



LEADERSHIP SKILLS & STYLES: ENBLING FACTOR FOR MAKING AN ORGANIZATION SUCCESSFUL

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Abstract

Leaders help themselves and others to do the right things. They show direction, build an inspiring vision, and create something new. Leadership is about knowing & showing others where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring. Leadership is conceived as a process where one or more persons influence a group of person to move into a certain direction. The word 'leadership' has been used in various aspects of human Endeavour such as politics, business, academics and social works, But the degree to which the individual exhibits leadership traits depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. So there is no one particular style or way to lead others but it may vary as per situation as well as the team one has to lead to.

The extent to which members of the organization contribute in generating fruitful results by using the resources of an organization equally depends on how well the managers or leaders of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders.

This paper put focus on an organizations ability to introduce successful leaders who will enable its people to be more committed towards its goals thus providing it an edge & proving it to be a successful organization. For this, various Skills/ qualities as well as the leadership styles adopted by various business personnel have been suggested in this paper. That has been taken from various secondary sources.

Keywords: Leadership, Mantra of successful organization, Leadership skills/ qualities, Styles of leadership.

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Introduction

Leader is the one who leads. Leaders are people who do the right thing; managers are people who do things right.

“The best way to have a good idea is to have a lot of ideas.” — Dr. Linus Pauling (Two times winner of the Nobel Prize).

Leaders play an important role in extracting the best out of employees and making them stick to the organization for a longer duration. They determine values, culture, change tolerance and employee motivation. They shape institutional strategies including their execution and effectiveness. An organization which wants to grow, must offer its people a positive leader who will serve them as a guide, a mentor, a friend & a philosopher as & when required, so that its people can concentrate on their work rather than interfering in each other's work.

Leadership has a direct cause and effect relationship upon organizations and their success. An organization is said to have a strong Industrial Relations when the employees follow its rules and regulations and adhere to the existing guidelines, overall discipline. An Organization is said to be a successful organization if it is able to establish Co-relation between its employees & management. It can be done only when its people at the top-most level are concerned about the welfare of its employees & at the same time they are concerned about the accomplishment of its objectives. A good leader is one who works:

- To bring people and organizations together to work on common issues;
- To facilitate the work of the groups that are formed;
- And to support those who took on responsibility for the work.

As a healthy work culture leads to satisfied employees and an increased productivity, this takes an organization towards success. So, an organization must have the leaders who will take the organization as a whole, they need to be peoples' person.

1. QUALITIES/CHARACTERISTICS OF SUCCESSFUL LEADERS THAT DIFFERENTIATE THEM FROM OTHERS IN THE PROCESS OF MAKING THEIR ORGANIZATION SUCCESSFUL:

It is leaders who make things happen. It is leaders who have a vision, take initiative, influence people, make proposals, organize logistics, solve problems, follow-up, and - most of all - take responsibility. One *can* develop a team of leaders around him.

Leadership doesn't have to be a lonely business. For this, people can be trained to competently share the responsibilities, vision, and commitment to actuate mission. Successful leaders share the following characteristics:

- 1.1 Mission:** Mission is why the organization exists. A successful leader has a well thought out (generally in written form) mission describing the purpose of the organization. That purpose needs to be descriptive, clear and understandable. Every employee in the organization should be able to identify with the mission and strive to achieve it.
- 1.2 Vision:** Vision is where one wants its organization to be. A vision needs to be abstract enough to encourage & influence its people to imagine it and it should be concrete enough for its followers to visualize it, understand it and to be willing to climb onboard to accomplish it.
- 1.3 Goal:** Goal is the final destination an organization is stepping for. It is all about how it is going to achieve its mission and realize its vision and how it will measure its progress. Like a making effort to realize vision, goals need to be operational; that is specific and measurable. So, it is the responsibility of a good leader to encourage its team to work for the accomplishment of the goals of its organization.
- 1.4 Competency:** A good leader is seen by its advisors, stakeholders, employees, and the public as being an expert in his/ her field or an expert in leadership. Unless the constituents see a manager as highly credentialed and capable of leading an organization to success, it will be very difficult for a manager to be as respected, admired, or followed as a successful leader.
- 1.5 Team spirit:** It is very rare that an executive possess all of the skills and abilities necessary to demonstrate total mastery of every requisite area within the organization. A good leader is one who knows how to work in a team as well as individually; he should also influence its people to be teams' person. A wise leader assembles effective teams of experienced, credentialed, and capable individuals who can supplement any voids in the leader's skill set. This ability is what sets leaders apart from others.
- 1.6 Approachable:** A manager can be a good leader if he is approachable, even with bad news. He or she has to be very calm when it comes to providing feedback or giving decisions. There's an evenness and steadiness that gives those who must approach him or her confidence that they won't be yelled at or blamed unnecessarily. At the heart of approachability is a willingness to listen first, before reacting to a particular piece of news.

