

My best Greetings

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An empirical study on the transformational leadership

~ approaches to develop proactive behavior of senior civil employees ~

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Background

1. Taiwan, like any other country, is faced with having to call upon its older yet still productive workers.

2. Senior employees possess experiences and expertise in organizations.

3. The huge chasm of distrust between workers and employers and an increasing gap between the rich and poor.

4. A leader needs to engage in **empowering behaviors** and **creating proactive culture**.



**The following issues
come up:**

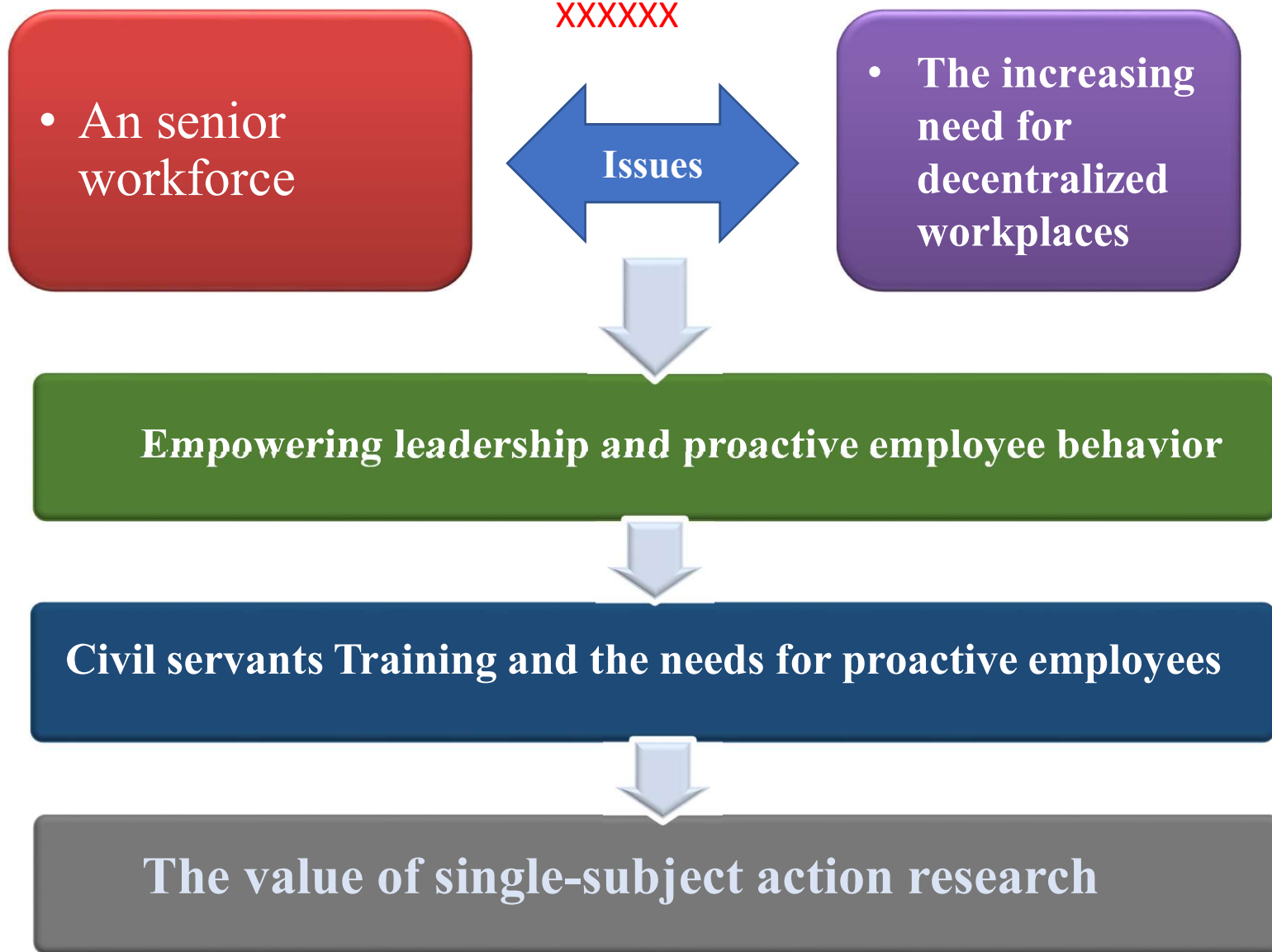
1. A senior civil servant considered to be **apathetic and distressed** in his\her occupation.
2. There is an urgent need to **revitalize peoples' enthusiasm** from strict job routines.



