

Leadership Shifts: Perceptions and Consequences, In-Person, or Cyber



Sharon L. Burton

Florida Institute of Technology, USA

INTRODUCTION

Leaders, popularized or known for their stances of fairness, relational expectations and desires, whether outcome or procedural (Lund, Scheer, & Kozlenkova, 2013), are documented in the annals of time. In other words, this text focuses on leaders' evaluations and judgments. The Reverend Doctor Martin Luther King Sr. is revered for civil rights employing nonviolent civil disobedience. Mother Teresa is known for charity and providing help for the suffering. Nelson Mandela is acknowledged for bringing an end to apartheid and being a global advocate for human rights. Desmond Tutu is recognized for social rights, the defense of human rights. President Jimmy Carter received the Nobel Peace Prize for his untiring work to find peaceful solutions to international conflicts, and for advancing democracy and civil rights, and promoting economic and social development. Reverend Doctor Christopher Allen Bullock is known for social justice, human rights, and equality. All of these leaders exhibited the capability to maximize advantages as a manner of amassing dedication to a mission, thus reaching onto their followers' fairness beliefs. Additionally, these leaders communicate the actions of fairness in work, volunteerism or other environments. Future research will be able to build on this text's investigation of fairness in leadership in business, to include higher education plus explore usage at organizations of multiple sizes. Going forward the reference to organizations include commercial businesses, non-profits, and institutions of higher learning. Additionally, information from this text will provide practical support for influencing design advice for improving the effectiveness of fairness in leadership to better accommodate employee needs.

BACKGROUND

In reviewing leaders' fairness stances, this text will include how fairness was handled in automotive industry in the USA, as well as the pharmaceutical industry. Within the automotive industry, questionable fairness behaviors included excessive recalls, loss of lives to due mechanical failures, and in some cases knowing before that certain automobiles presented dangers before their release for sales (Loftus, 2015). A question to pose is how fair to employees and the general public was Volkswagen in its misrepresentation of emissions tests results for millions of vehicles worldwide (Hakim & Tabuchi, 2015). Also, this automotive company held a popularized reputation for not following automotive regulations and attempting to mislead regulators (Hakim & Tabuchi, 2015). Another fairness concern is the inequity of pay between men and women with equal credentials. The fairness issue is that these women, more often than not, are paid less than their male counterparts. Further, fairness concerns exist in how individuals' information is being handled in cyberspace. According to Burton, Burrell, Bessette, McClintock,

Brown-Jackson, and Lu (2015), strategic security is critical to the protection of sensitive information. The multiple breaches of data at governmental organizations, as well as retail facilities have the citizenry concerned as to whether senior leaders are behaving in a manner similar to the automotive industry in terms of what information is being shared with the public.

The terms fairness, a noun, and fair, an adjective, are used in this text. To understand these terms is important. Oxford Dictionaries (2015, web page) define the term fair as “in accordance with the rules or standards; legitimate”. This dictionary defines fairness as “impartial and just treatment or behavior without favoritism or discrimination” (2015, webpage). Cambridge Dictionaries (2015, webpage) defines the term fair as “treating someone in a way that is right or reasonable, or treating people equally and not allowing personal opinions to influence your judgement”. This dictionary defines fairness as “the quality of treating people equally or in a way that is right or reasonable” (Cambridge Dictionaries, 2015, webpage). Valasquez, Andre, Shanks, and Meyer (2014), stated that fairness many times is used in the context of a proficiency to critic without orientation to feelings or personal interests. Such judgments, in terms of fairness, should not be excessively generalized; however, actual and explicit to specific events. (Valasquez, Andre, Shanks, & Meyer, 2014). Although these definitions exist, the ideas of fair and fairness are not a black and white stream of understanding. The subject of fairness is complex, many times the term’s definition is not consistent, external factors impact the fairness explanation, and fairness conditions are not consistently set (Butler, 2004).

