

Y V A N L A U Z O N , M B A

New World of COVID:

ABCDE of Leaders in Action



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DEDICATION

This work is dedicated to all the First Ministers and Presidents of the countries of the world, who had to manage crises related to the coronavirus (COVID-19) pandemic especially: Ontario Premier, **Doug Ford**; Quebec Premier, **François Legault**; and the Australian Prime Minister, **Scott Morrison**.

This work is also dedicated to my Aussie Grandchildren Amelia & Michael Hooper.

* * *

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Teaching various courses in Change Management (CM); Human Resources Management in Technological Environments (eHRM), Leadership and Project Management (PM) at the School of Public Administration, University of Quebec (ENAP-UQ, 2004-2019) and UQO (2019-2021).

Since 1987, he has been teaching part time in master's degree Programs in both Canadian and foreign based universities. Such programs would include: Master's in public administration (MPA); Master's in business administration (MBA) and Master's in project management (MPM).

The main emphasis in recent years has been with respect to Change Management such as; eHRM; Project Management; IT Management; IT/IS Governance; Knowledge Management (KM).

Since 1981, he has also held various positions in both public and private organizations, including as; Assistant to the Chief Information Officer (CIO) of the Government of Quebec from 2006 to 2008; Coordinator of Training Programs in Project Management; IT Management; and Information Security from 2008 to 2012 (CLDC-CSPQ).

Yvan served as Consultant for international organizations; 1993-1996, United Nations: UN-CEFACT-WP4; 2006-2008, OECD. He was also quite active on Boards of directors of Professional Associations like; AAPI (Privacy) and GP-Québec (Project Management) – PMI Lévis-Québec.

In terms of research, in 2009 he conducted a qualitative study on the success of public projects by interviewing 125 PM practitioners and 25 professors and researchers in PM. Complementary initiatives in 2012-2013, along with the assistance of Francophone Associations of practitioners the required skills for Project Managers were identified applicable to various types of projects. In 2013, Yvan was invited as keynote speaker at the Annual Forum, PMI France. He highlighted the important issues regarding non-technical skills (soft skills) with respect to Project Managers.

Yvan has authored over ten management books in English and another ten in French and two was translated in Spanish. From them, three books in French relating to: Smart City; Collaboration in Project; Innovation in Governments: generate Abstracts and Articles freely available in English, French and Spanish via: (www.smartconference.ca).

He created different initiatives (Free Conferences & Web sites freely available worldwide) related to Innovation in Public Sector, as: (www.CLIMB.express), (www.smartconference.world).

Finally, an International Tour is in progress about the ***Required skills in 2020' for Project Manager Leader and Manager.***

ABSTRACT

This work addresses the seven societal crises resulting from the coronavirus pandemic, as well as the new context of great uncertainties and complexity impacting business moving targets for public and private organizations. Furthermore, there is also reference to the pre-pandemic period, where organizations were carrying pathologies, sometimes for decades, which need to be highlighted.

For example, one such pathology is the numerous time-wasted, *useless meetings*. Also, find several authors expressing learned opinions regarding the required characteristics and attributes, supporting the competencies of *Leaders in Action* for the times ahead, to finally progress and develop more rapidly in the *New World of COVID*.

RESUMEN

Libro que presenta las siete crisis sociales resultantes de la pandemia de COVID-19, así como el nuevo contexto incierto y complejo que prevalece allí, generando objetivos comerciales vagos o incluso cambiantes para organizaciones públicas y empresas. El libro también recuerda que el mundo empresarial antes de la pandemia no estaba exento de deficiencias, ya que allí persistían patologías importantes, a veces durante décadas (por ejemplo, *la reunionitis*). Finalmente, contiene las opiniones de varios autores sobre las características y atributos de habilidades de *Líderes en Acción*, necesarios para progresar más rápido en este *Nuevo Mundo COVID*.

SOMMAIRE

Ouvrage présentant les sept crises sociétales découlant de la pandémie COVID-19, ainsi que le nouveau contexte incertain & complexe y prévalant, générant des cibles d'affaires floues ou même mouvantes pour les organisations publiques et les entreprises. L'ouvrage rappelle aussi que le monde des affaires d'avant la pandémie n'était pas sans lacunes, puisque des pathologies importantes y perduraient, parfois depuis des décennies (ex : *réunionite*). Finalement, on y retrouve l'opinion de plusieurs auteurs sur les caractéristiques et attributs de compétences des *Leaders dans l'Action*, requis pour progresser plus rapidement dans ce *Nouveau Monde COVID*.

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NOTE: *All sections of this work, including the Appendices of the complete printed edition 87 pages (ISBN: 978-1989364475) are self-contained and inclusive of innovative content.*

* * *

IMPORTANT

- **This book was not designed specifically for continuous reading,
but rather a step-by-step;
one part per day - for about 45 minutes of reading a day-- over 4 or 5 days.**
- **It can be used much as a reference document
where various sections are pertinent to a situation.**
- **The parts are unique therefore skipping sections
and/or coming back to anyone of them is just fine.**

Introduction

- Starting in early 2020, the global COVID-19 pandemic has completely transformed our ways of working together and living together in a *Free Liberal Democracy*.
- You may have heard the following words of wisdom in the past: *"It is in times of crises that people show their real nature"*. Clearly the COVID-19 pandemic is such an exceedingly bad crisis, which affect current leaders already in office. It is expected some leaders will do better than others, as it will be a tall order indeed to accomplish all the necessary adjustments and transformations amidst an acceptable social consensus.
- ***"DOING BETTER by doing Differently TOGETHER"*** was my first management work during COVID-19 entirely oriented in a business context impacted by this pandemic.
- My second work titled ***"New World of COVID: Building Tomorrow Together Today with a Common Vision"*** brings together in a comprehensive manner five international experts expressing opinions and techniques, charting effective courses of action, allowing successful exits from the negative and destructive impacts of the pandemic.
- My third work titled ***"New World of COVID: ABCDE of Leaders in Action"*** introduces several authors expressing learned opinions regarding the required characteristics and attributes, supporting the competencies of real *Leaders in Action* for the times ahead, to finally progress and develop more rapidly in the *New World of COVID*.
- You will enjoy reading this practical management book, easy to understand and oriented to senior management, decision-makers, project managers (also called *project leaders*) in governments and corporations. This work is written with the objective of bridging the gap between the often-simplistic popular approaches to leadership and the more theoretical approaches.
- This work contains six parts rich in innovative content, as well as three appendices in the *complete printed edition* presenting –A– Metaphors relevant to the new VUCA (*Volatility; Uncertainty; Complexity; Ambiguity*) context leading to fuzzy and sometimes shifting business targets. In fact, nothing very reassuring to calmly develop your organization. Appendix –B– shows 14 Principles for High performance of the *Leaders in Action*. Appendix –C– gives TOP-21 Quotes on Leadership.
- Let's make 2021 the *Great Rebound Year*, considering those elements we have some control over for transformation and representing leverage using the key ideas and relevant recommendations of this work.

I wish you a very pleasant reading,

Professor Yvan Lauzon, MBA

* * *

PART 1 – Some Truths about the World Before COVID-19

PLAN for PART-1

1.1.. State of Affairs Prior to the *New World of COVID*.

1.2.. The Advent of COVID-19.

* * *

1.1 State of Affairs Prior to the *New World of COVID*.

Here are a few facts, prevalent up to December 2019 and just prior to the impact of the pandemic and felt full blast in the Western world and our respective countries and the related successive periods of confinement, deconfinement and re-confinement, putting serious restrictions on our freedom of movement and action and consequently the economy. This was pushed even further by including a curfew, as early as 8:00 pm on all economic activities other than so-called essentials, with heavy financial penalties for non-compliance, in fact held prohibitive in certain countries.

- Before the advent of COVID-19, in university lectures we were talking about traditional work setups and the great functional similarities applicable to organizations in general with few variations. This is represented by such functions as: human resources, marketing, procurement, control and more for instance. Each organization has its own set of specific needs and is structured accordingly. Back then, it was merely business as usual in a carefree attitude, without any particular concern or hindrance... (-)
- Currently, as there is a majority of people claiming the conditions resulting from the pandemic have been overly restrictive then I, just like many observers conclude there are many, whose tendency is to exaggerate the good functioning and well-being of big size private and public organizations, even idealizing what was before the COVID-19 onslaught.
- Yet, that post-modern society had known significant setbacks and moments of crisis like the unresolved situation affecting mass migration, which invariably led to costly government intervention, spending unproductive time. We have seen such events as the cross-Mediterranean flow of overcrowded boats carrying huge numbers of refugees attempting to reach rich, peaceful Western Europe for a better life for families. The story is well documented; their journey terminated in squalor camps pending resolution of their cases, which never comes. The same applies for caravans of illegal aliens from Latin America, entering the USA through the southern border, hoping

to find a better future for their families. Other crises, like good citizens going through manifestations in the streets such as the *yellow jackets* in France are examples.

Also, consider the extreme trade tension between America and China a totally unresolved situation, which could lead to a far more serious conflict. Those are few examples, helping define the social organization prior to COVID-19.

- Hence, I am not the only one criticizing the world before, where situations could be *Chaordic*. Paraphrasing Dee Hock (1999) "*Chaordic... simultaneously containing both characteristics of Chaos and Order.*" Much like any evolving system over time, the G7 industrialized countries have introduced various regulations, much like layers of sediments, which accumulate endlessly, creating massive pressure, while many times being applied without uniformity and sometimes even unapplicable almost by design. In fact, reams and reams of legislative texts coming on stream as regulation, while without even proper legal support (i.e. *Application decree*), needed in some *Civil Code nations* such as France for instance. Without this decree the law cannot be applied in reality.

- While many spokesmen of the business world, expound the good functioning of organizations in the prior world, yet other ones speak of mythical situations and prevalent individual and organizational pathologies. The great level of prescribed tranquilizers in the G7 countries, reaching a record high in 2018 and 2019 stands as an eloquent witness to that fact, and at a time well prior to the pandemic.

- In one of my works published in 2018, I identified fifteen persistent organizational problems lasting for decades, disheartening the morale of the troops more especially the younger salaried employees, who were voicing openly their lack of motivation and commitment and deficient mobilization. They found it difficult to identify closely to the organization with a feeling of belonging. They tended to be idealistic with their values which were held at bay, being significantly at variance with the expected behavioral patterns. This found its realizations in a variety of policies, procedures, rules and regulations applied by management many times counter to what would be a better fit with the younger employees not finding it enriching, making the whole thing dysfunctional in their life. Hence, that was demonstrably, an "unfavorable" growth and human development environment... (-)

- As a case in point, let us take a situation in a large private or public organization, where excessive meeting time and discussion is going on, which is essentially shrinkable to a fraction if done properly, given its low productivity level. So, let me report from my experience, about my supervisor at that time, following an exhaustive and literally useless effort during a meeting and suddenly he would declare: "*Well, how about we stop wasting time and we start telling the real story and the real facts?*" The sudden jolt had the effect of letting the empty colorful convoluted speeches terminate and start delivering the real substance for more productive time. Good show Michael, you are saving us useful time and feeling we are contributing something useful, which also makes us feel better in our work... (-)

- More explicitly, participants at meetings were without any particular focus, virtually running in all directions, not knowing what to prioritize, why, who for, generating a situation making the value-added elements very nebulous at best. This was the issue; what are the individual, collective or corporate value-added components? Comments and expressions like: “*useful job; boring work...*” were common currency in the decade 2010-2019 in North America.

