



# Yin – Yang: Applied to Management and Leadership Styles

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# Agenda

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- Introduction
- Engage:
  - Yin-Yang: the concept
  - Review of Management Theories and Leadership Styles
- Energize: Leadership in Practice | Trump/Obama
- Empower: These Ideas and How to Apply Them



# Introduction

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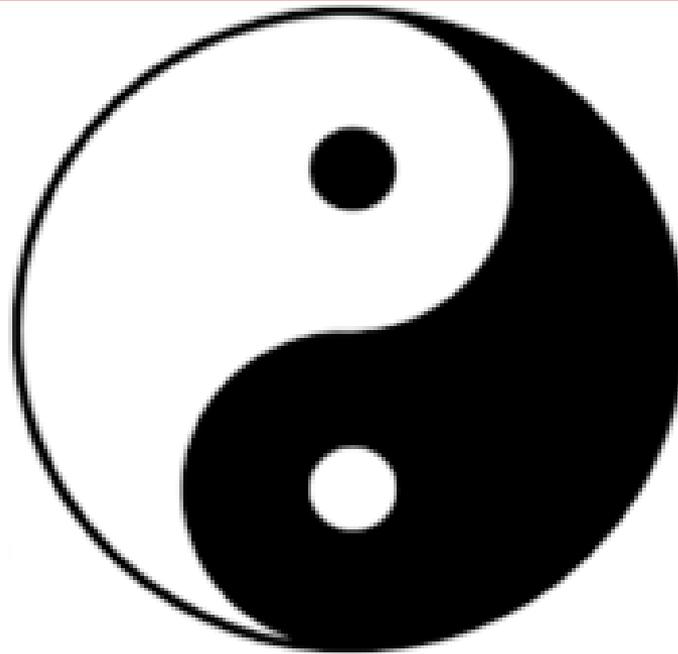


Yin-Yang is a philosophical and value system that integrates the Opposite Poles on a holistic continuum

EXAMPLE

### Yang

positive  
sun  
light  
heaven  
active  
fire  
above  
heat  
Generation  
WAKE



### Yin

negative  
moon  
dark  
earth  
passive  
water  
below  
cold  
Growth  
SLEEP



The Concept of Yin-Yang impacts Organizational Theories and Leadership Styles and thus impacts organizations



# Yin-Yang concepts are useful in understanding organizations in many ways that we will explore

**EXAMPLE**

Principles of business organization



How individuals lead



How these factors impact the Organization

YANG	YIN
Top Down	Bottom Up
Standardized	Customized
Authoritarian	Participative
Rational	Emotional-Intuitive
Encourage or Discourage Growth and Development	

Is the firm organized to optimize its potential?

Are leaders supportive of change/innovation/adjustment to changing needs?



# Engage

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Yin – Yang: the concept

# What is Yin-Yang?

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- Taoist concept, two complementary forces that make up all aspects and phenomena of life
- Ancient Chinese people were greatly interested in the relationships and patterns that they observed, thus they viewed the world as being one: harmonious and holistic
- Beings or forms could not be understood unless in relationship to its environment
  - Similar to business
- In this way, they tried to explain complicated phenomena in the universe

## What is Yin-Yang? (2)

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- "Yin" originally referred to the shady side of a slope while "yang" referred to the sunny side.
- Expanding this concept led to other pairs of complementary and opposing elements such as:
  - sky and earth
  - day and night
  - water and fire
  - active and passive
  - male and female
- Yin and yang can describe two relative aspects of the same phenomena such as the example of the slope, or they can describe two different objects like sky and earth.



## What is Yin-Yang? (3)

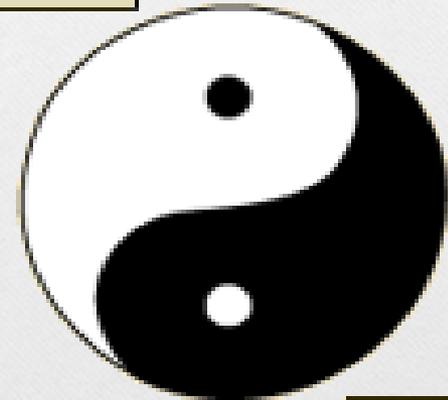
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- Usually, Yang is associated with functional aspect of an object and has more energetic qualities
  - moving, ascending, expanding,
  - heat, bright, light
- Yin, is associated with the physical form of an object and has less energetic qualities
  - stillness, descending, contracting,
  - cold, dark, darkness

# What is Yin-Yang? (4)

Element	Wood	Fire	Earth	Metal	Water
Phase	new yang	full yang	yin/yang balance	new yin	full yin
Colour	green	red	yellow	white	black
Direction	east	south	center (nadir/zenith)	west	north
Life Cycle	infancy	youth	adulthood	old age	death
Energy Quality	generative	expansive	stabilizing	contracting	conserving
Season	spring	summer	between seasons	autumn	winter
Climate	windy	hot	damp	dry	cold
Development	sprouting	blooming	ripening harvest	withering	dormant
Smell	rancid	scorched	fragrant	putrid	rotten
Flavor	sour	bitter	sweet	pungent	salty
Mental Quality	sensitivity	creativity	clarity	intuition	spontaneity

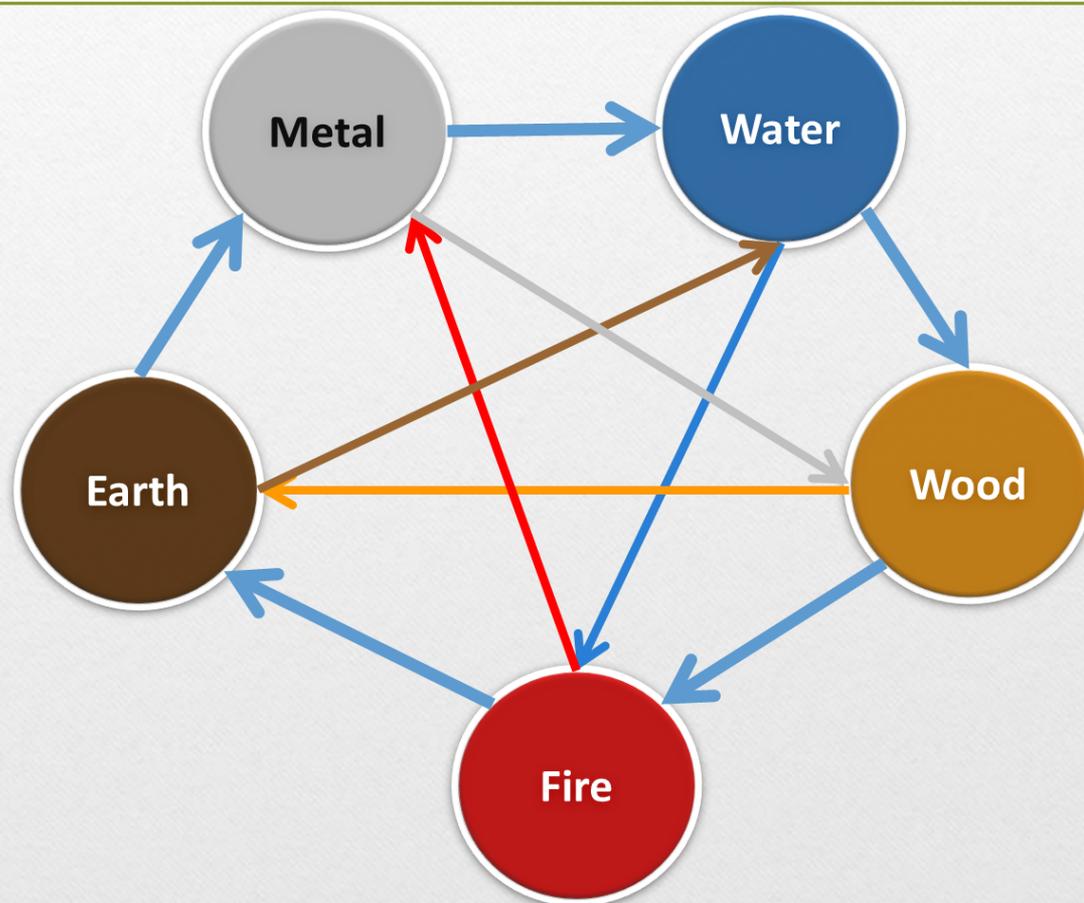
YANG 陽



YIN 陰



‘Five Transformations or Five Phases’ form the basis of Chi Energy in the Taoist Model with two cycles among them

