LEADERSHIP

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Definitions on Leadership

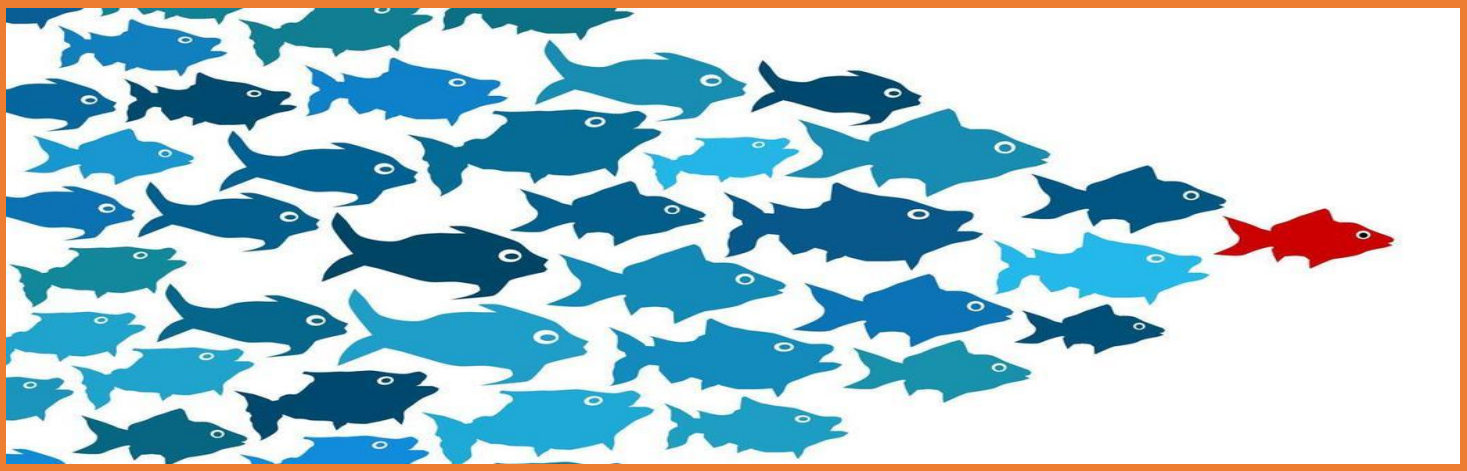
Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals.
Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done.
Leadership is seen as a process by which one individual influences others toward the attainment of group or organizational goals. It is a social influence process, which involves voluntary action on the part of followers and it is always purposeful and goal-oriented. Leadership deals with influence and is not the same as management, which includes planning, organizing, staffing, directing and controlling.

Leadership has also been studied via the behavior approach. The behavior approach refocuses the interest from the traits to the leaders' behavior. Leaders' behavior becomes more important than their physical, mental or emotional traits. Ohio State University and the University of Michigan developed the two main studies of this approach in the late 1940s and 1950s. The studies have recognized two main behaviors: people-oriented and production-oriented behavior. According to the leader behavior approach, there are several behaviors that would be invariably effective for leaders, but empirical research does not show a strong relation between task-oriented or person-oriented leader behaviors and leader effectiveness.



Leadership is interpersonal influence, exercised in a situation, and directed, through
the communication process, toward the attainment of a specified goal or goals.
Leadership is not a person or a position.
It is a complex moral relationship between
people, based on trust, obligation, commitment, emotion, and a shared vision of the
good.
Leadership is that process in which one person sets the purpose or direction for one or
more other persons and gets them to move along together with him or her and with
each other in that direction with competence and full commitment.





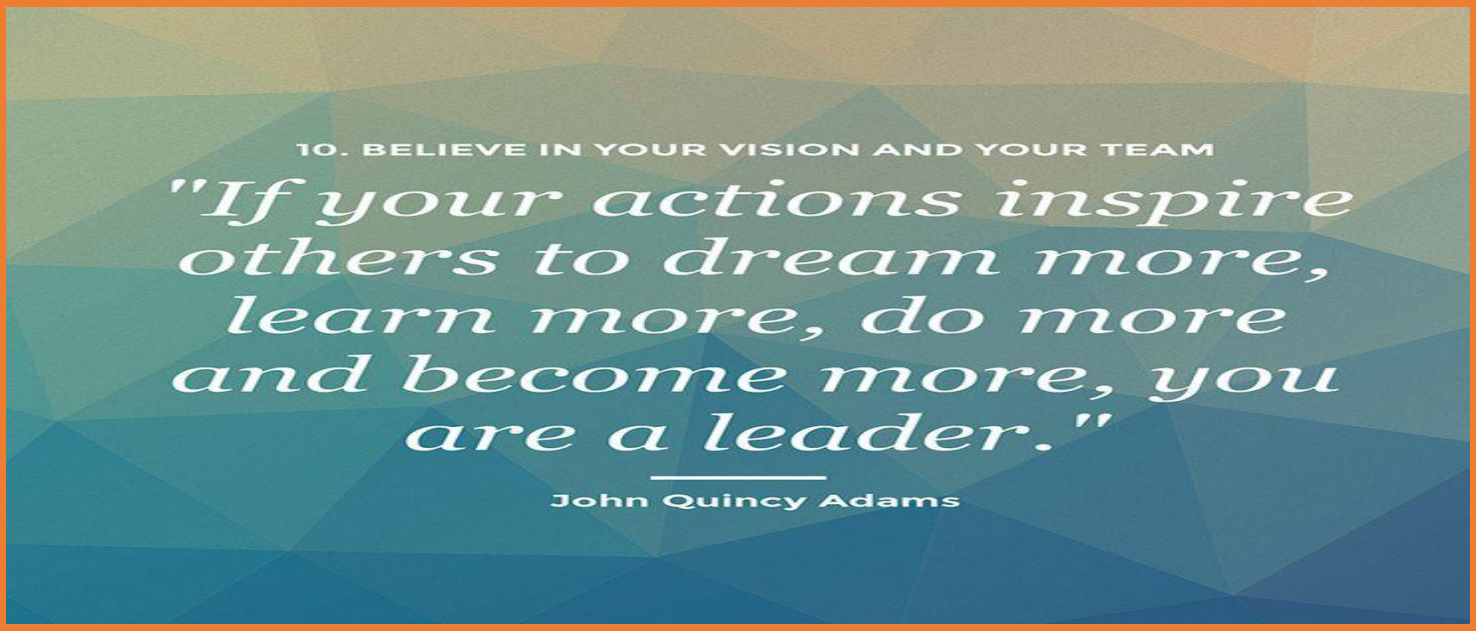
Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends.

Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project.

Leadership is the capacity to translate vision into reality.

Leadership is the lifting of a man's vision to higher sights, the raising of a man's performance to a higher standard, the building of a man's personality beyond its normal limitations.

Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.



Quotes on Leadership

Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out.
Ronald Reagan

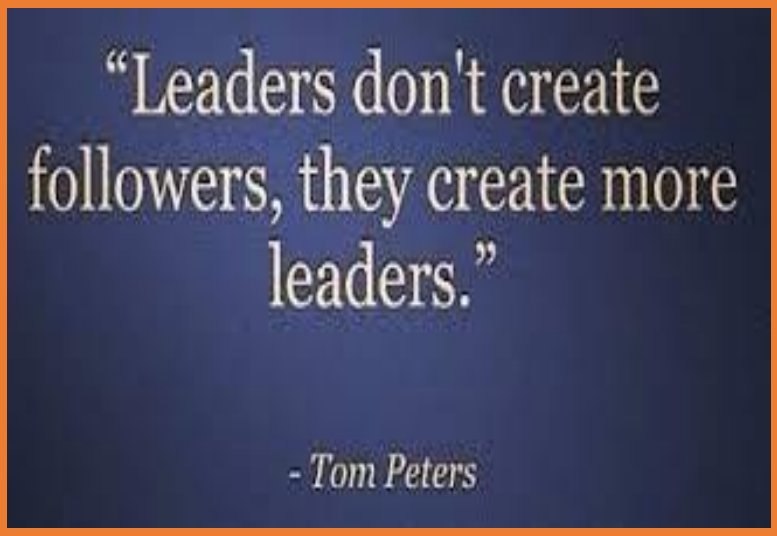
Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall .
Stephen R. Covey

Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.
Sam Walton

All of the great leaders have had one characteristic in common; it was the willingness to confront unequivocally the major anxiety of their people in their time.
This, and not much else, is the essence of leadership.
- John Kenneth Galbraith

I suppose leadership at one time meant muscles; but today it means getting along with people

Mohandas K. Gandhi



The task of the leader is to get his people from where they are to where they have not been."
- Henry Kissinger

"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand."
- General Colin Powell

Leadership can be thought of as a capacity to define oneself to others in a way that
clarifies and expands a vision of the future"
- Edwin H. Friedman



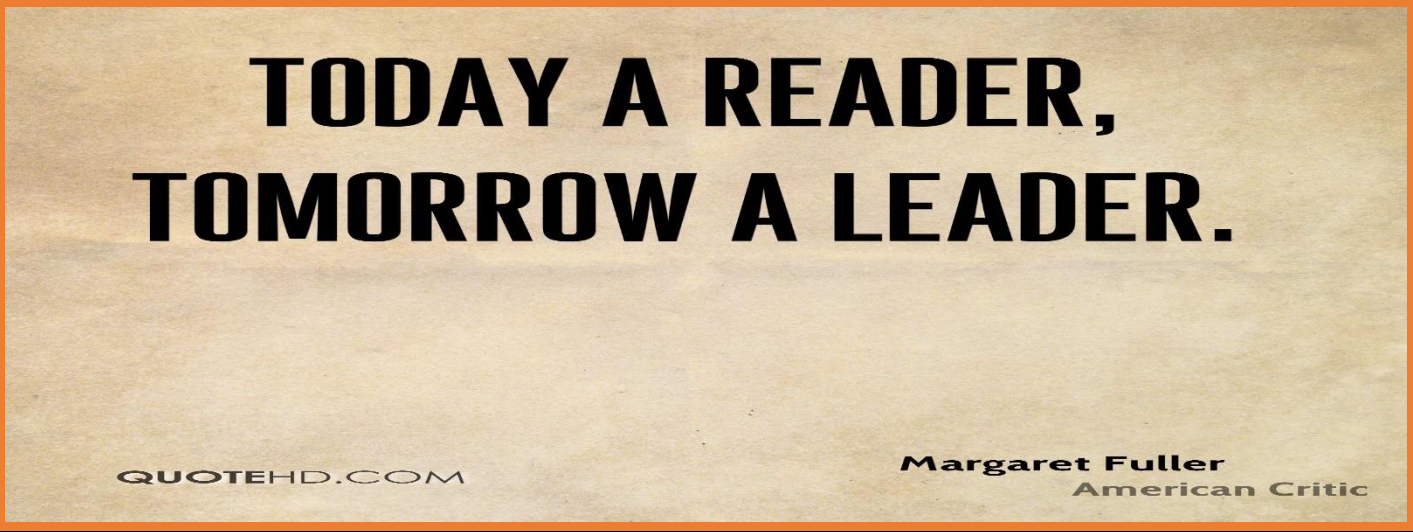


Most important, leaders can conceive and articulate goals that lift people out of their petty preoccupations and unite them in pursuit of objectives worthy of their best efforts.
John Gardner

Leadership involves finding a parade and getting in front of it.
John Naisbitt

The key to successful leadership today is influence, not authority.
Kenneth Blanchard

Leadership is not manifested by coercion, even against the resented. Greatness is not manifested by unlimited pragmatism, which places such a high premium on the end justifying any means and any measures.
Margaret Chase Smith



Characteristics of Successful and Effective Leadership

Early students of leadership examined great leaders throughout history, attempting to find traits that they shared. Among personality traits that they found were determination, emotional stability, diplomacy, self-confidence, personal integrity, originality, and creativity. Intellectual abilities included judgmental ability, knowledge, and verbal communication ability.

In addition, physical traits cannot be ignored, such as age, height, weight, and physical attractiveness.

