LEADERSHIP PERSPECTIVES FOR AN EFFECTIVE MANAGEMENT IN ORGANISATIONS

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Introduction

Leadership is the ability to influence, motivate and enable others in contributing to the effectiveness and success of the organisations in which they are members. There are various forms of influences which the leaders apply-from subtle persuasion to more assertiveness-to ensure that the followers have the motivation and role clarity to achieve specified goals. Effective self directed work teams, for example, consist of members who share leadership responsibilities or otherwise allocate this to a responsible coordinator. If you are a job aspirant and looking to conquer the world of corporate, the most important quality you need is leadership qualities. All human resource managers of the companies, who conduct interview for recruiting professionals for their organisation, look for leadership qualities in the aspirants. It is the skill, which determines ones success in an interview. Leadership is the quality that inspires success. Good leaders are not born but made. If one has a desire and will power, he/she can become an effective leader and it is developed through a never ending process of self learning, education, training and experience. In all spheres of life, leadership skill has become very important. Leadership is for influencing other for accomplishing a mission task or objective and directing the organisation towards its objective. We accomplish it by applying the leadership attributes i.e. beliefs, values, ethics, character, knowledge and skills. Though one's position as a manager, supervisor etc, may give you the authority to accomplish certain tasks and objectives in organisation, but the 'power' does not make you a leader-it simply makes you the 'boss'.

The systems that are prevailing in organisations, owned by state, private and joint venture enterprises vary from one another and there is no similarity or a uniform pattern. The leadership styles demonstrated by the managers also differ significantly in the organisations. Management perceptions about the organisational effectiveness vary considerably in each sector mentioned above. The leadership styles in the State Owned Enterprises (SOEs), private companies and establishments in joint venture need to be studies so that right leadership is essentially identified for attaining the effectiveness of leadership. Negative leadership styles are most common in our organisations. The productivity and performance levels in work places are suffering as overbearing and dogmatic leadership practices are followed by the top management.

A study on Quality Work Life (QWL), surveying 815 Mangers, reveals a high rate of sickness and absence levels in organisations due to negative leadership styles followed by the managers in those organisations. What are the dominant types of leadership styles in our organisation? The figures revealed by the study are given in table 1 below.

Table 1: Percentage of Leadership Styles Followed by the Organisations

| Leadership Style	Percentage
Authoritarian/Autocratic	21%
Bureaucratic	16%
Democratic/Participative	20%
Trusting	9%
Empowering	9%
Innovative	7%
Free Rein/Laissez Faire	18%

Source: Survey Data

The study reveals an alarming situation prevailing in the organisations. The dominance of negative management styles in work places is have a serious impact on leaders and managers in terms of job satisfaction, well being and working relationships, according to support comparing the mental and physical health of leaders in present time and earlier. A right approach of leadership style is most essential requirement for the prosperity of the organisation and to enhance the performance and productivity of the organisation.

Perspectives of Leadership

Leadership has been contemplated since the days of Greek philosophers. It is one of the most popular research topics in organizational behavior. Most recent studies have looked at leadership from a contingency approach by considering the appropriate leader behaviours in different settings. Implicit leadership, competency, behavior, contingency and transformational characteristics are the perspective parameters for an excellent leadership. All these parameters are interlinked for creating an effective leader. The most popular perspective is that the leader transforms an organization through his vision, communication and ability to build commitment. Various perspectives that build the leadership perspective are diagrammatically given figure 1.

