



PROFESSIONAL GUIDE: ORGANIZATIONAL LEADERSHIP



PROMASTERS

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THE FOLLOWING ARE SOME OF THE WAYS WHICH DEMONSTRATE THE IMPORTANCE OF LEADERSHIP FOR THE ACHIEVEMENT OF THE ORGANIZATIONAL EXCELLENCE.....	13

The Nature of Leadership



- Leadership occurs among people, involves the use of influence and is used to attain goals.
- Leadership:
- The ability of influence people toward the attainment of goals

Leadership versus Management



Leader Qualities

- SOUL
- Visionary
- Passionate
- Creative
- Flexible
- Inspiring
- Innovative
- Courageous
- Imaginative

- Experimental
- Initiates change
- Personal power

Manager Qualities

- MIND
- Rational
- Consulting
- Persistent
- Problem Solving
- Tough-minded
- Analytical
- Structured
- Deliberate
- Authoritative
- Stabilizing
- Position power

The Nature of Leadership

- Leadership and management are closely linked functions. Both the functions are complimentary to each other.
- Without efficient management, the direction set by a leader risks being unsustainable.
- Similarly, management exercised without effective leadership perpetuates current activities and directions, without adaptation to meet strategic goals and without optimizing the performance of the organization.
- Leadership and management operate hand in hand. To be a good manager, line managers require leadership skills, and an effective leader depends on the management skills for achieving the goals and objectives.

Major difference between manager and leader qualities relates to the source of the power and the level of compliance it engenders within followers

Power:

The potential ability to influence others' behavior

Position Power

- Legitimate Power
- Power that stems from a formal management position in an organization and the authority granted to it.
- Reward Power
- Power that results from the authority to bestow rewards on other people

- Coercive Power
- Power that stems from the authority to punish or recommend punishment

Personal Power

- Expert Power
- Power that stems from special knowledge of or skill in the tasks performed by subordinates
- Referent Power
- Power that results from characteristics that command subordinates' identification with respect and admiration for, and desire to emulate the leader.

Empowerment

- The giving or delegation of power, authority
- Empowerment is the process of enabling or authorizing an individual to think, behave, take action and control work and decision making in autonomous ways.
- Empowering employees works because total power in the organization seems to increase. Everyone has to say and hence contributes more to organizational goals.

Personal Characteristics of Leaders

Physical Characteristics:

- Energy
- Physical stamina

Intelligence and Ability:

- Intelligence, cognitive ability
- Knowledge
- Judgement, decisiveness

Personality:

- Self-Confidence
- Honesty & Integrity
- Enthusiasm
- Desire to lead
- Independence

Social Characteristics:

- Sociability, interpersonal skills
- Cooperativeness
- Ability to enlist cooperation Tact,
- Diplomacy

Work Related Characteristics:

- Achievement drive, desire to excel
- Conscientiousness in pursuit of goals
- Persistence against obstacles, tenacity

Social Background:

- Education
- Mobility

Effective leadership of the line managers requires leadership qualities in them. These qualities are to be visible by their actions in the context and circumstances of different situations. Line managers with effective leadership qualities a combination of some of the following qualities.

Leadership Qualities needed in line managers

- Future vision
- Integrity
- Self-Confidence
- Commitment
- Creativity
- Communication skill
- Enthusiasm
- Self awareness and adaptability
- Decision making capabilities
- Openness
- Ability to understand people
- Ability to inspire and motivate
- Business understanding
- Managing organizational change

Autocratic versus Democratic

Leaders Autocratic leader

- Leader who tends to centralize authority and rely on legitimate, reward and coercive power to manage subordinates.
- The autocratic leader or X leader's major task is to command or give orders and assume that people will follow. In this way, he gets things done fast. This does not mean that he creates an atmosphere of hostility or negativism but rather sureness of will.

Autocratic leader

- Instructions are given in detail with care and precision.
- Autocratic communication is essentially one-way with zero feedback which may result to misunderstanding and subsequent error.
- The leader does not know directly what the employees feel and think.
- Decisions and no feedback

Democratic leader

- Leader who delegates authority to others, encourages participation, and relies on expert and referent power to influence subordinates.
- Leaders invite the active participation of subordinates to share in decision-making process as much as possible. Primary concern: Develop group interrelationship as well as getting the job done.

Democratic leader

- communication is a two-way process.
- This requires patience and a great deal of energy on the part of the leader to stir the group into participating in planning and deciding so work may be accomplished effectively.

The following are some of the ways which demonstrate the importance of leadership for the achievement of the organizational excellence.

- Leaders are to clarify and communicate the vision and mission of the organization to the people.
- This vision and mission effectively provides employees with an understanding of the organizational direction and allows them to clearly understand their roles and responsibilities.
- Leaders communicate the policies and plans to the people of the organization.
- Leaders provide a structured approach. The structured approach is able to generate a plan of action that most effectively meets the organizational goals.
- The commitment and enthusiasm of leaders shape the common goals of the organization and provides inspiration and motivation for people to perform at a high level.
- Leaders provide encouragement to people for openly contributing and discussing new ideas in a positive environment and make use of their diverse experience and ideas to improve the organization.
- Leaders have an open and engaging relationship with the people. This relationship demonstrates that the people are valued as an integral part of the organization, creates a sense of ownership among people, and develops a closer alignment between individual and organizational objectives.
- Good leadership can help the organization remain focused during a time of crisis, reminding the people of their achievements and encourage them to set short term, achievable goals.