It is not only inborn personality traits that are important but also styles and behaviors that a person learns. Strong autocratic leaders set their goals without considering the opinions of their followers, and then command their followers to execute their assigned tasks without question. Consultative leaders solicit the opinions and ideas of their followers in the goal-setting process but ultimately determine important goals and task assignments on their own. Democratic or participative leaders participate equally in the process with their followers and let the group make decisions.

Extremely laid-back leaders, so called laissez-faire leaders, let the group take whatever action its members feel is necessary .



Many students of leadership today believe that there is no one best way to lead, believing instead that appropriate leadership styles vary depending on situations. Fred Fiedler (1967), for instance, believes that a task-oriented leadership style is appropriate when the situation is either extremely favorable or extremely unfavorable to the leader.

A favorable situation exists when the relationship between the leader and followers is good, their tasks are well-defined, and the leader has strong power; when the opposite is true, an unfavorable situation exists. When the situation is moderately favorable, a people-oriented leadership style is appropriate. Some theorists suggest that situational factors—the type of task, nature of work groups, formal authority system, personality and maturity level of followers, experience, and ability of followers—are critical in determining the most effective leadership style. For instance, when followers are inexperienced and lack maturity and responsibility, the directive leadership style is effective; when followers are experienced and willing to take charge, supportive leadership is effective.





Following are some leadership characteristics that successful leaders demonstrate and develop through their own professional journey.
12 Characteristics of Successful and Effective Leadership :

12-1. Influence

Effective leaders are able to influence others to get things accomplished. They help others see what needs to be done and shows them the path forward. Anyone can be a leader – kids can be leaders. Did your mom ever say, “She’s a bad influence on you”?

That means that person influences your thoughts and behaviors – positive influence is what we’re going for. Leaders can influence us in ways that we sometimes are not even aware of.





12-2. Help Others See the BIG Picture

Leaders are big picture thinkers and can rise above the urgency of the day-to-day and understand things from a broad perspective. They see all the pieces to the puzzle and have the ability to share the importance of each piece with employees.

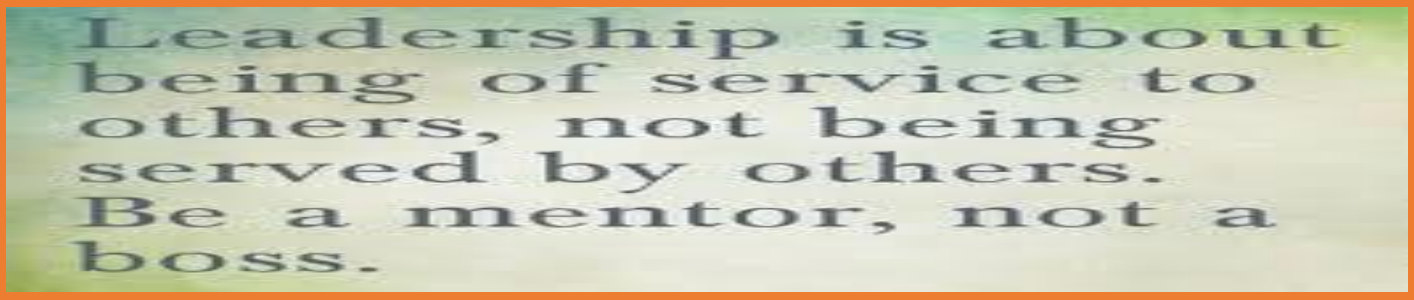
When leaders communicate the BIG picture they get people excited about where they're going and the process of getting there.

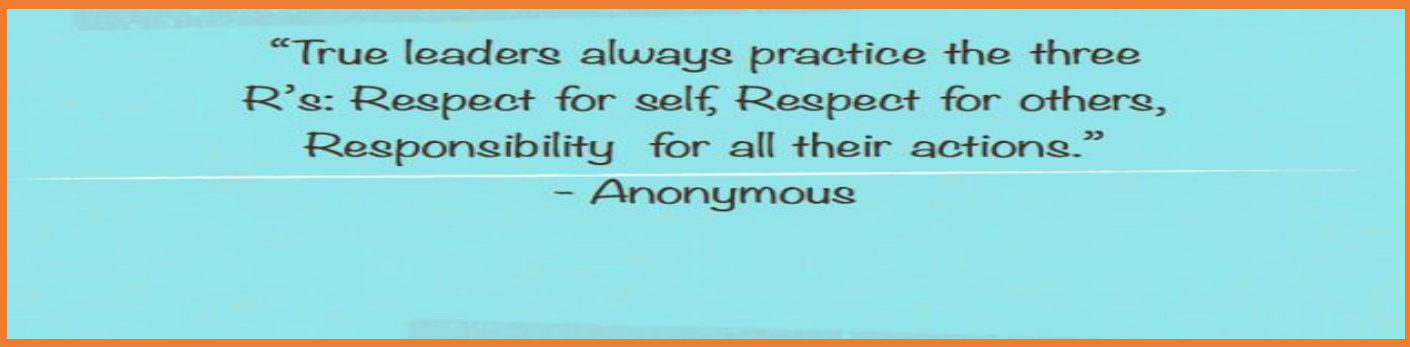
12-3. Gives Others the Benefit of the Doubt

Effective leaders always give others the benefit of the doubt and believe the best in people. A true leader first gathers all the facts before drawing final conclusions.

It's amazing how one-sided a situation can look, and how very different it seems, when you have all the information.

Take the time to ask questions and make sure you have all of the facts when dealing with employee issues. My husband always says there are three sides to every story. Make sure you know all the facts before making judgments.





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12-4. Credibility

Leaders have credibility with those they lead. What this means is a leader says what they mean and does what they say. They are the same no matter who they are around and are honest with their communications and interactions with others. Their personal integrity is the same whether they are at work or on the little league baseball field.

12-5. Teacher

Leaders are gifted teachers and master the art of coaching others in personal and professional development. They teach leadership principles and help others develop their own credibility.

They help others identify areas that can be improved and coach them on how to make those improvements.





12-6. Master Delegator

Leaders develop skills in others by delegating responsibilities. This includes allowing others to make mistakes and helping employees learn through the process.Making mistakes is the best way to learn and allowing others to learn from their own errors is an invaluable lesson.