Figure 1: Leadership Perspective
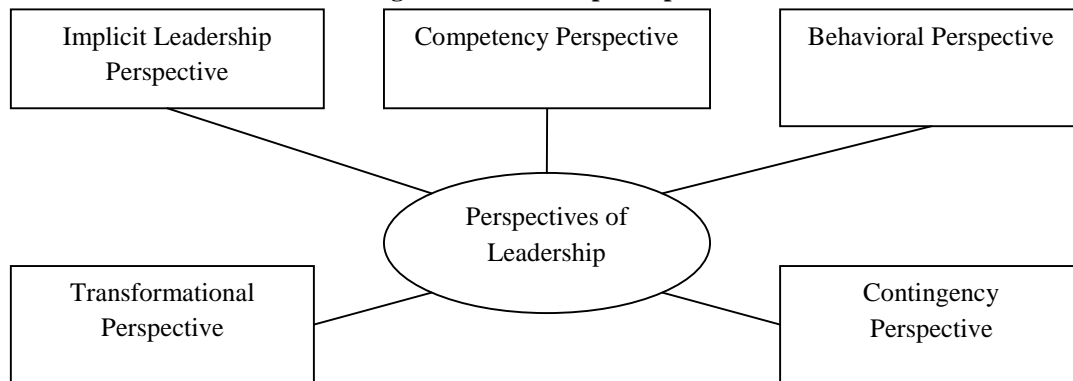
Competency (Trait) Perspective of Leadership

According to Kathleen Taylor, who is the head of the world wide operations at Four Seasons Hotels and Resorts and who is highly regarded for her leadership characteristics, "There is a combination of being very intelligent with a practical sense of common sense". In the early 1990s, leadership experts began to reexamine the trait approach but with more emphasis to specific competencies. Competencies encompass a border range of personal characters-such as knowledge, skills, abilities and values-that received less attention in the earlier studies. The recent studies coincided with the increasing popularity of competency-based practices in organizations, such as competency based rewards. The recent leadership literature identifies seven competencies that are characteristic of effective leaders. These competencies are as follows:

1. **Emotional Intelligence:** The leaders ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotions and regulate emotions in one self and others. Effective leadership has a high level of emotional intelligence. Emotional intelligence requires a strong self-motivating personality because leaders must be sensitive to situational cues and readily adapt their own behaviour appropriately.

2. **Integrity:** This refers to the truthfulness and tendency to translate words into deeds. Integrity is something called "Authentic Leadership" because the individual acts with sincerity. He or she has a higher moral capacity to judge dilemmas based on sound values and to act accordingly. Several large-scale studies have reported that integrity is the most important leadership characteristic. Employees want honest leaders whom they can trust. Integrity at workplace essentially means the quality of being honest and morally upright, always willing to do the right thing reliably and adhering to the organisations code of ethics, policies and procedures. Fairness and diligence with consistency in thought, speech and action are the characteristics of a contributing member of high integrity in any organisation.

3. **Drive:** Leaders have a high need for achievement. This drive represents the inner motivation that leaders possess to pursue their goals and encourage others to move forward with theirs. Drive inspires an unbridled inquisitiveness and need for constant learning.

4. **Leadership Motivation:** Leaders have a strong need for power because they want to influence others. However, they tend to have a need for "Socialized Power" because their motivation is considered by a strong source of altruism and several responsibilities. In other words, an effective leader tries to gain power so that they can influence others to accomplish goals that benefit the team or organization.

5. **Self Confidence:** Kathleen Taylor at Four Seasons Hotels and other leaders believe in their leadership skills and ability to achieve objectives. They possess the self-efficacy that they are capable to lead others.

6. **Intelligence:** Leaders have above average cognitive ability to process enormous amount of information. Leaders aren't necessarily geniuses; rather, they have superior ability to analyze alternative scenarios and identify potential opportunities.

7. **Knowledge of Business:** Effective leaders know their business environment in which they operate. This assists their intuition to recognize opportunities and understand their organizations capacity to capture those opportunities.

Behavioural Perceptive of Leadership

People oriented leadership is associated with higher job satisfaction among subordinates, as well as lower absenteeism, grievances and attrition. However job performance tends to be lower than for employees with task oriented leaders. Task-oriented leadership on the other hand, seems to increase productivity and team unity. College students apparently value task-oriented instructors because they want clear objectives and well prepared lectures that abide by the units objectives. Out of

this hypothesis, a popular leadership development program called Leadership Grid (formerly known as the Managerial Grid) is developed. In reality the best leadership style depends on the situation.

