

Assignment 1: tasks 1-7



Assignment Title: Leadership dilemmas

Leadership and Decision Making in Complex Environments

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Word count: 3927

Introduction :

This portfolio including seven tasks about leadership theory. These seven articles have potential connections in theory, theme, structure, or techniques. Meanwhile, they are relatively independent of each other. It is an amazing experience that in these tasks, we can feel the existence of a complex adaptive system. Just like the interesting links between task 1, 2, and 6, I try to identify the leadership dilemma, but understanding and solve problems with different tools in a discontinuous context. The complexity of the tasks does not stop here. More tools are applied to discuss the interactive and dynamic systems, such as social networks, ANT, and debate. Hence, at the end of tasks, I try to create a model of leader-follower dynamics, which combines servant leadership and CAS, to express my understanding of the leadership dilemma in the dynamic system.

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Task1: Interview Questions

(Word count 233)

Gubrium al et (2012) in their handbook illustrated two watersheds of complexity about interview: craft and epistemological issues. It is very interesting that interview has become a process of knowledge production, which makes sense for telling the story (Schutz, 1967). Focusing on the complexity in leadership dilemmas, I plan to adapt to the model of three-interview series (Seidman, 2006, p. 16) as the interview structure to design a question-and-answer session.

The interviewee I select is a leader who has more than 30-years of work experience in the rural public sector and works in the department of attracting investment and serving enterprises at present. I share transcripts, data, and figures in appendix 1 and 2 to support my interview. The interview questions are as follow:

1. The experience of leadership dilemmas

As a leader in public management organization, whether the business in rural area also experienced hard stage?

Can you describe your work contents and structure now?

Do you think they always finish work excellent?

How about those two senior directors?

How about that traditional hotel (appendix 2, SANGLUOCUO)?

Why your followers have so strong responsibility for their job?

2. The details of leadership dilemmas

Could you have some trouble with your work currently?

What is the largest challenge for your job?

3. The reflection on leadership dilemmas

Could you try to change these situations?

Do you have successful methods can share with me?

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Task 2: Serve and Love in the Leadership Dilemma

(Word account 844)



Figure 1: the hotel of Sanluocuo (adapted from Fuzhou Daily, 2021)

You will not believe that, in Chinese rural areas, there is a servant leader who has worked there for more than 30 years, aiming to serve local development with all his heart. He is my interviewee. If the rural context is a complex adaptive system, this leader should be a hero serving people there. Gribbin (2004) wrote that *“In the midst of order, there is chaos; but in the midst of chaos, there is order”*. The core of complexity theory is to optimize structure and deal with relationship between structure and environment (Maguire al et, 2011, p. 509).

1. From “The Smart Leader” to “The Smart Village”

“The wise person takes benevolence as profit” (Wang, 2004, p. 16). I believe my interviewee is a leader constructing sensemaking of righteousness in a complex environment. He owns the characteristic of the Confucian culture in leadership and is famous for his kind in the work. In his talking, I feel strong sensibility, adaptive

leadership, authentic personality and clear network in the process of management. It is easy for him to point out employees' development, advantage, disadvantage, and situation (appendix 1, 3, organization structure).

During his tenure, the rural economy in China experienced dramatic changes, which encompassed institutional innovation in the household responsibility system, Reform and Open, and booming of the rural market (Lu, 2015, pp. 4-11). He witnessed the development of rural areas rapidly and was adaptive to the changing environment by balancing and integrating multiple elements (Shan and Yang, 2008, p. 210). ***The largest challenge*** is that the village lacks attractions for those companies with high quality and techniques. so, the sharing economy is difficult to come despite the epidemic and development plan of the digital village (Agricultural Plan, 2019).

2. Known and Unknown Dilemmas

Because the core of the target has changed ***from efficiency to quality*** (National Congress of the CPC, 2017), this leader discovered difficulties in building the digital village and attracting excellent talents (appendix 1, 3, leadership dilemmas). It is a huge challenge to provide strategies to adapt to local conditions and overcome dilemmas of ***institutional supply and innovations*** (Lu, 2015, pp. 37-41). At present, the industries in his town mainly encompass Logistics city (appendix 2, location), building materials, cultural and ecological tourism (appendix2, The Ban Ding village plan). Although Internet companies and tourism are developing, SMEs with environmental pollution problems account for a larger proportion. These challenges are often defined with ***a***

technical and an adaptive perspective (Northouse, 2016, p. 261). John Chambers (2016)

pointed out that with the digital technique development, organizations and employees need to face more uncertain and complex environments by adaptability. Differing from pursuing efficiency and control (Brown and Eisenhardt, 1997), CAS helps rural governance create *adaptive integration mechanisms* (Uhl-Bien and Arena, 2017).

According to content analysis (appendix 1, sensemaking), we can find this leader tries to create an “adaptive place” (Uhl-Bien and Arena, 2017) for his followers to construct interaction and innovation for outside pressures. Just like Uhl-Bien and Arena’s model (2018) illustrated (see figure 2), it is difficult to interact organizational place with network innovation, synthesizing perspectives under the context of the new order, pressures, and emergence.

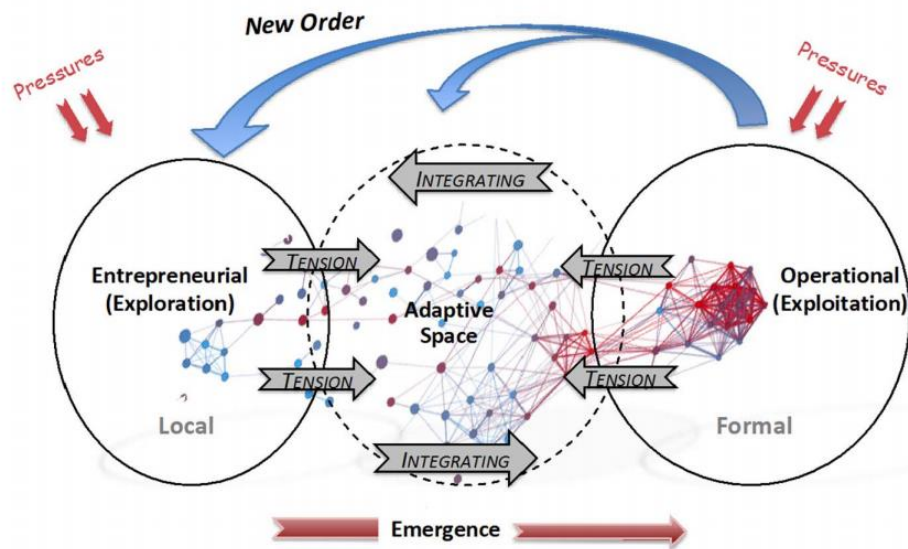


Figure 2: organization as a CAS (Uhl-Bien and Arena, 2018, p. 10)

An interesting phenomenon is that he presents external dilemmas accurately, but cannot describe internal dilemmas clearly. Due to long-term work for the rural public sector, he seems to lack the sensitiveness for hiding complexity in internal organization. The

stable structure makes the leader ignore the predictions for internal changing (Allen, Maguire and McKelvey, 2011, p. 173). McKelvey and Boisot (2009) highlight Ashby's Law of Requisite Variety which considers the matching demands between internal and external complexity.

3. the Complex and Dynamic World

Rural governance needs more dynamic changes of the leader's decision-making to deal with *deficiency* of attracting investments, lacking sensitiveness of internal problems, and difficulties for creating networks within high techniques enterprises. The Cynefin framework builds relationships between four dimensions to provide appropriate decision-making (Snowden and Boone, 2007, p. 4). I think, for this leader, external and internal dilemmas are full of "*unknown unknown*" (Snowden and Boone, 2007, p. 5) in his work. Hence, the leader's job in the complex context needs to strengthen interaction, communication, and monitor (see table 1). Although he understands his followers well, the open communication mechanism, internal and external monitors are not mentioned in his management.

Storey and Salaman (2009) pointed out "*strategy and business models*" (see figure 3) to highlight 6 relates to dilemmas and paradoxes. Despite the structure dilemma, my interviewee knows the price advantage of lands and laborers in rural areas, so that he tries to innovate in policy, service, and network construction. Meantime, the links between action and goals or created ideals and new environment make sense from nonsense (Weick, 1995, p. 102). Comparing with the traditional concept of leadership,

I believe this leader should focus on adaptability in complexity to develop his flexible and multi-changing leadership style (Northouse, 2017, pp. 257-294) in the future.

Let's overcome the complexity in the flexible, dynamic, and developing world together!

