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### Sustainable Leadership: 4 A Manufacturing Employee Perspective

Although the U.S. is the world's largest manufacturer, the sector's share of U.S. GDP has declined in recent decades. Strengthening and expanding manufacturing may require greater dedication to "sustainable leadership," defined by the author as "...creating current and future profits for an organization while improving the lives of all concerned." The authors compared results of their 2008 baseline survey of manufacturing employees' views of their employers' sustainable leadership with a more recent, similar survey. Results showed that sustainable leadership is perceived as present but not strong. Both surveys were conducted in manufacturing plants in Arkansas, Kentucky, and Tennessee, but they differed in participation and other aspects. In neither study did participant demographics appear to significantly affect perceptions about sustainable leadership.

#### Jack T. McCann and Roger A. Holt

#### Discrimination and the Aging American Workforce: Recommendations and Strategies for Management

As people live and work longer, the "older" component of the workforce — defined by the U.S. Bureau of Labor Statistics as those over 40 — also expands. In general, claims of discrimination against older employees allege either disparate treatment or disparate impact under the Age Discrimination in Employment Act of 2005. Other statutes also apply in this area. Employer defenses generally fall in two categories: Bona fide occupational qualification exceptions, or reasonable factors other than age. Using statistical analysis prior to any reduction in force, for example, can help avoid future legal problems.

Frank J. Cavico and Bahaudin G. Mujtaba

# Understanding Strategic Alliances 27 from the Effectual Entrepreneurial Firm's Perspective – An Organization Theory Perspective

Despite the volume of research on organizational alliances in recent decades, little of it has examined how entrepreneurial firms fit into the picture. In seeking to redress this situation, the author examines the unique characteristics of entrepreneurial firms, particularly newness and smallness. These liabilities may be overcome through strategic alliances, often with larger firms. However, the decision-making process can differ significantly between start-ups and established firms—rational and effectual being examples of modes. In addition, differences in human resource architecture must be reconciled to establish trust between alliance members, which is essential. Finally, communication is seen as playing the essential role in the success or failure of alliances involving entrepreneurial firms.

#### Eugene Geh

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## The Influence of Equity, Equality, and Gender on Organizational Citizenship Behaviors

To succeed, an organization needs more than competent employees, it needs employees who enhance each others' efforts, who engage in "citizenship behaviors." The primary way to encourage such behaviors is through a reward system. But should the system reflect equity by rewarding individuals for behavior that furthers organizational goals, or should it reflect equality by distributing rewards equally among members of a group? And do men and women react differently to these two types of reward systems? To find answers, a study of 467 employees in Ireland tested five hypotheses. The equity model generated the most positive results, but, somewhat surprisingly, the equality model did not discourage citizenship behaviors. The effects of gender were mixed.

Peggy A. Cloninger, Nagarajan Ramamoorthy, and Patrick C. Flood

#### **Reflections on Leadership**

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Textbooks and academic articles have much to say about leadership, but how do their constructs relate to actual leadership practices? Going straight to the horse's mouth, this study analyzes interviews with 72 CEOs that appeared in 2009-'10 in The New York Times "Corner Office" series to find out how their leadership styles meshed with established types (e.g., do they focus on people or task; use tell, sell, participate or delegate, and so forth). Twelve perceptions about leadership emerge from the extensive analysis, each of which is illustrated by a salient quote from one of the CEOs. Any leader of any type of organization would find this research relevant and thought-provoking.

Susan Eisner

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