12-7. Empower Others

Leaders are gifted at empowering (to enable or permit) others to take responsibility and risks. Taking chances is part of the development and learning process and people need to be comfortable taking risks and learning from mistakes.

12-8. Integrity

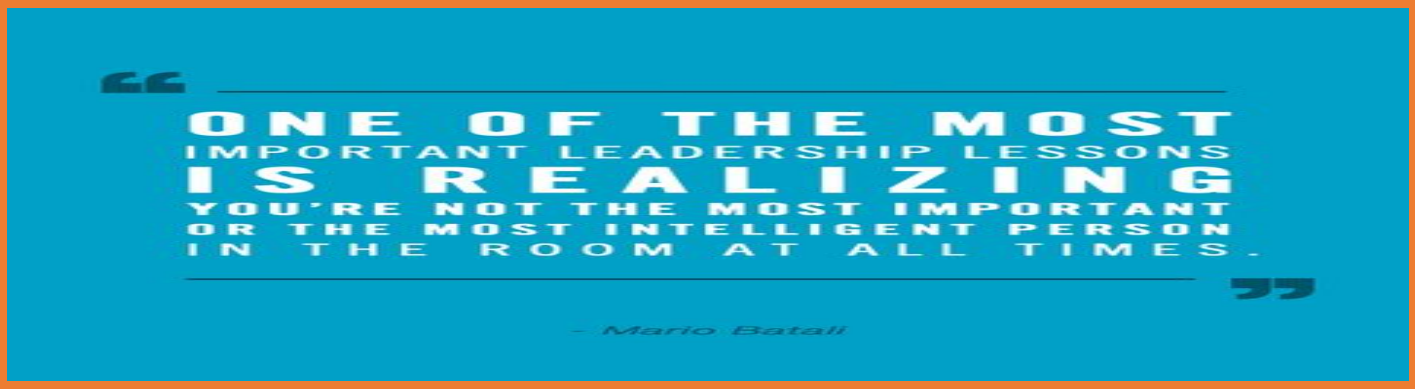
Leaders have a high level of integrity and adhere to honesty, moral and ethical principles. They demonstrate these behaviors to others and do it consistently.Their behaviors are the same regardless of the situation they are in or the people they are with.

12-9. Trust and Respect

Leaders are able to gain trust and respect from others. Their behaviors are predictable and consistent.

People trust them because they have earned the trust by their consistency in professional behaviors.





12-10. Team Players

Leaders are team players and work with others to get things done. They operate out of a win-win philosophy and help others come to agreement and encourage collaboration in tasks.

12-11. Celebrates Successes

Effective leaders are able to recognize success and help their team celebrate those successes. This is a critical component in team function and development.

12-12. Have Right Priorities

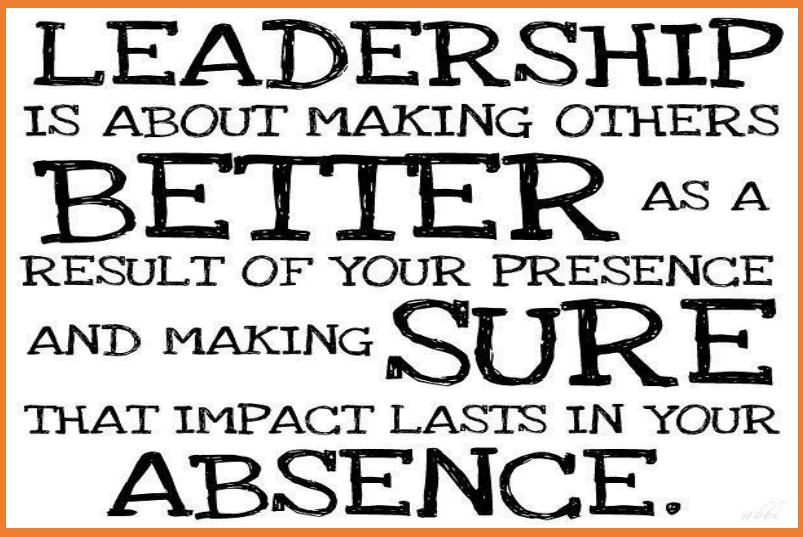
Leaders have a good understanding of their personal priorities and are able to keep all aspects of their lives balanced. Leaders understand the importance of setting personal boundaries and giving family as much focus and attention as their professional lives.



The Role of the Leadership

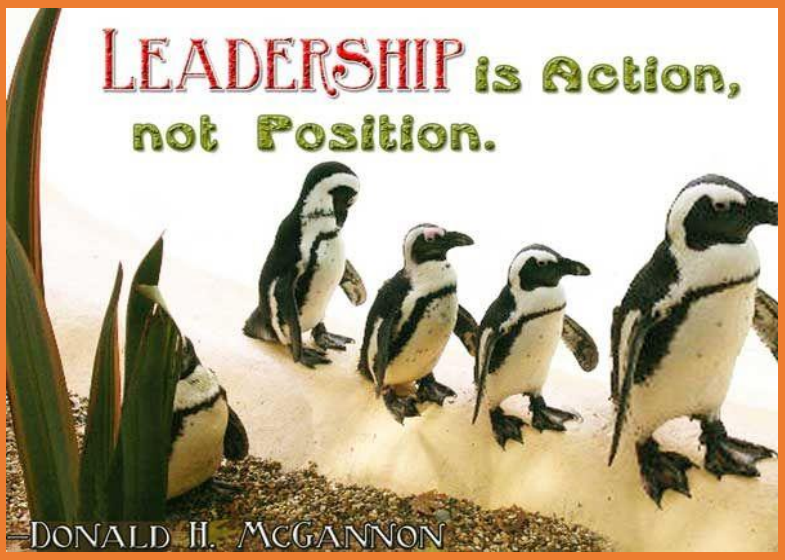
In an organization where there is faith in the abilities of formal leaders, employees will look towards the leaders for a number of things. During drastic change times employees will expect effective and sensible planning, confident and effective decision-making, and regular, complete communication that is timely. Also during these times of change, employees will perceive leadership as supportive, concerned and committed to their welfare, while at the same time recognizing that tough decisions need to be made. The best way to summarize is that there is a climate of trust between leader and the rest of the team. The existence of this trust brings hope for better times in the future, and that make s coping with drastic change much easier.