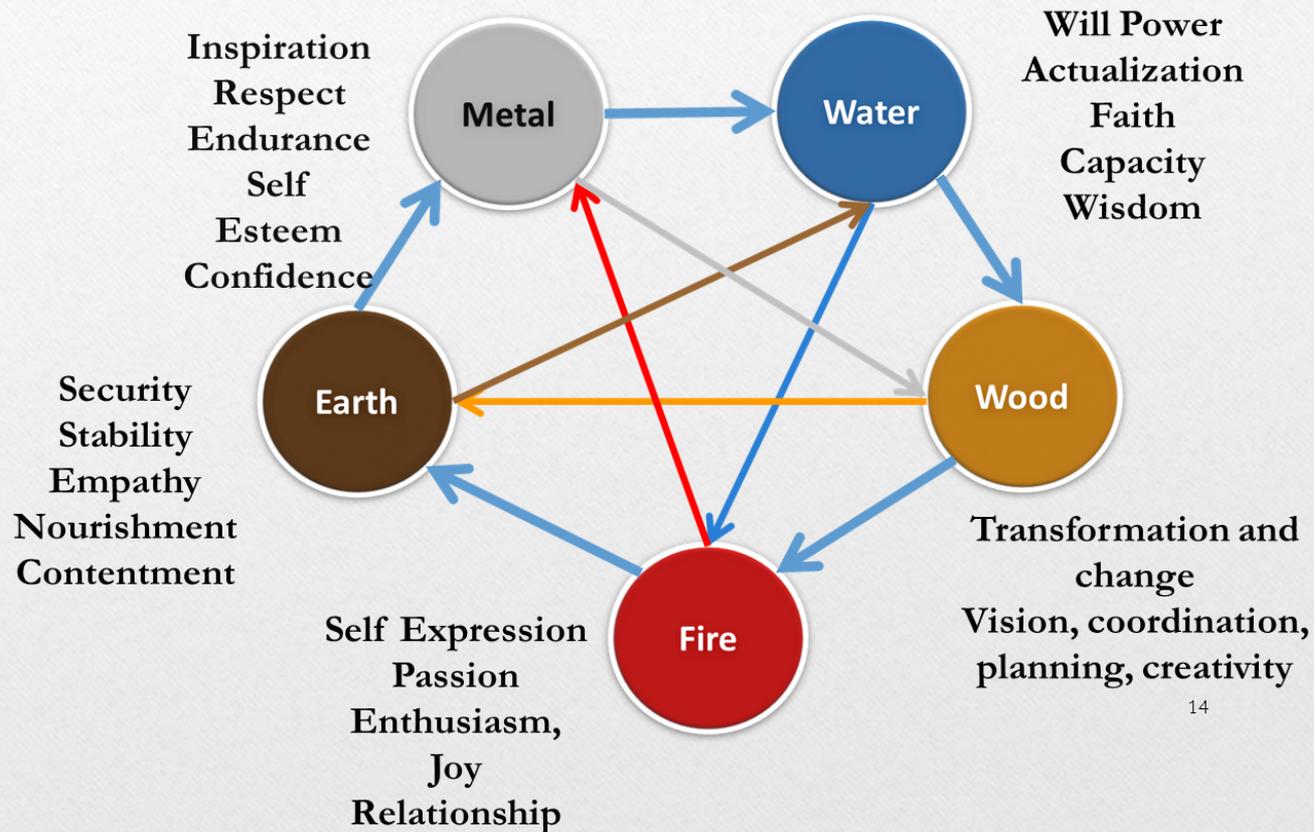


**Internal arrows** show Checks and Balances (Ko: grandmother to son)

**External arrows** show Nourishing Growth or Evolution (Shen: mother to son)

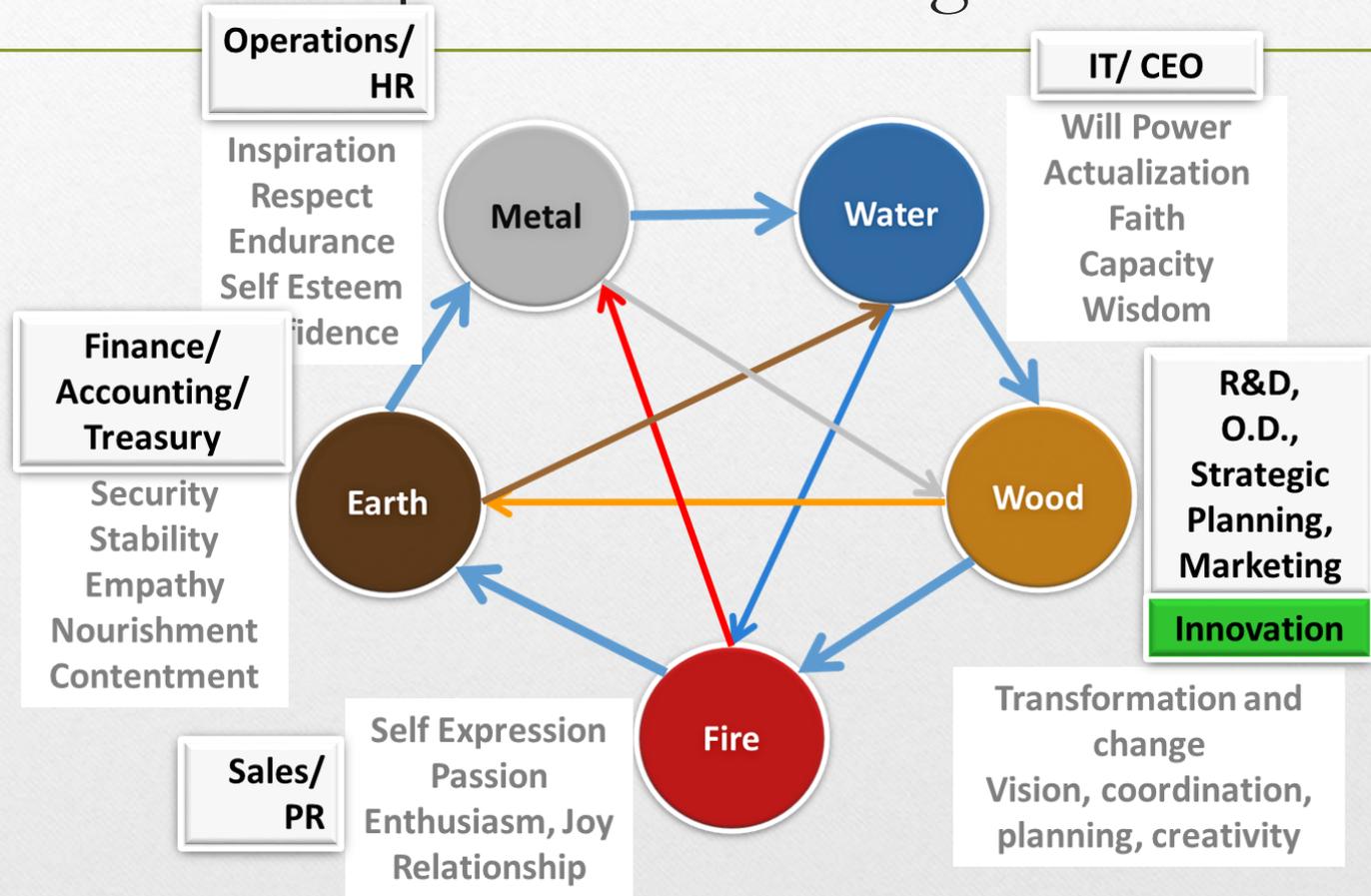


# Certain properties are ascribed to these phases

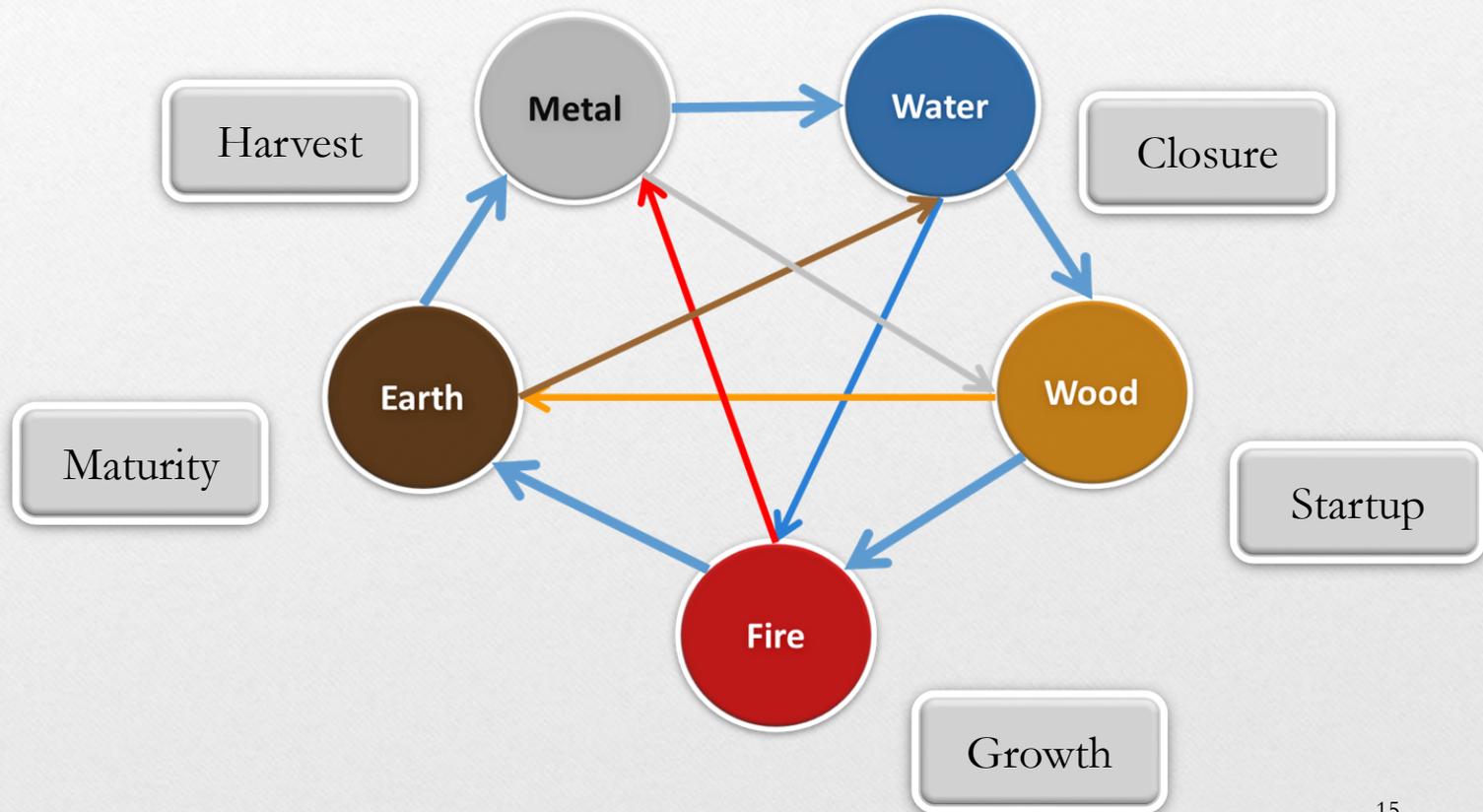




# Business functions can be said to align with these phases- including Innovation



As such, managing an organization through the Business Cycle can be aligned with Yin Yang principles

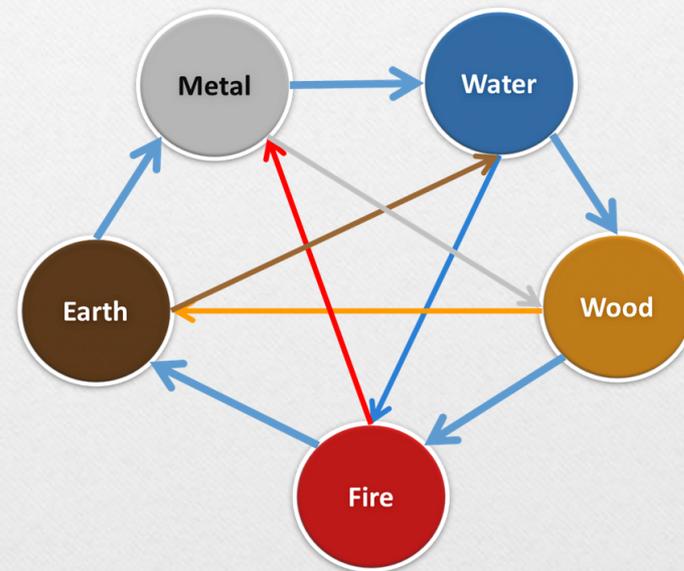




## Business decisions may be analyzed to reconcile Yin and Yang and these five phases

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- Authority/Independence
- Organization / Individual
- Producer/Client
- Qualitative/Quantitative
- Change/Continuity
- Innovation/Stability
- Long term/Short term
- Invest in Growth vs. Harvest Dividends





## Yin – Yang: the concept in summary

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- Yin is a symbol of earth, femaleness, darkness, passivity/reflection and absorption
- Yang is conceived of as heaven, maleness, light, activity, and penetration
- There are a series of five elements that form the cosmos according to Taoist philosophy



## Yin-Yang provides a new framework to evaluate decisions and progress towards goals

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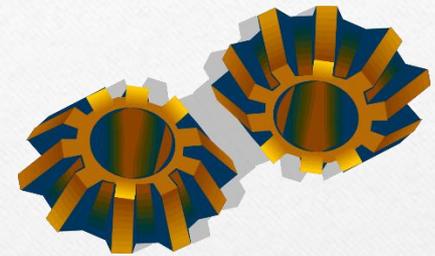
- Yin-Yang enriches our way of working, gives us a new perspective and may drive better, more balanced decisions by encouraging us to consider a holistic and broad set of alternatives before making decisions and charting a path for Innovation
- By presenting the concept of cycle, it makes us aware of the temporal nature of business – be ready for the next phase



## Its applicability to business, management and organizations is broad

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- Business integrates many dualities:
  - Authority/Independence
  - Producer/Client
  - Qualitative/Quantitative
  - Change/Continuity
  - Innovation/Stability
  - Long term/Short term
- By offering a framework to evaluate and integrate dualities, Yin-Yang enriches our way of working, gives us a new perspective and may drive better, more balanced decisions



