



Building and Developing leadership Skills for Effective People's Management

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Strong leadership is the backbone of any organization. Leaders create the vision, support the strategies, and are the catalyst for developing the individual bench strength to move the organization forward. Yet leadership can be an elusive characteristic, and developing leaders to their full potential remains one of the great challenges for organizations. Effective people management also one of the important skill set identified. The application of appropriate direction and support, involvement and valuing of employee input are seen as critical to success and a critical mistake if not practiced. The purpose of this paper is to present a review that how leadership skills are most necessary for effective people's management and how an individual can develop leadership skills.

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Introduction

In today's world of work, one of the most difficult tasks if a manager undertakes is directly managing people. Projects, task, spreadsheets, proposals, emails and the entire list of minor tasks are relatively easy responsibilities, when compared to managing and supervising those who report directly or indirectly to you. Answering the why question is easy. Projects, spreadsheets, etc., don't have emotions, moods, skills, troubles, or any of the myriad inherent psychological aptitudes people possess as man is the most ambivalent mammal. Managing and leading individual and teams take patience, practice and special skills. Knowing the ability, skills sets, technical familiarity and personal convictions of your direct and indirect reports is a huge factor in meeting with success or failure as a manager. People constantly change, making the task even harder for they are influenced by weather other people, families, co-workers, moods, depression, joy and any number of outside influences. As a manager and a leader you should be able to recognize these influencing factors and relationship changes they have on individuals and teams. Managing and leading individuals and teams take patience, practice and special skills.

According to Alan Caruba(2001), the survival and continue success of any business depends upon owners and managers having a combination of leadership savy, good judgment based on knowledge and information and a reasonable ability to steer a business in the right direction. It means that the success and failure of any business or any organization depends upon the leadership qualities of owner and managers, that how the managers sating the goals, in which manner they organize these goals and how they guided their subordinates so that the pre determined objectives of any organization can be achieve in an effective and efficient manner.

People management skills are important in all walks of life. Whether you're rich or poor, employed or unemployed, a corporate CEO or a plumber, strengthening these skills can help you live the life you desire. We all share some basic desire. We all have many of the same wants and desire. When you meet these needs of others, people tend to be very easy to get along with. With patience, practice and a willingness to understand people, you can develop strong people management skills. If a manager wants that their business climbs the ladder of success then he or she must have full knowledge and information about their products and services, about their customer, about their products market, about their rival organizations and must possess a reasonable ability to manage all the activities. It's no wonder effective managers are often sought after, for they have learned to use skills that brings out the best in their teams, regardless of the number of people they manage. Motivating and guiding employees to perform to their full potential is a tireless job. Mastering the art of using effective leadership skills is must if you plan to be successful at managing people.

What is Leadership:-

Leadership is a critical management skill. It is the ability to implement a plan, provide a direction and motivate a group of people towards a common goals and objectives. At its most elementary level, leadership means that one person influence another, give direction, provides framework of activities and motivations. Authentic leaders inspire trust in their teams. The function of leadership include stating basic values, announcing goals, organizing resources, reducing tensions between individuals, cheating coalitions and encouraging better performance. It's vital for leaders to know how to inspire passion and confidence in the people that they are leading. When people work alongside a truly authentic leader, they'll often give their whole hearts and minds to the cause. In these situations, a spirit of teamwork and loyalty can spread throughout an organization, resulting in higher morale and greater productivity. The basic functions of leadership in organizations are iterative and overlapped at execution process.