Research Purpose



- A leader strives to build a **friendly environment** and transform apathetic senior civil servants into **proactive employees** through the empowering leadership.

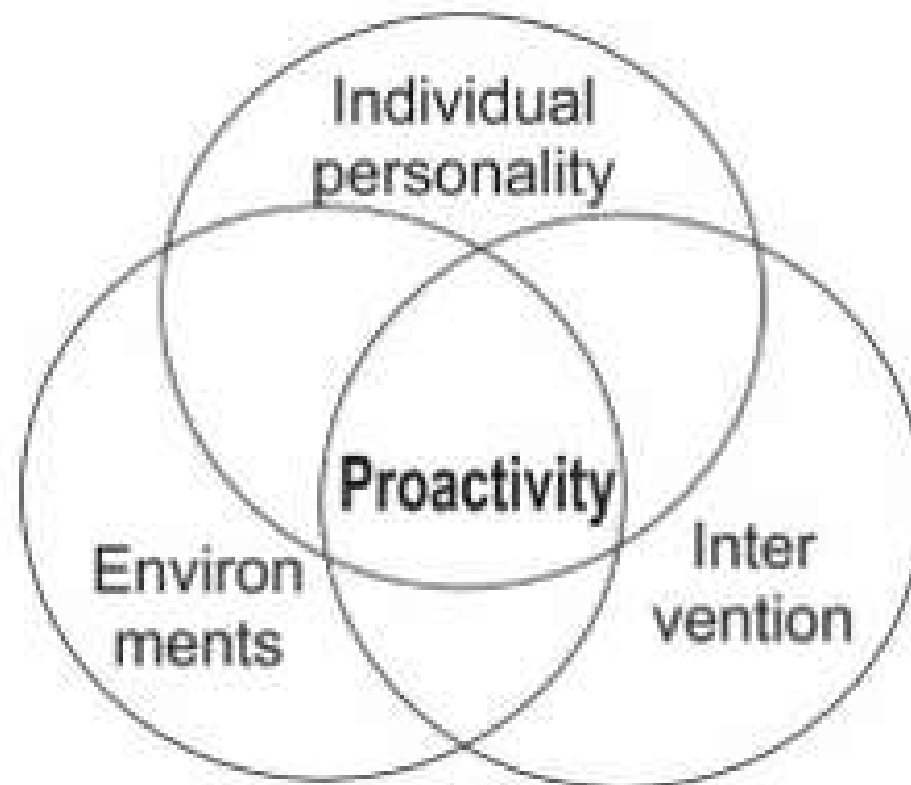


Concerned issues

1. How does a leader in the civil service sector **empower an individual staff member** considered to be an apathetic senior civil servant to **develop her proactive behavior**?
2. How does the **reciprocal impact** the subordinate and leader have on each other **affect his conceptualization of leadership**?

