

LEADERSHIP IN THE ERA OF GLOBAL PRESSURES

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ABSTRACT

Leadership is an act or human behavior that performs positive actions to meet positive results through inspiring & involving others for the shared vision & successfully accomplishing it. Leaders effectively orchestrate change, create a vision, inspire people to follow the vision & keep people focused towards an ideal future. Strong leaders consistently self-assess & seek leadership tools to further progress and develop their skills. However, the context of leadership has changed dramatically; the content of leadership has endured the test of time. Now it's time for leaders to create the climate in which people turn challenging opportunities into remarkable successes and to mobilize others to get extraordinary things done in organizations. It is the time for a practice to transform values into actions, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards. In other words a smart leadership quality of behavior of a person whereby he is able to persuade others to seek group goals enthusiastically .it is the influence relationship in which one person(the leader) influences the behaviour of others (the led or followers) in a given situation to work together on related tasks to attain what the former desires. Leadership is that part of managerial job style by which he influences the behavior of his junior and his subordinates towards the desired foals. In this paper, the author will discuss about the leadership as a way of leading & inspiring others and various leadership styles. The author will further discuss the various skills required to be an effective leader and various leadership challenges.

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INTRODUCTION

A Leader is one who guides and directs other people. He interprets objectives of the group and guides it towards their accomplishment. Because he has others subordinate to him and subject to his command, the leader must give their efforts a direction and purpose. Leadership can happen anywhere, at any time. It can happen in a huge business or a small one. It can happen in the public, private, or social sector. It can happen in any function. It can happen at home, at school, or in the community. Leadership is not about personality; it's about behavior. Meeting the leadership challenge is a personal-and a daily-challenge for all of us. If the leader has the will and the way to lead, he can.

“leadership is a process of influence on a group in a particular situation at a given point of time and in a specific set of circumstances that stimulates people to strive willingly to attain organizational objectives, giving them the experience of helping attain the common objectives and satisfaction with the type of leadership provided.”

-----James Gibbin

Very few individuals show a tolerance for flexibility and ambiguity. Most want to exert a great deal of control over others' actions and decisions, but do not want anyone else to have control over them! They will happily accept a lot of responsibility – perhaps even overextending themselves – and are very competitive with both themselves and others. They thrive on authority, responsibility, predictability, stability and consistency. Ambiguity and change are tolerated only to the extent that this is necessary while they return the organization to a stable state.

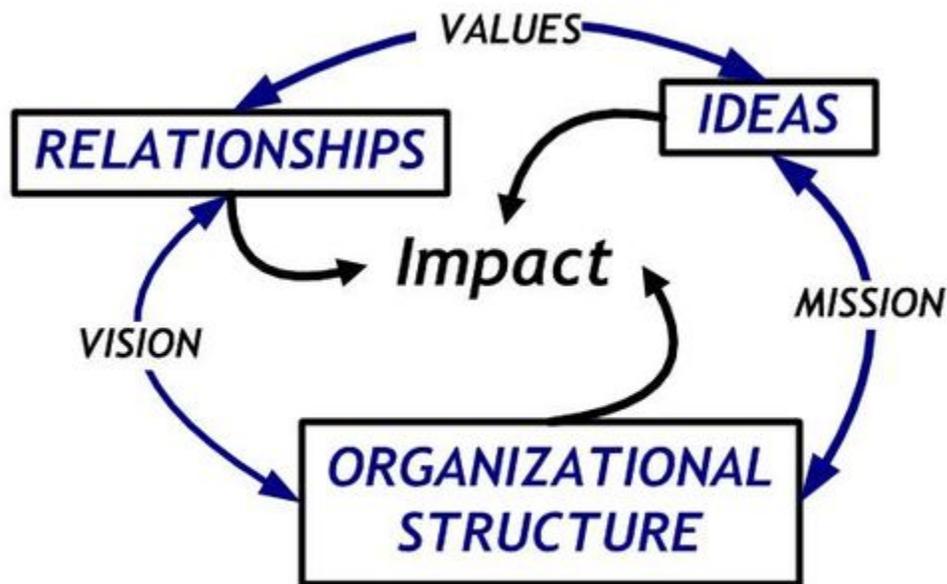
leadership is the quality of behavior of a person whereby he is able to persuade others to seek group goals enthusiastically. it is the influence relationship in which one person (leader) influences the behavior of others (followers & led) in a given situation to work together on related tasks to attain what the former desires.