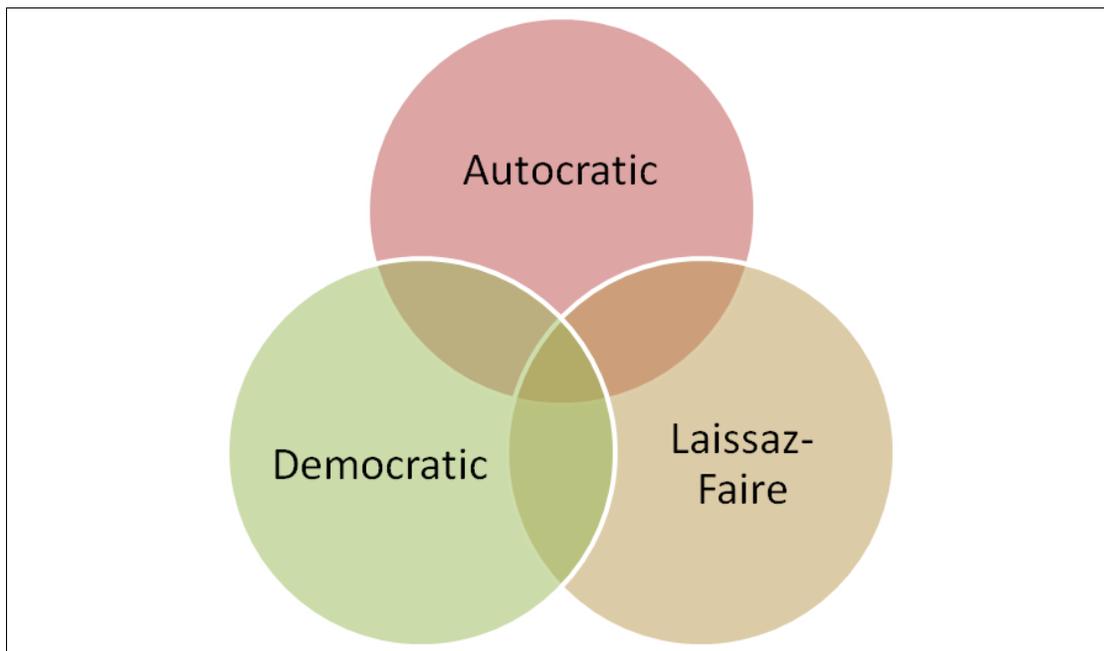
Difference between Management and leadership:-

There is a difference between management and leadership. Management is about getting things done through others. Managers organize human and physical resources to achieve business aims and objectives. . Leadership is about influencing, motivating and inspiring people. It is about coaching and developing people, treating them with respect but challenging them. Leaders seek to create strong teams, with people committed to the organization's overall goals. The process of managing starts with the target or objective to be achieved. A manager must decide on the appropriate approach for reaching that target. The manager then needs to communicate this approach clearly to his or her team and to allocate tasks to each team member. Task allocation and delegation of responsibility is part of the management function. However, other factors will also have an influence on whether the target is achieved, including the task in hand, the skills of the team and the style of leadership. The style of leadership can vary depending on the task. Some managers allow teams to take charge of their own decision-making for many tasks. Team

leaders will set the objectives but empower team members to decide how these objectives are achieved. This has several advantages. It helps to motivate individuals in the team and it draws on the expertise of the members of the team.

Leadership Styles:-

The business writers Tannenbaum and Schmidt categorized different leadership styles. They suggested that leadership styles could be explained on a scale ranging from 'autocratic' through democratic' to 'laissez-faire'.



1.1 Autocratic:

The autocratic or authoritarian style is characterized by an 'I tell' philosophy. Autocratic leaders tell their staff what to do. This can give a business clear direction but it may also lead managers to undervalue or ignore input from their teams.

1.1.1 Autocratic Leaders at Workplace

On the down side, several studies suggest that organizations with many autocratic leaders have higher turnover and absenteeism than other organizations. With today's emphasis on joint decision making and empowerment, employees just entering the workforce will be highly resistant to this management style.

So the autocratic leadership style should not be used when you want to get your employees engaged in the decision-making process. Autocratic leaders are also not effective in situations where your employees might become resentful or fearful.

Finally, if your company is struggling with low morale, or is interested in building employee relationships, then an autocratic leadership style will only make the work environment worse. The primary problem with autocratic leadership style is that workers are made aware of what to do, but not why. This may lead to: low employee morale and workers following leader directions lose initiative and avoid responsibility for any errors.

At the same time, an autocratic approach is appropriate in some situations. It is valuable when the business faces a crisis or when an urgent problem arises that requires an immediate response.

1.1.2 Examples of Autocratic Leaders

Providing examples of authoritative leaders is not always easy. That's because in various situations this same leader may have exhibited a different style. We have three examples of authoritative leaders, and we'll explain how, and when, they were exhibiting this particular style:

1.1.3 Bill Gates

We're starting out with Bill Gates because this style exemplifies his leadership abilities. As is the case with many CEOs, Bill Gates was able to successfully move Microsoft in the direction he saw the industry going.

Even though Mr. Gates eventually removed himself from some of the daily operations of Microsoft, he was still thought of as an industry visionary - an authority. The personal computer is playing a greater role in America, and Bill Gates has done much to further its advancement. He had a vision, he told the world, and he aligned the resources of Microsoft with that vision.

1.1.4 John F. Kennedy

One of the many things that John F. Kennedy is remembered for is his vision concerning the United State's space program. On September 12, 1962, while speaking at Rice University, President Kennedy said:

"We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win..."

He then went on to talk about "metal alloys that had not yet been invented" that are "capable of standing heat and stresses several times more than have ever been experienced." He had a vision of sending a man to the moon and back safely. He even explained how it was going to be accomplished. John F. Kennedy was exhibiting an authoritative leadership style that mobilized the resources of an entire nation towards this single goal.