In organizations characterized by poor leadership, employees expect nothing positive. In a climate of distrust, employees learn that leaders will act in indecipherable ways and in ways that do not seem to be in any one's best interests. Poor leadership means an absence of hope, which, if allowed to go on for too long, results in an organization becoming completely nonfunctioning. The organization must deal with the practical impact of unpleasant change, but more importantly, must labor under the weight of employees who have given up, have no faith in the system or in the ability of leaders to turn the organization around.
Leadership before, during and after change implementation is the key to getting through the swamp. Unfortunately, if haven't established a track record of effective leadership, by the time one have to deal with difficult changes, it may be too late.



A leader's role in an organization can be formally assigned by his or her position, like manager or department head, and it can also be informally assumed by an employee who possesses a certain charisma that attracts others to follow.

A formal leadership role is an officially assigned position given to someone based on his or her ability to perform the job. It generally involves organizing and directing people to perform tasks, like the job of commanding officer (CO) in the military. The CO holds the highest level of authority over his unit. He is in charge of everything, from deciding how to fight the enemy to overseeing the day-to-day tasks of his soldiers.





Leadership is about getting results for your followers. If you get results, people will support you, often without caring too much about how you got them; without results, all the style or charisma in the world won't retain the support of your followers for long. This is true for the leader of a Scout troop, a sports team, a political party, a government department…and a business.

A business leader must increase shareholder value, and the public-sector leader must increase public value. (Shareholder value increases through either increasing stock price and/or paying dividends on stock that is owned, results that are usually measured as total shareholder return over some period of time. In the public sector there is a different but analogous measure: public value, the return to taxpayers of public goods in an effective and efficient way.) There is a growing belief that the long-term generation of either shareholder or public value requires the balancing or integration of the interests of multiple stakeholders in the enterprise; shareholders, employees, customers or clients, suppliers, and the various communities within which the enterprise operates and with which it interacts. Notwithstanding this view, failure to satisfy shareholders is more likely than any of the others to get business leaders into trouble.





To be an effective leader of either a private- or public-sector organization requires you to do five things:

1. Understand and interpret the environment in which you operate;
2. Develop winning strategies;
3. Execute them brilliantly;
4. Measure the impact of your strategies systematically, adjusting strategies as indicated; and, Develop organizational, departmental, team and personal capabilities.

1. Understand and interpret the environment in which the enterprise operates.

A leader has to be able to sense what's coming up ahead, to see opportunities that should be the target of action and to see threats before they materialize. And the view has to be well into the future. As a colleague of mine once noted, "It's no good mistaking the edge of the rut for the horizon." (Professor Richard (Dick) Hodgson, a gifted teacher of Leadership at the Western Business School, often used this phrase).

Leaders who only see what they have seen before, whose scope and vision is limited by their past experience, prove to be inadequate in a rapidly changing world. Since we expect leaders to have their eyes on the horizon and their feet on the ground, this means that leadership is a tall order!

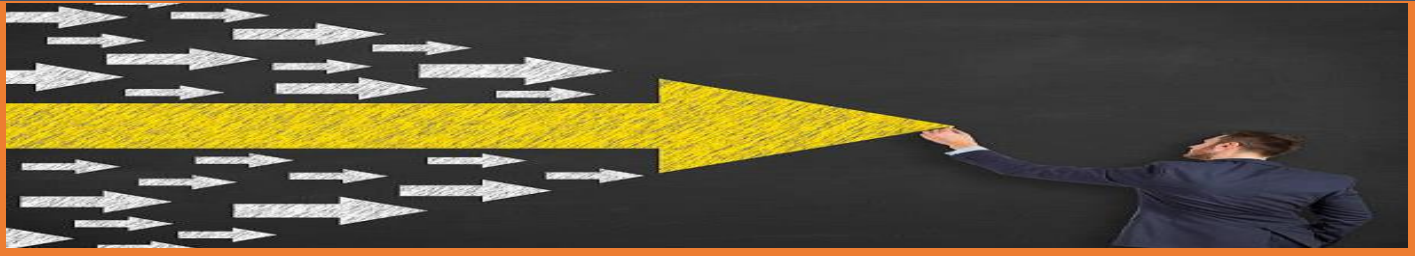
Looking over the horizon does not suggest that experience is irrelevant. On the contrary, to the extent that people have been through experiences and learned from them, they will usually have developed judgment and, perhaps, some wisdom. Effective leaders do learn from the mistakes of history so that they can avoid repeating them. (George Santayana). But the future seldom offers up exactly the same set of conditions that existed yesterday, and tomorrow's environment must be interpreted in the light of yesterday's experience — but seldom with exactly the same mental map or template.



Business opportunities are often created or destroyed by both direct influences of economic, political, societal and technological forces as well as complex interactions between these forces. Whole industries were created by the development of the transistor; socialized medicine limits the growth of medical services in many countries; periods of economic growth and slowdown, or realignment of currencies, affect businesses in many ways; and political movements to the right or the left may create opportunities for the private sector to grow or, sometimes, may result in the state taking over functions from private enterprise. Those who foresaw the fall of the Berlin Wall, the emergence of China as one of the world's great economies, the resistance of many countries to genetically modified foodstuffs, the dramatic realignment of the U.S. dollar against the euro and other currencies in the early part of this century, made – or lost — fortunes.

This outward-and-forward-looking requirement cannot be delegated to a small set of specialized scenario-creators or confined to a few days or weeks of the year. The chief financial officer must scan the financial environment, the head of human resources must be alert to changes in labour markets and legislation that affects the workforce, the chief information officer must recognize developments in information technology that could create or destroy competitive advantage.

Nor is looking at the developing environment just required of senior executives; the credit manger must look at rising consumer debt levels, the purchasing manager must think of commodity price movements and the things that influence them, the facilities manager must decide whether to go long or short on energy prices…and so on. Leadership at all levels must be focused on the future as well as the present.





