

The Dawn of Radical Change: A Case for Leadership

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ABSTRACT

With the changes and the forces that drive change and challenges for everyone and every organization--- The time for leadership is now. The changing dynamics of organizations requires leaders that are trained, ready and up for the challenge and committed to starting and finishing a project or endeavor. A case for leadership crystallizes and indemnifies the need and also the gaps that exist in every industry in the world. We need to be serious now because the future will not wait for us to think about it anymore. We need action and perseverance.

INTRODUCTION

There is no end to the studies of leadership and while we discover new theories and new ways of leading we are still ever interested in this topic and want to learn more about it in every way possible. For eons we have studied leadership and strive to be able to bring it to a place where it can be effective and efficient. Leadership is tested every day in some manner and on various levels. In these tests, we find the fit of the fittest and the strongest of the pack. This individual seems to have the textbook description and characteristics. This individual is larger than life to us and we are looking at the leader almost in a surreal fashion because we don't truly believe what we see. However, we deem that individual as the one who can make it happen for us and the one who can lead us fearlessly into the future without hesitation. This person is the inspiration that we have looked for and the one who makes the journey worth every painstaking step. This individual is transformative and infuses us with the strength and the verve to go forward and jump higher and leap into troubled and often rocky waters. While this person seems like a modern day superhero, it is someone that comes into our lives at various points and we do get to enjoy this breath of fresh air 2 or 3 times and perhaps a few more if we are lucky. For me, I have had the opportunity to have this kind of leader 3 times in my whole working career that spans decades. I found this a blessing and a true amazement. While I wish I had the leader emerge sooner it is important that I did get to experience this because it did have an impact on me at the time while enjoying the decision making and streamlined and seamless days of little to no stress in my work. Even when I was not in the midst of this kind of leadership I took valuable lessons that helped me to survive even in the darkest times of leadership that did not have anything to give except hard luck and bad decisions. The biggest take away from this example is the lessons learned and to use these to make sure this kind of experience does not happen again. While we may be able to make sure this does not happen we cannot do anything but project what may lie ahead and that comes with speculation of what can be and a lot of questions to answer that we may not be able to fully address.

This is very much a world of uncertainty and high expectations yet we don't even know what the various expectations are. We can't even plan because we have to be ready for action without any planned script. We must move fast and furious to insure that we do what is required and needed. Every day we must undertake new challenges and directions in our lives; and also be ever preparing for the unexpected in life and in our professional lives. This is most true in the case of leadership. None of us is new to or unscathed where it comes to change. It is a normal for us in this time of uncertainty and tumultuousness. Change is something we face every day in some form or fashion. It is ubiquitous and affects us in many ways from large to small scale but it is something we have to adapt to daily. Reilly (2004) discussed critical skills in uncertain times and offered that "leadership has always been important, but it grows in importance in times of uncertainly" In the modern times of change in organizations we have to face deep and constant change which is more severe and creates outcomes we cannot ever prepare for or deal with directly, yet, we are still expected to work within its context as we do small scale change. Leadership is too busy anymore to give us notice about the impact of change. These days we deal more with radical and severe change than small scale, however. Reilly captured it best when he suggested that during stable times leadership may be less daunting in times of major changes. Change at this level requires leaders with vision, the ability to create collaborative, cooperative culture and who show respect for those inside and outside their organizations with strong communication skills (2004). There are many different kinds of change and levels as well. In the more complex aspects of change we call this radical because it is deep and complicated. Radical change is major and is occurring in every organization and every industry. It is also the intense bone cutting method that is used to break the organization and its elements down as a decision that is made by leader. This kind of decision making can be perilous and fatal, however. In fact, if it is not done with care and with strategic and purposeful thinking, it can break