For those unaware of the following: please be informed that the American and Canadian economies are the most integrated economies in the whole wide world.

- The 2010’s were seeking their own sense, which is well before the advent of the pandemic, and the arrival in office of the 45th President, *Donald J. Trump*, a president leaving virtually no one indifferent, whom however cannot be charged with the steep decline of America ongoing for a number of years prior to assuming the presidency.

- Of course, in prior time not everything was under a dark cloud. Certain influencers, columnists and journalists of the written press and television media, wearing *pink eyeglasses*, were asserting that the economic growth should be expected and the assumption that successive presidents are constantly better than the immediately preceding one. That begs the question:

Who knows what the future will be like?

- Over a period of twenty years, North America went through three major shocks triggering successive crises namely: (a) The 9-11 attack on the World Trade Center’s Twin Towers in New York City, which led to a decade of great fear of terrorism. This was followed by (b) A great loss of confidence on the part of American and foreign investors, which led into the financial crisis of 2007-2008 with an aftershock effect lingering for several years, and finally (c) The great fear associated with the advent of the pandemic and the CORONAVIRUS called COVID-19 brought into America by travelers from other areas of the world, notably Asian countries.

- Hence, it is rather easy to conclude, there were many great managerial problems before the pandemic, even though they might never have made the headlines, except in singular, reportable situations like suicides at work sites. Yet, those pathologies existed in large numbers and very evidently so. This was particularly aggravated in the early part of the new millennium, where for well versed university professors teaching, Human Resources Management (HRM) and Industrial Relations, concerned with work related Psychology and Sociology, could easily diagnose the extent and depth of their morbidity.

* * *

1.2 The Advent of COVID-19.

- Of course, not all characteristics of the world before the pandemic have simply vanished and become obsolete overnight, when the first cases of infection emerged in the period, October 2019 to February 2020 as the case may be for the various countries.
- However, we are now, in April 2021 of the second year of the pandemic and clearly this is going for the longer term for public organizations and business enterprises in the face of great uncertainties and enhanced complexities in trading practices and performance targets amidst quicksand markets and the environment.
- For over a year now, organizational management has been raising issues with respect to the durability of the pandemic conditions and how to respond constructively to the internal effects, applying a more human approach towards the working staff, given enhanced responsibilities somewhat along the lines of; *“Do your best... we trust you...”* representing a change in management mindset. This is also applicable to new forms of working conditions, such as *Teleworking* from home (also called *“Remote working”*).

* * *

PART 2 – Seven Types of Crises to be Considered During the COVID Pandemic

PLAN for PART-2

- 2.1.. Context & Definitions.
- 2.2.. Heath Crisis; Sanitary.
- 2.3.. Humanitarian Crisis; Societal & Corporate.
- 2.4.. Food Crisis.
- 2.5.. Economic Crisis.
- 2.6.. Organizational & Budgetary Crisis.
- 2.7.. Domestic Political Crisis.
- 2.8.. International Politics & Foreign Trade Crisis.

2.1.. Context & Definitions.

- According to *Charles Herman* (1963); a **Crisis** is an unforeseen negative event imparted to an individual, constraining response time and threatening the prime objectives.

Institutionally as in governments or business organizations, a *Crisis* can be defined as:

“When suddenly everything has become priority, leaving no starting element to go from.”

- In one of my courses on *Crisis Management*, I have been using the following definition:

“A Crisis is an important destabilizing event affecting structures and fundamental values of an organization threatening the symbolic image representation, which under great pressure and a high degree of uncertainty requires credible actions in response”.

- *Emergency, Disaster and Crisis* are not Interchangeable Terms:

- **Emergency**: Those are situations where quick action is needed, however the support resources are available.

- **Disaster**: The normal resources and procedures of the organization are overwhelmed hence clearly insufficient.

- French consultant *Patrick Lagadec*, recognized as a specialist in *Crisis Management* has proposed the following:

“Managing a crisis means learning quickly; however, to do so means having done a lot of prior leaning.”

- Patrick Lagadec also defines *Crisis* as a triple challenge thrown at the decision makers:

- Escalation: Difficulties growing progressively worse.
- Failing Structures: Unresponsive structures.
- Rupture: Stalling blockages interfering with actions.

2.2 Heath Crisis; Sanitary.

- At the time those lines were written (April 5th, 2021) there were more than 2.85 M [*] people having died from the coronavirus in the World.

[*]: 2 854 665 worldwide global deaths.

REFERENCE— John Hopkins University (<https://coronavirus.jhu.edu/map.html>).

- Comparing to other statistics, the mortality rate does not reveal the full impact of the pandemic phenomenon:

- AIDS 620 000 deaths.
- MALARIA 362 000 deaths.
- Annual FLU 180 000 deaths.

2.3 Humanitarian Crisis; Societal & Corporate.

- In societal terms, the humanitarian crisis suffered during the first confinement period, starting in November 2019 to February 2020 in the various regions of the world, served to reveal and bring into bright light the weaknesses and failures of human nature. As reported, regarding conjugal violence, drug consumption, alcoholism, verbal violence, physical treatment of children, short tempers, insomnia and many more neurotic behavior, *trauma* and disorders.

- Added to the mental uncertainties of the confinement, there are the great social inequalities associated with earning power of individuals, where families' income was jeopardized as a result of job loss or salary loss during the no work period, through no fault of their own, affecting sometimes both the father and mother.

- There was enough to generate severe moments of anxiety, *depression* and mental strife of various degrees of severity. It is under such big crises that the system shows its ugly face in terms of inequality, generating itinerance and loitering for the weaker members of society, simply dropping out as outcast.

- To maintain or promote significant commitment at work suggests managers have to provide a meaningful sense to the work and/or enhance the feeling of value about it.

2.4 Food Crisis.

- On April 21, 2020, the World Food Program (WFP) of the United Nations warned about the anticipated famine to strike the world just ahead. It is expected to be on a gigantic scale affecting all nations and as usual unequally, some faring worse than others:

“The number of those suffering of hunger, resulting from the pandemic could double before the end of 2020, reaching 250 million people.”

2.5 Economic Crisis.

- Contrary to the 2008 mega crisis, G7 industrialized country governments have very-early, massively financially supported business enterprises and salaried people to mitigate the impacts of the first coronavirus wave. At the European level, *Germany* is certainly the one that was shining the brightest in 2008. This time with COVID-19 Pandemic the main G7 governments have moved in a similar way, with the same economic tools, changing only the amounts and modality of application.

- However, despite all deployed efforts, in a context of generalized confinement for several months, it is quite obvious the number of active workers was significantly reduced, probably stretching to the end of 2021 or mid-2022. As a result of income squeeze, governments are called upon to assist financially under unemployment programs or other forms. Help varies a great deal from one country to another in this respect.

- The level of indebtedness for enterprises has been made worse given the ease of access to credit from financial institutions at low interest rates, particularly over the last fifteen years, where massive loans were contracted. The biggest determinant is the rate and when the *cost of money* is so low the tendency could be to ignore the need to repay and the burden it might become. If the money is invested internally to lower cost of production or have a more effective presence in the marketplace, then the loans will repay themselves from added revenue. However, this is not the story for a large segment of business enterprises and with the down cycle of coronavirus the future could be bleak.

- Government indebtedness is staggering, as it is sometimes greater than 100% of the GDP of the country. For example, the US National Debt, is symbolically in excess of \$28.14 trillion USD and growing at the rate of \$45 000 USD for each second.
US Federal Debt to GDP Ratio is 129.96 % (Ref.: US Debt Clock; April 5th, 2021).

- Among economic statements for business enterprises, which one is more appropriate?
1.. *First, should we do what we know, how to sell? —OR— Sell better what we know how to do?*
2.. *While unable to get what you want,*
you must resort to better appreciate what you have already got.
(NOTE: 1.. Apply to Enterprises only) & (NOTE: 2.. Apply to Individuals & Enterprises).

2.6 Organizational & Budgetary Crisis.

- In the British parliamentary system, form of government exists in Australia, Canada, New Zealand and the UK of course: the elected members of the opposition are important to debate issues and policies proposed by the executive branch. The related procedures offer the average citizens that their voices are heard through their elected members.
- In some of these countries the COVID pandemic has greatly occupied parliamentary debates leaving little time to discuss other important topics.

2.7 Domestic Political Crisis.

- Fear stemming from the pandemic has at least momentarily served to increase confidence in local governments, as if the *Stockholm Syndrome* much like an emotional contagion, largely linked to a sense of belonging and the complex mechanism of self-identity and an instinctive response based on the need for security under extreme survival threats.
- That momentary increase in confidence in politicians and public leaders is important because the degree of sincerity during public communications is the message citizens will hang onto. The message has to stick despite setbacks generated by some decisions made, which did not work well. Obviously, things like that happen in learning situations such as COVID-19. The people have to perceive the sincerity and real intents of the policies and decisions made. Pressure can be great on the shoulders of public figures, having to deal with journalists and the public media in general.
- Clearly, public trust can be fragile, much as a function of delivery of reassuring events from the leadership. Mistakes tend to be highlighted, making more difficult the capacity to restore confidence. We saw the controversy about wearing masks early during the pandemic, which finally was reversed and made mandatory in certain situations. Where public safety associated with health issues become the biggest concern then relating to confinement creates a state of dependence torturing the mental condition of an important segment of the population. We can surmise it is evident making proper use public psychology is not an option, it is an obligation. Then, the feeling of being trapped can be made a lot easier to bear, therefore greatly alleviated.
- It stands to reason that terrorism sheds public disorder and social tensions of various types, however exacerbating the scene even worse in the midst of the pandemic, which may overshadow the other social phenomena like, illegal drugs, illegal immigration, and organized crime.
- Public security may rise to a top priority. In Europe, the issue is skin deep. For instance, in France in terms of confinement and transit, the restriction within 100 km of the main residence with no right to go to the secondary residence in Switzerland is factual.

2.8 International Politics & Foreign Trade Crisis.

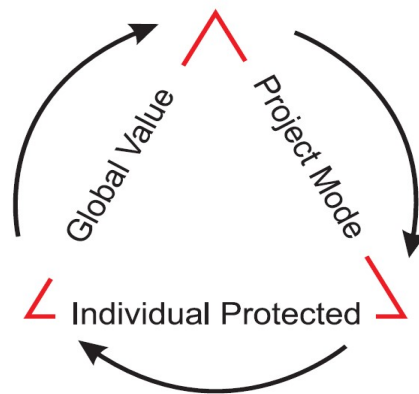
- International trade is very much the domain of major trading blocks and related international policies. Certain countries have done better than others in the first quarter of 2020; COVID-19 and all indications are they will continue to perform better in the future.
- For several decades now the major trading blocks, have been USA, Europe, Asia, and Russia.
- Today (April 5th, 2021) USA is profoundly affected by COVID-19 with 30 706 277 cases (23.34 % of worldwide 131 401 449 cases) and 555 001 deaths (19.44 % of worldwide 2 854 665 deaths). (Ref.: *John Hopkins University*). These damning statistics will not improve the US economy.
- Over the last twenty years we have seen the relative power position of the USA, declining steadily. For example, U.S. Federal Debt to GDP Ratio move from 58.49 % to 129. 96 %. (Ref.: US Debt Clock).
- There is no single factor as root cause for that state of affairs. It is inevitable that situation will need to be re-examined to offer an adequate response. For example, the USA cannot simply be the developer of technologies and then ship all the manufacturing over to China, getting all the economic added value to its advantage, leaving Americans to go into debt to buy the products. Something has to give, and it might be disastrous if neglected.
- Given the result of the U.S. Presidential Election, it is clearly desirable that the 46th President of the United States of America can quickly assume greater leadership than his predecessors on these important aspects of international politics.