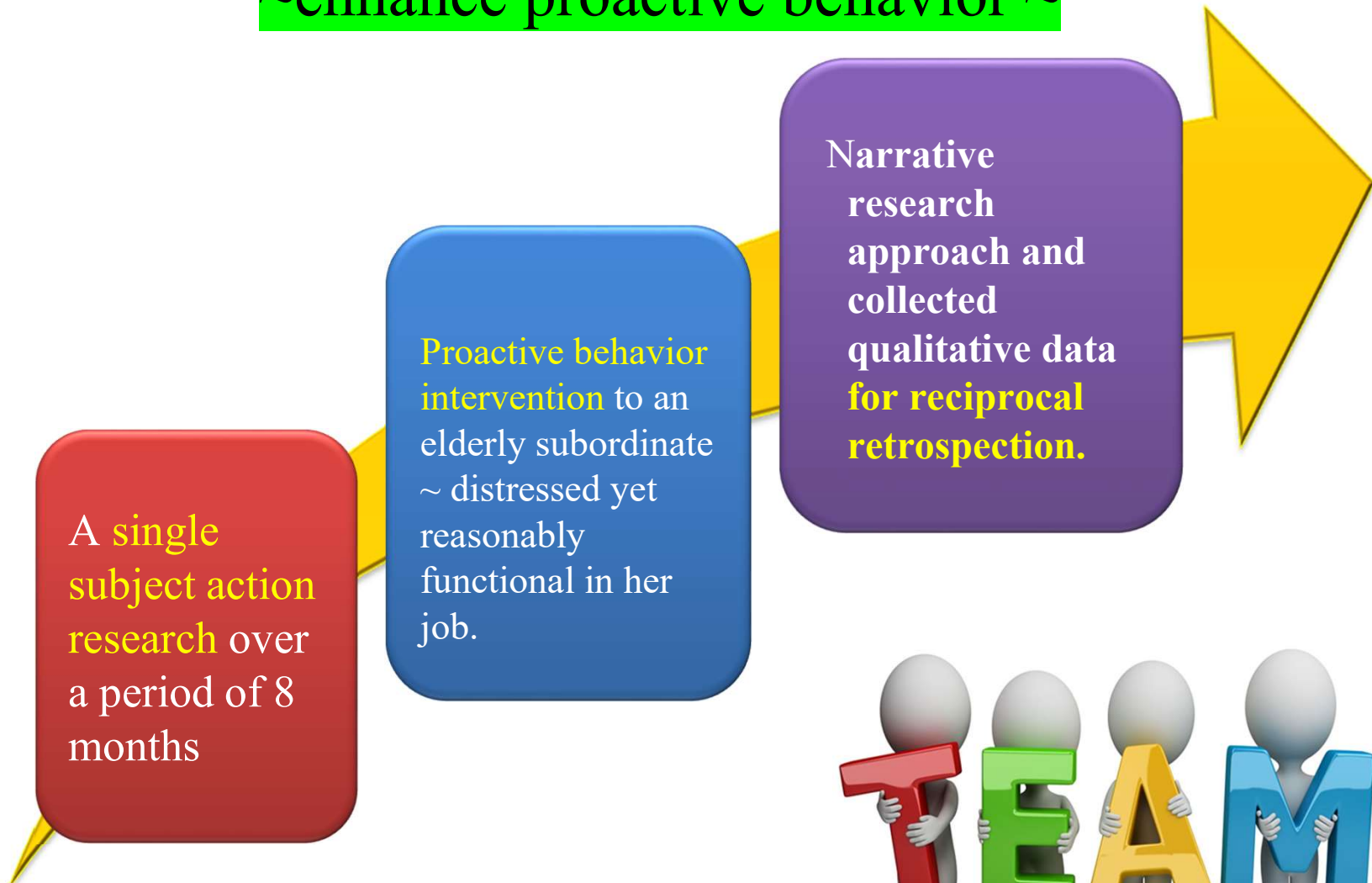


PEB enhancement through the integration of individual, environmental, and intervention factors



Action research

~enhance proactive behavior~





**Behavioral
traits prior to
intervention**

Inertial attitude

Limited job performance

Burn-out

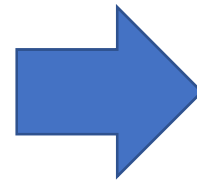
Little trouble but a tendency to
rush over