1.1.5 Martin Luther King Jr.

Our final example of an authoritative leader is Dr. Martin Luther King Jr. He is another great leader that was able to mobilize a nation towards a vision. Here is how Dr. King expressed this vision:

"So I say to you, my friends, that even though we must face the difficulties of today and tomorrow, I still have a dream. It is a dream deeply rooted in the American dream that one day this nation will rise up and live out the true meaning of its creed - we hold these truths to be self-evident, that all men are created equal."

And during this same "I have a dream" speech, Dr. King explained the exact path to this freedom:

"Let us not seek to satisfy our thirst for freedom by drinking from the cup of bitterness and hatred. We must forever conduct our struggle on the high plane of dignity and discipline."

He was speaking with authority, he knew what the future could look like, and he needed his followers to understand how he wanted to achieve this vision. During this speech, he exemplified the "come with me" characteristic associated with authoritative leaders.

1.1.6 Steve Jobs

Steve Job's leadership is autocratic style, because he centralizes the authority, he never given a chance to subordinate to involving decision making. He thinks that whatever he do is right.

1.1.7 Adolf Hitler

Hitler ruled the NSDAP autocratically asserting the leader principle. The principle relied on absolute obedience of all subordinates to their superiors. Hitler's leadership style was to give contradictory orders to his subordinates and to place them into positions where their duties and responsibilities overlapped with those of others to have the stronger one to do the job.

1.2 Democratic

Managers adopting an 'I consult' approach will seek the opinions of subordinates before taking a decision. 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 blame will be shared by all the group members.

1.2.1 Democratic Leaders at Workplace

There is an active participation in decision making by each and every employee to ensure greater productivity and satisfaction. It will help to develop a greater sense of self esteem among workers, due to importance given to their ideas and their contributions. Workers become more committed to changes that may be brought about by policy changes, since they themselves participated in bringing about changes. Finally the morale of the employees is increased at workplace.

But in reality, this particular style seems to have only academic interest. In practice, the style may not work. Neither the leader has large heart to share authority with others. Nor the subordinates have physical and mental preparedness to take part in decision making. Where both these are possible, decision-making is likely to get delayed.

1.2.2 Examples of Democratic Leaders

1.2.3 Jack Welch

Jack Welch is the legendary retired CEO of General Electric. Welch lived by the principle of setting an example of the behavior he hoped to reproduce in his team. Welch wanted to persuade his associates to be energetic and to inspire others to be energetic. Welch himself constantly displayed energy in his own behavior and translated that energy into the ability to execute. Welch was an expert at using communication and motivation to demonstrate his own energy. Welch proactively looked for ways to make his presence felt. He made a regular practice of sending handwritten notes not only to the people who reported directly to him, but also to hourly workers throughout GE. He wrote the intimate and spontaneous notes with his black felt-tip pen on his chairman's stationery.

The moment he finished the note, it was faxed to the recipient and the original would soon be in that person's hands. By doing this he was able to demonstrate his willingness and commitment to invest his personal energy in those he needed to persuade to follow his example.

1.2.4 Mr. N.R Narayan Murthy

Mr. Narayan Murthy was born in a middle class family in Siddalghat in Karnataka, His father inculcated importance of determination, discipline and good values. Since childhood he had a very good academic record. At present he is the Chairman of Infosys. Present market capitalization of Rs. 60,000 crores Infosys started with Rs.10, 000.Mr. Narayan Murthy is

influenced by Mahatma Gandhi who 'walked his talk' and demonstrated by, Example He says he wants to be a doer and respects people who do things, rather than just talk. •His Underlying principle is that, you undertake to do something you are confident of and have the capability to do it. This helps to lay the foundation to build a healthy relationship. He also believes that it is better to have a small part of a large, growing pie; than a large part of small shrinking one. Before starting Infosys this visionary got together with 6 professionals and wanted to start have India's first software company of the professionals, for the professionals, by the professionals, and because of his farsightedness Infosys has come this far and proved to be a winner Thus Narayana Murthy is honestly awe-inspiring role model for the professionals.

Narayana Murthy's views on Employees:

- 1 The trust of employees is the most important ingredient for successful leadership.
- 2 To gain the trust of people, there is no more powerful leadership style than leadership by example. The world respects performance and action, not rhetoric.
- 3 It is better to obsolete our own innovations, rather than allowing our competitors to do it.