	THE CONTEXT'S CHARACTERISTICS	THE LEADER'S JOB	DANGER SIGNALS	RESPONSE TO DANGER SIGNALS
SIMPLE	Repeating patterns and consistent events Clear cause-and-effect relationships evident to everyone; right answer exists Known knowns Fact-based management	Sense, categorize, respond Ensure that proper processes are in place Delegate Use best practices Communicate in clear, direct ways Understand that extensive interactive communication may not be necessary	Complacency and comfort Desire to make complex problems simple Entrained thinking No challenge of received wisdom Overreliance on best practice if context shifts	Create communication channels to challenge orthodoxy Stay connected without micromanaging Don't assume things are simple Recognize both the value and the limitations of best practice
COMPLICATED	Expert diagnosis required Cause-and-effect relationships discoverable but not immediately apparent to everyone; more than one right answer possible Known unknowns Fact-based management	Sense, analyze, respond Create panels of experts Listen to conflicting advice	Experts overconfident in their own solutions or in the efficacy of past solutions Analysis paralysis Expert panels Viewpoints of nonexperts excluded	Encourage external and internal stakeholders to challenge expert opinions to combat entrained thinking Use experiments and games to force people to think outside the familiar
COMPLEX	Flux and unpredictability No right answers; emergent instructive patterns Unknown unknowns Many competing ideas A need for creative and innovative approaches Pattern-based leadership	Probe, sense, respond Create environments and experiments that allow patterns to emerge Increase levels of interaction and communication Use methods that can help generate ideas: Open up discussion (as through large group methods); set barriers; stimulate attractors; encourage dissent and diversity; and manage starting conditions and monitor for emergence	Temptation to fall back into habitual, command-and-control mode Temptation to look for facts rather than allowing patterns to emerge Desire for accelerated resolution of problems or exploitation of opportunities	Be patient and allow time for reflection Use approaches that encourage interaction so patterns can emerge
CHAOTIC	High turbulence No clear cause-and-effect relationships, so no point in looking for right answers Unknownables Many decisions to make and no time to think High tension Pattern-based leadership	Act, sense, respond Look for what works instead of seeking right answers Take immediate action to reestablish order (command and control) Provide clear, direct communication	Applying a command-and-control approach longer than needed "Cult of the leader" Missed opportunity for innovation Chaos unabated	Set up mechanisms (such as parallel teams) to take advantage of opportunities afforded by a chaotic environment Encourage advisers to challenge your point of view once the crisis has abated Work to shift the context from chaotic to complex

Table 1: Metrix of Cynefin framework (Snowden and Boone, 2007)

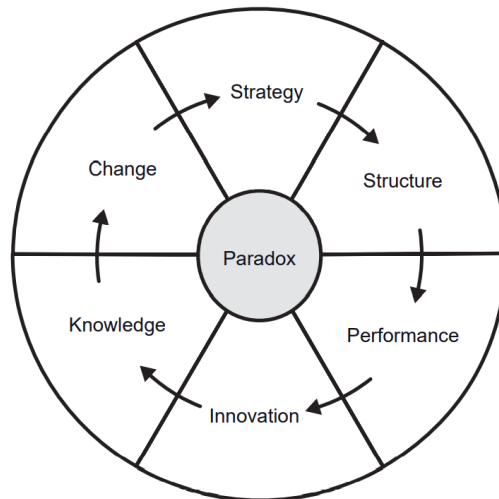


Figure 3: the strategy and business models (Storey and Salaman, 2009, p. 16)

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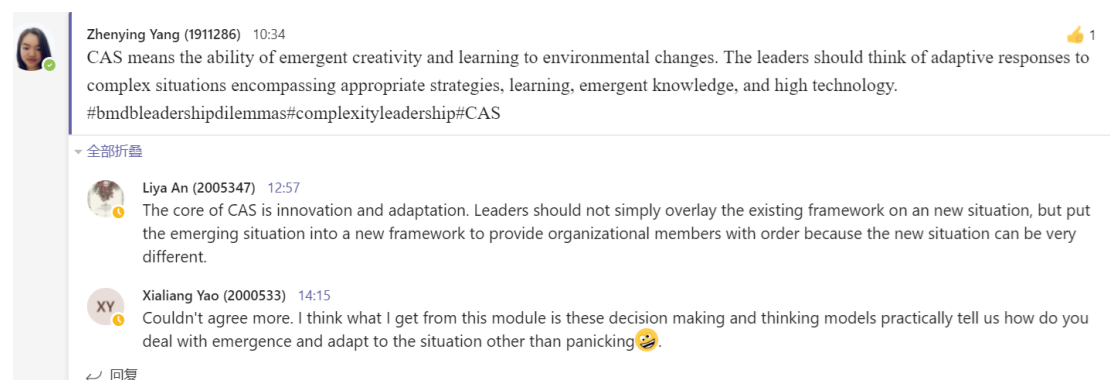
Task 3: Reflection of ‘tweet’ style social media posts

(Words count 626)

This reflection aims to explore experiences of sharing my thoughts on leadership dilemmas using the channel in Teams site. I select five posts and responses from this channel (see figure 4) to support the definition and discover the limitations of my social-ecological systems. Based on four criteria of Dewey’s concept of reflection (1933), I choose Gibb’s reflective cycle (1988) to construct this reflection.

Description

Knight and Kaye (2015) wrote an article to illustrate “tweet or not tweet in academic context”, which pointed out in the non-official background, tweeter inspired students’ initiative of learning. Hence, this task focuses on “tweet style” in social media with responses to discuss knowledge and social network limitations when the internet platform becomes the actant in the process of communication. I try to share academic experiences actively, rather than follow another scholar passively. In this web-based system, we define leadership dilemmas and give comments to each other according to our understanding and application of complexity, leadership, and relevant theories.





Zhenying Yang (1911286) 9:52

1

Although the relationship between simplicity and complexity always tenses, in a large organization, the structural complexity encompasses the simplification of contribution from multiple factors.

#bmdbleadershipdilemmas#complexityleadership#simplicity

全部折叠



Liya An (2005347) 13:04

1

Because of Ashby's law, we have to introduce various act ants into our systems to acquire agility and adaptation. However, we will have to be alert to the burden resulting from this variety and should be good at mastering complexity with the strategies of simplifying.



Xialiang Yao (2000533) 14:15

1

Yes, and between complexity and simplicity of an organization's structure, we can only find a way to balance the two to survive, not just simply choose one over another.



Zhenying Yang (1911286) 6/2 18:11

4



Hilda Ojonugwa Obaje (2009418) 6/18 5:24

1

This falls under 'Not Enough Meaning' in the cognitive bias codex. A good leader does not assume what is going on in the mind of the people, instead, he/she seek opinions and perceptions.



Zhenying Yang (1911286) 6/15 16:10

1

全部折叠



Jiaqi Hu (2005204) 6/17 19:46

1

Ethnography is a important tool in multi-cultural society, which is common nowadays.



Ling Lin (2006204) 6/17 22:12 已编辑

1

yes, that is true, and identify your latent network to strengthen would be very useful for you diversifying your research perspectives that would even go deeper and become more open.



Julie Hayward 6/17 22:28

1

Zhenying Yang (1911286) I appreciate your acknowledgement of how important it is for a researcher to understand their network. Can you also see the significance of observing the contribution of non-human actants in the formation of social structures?



Zhenying Yang (1911286) 10:09

1

全部折叠



Liya An (2005347) 12:31

1

ANT can expand our networks to include non-human actors for consideration. It reminds human beings that they can't be so arrogant and arbitrary because they can be decided by something they never expected before.



Xialiang Yao (2000533) 14:29

1

The part of network that nonhuman components create might be significant enough to influence the core of existing social network of someone, it can be a benefit, but also it could be a threat.