Complaints about uneven work
distribution

Intolerance

Poor interpersonal relationship

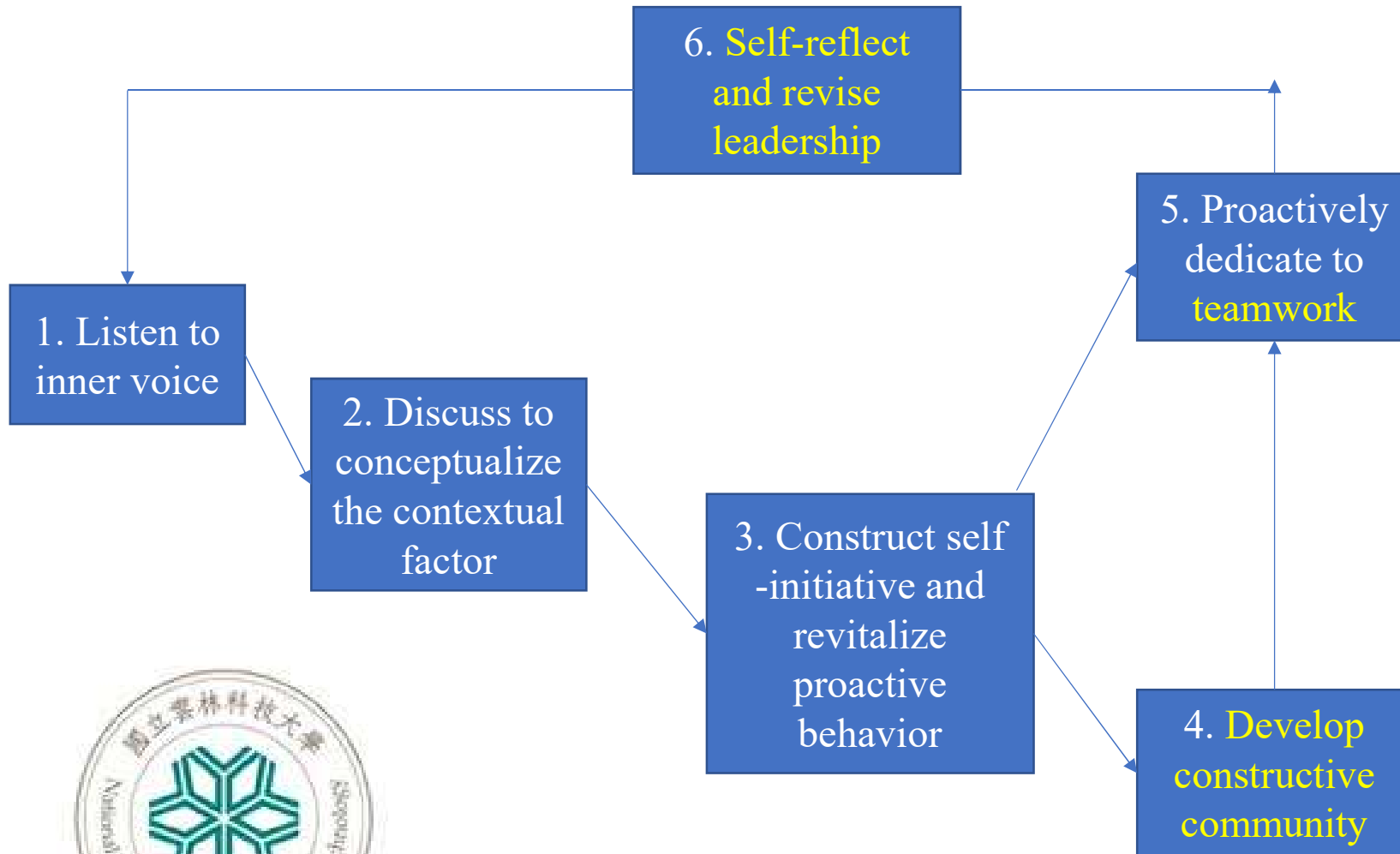
Leader's intervention



- offer the **empowering leadership**,
- explain their **missions, plans, and expectation**, and emotions for team building,
- **share power with members** by providing **additional resources, support, and responsibilities**.



Cycling approaches to proactive behavior enhancement



While listening to Senior staff's **inner voices**

1. Routine work over years

2. Invaluable contributions to colleagues

3. A bottleneck and glass ceiling

4. **Lack of respects**



Positive inner voices I heard



1. Willing to **dedicate to** and **take control of** the situation

2. Happy to **undertake internal reflection and reform**

3. Playing the role of **advisory consultant**

4. Needing **attention and respects**



Approaches to proactive behavior enhancement



1. Recognize her **commitment** no hesitation

2. Ask her for **consultance and advices**

3. Continue **face-to-face** talks and group discussions.

4. Build up **comradeship** in the team.

5. Conduct retrospection **in reciprocity**.



Results from proactive behavior enhancement

1. **Interventional leadership** was continuously **reflected and modified**.
2. Her **self-recognition and value enhancement** subsequently occurred with **advisory actions**.
3. **Proactive behavior** was obviously enhanced following continuous face-to-face talks, group discussions, and **reciprocal self-modification on the interaction**.
4. **Team's conceptualization** of policies and the work process, and strategies for carrying out work had led to a **favorable mutual consensus and her further involvement**.