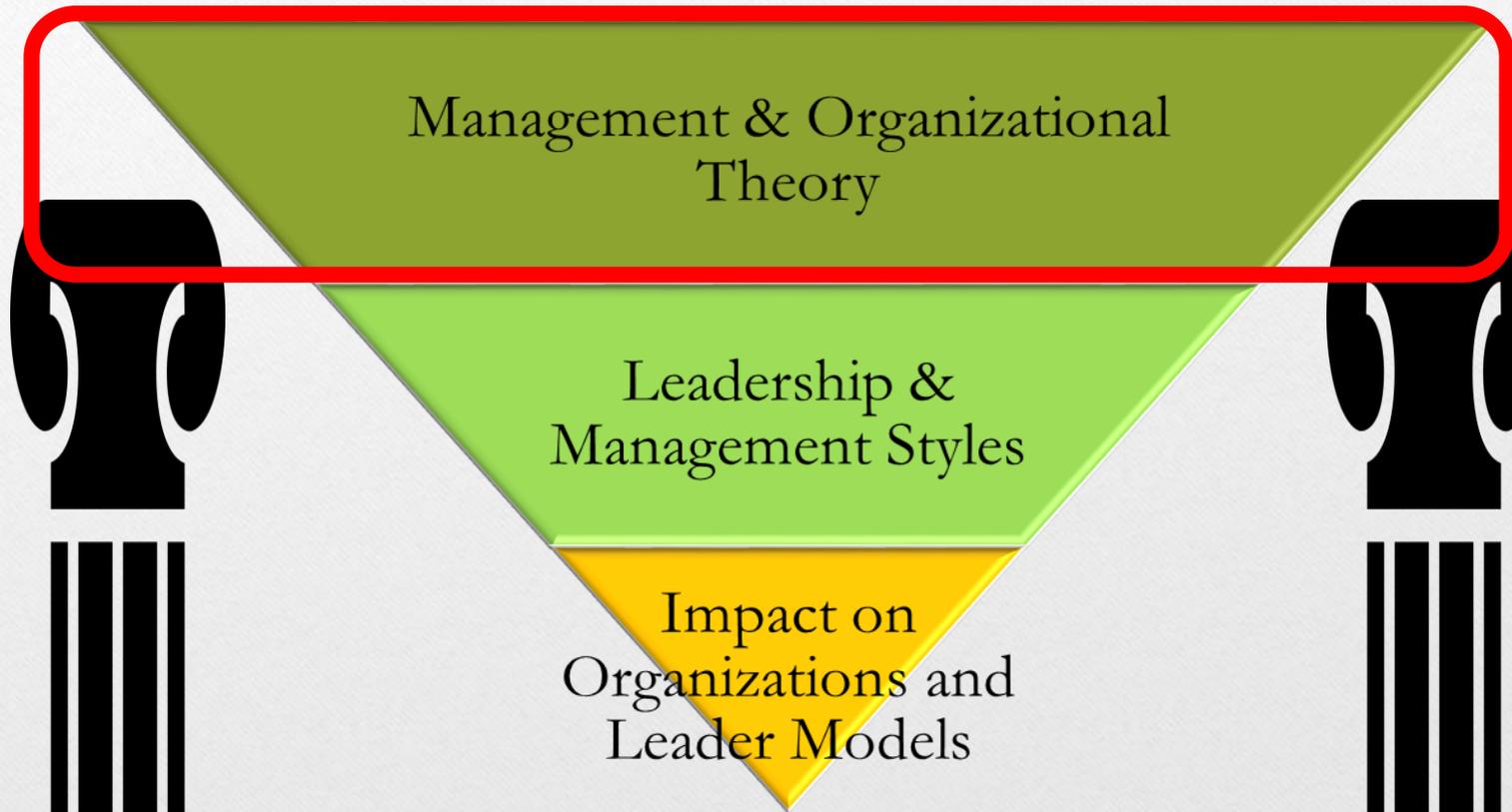
# Engage

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Review of Management Theories and Leadership  
Styles



# First let's look at current Management Theories



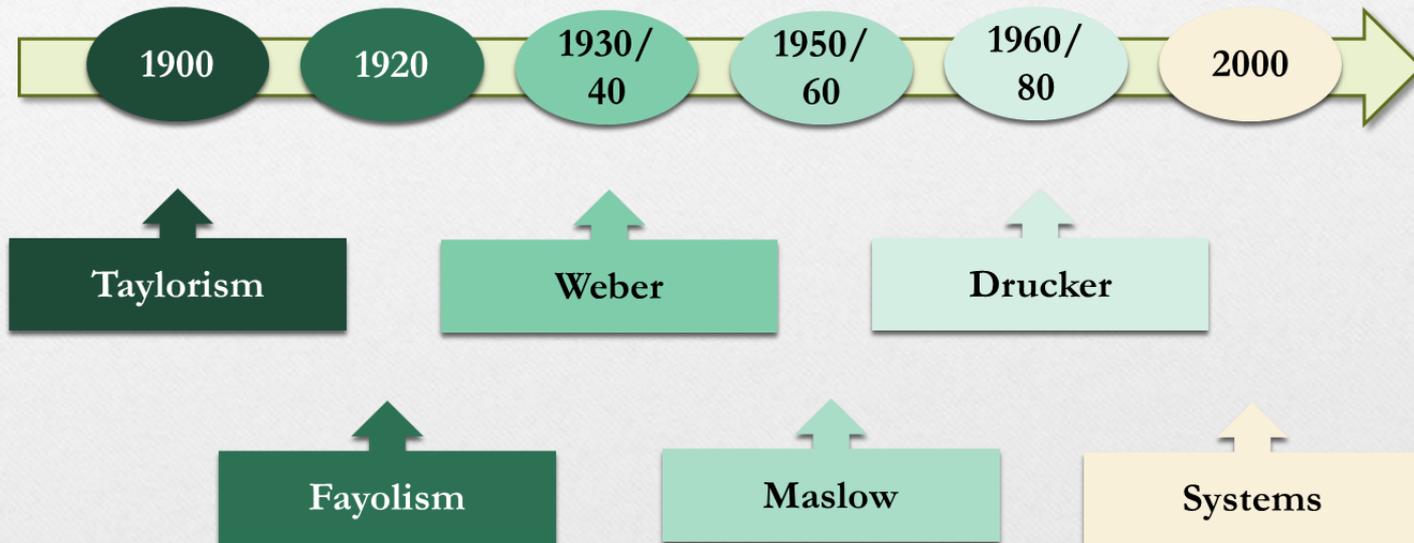
PEOPLE

CULTURE



# Management Theory has progressed in one hundred years

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# Taylorism: Scientific Management (1900)

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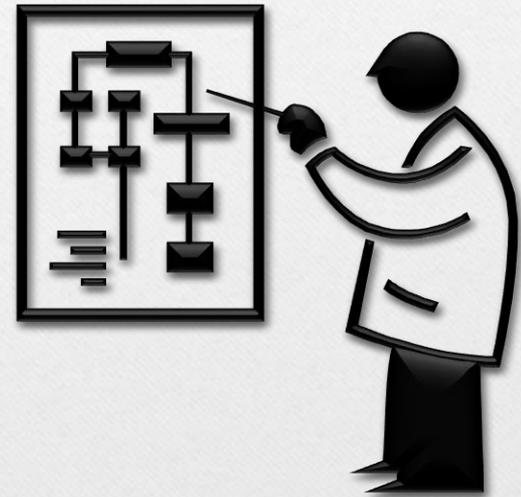
- Decision-making under top management.
- Standard method to perform each job – stopwatch analysis.
- Select and train workers with appropriate abilities
- Increased output is rewarded with a wage incentive, or bonus.



# Fayolism: Process Approach (1920)

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- Analyzed processes used in manufacturing and service industries
- Consultative and coordinated decision making delegated to the appropriate level
- Incorporated systems to correct faults – a ‘learning organization’
- Incorporated Quality Control

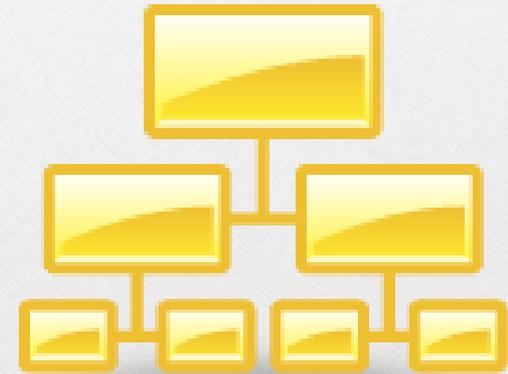




# Weber: Organizational Hierarchy (1930/40)

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- Divided organizations into hierarchies
- Recommended strong lines of authority and control.
- Suggested organizations develop comprehensive and detailed standard operating procedures for all routinized tasks

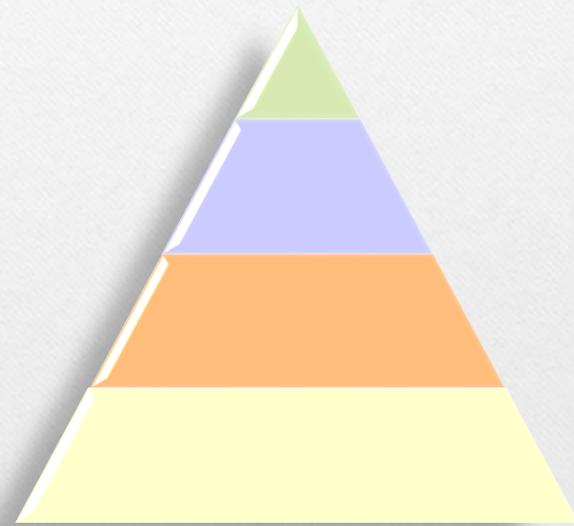




# Maslow: Needs Hierarchy (1950/60)

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- Organized needs into a hierarchy from more basic to most advanced
  - Self Actualization
  - Esteem
  - Belonging
  - Safety
  - Bio and Physiological
- Employers should provide a workplace that encourages and enables employees to fulfill their own unique potential





# Drucker: Management by Objectives (1960/80)

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- Participative goal setting, choosing course of actions and decision making among members of the company
- Companies work best when they are decentralized.
- Outsourcing for non-key functions
- ‘Knowledge worker’ concept
- Being useful to customers is main goal, profit is a condition for success

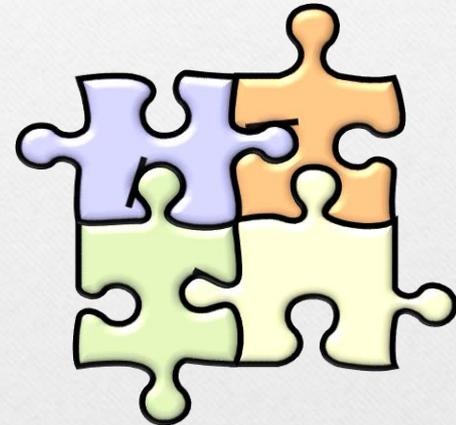




# Systems Management (2000)

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- Views businesses as a collection of parts unified to accomplish an overall goal.
  - Input – Throughput – Output – Feedback
  - Materials – People – IT – Knowledge  
- Clients - Competitors
- Has brought about a significant change in the way management studies and approaches its organization.
- Strongly focused on the inter-relation of all the parts, not just the parts or elements in themselves





## These management theories are not mutually exclusive in practice

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Management Theory	Comments
Taylorism	Still works at basic shop floor levels in simple industries
Favolism	Basic concepts used today, but within a more complex approach
Weber	Hierarchies and SOP's are still with us, only in a more fluid form
Maslow	His novel insights are standard practice today
Drucker	Knowledge worker, Outsourcing and decentralization are watchwords in 2013
Systems	Information Technology development has energized this theory, perhaps to an extreme



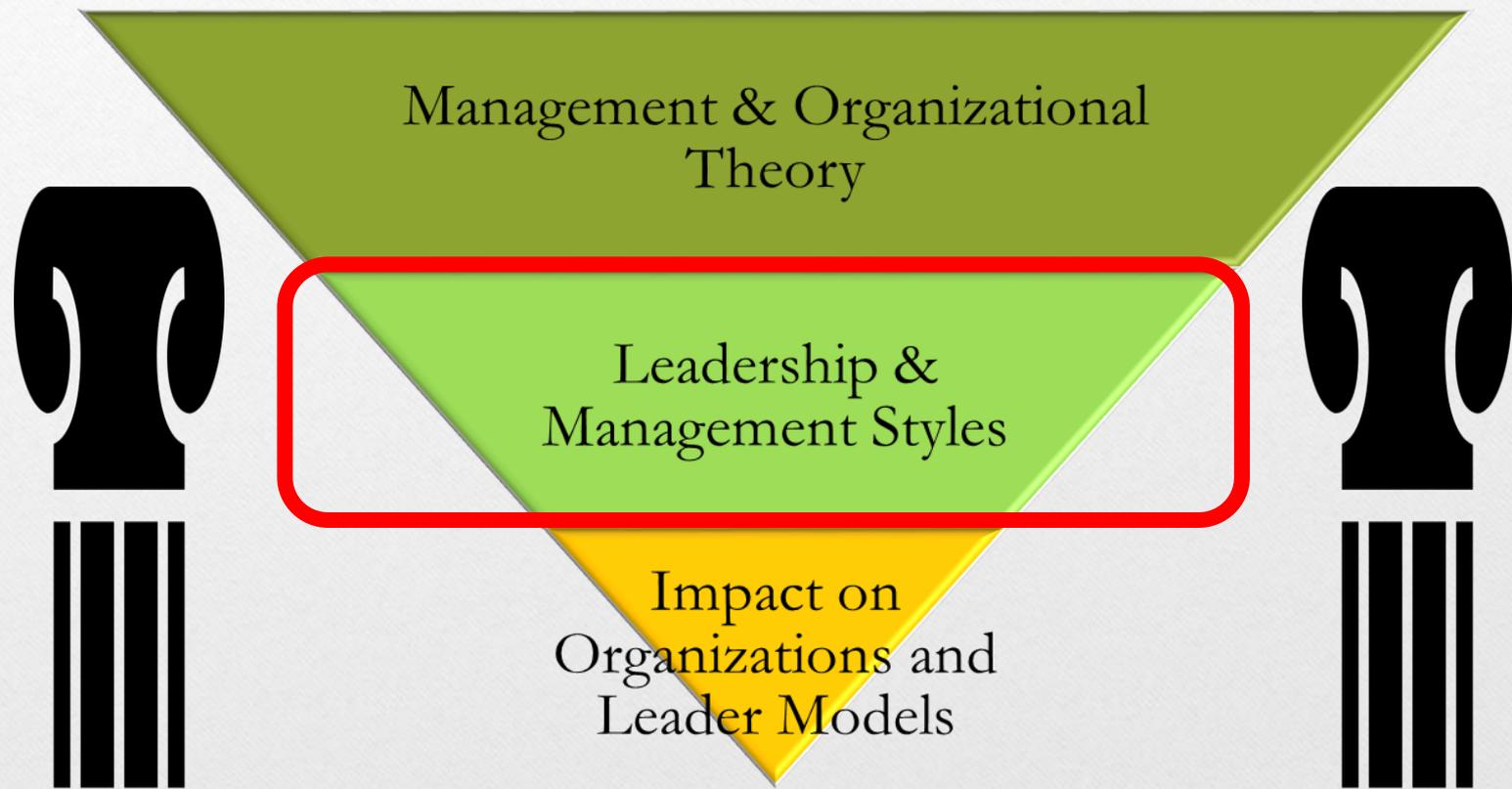
# Which are Yin/Yang or both?