the organization's back and create a chaotic outcome that does not work and creates a very dark and unsettling culture that does not propel human capital or the organization forward. It can take the wind out of motivation, job satisfaction and performance. When the dust clears it seldom resembles anything that was and, what remains is often left in disarray and there is much uncertainty or sense making. This type of change is a daily and seemingly natural part of any given day in an organization. The focus should be that leaders need to see the situation and do something logical before it can create a bigger problem. Too often the latter is the case. We very much need to be able to ensure this does not occur and with more research and more focus on this area we can be assured that something even better will come of this. We need to lead ourselves even if we do not have the leader with the right stuff to do the actions that guide us forward. How do we do this effectively other than to go back and use effective lessons learned and use them to apply the right decisions and make the right actions for and by the people to support organizational efforts. How do we find these people and what can we do to incentivize them and create loyalty and make leaders want to stay the course?

There is a critical need to have leaders who can hit the pavement running and can think on their feet as well as operate as process thinkers and contributors to the organization and freely share ideas. We need those in the boardroom who are not going to wilt at the first sign of problems but stand and deliver the message that can turn problems into solutions. No more can we wait until tomorrow for things to settle and fix themselves. We have to have action and be resourceful in every way. This is why having a leader with "teeth" can make such a huge impact and difference. Leaders are at the forefront to make a difference in this area and oftentimes when there is the time to be proactive vice reactive leaders lose sight of this and their focus is blurred with the more political and critical efforts of the time. None of knows what to expect on a given day and this is true for our leadership. The daily routine and priorities become the focus and this causes leaders to concentrate more on putting out fires rather than preventing them. The result is a terrible outcome that requires the leaders to do damage control. The best outcome is when the best leaders surface and outlast and show the resilience needed to survive and put the pieces back together. This may take time and it may be beyond our patience tolerance. The workers remain helpful but can we last through the wait? Reilly (2004) Savvy leaders at all levels assess situations to uncover and analyze problems and develop creative solutions. While we are discussing these over and above leaders one comes to mind in the leadership of Stephen Cloobek of Diamond Resorts. Mr. Cloobek is considered "explosive" however he gets results because he sticks to his guns and makes sure everyone is on the same page. He does this while communicating his vision and intent. Mr. Cloobek also listens to his employees and solicits their input and makes things happen as a result (Holzman & Lambert 2010-2013). The bottom line is that organizational change has become the new normal for companies in nearly every industry (Holloway, 2012). We need the leaders who are up to the challenge and those who can get on the right road and run the course. This leader and few others in our time have been able to wrestle the proverbial bull by the horns and grab him by the horns in doing so.

BACKGROUND

Years have passed and we have not figured out the right definition of what leadership is and we continually are on the trek to find leadership and decipher it so that it makes sense and makes the kind of entrance and endures for as long as we possibly can make it. There have been a host of articles in the scholarly world on radical change and what has been done as a result and what has not been done. We have not taken these lessons as seriously as we should have perhaps. We have seen organizations almost hit the ruins but with good leaders and good vision and mission and a grasp on the issues and problems. We have seen other organizations where problems have made the organization and leaders seem invincible. This was the case with the government buyouts where General Motors and Ford were in the limelight for the world to see and to watch. We saw the leadership at Ford make some hard decisions and reduce and layoff and focus on the future with environmentally friendly alternatives for fuels and many other elements to become more solid as a company. On the other hand, we saw the leadership of General Motors do some of the same actions but did not make such wise or quick decisions as the Ford leadership and filed bankruptcy proceedings. One of the most impacting and impressive aspects for this author is to see General Motors come back from the near ruin and be a better, leaner organization and better place for the world as we know it. Google is an excellent example and we have seen this company expand with ups and downs of leadership and the feat of changing the executive players so that a better mix can be set into motion. This helped to settle some of the Google heartburn that existed previously. Steve Jobs was a very good example of one man's vision that became reality. He was very precise on vision and focus and getting the voice of his people and customers. He wanted to be better than the best and continue to improve even if it seemed he had the market niche. He brought the humanistic element into the spirit and actions of his leadership. This lead to more refined and more well developed decision making and less mistakes made as an outcome. What a great testimony to leadership from these examples and from

