

## LEADERSHIP IMPETUOSITY

### GOALS

TO INCREASE THE LEADER'S UNDERSTANDING BETWEEN ADMINISTRATIVE/LEADERSHIP IMPETUOUS AND NONIMPETUOUS DECISIONS AND BEHAVIORS.

TO INCREASE THE LEADER'S ABILITY TO DETERMINE THE APPROPRIATE USE OF ADMINISTRATIVE/LEADERSHIP IMPETUOUS AND NON-IMPETUOUS DECISIONS AND BEHAVIORS.

### DEFINITION OF IMPETUOUS & NON-IMPETUOUS LEADERSHIP BEHAVIOR

IMPETUOUS LEADERSHIP BEHAVIOR INVOLVES QUICK, UNTHOUGHTFUL AND UNLOGICAL LEADERSHIP BEHAVIORS.

NON-IMPETUOUS LEADERSHIP BEHAVIOR (THE OPPOSITE OF IMPETUOUS LEADERSHIP BEHAVIOR) IS, OF COURSE, LEADERSHIP BEHAVIOR THAT SUPPORTS AND EXPECTS LOGICAL AND THOUGHTFUL LEADERSHIP BEHAVIORS THAT MEET POSITIVE, LONG-TERM, AND GOAL-ORIENTED ORGANIZATIONAL OUTCOMES. NON-IMPETUOUS LEADERSHIP IS OFTEN POSITIVE LEADERSHIP THAT REQUIRES LEADERSHIP, LOGICAL, AND INTELLECTUAL LONG-TERM DECISIONS AS A RESULT OF PSYCHOLOGICAL ASTUTENESS, CRITICAL THINKING, AND COMMON SENSE---THE THREE AMIGOS OF SUCCESSFUL LEADERSHIP.

### AN INTELLECTUAL LEADERSHIP DICHOTOMY—IMPETUOUS VERSUS NON-IMPETUOUS LEADERSHIP

#### The impetuous leader

There are unforeseen times when an organization requires quick reactive decisions in leadership—therefore, bold and immediately decisive leadership behavior(s). The impetuous emergency response might be necessary to maintain the organization's stability and employees' positive functioning. The swift response is intended to be short-lived (hopefully) and immediately solve a recognized problem(s) for organizational survival or to stabilize a recognized negative managerial/employee situation immediately.

Immediately after the required emergency rash and quick response(s), there should be an evaluation to determine a more sustainable plan and positive future leadership behavior(s) that will sustain a more stable organization without a need for future actions of impulsivity. The outcome requires a rethinking and redoing of long-term goals, ongoing objectives, and required related processes to deter the need for future impetuous responses, which takes a costly toll on time and effort.

#### The non-impetuous leader

Educators of leadership skills highly encourage thoughtful long-term leadership behaviors. The leader who carefully and thoughtfully makes decisions related to organizational long-term goals, short-term objectives, and predetermined ongoing processes of organizational success is usually an outstanding, successful, and respected leader on behalf of the organization. The behavior leads the organization in a manner that deters organizational crises. Non-impetuous leadership increases employee feelings of

security and stability. The long-term outcomes are usually positive as an outcome of slow and contemplated thoughtfulness in every aspect of the organization. Therefore, the reduction of organizational/employee crises decreases, and organizational/employee management and the maintenance of everyday stability rise. If done correctly, it automatically decreases the future need for quick, impulsive, and unplanned leadership behavior(s), decisions, and reactions—maybe something that could have been and is now hopefully preventable in the future.

### **THE GOOD & BAD OF IMPETUOSITY & NON-IMPETUOSITY**

We cannot say that (in all cases and times) impetuosity or non-impetuosity in leadership is ALL GOOD OR ALL BAD. The answer is—IT ALL DEPENDS. It requires leadership intellect related to The Three Amigos (definition above) to intellectually contrast possible negative or positive outcomes associated with impetuous or non-impetuous leadership in specific situations.

We can learn from other's experiences and related organizational outcomes regarding the need to use leadership impetuosity or non-impetuosity. Knowledge about the known and appropriate use of quick and sudden impetuous (reckless) behavior or the use of long-term organizational goals and expected behaviors through ongoing non-impetuous behavior is the key to organizational success. It takes a leader's ability to recognize the best choice between the two options for organizational stability.