## Lets Raise Hands

Management Theory			
Taylorism			
Favolism			
Weber			
Maslow			
Drucker			
Systems			



# Now lets look at Leadership & Management Styles



# The Nature of Leadership

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- Many styles of leadership can be effective
- People, influence, and goals
  - Leadership is the ability to influence people toward the attainment of goals
  - Reciprocal, occurring among people
  - A “people” activity, different than administration and problem solving

# From Management Style to Leadership

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## Management

- Good management is essential to organizations
- However, good managers must be leaders
- Management promotes stability and order within the existing organizational structure

## Leadership

- Leadership motivates toward vision and change
- Leadership cannot replace management, there should be a balance of both

# Leadership Traits

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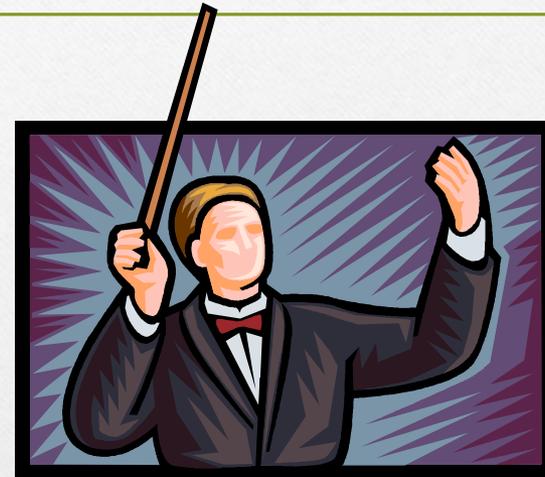
- Early research on leadership focused on traits
- Traits – distinguishing personal characteristics of a leader
  - Intelligence, honesty, self-confidence and appearance
- Great Man Approach to leadership
- Traits are reemerging as a leadership interest
- Effective leaders possess varied traits and combine these with their strengths
- Strengths – natural talents and abilities that have been supported and reinforced with learned knowledge and skills
  - Provides individual with best tools for accomplishment and satisfaction



## Typical Leadership Styles range from Autocratic to Situational...

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- Autocratic or Authoritarian
- Democratic
- Chaotic
- Delegative - Laissez Faire
- Situational





## ... from Transactional to Visionaries...

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- Charismatic Leadership
- Visionary Leadership
- Transactional Leadership
- Transformational Leadership





## Autocratic or Authoritarian: Complete authority is in one person or a small group

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- Darwinian: (Hitler, Stalin) takes care of employees if they perform according to instructions, else.....
- Paternalistic : (“The Office”) cares about the employees, often with over-average compensation, in exchange for loyalty and acceptance of company standards and processes; may delegate secondary issues to get acceptance and buy in
- Visionary (S. Jobs):focused on developing new ideas and products. Generally have the last word and control details





## Democratic: Decisions are made after consulting employees

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- Take into account the well-being of subordinates and let them be part of the decision-making process via consensus or a "majority rules"
- Excellent for multi-disciplinary issues
- Bill Gates was an example of this, involving employees in decisions and constant contact via email
- Can lead to increased job satisfaction and quality of work and reduced turnover
- But, decision making takes a long time, could cost more and the majority's decision may not necessarily be the best decision

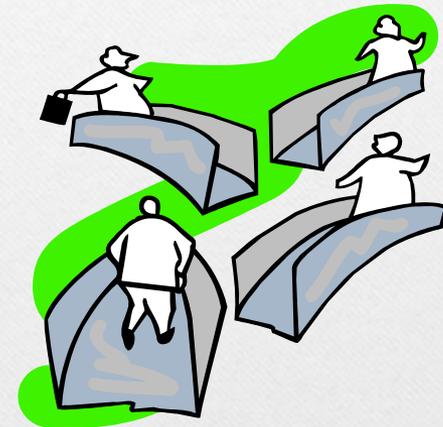




## ‘Chaotic’ or Highly Decentralized management sometimes works

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- Google may be considered an example of this
- Employees are given time to work on their own projects/ideas, without the interference of the management, and this helps in creating new innovations.
- Chaotic management style may be adopted by a lot of companies in the future as the management will need to be in sync with the fast changes in markets.





## Delegative - Laissez Faire is a variety of Decentralized where little guidance is given

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- Management communicates goals and targets and employees or associates can go about meeting those targets in whichever way they want.
- Communication is free and unstructured, may be confusion and anxiety.
- Need to be links and networks to avoid duplication or wasting of time and resources.
- Partnerships and project based companies tend to work like this.





# Situational Leadership is flexible and adapts to the circumstances

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- There is no single "best" style of leadership.
- Leadership style to choose depends on
  - The task at hand
  - The competence maturity and capacities of the team
  - Commitment and motivation
- This leadership style accepts various types of leadership:
  - Telling,
  - Selling
  - Participating
  - Delegating



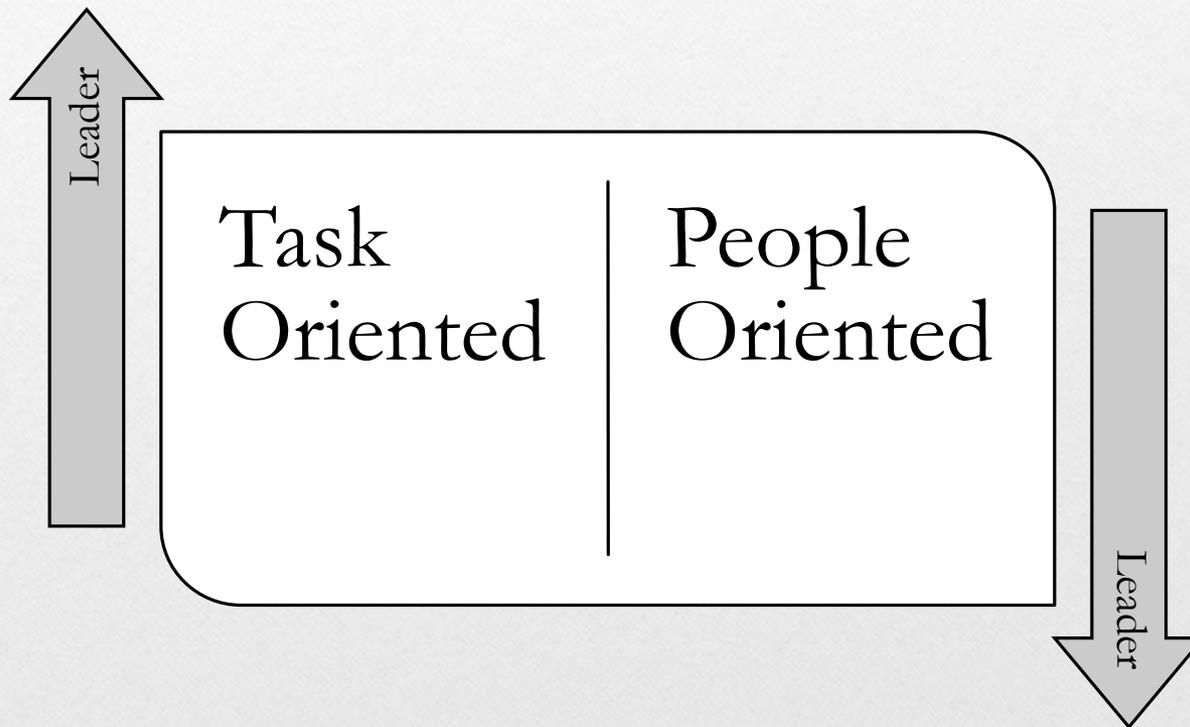


# Which are Yin/Yang or both? Let's Raise Hands

Leadership Style			
Authoritarian			
Democratic			
Chaotic			
Laissez Faire			
Situational			

# Behavioral Approaches took research beyond leadership traits to their orientation in UMichigan and Ohio State Studies

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# U | Michigan and Ohio State Studies complemented each other

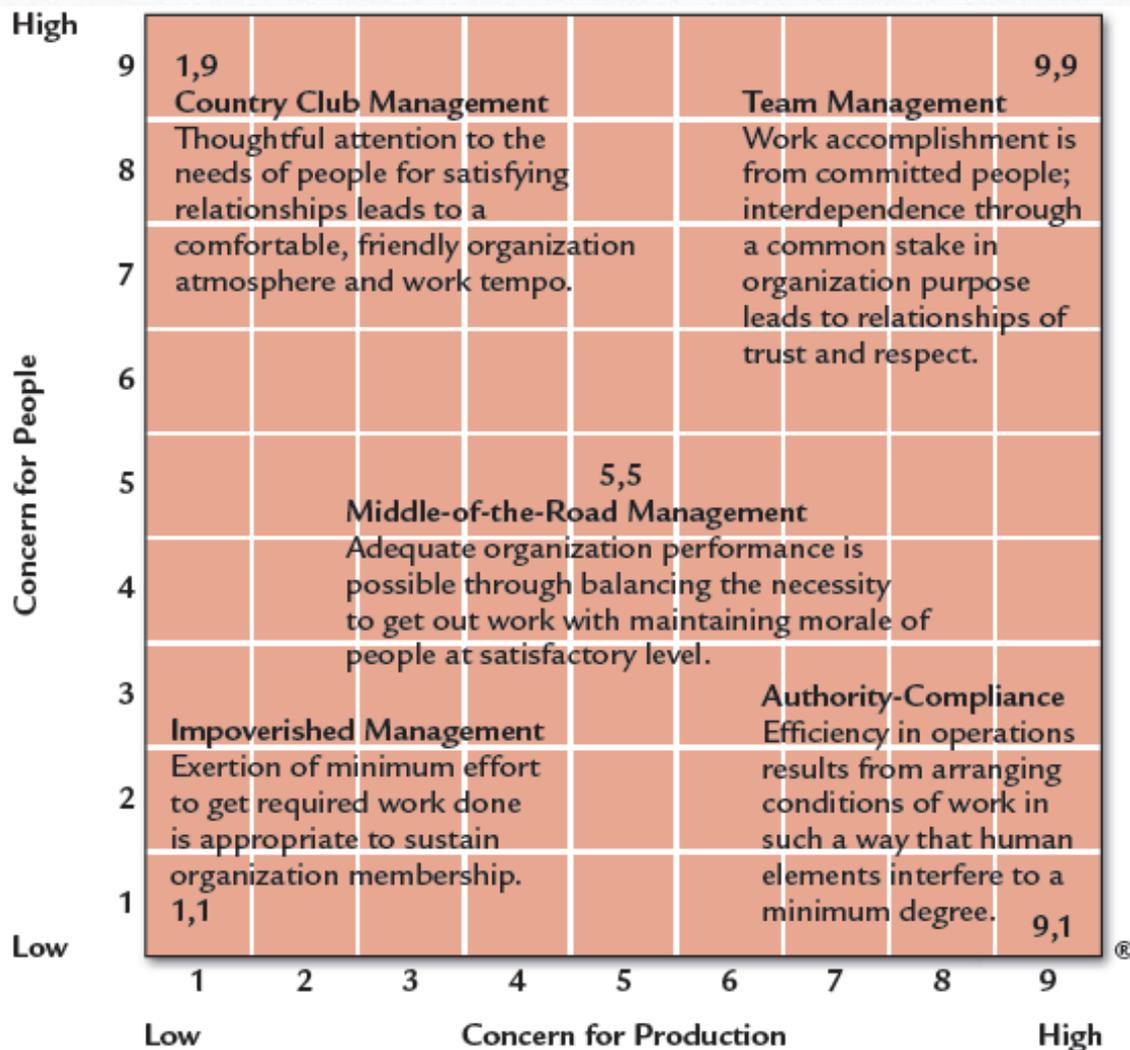
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## Ohio State Studies

