

Identify an
organizational
communication
concept that is
particularly
interesting...

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Number May Faculty Introduction Leadership is a complex process that is a journey rather than a destination. Effective leaders will continue to grow and improve. Leaders must learn from each situation they face. Leaders need to find their passion, be self-aware of their values and strengths and weakness, experiment with new situations, learning occurs when new situations challenge us, get comfortable with failure, pay attention to the environment and never take oneself too seriously. When a new leadership comes into an organization, things begin occurring in the environment. Company stocks may plummet or the firm's credit rating may be affected. The present debate lies in the following arguments. There are arguments against the impact of leadership and there are arguments for the impact of leadership. A hypothesis is an unproven statement of proposition about a factor or phenomenon that is of interest to the researchers. The research process is to explore the hypothesis of two different schools of thought. The first hypothesis supports the lack of importance of leadership. The second hypothesis implicated that leadership makes valuable contributions to the followers. The objective is to provide insights and understanding so that a conclusion when made has the ability to test specific hypotheses and examine the leadership relationship. Arguments against the impact of leadership Lack of impact of leadership has roots in the field of sociology. The approach points to organizations that drive by powerful factors other than management (Brown, 1982). Some research suggests the leaders are simply slaves of history. (1). Hypothesis would support that lack of importance occurs in an area of research that focuses on the extent of managerial discretion (Finkelstein, 1996). First leadership has a minimal

impact on organizations. Second, even when leaders do make decisions that affect the organization, their decisions determined in many cases by environmental and organizational factors and are not a reflection of the leader's preferences or style. Third many researchers consider leadership a myth rather than an objective factor to the organization (Meindl, 1987).

Argument for the impact of leadership This takes into account a reconsideration of the data and does reinterpret the findings that can point to serious flaws in the research concerning the lack of impact of leadership. Weiner and Mahoney did a study in 1981 that found that a change in leadership did account for forty four percent of the profitability of the firms studied. (2). Hypothesis would debate that the impact of leadership makes valuable contributions to our understanding of leadership. First, it is important to recognize that leadership is one of many factors that influence performance of the organization. Second, leaders contributions, is often significant to provide a vision and direction for followers to find vision, and direction in activities. Third, the key is to identify situations where the leadership has power and discretion over the organization. Some studies even suggest that the two views could complement each other (Osborn, 2002). Today there seems to be a push for quality, and continuous improvement and the use of teams in organizations today. Many of the traditional leadership roles therefore, delegating to subordinates. In years past hospitals used more of a control-oriented leadership style. This is where they would plan, organize lead, and control. Hospitals today are more result-oriented leadership where employees assume the responsibility of planning, and organizing, controlling, and doing to get the results while the leader

leads. The CEO of Baxter Healthcare in Deerfield Illinois, focuses on doing the right thing instead of being right. " I have very few definitive answers, but I have a lot of opinions" (Kraemer, 2003). Leadership in hospitals today is turning more toward a cultural leadership role. To implement the transformation of management, of teams from the bedside to the boardroom and to sustain an environment where all associates are empowered and motivated to meet their customer's needs. Culture establishes how an organization feels to customers, associates, and stakeholders. Excellent HCO's build a transformation culture that attracts the respect and support of stakeholders using five major functions that address values, empowerment, communication, service excellence, and rewards. Leadership is critical in forming a sustaining the transformational culture. Leaders align goals with the mission, vision, and values. Leaders listen, empower and teach. Leaders inspire associates to set higher goals and reward achievement. These types of activities make a culture that is real and permanent. The ability to perform these activities is an essential competency for managers and is critical for senior managers (Taylor, 2010). Demonstrate exemplary leadership to drive transformation. We can generally measure this by leading by example. Walk the walk and talk the talk (Taylor, 2010). In conclusion, a fully developed three page paper about the hypotheses of leadership in a hospital setting. Developed through the identification of the topic, submitting the hypothesis and the exploratory research process is included. The reasons to why the topic of leadership is the selected choice, which included and demonstrates how leadership has changed in hospital setting in excellent HCO's around the globe. References Brown, M. E. (1982). Administrative succession and

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