Whatever the choice of leadership action is (impetuous or non-impetuous), it is (hopefully) intended to be a leadership choice to curtail future negative organizational outcomes. The lesson learned is to know the difference between impetuous and non-impetuous leadership behaviors and how to use each at the correct time and for the right reason(s).

### **SELECTION AND RETENTION OF A LEADER**

Choosing a leader who appears to act only with impetuous decisions will leave a negative mark on an organization's history by making quick, improper decisions about crucial outcomes that need careful and more lengthy consideration through non-impulsive behaviors. Unthoughtful, frequent, impetuous leadership decisions cause problems, and it takes a long time to resolve the resultant problems! The result usually ends in negative leadership outcomes, constituency/employee frustration, and ultimate remorse for the organization's chaotic dysfunction.

Conversely, you can imagine what a leader offers with a usual pattern of non-impetuous leadership behavior! The result is constituent/employee assurance regarding leaders' ability to lead and trust in adequate future leadership decisions. The result is the possibility of unnecessary and damaging impetuous leadership behavior that often results in negative outcomes that require lengthy "cleanup" behaviors. Imagine what leadership stability does for organizational morale and future leadership trust for organizational constituents! The feelings of constituent/employee security increase. Employee happiness quotient increases. Employment turnover usually diminishes.

Please make no mistake---We need the ability to problem-solve. Knowing when and how to problem-solve using impetuous or non-impetuous leadership behaviors is intended to stabilize long-term organizational outcomes. Both are intellectual leadership choices—not a consequence of rigid leadership immaturity. Perhaps such intellectual understanding of this dichotomy should be part of a leader’s job description that would require stability and using the Three Amigos as the basis of such decision-making choices.

*Constituents/employees are most often at their leader’s mercy. As a leader exhibiting impetuous leadership behavior without good cause, constituents must accept what appears to be unthoughtful and quick decisions by their leader. Getting yourself an “out of jail card” (so the saying goes) requires a leader to take the time to explain to constituents/employees the necessity of hasty thinking and doing now by comparing possible outcome(s) of not responding quickly in the specific situation. Then, explain to the constituents/employees the intended future non-impetuous policy(ies) as an outcome of a quick response that will help reassure more thoughtful and controlled administrative outcomes in the future. This intellectual clarity helps leaders reassure constituents/employees and themselves of the need for intended careful consideration of future non-impetuous leadership decisions that will more likely exhibit stable long-term goal decisions and behaviors.*

**EXPERIENCE IS THE HARDEST KIND OF TEACHER. IT GIVES YOU THE TEST FIRST AND THE LESSON AFTERWARD. (OSCAR WILDE)**

And so it goes---words don’t teach—experience does—and its message is the hardest kind of teacher! Your leadership intentions might show how you quickly get the job done or resolve an immediate problem using impetuous leadership. Still, too often, the leadership experience of impetuous decisions suddenly can produce unfortunate results as a product of less than acceptable and quality thinking --- and, now, you might have just experienced the hardest kind of leadership test (good or bad) and, therefore, it can be a possible and difficult lesson learned! Careful-----Often, uncontrolled impetuous leadership can teach hard and cruel lessons in the long run!

**EXAMPLE/EVIDENCE OF A HISTORICAL NON-IMPETUOUS LESSON WAITING TO BE LEARNED (1-28-24)**

*NBC NEWS: At a base near the Syria border, many U.S. soldiers were injured, and some were killed. The president of the United States stated to the nation, “We do not know who did it, and we will check with the intelligence community and administration of the United States government before a decision and response to the incident is made! At which time, there will be appropriate action!” This behavior on the part of the president of the United States is evidence of non-impetuous leadership behavior.*

**CONCLUSION:** Using intellectually clear, correct, unfettered thinking and leadership-doing (whether impetuous or non-impetuous) is a specifically chosen behavior and is necessary for effective astute leadership. How a leader thinks and performs to maintain leadership stability that meets long-term organizational goals are choices through the Three Amigos---psychological astuteness, critical thinking, and common sense. Hopefully, your experience of knowing the difference and using both dichotomies

(impulsivity and non-impulsivity) intellectually will provide a successful learning experience (the test) and reaffirm a positive and successful outcome (the lesson).

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