- Identified two major behaviors:
  - Consideration; people oriented
    - Mindful of subordinates
    - Respects ideas and feelings
    - Establishes mutual trust
  - Initiating structure; task behavior
    - Task oriented
    - Directs work activities toward goals

## Michigan Studies

- Compared the behavior of effective and ineffective supervisors
  - Employee-centered leaders (most effective)
    - Establish high performance goals
    - Display supportive behavior
  - Job-centered leaders (not effective)
    - Less concerned with goal achievement/human needs
    - Focus on meeting schedules, cost-management, and efficiency



As a result of their work, we have The Leadership Grid

SOURCE: The Leadership Grid figure, Paternalism figure, and Opportunism figure from Robert R. Blake and Anne Adams McCanse, *Leadership Dilemmas—Grid Solutions* (formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton) (Houston: Gulf Publishing Company, 1991), Grid figure, p. 29; Paternalism figure, p. 30; Opportunism figure, p. 31. Copyright © 1991 by Blake and Mouton, and Scientific Methods, Inc. Reproduced by permission of the owners.

Transactional Leadership focuses on the basic management process of controlling, organizing, and short-term planning.

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- The leader believes in motivating through a system of rewards and punishment.
- If a subordinate does what is desired, a reward will follow, and if he does not go as per the wishes of the leader, a punishment will follow.
- The exchange between leader and follower takes place to achieve routine performance goals.
- The guidelines are given by overall company goals and existing procedures; transactions are aligned to further these.

## Transformational Leadership has a more long term and goal changing vision

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- Their vision is compelling so they guide followers by providing them with a sense of meaning and challenge to foster the spirit of teamwork and commitment.
- They encourage new ideas and have no hesitation in discarding an old practice set by them if it is found ineffective.
- The leaders act as role models to win the trust and respect of their followers through their action.
- Leaders act as mentors to their followers and these are empowered to make decisions and are always provided with the needed support.

# The differences are clear in Transformational versus Transactional Leadership

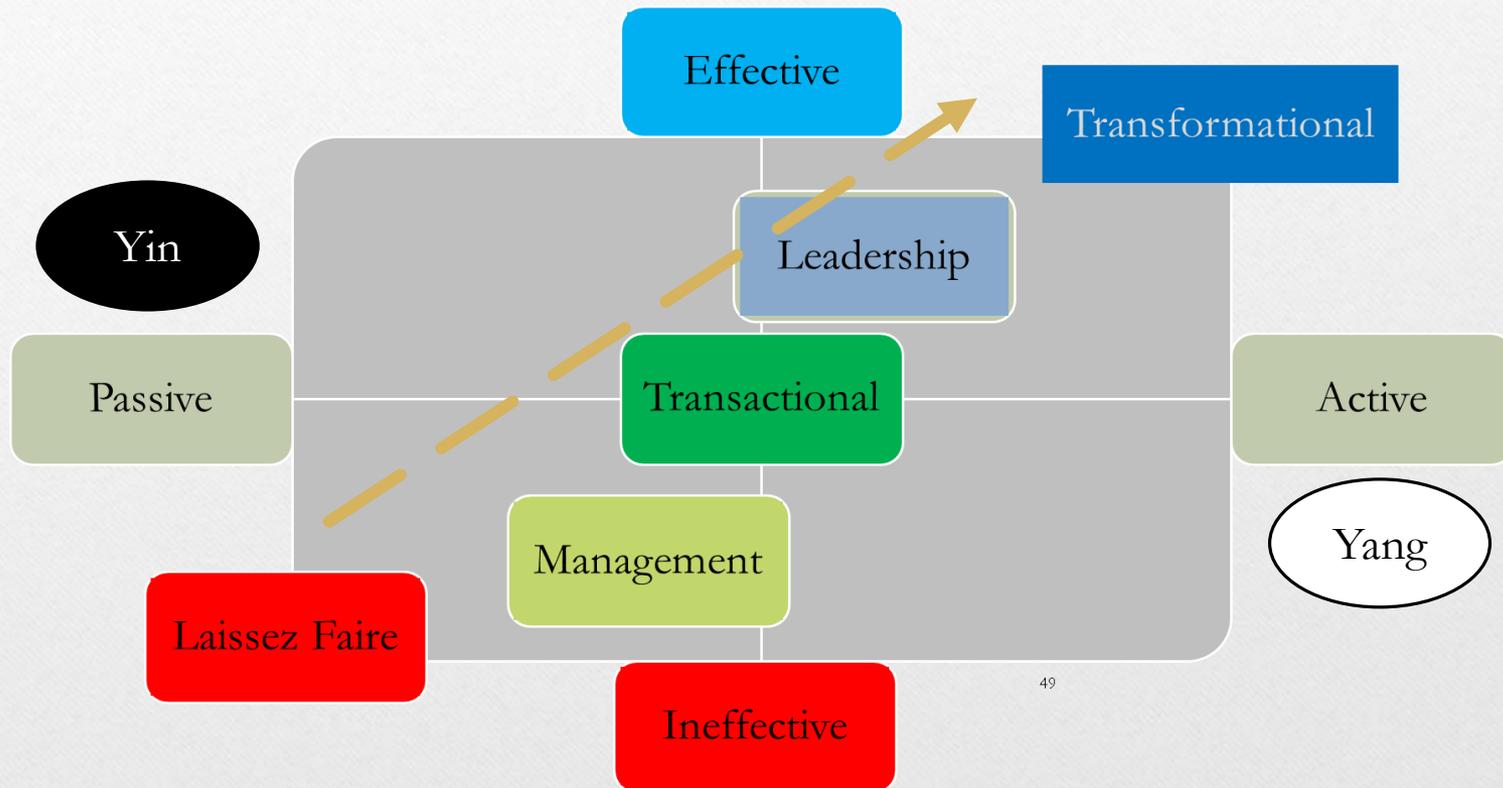
## *Transactional*

- Leadership is responsive
- Works within the organizational culture
- Transactional leaders make employees achieve organizational objectives through rewards and punishment
- Motivates followers by appealing to their own self-interest
- Tactical and Operational
- *Clarify tasks*
- *Initiate structure*
- *Provide awards*
- *Improves productivity*
- *Hard working*
- *Tolerant and fair minded*
- *Focus on management*

## *Transformational*

- Leadership is proactive
- Work to change the organizational culture by implementing new ideas
- Transformational leaders motivate and empower employees to achieve company's objectives by appealing to higher ideals and moral values
- Motivates followers by encouraging them to transcend their own interests for those of the group or unit
- Strategic and Ground Changing
- *Innovative*
- *Recognize follower needs*
- *Inspire followers*
- *Create a better future*
- *Pocus on significant change*

# The Full Range Leadership Model™ explores and applies these concepts



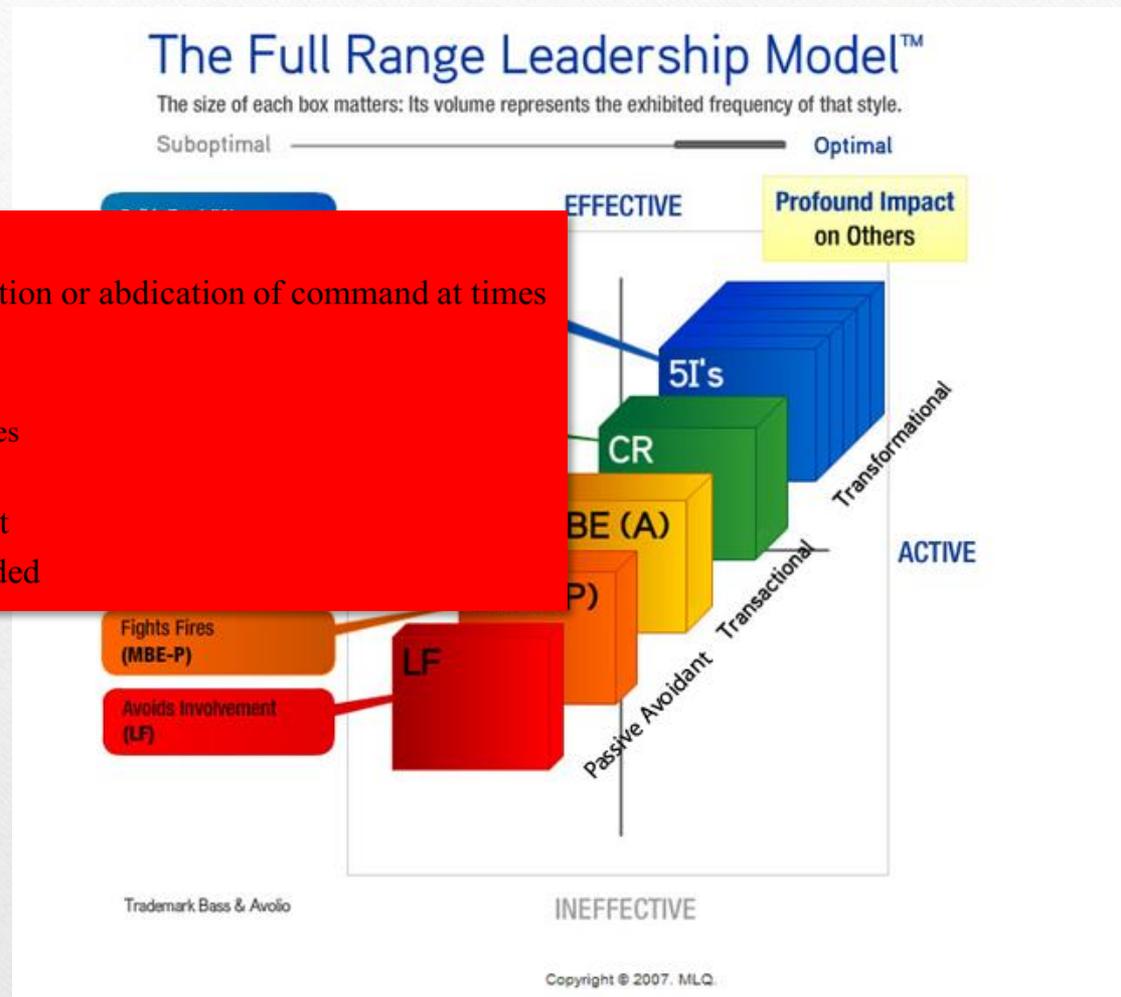


FLRM integrates  
Transactional and

### Hands-Off Leadership

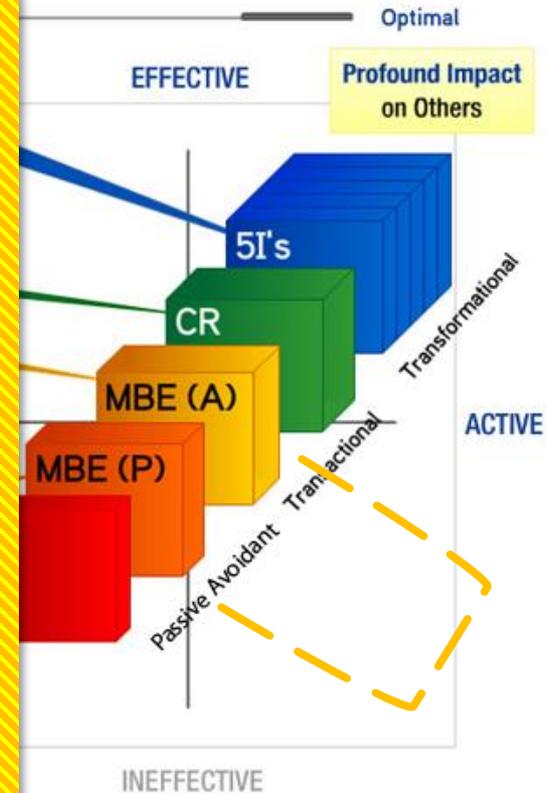
- Represented by absence of action or abdication of command at times
- The leader tends to:
  - Be disconnected from mission
  - Cause frustration in subordinates
  - Show a lack of control
- Creates a chaotic environment
- This behavior should be avoided

leadership  
development



## The Full Range Leadership Model™

The size of each box matters: Its volume represents the exhibited frequency of that style.



