Leadership Not A Title Nor A Position

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KEYWORDS	A B S T R A C T
Leadership, Followership, knowledge, and skills	Leadership is defined as a process by which a person influences others to accomplish an objective and directs an organization in a way, that it makes it more coherent and cohesive. The process of influence is carried out by the attributes the leader possesses such as his beliefs, values, ethics, character, knowledge, and skills. The leaders should be highly motivated to inspire the employees and teams that they lead. Leaders must be able to dream big and lay down the path with such clarity that people should follow them; the vision should make a compelling case for action by seeing endless possibilities without boundaries so that people can be drawn in for the cause It is important to understand what are the forces that influence the styles the leaders choose for themselves and the forces that influence their styles.

Introduction

The power to choose and the power to change ....

Leadership is defined as a process by which a person influences others to accomplish an objective and directs an organization in a way, that it makes it more coherent and cohesive .The process of influence is carried out by the attributes the leader possesses such as his beliefs, values, ethics, character, knowledge, and skills. The leaders should be highly motivated to inspire the employees and teams that they lead. Leaders must be able to dream big and lay down the path with such clarity that people should follow them; the vision should make a compelling case for action by seeing endless possibilities without boundaries so that people can be drawn in for the cause It is important to understand what are the forces that influence the styles the leaders choose for themselves and the forces that influence their styles.

Leading is one important function of management only next to planning and organizing. It is the liveliest element in the management process. It initiates actions to translate the decisions into concrete actions. Managers have to lead their subordinates through guiding and motivating. Leading involves directing, influencing and motivating employees to perform essential tasks. Every manager has to act as a leader

in his area of operation which means he has to guide, instruct, lead and motivate his subordinates so as to use their skills, efficiency, capacity etc. for the benefit of his Organisation. He has to influence the behavior of his subordinates and get the work done through their collective efforts. Leadership qualities are required in order to conduct various managerial functions effectively. Each and every group of people engaged in a particular activity needs a leader in order to guide, co-ordinate and control their efforts. In this sense, leadership is required for the conduct of economic, social, political or cultural activities.

George Washington, Abraham Lincoln, Winston Churchill, Dr. Babasaheb Ambedkar, Mahatma Gandhi, Nelson Mandella, John F. Kennedy are world known political leaders while Henry Ford, J. R. D. Tata and S. L. Kirloskar are known leaders in the business world. Here, we are concerned only with the managerial leadership. Managerial leadership is that part of a manager's activities by which he influences the behavior of his subordinates towards a desired objectives or results.

Leadership is followership: A good leader leads but does not push. Effective leadership can guide a group towards certain ideals without exerting much force. Managers who possess the quality of guiding and directing the subordinates under inspired impulses can be called business leaders. Leadership is concerned with getting results through people and implies the Organisation of staff into productive teams, groups and departments. Leadership entrails the creation of human structures, their motivation and direction; the resolution of conflicts at the workplace, creating vision for the entire business and providing resources in support of this.

Manager can perform various managerial functions more effectively by providing proper leadership to his subordinates. This makes leadership an inevitable aspect of management process itself. Leadership is essential for the success and stability of a business enterprise. Managers possessing leadership qualities are called business leaders. This leadership tips webpage is a general guide to modern ethical progressive leadership. See also the leadership theories article for explanations and summaries of the main leadership theories.

Explaining and understanding the nature of good leadership is probably easier than practising it. Good leadership requires deep human qualities, beyond conventional notions of authority. 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.

The traditional concept of a leader being the directing chief at the top of a hierachy is nowadays a very incomplete appreciation of what true leadership must be.
Effective leadership does not necessarily require great technical or intellectual capacity. These attributes might help, but they are not pivotal.
Good leadership in the modern age more importantly requires attitudes and behaviours which characerise and relate to humanity.