The definition we like – because it is simple and has been widely accepted – is that used by John Kotter in his seminal book, *Leading Change*, where he describes the difference between management and leadership:

“Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspect of management include planning, budgeting, organizing, staffing, controlling and problem solving. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing

circumstances. Leadership defines what the future should look like, aligns people with that vision and inspires them to make it happen despite the obstacles.”

In other terms leadership is a key process in any organization. We attribute the success or failure of any organization to its leadership.



The Three Dimensions of Leadership

MODEL OF LEADERSHIP

1. *Model the way.* Leaders must know that if they want to gain commitment and achieve the highest standards, they must be models of the behavior they expect of others. They must clarify values and guiding principles.

2. *Inspire a shared vision.* Leaders gaze across the horizon of time, imagining the attractive opportunities that are in store when they and their constituents arrive at a distant destination. Leaders have to enlist others in a common vision. To enlist people in a vision, leaders must know their constituents and speak their language. Leadership is a dialogue, not a monologue.

3. *Challenge the process.* Leaders are pioneers. They are willing to step out into the unknown. They search for opportunities to innovate, grow, and improve. Leaders know well that innovation and change involve experimenting and taking risks.

4. *Enable others to act.* Leaders foster collaboration and build trust. They engage all those who must make the project work-and in some way, all who must live with the results.

5. *Encourage the heart.* Genuine acts of caring uplift the spirits and draw people forward. Recognizing contributions can be one-to-one or with many people. It's part of the leader's job to show appreciation for people's contributions and to create a culture of celebrating values and victories.

LEADERSHIP CHALLENGES

- *Find your voice:* A Leader first know about himself, his values and ability to make things happen.
- *Affirm shared values:* Shared values are the foundations for building productive and genuine working relationships. Although credible leaders honor the diversity of their many constituencies, they also stress their common values. Important as it is that leaders forthrightly articulate the principles for which they stand, what leaders say must be consistent with the aspirations of their constituents.
- *Personify the shared values:* Leaders are their organizations' ambassadors of shared values. Their mission is to represent the values and standards to the rest of the world, and it is their solemn duty to serve the values to the best of their abilities. Spend time and attention wisely, watch your language, ask purposeful questions, and seek feedback.
- *Teach others to model the values:* Teach others what's expected so they can hold themselves accountable for living the values of the organization, confront critical incidents, tell stories about what team members do to live the values, and reinforce the behavior you want repeated.
- *Imagine the possibilities:* There are ways we can improve our capacity to imagine exciting possibilities and to discover the central theme for our lives. Improvement comes when a leader engage in conscious introspection. You need to do more to reflect on your past, attend to the present, prospect the future, and feel your passion.
- *Find a common purpose:* What people really want to hear is not simply the leader's vision. They want to hear about their own aspirations. They want to hear how their dreams will come true and their hopes will be fulfilled. They want to see themselves in the picture of the future that the leader is painting. Listen deeply to others. Determine

what's meaningful to others. Make it a cause for commitment. People commit to causes, not to plans.