### Management by Exception (A and P)

Focus is less on relationship and more on correcting deviation from standard

Two forms of MBE

Active

Passive

MBE-Active (MBE-A)

Leader constantly monitors performance

Focus is more on mistakes and failures

MBE-Passive (MBE-P)

Most reactionary form of MBE

Leader waits for things to go wrong

Constantly putting out fires

Copyright © 2007. MLQ.

## Contingent Reward

Typical of the everyday interactions at work

Accomplish the task and receive a reward

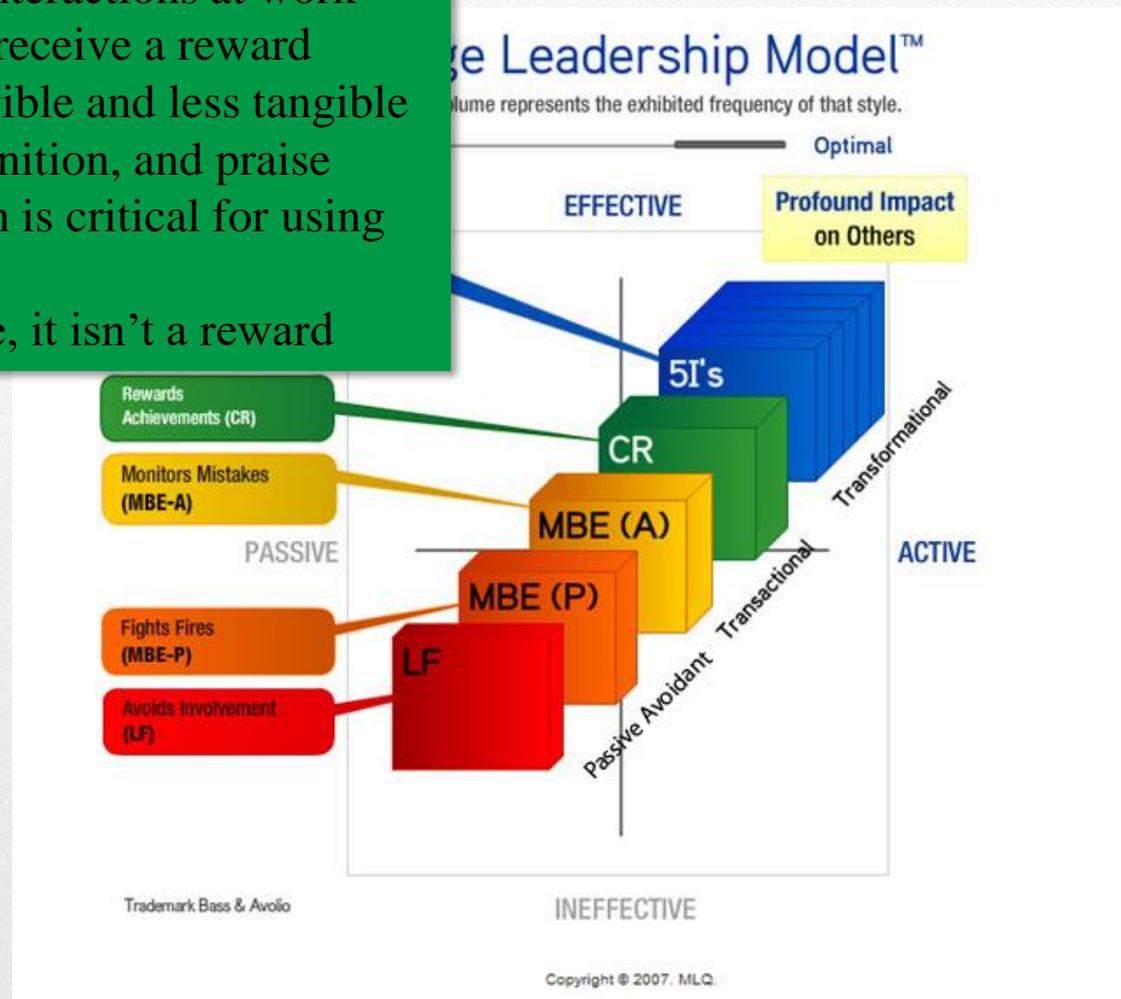
Rewards can be tangible and less tangible

Time off, recognition, and praise

Understanding motivation is critical for using CR

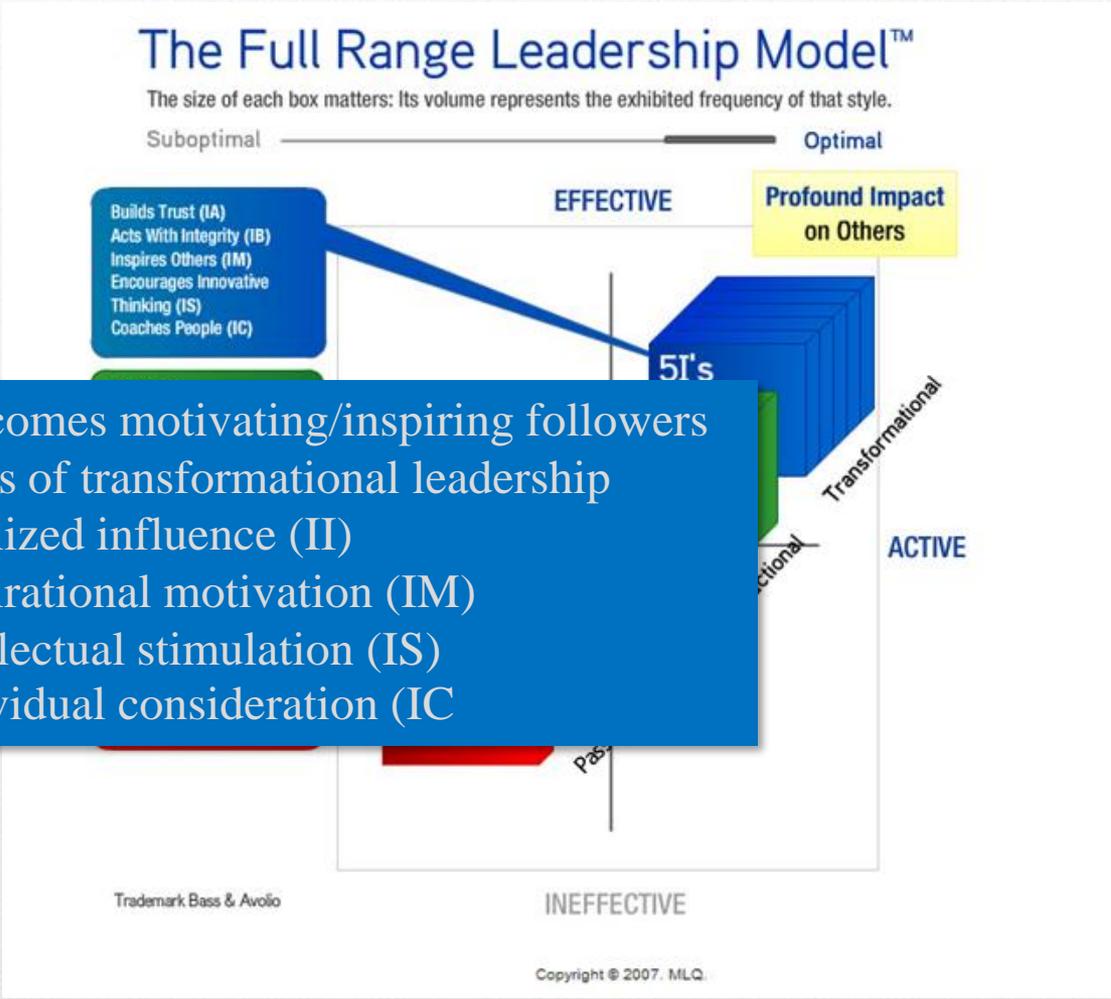
If it doesn't motivate, it isn't a reward

roadmap for  
leadership  
development integ  
rates  
Transactional and  
Transformational



FLRM integrates Transactional and Transformational into a framework and details to provide a roadmap for leadership development

Focus becomes motivating/inspiring followers  
Four types of transformational leadership  
Idealized influence (II)  
Inspirational motivation (IM)  
Intellectual stimulation (IS)  
Individual consideration (IC)



# Types of Transformational Leaders (Yin-Yang present in all quadrants)

## Idealized influence (II)

Leader is a role model

Actions and attributes are important

**Actions align with Core Values**

Attributes drive subordinates to emulate leader

Dedication to mission

Persistence

Courage

## Inspirational motivation (IM)

Leaders inspire and motivate subordinates

Articulation of vision and expectations is key

**Subordinates gain confidence, and have a sense of purpose**

Important for people to have a sense of mission

Must know where they fit into the bigger picture

## Intellectual stimulation (IS)

**Leader stimulates creative thinking**

**Questions established procedures**

**Pushes subordinates to think about new solutions**

Must be willing to accept risk and failure

Improved ownership of the process increases performance

## Individual consideration (IC)

Aimed specifically at subordinate development

The leader promotes self development

**Two way discussion is encouraged**



In **BLACK**



In **WHITE**

## Charismatic and Visionary Leadership are other ways of defining Leadership

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- Charismatic leaders are skilled in the art of visionary leadership
  - Vision is an attractive, ideal future
- Inspire and motivate people to do more
  - A lofty vision
  - Ability to understand and empathize
  - Empowering and trusting subordinates
- Visionary leaders speak to the hearts of employees to be a part of something big



# Which are Yin/Yang or both? Raise Hands

Leadership Style			
Country Club			
Team			
Middle Road			
Impoverished			
Authority Compliant			
Transactional			
Transformational			
Charismatic			
Visionary			



## Yin – Yang touches specific points when applied

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- Business Cycle – Dynamic Situation – Good management and flexibility are key to survival and growth
- Products - Complementary properties are important in evaluating products and market diversification or concentration
- Competition – Checks and Balances; new products vs. old, new channels vs traditional channels
- Leadership - Broad spectrum of competing alternatives when making decisions



- When to be guided by one concept, the other, or integrate both

# Energize

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Barack Obama and Donald Trump

Analysis of Leadership



# Both Golfers



Pres. Obama



Pres. Trump



# Golfers Both ?



Handicap around 13

## OBAMA

- \$85 million in vacation travel expenses (over 8 years; \$10.6m/year)
- Presidential travel did not directly enrich President Obama or his family
- First golf trip after 4 months
- Did not make a point of criticizing George W. Bush for vacationing or golfing

Handicap around 3

## TRUMP

- ≈ \$12m in vacation travel expenses (over 6 weeks; pace of \$104m/year)
- Mar-a-Lago visits promote Trump brand, profits – member fee raised to \$200k
- First golf trip after two weeks
- 22 tweets criticizing Obama for golfing and 21 more about his vacations and/or their expense

# Agenda for this Chapter



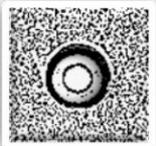
Teeing Off: Role Models and Vision



Drives: Leadership Styles and Forms of Action



Approach: Key Methodology and Team



Putt: Results



19<sup>th</sup> Hole: Final Evaluation



- Pres. Obama

## Their Role Models



- Pres. Abraham Lincoln
- *“.... with malice toward none with charity for all...”*  
*(Second Inaugural Address)*
- Inauguration organizers have said of Obama's 2009 inaugural theme, "A New Birth of Freedom," was inspired by Lincoln's Gettysburg Address.
- "There is a wisdom there and a humility about his approach to government, even before he was president, that I just find very helpful," Obama said about Lincoln.