- 1.7 **Authentic:** A leader needs to be the same person on the surface as they are deep inside. People in an organization can smell a rat, which often takes the form of a leader pretending to be the one when at work, he/she isn't.
- 1.8 **Communication skills/ interpersonal skills:** Some says it is the knowledge that will make one successful but unless and until one knows how to convert this knowledge into meaningful sentences enabling the world to grab the same meaning as one has its import in mind; it is what makes the difference. It does little good to have a strong mission, vision, and goals--and even a solid budget--if the executive cannot easily and effectively convey his ideas to the stakeholders inside and outside of the organization, it becomes irrelevant and ineffective.
- 1.9 **Replace 'Try To' with 'Can Do':** Earlier, it was believed that one must try, but now it is believed that those who just try may keep on trying and may not ever reach near the result; so, instead of saying 'try to' one must have the attitude of 'can do', because this will fill a person with zeal and enthusiasm & thus with this enthusiasm & energy, half of the work is quickly done; once, one starts doing something with dedication and commitment. When employees see that their superior can lead and direct, and he/she has a clear vision and attainable goals, and is able to actually gain results in timely and effective manner, then that person's credibility is established and enhanced throughout the organization.

2. IMPACT OF VARIOUS LEADERSHIP SHIP STYLES- MAKING AN ORGANIZATION SUCCESSFUL

The old model of one leader on top, with many followers at the bottom, isn't workable anymore. That is why leadership development should be a central activity for any leader.

According to John Gardner, in *On Leadership*, "Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers."

If we accept that definition, then leadership style is the way in which that process is carried out. Leadership styles have significant effects not only in small businesses but also in the world's largest corporations. These styles affect everyone from senior management to the newest colleague intern. They create

the corporate culture that influences the organization and its performance. There are a number of theories about leadership style, many involving a continuum - two opposite styles with a number of intermediate stops between them. This paper throws light on the impact of various leadership styles on the organizational productivity/ performance as follows:

2.1 The Autocratic Leadership Style: Autocratic leaders are leaders with classic approach when it comes to lead others. They are typically “do as I say” types. Basically, these leaders are inexperienced as leaders as leadership is thrust upon them in the form of a new position or assignment that involves people management.

2.1.1 Impact of Autocratic leadership on organizational performance:

Autocratic leaders often leave fear and mistrust in their wake. Others in the organization tend to copy their protection of their position, and their distrust of others' ideas and motives. **Being very rigid in their approach,** Autocratic leaders do not allow their employees to give their opinion, so in that case they can damage an organization irreparably as they force their ‘followers’ to execute strategies and services in a very narrow way based upon a subjective idea of what success looks like to them as expected by their leader. They don’t motivate their workforce at all so the commitment, creativity and innovation are typically eliminated by autocratic leadership.

2.1.2 At its best, autocratic leadership provides a stable and secure work environment and decisive, effective direction. All too often, however, this leadership kills initiative, sharing of new ideas, and the individual and group development of staff members who work like stereotypes for predictability of a highly structured, hierarchical environment where everyone knows exactly what he's supposed to do, and follows orders without question.

2.2 The Bureaucratic Leadership Style: An autocrat doesn’t require a bureaucracy, but the autocrat and the bureaucracy go together like hand and glove. Bureaucratic leaders create, and rely on, policy to achieve organizational objectives. Policies help in executing the strategies, meeting the objectives and deriving outcomes. Bureaucratic leaders are most comfortable relying on a stated policy in order to convince followers to get on board. In doing so, they deliver a direct message that policy dictates the direction. They are usually strongly committed to procedures and processes

instead of keeping people in the centre-stage and, as a result, they may appear aloof and highly change averse.

2.2.1 Impact of Bureaucratic leadership on organizational performance:

The general problem with this style of leadership is that letting policies to lead creates at times an uncontrollable damage. Bureaucrats are seen prone to ignoring leadership's greatest benefits that of motivating and developing people. The general risk with this style of leadership is the perception that policies come before people, and opposition or objection or complaints against that approach are usually met with resistance or disinterest. Policies are nowhere in themselves destructive, but thoughtlessly developed and blindly implemented policies can demotivate employees and frustrate desired outcomes. The central problem here is similar to the one associated with autocratic leaders. Both styles fail to motivate people and have little impact on people development.

2.3 The Managerial Style of Leadership: The leader who portrays himself/herself as a manager is concerned primarily with the running of the organization. Managerial Leaders pay attention to relationships with and among staff members, along with paying attention to the service of keeping things running smoothly. As per the basic requirements for stability of the organization, the main focus may be on funding, on strengthening the organization's systems and infrastructure, reviewing the policies, positions, equipment, etc., and also on the smooth running of day-to-day operations.