Confusion continues to exist on this subject; therefore, this text works to provide real world context within competitive and private markets. As global markets becomes more ubiquitous, it is increasingly more important to transition the fairness leadership focus from just a commercial concept. According to Prentice (2004), leaders are individuals who effectively organize their people teams to realize particular ends. The particular ends must be for the good of the employees, leaders, and the citizenry in all markets. The ends cannot be for the good of leaders and stakeholders such as the calamities at Enron and Andersen regarding financial reporting and auditing concerns (Cunningham & Harris, 2006; Rafraf, & Haug, 2013).

Leaders must step back from the focus on stakeholders and the laws in the locations they are located; leaders must take a global mentality and focus on the location in which they do business (George, 2015). Two specific leadership types, the focus of this text, are servant-leader and strategic leader. The servant leader is a term coined by Robert K. Greenleaf. Service is first; leadership is second in this philosophy to improve the lives of others, form improved organizations, and in the end produce a fairer and benevolent humankind (Greenleaf, 2008). Others served via personal integrity includes employees, customers, and other stakeholders (Liden, Wayne, Zhao, & Henderson, 2008). This distinctive style of leadership, with its solid emphasis on others, offers an iconic standard for employees if the goal is to inspire staff to constantly augment the value of customer relationships by gratifying customer needs whether internal or external (Burton, 2007). The servant-leader expedites bottom-up nurturing of the organizational followers.

Next the strategic leader is defined. They often choose to transition from “low-cost strategy to innovation-driven product differentiation strategy” (Gehani, 2013, p. 44). The strategy leads with a top down, as well as bottom-up strategy. This type of leader is transcendent and leads within and amid three levels: self, others, and business. The transcendent leader leads him/herself. Leadership of self includes the responsibility of being conscious and proactive in improving individual personal strengths. Leadership of others comprise the instruments of interpersonal effects leaders have on followers. Leadership of business includes the positioning of three interconnected regions: environment, strategy, and business. Propositions are presented regarding the association joining leadership of the different levels and business performances.

25 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/leadership-shifts/173535

Related Content

Quantum Bridge Analytics II: QUBO-Plus, Network Optimization, and Combinatorial Chaining for Asset Exchange

Sharif Uddin Ahmed Rana and Adrian David Cheok (2025). *The Economics of Talent Management and Human Capital* (pp. 213-250).

www.irma-international.org/chapter/quantum-bridge-analytics-ii/361285

Development Strategy in the Northern State of Jalisco from the Institutional Perspective

José G. Vargas-Hernández, Mónica Isabel García Mora and Luis C. Rivera Rosas (2015). *Strategic Infrastructure Development for Economic Growth and Social Change* (pp. 11-23).

www.irma-international.org/chapter/development-strategy-in-the-northern-state-of-jalisco-from-the-institutional-perspective/125202

Studying the Relationship Between Electronic Recruitment Determinants and Organization Attractiveness: The Mediating Role of Attitude Towards Using E-Recruitment

Nermeen Atef Ahmed Hegazy and Amal Abdelrahman Elsayed (2022). *International Journal of Applied Management Theory and Research* (pp. 1-16).

www.irma-international.org/article/studying-the-relationship-between-electronic-recruitment-determinants-and-organization-attractiveness/300278

The Application of Hanoi Towers Game in Logistics Management

José Alberto Hernández Aguilar, Augusto Renato Pérez Mayo, Santiago Yip Ortuño, Alberto Ochoa-Zezzatti and Julio César Ponce Gallegos (2016). *Handbook of Research on Military, Aeronautical, and Maritime Logistics and Operations* (pp. 422-433).

www.irma-international.org/chapter/the-application-of-hanoi-towers-game-in-logistics-management/145640

An Analysis of Pecking Order Theory With the Analytic Hierarchy Process

Hakan Altin (2022). *International Journal of Applied Management Sciences and Engineering* (pp. 1-18).

www.irma-international.org/article/an-analysis-of-pecking-order-theory-with-the-analytic-hierarchy-process/295865