* * *

PART 3 – High Priority Public Action Plan in the *New World of COVID*

PLAN for PART-3

- 3.1.. Functioning in *Project Mode* Rather than only *Current Operations Mode*.
- 3.2.. Better Protection of Individuals.
- 3.3.. Globalized Cost-Value for all Interested parties (i.e. Project Stakeholders).
- 3.4.. Ten Important Themes of Required Changes in the *New World of COVID*.
- 3.5.. Eighteen Reviewed Dimensions for the *New World of COVID*.
- 3.6.. High priority public action Domains in the *New World of COVID*.



3.1 Functioning in *Project Mode* Rather than only *Current Operations Mode*.

- Operation in “*Project Mode*” should be preferred, when relevant, rather than going almost always automatically in “*Current Operations Mode*”. Indeed, Project Management is focused on deliverables & tangible results. It is therefore an excellent approach to create added value, but also customer satisfaction.
- Project Management is an academic discipline very well supervised by dynamic international associations, such as ICCPM.COM; IPMA.ORG and PMI.ORG.
- Having taught this discipline for a few years at the Graduate level, I would say that it is three approaches at the same time:
 - 1.. First, Project Engineering which is a project implementation process based in particular on published Standards, Bodies of knowledge (BoK) and Best practices.
 - 2.. It is also a Human Approach to project management that aims to get people to work together, as part of successful project teams.
 - 3.. But the most important thing for me now is that it is a Job focused on tangible results (ex: building a school, a bridge, a public service, etc.) aimed at optimizing resources, monitoring steps completed and continuous assessment with three highlights (Initial

assessment of the required investment in resources; Assessment of the conduct of the project; Assessment of the solution delivered.

This captivating profession attracts dynamic persons, who like to do real things.

3.2 Better Protection of Individuals.

- From 2016 to 2019 several major privacy incidents took place affecting millions of people. The arrival of COVID has encouraged *Teleworking* and *Online shopping*.

- COVID has dramatically increased the risk to individuals and organizations, much like a magnifying glass placed in a good position over a pile of matches... COVID also accelerate some social problems.

- An update is now required regarding *risk management*, your *crisis management* and also administrative, technical, or legal protection measures, including the *Emergency manual* ...

3.3 Globalized Cost-Value for all Interested parties (i.e. Project Stakeholders).

- Let us take advantage of the impressive challenges of the *New World of COVID* to now consider the following “**Overall Cost** [*] --- **Global Value**” for the various interested parties, inclusive of project stakeholders, rather than focusing only, and always on Cost”.

[*]: Good Overall Cost approach is *Total Cost of Ownership* (TCO).

- In February 2020, I wrote a book titled: “*Leadership Driven Project Management for Global Value*” (ISBN: 9781989364277). This book is dedicated to *Leadership in Project Management*, containing five typical cases: *Complex Projects*; *Intergenerational Teams*; *International Teams*; *Multicultural Teams*; *Virtual Teams, Relocated or Outsourced*. The emphasis is placed on the importance of Leadership in order to derive the most benefit from projects.

- Innovative concepts are also introduced touching on the *Global Value of Projects*, which under certain conditions can also be applied to other current corporate operations in private or public organizations or associations. This book includes a listing of 48 types of value-added elements that can be found in projects, which can contribute to tangible organizational advantages under certain conditions highlighted here.

3.4 Ten Important Themes of Required Changes in the *New World of COVID*.

- | | |
|--|-------|
| • Change Management practice. | (CHM) |
| • Collective Intelligence & Decision Intelligence. | (CiD) |
| • Crisis Management. | (CRi) |
| • Digital Transformation. | (NUM) |
| • Human Resource Management. | (HRM) |
| • Project Management. | (PM) |
| • Public Governance. | (GVP) |
| • Renewed Public Services. | (RPS) |
| • Risk Management. | (RKM) |
| • Societal Governance. | (GVO) |

3.5 Eighteen Reviewed Dimensions for the *New World of COVID*.

- Artificial Intelligence (AI) Supportive of Administrative Activities.
- Collective Intelligence Sought Via Diversified Inputs.
- Commitment in Action (*Real Engagement*).
- Enhanced Security of Information & Privacy and the Physical Protection of People.
- HOPE (*H*umanity, *O*penness, *P*rofessionalism, *E*ngagement) Values.
NOTE: *HOPE Values* have been chosen by "PMI Francophone Community"
a Strategic Alliance Outreach Committee of PMI international, based in USA.
- Improved Digital Transformation Process.
- Improved Risk Management.
- Local Purchasing & Production.
- Management in Hybrid Mode; Presence & Virtual.
- Mandatory Ongoing Training for all, with Specified Hours & Frequency.
- PESTELOD Multivariate Approach & Impacts of Decisions.
PESTELOD: *P*olitical / *E*conomical / *S*ocial / *T*echnological / *E*nvironmental &
*S*ustainable Development / *L*egal / *O*rganizational / *D*emographical.
- Performance Assessment both Individual & Collective.
- Promote National Cultural Dimension.
- Reduced Impacts on Climate Change.
- Reduced Public Debt.
- Respond better to Societal challenges.
- Revisited International Governance.
- Seizing better Business Opportunities.

3.6 Domains for Priority Action, Current Activities & Internal Projects.

- Successive periods of confinement, deconfinement and reconciliation, including curfew have contributed experimenting with new organizational practices and also applicable to internal project management all, leading towards a major large scale organizational transformation.
- **Organizational Agility & Flexibility** – Flexibility applied daily, can prove to be valuable, particularly in the midst of a pandemic in terms of quick response. This empowerment reduces the paralyzing flow up and down for authorization procedures prior to action. Mechanized procedures can alleviate the burden significantly, leaving the exceptional to the implied level line management.
- **Organizational Culture** – Corporate values must be reviewed as a function of the new business context replete with enhanced uncertainties and complexities.
- **Adapted Multimedia Communications** – Being confined at home, does not necessarily imply being totally disconnected with colleagues. It follows that corporate messaging can be communicated using various avenues, over different platforms and channels and the contents better adapted to remote work, where distractions can be more frequent as a fact of life. For example, corporate video capsules and blogs.

- **Virtual Work Teams** – Hosting partially or fully outsourced work teams, implies a new form of management style and related practices. Team reorganizations can take place as a function of, availability of resources, changes in focus caused by exogenous events or change in priority level.

- **eLearning** – Confinement periods are a hindrance to commuting and grouping personnel for purposes of training. Therefore, training must take a different mode, although a hybrid approach might be feasible with evaluation in person. This form has quickly taken place as replacement to in-business training or university lecture halls.

- **Time Management** – More than ever, the trivial tasks must be delegated or eliminated in favor of more productivity. Focus must be placed on essential tasks with time management adapted to the new context and the real situation applicable to salaried staff. Promising shorter time functions and then comeback blaming it on COVID-19 for unreasonable delays, does not represent a good management practice. So, making COVID-19 a *catch-22* is not a good idea. (-)

It is better to be conservative in promises relative to what can be delivered. This approach can serve to obtain more success, while maintaining a better stance in terms of relationships. The *Eisenhower Matrix* (Ref. Google [™]) remains an excellent tool for prioritizing task allocation.

- **Competencies & Critical Talent Management** – Review those specific domains of activity held as strategic, where the Human Resources Management (HRM) can oversee and monitor closely this critical resource. Management skills are also falling within the critical category.

- **Collective Intelligence** – My second Management book in the New COVID World, (EN_ISBN: 978-1989364505, *available in three version languages: English, Spanish and French*), published in January 2021 provides a workable approach for Collective Intelligence applicable to private and public organizations in the *New World of COVID*. This is especially so, for the co-construction of reliable business solutions. The material contained therein is contributive, making good reading and be consulted from time to time... (-)

- **eLeadership** – Leadership can also be an outsourced resource. Circumstances have contributed to make *Leaders in Action* to learn quickly to transmit a positive motivating energy, sometimes even remotely to collaborators despite a complex and uncertain business context during a pandemic.

- **Proximity Management** – At the beginning of the pandemic and going forward, the health authorities and executive governments have declared illegal, meetings in person at the office by way of *Decree* and *Executive Orders*. Then, suddenly in March 2020 managers could not get face-to-face interaction with the project teams or subordinate staff. Then, no more traditional water fountain or coffee machine gathering with spontaneous, informal discussions and information sharing, many times more touching on internal gossip through the grapevine regarding movement of staff positions. Early in my career in the private sector, I became aware that getting close to the coffee breakers, represented a source of information not laid out on the bulletin board. The meetings

tended to be more invested in relationships and also were a source of information about certain internal issues. This used to be the culture in organizations prior to the advent of social media, although it still exists to some extent.

- **The Digital Era** – One of my works, published in February 2020 just prior to the first confinement period, addresses the issues of *Digital transformation* on 158 pages. Therefore, I am not addressing those here, other than point out the pervasiveness of the resource and related management issues.

- **Task Allocation & Division of Labor** – Redesigning the organization to adapt to the emerging challenges, threats and opportunities of the *New World of COVID* is surely an important dimension to be addressed with skills. Invariably, teleworking is a significant component of that rearrangement for office staff. That should yield lesser office cost in terms of workspace and other related internal costs, while imparting empowerment to the employees, arranging their input time and contribution according to their best judgement with flexibility. This enhanced balancing of work input time versus private and family life is in itself a form of job enrichment. The optimum is probably a hybrid combination of, in person in office and remote working, forming a well-balanced level of job satisfaction and productivity. Hence, there is a need to learn how to manage salaried staff and consultants working as extension of staff... (-;-)

- **Organizing the Working Environment** – Because of physical distancing, office layouts had to be redesigned to accommodate this new reality of two meters (6 feet) between people in office Open Space. We have also seen the emergence of plexiglass to separate and keep a healthy distance from customers and clients at service counters, cashiers and so on. ... (-;-)

- **Psychological Proximity** – Remote work has a nasty downside in terms of social contacts a necessary element for full job satisfaction. Behaviorists are unanimous: humans are social beings and the restriction of contacts is mortifying. Therefore, social proximity is an essential element to generate commitment in action and help enhance individual and collective resilience, even corporate.

- **Technology** – The organizational and technological infrastructure must be upgraded for efficient online products and services delivery, for effective hybrid collaborative work, remote and multi-sites in mode *Any Time, Any Where, Any Device* (ATAWAD).

- **Teleworking** – As pointed out in my first Management book written to address issues in COVID period, published on June 8th, 2020 there is a need to distinguish *imposed teleworking* by the authorities versus *programmed teleworking* as a policy.

- I think it stands to reason that remote working can be a solution for many problems but cannot be regarded as the cure-all panacea to resolve everything.

- Given the overall response to the pandemic to sustain the economic process rolling, the jury is still out to decide what the future holds for the remote office workers. Tax laws and regulations affecting work, have to be reviewed and adjusted to include remote work as an option for organizations to simultaneously clear the air in terms of social liability and other non-trivial Issues like, costs, security, confidentiality with privacy, financial liability and other legal and contractual obligations thereof. Those issues are never trivial and must be legislatively resolved, to provide some level of comfort for both the remote workers and the organizations. Then, that begs the question, who will be returning to the office, versus who won't? must be addressed by rule of law not mere managerial whim.

