

## Growing and Sustaining Effective Leadership

Lean leadership organizations have been found to have higher productivity and performance. Leaders in these organizations implement their employees to embrace a culture of continuous improvement. Yet, only a few organizations have actually succeeded in their transformation by creating a culture that sustains a continuous improvement process. A transformation within an organization requires a vital behavioral shift from employees, especially those in leadership positions, in order to break from the typical way that organizations have long encouraged them to behave. Although the importance of lean leadership has been emphasized in previous literature, no consistent definition of lean leadership qualities exist. This research is divided into two phases to identify lean leadership qualities within business organizations, we will do our research in two main steps. First, through a systematic review of literature on lean leadership, a theoretical model of qualities for business leaders will be established. The foundation of this research, a conceptual model of lean leadership, was based on prior research by van Dun, Hicks and Wilderom (2016) to create a high-level categorical system of lean leadership qualities aligning with organizations. The second phase of our research will involve the recruitment of upper level management subjects to participate in our study through the use of marketing, and or personal networks. Upper level management personnel from the Better Business Bureau, which includes accredited organizations in the area, will be invited to a 3 hour summit. After their participation in our 3 hour summit, they are asked to complete a short questionnaire. In addition, phone and face-to-face interviews will be conducted on the topic of lean leadership qualities. After subjects complete the interview, researchers will analyze responses both qualitatively and quantitatively. The goal of this research is to provide a state of the art overview of identified lean leadership qualities within business organizations. These leader qualities may be inevitable in transforming a company into a high performing lean enterprise.

**Keywords: Lean Leadership, Leadership Qualities, Leadership Behaviors**