



tampa bay leadership review

HOW TO LEAD A LION?

by **Bella L. Galperin, Ph.D., Professor of Management and Senior Associate Director, TECO Energy Center for Leadership**

It's easy to find articles in the popular press about how to lead *like* a lion. After all, who wouldn't want to be the "king of the jungle?" But what if we instead ask how to lead a lion? It is surprising how little we know.



Bella L. Galperin, Ph.D.

CONTEXT MATTERS

The first step in answering this question is understanding the lion's domain. Lions are top-line predators who once roamed throughout Africa, Asia and Europe. Now, unfortunately, we can find them in only two areas of the world: Asiatic lions live in India's Gir Forest, and African lions live in Central and Southern Africa. Visually, the two species look almost identical; however, the two sub-species differ significantly in size, habitat, diet and more. While both are social creatures, animal behaviors in the "prides" of Asiatic and African lions contrast greatly. A richer understanding of each sub-species will provide us with a better understanding of how to lead a lion.

To lead a lion, we must understand what it means to lead in either an Indian or an African context. Unfortunately, leadership and management theories have a decidedly Western bias. Little representation in the established thinking from countries other than the United States exists, driving some researchers to examine cultural variations in how leadership is perceived, understood, and practiced across countries. Regardless of this exploration, the dominance of the West in terms of leadership theory and in how we should develop leaders remains quite strong.



Photo courtesy of Bella Galperin

Serengeti National Park – Tanzania, Africa

This Western bias limits our understanding of leadership practice across the globe. John Dugan argues that the United States can be viewed as the "birthplace of the cults of heroic romanticism, production, prescriptive utility driven largely by staunch individualism that characterizes U.S. culture" where "theories strive to move beyond leader-centricity, achievement orientations, and individual traits, despite increasing class for shared leadership and collective development." Others have also argued for an increase in non-Western management research.

Leaders should understand the similarities and differences that exist across countries, and they should count on scholars to explain practices unique to certain countries, as well as how various countries compare on variables of interest. To be useful to practitioners, I believe we need more indigenous or context-specific research that encompasses the highest degree of contextualization. In other words, we need research that does not aim to test an existing theory in another context but rather, to derive new theories of the phenomena in their specific contexts. Indigenous research, for example, focuses on both novel and familiar issues in novel contexts to scholars outside that context according to the renowned management researcher, Anne Tsui.

LIONS ON THE MOVE

When it comes to leadership, some of the least understood countries and regions have huge potential for economic growth and represent major opportunities for trade and investment, such as the African continent. Despite Africa's common association with war, disease, famine and poverty, many increasingly view it as the new frontier for growth in the popular press as well as in academic literature. Often described as "the hopeful continent," "Africa rising" and the "hottest frontier," a Boston consulting group used the term "African lions" to describe the eight countries driving growth on the continent, including: South Africa, Algeria, Botswana, Egypt, Mauritius, Libya, Morocco and Tunisia.

More recently, McKinsey Global Institute's report entitled, "Lions on the Move: The Progress and Potential of African Economies," identified the African countries of Rwanda, Tanzania, Mozambique, Côte d'Ivoire, Democratic Republic of the Congo and Ethiopia as having the highest projected compounded annual growth rate (CAGR) from 2014 through 2017, based on the forecasts from the World Bank's Global Economic Prospects. Overall, Africa's combined gross domestic product is projected to be \$2.6 trillion by 2020, further bolstering the view that the continent is becoming an important partner in the global economy.

Along with its great business and economic potential comes enormous responsibility. With the implementation of Agenda 2063, the region's 50-year roadmap which outlines a global strategy to optimize the use of Africa's resources for the benefit of all Africans, effective leadership, based on a paradigm of African values and culture,

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becomes even more important. To fully consider how to lead in Africa, we must understand indigenous African leadership concepts, such as *Ubuntu* and Tree of Talking. *Ubuntu* exists in most African cultures, and the term embraces a spirit of caring and community, harmony and hospitality, respect and responsiveness. A framework for *Ubuntu* as a leadership philosophy, partly based on Mbigi's African Tree concept, emphasizes collectivism and relationships over material objects and includes opportunities, responsibilities and challenges. Leadership and decision-making are participatory, transparent and democratic.