2. Formulate winning strategies

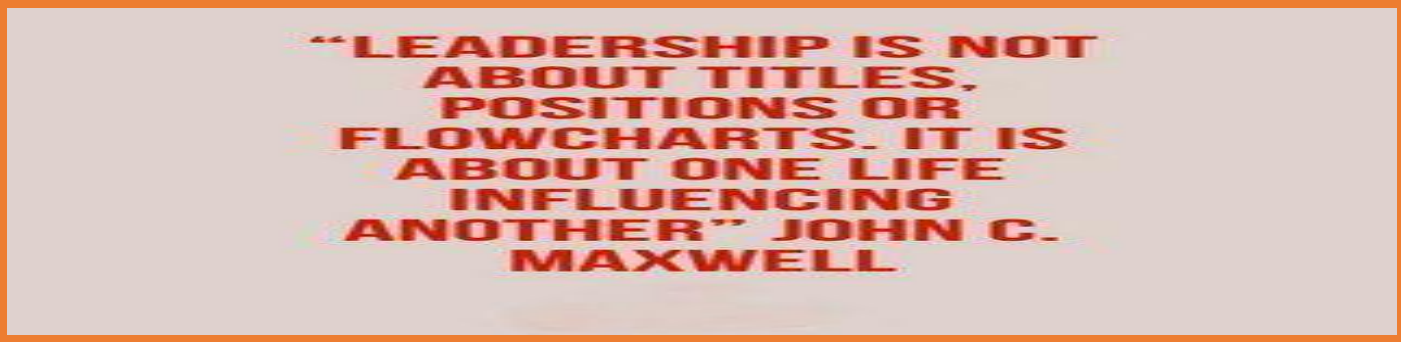
If leadership is about getting results, then the role of the leader is to develop the right strategies to get those results — winning strategies. Businesses make money by creating value for a customer and then capturing some of it for themselves from what the customer pays for that created value.

Strategies are much more than intentions; they describe what an organization is going to do to achieve a defined end as well as the ways and means that will be employed to do that. The what and the how are usually accompanied by strategic plans detailing who will do what, with which resources, by when…and all the other details that allow for effective and efficient capital and people allocation and coordination. Since people generally follow leaders better when they understand why they are being asked to move in a certain direction, strategies usually provide cogent reasons for action.

Strategies are needed at all levels of organizations, from the office of the CEO to the individual salesperson's strategy for their territory. And these strategies must be integrated and coordinated if they are to be well executed.

My emphasis is on developing winning strategies. People who lead their followers in the wrong directions may be effective leaders over the short-run. And the short-run may be quite a long-run! But if the pathway chosen leads to eventual disaster, there will be no place for such leaders in the leadership hall of fame.





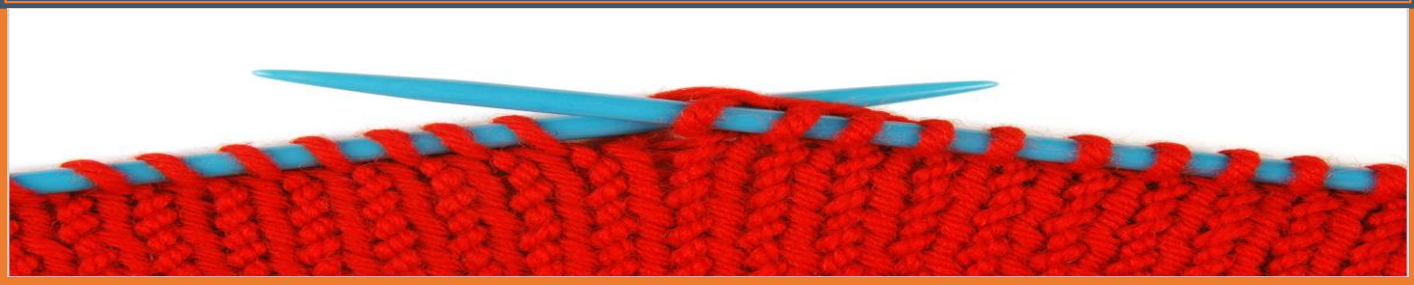
3. Execute those strategies — brilliantly!

Strategies are only valuable if they can be executed well. And execution of any plan is only valuable if the strategy is right. Arguing which is more important is, therefore, pointless. Both are critical to success.

Unique strategies are rare. Some years ago I received a copy of the marketing strategies and plans of a large bank before I had signed a confidentiality agreement. A day later, I received a phone call from a very agitated executive asking me to return them immediately. I did so, but without adding that they were indistinguishable from the strategies of four other banks that I had reviewed in the previous three years. The competitive advantage is unlikely to come from the uniqueness of the strategies; far more likely, the company that executes the strategy with brilliance will win.

There are many elements that go into the execution of strategies. Key among them are:

- The alignment of the organization's various department and sub-unit strategies so each and every unit and person is striving to achieve goals and objectives that contribute to the overall mission, vision and objectives;
- Performance management, at the individual, team, departmental and organizational unit levels to ensure that the right people are recruited, trained, developed, motivated and directed in ways that support the organization's mission, vision and objectives consistent with organizational values.
- The leadership of strategic and operational change, not just in response to "burning platforms" but in anticipation of events and states that many people in the organization cannot comprehend or visualize at the moment when change must be planned and initiated.