1.2.5 Indra Nooyi

Indra Nooyi is the CEO of PepsiCo. In an interview with CNBC, she said:

"Leadership is hard to define and good leadership even harder. But if you can get people to follow you to the ends of the earth, you are a great leader. As a leader, I am tough on myself and I raise the standard for everybody; however, I am very caring because I want people to excel at what they are doing so that they can aspire to be me in the future."

Nooyi is fully aware of the company's bottom line but she is also focused on operating a business that has a positive impact on society. Not long after she was named CEO of PepsiCo, she established the corporate mission, "Performance with Purpose."

This approach includes three components: human sustainability (an increase in the nutrition of products), environmental sustainability (operating responsibly), and workforce development (creating a place where employees feel they can maintain both a job and a life).

By Howard Schulz, president and CEO of Starbucks coffee company:

“As someone who has always aspired to build a company committed to its people and to the world, I admire her determination to achieve sustainability at an established company like PepsiCo. And I believe that all socially responsible companies could learn from Indra Nooyi's style of leadership.”

1.2.6 Dwight D. Eisenhower

As a military leader, Eisenhower was faced with the difficult task of getting the alliance forces to agree on a common strategy. Eisenhower labored hard to make sure everyone worked together to come to a common understanding. This was one of his greatest achievements.

1.3 Laissez faire

A laissez-faire manager takes a ‘hands-off’ approach and trusts teams to take appropriate decisions or actions with broad agreed boundaries. He is represented by the chairmen 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 problems.

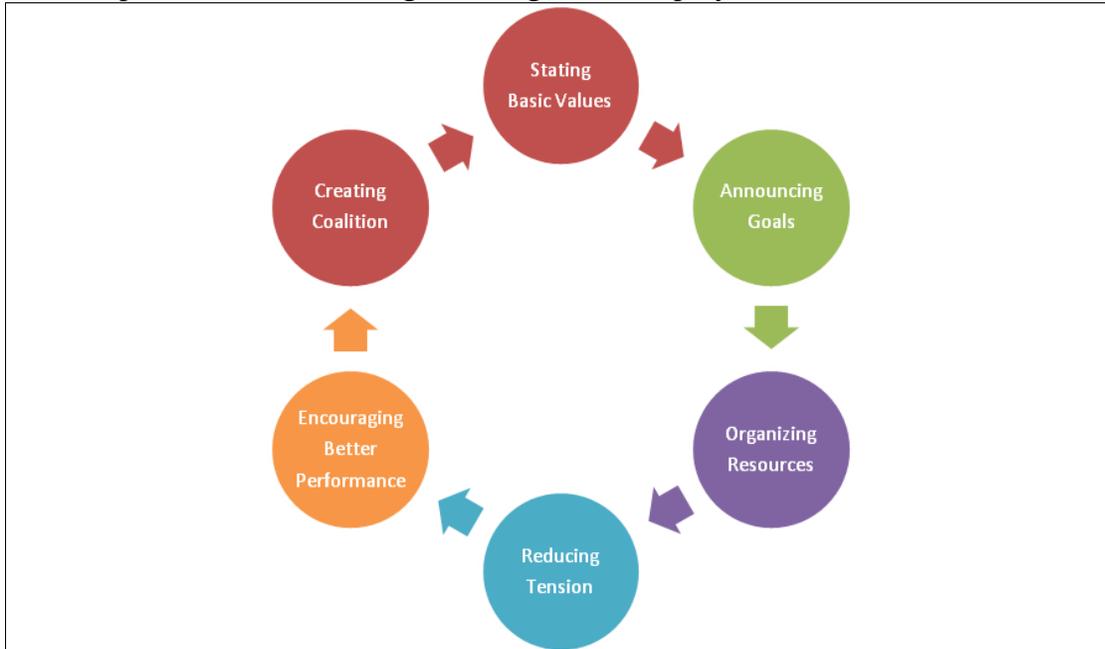
1.3.1 Laissez faire Leaders at Workplace

This type of leadership is evident in research laboratories where the scientists are fairly free to conduct their research and make their decisions. Similarly, in college, the principal does not interfere in the faculty teaching methods, but only assigns the courses to be taught. From then onwards, the faculty members are free to decide about the method of teaching, books to recommend and various teaching aids to be used. It creates an environment of freedom, individuality as well as team spirit. With a free and informal work environment, it is highly conducive to creative work. It is very suitable where people are highly motivated and achievement oriented.

On the negative side it may be stated that the leader abdicates leadership role because of his or her own incompetence, the fear of failure, or the perceived social cost of ostracisation by the workgroup.

Overlapping functions of leadership:-

The result of effective and efficient leadership in an organization resulted in greater productivity as better performances are being encouraged and employees motivated.