In an organizational context, theorists believe that *Ubuntu* should focus on African collective solidarity, community networks and social sensitivity in the development of leadership and management practices, and they have suggested that *Ubuntu* philosophy can prove central in transforming Africa. On the other hand, others have identified African leadership as authoritarian due to high power distance. Clearly, these disparate descriptions present varying views of effective leadership in African countries. How do we lead a lion?

INSIDE THE LION'S DEN

What is the best approach to learning how to lead a lion? By embedding ourselves in their lives and exploring how they live and behave in their natural habitat. Does the territory consist of scrub, grasslands, or open woodlands? An appropriate research approach for better understanding under-researched countries, from an indigenous perspective, combines emic and etic research approaches. An emic approach, also referred to as "insider," "inductive" or "bottom-up," starts from the perspectives and words of research participants. A researcher using an emic approach tries to put aside prior theories and assumptions in order to let the participants and data reveal themselves and to allow themes, patterns and concepts to emerge from the data. In contrast, an etic approach, referred to as "outsider," "deductive" or "top-down," uses existing theories as its starting point for developing hypotheses, perspectives and concepts, often derived from outside of the studied setting. In other words, the use of existing Western leadership theories or conceptual frameworks represents an etic approach.

In order to close the gap in our understanding of African leadership, my co-authors, Terri Lituchy and Betty Jane Punnett, and I published *LEAD: Leadership Effectiveness in Africa and the African Diaspora*. The book considers leadership from an Afro-centric perspective. In an attempt to better understand African leadership, qualitative data discussed in the book adopted an emic or culture-specific approach designed to uncover the factors associated with effective leadership in an African context. Employing the Delphi technique and focus groups in order to begin with a blank slate, we placed an emphasis upon gaining a better understanding of Africans' perceptions regarding culture, leadership effectiveness and motivation, and avoiding a Western perspective on the attributes of effective leadership in Africa. Building upon the results of these qualitative studies, we employed an etic approach during which we developed a quantitative survey of effective leadership. Using a research-based approach, we provide practical insights into the way African managers lead, highlight and explain leadership styles and practices that are likely to be the most effective in the African context.



Based on our research, similarities regarding the traditional aspects of culture were confirmed even though the African continent is diverse and consists of a multitude of languages and tribes. Tribal and group affiliations remain important with respect to defining ethnicity and culture in Africa. Group loyalty also forms an important component in organizations. In line with the *Ubuntu* concept, a sense of communal belonging occupies an important place in organizations in Africa. Interestingly, effective leaders in Africa were consistent with aspects of servant leadership and charismatic leadership, both of which are Anglo-American-based leadership theories. So simply taking your leadership experiences from one place and applying them in another is fraught with challenges. Leading a lion can prove quite different from leading like a lion, and our book explains the differences.

We have broken new ground with our research. Yet we have only begun to scratch the surface in understanding what it means to lead a lion—to lead in the African context, where the lions are on the move. The Serengeti National Park encompasses 5,700 square miles of grassy plains and woodlands. It is home to vast herds of zebra, wildebeest and gazelle that migrate seasonally. And there are populations of impalas, waterbuck, topi, hartebeests, reedbeek, eland, buffalo, warthogs and other herbivores living less nomadic lives. There is nowhere else in Africa with such concentrated abundance in an open landscape. The Serengeti is a glorious place for lions and an ideal site for lion researchers.

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SYMBOL OF EDUCATIONAL EXCELLENCE

PRACTICAL INSIGHTS INTO EFFECTIVE LEADERSHIP LESSONS

from James Burkhart, former president and CEO of Tampa General Hospital

by Sharath Alamuri MBA/M.S. Finance '17

On Oct. 4, 2016, James R. Burkhart, then president and CEO of Tampa General Hospital, delivered an enlightening presentation titled "Health Care Strategies: The Changing Landscape" as a part of the TECO Energy Center for Leadership Speaker Series. Named president and CEO of Tampa General Hospital (TGH) in 2013, Burkhart was instrumental in developing a new strategic plan, strengthening the hospital's ties with its academic partner the USF Health Morsani College of Medicine and in creating innovative health care partnerships in the community. Burkhart was also elected as the chairman of the Florida Hospital Association's board of trustees.