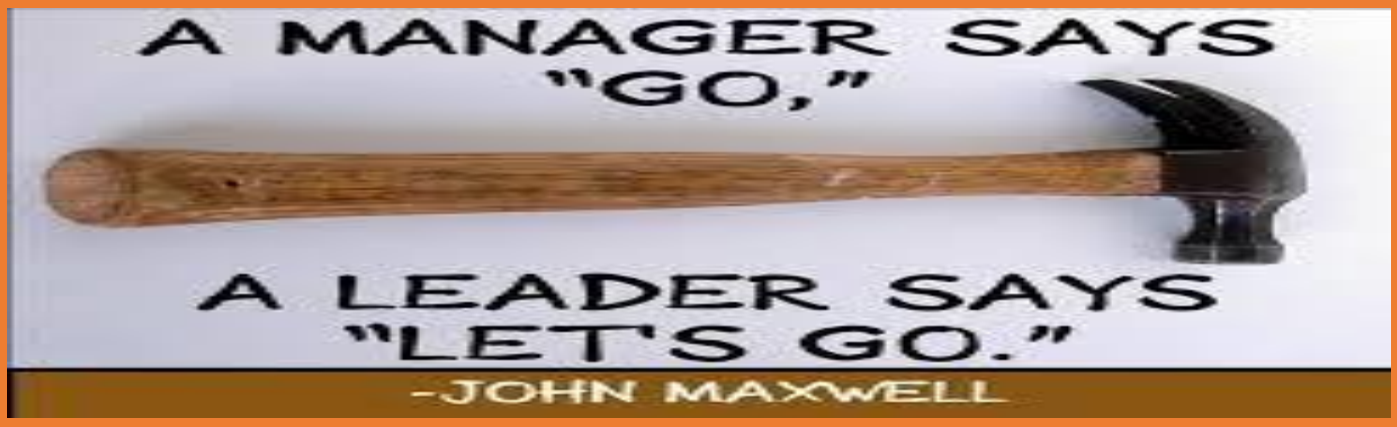
4. Monitor the results and make strategic adjustments.

The perfect strategy, flawlessly executed, is the exception rather than the rule. Leaders recognize the probable imperfections of any plan and take care to monitor the outcomes systematically and thoroughly, always being prepared to make adjustments or completely change the strategy.

The best strategies and plans incorporate measurements, but smart leaders are always alert to the unanticipated: the competitor who responds differently than the way you thought he would; the sales force that cannot recruit enough people of sufficient quality to execute the sales plan, at least on the preconceived schedule; the key research scientist who leaves to join a competitor; an unanticipated change in legislation that makes it impractical or illegal to take a certain approach to the marketplace; a planned merger that ran into trouble in the integration phase; a market that turned sour; a product that did not live up to expectation. Really effective leaders understand the frailty of strategic plans. They also understand that if they act promptly they can often make mid course corrections to plans that can put them back on track, or they may even find a superior solution. Furthermore, they are never blind to the idea that they may have made a mistake. In its early days, Dell experimented with retail outlets — briefly! Then Michael Dell realized that he was moving away from the direct sales channel that was the core competence of his company. He rapidly changed directions.

One of the best quotations I have ever come across is: “If you’re going to eat crow, eat it while it’s young and tender.” It puts a premium on the early acknowledgement of leadership errors and rapid steps to correct situations; so what if it’s a little embarrassing.





5. Build organizational capabilities

Highly effective leaders act for both the short- and the long-terms, simultaneously. So, while they are surveying their environments, developing winning strategies and executing them brilliantly, and monitoring them systematically, they are also investing time, effort and money in building their organization's core competencies, management and leadership talents.

The business manager often cuts costs to meet profit crunches. This is frequently done at the expense of anything that promises long-term returns. Many commodity – focused companies, such as those in basic steel production, respond to downturns in the price of steel or increases in input costs by laying off people in inverse order of seniority, enacting hiring freezes, stopping all recruitment of new people, postponing or cancelling training and leadership development. Little wonder that after 50 years of doing this, they have aging workforces, reputations as places where you go to stagnate in a role forever rather than to be developed to the maximum of your potential.

The business leader also has a keen eye on costs and, certainly in commodity businesses, is sensitive to the price fluctuations in the marketplace. But unlike the manager, he or she balances the need to cut costs with the mandate to build for the longer term. Employment costs may be cut not by hiring freezes but by buying out two "C" employees and replacing them with an "A", by cutting some lower-value training programs but retaining core leadership, and by developing high-potential focused programs. I work with such a company, and the pressures on the leader to cut everything when market prices are low are intense — and he resists.



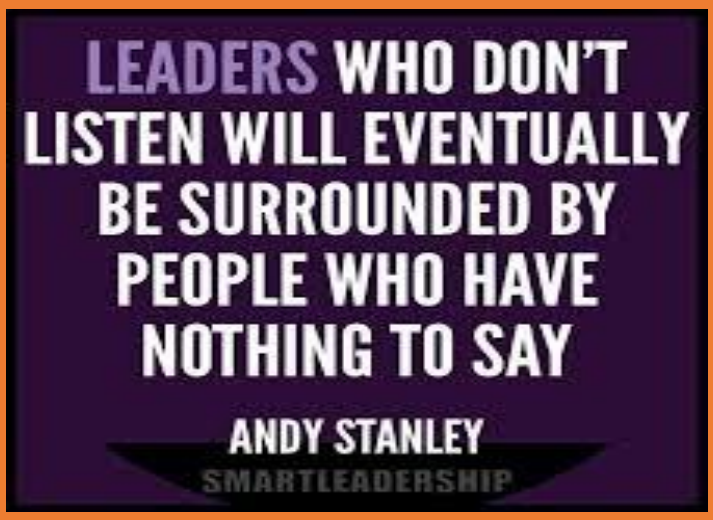
The Importance of Leadership Development

It's easy to discount the importance of leadership development, assuming that corporate leaders either have what they take or they don't and if they do they'll learn
as they go. If they don't well, if they didn't have what it took they wouldn't have bee given a leadership role to begin with. There is no such thing as a natural born leader.

which is why leadership development is so important. Anyone can have the fundamental requirements necessary for the leadership role.
Leadership development is defined as an effort to enhance a learner's ability to lead , an endeavor focused on developing the leadership abilities and attitudes of the individuals sitting at the top of the chain of command. Successful leadership development requires a lot more than the ability to give orders.
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It also requires diplomacy, top of the line people skills, a certain level of ruthlessness and an understanding of how much space there is and there isn't between the executive suite and the mail room. A good leader doesn't just lead.



Leadership development within a company should be addressed at both the individual and group level. Individual leadership development can be undertaken in both a hands-on and a classroom environment, and which method ones organization chooses is entirely up to oneself.
Individual leadership development is very important for individuals first entering the field and those who are having a difficult time taking up the reins of command. Additional leadership develo pment offers them the opport unity to hone their skills, smooth over their weaknesses and learn to make the most of their current position rather than finding themselves stuck on th e bottom rung of the ladder to success because of a lack of knowledge and personal resources.

