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1. ORGANIZATIONAL LEADERSHIP

Organizations need strong leadership for optimum effectiveness. Leadership, as we know, is a trait which is both inbuilt and can be acquired also. This section details organizational leadership

1.1. What is Organizational Leadership

Organizational leadership deals with both human psychology as well as expert tactics. Organizational leadership emphasizes on developing leadership skills and abilities that are relevant across the organizations. It means the potential of the individuals to face the hard times in the industry and still grow during those times. It clearly identifies and distinguishes the leaders from the managers. The leader should have potential to control the group of individuals.

An ideal organizational leader should not dominate over others. He should guide the individuals under him, give them a sense of direction to achieve organizational goals successfully and should act responsibly. He should be optimistic for sure. He should be empathetic and should understand the need of the group members. An organizational leader should not only lead others individually but also manage the actions of the group.

Individuals who are highly ambitious, have high energy level, an urge to lead, self-confidence, intelligence, have thorough knowledge of job, are honest and flexible are more likely to succeed as organizational leaders. Individuals who learn the organizational leadership develop abilities and skills of teamwork, effective communication, conflict resolution, and group problem solving techniques. Organizational leaders clearly communicate organizational mission, vision and policies; build employees morale, ensure efficient business operations; help employees grow professionally and contribute positively towards organizations mission.

Organizational leadership (OL) is a field of work that includes setting goals for both individuals and groups of people. This field of work may include working on large projects with businesses and corporations, and even smaller projects with groups of people who share similar outlooks. Individuals looking to become involved in this field will need to be organized and vision oriented. The ability to see both the small and big picture is necessary. Additionally, it takes someone who can meet the needs of many different types of people who are working together towards a goal.

Need for Organizational Leadership

In examining the demand for organizational leadership in today's business world, it is essential to recognize that the workplace of the past has transformed. These days, business is conducted in a wide range of places and time frames, driven by the availability of enabling technologies and social collaboration tools, as well as a changing culture and desire for more flexibility in work styles and workplaces. As such, the demand is understandably high for individuals who can successfully navigate these potential challenges

and lead a group of employees in providing successful output for their companies. With technology continually racing ahead, a demand also exists for those who can stay on top of the latest breakthroughs, while simultaneously managing colleagues who can access work materials and interact from any location, at any time of day, with the simple click of a mouse or tap on a smartphone.

In a world of rapidly-changing technology, the ability to do business on a 24/7 basis from virtually anywhere in the world has become commonplace. The challenge for companies in the wired (or wireless) era is in maintaining productivity while keeping workers engaged and connected. The solution lies in the hiring of competent managers with a background in organizational leadership, who can encourage collaboration and socialization, while concurrently keeping an eye on the bottom line.

Individuals with organizational leadership training thrive in management positions where they can utilize people skills and strategic thinking techniques as they work to achieve the following:

- ✓ Influence positive behaviors and a productive workplace
- ✓ Encourage collaboration among teams
- ✓ Resolve conflicts in the workplace
- ✓ Collaborate and effectively work together in diverse groups

As an organization leader who is also attempting to run an effective and profitable business, learning and utilizing these skills is essential to ensuring that staff members are managed, developed and empowered by the company and its leaders. Employees that feel empowered in the workplace are more inclined to perform at a higher level, therefore boosting overall business success.

Tips for Effective Organizational Leadership

- ✓ A leader must lead himself, only then he can lead others. He must be committed on personal and professional front, and must be responsible. He must be a role model for others and set an example for them.
- ✓ A leader must boost up the morale of the employees. He should motivate them well so that they are committed to the organization. He should be well acquainted with them, have concern for them and encourage them to take initiatives. This will result in more efficient and effective employees and ensure organizational success.
- ✓ A leader must work as a team. He should always support his team and respect them. He should not hurt any employee. A true leader should not be too bossy and should not consider him as the supreme authority. He should realize that he is part of the organization as a whole.

1.2. Key Components

Organizational leadership is a dual focused management approach that works towards what is best for individuals and what is best for a group as a whole simultaneously. It is also an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization.

Major component of organizational leadership are listed below

Worldview

Organizational leadership requires developing an understanding of your own worldview as well as the worldviews of others. Worldview is a composite image created from the various lenses through which individuals view the world. It is not the same as identity, political stance, or religious viewpoint, but does include these things. It incorporates everything an individual believes about the world, combining the tangible and the intangible. An individual's worldview is defined by that individual's attitudes, opinions, beliefs, and the outside forces the individual allows to influence them. Worldview is the "operating instructions" for how the individual interfaces with the world. One who does not take into consideration how individuals interface with the world is in a much weaker position to lead these individuals. Furthermore, organizational leadership requires an understanding of the composite worldview of the organization, which consists of the many diverse and sometimes conflicting worldviews of the individuals within that organization.