Figure 4: the five posts in the channel of leadership dilemmas

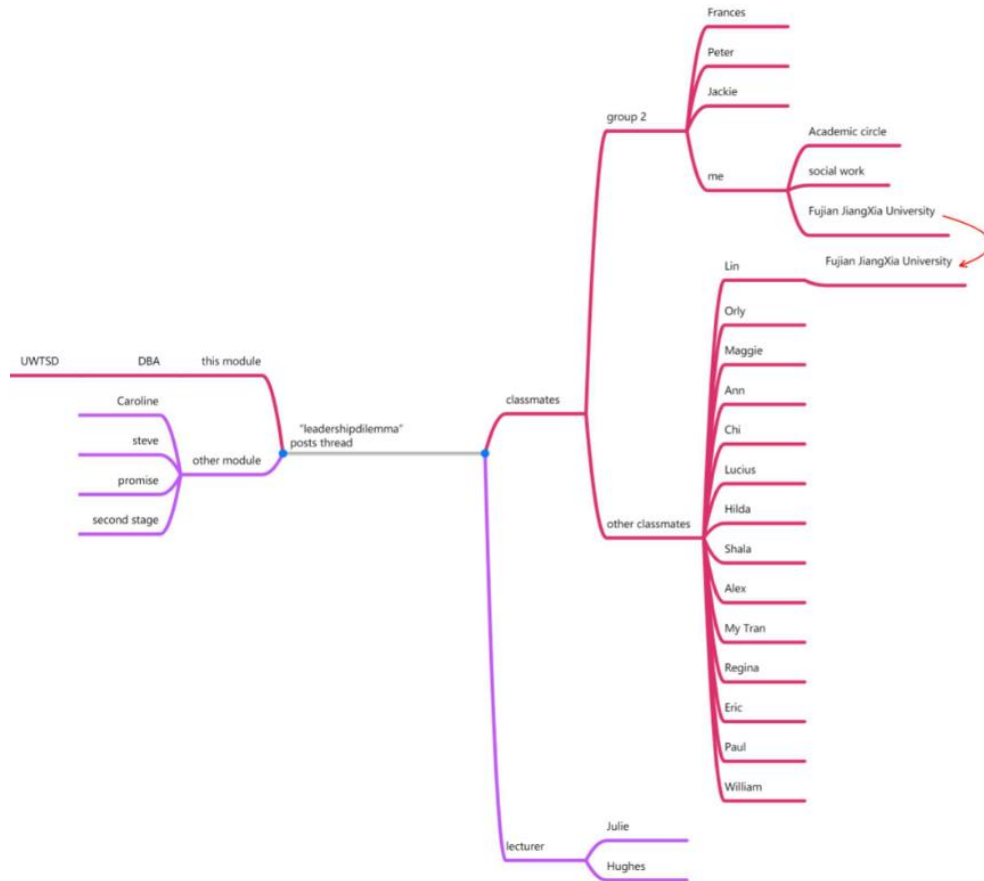


Figure 5: the network in internal teams

Feelings

I agree that the social media as tools influence methods and strategy of interaction (Luzon, 2013). This channel in Teams has its advantage in environmental stability and understandings from internal members (see figure 5), which also means that comparing with WeChat, Microblog, LinkedIn, and Twitter, this platform would obtain more responses from my classmates who are insiders, but less from external networks. This is *an anthropocentric choice*, which captured demands of empathy and understanding but ignores consideration of alternative approaches and limitations in ANT exploration (Sage al et. 2020, p347). Focusing on these posts, *lacking connections of academic context*, such as articles, blogs, is a distinctive shortcoming due to the perspectives of

sensemaking and overcoming bias (Sandberg and Tsoukas, 2015).

Evaluation

Just as Granovetter's suggested (1983), classmates in Teams tend to be defined as "weak ties". It is a reasonable path to combine the advantage of multiple platforms and construct a cooperation between "strong ties" and "weak ties" (Valenzuela, S. al et, 2017). The core demand of this task aims to strengthen communication based on knowledge and theories from this lecture. It is *the largest dilemma* for me to let the process become *interesting and active*.

Analysis

I think, according to the characteristics of the task, tweeter is a more suitable social media for accessing more complex "weak ties" (Valenzuela, S. al et, 2017), but Teams prefers to maintain simplex connection in the pure educational context. Law (1992) presented that it is difficult for human and non-human to keep independent each other, because agent become an agent that carries heterogeneous, interacting, materials. So, the network, encompassing multiple pieces of researcher lives expresses process and translation of society. Hence, combination with human and nonhuman agency better improves interaction and understanding in academic dynamics (Baron and Gomez, 2016, p. 130). I think trying to use diverse social tools and fit in the internet environment is wise choice to obey the rules of academic communication.

Conclusion

In summary, lacking attention of Socio-Technical Interaction Network (STIN) methodology (Baron and Gomez, 2016) is negative to construct border social structure. It is worth mentioning that comments from classmates bring me many inspirations about this lecture, also awake my perception of the limitation of using social tools according to different academic demands. I think this discovery is helpful for me to adapt to a complex educational environment and avoid individual bias in future research.

Action Plan

Although ANT ignores transcendental order to highlight interactive understandings, the complexity of multiple actants brings a challenge for the human to use tools. In the future, I will pay more attention to the integration of ANT and consider appropriate tools to improve my academic development.

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Task 4: How to Strengthen My Networks in Future Research?

(Word count 588)

My research focuses on the cultural strategic management of Fujian Opera Troup in combining the rural context of digital and folkways. Hence, I plan to analyze and strengthen my networks for future fieldwork based on current social ties.

1. Network Analyzation

Willburn and Cullen (2014) illustrated that good network are *open, diverse and deep*. The applications of social networks at micro and macro levels improve the progress of research. Kilduff and Tsai's observation (2003) pointed out the concept of "unit observation" to analyze different levels of the network. Based on massive academic publications, Kilduff and Krackhardt (2008) suggested a model construct three levels of networks, encompassing ego, organizational, and inter-organizational. Combining these two concepts, I analyze my social network as follows three parts.

1.1 Ego network

The individual actor creation can help us construct the possibilities of research explanation (Kilduff and Tsai, 2003, p. 66). Considering individual networks, I interview the gatekeeper in my field to analyze possible social connections in this troupe (see figure 6). The social networks tend to *the friend or community-centered type* (Maya-Jariego, 2021), the weak tie will be strengthened during a short time to obtain a research target.

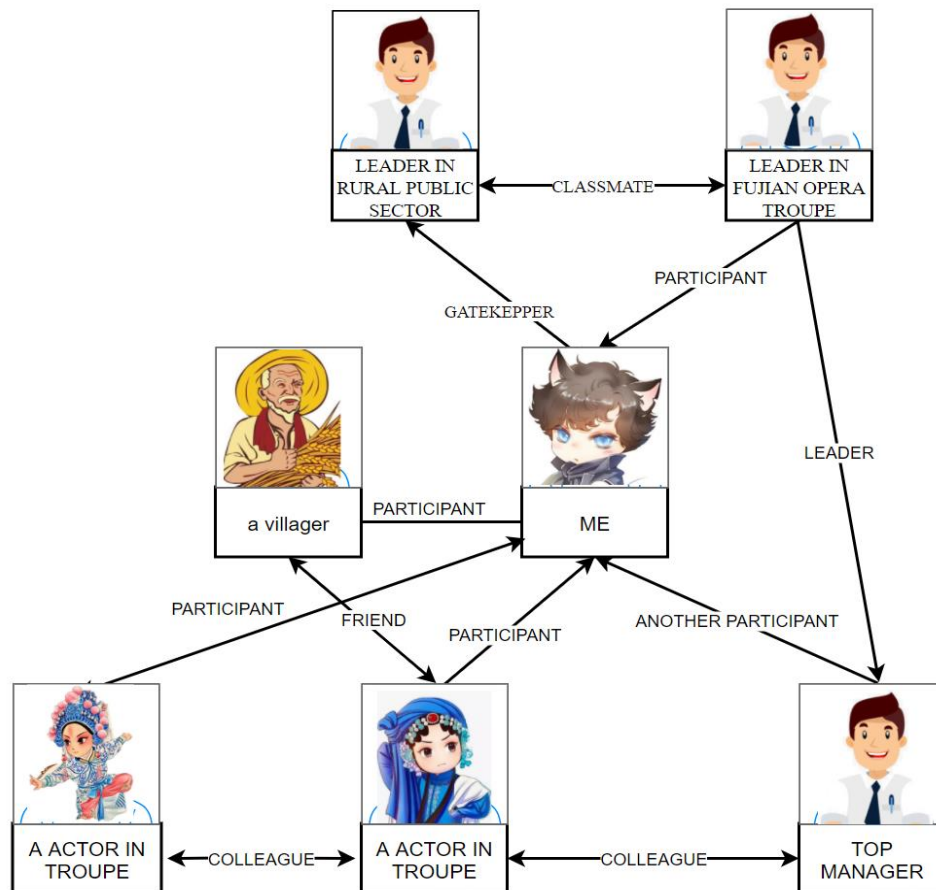


Figure 6: the individual network

1.2 network unit

Facing the complexity of the organizational environment, business units around my target organization should be analyzed clearly (Kilduff and Tsai, 2003, p. 6) (see figure 7). According to my networks, the administrative department is the core unit to consider current ties. In the internal unit, I have constructed connections in previous fieldwork, including band, marketing, actors, and routine. The external units have also been referred to, encompassing platforms, fans, Superior management, playwrights, and supply department.