Through specific examples in the health care industry, Burkhart expounded upon the essential qualities of an effective leader and emphasized that such leadership not only ensures organizational success in the short term but also paves the way for the longevity of an organization. This article explores a few key ideas from his illuminating presentation including vision, teamwork, delegation, empowerment and continuous improvement.



Sharath Alamuri



James Burkhart

they do and then you need to have a general understanding of that." Burkhart envisioned TGH moving from a fee for service model to a population health management model. He read the signs of the industry, evaluated the organization's strengths and weaknesses and made active strides towards the vision. To ensure a smooth transition in a time of radical economic and policy changes, a leader must inspire a shared vision, which forms a key element in providing clarity and orientation and in shepherding a healthcare organization towards excellence (McCormack, Wright, Dewar, Harvey & Ballantine, 2007).

TEAMWORK, DELEGATION AND EMPOWERMENT

Burkhart stated that he derived his most enduring insight about the importance of a competent team while serving in the armed forces. "The one thing I learned was to surround yourself with bright people who are a lot smarter than you are because they will make you look good and that is a good thing," he said. Burkhart viewed his role at TGH as a facilitator and coordinator for the team since doctors and people, not under his direct control, carry out the hospital's day-to-day decisions. He underscored his assessment and the importance of delegation with clarity by stating, "I am a jack of all trades, master of none. That's the title of an administrator." Burkhart explained that when a job consists largely of coordination, working through people to accomplish tasks, a leader must clearly communicate so that everybody knows the intent of a task as it moves forward as well as the final outcome. Burkhart is an exemplar of the practice "dynamic delegation." In a dynamic delegating system, a senior leader will rapidly and repeatedly delegate and withdraw from his/her active leadership role in order to provide junior leaders an opportunity to enhance a team's ability to perform reliably while also building their novice team members' skills" (Klein, Ziegert, Knight, & Xiao, 2006).

By empowering his employees, Burkhart avoided micromanaging while setting clear goals and expectations. He stated that the words "I'm really not there to tell them how to get there because they are the experts" convey confidence in the team and elucidate his policy of employee empowerment. Burkhart would rather communicate the need for accomplishment of a specific goal — whether it must be completed by the end of the year, month or week. Employee empowerment has been consistently associated with high levels of employee job satisfaction, increased quality of care and greater customer satisfaction (Leggat, Bartram, Casimir & Stanton, 2010).

Burkhart contends that "you always need to spend time educating those around you." This mindset empowers employees by providing them chances for upward mobility in the organization. Burkhart has established Leadership Training Institutes at all the organizations he has led — as president and CEO of TGH, as president and CEO of UF&Shands Jacksonville Medical Center and as president of Fort Sanders Park West and Regional Medical Centers in Knoxville, TN.

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James Burkhart (second from right) stands alongside UT leaders and faculty (from left to right), Bella Galperin, President Vaughn, Mrs. Renée Vaughn, and Dean Ghannadian at the Leadership Speaker Series in October.

VISION

True leaders envision an achievable and optimistic future for their organizations and leverage their skills and knowledge to guide the organization towards a vision. For a leader to effectively gauge an organization, he or she needs to completely understand the inner workings of the organization. "Whatever it is that you choose to do with your degree, know your business," Burkhart said. "You don't have to be an expert but you have to know your business. You have to know what everybody in your organization does, what their role is, what

Practical Insights into Effective Leadership Lessons

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Young employees, selected to attend a nine-month training program, received assistance from a personal mentor: a senior executive at the vice-presidential level or higher. These programs produced the COO, CFO and chief nurse in the organizations.

Burkhart said empowerment of employees benefits the organization not only by improving employee morale but also by ensuring succession of leaders. Succession planning is central to any organization, Burkhart said, since “it makes the organization run much better. The organization doesn’t skip a beat.” Succession planning not only positively impacts the longevity of the organization but also ensures its momentum as it plans future endeavors.

CONTINUOUS IMPROVEMENT

Burkhart emphasized that everyone needs to constantly improve his/her skillset and that “you are never too old to learn.” As an illustration, Burkhart explained that he obtained his master’s degree from the University of Alabama, Birmingham early in his career, and

then decided to get his doctoral degree 35 years later. “You are never too old to learn,” Burkhart said. “It is a matter of the discipline to set something up and hold true to it. And everybody can do whatever you set your mind to.”