## Pres. Trump

### Their Role Models



- George Steinbrenner, Owner NY Yankees
- *“You’re Fired!”*
- Fired Billy Martin 5 times as Manager of the Yankees
- New York Times columnist Maureen Dowd . "from Steinbrenner, he (Trump) learned about indiscriminately grabbing the limelight“
- Michael O'Keeffe, Newsday, told Business Insider that from Steinbrenner and the "Le Club" crowd, Trump learned how to be "larger than life." Both Steinbrenner and Trump also sometimes said inflammatory things off the top of their heads without fully considering the ramifications, he added.



# Election Slogans

Pres. Obama

- *“Change we can believe in / Yes we can” 2008*
- *“Forward” 2012*

PROACTIVE

Pres. Trump

- *“Drain the Swamp”*
- *“Make America Great Again”*

REACTIVE

BOTH SEEK TO BE TRANSFORMATIONAL LEADERS



# Vision of Society: On American Values (from Inaugural Addresses)

## Pres. Obama

*“But those values upon which our success depends – honesty and hard work, courage and fair play, tolerance and curiosity, loyalty and patriotism – these things are old. These things are true. They have been the quiet force of progress throughout our history.”*

Respective Inaugural Addresses

## Pres. Trump

*“At the bedrock of our politics will be a **total allegiance to the United States of America**, and through our loyalty to our country, we will rediscover our loyalty to each other. When you open your heart to patriotism, there is no room for prejudice.”*



# Vision of Society:

## On Globalization (from Inaugural Addresses)

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### Pres. Obama

*“To the people of poor nations, we pledge to work alongside you to make your farms flourish and let clean waters flow; to nourish starved bodies and feed hungry minds. And to those nations like ours that enjoy relative plenty, we say we can no longer afford indifference to the suffering outside our borders....”*

### Pres. Trump

*“We will follow two simple rules: Buy American and Hire American. We will seek friendship and goodwill with the nations of the world – but we do so with the understanding that it is the right of all nations to put their own interests first.”*



# Vision of Society: On Women

## Pres. Obama

- *“We were talking earlier about the strains on the family with two parents working and young children at home. I want to be absolutely clear: **Michelle bore far greater burdens than I did.** ...”*

## Pres. Trump

- *“Often, I will tell friends whose wives are constantly nagging them about this or that that they’re better off leaving and cutting their losses,.... **When a man has to endure a woman who is not supportive and complains constantly about his not being home enough or not being attentive enough, he will not be very successful unless he is able to cut the cord.**” *Trump: The Art of The Comeback**



# Vision of Society: On Climate Change

## Pres. Obama

*“When President Kennedy set us on a course for the moon, there were a number of people who made a serious case that it wouldn’t be worth it; it was going to be too expensive, it was going to be too hard, it would take too long. **But nobody ignored the science.** I don’t remember anybody saying that the moon wasn’t there or that it was made of cheese.”*

## Pres. Trump

*“**Obama thinks it’s the number one problem of the world today. And I think it’s very low on the list.** So I am not a believer ... unless somebody can prove something to me, I believe there’s weather. I believe there’s change, and I believe it goes up and it goes down, and it goes up again. And it changes depending on years and centuries, but I am not a believer, and we have much bigger problems.”*

*Trump radio interview*



# Vision of Society: On Being Black

## Pres. Obama

*“There are very few African American men in this country who haven’t had the experience of being followed when they were shopping in a department store.... There are very few African Americans who haven’t had the experience of getting on an elevator and a woman clutching her purse nervously and holding her breath until she had a chance to get off. ...The African American community is also knowledgeable that there is a **history of racial disparities** in the application of our criminal laws ...”*

## Pres. Trump

*“A well-educated black has a tremendous advantage over a well-educated white in terms of the job market,” he said. “I think sometimes a black may think they don’t have an advantage or this and that... I’ve said on one occasion, even about myself, if I were starting off today, I would love to be a **well-educated black, because I believe they do have an actual advantage today.**”*



# Vision of Society: Goals

Pres. Obama

*IMPROVING SOCIETY*

BOOK:

*“THE AUDACITY OF  
HOPE”*



**IDEALISTIC**

Pres. Trump

*GETTING RICH*

BOOK:

*“THE ART OF THE  
DEAL”*



**MATERIALISTIC**

# Leadership Style & Forms of Action

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“Leadership research has not revealed a single trait that is possessed by all successful leaders, but a number of characteristics have been identified that are common to many of them” (Timpe, p.30, 1987).



# Leadership Style & Forms of Action

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Isaiah Berlin famously laid out two opposing styles of leadership in his essay, “The Hedgehog and the Fox.”

*“There is a line among the fragments of the Greek poet Archilochus which says: ‘The fox knows many things, but the hedgehog knows one big thing.’<sup>2</sup>”*

<sup>2</sup> ‘po\*ll’ oi#d’ a\$lw\* phx, a\$ ll’ e\$ci&nov e=n me\*ga.’ Archilochus fragment 201 in M. L. West (ed.), *Iambi et elegi graeci ante Alexandrum cantati*, 2nd ed., vol. 1 (Oxford, 1989).



## Leadership Style & Forms of Action

- He's a strong conciliator, a “confident conciliator”
- He sets achievable goals based on what is possible at the moment
- He's a top-down manager
  - He's involved in the details yet delegates how to get there
- He's a rational decision maker, asking for many options from different people and preference for gathering information from a variety of sources
- He is flexible in moving on from untenable positions (Foreign Policy | Healthcare) seeking consensus
- He's gracious, considerate and benevolent
- Preference for mediation and compromise over force or coercion as a strategy for resolving conflict
- High need for achievement; moderate need for affiliation; low need for power
- More pragmatic than ideological
- More task- than relationship oriented



## Leadership Style & Forms of Action

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- Mixture of many leadership elements
  - Transformational in intention
  - Charismatic in approach
  - Transactional in method
  - Situational/Contingency Leadership
    - Pragmatic
  - Goal/Path centered
  - Team approach
  - Paternalistic

Pres. Trump



## Leadership Style & Forms of Action

- He's an aggressive negotiator
- He sets big goals and is a strong risk taker
- He's a top-down manager
  - He's involved in the details yet delegates how to get there
- He's an 'instinctive' decision maker
- He is flexible in moving on from untenable positions (Healthcare)
- He's high-energy, passionate & experienced in business (not government)
- He projects confidence yet struggles to establish credibility (Fake news)
- He takes a harsh tone to opponents, loyal to subordinates

Pres. Trump



## Leadership Style & Forms of Action

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- Mixture of many leadership elements
  - Transformational in strategy/scope
  - Charismatic in approach
  - Transactional in method
  - Situational
  - Goal/Path centered
  - Weber (Hierarchy)
  - MBO with firm top down control
  - Darwinian

# Obama and Trump share common characteristics with different styles



## Pres. Obama

- Transformational in intention
- Charismatic in approach
- Transactional in method
- Situational/Contingency Leadership
  - Pragmatic
- Goal/Path centered
- Team approach
- Paternalistic

## Pres. Trump

- Transformational in strategy/scope
- Charismatic in approach
- Transactional in method
- Situational
- Goal/Path centered
- Weber (Hierarchy)
- MBO with firm top down control
- Darwinian



# Obama and Trump share common characteristics with different styles

## Pres. Obama

- Transformational in intention
- Charismatic in approach
- Transactional in method

Conciliation and Negotiation

- Paternalistic

## Pres. Trump

- Transformational in strategy/scope
- Charismatic in approach
- Transactional in method

Negotiation and Confrontation

- Weber (Hierarchy)
- MBO with firm top down control



# Their Approaches have elements in common and very different

Pres. Obama

- Charismatic approach to motivation and creating team spirit

Pres. Trump

- Charismatic approach to motivation and creating team spirit

Charismatic team builders



# Their Approaches have elements in common and very different

## Pres. Obama

- Team based on academic, intellectual and political types
- Common ground and win-win outcome

• Paternalistic

## Pres. Trump

- Team based on savvy businessmen and entrepreneurs
- Strength of each side determines outcome of negotiation, win-lose is part of the game

• Darwinian



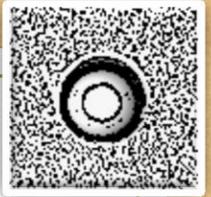
# Their Approaches have elements in common and very different

## Pres. Obama

- Rational argumentative decision making
- Relies on “on the logic of a law professor rather than the passion of a leader.” (1)
- Little emotional attachment to subordinates

## Pres. Trump

- Instinctive, intuitive decision making
- Makes decisions “with very little knowledge other than the knowledge I [already] had, plus the words ‘common sense,’ because I have a lot of common sense...”(2)
- Attached to subordinates, until they make mistakes



# Successes

## Pres. Obama

*Capture of Bin Laden*

**Improving the economy**

- He shrunk the trade deficit, added millions of jobs, cut the unemployment rate

**Obamacare**

- Provided millions with health insurance.

**Improvement in Minority treatment and Gay rights**

## Pres. Trump

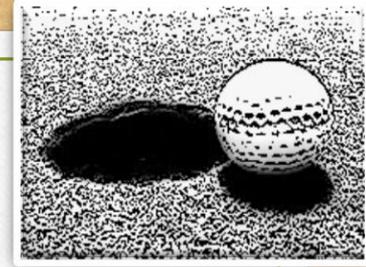
*MOAB in Syria*

*Making America Great*

*Immigration*

*Too early to tell.....*

# Fails



## Pres. Obama

### *Middle East quagmire & Benghazi*

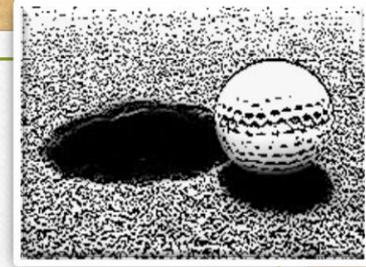
*Problems with Iran deal,  
resurgence of ISIS, deaths in  
Benghazi, overall lack of  
progress towards peace and  
increased Russian influence in  
Syria and Middle East*

## Pres. Trump

### *Middle East quagmire*

*Donald Trump's executive  
order to ban citizens of seven  
countries from entering the US  
has no parallel in American  
history; mired in court actions  
and doubts about  
constitutionality*

# Fails



Pres. Obama

## *Obamacare Legacy*

*Questions about cost, efficiency and whether it is a real solution to the highest cost healthcare system in the world*

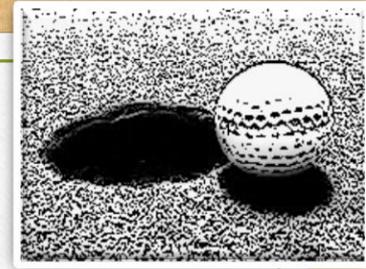
Pres. Trump

## *Obamacare Reform*

*Withdrawal of Trump Care proposal before even going to a vote in Congress*

*Too early to tell*

# Fails



Pres. Obama

*Russia Strategy*

*Industrial Revamp*

Pres. Trump

*Russia Strategy*

*Industrial Revamp*

*Too early to tell*

# Transformational Leaders integrate Yin-Yang for success

Both

**Idealized influence (II)**  
 Leader is a role model  
 Actions and attributes are important  
**Actions align with Core Values**  
 Attributes drive subordinates to emulate leader  
 Dedication to mission  
 Persistence  
 Courage

**Inspirational motivation (IM)**  
 Leaders inspire and motivate subordinates  
 Articulation of vision and expectations is key  
**Subordinates gain confidence, and have a sense of purpose**  
 Important for people to have a sense of mission  
 Must know where they fit into the bigger picture