this man. Of course, we have seen countless articles on change and transformation and even lessons learned from both bad and good decisions. We have the tools and the techniques but even with these articles our leaders still seem to continue with the status quo and do not strike the iron as needed or pick the right decision or course of action. Even in this world we live in where change is constant and rampant, we need good leaders. Leadership is many things to many individuals but we must consider in any definition that we have to figure in the shaping of public opinion, leadership of reform and revolutionary movements (Burns, pg 33). The time for this kind of change and leadership is now. As such, leaders must be on the pulse and at the bull's eye of change and this includes all types of change: anticipatory, reactive and crisis (Goetsch & Richburg, 2005). Leadership typically engages in all three on a given day to confront the issues and problems that face them that need ready and solid decisions. While this is true, we must transform behavior and begin to look at the different areas that certainly have been good examples and great lessons learned. These lessons can inform leaders today and tomorrow and be the foundation and starting point. Benchmarking from these lessons is a good idea. For example the challenges that plagued the automobile industry and caused a major giant conglomeration to change or become very fragmented or to even become nonexistent This caused fear to ripple in these organizations and forced some very deep and lasting change to render the automobile industry a very slimmed down, focused and more viable establishment. The need to go green and to be more efficient drove the change momentum as well as the need to be more efficient and effective as well as financially sound. It is not enough to have a quality and future focused product—being financial stewards in the organization is a direct example of the change that was made. We do, however, need to heed our lessons and do something to make a move to make a difference.

CASE for LEADERSHIP

Time has been a great generator of lessons learned with people and examples galore but so much has happened in organizations. We have seen corruption and the effects of money, greed and power. We have seen good people go bad as a result of a bad decision or being consumed by the very elements that were so fought against and avoided. This is when leaders change and instead of retaining the individual aspect, the leader is fragmented and becomes part of the fabric of the organization. Crises have happened all over the world that begs the attention of a leader or solid team of leadership. We have seen the financial crisis; the problems in cabinet level agencies that have caused the intervention of the President; the bombings and unrest in foreign waters; and the demise of organizations that were examples and thought to be leaders towering above all others. We have seen so much happen in a short number of years. In a variety of businesses across the world, we have witnessed change and downsizing as well as taking away parts of the business and the quest of diversification. We have seen this with the federal government, military and with the world financial systems. Additionally, the fall of some of the most powerful and elusive leaders has also changed the way we see the world and has had an impact that we never expected nor prepared for in our lifetimes. Some of these leaders reined their terror for decades and that created the illusion that they were in power to stay and turn that power over to their heirs and offspring. While some of the leaders have done great things that have impacted our lives in a number of ways. Recently, we have had a solid leader in battle fall from grace when he made a personal decision to stray away from good judgment. Does that make him less of a leader? In the opinion of this author, no, but it does create the question of his being distracted and not able to do as an effective job that he one was heralded for. We have lost faith in our sports icons such as Michael Vick. This guy was a true winner from VA that went to VA Tech and became a star quarterback. He led the team and he led the university forward. I was a fan and I watched every game he played. I was hooked. Then something came to take the sun out of the sky for the fans when we heard about something he was involved in on the news. While it was partly him and he was the big name involved he did fall to what was around him and that is sad but it was true. It was his influence and being at the “wrong” place and associated with these individuals that hurt his reputation. For many years later he had to pay his debt to society to try to rise up and be among those who are revered for his game excellence. Never has there been more of a need for leadership and this case highlights the impact for change. We have had the entire world turned upside down with change beginning with such uncertainty with our financial systems and major manufacturers and then with governments of the world. We thought we could handle change but we soon realize that change is much more of a situation to be confronted than ever before. We have to adapt and prepare each minute. We can't ever take our focus off the target and must be ever-present in the situation to be effective. We must keep the vision and mission in focus and keep a laser perspective and be on the pulse every moment. We have to be awake and alert and cannot sleep and lose ground. That leader is needed today and must stand up and take charge and stand for the people regardless of the problems or challenges that are presented.