- *Appeal to common ideals:* Ideals reveal our higher-order value preferences. Connect to what's meaningful to others, take pride in being unique, and align your dream with the dreams of others.
- *Animate the vision:* Leaders have to arouse others to join in a cause and to want to move decisively and boldly forward. Use symbolic language, make images of the future, practice positive communication, express your emotions, and speak from the heart.
- *Generate small wins:* Leaders should dream big, but start small. Dream big about crossing that enormous cosmos to find some new world, but start small with a few short journeys to test your theories and your abilities .
- *Learn from experience:* Studies of the innovation process make the point: "Success does not breed success. It breeds failure. It is failure which breeds success."
- *Create a climate of trust:* To build and sustain social connections, you have to be able to trust others and others have to trust you. Psychologists have found that people who are trusting are more likely to be happy and psychologically adjusted than are those who view the world with suspicion and disrespect. Be the first to trust. Be open to influence. Share information and resources. Building trust is a process that begins when one party is willing to risk being the first to ante up, being the first to show vulnerability, and being the first to let go of control. Since you're the leader, the first to trust has to be you
- *Facilitate relationships:* To create conditions in which people know they can count on each other a leader needs to develop cooperative goals and roles, support norms of reciprocity, structure projects to promote joint efforts, and support face-to-face interactions.
- *Ask questions, listen, and take advice:* When talking about what is planned or what has been accomplished, it's essential that you talk in terms of our vision, our values, our goals, our actions, and our achievements.
- *Get people interacting:* Create opportunities for people to interact with one another and in the process form more trusting and more collaborative relationships.
- *Enhance self-determination:* Leaders accept and act on the paradox of power: You become more powerful when you give your own power away. Self-determination can be

enhanced in a number of ways. The most significant actions a leader can take to ensure that people can decide for themselves are to provide more choices, to design jobs that offer latitude, and to foster personal accountability.

- *Develop competence and confidence.* Developing competence and building confidence are essential to delivering on the organization's promises and maintaining the credibility of leaders and team members alike. To get extraordinary things done leaders must invest in strengthening the capacity and the resolve of everyone in the organization.
- *Increase individual accountability.* Enhancing self-determination means giving people control over their own lives. Therefore you, the leader, have to give them something of substance to control and for which they are accountable.
- *Offer visible support.* Make others more visible. By fostering outside contacts, and by developing and promoting people with promise, you help build a reater sense of personal power, increase confidence, and open doors for people so they can exercise more of their own influence.
- *Conduct monthly coaching conversations.* Schedule a periodic review and one-on-one dialogue with each of your direct reports.
- *Expect the best.* Successful leaders have high expectations of themselves and of their constituents.
- *Personalize recognition.* To make recognition personally meaningful, the leader first has to get to know his constituents.
- *Create a spirit of community.* Celebrations are among the most significant ways we have to proclaim our respect and gratitude, to renew our sense of community, and to remind ourselves of the values and history that bind us together. Celebrations serve as important a purpose in the long-term health of our organizations as does the daily performance of tasks.
- *Be personally involved.* One of the most significant way for leaders to reflect that they care and that they appreciate the efforts of their team, is to be out there with them. This visibility makes them more real, genuine, approachable, and more human.

STYLES OF LEADERSHIP

The Behavioral pattern which a leader exhibits is known as his style of leadership. Different leadership styles exist among leaders I different times and in different situations. The leadership

style in a particular situation is determined by the leader's personality, experience and values system, nature of followers and nature of environment. There are three important leadership styles which are based on use as authority. These are as follows:

1. *Autocratic leader*. It is also known as authoritarian or directive style of leadership. The autocratic leader gives orders which must be obeyed by the subordinates. He centralizes decision-making power in himself. he takes decisions for the group without consulting the group members and simply tells the group what the members have to do. Autocratic leader gives personal praise or criticism to each member on his own initiative and remains aloof from the group for most of the time. Basically autocratic leadership style are divided in three categories as follows:
 - Strict Autocrat
 - Benevolent Autocrat
 - Manipulative Autocrat
2. *Participative or Democratic leader*. A Democratic leader is one who gives after consulting the group. He sees to it that policies are worked out in group discussions and with the acceptance of the group. He never asks people to do things without sketching out the long-term plans on which they are working and makes it clear that praise or blame will be shared by all the group members. His decisions are not unilateral because they arise from consultation with followers and participation by them. Unlike an autocratic manager who controls through the official authority, a participative manager exercises control mostly by using forces within the group.
3. *Laissez Faire or Rein Leader*. A Free Rein leader does not lead, but leaves the group entirely to itself. He is represented by the chairman of the board who leaves all responsibility for most of the work to his subordinates. The free rein manager avoids using power. He depends largely upon the group to establish its own goals and work out its own problems. Group members work themselves and provides their own motivation.

