Chapter 18 Traditional Leadership Approaches to Participation

Now what is a leader if not someone who facilitates dialogue among all the specialties and personalities of any organization? Some leaders know how to stimulate dialog and others can bring people with wildly different logics and views into collaborative dialog. Leaders stimulate more or less ethical dialog. We will look at masks leaders and followers where in Jo-Hari Window.

WHAT IS THE TRADITIONAL APPROACH TO LEADER PARTICIPATION:
The following are commonly taught templates of leader and follower in participative dialog:

TANNENBAUM & SCHMIDT 1958 Continuum of Leader Behavior (Autocratic to Democratic)

<table>
<thead>
<tr>
<th>BOSS CENTERED LEADERSHIP</th>
<th>CONTINUUM</th>
<th>SUBORDINATE CENTERED LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of authority by manager</td>
<td>Freedom for subordinates</td>
<td></td>
</tr>
<tr>
<td>Manager makes decision and accents it</td>
<td>Manager presents tentative decision subject to change</td>
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</tr>
<tr>
<td>Manager &quot;sells&quot; decision</td>
<td>Manager presents problem, gets suggestions, makes decision</td>
<td></td>
</tr>
<tr>
<td>Manager presents ideas and invites questions</td>
<td>Manager defines limits; asks group to make decision</td>
<td></td>
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<tr>
<td>Manager permits subordinate to function within limits defined by superior</td>
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Note: The Autocratic to Democratic continuum model of Tannenbaum and Schmidt (1958) builds upon the early work of Lewin et al (1938), both autocratic and democratic styles are apparent, but laissez-faire is absent.

Main Point -> Again this is all about transactions, be it tell, sell, consult, or share. Share and consult transactions are nicer and more social than tell and sell, but it is still about transactions.

Mintzberg Managerial Roles

Mintzberg's (1973, 1975) classification of managerial roles. Mintzberg did observation studies of five chief executives, and found that they did not divide their time into planning, organizing, influence, lead, and control. Rather the manager played ten fragmented roles in a high interruption environment. Half of these managers' activities lasted less than nine minutes and are very transactional.

INTERPERSONAL ROLES

1. FIGUREHEAD
2. LEADER
3. LIAISON
INFORMATION ROLES

1. MONITOR
2. DISSEMINATOR
3. SPOKESMAN

DECISIONAL ROLES

1. ENTREPRENEUR
2. DISTURBANCE HANDLER
3. RESOURCE ALLOCATOR
4. NEGOTIATOR

Out of the Box Interpretation - Leadership is theatre, and the leader is suspended in a web of ten scripted roles. Some leaders use these roles with more persuasive power than others to influence spectators and other actors.

Z Narrative Dimension - From Monophonic (single voiced) to polyphonic (many voices).

Figure below adds a third dimension to what was displayed in Figure Three (and Two). This is the Y dimension of monophonic to polyphonic narrative. The (blue) boxes in the lower potion of the figure on the monophonic narrative types, whereas, the upper (orange) ones represents the polyphonic ones.
In bureaucratic leadership, for example, there is mostly monologue; other voices are there on the stage but forbidden to speak, or they can only be whispered, their words unhearable, drowned out by the one official narrator who is authorized to take center-stage and speak and speak some more.

Kirkeby (2000: 232) argues it is the right of power to narrate events, to declare them romantic, tragic, comedic, or ironic, and then of course make them all into a romantic narratives that fits the bureaucratic pension for monophonic (single voiced) influence. For any other voice to speak would be an act of bureaucratic espionage; certainly for the secretary to speak would be unthinkable rebellion.

Next I talk of dialogue, not the dialogic, but with Martin Luther King Jr. one could find both.

**Dialogue** - Aristotle defined dialogue (or diction) as the verbal and non-verbal exchanges among characters. Dialog is a resource to express character, plot, and theme of the charismatic leader script. The dialog of Martin Luther King has a pace, rhythm, repetition and stylistic that leadership researchers have identified as charismatic (Conger, 1991). "Let freedom ring."

Let freedom ring from the snowcapped Rockies of Colorado!

Let freedom ring from the curvaceous peaks of California!

But not only that; let freedom ring from Stone Mountain of Georgia!

Let freedom ring from Lookout Mountain of Tennessee!

Let freedom ring from every hill and every molehill of Mississippi.