Strengths

Successful leadership requires capitalizing on strengths and managing around weaknesses. Strength can be defined as consistent, near perfect performance in an activity. An individual should perform an activity at around a 95% success rate in order to consider their performance of that activity a strength. Strength is not necessarily the same as ability: an ability is a strength only if you can fathom yourself doing it repeatedly, happily, and successfully. The building blocks of strengths are:

✓ Talents – naturally recurring patterns of thought, feeling, or behavior
✓ Knowledge – facts and lessons learned
✓ Skills – the steps of an activity

Developing strength in any activity requires certain natural talents. Although it is occasionally possible to build a strength without acquiring the relevant knowledge or skills, it is never possible to possess a strength without the requisite talent . The key to building a bona fide strength is to identify your dominant talents and then refine them with knowledge and skills.

One need not have strength in every aspect of a role in order to excel in that role. That excellent performers must be well rounded is a pervasive myth. Excellent performers are rarely well rounded; on the contrary, they are sharp. One will excel only by maximizing one's strengths, never by fixing one's weaknesses. Excellent performers find ways to manage around their weaknesses, freeing them to hone their strengths to a sharper point. Excellent performers do not ignore their weaknesses; they work on them just enough so that they do not undermine strengths.

Ethics

Organizational leadership requires ethics. Ethics aids leaders in balancing truth and loyalty, individuals and communities, short-term and long-term, and justice vs. mercy. Ethics is not

an inoculation or a compromise. It is a process and a lens by which leaders approach a problem situation. Ethics call on us to be impartial, yet engaged. Effective leaders utilize ethics to look for the "hidden alternative" in ethically questionable situations. It is the compass by which leaders navigate not only right vs. wrong, but also right vs. right.

Communication

Communication is a tool for individuals to interface with one another, with groups, and with the rest of the world. It is not a text, email, phone call, or personal visit: these are methods/mediums of communication. Effective communication requires an understanding of the VABEs (Values, Assumptions, Beliefs, Expectations) of those whom with we communicate. Understanding someone's worldview and VABEs enables leaders to acknowledge but look past differences, focus on areas of agreement, and to effectively listen for and hear the messages of others. Leaders are able to move beyond communication barriers (appearance, vocabulary, stutter, lisp, accent, etc) and focus on the message of the speaker.

Leadership

It is often the case that people don't want to be leaders for fear of rejection. Leaders are able to rise above this natural fear and lead by the example of adding value to an organization. Managers and leaders are not the same. Leaders possess strategic thinking and not only an understanding of the vision of an organization, but also the ability to effectively carry out and communicate that vision. Anyone, anywhere, at any level can be a leader. The cornerstones of leadership are:

- ✓ Truth telling
- ✓ Promise keeping
- ✓ Fairness
- ✓ Respect for the individual

These four cornerstones combined will determine how the individual leader is perceived by others, and in the case of organizational leadership, perception is reality for all effective purposes. A manager may have been delegated responsibility over many individuals, but in failing to exhibit the cornerstones of leadership or not possessing the requisite strength, ethics, communication, or grasp of worldviews, that manager is not a leader. In fact that manager may very well manage a leader who does possess leadership traits. A simple test of leadership is to "look behind yourself, do you see anyone following you?" If you do not, you are not a leader!

While there are many theories of leadership, Douglas McGregor, a social psychologist and Management Professor at MIT, identified two prominent management approaches/theories which he coined as "Theory X" and "Theory Y":

- ✓ Theory X – "Hell or high water, we're going to get it done!" Assumes that workers are largely motivated by the lower order needs of Maslow's hierarchy (physiological and safety needs) and that effective management requires strict and often punitive micromanagement.

✓ Theory **Y** – "I need your help...how are we going to do this?" Assumes that workers are largely motivated by higher order needs of Maslow's hierarchy (belonging, esteem and self-actualization) and that effective management requires creating the right conditions and organizational culture which motivates workers to pursue those needs by adding value to the organization.

Effective leaders identify the appropriate leadership theory for a given situation. In some instance a leader may use a combination of Theories X and Y. This determination is context sensitive. Consider the following levels of James G. Clawson's "Level Three Leadership" and associated tactics:

✓ One – visible behavior: Orders, commands, threats, intimidation, incentives, bonuses. This level is purely theory X.
✓ Two – conscious thought: Arguments, rationale, data, citations, references, evidence, manipulation. This level can be a combination of theories X and Y.
✓ Three – VABEs: Visioning, purpose definition, honesty, openness, emotional storytelling, anecdotes, tender emotions. This level is purely level Y.

Leaders may employ various methods of leadership. Some of the more important methods are:

✓ Model the way (set the example)
✓ Share your vision (enlist others)
✓ Challenge the process (look for ways to grow)
✓ Enable others to act (empowerment)
✓ Set goals/build trust (direction)
✓ Encourage the heart (positive reinforcement)

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