COMPETENCIES OF AN EFFECTIVE LEADER

- **Influences others:** A Leader must have the ability to get others to act in the desired way. They have the ability to win respect from those who must be influenced, and to build mutual respect. They will give directions and expectations in an appropriate way to influence others to act, and they are also open to ideas and listen actively to others. They

walk the talk, influencing others by modeling the behavior, and they reinforce the appropriate attitude, behavior and performance in others. They communicate to the group in a way that sways the group towards behaving in the desired way.

- **Fosters Accountability:** A Leader inculcates in their team members a commitment to achieving results by building a culture of accountability. Again, they model this with their behavior, displaying accountability for themselves, their own areas of accountability and their team. They use fair processes and they organize action plans for sharing workload and effort. They have open Team Process for identifying stress points and for accessing help from other Team Members. They promote accountability and hold each Team Member personally responsible for their area. They react to deadline and targets with positive or corrective feedback.
- **Builds Positive Working Relationships:** A Leader actively builds a network of positive working relationships & vast network. This is both internally with other department & colleagues and externally with clients. They take responsibility for ensuring that a relationship is positive and effective, that it works well for both parties. A Leader actively seeks to demonstrate respect for self and respect for others. They investigate the goals, targets and stressors of other departments, and of clients, ensuring they work well with them to achieve common goals. They explore and use various styles, techniques and communication methods to achieve successful results and build good relationships.
- **Coaches for Improvement / Results:** A Leader develops the potential of every Team Member and ensures that they are achieving the desired performance. They work with each to ensure each is contributing positively to the team dynamic. They read others - to appreciate their strengths, areas for development, personality style, learning style and motivators. They plan a development strategy for each, and hold effective, motivating coaching sessions.
- **Communicates Effectively:** A Leader PLANS to communicate, identifying the common objectives, the mechanism, the structure etc. Leaders also review the outcomes and they learn from this. Leaders use different forms of communication effectively, the right channel for the given task. They lead meetings effectively. They plan, structure and facilitate the meeting to achieve the desired outcome. They use their Leadership presence effectively in interactions, to listen, respond, influence and persuade.

- **Works Effectively:** A successful Leader plans their own workload, prioritizing key tasks and ensuring the appropriate allocation of time and effort to achieve the required results. They organize and structure, building good working processes, systems and habits so that they can effectively achieve their objectives, goals and targets. They translate objectives/project requirements into an achievable work plan, anticipating obstacles. They prioritize tasks, establishing a clear focus and direction for others to follow. They think ahead to anticipate changing business requirements which could affect priorities and plans. The Effective Leader continuously improves. They plan what improvements they will introduce, when and how these improvements will be implemented.
- **Builds a High Performing Team:** The Leader ensures that their Team will achieve their Team Goals & targets, will achieve the desired performance and is well placed to achieve future INCREASED targets. They understand group dynamics and what influences this. They organize the Team and build good team processes. They communicate well to the Team, about the business, the Team Purpose, progress on goal achievement etc. They strive for feedback, celebrate goal achievement and motivate to improve. They challenge and encourage the team to improve, find new ways of doing things and to develop the desired competencies and team values.

CONCLUSION

According to Leroy Eimes “**A leader is one who sees more than others see who sees farther than others see, and who sees before others see**”. Leaders must be able to think creatively while taking initiative and calculated risks. Effective leaders have a vision beyond the immediate work of the group. This involves exploring and integrating diverse perspectives and recognizing unexpected opportunities. People look for leaders who demonstrate an enthusiastic and genuine belief in the capacity of others, who strengthen people's will, who supply the means to achieve, and who express optimism for the future. People want leaders who remain passionate despite obstacles and setbacks. In uncertain times, leaders with a positive, confident, can-do approach to life and business are desperately needed. Leaders must keep hope alive, even in the most difficult of times. Without hope there can be no courage-and this is not the time or place for the timid. This is the time and place for optimism, imagination, and enthusiasm and it enables people to find the will and the way to unleash greatness.

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