An organization just exists without a leader in the helm and someone that we can trust to deliver and guide us forward. Leadership makes the organization run and makes it run well. I can't say how much leadership makes

the difference and that is not because I have studied leadership for most of my adult life. An organization without good leadership or leaders can run around and can cease to exist. We need someone who can drive the organization forward and be an inspiration and a guide at the same time. We need someone who is serious and has the knowledge and skills but yet has the tenacity and patience to make it happen and make it endure and sustain. Leadership matters and drives the engine of the organization. We have to visualize the impact of culture and the integration of new ideas and leader's thinking and impact in the organization. The leader does leave the lasting effect and impression and the right leader is the legend that remains for years. It becomes the thread of the fibers of the organization and creates a more solid cohesion of the culture and brings everyone into a community of meaning and matter. Leadership has been a concept of importance dating back to the biblical times, yet is one theme that is most misunderstood and many times skewed in our leaders' eyes. This causes the leaders to go into a different direction and create a culture that doesn't really mesh with good organizational success. Festering over many years this becomes a foundation for subsequent leadership. Unfortunately, these leaders "inherit" the problems and continue to manage in a way they must that makes sense to them. This may not make any sense to anyone else. Like the age old game of "passing" information, this becomes very diluted and fragmented. This is one of the problems that can smother leadership and cause it to not be as strong and vibrant as it would be before the absence of good practice, or the breach of ethics, or even the maltreatment of people. Fernsler (2012) discussed that right in there with ethics is culture and the state of culture before, during and after change. So, culture moves ethics and creates the tone and the type of environment and atmosphere that is needed to create a place conducive to forward movement and success. That culture that is created also influences the leader and sets the tone for the organization and keys into the attitudes of the people, changing them forever. The leader is not tasked with maintaining the culture but feeding from it and adding back into it and taking the people and making it work. This is where the best work is done in the right environment and with the people that support the leader in all that is done to serve the people and organization. This is such a good way to thing but if so, why don't more leaders have the salt of what it takes to facilitate this? We do need to get those individuals that are not afraid to work and to add heart and soul to making their work effective, efficient and put their mark on the organization and functions.

Change and failure are two terms that seem to come out when speaking about leaders and leadership. They are two distinct areas yet they have such in common when it comes to leaders. As such, leaders are blamed for failure to change and failures surrounding change even when it is certain that the culture stymies innovation. In, fact, the maturity of culture is the deciding factor. Change efforts in organizations with less than solid cultures are doomed. It is prescribed that leaders should in fact take the mirror test for ethics and be ever cognizant of the image in the mirror and what image the leader wants to project (Drucker, 2006). After all, that is what is seen by all. It is true that this can cause scars that can corrupt the people and the organization. I have seen this occur in many organizations where leaders took the stead and they succumbed to the daily routine in a myopic fashion of treating the people with little regard or respect for what can or should be done. Then, sometimes the problem with money, greed and power causes much corruption and abuse in that way. The employees are again the ones to suffer or pick up the pieces. That is not leadership and is not any semblance of leadership in any way, and puts an unfair burden on employees to say the least. When any of us steps up and puts on the leadership hat we must be able to accept the responsibility and accountability that goes with that tall order. It should not be shirked and should be taken with careful steps in order to do what is required and add the value that is necessary. I have personally known one such leader and he was fearless and firm yet he showed his teeth when he needed to and his presence were known and he was respected. He had a presence when he entered the room and he led us forward in the way that we needed despite the time, situation and gave us always what we needed when we needed it. When this leader was confronted with a life tragedy he was still strong through it all and was able to take this event and not falter. I respected him even more for doing that and today he remains a great example and a legend of leadership and substance.

There as once a leader I deemed in the navy and he was supportive of the people and his actions were vivid and he was known for doing the "right things" .Even when he was facing a medical problem he was still his best and I thought that was remarkable and he was selfless. He was fair and on point and cared about us. This navy chief made a mark on a young 20 something year old sailor and continues to do that because he was different yet he was good and just.