- Of course, Technology offers a wide variety of options, which would otherwise not exist. Instead of coming to work in downtown office towers, there could be *regional decentralized hubs*. That might help alleviate the difficulty recruiting staff, given many salaried staff now move to the outskirts of towns, deep in suburbia and many times even out in the near and intermediate countryside. Humans are social beings, consequently I surmise the end process will be part time office presence along with a portion of flexible time remote working. This would establish a proper equilibrium of interest, attracting recruits and retaining them, while also serving the best interest of organizations. Until the big issues are resolved, it is going to be difficult to fully operationalize and institutionalize the process.

- The necessity of in person interaction reminds me of a situation, where great difficulties were encountered trying to impart remotely a *new mandate* [*] to a unionized employee.

[*] Called a "*Monkey*" by Oncken & Wass.

(Reference: Oncken & Wass (1999) - *Who's got the monkey?*)

* * *

PART 4 – Basics of the Leadership in Action

PLAN for PART-4

- 4.1.. Context & Definitions.
- 4.2.. Leadership: Innate or acquired?
- 4.3.. Personal Qualities and other Competency Attributes of the Leader.
- 4.4.. Manager vs. Leader.
- 4.5.. Intuitive Reasoning.
- 4.6.. Leadership & Team Members.
- 4.7.. Leadership & Media.
- 4.8.. Women in Leadership.
- 4.9.. Connectedness first, then Leadership.

4.1 Context & Definitions.

- Nowadays it is widely recognized that *Leadership* impacts directly on individual and collective performance in modern public, private and associative organizations.
- In his work Stogdill (1974) pointed out in a review of leadership research, there are almost as many different definitions of leadership as there are people who have tried to define it. Personally, I will present in the next few lines the widest possible view.
- One of the best authors on leadership theories and approaches, Peter Northouse (2019) suggests:
“Despite the multitude of ways in which leadership has been conceptualized, the following components can be identified as central to the phenomenon:
(a) Leadership is a process, (b) leadership involves influence, (c) leadership occurs in groups, and (d) leadership involves common goals.
Based on these components, the following definition of leadership is used...:
Leadership is a process whereby an individual influences a group of individuals to achieve a common goal”.
- Leadership is a process of Influence by one individual (*“The Leader”*) over a group, rallying them to a common goal in a specific context.
The effect on those subjected to that influence (*“The Followers”*) are basically responding as a result of statements made, gestures or mere presence of the leader.
- It becomes clear, that Charisma is the currency of leaders wielding their power to influence the troops. Think of charismatic preachers and you get the idea. Frank Sinatra used to say:
“If you are on the stage and you have no presence, you may as well go drive a cab”... (;-)

- Furthermore, leadership like *Influence* also implies other notions such as Power and Authority.
- The following probably is a fair representation of leadership encapsulating the main elements:
“Leadership is the capacity to influence people, leading them to do things they would not otherwise have done; or to the same extent with the same degree of earnest, aiming at a specific objective target”.

• **Formal Power:** The leader receives legitimate power, given an appropriately defined mandate from the organizational unit, expressing both the scope and range of responsibility. This is essentially a delegated authority with power to execute activities and engage the proper resources for the accomplishment of the objectives.

As Northouse (2019) mentioned:

“Two common forms of leadership are assigned and emergent. Assigned leadership is based on a formal title or position in an organization. Emergent leadership results from what one does and how one acquires support from followers”.

NOTE: Unlike the *Emerging leader*, the *Assigned leader* speaks and represents the organization in all his/her actions. (Bases of power: “*Legitimate power*”; “*Coercive power*” or “*Reward power*”).

- **Informal Power:** Flows from the capacity to influence others:
 - Personal Power: as a specialist with expertise in a particular domain.
(Bases of power: “*Expert power*” or “*Referent power*”...)
 - Endorsements: medals, fellowships & other recognitions.
 - Seeking Information Efficiently: Skilled at finding pertinent information useful to colleagues quickly, keeping ears to the ground for rumors, innuendos, hints, signals and more. Base of power: “*Information power*”.
 - Relational Capacity: Knows who’s-who in the organization. Who can shake things the proper way, therefore dealing with Politics, financial & economic personalities who can resolve problems and kick-start a stalled project to progress and move on?
 - Himself serving as Role Model.
 - Could serve as the sacrificial lamb, Shielding his boss. Take the fall as opposed to the boss.

4.2.. Leadership: Innate or acquired?

- An interesting question is: Is leadership innate or is it acquired and therefore learned? Management literature supports both theses.
- The Leader shines and reveals himself according to a specific situation many times.

- At the beginning of the COVID-19, the Quebec Premier, *François Legault* and Montreal Mayor *Valerie Plante* showed *Leadership in Action*, proposing concrete measures for international airports, regarding potentially contagious travelers, while this was the responsibility of the *Federal government* doing nothing about that for another six long days. This was indeed a desperate situation and Quebecers were alarmed at the large number of travelers landing in Montreal.

Such negligence reminds me of the quote:

"We do not have a second chance to do a good first impression".

- *Leadership in Action* is not just *Charisma* or simply *"Fuzzy communications"*...
- It is primarily a rational learning process based on trust and credibility in action. Coherence and consistency between the verbal and delivered action cannot be violated, otherwise the net effect can be quite misleading. Even a minute signal of breach can lead to serious dysfunctions via a fast-down spiral. Hence it is much like the following sequence to be avoided:

Trust → Mistrust → Defiance → Deviance.

4.3.. Personal Qualities and other Competency Attributes of the Leader.

- There are numerous studies, which have been conducted about needed qualities or competency attributes for Managers in public and private sectors like the University of Quebec, ENAP-UQ and HEC-Montreal School of Management and Commerce.
- The work, *"Paroles de PDG"* (meaning *"CEO's Words"*) peer reviewed by four management professors namely, *Brunelle; Gosselin; Jacob; Orychuk*, at HEC-Montreal and later published in 2014 by *Rogers Publishing*, eloquently highlighted the various personal attributes and managerial skills related to the various types of leadership.
- With respect to HEC-Montreal; I had an interesting meeting with Prof. *Jean François Harvey* co-author of the work: *"Extreme Teaming: Lessons in Complex, Cross-Sector Leadership"* (ISBN: 978-1786354501), offering a complete description of work teams under *Extreme conditions*.

According to Prof. Harvey and colleague *Amy C. Edmonson* of Harvard Business School, four functions of leadership are required in *Extreme situations*:

- 1.. Create an Engaging Vision.
- 2.. Develop a Psychologically Secure Environment.
- 3.. Develop Shared Mental Models.
- 4.. Enable Agile Action in Delivery.
- Usually in Management, *Extreme situations* refers to situations with:
Rapid changing environment, more Risky and often Complex.

- The literature provides plenty of documentation on qualities frequently present in Leaders.

Those mostly referred to are:

Courage; Self-Confidence; Excellent at the task at hand; Sense of Accomplishment; Enthusiasm; Flexibility in Action; Honesty; Intellectual Integrity; Intelligence in terms of Intellectual Quotient & Emotional Quotient; Good Common Sense; Focus on People; Emotional Maturity; Perseverance & Tenacity; Team Player; Well Balanced Life; Avid Visionary; Good Stress Manager.

- For my part, since 2009 I documented over 70 of those attributes. Check the following:

Resourcefulness; Charisma; Self-Assurance; Focused on Accomplishments; Enthusiasm; Flexibility; Honesty & Integrity intellectual; Intelligence; Emotional Intelligence & Good Common Sense; Focused on People; Emotional Maturity; Perseverance & Tenacity; Team Spirit; Good Sense of Orientation; Well Balanced Life; Ambitious; Vitality; Resistant to Stress.

- Tricks & tools to insure efficient *Leadership in action*:

- Use Adaptive Strategies.
- Develop Political Skills.
- Coaching or Mentoring.
- Increase Self-Resilience and Emotion Control especially during Difficult Decisions.

- Organizational leaders (i.e, *Assigned leaders*) have the vested responsibility to create value.

This is suggesting the organization is better off once a project is completed than before.

This is accomplished in earnest and with determination to reach the pre-set object with the desired skills to make it happen effectively.

4.4.. Manager vs. Leader

MANAGER

- He/She Does the *Thing Right*.
- Action Based on Plan & Business Objective.
- Manages Well the Current Situation.
- Tactical view.
- Telling *When & How* (Ways & Means).
- Maintaining.
- Seeks to Obtain Consensus.
- Imitating.
- Conforming.
- Consistency.
- Short & Mid Term Perspective.
- He/She Explains & Communicates.

LEADER

- He/She Does the *Right Thing*.
- Action Based on Vision.
- Questions the Current Situation.
- Strategic view.
- Influencing & Selling : *Why & What*.
- Developing.
- Ready to Innovate.
- Originating.
- Challenging.
- Flexibility.
- Long Term Perspective.
- Sets Himself /Herself as an Example.

- Rational Mind.
- Avoidance Risk.
- Conformity.
- Drives Matters & Follows-up.
- Structuring Process is more important.
- Intuitive Mind.
- Searching opportunity.
- Creativity.
- Has Confidence in Others.
- Human factor is more Important.

* * *

- As far as I am concerned, a GOOD MANAGER must first and foremost be a very good or excellent planner and decision maker and be a convincing speaker.
 - Good Planning: Listening to people and the environment avoiding “*the tree hiding the forest*”.
 - Sound Decision Making: Understanding perceptions and tolerance to risk-taking.
 - To Be Convincing: Implies being convinced in the first place.

4.5.. Intuitive Reasoning.

Intelligence

- Here is an excerpt from Northouse (2019):

“ Intelligence or intellectual ability is positively related to leadership (Sternberg, 2004). Based on their analysis of a series of recent studies on intelligence and various indices of leadership, Zaccaro & al. (2017) found support for the finding that leaders tend to have higher intelligence than non-leaders. Having strong verbal ability, perceptual ability, and reasoning appears to make one a better leader (Jacquart & Antonakis, 2015)”.

Intuitive Reasoning

- It is taken for granted that a good leader makes effective use of both his intuitive attributes and intellectual capacity to assess and capture the reality as it exists. In my recent collective work: (search Google™ ISBN 978-1989364345) I treated the subject of intuition at length. Highlighted in the work, the **intuition applicable to leaders** is a process of analogous comparison with prior similar events and resulting experience. The assessment flowing from the analysis checked against various factors allows the leader to give a sense of orientation and meaning to an idea, an action or phenomenon. Making decisions or taking action strictly on the basis of intuition would be very risky, however let it be clear that, denying intuition as a valuable resource could also be equally risky.
- Martin (2017) introduced the concept of Integrative Thought Process. According to Martin, this is the operational decision-making mode of great leaders underlying the quality of their decisions. In effect, confronted with two opposing and irreconcilable points of view, certain leaders are able to rise to the moment and offer an approach above the fray, representing a fresh innovative and more favorable solution. Then, the protagonists rally to the leader offering their support.