The concept of serving is fundamental to the leadership role. Good leadership involves serving the organization or group and the people within it. Ineffective leaders tend to invert this principle and consider merely that the leader must be served by the people. This faulty idea fosters the notion that leadership as an opportunity to take: to acquire personal status, advantage, gain, etc., at the expense of others, which is grossly wrong. Leadership is instead an

opportunity to give; to serve the organization, and crucially the people too. The modern notions of 'servant leader' and 'servant leadership' are attributed to Robert K Greenleaf (in his 1970 essay The Servant as Leader) however the philosophy and concept of leadership being a serving function rather than one that is served, is very old indeed and found in ancient civilisations and religious writings.

Leadership is centrally concerned with people. Of course leadership involves decisions and actions relating to all sorts of other things, but leadership is special compared to any other role because of its unique responsibilty for people - i.e., the followers of the leader - in whatever context leadership is seen to operate.

Many capabilities in life are a matter of acquiring skills and knowledge and then applying them in a reliable way. Leadership is quite different. Good leadership demands emotional strengths and behavioural characteristics which can draw deeply on a leader's mental and spiritual reserves.

The leadership role is an inevitable reflection of people's needs and challenges in modern life. Leadership is therefore a profound concept, with increasingly complex implications, driven by an increasingly complex and fast-changing world. Leadership and management are commonly seen as the same thing, which they are not. Leadership is also misunderstood to mean directing and instructing people and making important decisions on behalf of an organization. Effective leadership is much more than these.

Good leaders are followed chiefly because people trust and respect them, rather than the skills they possess. Leadership is about behaviour first, skills second.

This is a simple way to see how leadership is different to management:

- Management is mostly about processes.
- Leadership is mostly about behaviour.

We could extend this to say:
- Management relies heavily on tangible measurable capabilities such as effective planning; the use of organizational systems; and the use of appropriate communications methods.
- Leadership involves many management skills, but generally as a secondary or background function of true leadership. Leadership instead relies most strongly on less tangible and less measurable things like trust, inspiration, attitude, decision-making, and personal character. These are not processes or skills or even necessarily the result of experience. They are facets of humanity, and are enabled mainly by the leader's character and especially his/her emotional reserves.

Another way to see leadership compared with management, is that leadership does not crucially depend on the type of management methods and processes a leaders uses; leadership instead primarily depends on the ways in which the leader uses management methods and processes. Good leadership depends on attitudinal qualities, not management processes. Humanity is a way to describe these qualities, because this reflects the leader's vital relationship with people. While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits, such as beliefs, values, ethics, and character. Knowledge and skills contribute directly to the process of leadership, while the other

attributes give the leader certain characteristics that make him or her unique. Skills, knowledge, and attributes make the Leader, which is one of the:

Factors of Leadership

There are four primary factors of leadership

Leader

You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.

Followers

Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee does. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. You must come to know your employees' be, know, and do attributes.

Communication

You lead through two-way communication. Much of it is nonverbal. For instance, when you "set the example," that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your employees.

Situation

All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective.

Also note that the situation normally has a greater effect on a leader's action than his or her traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations (Mischel, 1968). This is why a number of leadership scholars think the Process Theory of Leadership is a more accurate than the Trait Theory of Leadership.

Various forces will affect these four factors. Examples of forces are:
Your relationship with your seniors
The skill of your followers
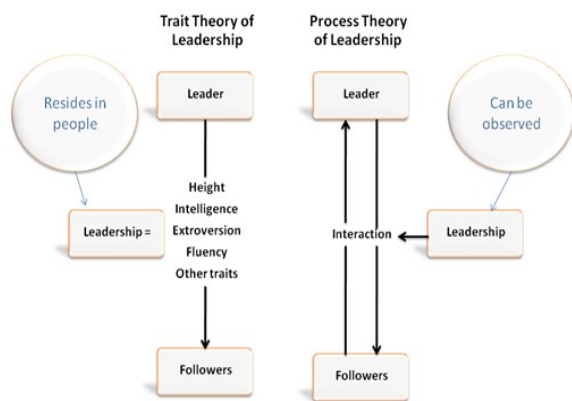The informal leaders within your organization
How your organization is organized

Bass' Theory of Leadership

Bass' theory of leadership states that there are three basic ways to explain how people become leaders (Stogdill, 1989; Bass, 1990). The first two explain the leadership development for a small number of people, while the third one is the dominant theory today.