2.3.1 Impact of Managerial Style on organizational performance: Good managers try to foster friendly relationships with and among staff, because they make the organization work better. Staff members don't have to worry about ambiguity, or about whether they'll get paid. As long as oversight is relatively civil - no screaming at people, and no setting staff members against one another. A good management without a clear vision creates an organization with no sense of purpose. The organization may simply act to maintain and support the status quo, doing what it has always done in order to keep things running smoothly.

2.4 Democratic. A democratic leader is always a people's person. He understands that there is no organization without its people. He takes his people along while performing all tasks in the organization. He respects the ideas & views put forward by his team, consults them in decision-making. However, he sees the ultimate responsibility for decision-making as his own. It allows everyone to express opinions about how things should be done, and where the organization should go.

2.4.1 Impact of Democratic Style on organizational performance: Democratic leadership places emphasis on equality & encourages harmony and good

relationships throughout the organization. It helps people to feel themselves valued when their opinions are solicited, and even more so if those opinions are incorporated into a final decision or policy.

2.5 The Charismatic Style of Leadership: The Charismatic Leader gathers followers through dint of personality and charm, rather than any form of external power or authority. They pay much attention to the person they are talking to at any one moment, making that person feel like they are, for that time, the most important person in the world. They will gain trust from their followers through visible self-sacrifice and taking personal risks. This shows the followers that they are very passionate about their vision and they will make personal sacrifices in an effort to attain goals for the organization as a whole. As a result, this leadership type has traditionally been one of the most valued. Charismatic leadership provides fertile ground for creativity and innovation, and is often highly motivational.

2.5.1 Impact of Charismatic Leaders on Organizational Performance: This type of leadership is sensational. The significant problem associated with this leadership is that people follow these leaders out of their liking and their pleasant personality traits. They are prone to weigh heavily on people-affiliation and expect work/operation to be self-operative, needing little attention from them. In other words, their leadership is based upon the strength of their personality. As a result, charismatic leadership usually eliminates other competing, strong personalities. They can easily influence people to follow them, so they may use their impact on others in a constructive way & help an organization succeed.

2.6 Situational: The theory of Situational leadership suggests that successful leaders don't stick to one single style of leadership. They constantly adapt by adopting different styles for different situations or outcomes. The concept of situational leadership gives experienced leaders the freedom to choose from a variety of leadership iterations. Problems arise, however, when the wrong style is applied without proper thought (inelegantly).

2.6.1 Impact of Situational Leaders on Organizational Performance: This style of leadership can prove to be fruitful in most of the situations subject to the condition that the style of leadership is chosen very carefully. As situational leadership can represent a useful framework for leaders to test and develop different styles for various situations with an eye towards fine-tuning leadership results. Situational leadership, however, is most effective when leaders choose more effective styles like charismatic, transactional, and transformational.

2.7 Transactional: *The approach emphasizes getting things done within the umbrella of the status quo; almost in opposition to the goals of the transformational leadership. It's considered to be a "by the book" approach in which the person works within the rules.* Transactional leaders are always willing to give you something in return for following them. It can be any number of things including a good performance review, a raise, a promotion, new responsibilities or a desired change in duties. The problem with transactional leaders is high accent on expectations.

2.7.1 Effect of Transactional Leaders on Organizational Performance:

One of the benefits of this style of leadership is that it helps in raising the morale of employees by providing a continuous motivational support. Transactional leaders sometimes display the traits or behaviours of charismatic leaders and can be quite effective in many circumstances while creating motivated players. They are adept at making deals that motivate and this can prove beneficial to an organization. The issue then is simply one of sustainability.

2.8 Transformational Leadership: The primary focus of Transformational leaders is to change those they lead. They seek to make change happen in:

- a) Own Self,
- b) Others,
- c) Groups, and
- d) Organizations

2.8.1 Effect of Transactional Leaders on Organizational Performance:

Under the guidance of Transformational leaders, the followers are given the chance to change, transform and, in the process, develop themselves as contributors. Thus it has achieved organizationally the best leadership outcome since transformational leaders develop people. The transformational style requires a number of different skills and is closely associated with two other leadership styles: charismatic and visionary leadership.

Conclusion

After examining the above different leadership styles, it can be said that an organization can run smoothly only when it has a competent work force & that too encouraged & motivated in a constructive way. It can be done only if it has good rather best leaders, as they are the pillars of an organization upon which the stability of



organization depends and stays. If an organization has leaders with strong convincing & motivational powers, it can lead the market easily, but if the leaders are not leading their teams in the desired way, then no organization in the world could survive for long. So, the leaders must choose their style of leading others very carefully. As leadership style is the way in which a leader accomplishes his purposes. It can have profound effects on an organization and its staff members, and can determine whether the organization is effective or not.

Leadership style depends on the leader's and organization's conception of what leadership is, and on the leader's choice of leadership styles. Depending how those fit together, a leader might adopt one of a variety styles, each reflected in the way the organization operates and the way its staff members relate to one another.

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