There have been countless times that this author has had to step up to the leadership role when leaders could not or would not lead. This was done in an effort to insure that objectives were met and that the mission continued. It was always important that we had the mission in our view. I never wanted to have anyone that worked for me in limbo but I have been that way myself. There are many incidents and examples but one I will share from my own experience. While in the federal government at the higher level I had the unfortunate opportunity to work

for someone who could not lead and was very abusive in the leadership over me. I was taunted and chided and treated less than a human and I was taught to bide my time and not contribute to the downward spiral. This took skill and tenacity but in the end I knew that the less I said the better. Everything from the daily routine to the overall mission of the area that I worked in was at stake. What mattered to me was how hard I worked to get to the level I was and how one hateful sort was not going to be my demise and was not going to change my mind about what leadership is about. This individual was petty and very insecure and used drama and terror and wielded it over me. I am glad for the best examples of all both negative and positive that helped to hold me and keep me stable in the times of fervor and upheaval. This person tried to bully and threaten me for less than 90 days. I was on a mission to get out from under the spell of this character and I was successful. I have gone on to turn my leadership into something meaningful and I take charge but take good care of my personnel in every way I can. I know what I need to do and I do it to the best of my ability and depend on my personnel to help me to achieve the top levels of success. I never forget the employees and followers and reward them as well as communicate with them every step of the way. That, to me, is being effective and efficient and treating the followers as I want to be treated. There is a lot more positive that comes out of something when we do the right things and treat people with fairness and honesty. Leaders should be trusted and emulate the essence of truth in every action.

In this world of change, we are confronted with uncertainty and many times unrealistic and competing demands. We have to evaluate things as we go and sometimes that is more difficult than we realize or project. As we tread slowly with great expectations and caution toward an uncertain future, leadership really matters still and becomes a priority that drives us forward into the unknown. Leadership will continually be a theme that is on the pulse of everyone as we move forward and try to sustain and remain competitive in our organizations. Without the total commitment and desire to lead and raise the bar we cannot hope to see change affected the way it needs to be. A solid and unyielding person needs to be there to insure good decisions and actions are done in the way they need to be at the time needed as well. We have an impact, every one of us and we can make that impact that lasts for time to come. Let it begin with me and transcend to the multitudes and let's take the strong foundation of morals and values and make a difference that helps to create the organizations and leaders that need to be there to guide the organization and people forward regardless of any changes or challenges. A real leader takes this in stride and makes problems opportunities.

LIMITATIONS OF THE STUDY AND FUTURE STUDIES

This study is limited by its design and if this had been done using other quantitative or qualitative designs there would have been a differing outcome over a case study. It is believed that countless other studies such as ethnographies, longitudinal and purely quantitative designs could bring a very interesting outcome to this study of leadership. It is suggested that further studies on leadership and the attributes and characteristics be done with other designs in mind. This would add countless studies and more empirical research to the academic world.

CONCLUSION

We have to be on the move and take the reins and go forward with speed and force. We must not let up and we cannot tire at all. We cannot just sit idly by and rest on our laurels. Leadership is important and it makes or breaks the organization. It motivates and propels or it takes the wind out of the organization's sails and the motivation away from the people. It is on our minds no matter what level of the organization we rest at because it affect and impact us today, tomorrow and in the future and endures in that way. There are many elements that are on the front of our minds and become the center priority, however leadership is one of the most valuable and most interesting, in fact. While this concept really gets our minds whirling and gets us very excited, it is still something that continues to be in books, dissertations and articles. We constantly are stirred up with this and still can't get to the bottom of it. We end up scratching the surface and peeling one or two thin layers of the onion. We can't get enough of this and want to learn more about it because it matters now and in the future. As interesting as this topic is, it is a fact that leadership is still a mystery to us--- even in the scholarly world. It is probably that this trend will likely continue because the academic world continues to grow and we thirst for this knowledge that continues to be exciting to us. Besides we will need to constantly go out and find the answer if there is one out there and if not the answer we can at least share our information. Sometimes sharing information is what we need to do in order to create a community and make the organization or world a much better place to be.