From every mountainside, let freedom ring.

To me, what MLK is saying is the 4th voice, hearing the freedom ring, that has gone voiceless.

Another example: **General Douglas Macarthur** would prepare for a guest, or a group by memorizing every fact he could about topics they were supposed to know as expert. In his flamboyance style, he would then dazzle them with his expertise and breadth of knowledge. Macarthur worked on his dialog, both in the office and on the floor of the Senate, to give a charismatic performance, often speaking his dialog from memory. You can read more about his style at [http://business.nmsu.edu/~dboje/teaching/338/macarthur_douglas.htm](http://business.nmsu.edu/~dboje/teaching/338/macarthur_douglas.htm) He managed his stylistics, making more participation appear to be happening, making 1st voice seem to be in dialog with the other.

**DIALOGUE Self-assessment using XYZ Model of leadership**

If the leader is part director, what is the script, who is the characters, what is the plot of this leader adventure to change theatre? You can consider you as leader or a leader you are studying; what is the relevant dialog? How does the social field conspire to demand that this leader dialog be created and staged at this point in history?

What societal (discourse) script runs you? (are you a workaholic, shopaholic, substance-addict, sex addict, or just everyday Joe/Jane?) What is your character role in your life script? How does your inherited ancestral script, you’re here-and-now life script interact with what the societal scripts tell you to do, to be, to think, to imagine? How do other people (parents, co-workers, lover, boss) script you? How does society script you?
Phone solicitors have scripts, so do servers at McDonald’s and those associates at Wal-Mart: “How may I help you? Do you want fries with that…” Everyone who works has dialogic scripts to learn. Deviate from the script and the dialog-police turn up. Some scripts are written, others are in our head, put their by years of programming, by thousands of ads.

PART II – JOHARI WINDOW

Four Dimensions of Dialog of Participative Leadership

1. 1st Dimension – Hiding the self behind the façade, the mask
2. 2nd Dimension – Sharing the Hidden Area behind the mask (see JoHari Window)
3. 3rd Dimension – Getting feedback in dialog with others makes us less blind
4. 4th Dimension – Giving and receiving feedback lessens our unknown

Joe and Hari created something called the “Johari Window” (Luft, 1969). There is a study guide on line. [http://cbae.nmsu.edu/~dboje/503/johari_window.htm](http://cbae.nmsu.edu/~dboje/503/johari_window.htm)

<table>
<thead>
<tr>
<th>Known to Self</th>
<th>Not Known to Self</th>
</tr>
</thead>
<tbody>
<tr>
<td>Known to Others</td>
<td>OPEN</td>
</tr>
<tr>
<td>Not Known to Others</td>
<td>HIDDEN</td>
</tr>
</tbody>
</table>

**Figure 1: The Four JoHari Window**

- Open is known to self and known to other: the mask does not hide anything.
- Blind, we wear the back, but there is much that is known to others.
- Hidden, we know what is behind the mask, and others do not know these stories.
- Unknown is not known to self or to others.

The point of leadership in the labyrinth is to explore the unknown, to make the unknown vanish a bit, let there be light. The open leader reveals what is behind their masks, others learn their story, what they are value and believe the pluses and the minuses. The hidden is dangerous, shallow, a way to cut off others. The blind spots, those are the most dangerous to dialog; we shoot ourselves in the foot, when we are blind. Luft (1969) develops the first five masks of leadership; I added the sixth because it is common.

In Johari, there are two window shades, one moving vertically to hide or disclose who we are, what we think, and especially our life story. This is all hidden from others we lead. Then there is the shade that moves horizontally to take in feedback from others (or not) that would let us see (not be blind). My hypothesis is that effective leaders are more open than ones who maintain huge Yellow or Blind areas (unknown to self, yet known to others) and Red or Hidden areas (known to self, but unknown to others). There are limits, and full openness may be ineffective in some situations. Yet, with no openness, who can trust a leader, how do we know them at all, and if they never speak or listen, how effective can they be as a leader? But, please remember, Johari is not the only way to "stretch" as a leader.