Contingency Perspective of Leadership
The contingency perspective of leadership is based on the idea that most appropriate leadership style depends on the situation. Effective leaders must be both insightful and flexible. They must be able to adopt their behaviours and styles adept to the immediate situation. Leaders must have a high emotional intelligence, particularly a self-monitoring personality, so that they can diagnose the circumstances and match their behaviours accordingly. Effective leaders strengthen the effort-to-performance expectancy by providing the information support and other resources necessary to help employees to complete their tasks.

Transformational and Transactional Perspective of Leadership
Transformational leadership differs from transactional leadership. Transactional leadership is "managing"- helping organizations to achieve their current objectives more efficiently-by linking job performance to valued rewards or ensuring that employees have the resources needed to get the job done. The Contingency and Behavioural theories adopt the transactional perspective because they focus on leader behaviours that improve employee performance and satisfaction. In contrast, transformational leadership is about "leading"- changing the organization's strategies and culture so that they have a better fit with surrounding environment. Transformational leaders are change agents who energize and direct employees to a new set of corporate values and behaviours. Organisations require both transactional and transformational leadership. Transactional leadership improves organizational efficiency, whereas transformational leadership steers companies and organisations into a better course of action. Transformational leadership is particularly important in organisations that require significant alignment with the external environment. Transformational leadership is suited during troubled times where the need of the hour is innovation and change. Without transformational leaders, organisations stagnate and eventually become seriously misaligned with their environments.

Implicit Leadership Perspective
The competency behaviour, contingency and transformational leadership perspectives rest on the basic assumption that leaders "make a difference". Certainly, evidence suggests that senior executives do influence organizational performance. However, leaders might have less influence than most of us would like to believe. Some leadership experts suggest that three perceptual processes causes people to inflate the importance of leadership in explaining organizational events. These processes, collectively called Implicit Leadership Theory, are attribution errors, stereotyping and the need for situational control.

Attributing Leadership
People have a strong need to attribute the causes of events around them so they can feel more confident about how to control them in the future. The fundamentals attribution error is the tendency to attribute the behaviour of other people to their own motivation and ability rather than situation. In the context of leadership, it causes employers to believe that organizational events are due more to the motivation and ability of their leaders than to the environmental conditions.

Stereotype Leadership
People relay on stereotypes to determine whether their boss is an effective leader. Each of us has preconceived notions about the features and behaviors of an effective leader. These leadership perceptions are partly based on cultural values. So an effective leader in one country might not seem so effective to employees in another country. If the leader fits the mould, then employees are more confident that the leader is effective.

Need for Situational Control
A third perceptual distortion of leadership suggests that people want to believe leaders make a difference. These two basic reasons are there for this belief:
1. Leadership is a useful way for us to simplify life events. It is easier to explain organizational successes and failures in terms of the leader's ability than by analysing a complex array of other forces.
2. There is a strong tendency in the United States and similar cultures to believe that life events are generated more from people than from uncontrollable natural forces.

This illusion of control is satisfied by believing that events result from the rational actions of leaders. Employees feel better believing that leaders make difference, so they actively look for evidence that this is so. The implicit leadership questions the importance of leadership, but it also provides valuable advice to improve leadership acceptance. This approach highlights the

fact that leadership is a perception of followers as much as the actual behaviours and characteristics of people calling themselves leaders. Potential leaders must be sensitive to this fact, understand what followers expect and act accordingly.

Steps to Become an Effective Leader

Setting the Goal: The first step to effective leadership is setting the goal. Your thinking skills can be considered directional skills because they set the direction. They provide vision, purpose and goal definition. Your goals should be 'SMART'.

1. To inspire your people into higher levels of teamwork there are certain things that you must know and do. These do not come naturally, but are acquired through continual work and study. The best leaders are continually working and studying to improve their leadership skills.

2. Honorable character and self less service are the basis of good leadership. A respected leader concentrates on what his beliefs and character are, what he knows about the job, tasks, human nature and what he does to implement, motivate and provide direction. After goal setting, planning is the most important task. Your plan must be directed towards the final objective.