- Intuition is a process based on mechanisms, which are well documented in literature:
 - Perception more or less wide in scope and global, based on either conscious or unconscious elements. For example, this would be a situation where someone agrees verbally to a decision, while deeply disagreeing internally about it and effectively showing distaste through facial expression.
 - Assimilation through analogies conforming to mental schematic representations relating to widely received patterns. For example, a well-known case or situation, relating to a specific behavioral pattern applicable to a well-known object.
 - Quick action, impulsive response proposed and based on mental schematic representation, stemming from intangible cues, hints and signals from memory. That impulsion can take on various forms; for example, a sudden convincing flash felt physiologically.
- According to *Center for Creative Leadership (CCL)* **70% of professional aptitudes for a leader emanate from prior life experience and Lessons learned**. Knowing how to draw advantage from each situation would be a first development factor contributing to performance as a leader.
- *Georges Lafley*, former CEO Procter & Gamble, unequivocally makes this a necessary survival condition for senior managers.

“Darwinian theory suggests: Should a leader have stopped developing, learning and progressing then it is likely the end of that leader”.
- Having presence associated with the contour of observable values and identity, giving rise to trust and credibility, flowing from self-assurance getting enthusiastic responses associated with a great capacity in effective and persuasive communications, can contribute to generate an excellent rapport with groups from small to large.
- In all cases leaders can be perceived as more credible and convincing, using benign tricks, which have shown their usefulness:
 - Sound preparation ahead with a core message, which is clear, credible, coherent and well presented.
 - Assuming a good physical posture since it plays on emotions and perceptions.
 - Show respect and pay great attention to other parties. For instance, visual panning the audience systematically.
- According to Amy Cuddy (2012):

“Non-verbal body language does influence those in attendance in how they see the person. It can also impact on how we see ourselves. Showing confidence even when inner doubts linger on can be a determinant to generate confidence in others, leading to improved possibilities for success”.

- Speaking of leadership is fine, however there is a need to emphasize that well-performing groups belong to a well-grounded collective identity and a culture of performance.
- There is no accident of nature here, it is factual a solid cohesion and commitment in action, working efficiently together facing challenges, overcoming problems and achieving beyond expectations with stimulating performance are always pertinent, valid and properly assessed.
- The most fundamental requirements from the average employee are rather simple and legitimate:
*They trust me; My work is meaningful; I work in an attractive environment;
 My compensation is adequate; I feel I am well regarded by my immediate supervisor;
 My colleagues appreciate me; It is pleasant; Overall, I feel good at work...*

Mental Locks

- In his book Roger Von Oech (2008) discusses what he calls “*Mental Locks*” that prevent us from being creative :
 - Always being logical.
 - Avoid all the time the ambiguity.
 - Be only practical.
 - Do not be foolish.
 - Follow only the rules.
 - Play is considered frivolous.
 - Thinking: I am not creative.
 - Thinking: It is not my concern, my area, my job...

Problem-solving

Here is an excerpt from Northouse (2019):

“Mumford, Todd, Higgs, and McIntosh (2017) identified nine key problem-solving skills leaders employ to address problems:

- 1. Problem definition, the ability to define noteworthy issues or significant problems affecting the organization.*
- 2. Cause/goal analysis, the ability to analyze the causes and goals relevant to addressing problems.*
- 3. Constraint analysis, the ability to identify the constraints, or limiting factors, influencing any problem solution.*
- 4. Planning, the ability to formulate plans, mental simulations, and actions arising from cause/goal and constraint analysis.*
- 5. Forecasting, the ability to anticipate the implications of executing the plans.*
- 6. Creative thinking, the ability to develop alternative approaches and new ideas for addressing potential pitfalls of a plan identified in forecasting.*

7. *Idea evaluation, the ability to evaluate these alternative approaches' viability in executing the plan.*
8. *Wisdom, the ability to evaluate the appropriateness of these alternative approaches within the context, or setting, in which the leader acts.*
9. *Sensemaking/visioning, the ability to articulate a vision that will help followers understand, make sense of, and act on the problem."*

4.6.. Leadership & Team Members.

- Leadership is exercised differently depending on the composition of the team.
- Kerzner (2017) identified several roles played by team members, distinguishing those who have a contributory (i.e. *Support*) –or– a negative (i.e. *Destructive*) action on *Team spirit*.

4.7.. Leadership & Media

- In my last two Management books in COVID times, I highlighted how difficult it is, even impertinent and inappropriate to assess the performance of a political leader amidst a sanitary crisis like COVID, which unfortunately is giving signs of wanting to stick around despite heavy countermeasures.
- I would like to report the following at this time: The *Thomas theorem* formulated in 1928:
"If men define situations as real, they are real in their consequences".
 In other words, the interpretation of a situation causes the actions; and these Actions are affected by subjective perceptions of situations. (Source : Wikipedia).
- For over forty years, I have applied three key questions to analyze contents over the traditional media, namely: papers, Television and Radio:
 - Q1.. Who wants me to know that and why?
 - Q2.. What do they want to convince me about; in a short statement?
 - Q3.. Is the core message truly credible?
 Those three questions have served me well, being less influenced and being able to delineate the essence of the communicated information. What is the real deal?
- The quality of the content and also on the basis of the integrity of the reporter with a reputation to protect, can be enough to guaranty the genuine nature the message. We know about fake news circulating around nowadays. However, it is also important to consider the accuracy and the pertinence of the message. In this life, where given the technology and the perverseness of social media, the targeted audience must exercise skepticism and apply a critical mind approach to the multiplicity of data and information, effectively creating an information overload.

- Regarding traditional media, I would like to highlight the admirable and dedicated work of three special journalists in three separate countries, where I have sojourned the longest in my lifetime, namely: *Leigh Sales*, Australia; *Paul Arcan*, Canada and *Natacha Polony*, France. Congratulations!

[*]: For example: “The War of the Worlds”— Orson Welles's realistic radio dramatization of a Martian invasion of Earth. Orson Welles was only 23 years old when his Mercury Theater company decided to update H.G. Wells's 19th-century science fiction novel *The War of the Worlds* for U.S. national radio. It was performed and broadcast live as a *Halloween episode* at 8 p.m. on Sunday, October 30, 1938.

“The episode became famous for allegedly causing panic among its listening audience, though the scale of panic is disputed, as the program had relatively few listeners... .. Orson Welles tells reporters that no one connected with the broadcast had any idea that it would cause panic (October 31, 1938)”. Source: Wikipedia.

4.8.. Women in Leadership

- A quote from Wikipedia:

“Research has examined whether or not there are sex differences in leadership, and these differences can be seen from a relationship based or task-based perspective... .. In studies that found a gender difference, women adopted participative styles of leadership and were more transformational leaders than men. Other studies that found no significant gender differences in leadership exist”.

4.9.. Connectedness first, then Leadership

- Here is a summary of an article of Cuddy, Matthew Kohut & John Neffinger [*]:

Most leaders today approach their jobs by emphasizing competence, strength, and credentials. But without first building a foundation of trust, they run the risk of eliciting fear, resentment, or envy.

Beginning with warmth allows trust to develop, facilitating both the exchange and the acceptance of ideas—people really hear your message and become open to it. Cultivating warmth and trust also boosts the quantity and quality of novel ideas that are produced.

The best way to gain influence is to combine warmth and strength—as difficult as Machiavelli says that may be to do. In this article, the authors look at research from behavioral economics, social psychology, and other disciplines and offer practical tactics for leaders hoping to project a healthy amount of both qualities”.

[*] Connect, Then Lead / Amy J.C. Cuddy, Matthew Kohut & John Neffinger. HBR Review. 2013-07.

PART 5 – Types of Leadership required

PLAN for PART-5

- 5.1.. Authentic Leadership.
- 5.2.. Servant Leadership
- 5.3.. Political Leadership.
- 5.4.. Positive Leadership.
- 5.5.. Ethical Leadership.
- 5.6.. Shared Leadership (or Distributed Leadership).
- 5.7.. Transactional Leadership & Transformational Leadership.
- 5.8.. Transformational Leadership Models.
- 5.9.. Adaptative Leadership.
- 5.10.. Important Remark about: *Types of Bad & Destructive Leadership*.

Required Leadership to Undertake the Huge Task of Organizational and Societal Transformation

• To some extent, the pandemic represents an opportunity to operate significant changes and adaptations, which can be in order of proceeding towards a full blown organizational and societal transformation. This can be accomplished with new projects and activities to adapt, to modify or to reinvent various processes specific for the moment. I would like to place more emphasis on types of leadership most often encountered in the *Project Management* literature.

In fact, in the *New World of COVID* the following types of leadership are probably most revealing:

- | | |
|--|-------------------|
| • Adaptative Leadership. | [Part 5.9] |
| • Ethical Leadership. | [Part 5.5] |
| • Political Leadership. | [Part 5.3] |
| • Positive Leadership. | [Part 5.4] |
| • Shared Leadership (or Distributed Leadership). | [Part 5.6] |
| • Transactional Leadership. | [Part 5.7] |
| • Transformational Leadership. | [Parts 5.7 & 5.8] |

IMPORTANT POINTS: Leader – Expert interactions

• As mentioned earlier, leaders in a working context, do not necessarily represent formal hierarchical individuals (that is only the case for “*Assigned leadership*”).

For “*Emergent Leadership*”, by definition, leadership is defined by “*Roles of Influence*” and largely situational giving rise to what is called “*Informal Power*”.

One does not declare himself leader, it is the other people in the immediate surroundings recognizing the leadership attribute among them. Therefore, this is not a job one can postulate to and carry on. This should endure over time as a function of the contextual situation.

- But a leader in action can be significantly affected by some **Expert** interventions.

"An expert is an individual with competencies to analyze and resolve rapidly diverse situations, on the basis of a capacity to combine and mobilize theoretical and practical knowledge, needed in a particular context with sometimes heavy consequences, bearing on decisions to be made as a function of such opinions and showing the individual has the maturity and state of mind to offer legitimate ability and willingness to be useful under the circumstances.

The individual has a rich pertinent background experience and an acute judgement, assessing specific situations relating to his expertise and will quickly assess with conclusive, quantitative and qualitative arguments and clear reporting. He knows the cues, signs and indicators to look for, leading to a sound and reliable opinion. In the course of his carrier, he has the respect of his peers and colleagues."

Definition by: Bootz, Lièvre & Schenk (2012).

5.1 Authentical Leadership.

- Excerpted from Northouse (2019) :

"... authentic leadership is emerging in response to societal demands for genuine, trustworthy, and good leadership. Authentic leadership describes leadership that is transparent, morally grounded, and responsive to people's needs and values. Even though authentic leadership is still in the early stages of development, the study of authentic leadership is timely and worthwhile, offering hope to people who long for true leadership".

5.2 Servant Leadership.

- Some quotes from Northouse (2019):

" Servant leadership emphasizes that leaders be attentive to the concerns of their followers, empathize with them, and nurture them. Servant leaders put followers first, empower them, and help them develop their full personal capacities. Furthermore, servant leaders ... lead in ways that serve the greater good of the organization, community, and society at large".

"Spears (2002) identified 10 characteristics in Greenleaf's writings that are central to the development of servant leadership. Together, these characteristics comprise the first model or conceptualization of servant leadership:

Listening / Empathy / Healing / Awareness / Persuasion / Conceptualization / Foresight / Stewardship / Commitment to the growth of people / Building community".

