as well as family needs. There should be humane and family friendly.

7. Provide educational opportunity for community – community service can be highly motivating to staff greater sense of purpose. The quality of life in the community will be benefits to the organization, resources can be shared. As a result, learning becomes a community – wild as well as a school – wide endeavor.

It can be concluded that empowerment to the leader and the staff in organization by increasing knowledge and skills with knowledge management – KM, it can lead to organizational change.

In the case study of **Transformational Leadership** was found that the leaders shown paradigm shift to visionary and empowerment. They tried to motivate the subordinates to be the leader in their missions. It was related to the study of Bass (1985) mentioned on two styles of leader; transformational and transactional leadership. For transformational leadership, the leaders fostered to develop the organization by decentralize responsibility to the subordinates, whereas the leader might use transactional style for sublimation in expectation behaviors. However, empowering people in organization is leading to change and develop to the satisfaction needs and effectiveness. Transformational leader influences to change agent, not only the administrator, but also the staff or subordinates in

organization, should behave in this style of leader in the following characters:

1. To be change agent of person – it means that leader shows the new things and best practice.
2. To be open mind or spiritual – it means the leader shows democratic behavior more than autocratic behavior.
3. Emphasize on personal value to motivate subordinates – it shown that personal value with the ability effects to the success of personal goal.
4. Personal mastery – it means that he/she is learning person in the continuation of time and try to develop him/herself, it is able to organizational change.
5. Face to any complex problems and able to solve them – doing big things to small things, using the rational thinking to solve the problems.
6. Trust to the others – it means to respect to the personal ability and empower to subordinates.
7. Visionary person – it means leader should look to the future, not only the past. Future effects to thinking for change.

Conclusions

Leadership is an important factor to empower the subordinate that leads to organizational change. Leader should trust in individual value and ability, accept in individual difference. Leader should be the model in best practice, and motivate the subordinates to increase more effective jobs, create new things. Those factors as mentioned above effect to organizational change by fostering empowerment.

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