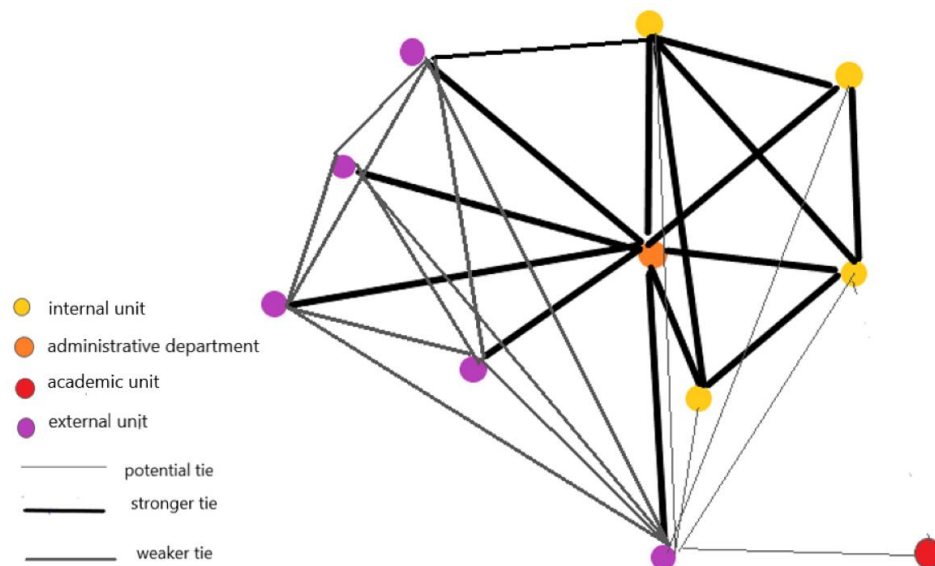


Figure 7: business unit in my future research

1. 3 Interorganizational networks

Due to the demands of interdisciplinary research, effective knowledge often comes from connections beyond immediate ties (Kilduff, M. and Krackhardt, 2008, p. 32). Howard (2002) suggested that “*network ethnography*” is a comprehensive design to overcome challenges from new media. Analyzing networks in the ethnomusicological context, I construct an inter-organizational network model in three fields: the troupe, rural organizations, art related organizations (see figure 8).

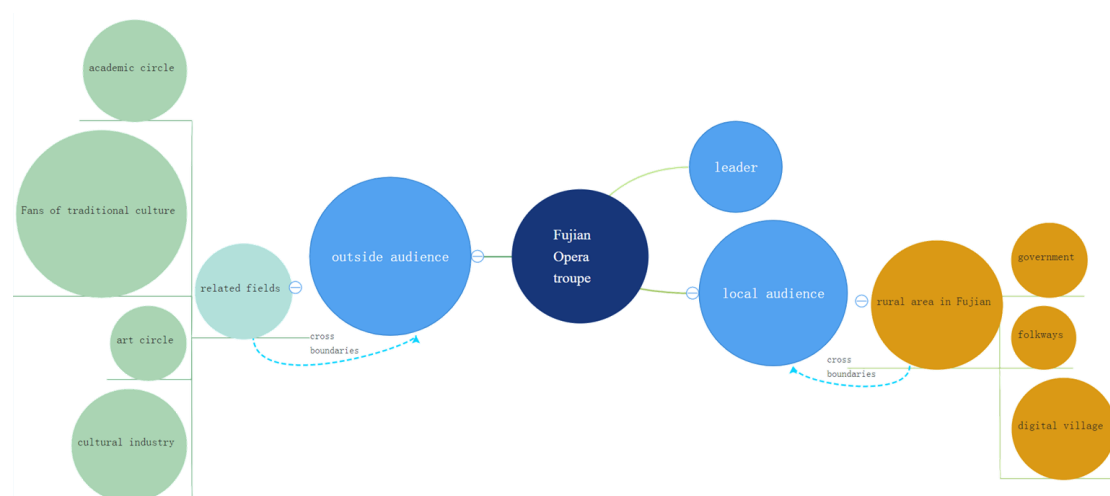


Figure 8: the interorganizational networks

2. Evaluation of Strengthens and Weaknesses

Tulin al et (2021) pointed out that although previous research tended to acknowledge similarity as the important factor to maintain a social network, they found dissimilarity is a strong element to cause tie loss. Based on the *dissimilarity* in different levels, the weak ties in rural organizations and cultural industries cause dilemmas to continue my fieldwork. In the weaknesses, the hierarchical structures in organizational networks are not constructed clearly (Adamic and Adar, 2005), so that the developing strategies are not effective.

However, the *similarity* in loving music constructs stronger ties in this troupe and specific circles. Panitz and Glückler (2019) emphasized the importance of network stability in organizational flux. The flux of troupes tends to increase due to uncertainty of this industry, but my social networks are stable relatively. Similarity and stability construct my strengthen in social ties.

3. Strengthen My Network

According to the application of typologies in social networks, I need to select appropriate social supports to strengthen my network (Maya-Jariego, 2021). The individual networks of friend-type need to balance different strengths in relationship. For my future research, multiple structures are not enough in the dynamic fieldwork in terms of difficulties of controlling complexity (Bidart, al et, 2018). Hence, I must decide on the differences of density in the network and strengthen the social ties of the more important area in the future.

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Task 5: A Reflection on the Outcomes of the Debate

(Words count 645)

Debate is a tool for learning, sharing ideas, understanding others, and making better decisions (Atchison, 2017, p. 5). This reflection focuses on the outcomes of the debate from group 2, which discusses whether robots will take place human works (see figure 9).

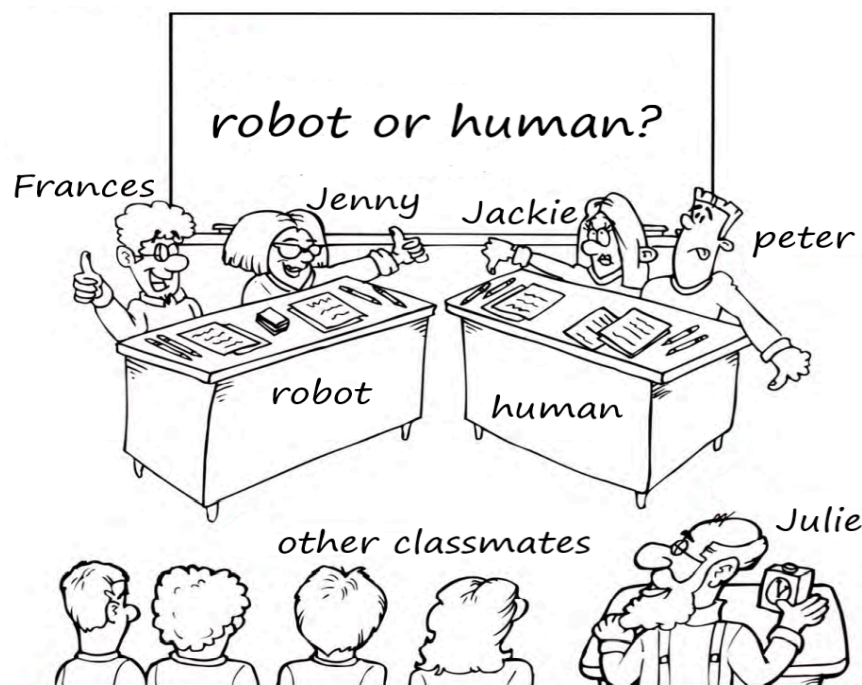


Figure 9: Our debate scene (Lubetsky, al et, 2000, p. 12)

Description

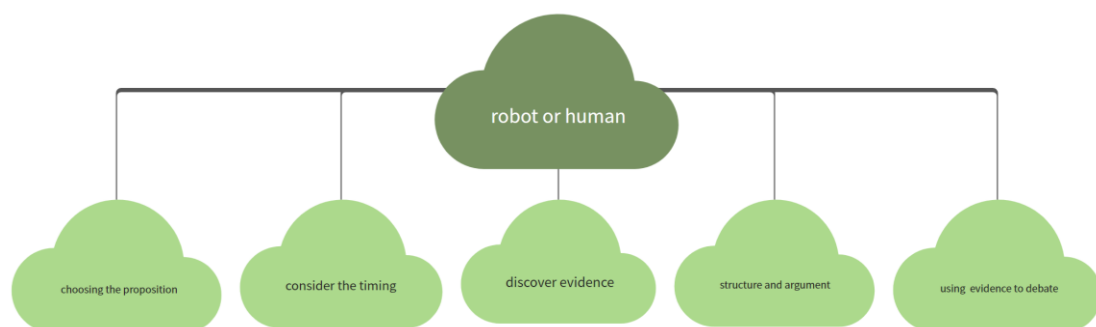


Figure 10: process of preparing and finishing debate

Atchison (2017) pointed out his understanding of the debate, and I concluded several important factors used to my task (see figure 10). According to the demands, our debate covered an opening statement, A rebuttal, and a closing statement within 30 minutes. Our group lacked understanding about the forms of debate so that the structure in our debate preferred to present points rather than re-establish and argue the other side's views. On the other hand, we provided enough evidence to support our proposition, in an educational context, however, we ignored the critical thinking of our sides.