5.3 Political Leadership.

- Your “*great neighbors*” Alice & John Doe, given their belief systems, individually have a ***Spiritual leader***, who stands supreme in their life, giving them a sense and meaning over this material life. Then, understandably, there is also the ***Political Leader*** quite distinct from that aspect... (-)
- Ideally, a *Political Leader* as a mobilizer who should have as objective to serve the best interest of the larger possible number of people.
- Jean-Pierre Raffarin, French Prime Minister from 2002 to 2005, during a session titled *Leadership in Action* held under the auspices of ENAP-UQ on October 19, 2009 stated the following five Conditions in support of political leadership:
 - Strong Democratic Legitimacy.
 - Charisma.
 - Impending & Motivating Promises.
 - Favorable Circumstances & Timing.
 - Personal Ethics like *General de Gaulle* –or– Development under *Georges Pompidou*.
- He further pointed out the five Positive factors relating to political leadership:
 - Acceptable Response Facing Complexity.
 - Take Full Advantage of Power of Communications.
 - Mobilize on Issues that can be Identified.
 - Ability to Concentrate Power, Useful in Times of Crises.
 - Support Reforms, even if Hurting Conservative Principles.
- Jean-Pierre Raffarin identified the five Principles of political leadership:
 - The Solitude of the Exercise.
 - Monarchal Stumbling.
 - Overexposed Leader.
 - By-passing Intermediate Organized Social Groups.
 - Diplomatic Paradox; the Underlying Rationale is National Interest.

To be continued in complete printed edition...

* * *

5.4 Positive Leadership

- *Positive Leadership* is essentially rallying the members around one common goal and providing them with the means to progress and achieve generating added value for all intervening parties and stakeholders. *Managers, Team Leaders, and Project Leaders* are aiming to adopt this method in terms of authenticity and passion value-creating work.
- There are four categories used by those involved geared to establish:
 - (i) a positive work climate, (ii) positive relationships, (iii) positive communications, and finally (iv) the need to incite a positive sense to events.
- Traveling frequently all around the world, I can say that Australians are rather positive people, compared to some other G20 countries... (-)

Positive Leadership in Project Management (PM)

- For Zimmerer & Yasin (1998) *Positive leadership* contributes 75% to the success of the project. Indeed, a *Positive leader* views success, well-being and progress, in a deliberately positive way.
- The Project Manager “who is a *Positive Leader*” helps his team members to give the best of themselves, of course for the cause of the project, but also for their own personal development.

5.5 Ethical Leadership

- Ethical Leadership places emphasis on organizational good and evil, rather than the production and quantitative yield of individuals and the collective.
- Teaching *Ethics* at UQAM in Montréal from 2003 to 2014, I was explaining the essence of the subject and defining it as:
 - (a).. Primarily, a Manner of Thinking Rich with Various Questions.
 - (b).. Equally, a Manner of Behavior & Acting Cautiously.
 - (c).. Aiming at Generating & Sustaining a Climate of Confidence.
- Some examples, extracted from my course in MBA program; “*MBA Cities & Metropolis*”
 - Are my decisions, my words and/or actions subject to reduction of confidence with the citizens, or business enterprises as regards the sound management of my local collective?
 - Is it legal, equitable and in the best long-term interest of the greater majority?

Should you be unable to answer YES-YES-YES, then the answer is automatically NO... (-)

- Stepping into the shoes of the one losing the most as a result of your action, how do you think you would react in response?

Passive or Active Resistance; Individual or Collective; Legal or Negotiable?

5.6 Shared Leadership (or Distributed Leadership)

- According to Clement Leemans, *Shared Leadership* (or *Distributed leadership*) is where people temporarily accept certain aspects even though they are not within the realm of formal leadership. His terminology goes from:

Distributed Leadership; Shared leadership; Collective Leadership; or Integrated Leadership.

The leadership can be allocated over the entire organization, by various levels such as departments.

- According to Professor *Edith Luc* at HEC-Montreal, *Shared Leadership* is based on the cooperative relationships between the various people, individual and groups in organizations. It is all influences exercised in all directions and at all levels. The targeted goal is the true leader for the group. The reciprocal action mechanism at the center of the *Shared Leadership* flows from the complementary and differential inputs of the various participants towards collective mobilization. Certain members impart influence based on their expertise; others rally colleagues to integrate various points of view. The process is quite interactive, iterating as a function of the different inputs and goals. Shared perception of leadership causes the team members to be more responsible, being more aware of the issues affecting the accomplishment of the goals. As a result, one of the spin-off benefits is, the staff has an opportunity to grow in their professional capacity.

5.7 Transactional Leadership & Transformational Leadership

Transactional Leadership & Transformational Leadership; per Burns (1978) & Bass (1985):

- James Burns (1978) research based his theory on leaders directing their leadership on engagement in a process of effective leadership linking the nature of interaction between leaders and followers. He defined *Transformational Leadership* as the one, which is a source of inspiration, motivation, and human relationships oriented towards getting full support from the followers, by appealing to higher ideals, values of liberty, justice, equality and peace.
- On the other hand, *Transactional Leadership* attempts to maintain the status quo, where team members are motivated by objectives and compensation. James Burns goes as far as suggesting that the individual does not necessarily need to have a specific title as leader or be endowed with a formal hierarchical power to manage and transform others, however he is able to do so based on the nature of the relationship and capacity to influence.
- Bernard Bass (1985) further completed the work suggesting that both Transformational leadership and Transactional leadership are not mutually exclusive, rather the effectiveness is maximized when both works concurrently in response to confidence and respect being in full harmony regarding transactional factors of objectives and motivation.

5.8.. Transformational Leadership Models

- A quote from Northouse (2019):

"The works of Bennis and Nanus (1985, 2007) and Kouzes and Posner (2002, 2017) are also representative of Transformational leadership".

Bennis & Nanus Transformational Leadership Theory

- "Bennis and Nanus (2007) asked 90 leaders basic questions such as *"What are your strengths and weaknesses?"*; *"What past events most influenced your leadership approach?"* and *"What were the critical points in your career?"* From the answers leaders provided to these questions, Bennis and Nanus identified four common strategies used by leaders in transforming organizations". [Excerpted from Northouse (2019)]

--- --

- Strategy 1: Attention through Vision – Develop a clear and understandable vision of the organization.
- Strategy 2: Meaning through Communication – Act as social architects for the organization by changing the organizational culture.
- Strategy 3: Trust through Positioning – Create trust throughout the organization by making explicit their values and views.
- Strategy 4: The Deployment of Self – Identify their own strengths and weaknesses and encourage their followers to do the same. [Source: Adapted from the *Table of Contents*].

Kouzes & Posner Leadership Model

- Kouzes & Posner (2002, 2017) developed their model by interviewing more than 1,300 middle & senior-level managers in private and public sector organizations and asked them to describe their *"personal best"* experiences as leaders. Based on a content analysis of these descriptions, Kouzes & Posner constructed a model of leadership consists of five fundamental practices that enable leaders to get extraordinary things accomplished.

It shows 10 Commitments from 5 Practices of Exemplary Leadership:

(A) Model the way.

- A1: *Clarify values by finding your voice and affirming shared ideas.*
- A2: *Set the example by aligning actions with shared values.*

(B) Inspire a shared vision.

- B1: *Envision the future by imagining exciting and ennobling possibilities.*
- B2: *Enlist others in a common vision by appealing to shared aspirations.*

(C) Challenge the process.

- C1: *Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.*

- C2: *Experiment and take risks by constantly generating small wins and learning from experience.*
- (D) Enable others to act.
 - D1: *Foster collaboration by building trust and facilitating relationships.*
 - D2: *Strengthen others by increasing self-determination and developing competence.*
- (E) Encourage the heart.
 - E1: *Recognize contributions by showing appreciation for individual excellence.*
 - E2: *Celebrate the values and victories by creating a spirit of community.*

[Source: Excerpted from Website: *The Leadership Challenge* / Kouzes Posner International (2009)].

* * *

5.9.. Adaptative Leadership

- Excerpted from Northouse (2019):
“Adaptive leadership is defined as “the practice of mobilizing people to tackle tough challenges and thrive” (Heifetz & al., 2009, p. 14). Consistent with complexity theory, adaptive leadership is about leader behaviors that encourage learning, creativity, and adaptation by followers in complex situations.

5.10.. Important Remark about: *Types of Bad & Destructive leadership*

- Part 5 of my work is titled: *“Types of Leadership Required”*.
 But Types of BAD and DESTRUCTIVE leadership also exist... (-)

To be continued in complete printed edition...

* * *

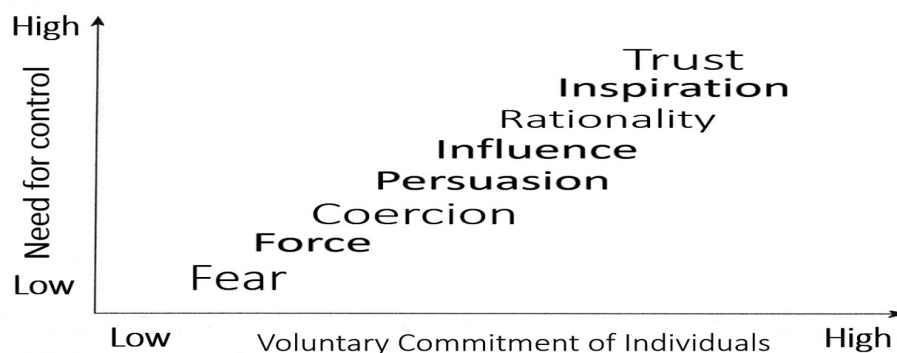
PART 6 – ABCDE of the Leader in Action

PLAN for PART-6

Agility
Benefaction
Courage
Determination
Energetic

6.1 Agility.

- As mentioned earlier, the current pandemic business context, is heavy in uncertainties and complexities and moving targets. This makes it all the more important to have a climate of trust, since it is quite necessary to have a confidence level in order to follow a leader in action, given primarily that there must be:
 - Confidence in the Leader because he seems to know where he's going.
 - Have respect for him, since we know he has respect for us! (-;-)
 - Believe he will succeed facing the battleground, demonstrating once more the importance of a good *Situational intelligence* (i.e. *Field intelligence*).
- In one of his works, Dugage (2008) highlighted a continuum (or a continuous progression) produced by *The Center for Executive Development*, underlining the importance of Trust to generate a "*Voluntary commitment of individuals*", involving different levels of "*Need for control*":



- Several authors have already mentioned the need for increased Empowerment of employees during COVID times when *Teleworking* is *de facto* privileged.

The *International Association for Public Participation* (IAP2) has published in 2007 a continuum called “*Increasing Level of Public Impact*” towards *greater empowerment of individuals*, but also of communities (read Bottom-Up).

- Empower them to take charge of themselves.
- Collaborate with people (i.e. *Doing Together*).
- Involve people.
- Consult people.
- Inform people.

Reference: *International Association for Public Participation* (IAP2, 2007)
IAP2 Spectrum of Participation

- Another key continuum by Peretti & al (2011) oriented towards greater *Responsibility* and *Enhanced Mobilizing of the Troops* (*). Review the following:

- Mandate People with Allocated Budget.
- Mandate People without any Budget.
- Co-decide with the People and “do Together”.
- Consult People.
- Inform People before the Facts.
- Inform People after the Facts.

(*): i.e. Working groups; project teams; work crews.

- Within a context of *Teleworking*, mobilizing the troops including recruits and the capacity to *instill a transfer of the organizational culture* is rather difficult to accomplish.

- Excerpted from Northouse (2019) :

“Kellerman’s (2008) typology of followers was developed from her experience as a political scientist and her observations about followers in different historical contexts. Kellerman argues that the importance of leaders tends to be overestimated because they generally have more power, authority, and influence, while the importance of followers is underestimated. From her perspective, followers are subordinates who are “unleaders,” by which she means they have little power, no position of authority, and no special influence”.

