
EMERGING LEADERSHIP

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Abstract

Leadership is a quality that is so precious which a person can have to influence people and get things done through them. Countries have myriad organisations which are run by large workforce who need dynamic leaders to bring their companies to nadir. As the technology has improved and the lifestyles of the people have changed through education, there is a need for radical leadership which enhances the ability of the organisations to sustain in the ever changing business environment. Management gurus like Dale Carnegie have expressed the leadership style which is people centric, the one which boosts the morale of the employees and hence can shoot up the performance of the organisations. Countries like Sweden, Japan, Finland, have some different ways of leadership. But in democratic Norway, the boss is his own boss who exercises a higher level of authority to his subordinates, but every level of managers are given equal right to voice out their own opinions. Innovation also plays a vital role in this. The leader is someone who has innovative ideas to tackle the situation.

Keywords: Leadership, innovation, feelings, organisations, fair treatment.

Introduction

Leadership is one of those things which are very difficult to define. In any organization leadership is a fluid practice that has a direct cause and effect relationship on the success of any business. Germany Kent once said "the seven ways to get ahead in business is

- Be forward thinking
- Be inventive and daring
- Be honest and straight forward
- Be willing to change, to learn, to grow
- Work hard and be yourself
- Lead by example"

Together everyone achieves more is the acronym for TEAM. Organisations work and accomplish the objectives through team. The interesting facts about team work is the synergy it produces and myriads of innovative ideas and solutions it generates. The plus points offered by various minds can also act as barrier because of difference in individual perception and goals. This gets even more intricate in the case of huge enterprises which involve enormous workforce. However, these differences are united by group objective. All the team members need a person who leads and directs them towards accomplishing these group objectives. This person is called "Leader".

Review of Literature: British linguist Richard D. Lewis charted these differences in his book "When cultures collide", first published in 1996. "Even in countries where political and economic change is currently rapid or sweeping, deeply rooted attitudes and beliefs will resist a sudden transformation of values when pressured by reformists, governments or multinational conglomerates." According to Dahl (1957), agents exert social influence through the manipulation of a base of resources, and resources like recognition, appreciation, and friendliness as well as economic rewards are used by Darwin Cartwright in the paper "Influence, leadership, control".

Hypothesis: Leaders should always be dynamic to sustain in the ever altering business environment.

Conceptual framework: Leaders need to improve their inner qualities. Trends are completely changing and are building a company's objectives. Daily different leadership channels are being developed for interacting with customers than ever before. Long ago leaders need not to be purpose driven, supportive and flexible. In today's world leaders should have a unique leadership style due to the fast pace life and complexity of businesses. Every leader should be excellent at prediction. He should always adapt himself to unpredictable times as problems will always arise that will steer off the team. Every leader should have a vision for the company that will always boost up the confidence of its employees and retains the best talent. Companies with recognisable visions stand out the potential recruitments and keep the current members occupied and passionate about their duty. Empowering employees to make tough decisions, engage in continuous thinking, seek outside learning changes are the ingredients of a smart leader. Making mistakes is not a crime instead employees learn from their mistakes eventually giving a fruitful result. Micromanaging prevents the growth of employees. Employees confidence can be destroyed sometimes if the upper level management deals with the mess. This gives a feeling of being marginalised. Stress management should be in leaders dictionary. Every entrepreneur is exposed to certain dose of anxieties, stress and pressure. It is the responsibility of the leader to tackle these problems. Furthermore balance between pleasure and work is of utmost importance for the success of a company. It should be noted that working for longer hours does not mean you are smarter.

In most of the cases the leader is usually called as the manager. "Our position as a manager is confirmed by the organisation, but our role as a leader is satisfied in the hearts and minds of those whom we lead" say Michael Williams in the book "Leadership for leader". The above statement indicates that even though professionally our roles are designed there is something more than the employee seek. The old version of definition of leader was much similar to that of the image of a boss, who was giving orders and waiting for the subordinates to accomplish the tasks by the deadlines. Leadership in this era is totally different. It involves making the subordinates take part in the decision making, giving them increments. It also involves diplomatic way of handling people. The world revered author, Dale Carnegie, in his acclaimed book "How to win friends and influence people" quoted "When dealing with their people, let us remember we are dealing with creatures of emotion, creatures of emotion, creatures bristling with prejudice and motivated by pride and vanity". Any organisation which nourishes its employees self-esteem can reap more benefits most of them quote the popular maximum. "If you can't measure it, you can't manage it". But what is the yardstick to measure employees' satisfaction? The Father of total quality management, Deming, also an electrical engineer denied the above maxim as a "Costly myth" because it ignores the intangible thing called feelings. They are the driving factors behind human action. Any leader who fails to understand this has the highest chance of losing employee support because their morale get low. One can follow the close quarter leadership style. According to Michael Williams close quarter leadership is the leadership style which involves "engaging fully with each member of the team in order to build burst and confidence and help them to deliver to the very best of their ability".

Countries around the world have different cultures which affect their leadership styles. American managers are boldly self assured, positive, strong and always ready to adapt to new environment to meet new challenges. They have harmonious relations with their peers. French managers tend to be autocratic as they often face several issues they need to deal with. Opinions of middle level men and technical staff are ignored. Swedish management is decentralized and democratic. Motivation is the spirit of their management. Leadership in Netherlands is praiseworthy as it is based on merits and achievements. It is not unfair and corrupt. East Asian countries tend to have a Confucian hierarchy where the leaders are sacred and benevolent. This is also a truth for Japanese leadership but the only loophole is that they are not engaged in every days affairs. Finnish leaders give certain level of authority to the middle level. Managers in india involve employees in decision making and always give a helping hand to others in case of a crisis. Indian society has also unique leadership style. They are based on action oriented leadership, participative, whereby the leader is humble, compassionate, friendly, unprejudiced. Quick grasping power, inspirations, team Spirit, charismatic, sharing of ideas green practice, are engraved in the Indians mind. The leader should be comfortable with Global clients, partners, stakeholders. There is an urgent need for leadership development for the younger task force specially for the generation 4. In India, directive leadership are still widely practiced. 60% of the population still thinks that directive leadership is good and should be practised to get the work done efficiently by the workforce. This style is suitable for defence and Paramilitary forces, police Security. China also adopting the style. 94% of the respondents believe that there is a gradual shift from directive to participative and empowering leadership styles due to changes in business environment. Innovative leadership helps the business to get exposed to their innovative products that is acceptable but with a level of risk. There are some fabulous principles which Dale Carnegie advocates while dealing with people. Let's see few of them: Leaders don't criticize directly, they do it with grace by using a positive-negative-positive approach, were a leader first praises, then picks the negative point and again praises at the end. It also involves giving honest and sincere appreciation and leader should give the employee an opportunity to be

heard. According to Dale Carnegie “Self- expression is the dominant necessity in human nature”. Once the leader listens to the employee with genuine interest, the employee feel the belongingness and tries to work for the company whole heartedly.

Conclusion

In conclusion, one should always remember that when there are more people, there are more chances of contradictions. A true leader will unite the people in spite of the presence of many contradictions. Leaders should always be at the forefront to handle hurdles and stir the organizational boat forward with foresight and mettle. They should be ever dynamic in their approaches.

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