Attributes of Leadership:-

Regardless of your position and management theory applied in your organization, the following attributes are required of every leader or manager aspiring to improve his/her people management skills.

1. Be true to your ethics and principles.
2. Pursue your goals and help others do the same.
3. Generate innovative and productive ideas.
4. Consider the present and the upcoming.
5. Acknowledge existing and rising opportunities / risks.
6. Effectively communicate actions that will play a part to individual and organizational success.
7. Monitor the organization and inspire others to execute effectively and efficiently.
8. Bring out leadership from everyone in the organization.
9. Empower others by decentralizing power.
10. Keep on succeeding and helping others to do the same through motivation and encouragement in whichever way seem feasible and appropriate for your organization.

How Do You Develop Leadership skills:-

Leadership isn't just for leaders anymore. Top companies are beginning to understand that sustaining peak performance requires a commitment to developing leaders at all levels. Management experts Drs. Paul Hersey and Kenneth Blanchard have defined leadership as "working with and through others to achieve objectives." To meet the demands of today's fast-paced and competitive business environment, people at all levels are being asked to step up and assume leadership behaviors. As retired Harvard Business School Professor John P. Kotter explains in the Summer 2004 issue of *strategy+business*, this means we must "create 100 million new leaders" throughout society.

In the modern age good leaders are an enabling force, helping people and organizations to perform and develop, which implies that a sophisticated alignment be achieved - of people's needs, and the aims of the organization. Effective leadership does not necessarily require great technical or intellectual capacity. These attributes might help, but they are not pivotal.

If you desire to lead a passion-filled life wherein you are a positive influence to everyone, you will enjoy incorporating the following practices to assist you in consistently living your life as a conscious and strong LEADER.

- Great leaders are great listeners: Being a charismatic leader means not only to delegate work, but also to have excellent listening skills. If team members are talking to you about their problems and worries or are suggesting you improvements you should listen carefully and try to suggest alternatives, or implement their suggestions. It is very important that you take subordinates seriously and make them feel to be an important part of the department.
- Communication skills: Effective communication helps you to motivate your followers as well as to delegate your work more efficient. Keep attention that you phrase your visions and goals in a positive and motivating way. Every great leader that knows exactly how to develop leadership skills has developed communication skills over the time, which enabled him to gain lots of followers.
- Have a focus on your team: Don't constrain your employees by being a choleric boss that only delegates work and controls his staff excessively. Instead you should enable your subordinates to develop their own solutions in order to reach cooperative objectives. Involve them into the decision making process on certain projects and issues. It is important to let every single person know that it is an important part of the team. By trusting your subordinates you will enhance their motivation, which will be beneficial for the performance of your department.

- Be positive: Don't waste your time blaming subordinates for mistakes and telling them whole the time what they are doing wrong. This behavior will only cause demonization and anxiety within the team. A charismatic leader knows that mistakes can't be avoided sometimes. Therefore you should create an environment of trust and supports subordinates in finding solutions for their mistakes. Furthermore you should encourage them to learn out of their mistakes and enable them to avoid similar mistakes in the future.
- Develop self control: Another very important key to develop leadership skills is the ability to have control over yourself in any kind of situation. You will see that self control is an essential part of an excellent leader, since a person will not be able to lead and control its employees and team members when this person cannot even control itself. Or would you wholeheartedly follow a leader that is lacking self control and could possibly lead you into problematic situations?
- Have a vision: An essential thing to develop leadership characteristics is to know exactly where you are heading. A clear vision that includes all your values, passions and desires and points the way to specific goals and aims. Communicate this vision to your followers and let them exactly know what kind of objectives they are going to pursue.
- The power of emotions: An intelligent leader knows how to create emotional bonds between himself and his followers. Such a leader combines strong emotions with his visions and makes others feel his emotions as well.
- Appreciation: Everyone of us loves it to get appreciation for something we did really well. An excellent leader knows of this fact and appreciates good work in order to raise the motivation of his subordinates to a even more advanced level.

Conclusion:-

A manager is like a conductor initiating every move so that every member of the orchestra produces the desired sound for a cohesive outcome- symphonic music. How well the music sounds depend on the energy, leadership skills of the maestro. Since management is “getting things done effectively through others”, people management and leadership skills are vital to achieving success. A leader can also be a Sunday school teacher, a scout leader, a community leader, a charity organizer, a person in middle management, or a shift worker. The leadership position can be an official one, or one that develops naturally due to the situation, or one that's due to innate abilities.

This paper details how an individual can build their leadership quality. This would enhance the entrepreneurial and leadership skills of a manager besides motivating employees to achieve the desired results effectively. The key however is execution with consistency. After all, employees are only as good as the manager leading them.

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