Pres.  
Trump

**Intellectual stimulation (IS)**  
 Leader stimulates creative thinking  
**Questions established procedures**  
**Pushes subordinates to think about new solutions**  
 Must be willing to accept risk and failure  
 Improved ownership of the process increases performance

**Individual consideration (IC)**  
 The leader seeks subordinate self development  
**Two way discussion is encouraged**

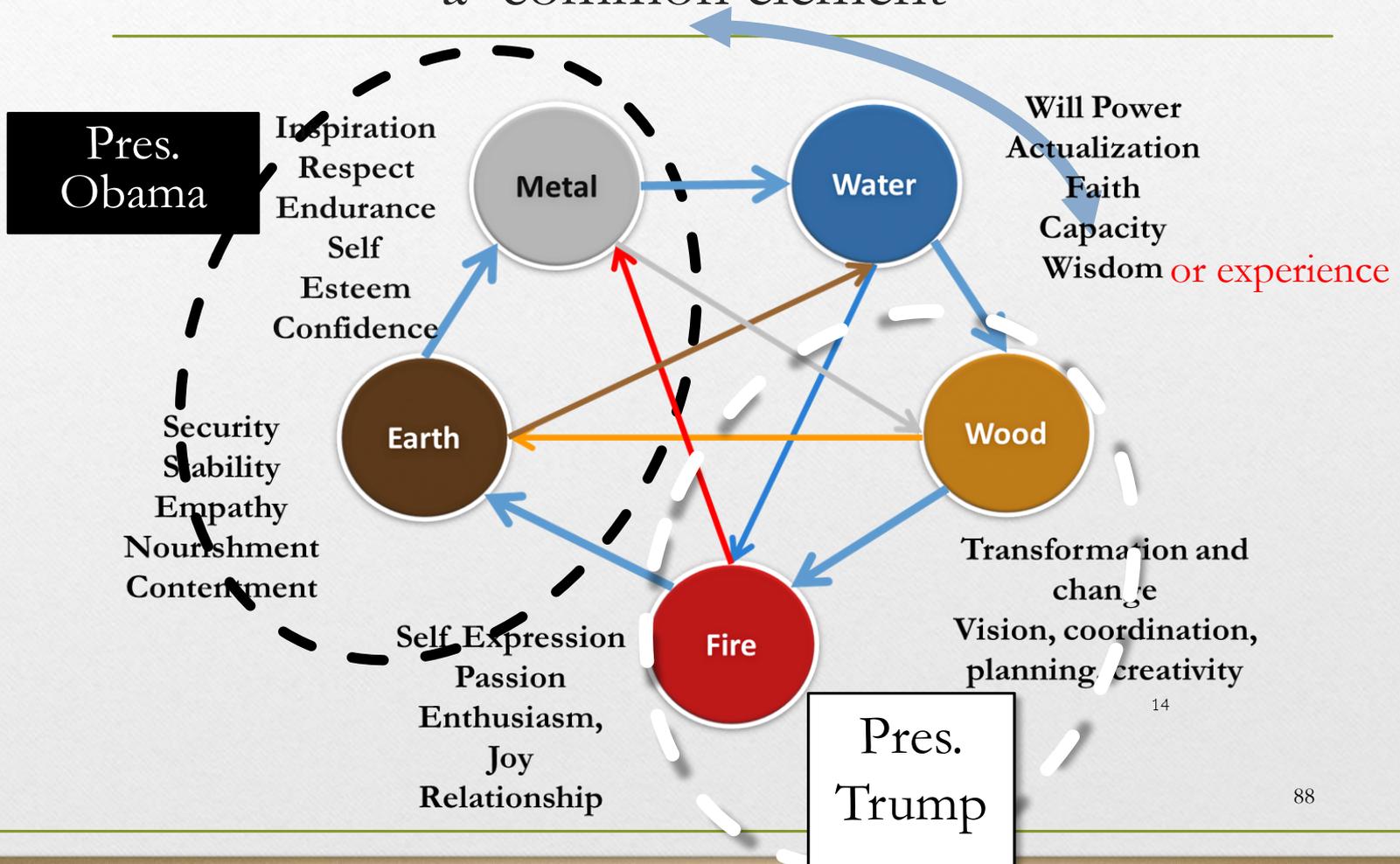
In BLACK

In WHITE

Pres.  
Obama

Both

Obama and Trump may occupy different quadrants in the Yin-Yang elements but have a common element



# In mental attributes, Yin-Yang appears reversed in Obama-Trump

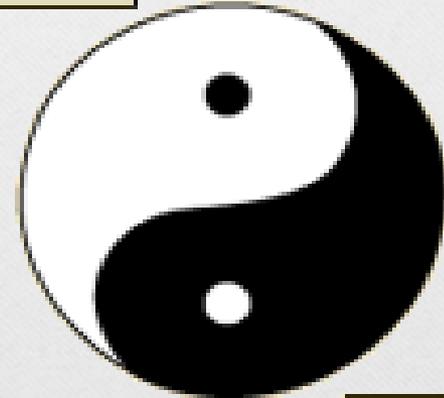


In WHITE

In BLACK

Element	Wood	Fire	Earth	Metal	Water
Phase	new yang	full yang	yin/yang balance	new yin	full yin
Colour	green	red	yellow	white	black
Direction	east	south	center (nadir/zenith)	west	north
Life Cycle	infancy	youth	adulthood	old age	death
Energy Quality	generative	expansive	stabilizing	contracting	conserving
Season	spring	summer	between seasons	autumn	winter
Climate	windy	hot	damp	dry	cold
Development	sprouting	blooming	ripening harvest	withering	dormant
Smell	rancid	scorched	fragrant	putrid	rotten
Flavor	sour	bitter	sweet	pungent	salty
Mental Quality	sensitivity	creativity	clarity	intuition	spontaneity

YANG 陽



YIN 陰

Pres. Obama

Pres. Trump

## Let's Raise Hands

Leadership Style	Obama	Trump
Transactional		
Transformational		
Both		

## Let's Raise Hands

Leadership Style	Obama	Trump
Yin		
Yang		
Both		



# Thank you very much

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Questions?

Comments...

We are at your service...

- Lin Giralt

 **LAMBDA**  
INTERNATIONAL  
CONSULTING - FINANCE - PLANNING



# Empower

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Some ideas to apply to your organization  
(The Encore if we have time)



What is your Leadership Style? Is it conducive to a high performance Organization?

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### Too much Yin

- Not clear about your expectations or change opinions too frequently
- Afraid to make tough decisions – too much leadership 'by Chaos'? Or thought w/o action?
- Keep family members employed in positions for which they are not qualified and/or block promotions for non family members?

### Too much Yang

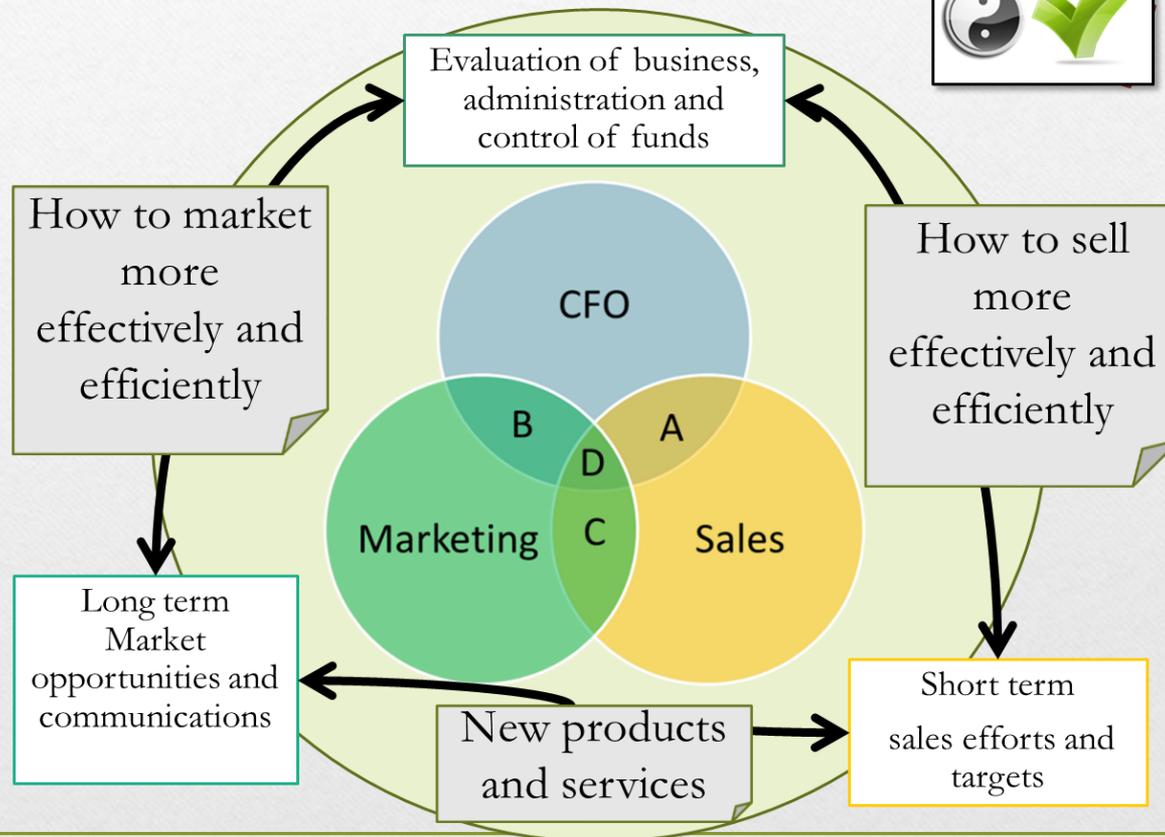
- Too tied down to one way of thinking, not flexible in adapting to business conditions
- Afraid to delegate, too much autocratic leadership?
- So authoritarian that qualified people feel too limited in their jobs and leave?
- Action without thought

## Encourage Small Multidisciplinary Development Groups



- Try to have the three basic disciplines represented:
  - Finance/ Administration
  - Sales/Marketing
  - Operations
- Leader is selected depending on the challenge
- If your firm/organization does not have all these skills in-house, consider joining a Business P2P group or calling in your outside allies and vendors
  - Accountant
  - Advertising firm
  - Distributor

# Teaming Finance, Marketing and Sales can jumpstart Growth

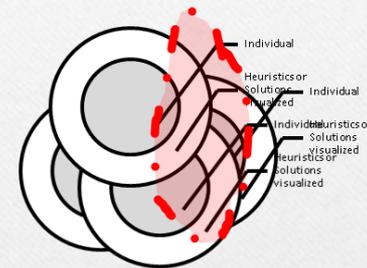


# Encourage diversity in your staff

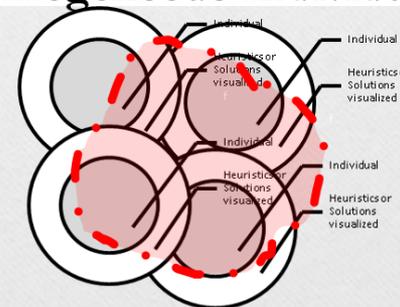
## Diversity trumps ability



- “... diverse teams outperform teams composed of the very best individuals.”
- Scott E. Page is Professor of Complex Systems, Political Science, and Economics at the University of Michigan and external faculty at the Santa Fe Institute. He is author of *The Difference: How the Power of Diversity Creates Better Groups, Teams, Schools, and Societies*.



**Idea Generation  
Homogeneous Individuals**



**Idea Generation  
Diverse Individuals**

51

## Rotate your staff through other departments



- Can be short term (as little as one week) to one quarter
- Encourages multi-department team building and improved communications
- Reduces boredom and motivates employees





## Conclusion:

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- One of the key roles of a Leader in Business – or any other enterprise that wishes to be successful - is to recognize and marshal ideas from within and outside the organization.
- Those who can convert Organizations and drive improved Competitiveness are the true Leaders of our Businesses and our Society.
- Looking at your business through the concept of Yin-Yang can help you evaluate and integrate the different parts of it
- Yin-Yang makes you sensitive to both parts of the equation and opens up more and better holistic solutions and opportunities