**History and Application** - The Johari Window is a contraction of the first names of Joseph Luft and Harry Ingham (1969). It is both a model of influence and of leadership. It describes the human interaction in our Mgt503 class (or any organization you might imagine). There are four panes to the Johari Window, each with a unique color. There are four window panes, Green, Yellow, Red, and Black. The lines dividing the four Johari panes are like window shades. And it is up to each leader to raise or lower their window shade or move it left to right. Each person in the 503 class has their own unique Window Pane configuration. They have a vertical window shade that opens others to who they really are. And they have a horizontal shade (left to right) that
allows others to educate them on how their leadership and influence empowers or disempowers their self. Some people are comfortable with only a little bit of openness; others open the shades both ways, and their charisma and personal power shines to the entire world. I think of Gandhi who keep very little hidden and keep moving to remove the blind spots, and sought more enlightenment over time. He strived to be authentic, to be as open as he could be.

Figure 2: Small Green Window Pane

Green "Open" is the space where you have personal power; you have a voice, and there is authenticity and transparency between what is known to self and what is known to others. People who are silent in 503 are not leaders. They have a very small Green window pane. They take no risk to disclose to others who their self really is. Here we are focused on their professional work behavior, not disclosing their secret other lives. And they invite no feedback from others at work, who see through their silent facade. Even as we are silent at work, others can still know more about how we influence and are influenced than we know about our self. In Figure 2 is a person who is silent, not sharing their hidden spots (keeping lots of secrets), and not getting any feedback on their Hidden (hiding from all feedback). They can not be effective leaders since people find they blind side themselves and they are so hidden that everyone finds them unclear, not only uncommunicative, but untrustworthy. What are they hiding? Why do they not take feedback to heart in the workplace? The longer they stay in the shell of dark silence after a conflict at a meeting or other work-encounter, or (at the other extreme) in some kind of pseudo-character-facade, that is far from their inner self, the harder it becomes to Open their Green pane. You are Green when your unknown shrinks, as in Figure 2, and your openness projects so that people can tell you what you are blind to (and they see), and your hidden shrinks since you have made it OK for you to educate others about the authentic you; the values, beliefs, preferences, rationale you have for the strategic action you are taking and your open challenge of what others propose.

Figure 3: Large Green Window Pane

Figure 3 is a Green leader who has expanded their personal power in two ways. To the right, they shrink the Blind by taking in feedback from other people in the workplace. As you learn more from others at work (and open self up to others at work about work issues), there is less your are Blind about, concerning your self in the workplace.

Secondly, you move vertically to reduce the Hidden that others see, by sharing your Self to the public. That can be telling your story of what you are trying to do in a work situation, sharing your critical perspective of corporate strategy and practice, and letting people see the you behind the leadership mask. It takes tremendous mental energy to not be open, to hide, to not put yourself in places where feedback happens in the workplace. I worked with managers in aerospace who got their performance reviews by staring through a window pane into a
manager's office, because that person could not give the feedback directly. In other cases, there were serious performance issues, but no one in management would deal with them. It was an easier way out, just to contract out the entire service than to deal with a confronting a few strange and clearly out-of-bounds personalities.

In both ways (horizontally and vertically), you as a leader move out of the pseudo facade shell of the Unknown, reduce your Blind spots, and reduce your Hidden, and increase your Openness. As you do so, what is unknown to you about your personal power becomes less. Again, we are talking about work place facade, not your behaviors and practices in the rest of your non-work lives.

I want to be a Green Leader. You know some things about me, my name was Dave and now it is David, I am divorced, and remarried, and I have two lovely granddaughters. I can hide that or I can share it. If I share it, I relate to those with a similar storyline. I grew up rich then sunk into welfare, then became first in my family tree to attend college, then became a Ph.D. I can share that or pretend I am not who I am. When I pretend, others will eventually figure me out, and I lose their trust anyway. I get a lot of feedback from friends, students, colleagues, and as I do so my hidden shrinks. And I disclose who I am, and over time there is more feedback, and there is not much that is blind to me. Yet, I learn everyday, and there are still Blind spots, my close friends alert me to, so I do not have to discover them the hard way. I am a leader who takes the Red Pills, willing to take an unpopular stand, to be a vegetarian among the omnivores, to be anti-sweatshop among the greedy, to be green when others are predatory, and to be for peace when others are for war. If a leader just does what is popular, they are not a leader, they are just following the fashion; they are situationally a follower, a leader of the moment. I have some unknown left to conquer. My inner enemy is how I can be loving in the midst of conflict, how to be caring to an enemy in my writing, and how to be gentle with an attacker in my words and thoughts.