Burkhart’s presentation painted a compelling and nuanced verbal portrait of a well-informed, visionary leader who is also a team player and an industrious individual with a penchant for self-improvement. Though Burkhart’s experiences were largely based in the healthcare industry, the insights gleaned are readily transferable and applicable in a myriad of professional contexts. These insights would greatly aid any individual in his or her leadership journey.

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MILLENNIALS: LEADING THE WAY TO A CLEANER ENERGY FUTURE

by Tracy McPhail Reed, Ph.D., SHRM-SCP, SPHR Manager, Assessment and Organizational Development, TECO Services Inc.

While the clear majority of managers in most energy companies today are members of Generation X, those born between 1960 and 1979, and members of the baby-boom generation, those born between 1946 and 1964, it is the millennials, those born between 1980 and 2000 who are driving the future of the energy industry.

According to Pew research (2016), millennials now comprise the nation’s largest living generation. In 2016 the group represented 75.4 million individuals, surpassing the 74.9 million baby boomers. Millennials impact the energy sector not just by their size but also by their values and lifestyle choices in three key areas.

First, Accenture (2016) predicts that more than 50 percent of millennials are likely to purchase solar panels in the next five years in stark contrast to the 18 percent of baby boomers expected to buy renewable services in that same period.

Second, millennials are setting new expectations for the design of communities. A majority, 60 percent, prefer to live in mixed-use communities, which allow them to live and work within close proximity. In fact, the Center for Climate and Energy Solutions (Ramm, 2016) states that as much as 30 percent of this demographic chooses to live within three miles of many downtown areas.

Third, this group is having a disruptive influence on transportation trends. After nearly 60 years of steady increases in the numbers of miles driven by the average American, vehicle-miles traveled dropped 23 percent for 16- to 34-year-olds (Dutzik, Inglis and Baxandall, 2014).



Tracy McPhail Reed, Ph.D.

Simply put, millennials drive less than other generations. Most millennials prefer to walk, bike, or car share to work instead of drive. What do these three factors mean for the future leadership of the energy sector?

Clearly these preferences point to changes in the energy sector in terms of organizational strategy, customer service and leadership development. A future that involves dense urban living and mixed modal transportation options can result in reduced greenhouse gas emissions. Millennial lifestyle preferences have prompted energy companies to deliver services more efficiently and to respond to customers in more seamless and socially connected ways. Millennials have strongly voiced the need to interact with their energy provider on their terms, whether through text or social media platforms.

Millennials working inside the energy companies continue to push for a clear line of sight between their daily tasks and the triple bottom line. They want to see a congruence of the sustainability of the planet, social services for people in their local and global communities and profits. They want to ensure that the companies they work for provide meaning to them in more ways than just their paycheck.

Retaining the best and brightest millennial employees is a key goal for all organizations. For energy companies, retention must begin by giving this group a voice not only through external forces — such as purchasing power and transportation trends — but also through internal leadership development opportunities.

TECO Energy recently began focusing on this type of leadership development through a partnership between leaders in Human Resources and Resource Planning. The cohort leadership development

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Millennials: Leading the Way to a Cleaner Energy Future

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program is called the Young Professionals. Group membership is limited to those ages 40 and younger who have degrees and technical skills but do not have direct reports. So far, the group of 200 participants has communicated four key needs for successful leadership development:

- Offer millennials a choice in their leadership development content and delivery options. They want to hear from and communicate their developmental needs directly to senior executives. Millennials want to ensure that the training content is customized in a format that allows various learning styles.
- Provide the opportunity to practice new skills in real world situations. Action learning is key. Ensure action learning includes projects that have tangible consequences to the business.
- Give “just in time” support in a variety of ways such as coaching, mentoring and in some cases just plain and simple advice.
- Ensure training and development from sources both inside and outside the organization. UT’s Modern Advances in Leadership Certificate Program has been a great resource for millennials who want to expand their leadership network outside of TECO.

While employees between the ages of 16 to 34 years are considered the future leaders in most business settings, for millennials in the energy sector, that future is now. Millennials can impact the world in many ways but mostly by their lifestyle choices, which can lead to cleaner, more environmentally conscious communities.

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