Feelings

It is a fact that we never think about the relationship between *person, public and technique* (Trap, al et, 2005, p. 3) in the process of debate. Due to the rules of Karl Popper's logic of science (Popper, 2013), I think, as the first affirmation speaker, I should present more brief ideas and evidence in order to reserve time for the part of reconstruction and argument, although I feel confident for my ability in telling story and empathy. Hence, we have not gave places for democracy and techniques. In the context of *non-native language*, it is more difficult for us to adapt to expectation in academic debate (Freeley and Steinberg, 2008, p. 27), including critical thinking.

Evaluation

In the structure of debate, according to the Toulmin Model (see figure 11), the type of our debate tends to be defined as “*convergent argument*”, which means we provide many pieces of evidence to support warrant and claim, but we lost interaction each other

part. In the forms and rules, our debate closed to Mock Trial Format (Freeley and Steinberg, 2008, p. 345), but the part of cross-examination in our rules is shorter than the demands of this forms. the timing was a reason to make us cannot argue with each other fully, although we also had not designed a perfect cross-exam.

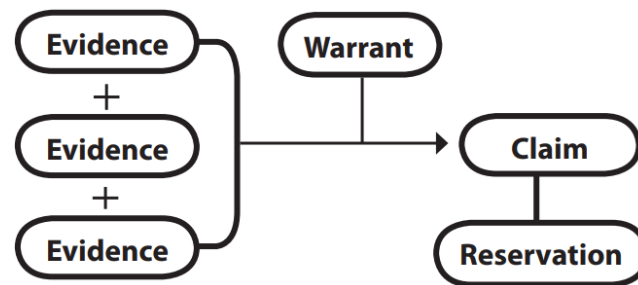


Figure 11: The Model of The Toulmin Model (Trap, al et, 2005, p. 15)

Analysis

According to the result of the vote from the audience, the negative side got more supports. However, from the perspective of evidence and techniques, I think the affirmation side had a more excellent performance. I think several reasons are causing this result. In cross-examination, both two sides had not refuted views from our opponent, so that audiences had vague impressions in weaknesses and skills for our two sides (Ericson, 2003, p. 76). In the voting, I do not think we are “*excellent citizenship for democracy*” (Maring, L. 2016, p. 246). Most of us did not follow the rules, voting for proposition rather than argument.

Conclusion

The process of debate reminds me to think about the Cynefin framework (Snowden and Boone, 2007). Debate is a tool to help us evaluate risk and make the decision (Kallet, 2014, p. 189). Before we consider four contexts from the Cynefin framework, the model

(see figure 12) is useful to inspire us thinking *risk factors*. For both two sides, we should consider the downside and upside to rebuild our presentation and argue opponents' cases.

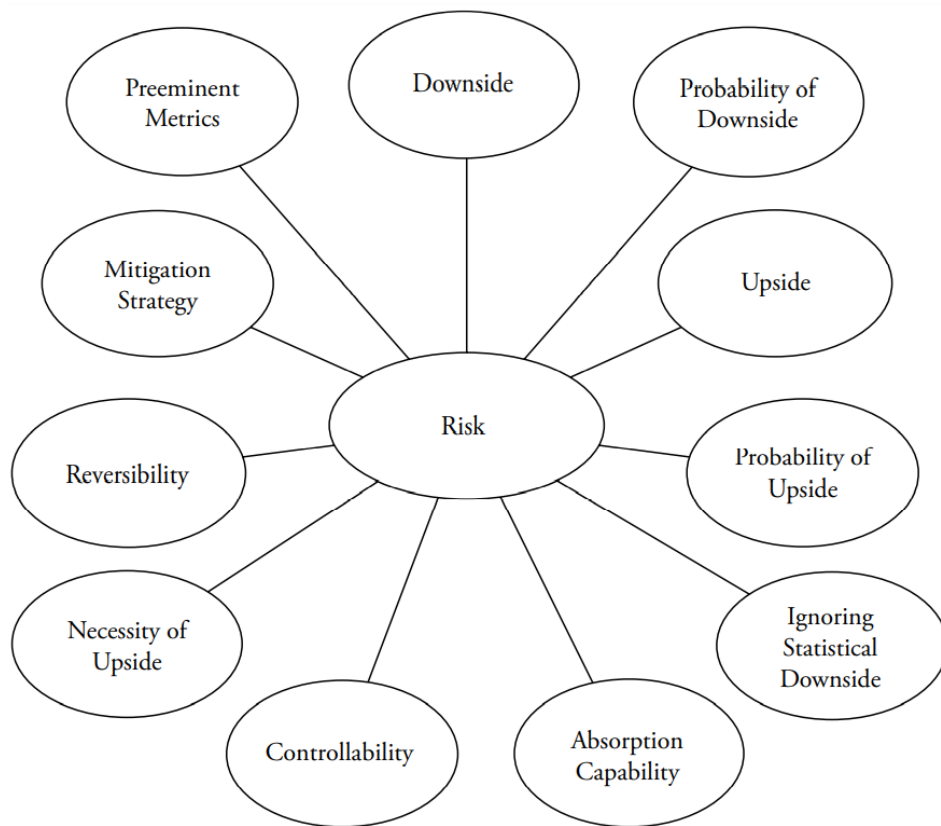


Figure 12: the model of evaluating risk by HeadScratchers (Kallet, 2014, p. 191)

Action Plan

I believe the debate about the relationship between robots and humans will become a long-time dilemma in our leadership. Debaters need to develop adaptability in the face of a complex environment. Hence, a debater likes a leader, who must construct different logics in dynamic structures (Uhl-Bien and Arena, 2018). I will struggle to strengthen this tool in the future.

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Task 6: Sensemaking of rural governance: the leadership dilemmas perspective on decision-making

(Words count 590)



Considering the identified leadership dilemma from task 1 and 2, I think sensemaking is the most appropriate tool to assist the leader to decide the strategy of rural governance (Ancona, 2012, p. 11). This presentation focuses on constructing a wider organizational system and localize transformation (Balogun, al et, 2015) by sensemaking to overcome dilemmas.

According to the outcome of task 1, it is obvious that the largest dilemma for this leader in the rural areas lacks full attractions for the companies with high quality and techniques. Although Taobao Village in the Chinese countryside brings E-commerce development, after rethinking rural development, the low-cost space still cannot

produce strong attraction for high-technique companies (Tang and Zhu, 2020). Hence, how can we solve this problem?

Leadership dilemma

The largest challenge is that the village lacks attractions for those companies with high quality and techniques.

From interview



Characteristics of sensemaking	
Grounded in identity construction	• A leader who works in rural public sectors
Retrospective	• Transformation from speed to quality
Enactive of sensible environments	• Digital rural strategy
Social	• Tradition and fashion interact
Ongoing	• Sustainable and high-quality development
Focused on and extracted by cues	• Core social value
Driven by plausibility rather than accuracy	• Devoting to Rural revitalization

Weick (1995) described 7 characteristics of sensemaking as an understanding process. How does it work in my case? And the first problem is who are you? Self-concept is an interactive reconstructed, and changeable process (Erez and Earley, 1993). According to my interviewee's self-expression, the most representative identification is a leader