We see good leaders walk among us and then when a change or crisis occurs this can alter that good leader forever or make this leader act in ways we have not seen as a result of the experience. When this is taken as a lesson learned and good decisions stem from this but when the inverse does happen it can wreck the culture and the

organizational elements and hurt the people so much. It can drive down production and take the joy out of job satisfaction. It can render the leader and the followers unable to do the things that move the organization and the mission forward. It can hurt the vision and mission so badly it takes it clearly out of the equation. We have had countless examples of scandal and leadership gone wrong. When the much decorated navy captain, Owen Honor's made some very bad decisions on board a naval warship and not only offended individuals directly and indirectly involved, he made a fatal flaw and fell in leadership. Naval leadership had no mercy and no tolerance and that is something that not only has teeth but it is always good for us to see on the outside looking in that leadership has integrity and takes care of things that can hurt and even ruin the reputation. As we all know in the world we are in today, reputation is everything and can be the make or break of anything good and positive. We then must work very hard to create the type of organization and environment that maintains the relationship and respects this fully.

In the 24 years, I spent deciphering and visualizing the "right" type of leader, I witnessed many actions when I was in the federal government that were objectionable and even off the ground but it seemed that no one was taken to task. When the problem happened with the Dragon Lady of Air force Procurement we did have someone to pin and to hang but she made the decision and almost cost a heavy hitting defense contractor must damage control as a result. She got slapped on the hand which didn't seem so fair for her level of deep hurt and damage. I did wonder while this was going on how someone at this level could have done this and to really seem to get away with it. I was not very impressed that she was in some of the same professional organizations either and that did not make it any easier for me. I never forgot this and it was difficult to hold my head high and be a part of something where this kind of action was going on and the leaders seemed to turn a blind eye. That is very unsettling when leaders have the leadership responsibility and not be able to act accordingly on it at the right time. I have always wondered how someone could live with themselves when there is an opportunity but the right things are not done. What does that say about character and ethics? I have always made the point of trying to do my all to do the right things as I set out to do my work for each day in the organization. I have done everything to the best of my ability and have reconciled that I want to put my head on my pillow at night. If I can't do that there is no way I can even sleep. That is huge with me. I just wish I were with everyone else. I guess we can control ourselves but not others and that is the problem. This is where the study of personality intersects with management and leadership and continues to give us a headache trying to figure it out. Perhaps the goal is to work within it and appreciate and respect it but never figure it out.

We continue to learn much through the bad decisions and failures of leadership and leaders who had the chance to make a difference and for whatever reason did not. When the failed leader at Tyco, Dennis Kozlowski, decided to take company funds and throw a no holds barred birthday party for this wife, our jaws hit the ground because of this leaders high level and how quickly he fell because he made an unethical decision and did something against the grain of a solid leader. This not only affects the public and our image but imagines what it did to the employees and their perceptions. The real question is how did the leadership higher than Kozlowski perform as a result of this? They did what was needed and required and saved the image of the company. Many companies are unscathed or survive only when higher leadership does the right thing. Too often the scandals do cause the leaders and company reputation to be enveloped. When this happens the scandal remains for a time but then dies a slow and unsavory death of sorts. It becomes the hot topic. We may never get to the root of scandal and bad decisions but atoning for them and making sure we learn from them is the real lesson that we must take with us as a result. These leaders do spin a tale and do provide us some rich examples for case studies and articles yet they present challenges in our minds. What caused these leaders to start off on the road of success and then make a diversion?