These theories are: Some personality traits may lead people naturally into leadership

roles. This is the Trait Theory. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events Theory. People can choose to become leaders. People can learn leadership skills. This is the Transformational or Process Leadership Theory. It is the most widely accepted theory today and the premise on which this leadership guide is based.

Management verses Leadership

While management and leadership have a great deal in common, such as working with people and accomplishing the goals of the organization, they do differ in their primary functions (Kotter, 1990):

Management's main function is to produce order and consistency through processes, such as planning, budgeting, organizing, staffing, and problem solving.

While leadership's main function is to produce movement and constructive or adaptive change through processes, such as establishing direction through visioning, aligning people, motivating, and inspiring.

Boss or Leader?

Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization (called Assigned Leadership), this power does not make you a leader, it simply makes you a boss. Leadership differs in that it makes the followers want to achieve high goals (called Emergent Leadership), rather than simply ordering people around (Rowe, 2007). Thus you get Assigned Leadership by your position and you display Emergent Leadership by influencing people to do great things.

Total Leadership

What makes a person want to follow a leader? People want to be guided by leaders they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future. When people are deciding if they respect you as a leader, they do not think about your attributes, rather, they observe what you do so that they can know who you really are. They use this observation to tell if you are an honorable and trusted leader or a self-serving person who misuses authority to look good and get promoted.

On the other hand, self-serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors at the expense of their workers. Good leadership is honorable character and selfless service to your organization. In your employees' eyes, your leadership is everything you do that effects the organization's objectives and their well-being.

The Two Most Important Keys to Effective Leadership

Trust and confidence in top leadership was the single most reliable predictor of employee satisfaction in an organization.

Effective communication by leadership in three critical areas was the key to winning organizational trust and confidence:

- Helping employees understand the company's overall business strategy.
- Helping employees understand how they contribute to achieving key business objectives.

Sharing information with employees on both how the company is doing and how an employee's own division is doing.

So in a nutshell — you must be trustworthy and you have to be able to communicate a vision of where the organization needs to go.

Principles of Leadership

Know yourself and seek self-improvement - In order to know yourself, you have to understand your be, know, and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.

Be technically proficient - As a leader, you must know your job and have a solid familiarity with your employees' tasks.

Seek responsibility and take responsibility for your actions - Search for ways to guide your organization to new heights. And when things go wrong, as they often tend to do sooner or later — do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.

Make sound and timely decisions - Use good problem solving, decision making, and planning tools.

Set the example - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. We must become the change we want to see - Mahatma Gandhi

Know your people and look out for their well-being - Know human nature and the importance of sincerely caring for your workers.

Keep your workers informed - Know how to communicate with not only them, but also seniors and other key people.

Develop a sense of responsibility in your workers - Help to develop good character traits that will help them carry out their professional responsibilities.

Ensure that tasks are understood, supervised, and accomplished - Communication is the key to this responsibility.

Train as a team - Although many so called leaders call their organization, department, section, etc. a team; they are not really teams... they are just a group of people doing their jobs.

Use the full capabilities of your organization - By developing a team spirit, you will be able to employ your organization, department, section, etc. to its fullest capabilities.

Attributes of Leadership: BE, KNOW, and DO Respected leaders concentrate on Be, Know, and Do

- what they are [be] (such as beliefs and character)
- what they know (such as job, tasks, and human nature)
- what they do (such as implementing, motivating, and providing direction).

BE a professional. Examples: Be loyal to the organization, perform selfless service, take personal responsibility.

BE a professional who possess good character traits. Examples: honesty, competence, candor, commitment, integrity, courage, straightforwardness, imagination.
KNOW the four factors of leadership — follower, leader, communication, situation.
KNOW yourself. Examples: strengths and weakness of your character, knowledge, and skills.