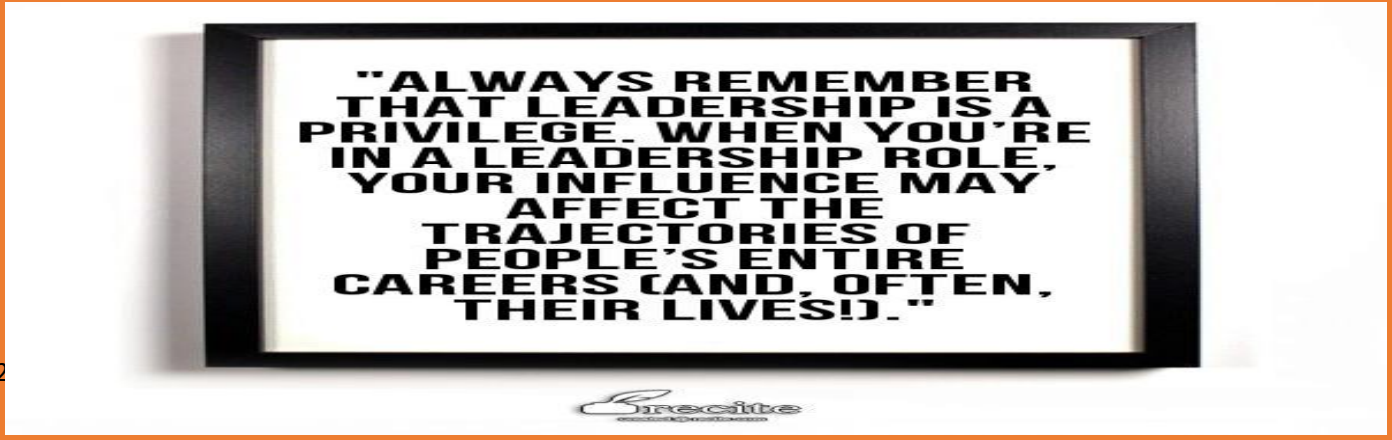




Group leadership development is absolutely vital in any company, regardless of industry, because it teaches an executive team how to look, think and act likes a team. For a business to
run smoothly it's essential that the executive team be able to operate like a well oiled wheel, cognizant of each other's patterns, strengths, weaknesses and goals and able to work together to achieve success. Leadership development through th books, activities, conferences and classroom studies is a vital part of any company's success, which is why there are hundreds of books, seminars, conferences, workshops, boot camps and personal coaches devoted to that very goal. Never underestimate the importance of the team of people holding the reins in an organization, and don't discount the need to allow those individuals to develop their leadership skills both inside and out of the office .

The Importance of Leadership in Managing Change

When change is imposed (as in downsizin g scenarios), clearly the most important determinant of "getting through the swamp", is the ability of leadership to...well, lead.
The literature on the subject indicates that the nature of the change is secondary to the perceptions that employees have regarding the ability, competence, and credibility of senior and middle management .



Difference Between Leadership and Management

Leadership is a quality of influencing people, so that the objectives are attained willingly and enthusiastically. It is not exactly same as management, as leadership is one of the major element of management. Management is a discipline of managing things in the best possible manner. It is the art or skill of getting the work done through and with others. It can be found in all the fields, like education, hospitality, sports, offices etc .

One of the major difference between leadership and management, is management is for formal and organized group of people only, whereas leadership is for both formal and informal groups.

Confusion and Mistakes

Most dictionaries suggest leadership and management are quite similar - guiding or controlling a group of people to achieve a goal. Most web articles suggest that leadership and management are different, but offer contradictory reasons, such as: leadership inspires, management plans; leaders praise, managers find fault; leaders ask questions, managers give directions; etc. However, the qualities often ascribed to leadership can also apply to managers. There can be good and bad leaders, and there can be good and bad managers



Key Differences Between Leadership and Management

The major difference between leadership and management are as under:

Leadership is a virtue of leading people through encouraging them. Management is a process of managing the activities of the organisation.

Leadership requires trust of followers on his leader. Unlike Management, which needs control of manager over its subordinates.

Leadership is a skill of influencing others while Management is the quality of the ruling.

Leadership demands foresightedness of leader, but Management has a shortrange vision.

In leadership, principles and guidelines are established, whereas, in the case of management, policies and procedures are implemented.

Leadership is Proactive. Conversely, management is reactive in nature.

Leadership brings change. On the other hand, Management brings stability.





Comparison Chart

Basis for Comparison	Leadership	Management
Meaning	Leadership is a skill of leading others by examples.	Management is an art of systematically organizing and coordinating things in an efficient way.
Basis	Trust	Control
Emphasis on	Inspiring People	Managing activities
Power	Influence	Rule
Focus on	Encouraging change	Bringing stability
Strategy	Proactive	Reactive
Formulation of	Principles and guidelines	Policies and Procedures
Perspective	Leadership requires good foresightedness.	Management has a short range perspective.



Symbolic Leadership



Sometimes, an individual may act as a figure head for change and be viewed as a leader even though he/she hasn't set any new direction. This can arise when a group sets a direction of its own accord, and needs a spearhead in order to express it.

In prison, Nelson Mandela was an example of symbolic leadership. Although his ability to take action was limited, he continued to grow in power and influence (as the symbolic leader for the anti-apartheid movement). This power came from the mass movement, from the group that are nominally viewed as the followers. Following his release from prison, he demonstrated actual leadership by leading South Africa into a process of reconciliation rather than retribution.

Leadership Styles

There are many different types of leadership (or management) style. Different situations, groups, or cultures, may require the use of different styles in order to set a direction or ensure that it is followed. For example:

Being innovative

- As leadership - involves setting a new visionary direction - e.g. JFK setting the goal of putting a man on the moon.
- As management - involves producing creative ideas to ensure the vision is realised - e.g. coming up with ideas that enabled Apollo 13 to return safely to earth.

Participative management"

- As leadership - involves facilitating a new direction through team discussion.
- As management - involves winning the commitment of a team to a de

