

Statement of Leadership

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“Knowledge is sometimes referred to as power” (p. 38). As such, being a leader requires the individual to have the knowledge and use it. My leadership within this company is a collaborative venture and adventure. Even though I am only one woman who is in one role, my role allows me the unique opportunity to change the company through example. At the same time, even though I am only one person, I cannot change the company without my employees completing their tasks and keeping our workflows processing. I have been with this position in the Product Engineering Department now two years, but even before taking the position, individuals in the process sought me out for guidance and knowledge sharing. I have the ability to work with others and create the environment that allows all success in their jobs. By completing these learning opportunities and leading by example, I have been able to implement meaningful changes within the organization to create and launch products on time and within budget. The other employees are able to become motivated and successful in their tasks.

Even though I am not a manager at my company, I do see myself as a leader and a subject matter expert. Not only do I work with the technology where I develop the training, I also have to set a good example for my employees, where each person is tasked with a section of the product life management cycle to complete their jobs every day. When that employee doesn't complete their work, the workflow stops. Part of being this leader requires that I keep track of each person's assignments. I lead by example. By completing my own tasks, my employees see the importance of keeping the assignments completed. While completing my daily tasks, I also develop the training and teach it. When the employees know their own jobs and exactly what they need to complete through the training, I am learning how everyone uses the technology to keep the workflow moving.

I am continuing to develop my knowledge abilities by understanding what EACH person does in the workflow. This accomplishes a number of tasks. Sadly, not everyone completes their jobs in a timely manner. First, this learning allows me to know what each person's tasks are and can politely remind people to keep their work completed. Secondly, this allows me to assist when new employees come into the company by teaching them and getting them up to speed quickly for the process to flow smoothly. Through this entire process, I am using the lens of Knowledge. Within the company, I have used by roll through knowledge and power. "A role, however, consists of a set of expectations and obligations" (p. 27). Due to these expectations, I am required to continue to learn everyone else's roles so that in knowing everyone's jobs, I am able to keep the workflow processing efficiently.

Theory Y as it is explained in the text is where my leadership rests. In the past, the employees have often told me that their tasks were not very detailed based on the training of the technology systems have been given. Agreeing with them, the individual who last held my position did not have true knowledge sharing capabilities. Being a trainer, I also have to present the knowledge in such a way that my employees understand how to learn from my example. Management has believed that the employees should learn from each other instead of a trainer. When I started teaching the technology that allowed management to see the importance of the training, they asked for more. The management sees the rewards for allowing me the ability to develop the training and teach it globally. Our product are being developed quicker and launched on time, allowing the company to profit from the on-time launches.

"Management by objectives (MBO) is a widely used technique in which common goals and targets are mutually agreed between superior and subordinate, and then subsequently reviewed to assess performance and identify changes" (p. 273). When the managers work with

their subordinates, they set goals for those subordinates. When those tasks relate to education of the technology, the tasks falls on my shoulders as the trainer to enable the employee success in understanding their role within the organization. New employees are all required to meet with me and train basics for the technology systems. As they advance into working in the workflow, they meet with me again in a classroom setting to train on the advanced topics so that their performance is success with the company. This is required for all employees globally.

Ridge Tool Company, where I work, would be considered a multinational company. We are currently working at becoming a truly global company, with manufacturing locations globally, and marketing departments globally. My job as trainer requires me to understand employees and human nature based on everyone's culture. The company's headquarters is located in the United States. Being an English-based company, all locations must work under the western scope, thus a female as a trainer and leader being one of the issues. In other areas of the world, the culture does not allow for women to have such positions that I hold. The process was started two years ago when I obtained this position where males in other locations see me as a leader and will listen to my training and guidance. I treat everyone equally. I believe we are all working for the company and should follow the same processes. I am still learning what motivates others in the other areas of the globe. Even in the United States, I am learning what motivates my co-workers. They do not see me as a threat that others in other locations might perceive me as. Bottom line, in some of the locations, they just do not want to take orders from a woman. Their culture or religion doesn't allow it. To continue to work for a multinational company, they must set aside their beliefs to allow it.

Overall, my personal philosophy as a leader is to lead by example. For all employees in the company, by grasping the technology, I am able to help everyone be more confident with the

technology. Technology is moving at lightning speed, even in a manufacturing company. Each employee must grasp the technology bull by the horns and embrace it whether they are ready for the changes or not. Change is a tough topic to embrace. Manufacturing has been completed the same way for so long in this company. When the technology upgraded last, individuals waited almost a year to access the technology. After embracing the technology, and asking for help and training, the employees realized how easy the new technology has become. They were not happy with the older versions of the software, and decided the newer software was just as bad. After training and knowledge sharing, they realize the process has improved. My leadership abilities and ease in training and knowledge sharing has allowed our product life management processes to improve and increase productivity.

References

Knights, David and Willmott, Hugh. (2007). *Introducing Organizational & Behaviour Management*. London: Thomson.