KNOW human nature. Examples: Human needs, emotions, and how people respond to stress.

KNOW your job. Examples: be proficient and be able to train others in their tasks.
KNOW your organization. Examples: where to go for help, its climate and culture, who the unofficial leaders are.

DO provide direction. Examples: goal setting, problem solving, decision making, planning.

DO implement. Examples: communicating, coordinating, supervising, evaluating.

DO motivate. Examples: develop morale and esprit de corps in the organization, train, coach, counsel.

Environment

Every organization has a particular work environment, which dictates to a considerable degree how its leaders respond to problems and opportunities. This is brought about by its heritage of past leaders and its present leaders.

Goals, Values, and Concepts

Leaders exert influence on the environment via three types of actions:

The goals and performance standards they establish.
The values they establish for the organization.
The business and people concepts they establish.
Successful organizations have leaders who set high standards and goals across the entire spectrum, such as strategies, market leadership, plans, meetings and presentations, productivity, quality, and reliability.
Values reflect the concern the organization has for its employees, customers, investors, vendors, and surrounding community. These values define the manner in how business will be conducted.

Concepts define what products or services the organization will offer and the methods and processes for conducting business.
These goals, values, and concepts make up the organization's personality or how the organization is observed by both outsiders and insiders. This personality defines the roles, relationships, rewards, and rites that take place.

Roles and Relationships

Roles are the positions that are defined by a set of expectations about behavior of any job incumbent. Each role has a set of tasks and responsibilities that may or may not be spelled out. Roles have a powerful effect on behavior for several reasons, to include money being paid for the performance of the role, there is prestige attached to a role, and a sense of accomplishment or challenge. Relationships are determined by a role's tasks. While some tasks are performed alone, most are carried out in relationship with others. The tasks will determine who the role-holder is required to interact with, how often, and towards what end. Normally the greater the interaction, the greater the

liking. This in turn leads to more frequent interactions. In human behavior, its hard to like someone whom we have no contact with, and we tend to seek out those we like. People tend to do what they are rewarded for, and friendship is a powerful reward. Many tasks and behaviors that are associated with a role are brought about by these relationships. That is, new task and behaviors are expected of the present role-holder because a strong relationship was developed in the past, either by that role-holder or a prior role-holder.

Culture and Climate

There are two distinct forces that dictate how to act within an organization: culture and climate. Each organization has its own distinctive culture. It is a combination of the founders, past leadership, current leadership, crises, events, history, and size (Newstrom, Davis, 1993). This results in rites: the routines, rituals, and the "way we do things." These rites impact individual behavior on what it takes to be in good standing (the norm) and directs the appropriate behavior for each circumstance.

The climate is the feel of the organization, the individual and shared perceptions and attitudes of the organization's members (Ivancevich, Konopaske, Matteson, 2007). While the culture is the deeply rooted nature of the organization that is a result of long-held formal and informal systems, rules, traditions, and customs; climate is a short-term phenomenon created by the current leadership. Climate represents the beliefs about the "feel of the organization" by its members. This individual perception of the "feel of the organization" comes from what the people believe about the activities that occur in the organization. These activities influence both individual and team motivation and satisfaction, such as:

Organizational climate is directly related to the leadership and management style of the leader, based on the values, attributes, skills, and actions, as well as the priorities of the leader. Compare this to "ethical climate" — the feel of the organization about the activities that have ethical content or those aspects of the work environment that constitute ethical behavior. The ethical climate is the feel about whether we do things right; or the feel of whether we behave the way we ought to behave. The behavior (character) of the leader is the most important factor that influences the climate.

On the other hand, culture is a long-term, complex phenomenon. Culture represents the shared expectations and self-image of the organization.