I grew up in the darkness of the unknown. Big Red - There were years when I did not say a word in class, all through grade school, middle, and high school; not a word was spoken. As I went to college, I made a vow, to say one thing no matter the consequence in each and every class. In a lecture hall where I am one of 500 students, this was a huge step to helping others not try to Hide me. Big Yellow - Taking feedback used to make me cry (sometimes still does); people are not always sensitive or constructive with feedback; I do not have a think skin. I would read the course reviews and weep, and had no way to learn, since the feedback was never exact or specific, so I did not know what to do any differently. As I obtained feedback from caring others and great communicators (I encountered) in my life, I was able to learn that much of the feedback was about the Other, and not about me. And here and there I learned where my Blind Spots were; how I disempowered myself. I am better able to separate what is a loving concern from what is an attempt to hurt me; I do not accept all feedback; some is meant to harm. I am quite sensitive about people who would commit violence on my being. I have the heart and force of an elephant (we are both vegetarian), and when cornered, it is harder to stay in the loving. Still to lead those who have never stepped into the Green, I know what is required.

![Figure 4: Large Yellow Window Pane](image)

Yellow "Blind" is known to others, and not know to self. It is the space of influence where your influence on others has not much openness. Others see you not being open, and only being Blind to you, and do not know if you can be trusted not to hurt yourself. Former Presidents Nixon and Clinton had major Blind Spts. When the feedback on their leader performance came (Nixon's lies and Clinton's sexual in the Oval Office), they did not
have much to be Blind about, yet each desperately tried to deny and refuse all the feedback that came to them. They were Yellow leaders, unable to take feedback, but able to project a mighty facade. "I am not a crook" said Nixon. It is through authentic feedback with a buddy, that you come to know your blind (Yellow) side of yourself. Have you seen the child that covers their eyes and thinks they are invisible to the world; that no one can see them? Who is blind? Others do see them, and see right through whatever facade they enact. Figure 4 is someone with a Large Yellow Blind area, as they act out a Facade that is not the Open self that is caged within that facade. A buddy can help expand the Green, and lessen the person's Blind (from Self), by giving authentic feedback about how you influence the world around you, and mostly how you influence your buddy.

As for me, I can take lots of feedback when it is given from a loving spirit. I am already a perfectionist, so when I learn I am not being perfect, I head for the squirrel cage. I jump on that wheel, and run and run, until, I have beat myself up for not being perfect in every way. Yellow is so frightening. I wonder why removing Yellow and replacing it with Green is frightening? I want Yellow to go away, but I keep finding places I need to grow, and things I do that drive people crazy. I know for example, that people want structure from me. But, I also know that giving structure to the Yellows and Reds does not help them find Green. I usually just give them more options, hoping they will find their own way, which seems to make them more uncomfortable around me. But, others who structure themselves, seem to just move along and find Green quite easily. It is not an all or nothing Green Pane. There are limits to Green, and I will always have some Yellow and Red in me.

![Figure 5: Large Red Window Pane](http://business.nmsu.edu/~dboje/503/johari_window.htm)

Red "Hidden" spot is known to you, but you do not allow yourself to be known by others around you (Hidden is also known as the "Facade"). You keep others at a distance by having your secrets, by hiding the real and wondrous you. There are so many Hidden (invisible) and Red people, I can not list them all. You know who you are. Your voice is silent in public. You only take the popular stand. You applaud the majority. You try not to be noticed. Or, if you speak, it is not you that speaks, but some imitation of a person that you expect others want to see before them. The facade can be quite verbal, and really out there, but it is a false person that speaks. It is good to protect our inner child from harm. There are people who have hurt you. You have withdrawn to a safe place. But, since the real you is not doing the influence, your personal leadership power is not as great as it might be. You know this to be true. You feel trapped, but what can you do? You know the answer is to take the plunge, and just be yourself.