- From *Low level of engagement* (BOTTOM-LEFT) to *High level of engagement* (TOP-RIGHT):

- Diehard.
- Activist.
- Participant.
- Bystander.
- Isolate.

Source: Kellerman (2008). *Followership: How Followers are Creating Change and Changing Leaders* / Barbara Kellerman. Harvard Business School Press, 2008. ISBN: 978-1422103685.

- Finally, Forest, Crevier-Braud & Gagné (2009) present a motivation continuum for individuals at work including the classical issues:

- Inner Motivation: I do this work for the moments of enjoyment I get out of it.
- Targeted Motivation: This work allows me to reach personal goals.
- Introjected Motivation: I work hard to avoid failure and lose my reputation.
- Extraneous Motivation: I work for the salary.
- Amotivation (No motivation): I have no idea why I am doing this work.

What should be Retained from all these Continuums?

Leadership can more effectively operate within a receptive environment, where confidence, empowerment and psychological support are common currency.

* * *

Individual & Collective Agilities

- Adapting individuals to the working premises is a natural phenomenon, somewhat according to the *Darwinian theory* referred previously.
- Facing a new environment such as COVID, individuals are more or less consciously asking themselves:
 - Q1.. Do I have to live through that experience? Can I avoid it?
 - Q2.. What do I stand to gain or lose if I comply with the protective measures?
 - Q3.. If problems emerge, do I have a *Plan B* fallback?

Organizational Agility

- For Barrand (2012), in organizations, there is a need for an orderly process based on *Taylorism* and the behavioral adaptive patterns are the domain of an *Agile Approach*:

"Agility is not a replacement for Taylorism, it is an additional layer useful to the organization".

During an interview on Youtube™ Barrand adds:

"Do not throw out Taylorism with the bathwater"... (-)

This is suggesting the need for action based on a sound Situational Intelligence:

"Agile public and private organizations are more able to quickly adapt to changing conditions and can operate successful strategic change". (Free translation).

- In the literature we find three types of *Organizational Agility*: Strategic; Portfolio and Operation.
To be continued in complete printed edition...

Corporate Culture Nurturing Organizational Agility

- Agility is a natural fit for environments, which are turbulent, complex, unpredictable, requiring quick reactions and responses to change directions, implementing adaptive policies and operations.

- The concept of *Agility* relates to three complementary aspects, namely:
 - 1.. Adapted Management, in terms of Empowerment & Supervision...
 - 2.. Agile operational functioning less bureaucratic & slack time...
 - 3.. Informatic development & migration to newer technology...

- The Agility Mode is useful, whenever it is impossible to determine the right course of action, given the major changes occurring in the unforeseeable environment. The state of flux can be difficult to read, where mutations occur in fairly rapid successions generating crises in their own rights at different levels. Readiness to change is a key feature, provided it is not sweeping affecting the going concern. These are times when good leaders as captains, can lead changes to great realizations, having the insight and business acumen to steer the ship towards the right orientation... (-)

- Facing such challenges, organizations have options to react in various manners.

Read the following, bottom-up:

- | | |
|--------------|--|
| • Innovate: | Recoup what is done Elsewhere, Adapt & Ideation. |
| • Proactive: | Leap ahead Changing Strategic Planning & Business Model. |
| • Reactive: | Reacting in Step with Required Micro-Changes. |
| • Passive: | Do Nothing... Pending Better Days. |

- Clearly, Agility requires an appropriate organizational culture, implying innate values and the need for new competencies to master, implementing new learning processes.

* * *

Required operating modes of the Organization in the New World of COVID

- Personally, I like “Storytelling” & “Metaphors” that can be used in Management and Project Management.

NOTE: You will find some “Metaphors” relevant to COVID context in *Appendix –A–* (in the complete printed edition)

- In the new business environment resulting from the COVID-19 pandemic, the organization could advantageously use both:

- Working groups & Working teams for usual operations ... (**Current Operations Mode**).
- Project teams, required for simple, complicated, complex projects or even breakthrough innovations ("disruptive innovation"). (**Project Mode**).

But also, more than ever before ...

- Crews working well together, acting in targeted & quick execution, like a Commando in the Army, Navy or Air ... (**Commando Mode**).
- Furthermore, in that context in February 2021, *Jean-Noël Routhier*, career Expert Instructor, Master Conference Speaker & Vice-President with GPBL, explained to me the following:

“Usually, a commando is composed of individuals with a certain number of specifically required attributes, skills and competencies to conduct a successful targeted and well-defined mission. Also, all the preliminary objectives for readiness are developed and fulfilled to elevate the chances for success to its maximum.

The elite group is formed on the basis of the above requirements and staffed with volunteers or requisitioned as members. There is a direct relationship for the group tailored according to the target mission. The group members function as one, meaning the level of interdependence and mutual support are high. All pertinent information is instantly shared and processed, as it is a key success factor.

As can be anticipated, there are great management expectations associated with the existence of such an elite group to resolve problems and address issues to sustain operations on an optimal course. The existence of the group is neither denied nor advertised by management. They intervene where their action affects workable solutions. In time they

might be highlighted, having contributed to resolve a critical situation, which became public knowledge.

The information flow and action delivery are a function of perfect knowledge about the group members between themselves, regarding what everyone can deliver as well as an intimate knowledge about the mission. It is clear, this can only be accomplished if all the members are closely involved in the planning stages. The mission itself is issued at the highest level of the organization and this is where the commando reporting is done”.

6.2 **Benefaction.**

- The *Leader in Action* must be able to continuously demonstrate *Benevolence at work* (i.e. *Goodwill & Kindness*).

NOTE: The following text is an excerpt on BENEFACTION section from the **CLIMB.EXPRESS**; the Methodology I created in Australia (NSW) in 2016 (described on my trilingual website: *English; French, and Spanish*):

“BENEFACTION at work is essentially doing good deeds at work towards fellow workers to be addressed by Managers, Project Managers, Team leaders, or any other Management levels or Coordination”.

&

“Benefaction at work = the merging of Benevolence at work +++ Quality of life at work”.

- This takes on different meanings through various approaches affecting a more human working climate, allowing for better quality of life at work for the greater number.
- This leads to the old wisdom adage:

*“Do not do unto others what you wouldn’t like them to do unto you
—and conversely— Do unto others what you would want them to do unto you”.*

* * *

NOTE: The choice of the term *BENEFACTION*, rather than *Benevolence*, is explained here by the fact that some countries, including *France*, have already begun to frame legally the notion of Benevolence, particularly in the context of employment contracts, legislative texts, etc. In doing so the meaning becomes inevitably more “frozen in time”, rather than evolving according to the national and regional usages; then it risks becoming less malleable to the changing conditions of the business environment and the prevailing values and social acceptability in the society.

How to Accomplish *Benefaction*?

Through a combination of various means and tricks of the trade aiming at:

- Increasing goodwill at work for the well-being of intervening parties and staff.
- Promote actions beneficial to the well-being of the command line going from senior management down to the clerk. That implies the whole organization including business partners for the accomplishment of collective work, while generating satisfaction for clients and the personnel.
- This is done by providing somewhat less shareholder value, preventing overwork, losing the real sense of work with burnouts or depressions.

Here are a few ways, means and tools to promote employee well-being at all levels, insuring good understanding for quality of life at work for the greater number:

- Campaign to promote Goodwill and Kindness at work.
 - Raise the employee psychological feeling of security towards senior management, inclusive of the support of immediate supervisor.
 - Policy of well-being at work and good corporate social citizenship, yielding a fine public image.
 - Collaborative development of competencies highlighting and promoting talents.
- Programs promoting work equity, where there might be a slight positive work discrimination policy aiming at reducing biased hiring practices. This can give rises to various programs, some on seniority of time at work versus new employees and so on. Care must be exercised where court challenges reversing policies may lead to a loss of goodwill.

6.3 Courage.

Managerial Courage in Action

- As suggested earlier, Organizational Transformation amid a pandemic should favor *Project Management* to deliver results. However, the difficulty is the selection of projects to be promoted versus the ones to be abandoned in a fully reviewed portfolio, remains a tough choice to make. Indeed, abandoning projects, which were held important not so long ago, can be a torturing moment. This is when real business acumen shows its power, selling it to all concerned.
- Courage and determination may re-energize the troops, knowing the survival of the organization may even be at stake. The decision has to be supported by a corporate wide review by all participants being made aware of the critical issues, in order to rally their full support... (-;-)

- Courage in a work environment consists essentially in transforming, intentions to act into real tangibles actions, despite internal and external pressures, likely to be present.

- Here are a few personal qualities associated with *Managerial Courage*:

- Accepting Constructive Critiques & Avoiding the Easy Road.
- Mobilizing the Troops, Finding Satisfaction with their Efforts Going Beyond.
- Moving into Action without Hurting Internal or External Relationships.
- Day-in-day-out Resilience & Perseverance.
- Making Unpopular Decisions up Front.
- Taking Calculated Risk & Assuming Consequences.

Intelligence

Here is an excerpt from Northouse (2019) already mentioned earlier:

“ Intelligence or intellectual ability is positively related to leadership (Sternberg, 2004). Based on their analysis of a series of recent studies on intelligence and various indices of leadership, Zaccaro et al. (2017) found support for the finding that leaders tend to have higher intelligence than non-leaders. Having strong verbal ability, perceptual ability, and reasoning appears to make one a better leader (Jacquart & Antonakis, 2015)”.

Situational Intelligence

- Developing *Situational Intelligence* (i.e. *Field intelligence*) can be very useful to enhance the capacity to be influential within the organization, becoming more in-tuned with the corporate mindset to capture weak signals from the various people in position of power.

- Pavy (2002) highlighted the various components of such a process, once a fairly representative picture has been assembled:

(a..) Gather a good representative picture of the current organizational culture; to include non-trivial elements such as: corporate values, rules and policies, and acceptable behavioral patterns, then followed by...

(b..) Knowing how the participants perceive their roles and responsibilities; what are they proud of? What are their constraints and priorities, then attempt to...

(c..) Better understand the decision-making process and how uncertainties are managed.

For example:

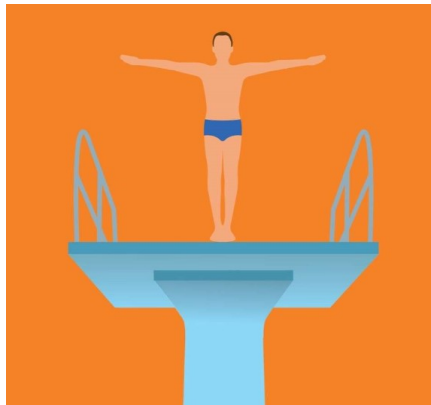
- Who has access to the best information supporting decisions?
- Who can be the facilitator to unravel a project or a file?
- Who can override the rules and the means to act?

6.4 Determination.

- Most leaders exhibit strong determination, which is the desire to get the job done and also includes characteristics such as initiative, persistence, dominance, and drive. People with determination are proactive and show the capacity to persevere in the face of obstacles.