The mature values that create tradition or the "way we do things here." Things are done differently in every organization. The collective vision and common folklore that define the institution are a reflection of culture. Individual leaders cannot easily create or change culture because culture is a part of the organization. Culture influences the characteristics of the climate by its effect on the actions and thought processes of the leader. But, everything you do as a leader will affect the climate of the organization.

For information on culture, see Long-Term Short-Term Orientation

Closer Look of Great Leadership

The road to great leadership that is common to successful leaders:

Challenge the process - First, find a process that you believe needs to be improved the most.

Inspire a shared vision - Next, share your vision in words that can be understood by your followers.

Enable others to act

Give them the tools and methods to solve the problem.

Model the way - When the process gets tough, get your hands dirty. A boss tells others what to do; a leader shows that it can be done.

Encourage the heart - Share the glory with your followers' hearts, while keeping the pains within your own.

Leadership traits

Trait researchers often developed lists of characteristics that they believed were related to successful leadership. In creating such lists, some researchers mixed together very different attributes. For example, lists included some leadership traits that were aspects of behaviors and skills, in addition to other traits that were related to temperament and intellectual ability. These lists of traits typically included characteristics such as self-confidence, intelligence, ambition, perseverance, assertiveness, emotional stability, creativity, and motivation. The lists, however, were not exhaustive and typically omitted some important leadership attributes.

Today, many popular books on leadership continue the tradition of providing lists of traits that are thought to be central to effective leadership. The basic idea remains that if an individual possesses such traits, she or he will be a successful leader in any situation. In 1989, John W. Gardner published a study of a large number of leaders and concluded that there are some attributes that appear to make a leader successful in any situation.
These traits included the following:

• Physical vitality and stamina

• Intelligence and action-oriented judgment
• Eagerness to accept responsibility
• Task competence
• Understanding of followers and their needs
• Skill in dealing with people
• Need for achievement
• Capacity to motivate people
• Courage and resolution
• Trustworthiness
• Decisiveness
• Self-confidence
• Assertiveness
• Adaptability/flexibility

One of the concerns about such lists is that the attributes typically associated with successful leaders are often perceived as "male" traits. Reportedly, when men and women are asked about the other gender's characteristics and leadership qualities, significant patterns emerge, with both men and women tending to see successful leaders

Building Excellence

Leaders do not command excellence, they build excellence; one of the good qualities of a leader is to be a long-range strategic planner. "Long-range strategic planning requires a futuristic commitment, having accurate information, and practical implementation". The leadership scope included strategic planning, wisdom, relational skills, delegation, competence of judgment, art and skill of communication, boldness, vision casting, integrity,

inspiration, patience, humble, disciplined and the gift of administration.

Excellence is "being all you can be" within the bounds of doing what is right for your organization. To reach excellence you must first be a leader of good character. You must do everything you are supposed to do. Organizations will not achieve excellence by figuring out where it wants to go, having leaders do whatever they have to in order to get the job done, and then hope their leaders act with good character. This type of thinking is backwards. Pursuing excellence should not be confused with accomplishing a job or task. When you do planning, you do it by backwards planning. But you do not achieve excellence by backwards planning. Excellence starts with leaders of good and strong character who engage in the entire process of leadership. And the first process is being a person of honorable character.

Conclusion

Character develops over a period of time. Many think that much of a person's character is formed early in life. However, we do not know exactly how much or how early character develops. But, it is safe to claim that character does not change quickly. A person's observable behavior is an indication of her character. This behavior can be strong or weak, good or bad. A person with strong character shows drive, energy, determination, self-discipline, willpower, and nerve. She sees what she wants and goes after it. She attracts followers. On the other hand, a person with weak character shows none of these traits. She does not know what she wants. Her traits are disorganized, she vacillates and is inconsistent. She will attract no followers.

A strong person can be good or bad. A gang leader is an example of a strong person with a bad character, while an outstanding community leader is one with both strong and good characteristics. An organization needs leaders with both strong and good characteristics — people who will guide them to the future and show that they can be trusted as the **"Leadership is doing the right things at right time"**.

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