Form more on JoHari Window see on line study guide [http://business.nmsu.edu/~dboje/503/johari_window.htm](http://business.nmsu.edu/~dboje/503/johari_window.htm)

**PART III: 6 MASKS**
## Six Leader Masks

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<thead>
<tr>
<th></th>
<th>OPEN</th>
<th>BLIND</th>
<th>HIDDEN</th>
<th>UNKNOWN</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHAMAN</td>
<td>Admire Me Love Me</td>
<td>Narcissism effects on others</td>
<td>I have spontaneity</td>
<td>Iconic charisma</td>
</tr>
<tr>
<td>MYSTIC</td>
<td>I see your hidden flaws &amp; strengths</td>
<td>Effects of false altruism</td>
<td>I have healing powers</td>
<td>Symbolic poet</td>
</tr>
<tr>
<td>RATIONAL</td>
<td>I am rational, logical, task</td>
<td>Effects of impersonal</td>
<td>I have knowledge &amp; skills</td>
<td>Tacit knowledge from intuition</td>
</tr>
<tr>
<td>PRIEST</td>
<td>I get power from training in college or religion</td>
<td>Effects of authority chain of hierarchy</td>
<td>I have the way through my institution</td>
<td>Mythic knowledge of other worlds</td>
</tr>
<tr>
<td>MAGICIAN</td>
<td>I know secret rituals</td>
<td>Effects of secrets</td>
<td>I have secret rituals</td>
<td>Arcane knowledge of rules</td>
</tr>
<tr>
<td>SHY</td>
<td>I can do nothing without my leader</td>
<td>Effects of self-deprecation &amp; voicelessness</td>
<td>I have Power of Tiger within</td>
<td>My voice yearns to speak</td>
</tr>
</tbody>
</table>

### SIX LEADER MASKS

1. **SHAMAN** – Narcissistic “admire me; love me” Center of attention; Charismatic; Hedonistic; my pleasure before all; can attract following; digs ego strokes; Wears mask of (false) modesty

2. **MYSTIC** – Devine your inner flaws & hidden strengths; versatile & flexible; sensitive & perceptive to Hidden in others; sets aside own needs; but altruism can be sham; self-styled savior & healer; can be restless search for something unknown
3. **RATIONAL/NATURALIST** – factual, impersonal, not interested in others’ hidden character; no feeling or emotion; followers complain treated like objects; task-oriented; clear, concise communicator; Hidden area of knowledge & skill; fear of self-reflection; can be such a perfectionist

4. **PRIEST** – Represents omnipotent authority of institution of religion, art, or science; gets power from membership; digs hierarchy of authority, training, on quest to transform the institution; Hidden knowledge of deeper inner frictions of institution; messianic mystique; can dispossess self; give self all away & have nothing left

5. **MAGICIAN** – Heals through knowledge of complex arcane rules; heals by ritual; has Hidden secret knowledge of alchemy; calls on followers as helpers with equip, supplies; totally absorbed in ritual; does not abide interference in total concentration; contemptuous of rational/naturalistic leader; followers trust but do not try to fathom; can be obsessive-compulsive about the secret arcane rules to follow

6. **SHY MASK** – docile manner, mumbling, silent is how I was programmed; present self as delicate needy for delicate treatment; can not speak; fears zone of openness where others are not providing them structure; plays the role of the helpless, in need of rescue by the strong; plays role of timidity, behind the mask is the TIGER; imprisoned; can fear failure or fear success
The theatre of leadership is a dialogic labyrinth. Only hermits escape the labyrinth. We leave a line of bread crumbs to find our way out, or our way back, or to let others follow our leadership in the labyrinth of dialog. Others do not leave bread crumbs; they leave carnage, a trail of dead bodies.

A labyrinth has worn passageways I will call storylines. My living storyline can intersect your living storyline in the dialogic labyrinth. Two strangers meet, and share storylines, in the here-and-now of some labyrinth intersection, two passages, becoming one, and then veering off into separate passageways. A crash is defined as when two people collide, then their storylines tangle.

Each story enacted in dialog can get lost; lose itself in abrupt endings, dead ends in the labyrinth. The story line can be interrupted, cut off, impossible for others to follow. People do cut off your story; that can make you angry. Followability of a storyline dissolves into pure Pollyanna positivity or pure negativity. That kind of storytelling can make you angry. There can be too many digressions to permit followability of one’s storyline. That too makes the listener angry. The listener tires, chooses which storylines to follow, which to ignore. Many listeners just pretend to listen to our storylines; sometimes we do not listen to them, making it easy to get lost in the dialogic labyrinth, the web of our living storylines. All this aggravates the angry ones.