Reflection and conclusions

Inspired from this action project:

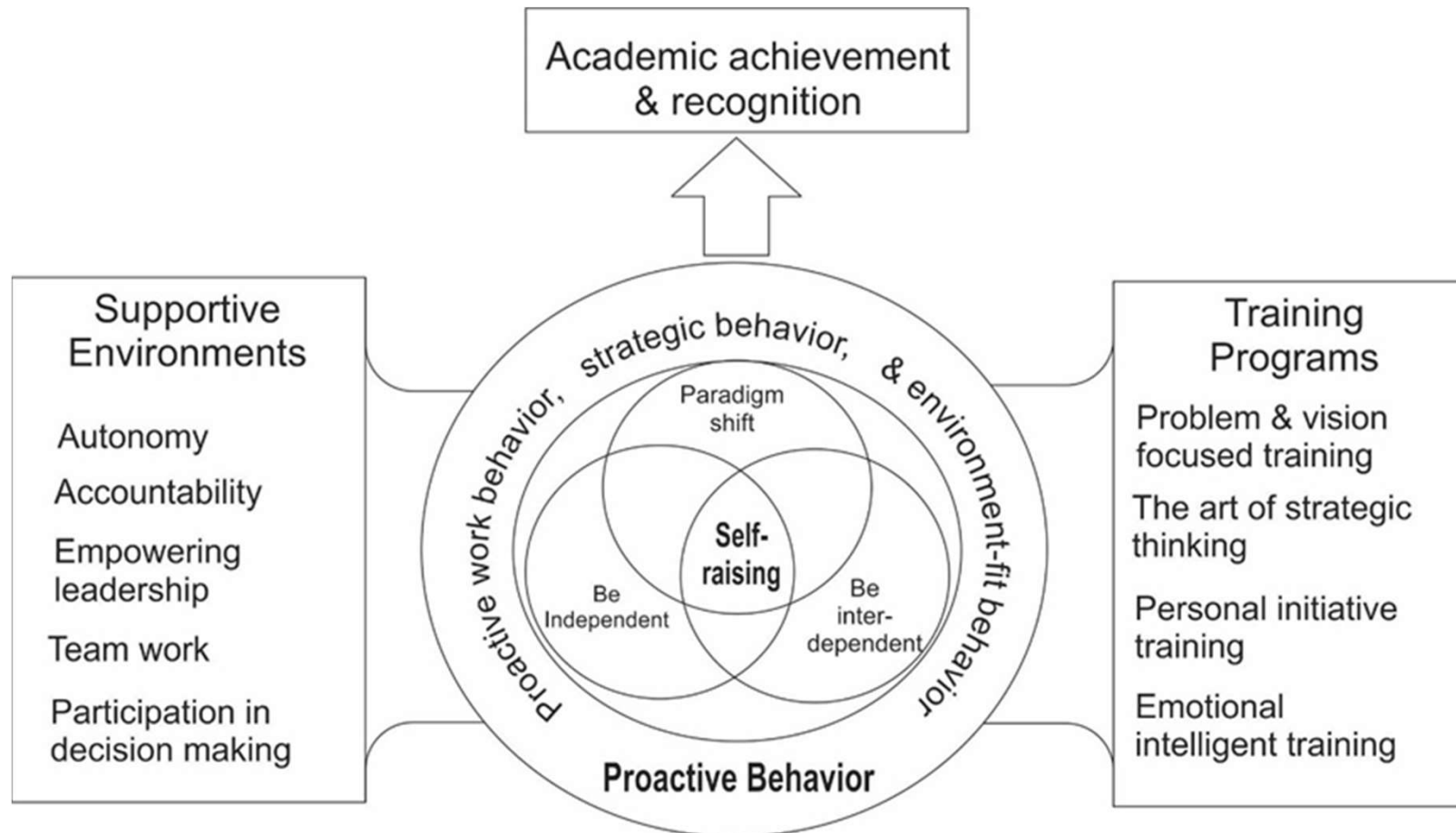
1. **Conventional perceptions** on senior staffs
2. Factors and meanings behind career **burn-outs**
3. **Roles and missions** of office leaders
4. **Approaches** to facilitate proactive behavior