Luckily for us that the concept of leadership never goes out of style and off our minds because we are so interested this theme. Leaders every day are being trained and being born to do these jobs that require big shoes to be filled. What rests on our minds is what it will take to build the right character of honesty, truth, integrity and being real in all that one sets out to do. The environment and culture and experiences have everything to play into this equation with the influences that a person encounters. How long does it take to find that one great leader that embodies all that we seek and fills the position? We have seen years go by and the research and the conversations continue. We are still at unrest about this area and seldom find someone that even comes close to what we are expecting. So, we lower our expectations and try to work with someone who is close and someone who is human. While humans have flaws, leaders do as well. Sometimes we make the mistake and think of leaders as infallible and almost super human. We have to realize that in this less than perfect world with imperfect organizations, we have to take the good and work within its boundaries. This may be particularly difficult when we have priorities and short fused requirements that require the immediate and solid action of a leader. I am convinced that compromise is something that we need to be advocates of in every way but we have a difficult if not impossible time trying to

assimilate that feeling and make it a part of our analysis of that leader or that person who may become the leader of our people and organizations. Sometimes even when we think we have made the best decision about someone we find out in time that we have erred and have to regroup. In the short term the damage may be minimal but in the long term we have a great deal of pain and suffering at the hand of a bad decision.

While we have leaders coming up in the world at every level their character will depend on the factors mentioned. We have to remain hopeful and do have much to look forward to. From time to time leaders do emerge and do create the kind of impact that we need so much. Leaders that are of the right mix and fiber are difficult to find out there in the world today. The question remains of how do we find and cultivate the leaders we need? Since we have tried to dig down and find the core of leadership for centuries, how can we manage that feat effectively? We do have to do our homework and sometimes years of research. Then when we find that leader there is a great deal of work to still be done. These leaders need to be self-starters and fearless in the face of danger and challenges. That means that leaders need to step up and be counted. What does that mean exactly? That simply means that those who take on the leadership role must do this with heart, integrity, and ethics and with a willingness to do what is required and even more if necessary. Leaders must look forward, backward and upward and onward.

The future is here and will not wait. Leaders must raise the bar, deliver the best, and guide the people and organization toward success. Without this momentum and desire nothing can transform the organization in the right way. In a time of change and radical evolutions and shuffle in our organizations, leadership is the key to make this happen in the smoothest and most transparent way possible. This is needed because regardless of the magnitude of change when we are equipped with solid leadership that support and have our interests in mind we can conquer any trial or impact. The stronger the leader, the better the journey and, the better we will be in every way. While we still do not live in a perfect world we can always be sure that in the scholarly world we are trying every day to unfurl and unwind the leadership secrets and bring that right leader core and characteristics to light. Recently, I saw this kind of leader in John Wilson, of Orkin when he appeared on *Undercover Boss* (Holzman & Lambert 2010-2013). I was very moved by the way this leader listened and heard what was communicated and paid attention to get the feedback needed to make some good enduring decisions. Most of all, he cared about the employees and changed some of the rules and policies to help make the workplace a better and more fair one for them. I thought it was great for a leader to make such an impact and not be afraid to make changes and take a stand for the right reasons. I believe that more leaders need to do that and take that posture.

As it has been indicated many times over in this article and others that leadership is at the forefront of change and opportunity we must act and do what is required to make the right choices, actions and decisions. We must look at organizations and functions and objectives as opportunities to improve, excel and shine. Leaders can be the ones on the front row and can enlighten and teach us the ways of justice, honesty and ethics. How wonderful it is to work with someone who can guide us and take us on an incredible journey of learning at the same time! This proves such a wonderful element and creates loyalty and job satisfaction. I know this author likes to go to work when there is someone to look forward to for good culture, good times and good work outcomes. When we are able to have fun and learn something it makes us want to do more and facilitate the leader's requests. This is the kind of leader that comes around few times but makes a difference and cares about the organization and the people. This person is very selfless and is able to promote others and give back without greed and a change of heart. This kind of leader is one that we all want to experience. It is great to put the thoughts and ideas in this context but what will we need to do in order that leaders get the message and learn how to lead in the way that is necessary? Training and development is one way and one tool but we need much more and more constancy applied to all areas of leadership and the organization.

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