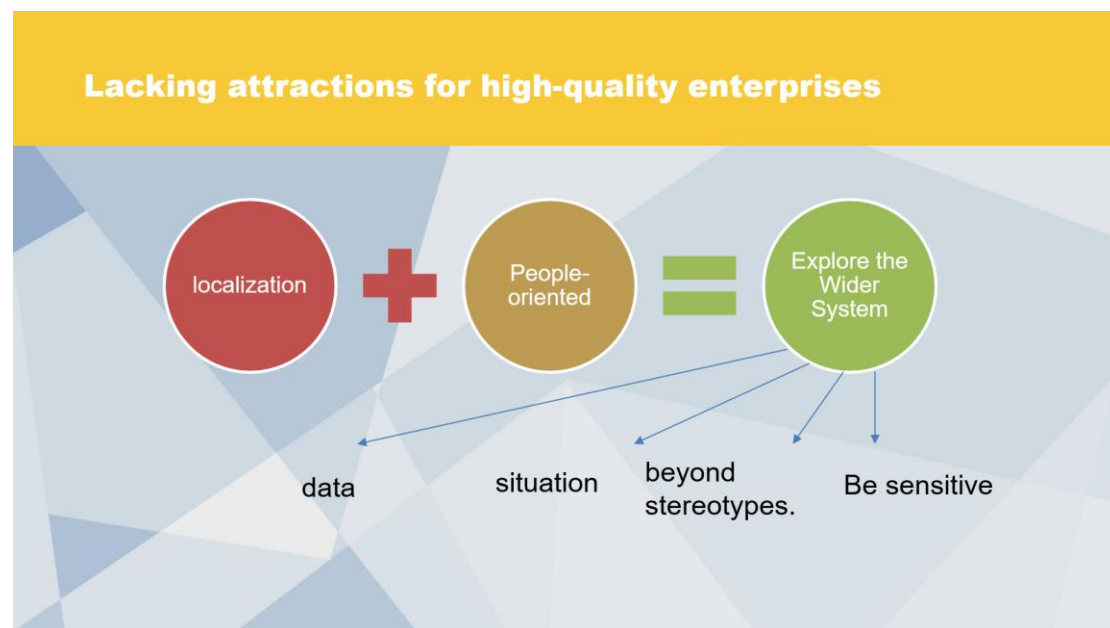
who works for rural development. Retrospect past more than 30 years that he worked in this area, institutional innovations in rural development led to more effective and high-quality development, rather than single dimension of high speed (Lu, 2015).

Due to the developing demands of digital village strategy (Agricultural Plan, 2019), the expectation for high-technique enterprises becomes a sensible dilemma. In the rural social context of traditional and fashionable interaction, rural development will continue to advocate “socialist core value” and “social harmony” (Yuan, 2008). Hence, when we try to understand sensemaking, this leader thinks he has to deal with this dilemma.



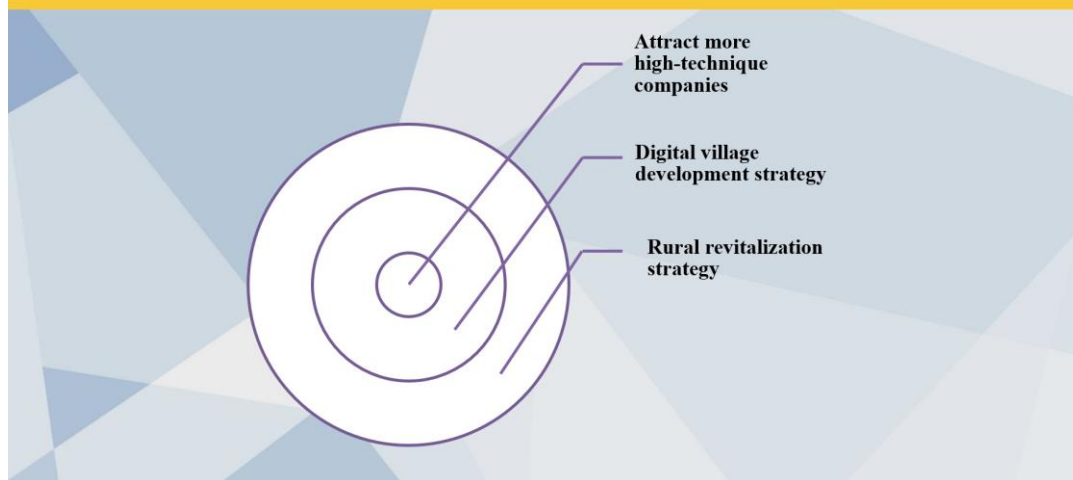
Based on the complexity theory (Miguel, 2010), the dilemma can be simplified to construct connections with sensemaking. According to appendix 1, this leader emphasized serving enterprises and rural sustainable development. Although servant leadership highlight follower first, it is a conflict that traditional bureaucracy in internal

context for sensemaking (Gioia and Thomas, 1995) must realize authority controlling. So, in the context of CAS, the property of serving people demands leaders to overcome dilemma by sensemaking for *self-enhance of localization and adaptability* (Weick, 1995, Uhl-Bien and Arena, 2018). Meantime, sensemaking constructs the strong links between mission and social responsibility.



Ancona (2012) suggested that “leaders should explore the wider system, create a map of that system, and act in the system to learn from it.” When the leader explores the wider system to construct effective sensemaking, he can consider the core factors of the adaptive system, localization, and people. Just like Ashby’s law said, complexity, encompassing more types of data, sensible for any situations, and beyond stereotypes, copes with a variety of contexts (Palumb and Manna, 2018).

CREATE A MAP OR STORY OF THE SITUATION



In the rural development systems, the Chinese government has plan different levels of contexts to make a different sense. In the process of strategic changes, the leader must deliver meaning constructions to his followers (Balogun, al et, 2015). Meantime, new orders should be understood by emergent sensemaking to cope with the dynamic challenge (Ancona, 2012). For my interviewee, solving problems and making decisions in the largest dilemma can consider the interaction between different circles of strategies and sensegiving.

ACT TO CHANGE THE SYSTEM TO LEARN FROM IT

Sensemaking in the changeable situations



Learning and action are the key methods of sensemaking (Ancona, 2012). In changeable situations, sensemaking is a “communication framework” (Quinn, al et, 2009). Hence, the leader learns from others and creates their impact on the context of CAS to make a reasonable choice. Due to lacking attractions for companies with high quality and techniques, sensemaking is an appropriate tool to create a system of decision making.

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Task 7: The Model of Leader -Follower Dynamics

(Words count 401)

A propagable model should be built on the basis of conceptual development, empirical research, and literature review (Eva, 2019). This model (see figure 16) combines the understanding of servant leadership and CAS, expecting to define relationship leadership style and dilemmas due to my current reading. Sendjaya (2015) suggested that servant leadership needed to satisfy three elements: followers, leaders, and context. Considering the context in CAS, I create the model of leader-follower dynamics as follows 4 steps.

1. The priorities of three elements

Servant leaders are more likely to think about followers first, organization second, and themselves final (Sendjaya, 2015). See figure 13, servant leaders encourage employees in diverse factors, including interpersonal relationship, ethics, emotion, and spirit, so that the followers will also have the same ability cultivated in this organizational climate (Eva, 2019, p. 111).

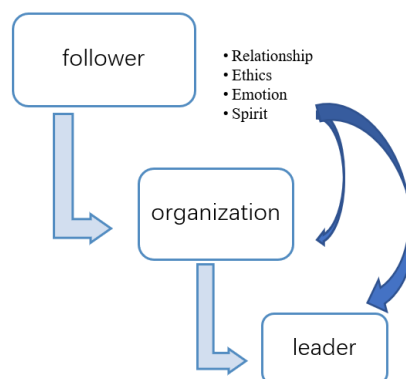


Figure 13: the priorities of follower, organization and leader

2. Servant leadership in adaptive space

Servant leaders construct the organization in cultures, structures, and systems (Sendjaya, 2015, p. 119). Uhl-Bien and Arena (2018) pointed out leaders should let adaptive space connected with emergent ideas and complex conflicts to build new adaptive order. Servant leaders in CAS pursuits organizational adaptability to balance complexity and controlling (see figure 14). Considering conceptualization of servant leadership, the dynamics with moral-spiritual emphasis (Sendjaya, 2008) can combine CAS with emergent property (Uhl-Bien, al et, 2007).

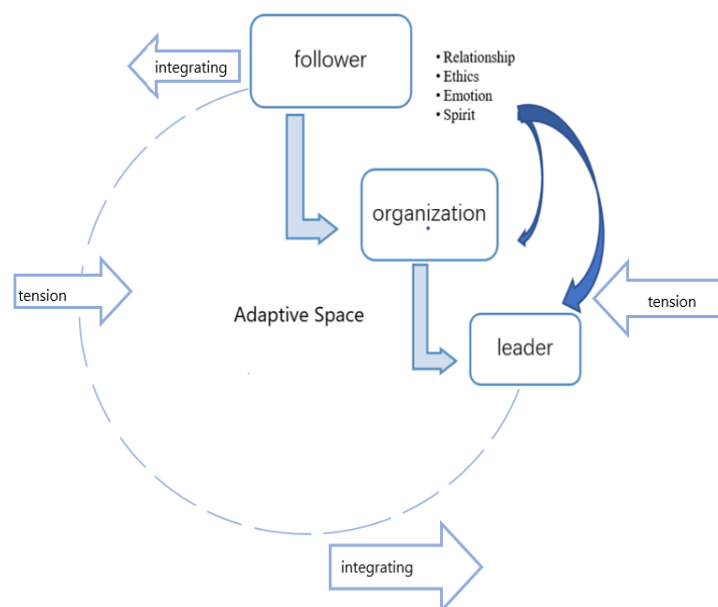


Figure 14: Servant leadership in adaptive space

3. Positive Effects of Servant Leadership in dynamics

Sendjaya and his colleagues (2015) discovered key factors of positive effects from servant leadership, including innovation, behavior, satisfaction, and so on, which constructed the “Servant Leadership Behavior Scale”. In the internal environment,

servant leadership shapes a good circle in employee behavior to be part of the adaptive space, integrating stronger dynamics to resist the tense outside (see figure 15).