Firm Determination & Resilience

[... despite all odds, obstacles and challenges to overcome]



From Dream to Reality: First a Firm Objective

- There are several characteristics common to Leaders in Action and Olympic Sports, to deliver exceptional performances in a highly uncertain and stressing context.
- For example: The Quebec, Olympic athlete *Alexandre Despatie* (an Olympic diving athlete who Won a Silver medal for Canada at the *Beijing Olympics* in 2008) accomplished thousands of diving trials, over four years, coached by *Michel Larouche* and psychological support of *Bruno Ouellette*. This was the routine although he was only evaluated on the basis of few diving trials in an Olympic facility far from his own training environment.

NOTE: I met with *Bruno Ouellette*, a true gentleman in 2008 during a conference I co-organized. Bruno Ouellette provided psychological support (psycho-coaching) for *Alexandre Despatie*. You will find in Appendix –B– (in *complete printed edition*) the extract of a text produced by Bruno titled: **14 Principles to explore, learn, share and improve your performance.**

- Julie Carignan (2013) quotes *Bruno Ouellette* [*] when talking about *Alexandre Despatie*:
“At the age of six, I already dreamed of going to the Olympics.
Over the years, as soon as I realized that I liked the competition, the diving, and that I had some potential, it became a real goal for me.
At first it was a dream, and later it became a goal”. (Free translation).

- In the same article Julie Carignan (2013) adds:

“At work, willpower is also the cornerstone of performance, as shown by numerous studies examining the close relationship between motivation, commitment and performance.

The quest for meaning, fundamental in human beings and analyzed by the first philosophers of Antiquity, is moreover considered by new generations as a primary criterion in the search for a job.

To excel at work in the long term, it is not enough to know what to do or how to do, it is necessary first and foremost to want to do it, knowing consciously why you are doing it”.

(Free translation).

* * *

6.5 Energetic.

“Energetic at the right time to do the right thing”;

Especially through techniques & tips used in Olympic sports.

- From the Greek *“Energia”*; the capacity of being active or acting, natural power vigorously exerted.

- Kinetic energy is associated with motion. In his work Roger Oech (2008) defined

“Connectic Energy” as:

“The sustained energy experienced through a continuous movement forward; refueled by communication, lessons learned, teamwork, sharing of experiences and visionary leadership”.

- Here are excerpts from Merete Wedell-Wedellsborg article (2020):

“As we enter the last stretch, the greatest challenge for leaders may be to sustain energy in themselves and in their teams. We don’t quite know how long it will take to finish the last mile and we cannot rely on the urgency of the crisis any longer”.

... ..

“The key is to get the energy flowing and never accept that meetings and interactions become stale or boring. Energy is not a given and must be generated and channeled internally”.

... ..

“There are many ways to energize: Sharing success stories, setting up competitions, dividing long projects into sprints, communicating. But also shortening endless zoom meetings, cutting tumbleweed projects, and allowing constructive conflicts and honest feedback in your teams. How you do it matters less. That you do it matters immensely”.

* * *

Conclusion

In the second year of the pandemic, many believe the aftermath will return us back to the old-normal and what used to be and assume applicable equally to public and private organizations. Of course, as far as individuals are concerned, there will be some variations, depending on whether you are unionized or not.

As far as I am concerned, history is replete with good and bad events all over the globe affecting humanity. On the assumption, history will follow its normal course, more bad moments are expected over time, whatever those happen to be, they are beyond our control, testing our resilience. While it is true, opportunities can emerge at every turn, however it does not necessarily mean we can take advantage of the moment if the resources are not available at the right time.

Changes caused by the pandemic, despite their precipitous and disturbing characteristics, have served to act positively on three aspects linked to the proper functioning of our organizations.

- 1.. A strong crisis management reaction with an enhanced valorization of collaborators through heightened empowerment, making possible.
- 2.. Local initiatives for innovation and managing locally difficult situations and finally...
- 3.. Generating a more agile management is essential in an uncertain and complex business context.

Finally, in my opinion, *Leaders in Action* should always keep in mind the following three principles:

- 1.. Choosing a reachable strategic target.
- 2.. Optimal total value-added for stakeholders.
- 3.. Psychological support needed for all senior managers and senior project managers.

Good luck in your working activities and career,

Professor Yvan Lauzon, MBA

(newmanagement2.0@gmail.com)

References

(Available in the *Complete printed edition*).

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Appendix A – Business Context of the New World of COVID: Learning by Metaphors

(Available in the *Complete printed edition*).

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Appendix B – 14 Principles to explore, learn, share and improve your performance

(Available in the *Complete printed edition*).

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Appendix C – 21 Quotes on Leadership

(Available in the *Complete printed edition*).

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PUBLICATIONS – YLA

YLA Formation inc. (YLA) publishes print books available in University bookstores. They can also be ordered ONLINE in Canada –OR-- by MAIL & eMAIL worldwide. Here is a description of books already available in English, French and sometimes in Spanish.

DOING BETTER by doing differently TOGETHER: Managing Business in the Aftermath of COVID-19 (3rd edition) / Yvan Lauzon, MBA. 2020-07. ISBN: 978-1989364369.

This book introduces solutions to achieve a heightened degree of harmonious functioning of several generations of workers, operating within a stimulating work environment for the larger number by reducing the < Silo effect > for enhanced collaboration, with the five dimensions (Part 1 to 5) of CLIMB managerial approach (describes on website www.climb.express). The second section of this book presents the various COMPETENCIES required by the intervening staff that is: Senior Executives (P6), Managers (P7), and Project Managers (Project Leaders) (P8). The third section is about PERFORMANCE, proposing practical means to accomplish higher levels of performance (P9 & P10). The last three parts form section 4 COVID-19 offer a summary portrait of the historical evolution of the role of actors in organizations and society (P11), avenues for improving business conduct in the face of the new COVID-19 context requiring more than ever before: Resilience + Collective Intelligence + Agility & Innovation (P12) and, finally, a sketch of the organizational impacts of COVID-19 broken down into seven types of crises and presenting suggestions for actions for public and private organizations.

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Developing the collective intelligence in project teams (2nd edition)

/ Yvan Lauzon, MBA. 2019-01. ISBN: 978-1989364000

Experts are unanimous: Over 80% of senior managers consider teams to be the key to the success of their organizations. Teamwork is a constant challenge because it requires at all times effective collaboration between groups of individuals from different cultures (language, region...), professions, administrative units (i.e. Human Resources), cities (i.e. Toronto, Vancouver...), or even 4 or 5 generations (age strata). These challenges are sometimes magnified in the project teams. This innovative book addresses the characteristics of high-performance project teams, as well as new forms of project teams: virtual or delocalized, multicultural or international. This book also gives practical tips to better collaborate and ensure the sustainability of Lessons Learned (LL) in public projects.

.....

Let the Collective Intelligence of Your Work Team Break Out

/ Yvan Lauzon, MBA. 2019-01. ISBN: ISBN 978-1989364079

This innovative book addresses the characteristics of high-performance work teams, as well as new forms of project teams: virtual or delocalized, multicultural or international. This book also gives practical tips to better collaborate in Work Team. It includes the description of over 70 tools, such as:

Methods / Techniques / Checklists / Software Features / Dynamic Forms that can be completed during Team Meetings / Etc.

Leadership Driven Project Management for Global Value (2nd edition)

/ Yvan Lauzon, MBA. 2019-07. ISBN: 978-1989364277

This work is dedicated to Leadership in Project Management with five typical cases:

Complex Projects; Intergenerational teams; International teams; Multicultural teams; Virtual Teams (Relocated or Outsourced). The emphasis is placed on the importance of Leadership in order to derive the most benefit from project evaluation to chart the best course of action for projects as well as the organizational maturity of Project Management.

Innovative concepts are also introduced touching on the *Global Value of Projects*, which under certain conditions can also be applied to other *current corporate operations*, private, public or association. Finally, this work includes a listing of *48 types of Value added* found in Project which can contribute to tangible organizational advantages under certain conditions highlighted in this work.

Leadership, Change Management & Coaching: Crossroad Towards Digital Transformation (2nd edition) / Yvan Lauzon, MBA. 2019-07. ISBN: 978-1989364291

Three main concepts form the basis of this book, which is addressing Digital Transformation leading to eCommerce and Electronic Service Delivery (ESD).

- Strong Leadership is needed to ensure organizational performance, sustaining the going concern in a fast changing and evolving world (VUCA).
- Digital Transformation is a defining era in terms of societal and historical development, requiring a management approach not uniquely reactive, given the multivariate nature of the issues involved. Those are largely the legal dimensions associated with Personal Data and Privacy Issues as well as other information resources, which must be protected.
- Most often Coaching Managers and Project Managers (Project Leaders) is needed to provide guidance and frameworks for heightened performance and also create an effective work environment and commitment of participants over the short and long terms.

Managing Projects better, even Complex ones (2nd edition)

/ Yvan Lauzon, MBA. 2019-06. ISBN: 978-1989364147

In public organizations projects can be classified as: Simple; Complicated; Complex or Disruptive innovation project. Projects referred to as complex are mostly those in various business sectors such as: infrastructure constructions, public buildings, road systems and interchanges, bridges, large scale IT projects, Health care and the Military. Despite various opinions expressed about specific Public projects and further flashed and boosted ministerial press releases, a lot of these projects are not Simple or even Complicated, they are factually declared Complex ...

Multi-criteria Evaluation of Public Projects

/ Yvan Lauzon, MBA. 2019-05. ISBN: 978-1999461447

Public projects are often subjected to public opinion and media reporting and related pressure. We know about Auditors General filing daunting reports on post-mortem projects criticizing cost overruns, defective quality and functionality and undue delays. Department managers and political figures are called to account in the public place under difficult circumstances sometimes. This book covers the evaluation Project Management (3 criteria), but also the Business Solution Flowing from Project (5 criteria); Performance of the Project Team (5 criteria); Performance of the Project Leader (20 criteria) and also other criteria that we should never forget.

New World of COVID: Building Tomorrow Together Today With a Common Vision

/ Yvan Lauzon, MBA. 2021-03. ISBN: 978-1989364468.

This work is entirely oriented in a business context impacted by the COVID pandemic. It brings together in a comprehensive manner five international experts expressing opinions and techniques, charting effective courses of action, allowing successful exits from the negative and destructive impacts of the pandemic. They provide a practical checklist sequencing events and actions useful for the construction of efficient business models for governments and business enterprises in the New World of COVID. This checklist can apply in multi-ministerial environments; thematic or sectorial to validate existing models or making adjustment thereto.

Project Manager Roles & Main Skills Attribute: Competence Breakdown Structure (CBS) Model / Yvan Lauzon, MBA. 2018-10. ISBN: 978-1999410629

After a summary of all main researches related to Skills attributes required in Project management (PM), this book suggests a Competence Breakdown Structure (CBS) Model for Project Manager (Project Leader) to ensure a higher success rate and a better matching of needs and business functionality. This CBS Model is primarily designed to highlight the qualities most often responsible for strong Leadership (Skills; Functions; and Personal Characteristics of Project Managers imparting a distinctive Leadership). Overall, twenty roles are spread across ten categories, in four levels. This book also contains 3 listings of over 100 Skills attributes each, applicable to the most important persons in Project success: Senior officer acting as Sponsor (CEO, Ministers, and Deputy Ministers, ...), Project Manager (PM) and Manager of the PM. Also included: 40 Skills attributes of great Negotiators (very helpful to better managing Stakeholder's relations); a listing of Best Practices in Management and 12 Survival Rules for Project Manager.

NOTE: An article from this trilingual book on Modeling was selected by a reading committee of the PMI FRANCE for inclusion in a French-language PMI international book on Leadership, published early 2021.

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