3. "A goal is just a dream with a deadline". That goal will remain a dream unless you create and execute a plan of action to accomplish it. Every goal that gets accomplished has a plan behind it. A plan is as good as its implementation. Implementation depends a lot on supervision of the leader. Supervision is to keep an eye on the situation and ensuring that plans and policies are implemented properly. Supervision includes giving instructions and inspection.

4. Proper communication, coordination and the perception by subordinates need to be taken care of while supervising. Along with supervision, a good leader always evaluates the situation by judging the worth, quality and significance of team members, ideas etc. It includes looking at the ways people are accomplishing a task.

5. Double check on important things, strange things can happen if you are not aware of them. Paperwork gets lost, plans get changed or plans may not be properly executed. If you have a system of checks and double checks, you will discover mistakes, have time to correct them and minimize any disruptions. Following through may seem to be a waste of time and energy, but in the long run, it pays off. Take a stock of the situation and realize the mistakes committed. Work on the mistakes and weakness and try to bounce back by inspiring the team members. Getting people to accomplish something is much easier if they have the inspiration to do so. Inspire means 'to breathe life into'. Be passionate and enthusiastic. One also must be committed to the work one is doing.

6. If you do not communicate excitement, how can you expect your people to get worked up about it? Emotion is important. More than actual emotion, expression of emotion is important.

7. Involve your team members in the decision making. People who are involved in the decision making process participate much more enthusiastically than those who just carry out their boss's order. Help them to contribute and incorporate their ideas when it makes sense. Identify areas where your team can improve. Train them and provide-structured lesson, knowledge and skills to perform a task. Coach the team members gain greater competence and to overcome barriers so as to improve the performance. With the help of training and coaching only, one is able to determine knowledge, skill and confidence levels of team members. Encourage peer coaching by reminding them that everyone has a stake in each other's success. Coaching is more than telling people how to do something. It involves giving advice, skill-building, creating challenges, removing performance barriers, building better processes, learning through discovery, etc. Now you are ready to execute the project. If your plans are solid, things will be smooth. If your plans are faulty, you have a very long and hard job ahead. Remember, performance is measured by end result. You can definitely transform your team into a cohesive team by virtue of effective leadership. Proper direction and passion to perform the assigned task are essential requirements.

8. A leader must have certain level of knowledge to be competent. That knowledge is spread across four skill domains. You must develop interpersonal skills-knowledge of people, and how to work with them. You must have conceptual skills-the ability to understand and apply ideas required to do your job. You must learn technical skills-know how to use tools and methods to improve productivity. Finally, leaders must have tactical skills i.e. the ability to make the right decisions.

Conclusions

The success of every organisation depends up on the qualities of its leadership. Leadership is an inseparable aspect of managing. The ability to lead effectively is a key to better managerial performance. Leadership is the activity of influencing people to strive willingly for accomplishing group objectives. In the process of leadership, one who attempts to influence the behavior of others becomes a potential leader and the persons who are attempting to influence are the potential followers. The style of influencing differs from individual to individual. Through the style of functioning, a leader influences attitudes and expectations of the followers which in turn encourage or discourage their activity, enhance or diminish commitment to work,

productivity, etc. Thus, successful leader may be having different degrees of effectiveness. They will be highly effective if their style of leadership is appropriate to the needs of the situation and meets the requirements of the subordinates.

Being a leader is not easy. There are no cookie-cutter solutions to leadership challenges, and there are no shortcuts to success. However, the tools are available to every leader. It is up to them to master the tools available and use it. With all the day- to-day tasks you must do it's easy to get lost in particulars about the minor aspects of leadership style. The leadership framework followed in Military Organisation is a tool that allows you to step back and think about leadership as a whole. It is canopy that covers hundreds of things you do every day. The Army leadership framework gives you the big picture and can help you to put your job, your people and your organisation to produce something bigger and better than the sum of the parts. The current requirement of the organisation and business environment is to, "Be the leader of character; embrace values and demonstrate leader like attributes. Study and practice, so that you have the skills to KNOW your job, Then act, DO what's right to achieve excellence".

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