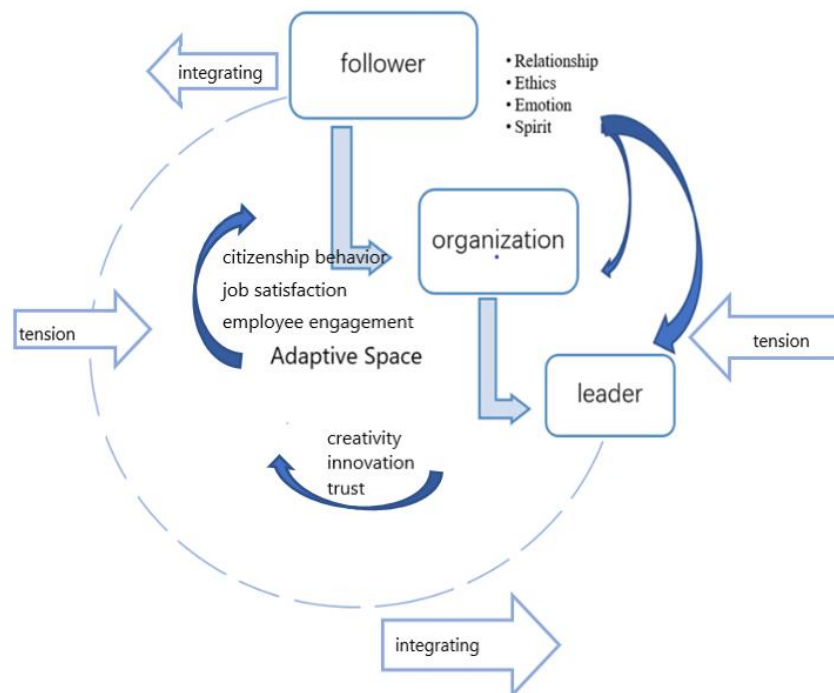


Figure 15: Positive Effects of Servant Leadership in dynamics

4. the Thinking about this Model

The figure 16 is the final model based on my understanding of adaptability in CAS and servant leadership. The gap between the internal circle and the external environment means changeable and innovative possibilities (Sendjaya, 2015, p. 125). Facing turbulent, uncertain, and emergent systems, “requisite complexity” copes with complexity effectively (Uhl-Bien, 2007) under an ordered and creative internal context. Although systematic dynamics and interaction construct the behavior of servant leaders, the core factor which improves adaptability to overcome leadership dilemmas is the relationship between servant leaders and their followers.

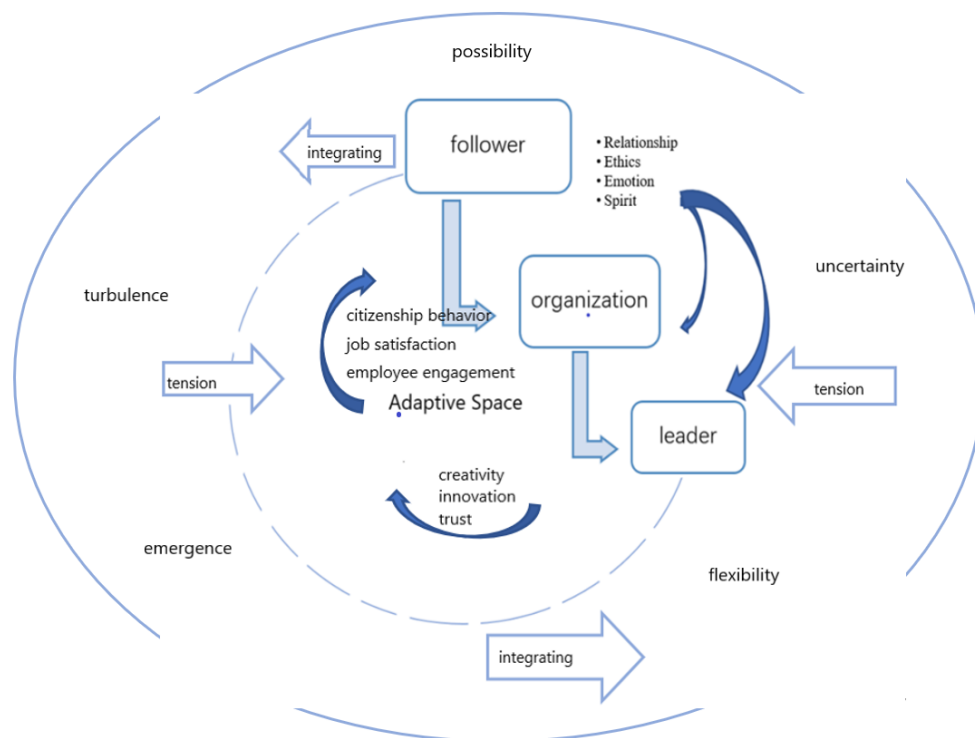


Figure 16: The Model of Leader-Follower Dynamics

References:

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Appendix 1: Transcripts of interview

31st May, 2021

Speaker key

UWTSDRE, Facilitator

LIRA, (a leader in the rural area)

UWTSDRE

Thank you for taking part in my interview. We had very good cooperation in my master's period, and I believe we will have an excellent interview this time. As we all known, China has experienced a difficult period because of the epidemic. As a leader in public management organization, whether the business in rural area also experienced hard stage?

LIRA

Yes, it is a difficult period at the beginning of 2020. You know, in the spring festival, we always have the plan to visit those bosses who come back hometown to celebrate the festival and attract investment. However, we must prevent most people to return home from other cities and spent large amounts of time doing sanitary and anti-epidemic affairs. We all faced a complex and challenging situation, especially the lack of e-commerce.

UWTSDRE

Yes, 2020 is a special year for every Chinese. We all expected the ambition, 'building a moderately prosperous society in all respects' (Hu, 2012) to come true, right? And "the document NO 1 of central government" (Congressional Research Service, 2021) pointed out higher quality demands for rural development (Xi, 2017). So, I know these bring more challenges for your job, right? Can you describe your work contents and structure now?

LIRA

Ok, my job aims to attract business investment and assist companies developing in rural areas. The structure of our department includes 2 senior directors and 3 other followers. They have a clear arrangement in their work, encompassing statistics, internal affairs, and attract investment. Those followers have strong responsibility for their job and deal with problems obediently. Of course, in some details, they can arrange well independently.

UWTSDRE

Wo, a so good team for rural business. Do you think they always finish work excellent?

LIRA

I think my followers have effective development in their abilities. However, there are some deficiencies. For example, one new employee who graduated from university in 2020, has a high demand for herself, but this mental state prevents her to relax when a complex situation happened. So, she always feels anxiety due to lacking confidence. Another employee is also a distinctive person in our department. Comparing with that girl's graduate institution, this employee graduates from an elite school. He has a higher ability in writing, but lower EQ to deal with complex interpersonal relationships. An outstanding feature is this boy owns a higher expectation for MBA. Meantime, he has the strongest discontented emotion to think about his work and future.

UWTSDRE

So distinctive! How about those two senior directors?

LIRA

They both work in our rural department for many years and grasp more significant work in attracting investment. Our work needs to collaborate with many other departments

and supervising the organization. They have more experience to communicate with superiors and subordinates. These experiences also bring disadvantage for them to finish the job by empiricism, and lack of innovation and enthusiasm often.

UWTSDRE

Why your followers have so strong responsibility for their job? Do you have successful methods can share with me?

LIRA

I think the sensemaking of our job for rural development is an important element for my employee to struggle for their task. Secondly, stability is their pursuit, although their salaries are also stable. In the past, the work in rural areas has more turbulent factors, and the young are unwilling to work there. But our employees do not worry about that. So, I believe they will cherish opportunities. With the development of rural area, these situations will be changed a lot.