The affective model for proactive behavior development in the workplace

Ecological factors facilitating proactivity development



Factors facilitating proactive culture in organization



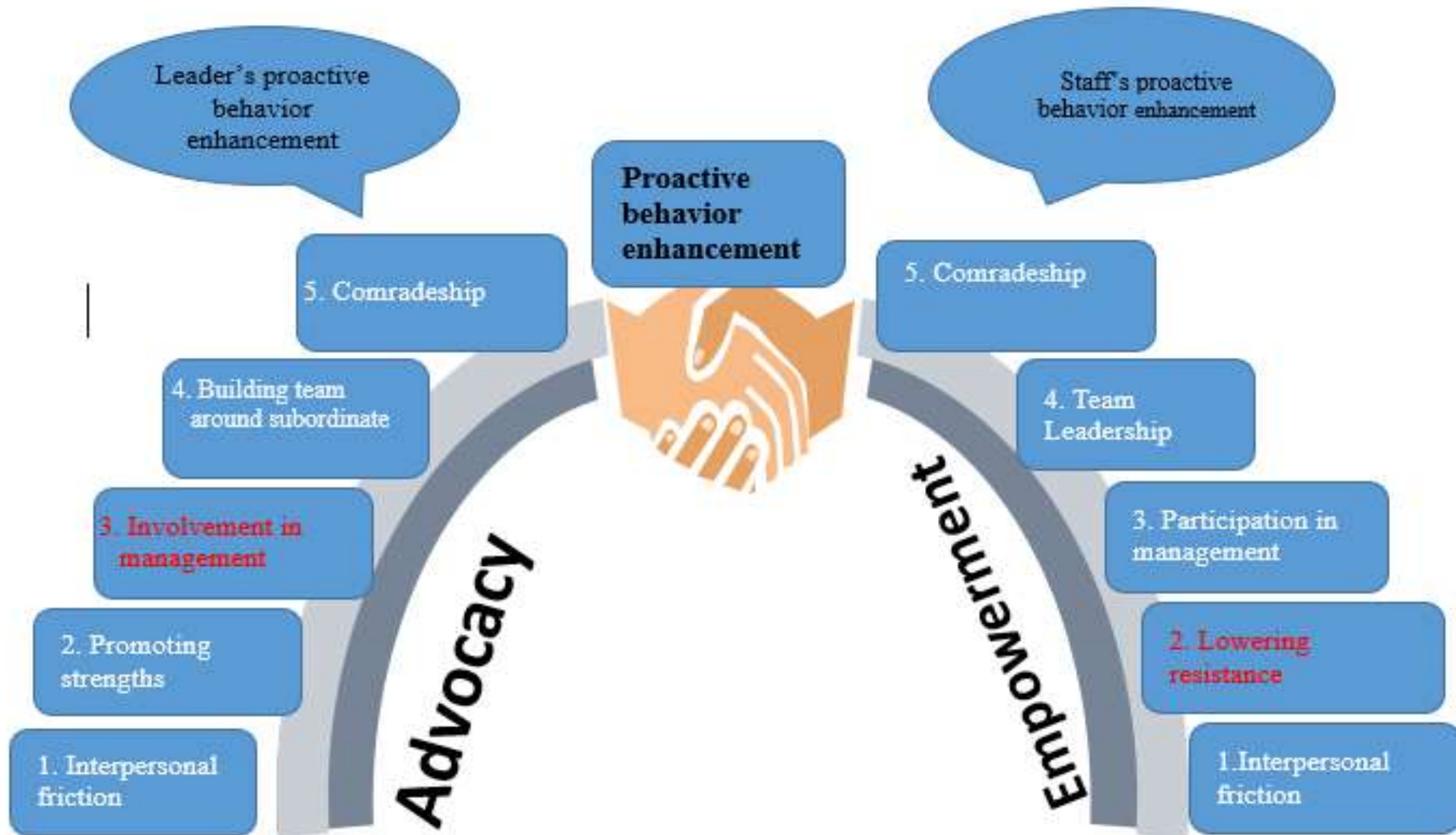
- 1) Self – recognition and reflection;**
- 2) Supporting environments;**
- 3) Professional training programs for leaders and members’ proactivity.**



Proactive behavior enhancement in both the office leader and staff members



Advocacy Behavioral model for proactive behavior enhancement



Reflections from this proactive behavior enhancement
~agile leader's roles~



- (1) team developer vs manager
- (2) role model vs ruler
- (3) mutual trust vs KPI
- (4) self-benefit in enthusiasm
enrichment
- (5) comradeship builder

**We are looking forward to
working with you for better
educational quality.**



**Mingchang Wu, Dean,
Yuntech in Taiwan**