UWTSDRE

I feel curious about your dilemma. You own so excellent teammates, could you have some trouble with your work currently?

LIRA

Let me think about that. I feel satisfied with my job in most situations. I try my best to give support to my follower, also always arrange many works for them not only on a weekday but also on weekends. I believe they would complain when they are confused in a complex environment. But it is an inevitable process for every employee. So, I am sensitive to those emotions from my followers and give them appropriate assistance.

UWTSDRE

So, the sensibility helps you work successfully, right?

LIRA

Yes. Of course, I appreciate my followers to help me construct a harmonious climate for our department.

UWTSDRE

What is the largest challenge for your job?

LIRA

I think the targets are our real dilemmas. Our small town has a good geographic location, which is near the provincial capital. So, many companies are willing to build their business in our areas. However, the limited population and talents bring some difficulties for business development. Most young people prefer to work in cities, hence, the rural culture, business, ecology is impacted by this situation. While, we hope to attract more business with higher quality, techniques, and environmental protection. These companies will undertake their CSR better, such as the digital Logistics city.

You know, last year, ‘street vendor economy’ in China boomed. But the attraction of talent is not enough for Chinese young people due to the Precarious Work. You know, the Chinese always think that the work in a middle and small-sized enterprise is unstable and lacks belongingness. So, even though these companies give higher salaries to the young, they prefer to work in public sectors, especially after the pandemic.

UWTSDRE

Could you try to change these situations?

LIRA

Of course. We try to change our service levels and give better policies. You know, the Chinese economy changes a lot in the past forty years. Industry convergence is a good strategy to improve the development of different companies. For example, our villages have a large-scale cultural tourism industry, including religion industry, traditional

village, ecological experience, other entertainment, and service industries, although many parts need to be developed further.

UWTSDRE

Oh, I like the traditional village in this area. The environment helps us calm down our hearts and enjoy nature and traditional culture. How about that traditional hotel?

LIRA

Continue existing. I think the cultural industry always needs more time and money to grow up. This hotel is a beginning. But it will be a dilemma for this business because the high-end position is different from the surrounding mass tourism industry.

UWTSDRE

You always have so clear thinking about your job. That is the end today. Thank you again.

LIRA

You are welcome.

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Appendix 2: photographs from my interviewee's village



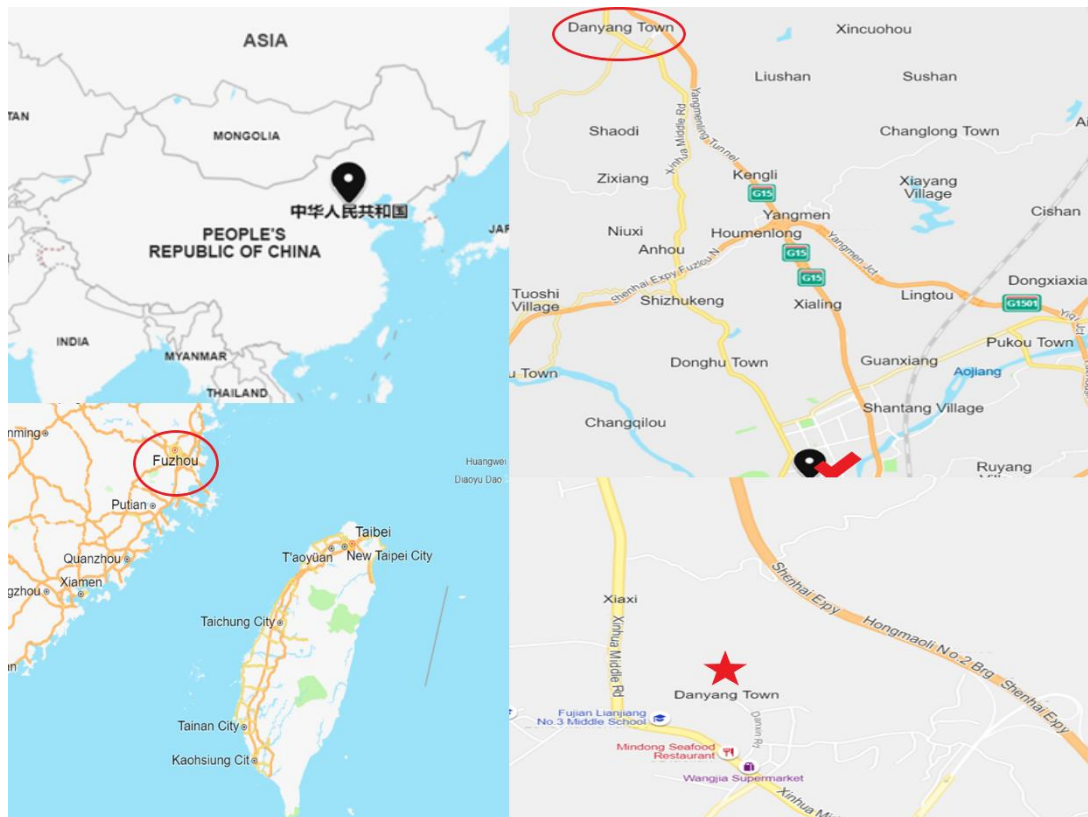
Source: by the hotel manager of SANGLUOCUO



Source: The Ban Ding village plan (2020-2035)



Source: by author in Denying town



Source: location of Logistics city (Bing map, 2021)

Appendix 3: content analysis of transcripts by NVivo 12

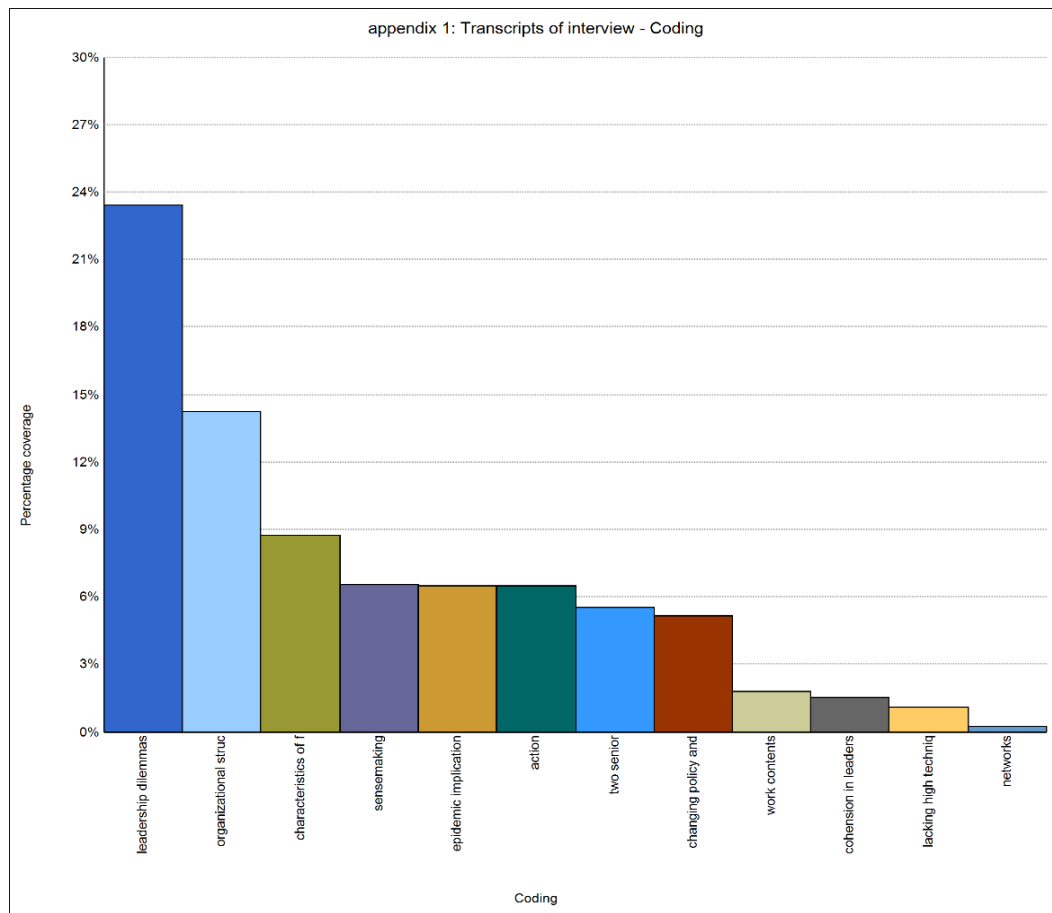


Figure 1: the proportion of transcripts coding made by NVivo 12