# Leadership-An Essential Paramount and Cardinal Process of Organization

## With Respect to Role of Skills in Leadership

## K. Srinivasa Krishna[1] and S. Ismail[2]

[1,2]*Asst. Professor, Dept. of Management Studies, Madanapalle Institute of Technology and Science, (MITS), Angallu, Chittore District*

### ABSTRACT

Leadership is an essential Paramount and cardinal process in any organization. The success or failure of the organization hinges on the quality and strength of the leadership. Leaders are a special breed of people endowed with superior intellect and are capable of perceiving the future and successfully steering the organization through thick and thin. They assume total responsibility both for failure and success, Failures sometimes eclipse even the most competent leaders who succumb to it. The rule, significant and problem of leadership is as old as human civilization. Leadership was a matter of great concern even in biblical times. Moses was chosen to lead a multitude of Israel people out of Egyptian captivity, which responsibility he discharged for forty years. History has recorded facts about such leaders who by their deeds established unwritten procedures, styles and skills, which we at a later stage are able to document them to be written science and art of successful leadership. Business enterprises, the success factor of which is measured by financial strengths are akin to ocean going vessels. The captain of the vessel is totally responsible for negotiating the ship to both still waters as well as troubled and turbulent waters. The CEO of an organization is bestowed with such responsibilities that the leader in him should rise to the occasion to maneuver through blooms and depressions through formidable competition and resistance bringing at the end a rich harvest of a bonanza. Leadership thus, is a powerful source of influence on the group. Leadership is the core competence of a manager to induce subordinates to work with confidence and commitment.

Even though, leadership has been an integral part of political, social, business, academic endeavors as a source of guidance and direction, yet the core meaning of "leadership" is still an area and grouping Exhaustive research and inquest into this field could provide an understanding but not an authentic cause-effect relationship.

*Keywords:* Paramount, maneuver, cardinal, bestowed, perceive, hinges.

# 1. NATURE OF LEADERSHIP

Ever since modern management thought took its roots from the days of industrial revolution, effects focused on explaining the phenomena "Leadership". It implies the existence of "Followers" also it hints at how the leader accomplishes through group performances. It is still incomprehensible as to "How" and "why" the performance improves. Two most relevant aspects of the function " Leadership" have to be kept clear before attempting to understand the process explanation.

1. The emergence of an individual as a leader

2. The characteristics or behavioral pattern that transforms the individual to be an effective leader.

There is no prepaid list of traits which when followed and practiced, results in the emergence of a leader. History recorded that Moses the emancipator of Israel, had forty years of experience as a shepherd, when he was called upon to lead the crowd of 6 lakhs men, women, children, livestock out of Egypt for forty years of journey. One thing appears consistent and that is, proper combination of personal characteristics and the specific nature of situation, in which, to perform.

Out of myriad definitions a few have been earmarked to make the reader comprehend what is "Leadership".

According to the Father of Modern Management Peter F,Drucker, " Leadership is not making friends and influencing people, i.e. salesmanship, it is the lifting of man's vision to higher sights the raising of man's performance to higher standards, the building of man's personality beyond its normal limitations."

# 2. IMPORTANCE OF LEADERS

Leaders as stated in the beginning are a rare breed of people wo being power full visionaries, are instrumental in translating potential in to reality, thorough identification and development. Leasers ensure a committed group of people to specific goals. Without proper leadership nations perish. Leadership's ultimate aim is to build human conduct and ethical aspirations of both the leader and the led.

Organizations are failing to make most of such credible contributions because of

1. Poor image of the organization

2. Negative environmental and organizational factors

3. Sometimes organizations continue to flourish even after the change in effective leadership.

# 3. MODERN THEORIES OF LEADERSHIP

## 1. Charismatic Leadership

These leaders are task takers backed up with expertise and self-confidence aiming for high performance expectations and use symbols and language to inspire.

There is a very high positive correlation between charismatic leadership and subordinates' high performance and satisfaction. Followers identify themselves with the leader's mission and believe in loyalty and unquestionable commitment and confidence towards the leader. Followers willingly emulate leader's values and behavior and derive self-esteem from their relationship with the leader.

Charismatic leaders cast a spell on the followers by virtue of their intense psychological influence on the followers, thus motivating the followers towards performance beyond expectations, innovations, and creations and establish a work culture most accepted among followers.

Charismatic leadership has its maximum impact when the follower's task has an ideological component, like politics, religion, wartime and when organizational crisis threaten its vey existence.

The darker side is that charismatic leaders brimming with self-confidence tend to ignore advice, change or challenge. They may turn to be dogmatic, inflexible and sometimes incorrigible.

The observations of Peter F. Drucker are worth mentioning "history knows no more charismatic leaders than 20th century's triad "Stalin, Hitler and Mao" who influence as much evil and suffering on humanity as ever have been recorded". They were charismatic but demonstrated negative orientation.

Leaders like Nelson Mandela, Luther King, Naryana Murthy, Bill Gates, Warren Buffet epitomes of charisma in this letter and spirit.

**Behavioral Components of Charismatic and Non-Charismatic Leaders**

| S.No. | Component | Non-Charismatic | Charismatic Leader |
|---|---|---|---|
| 1 | Relation to Status Quo. | Essentially pro status quo-strives to maintain it | Essentially opposed to status quo-strives to change it |
| 2 | Future goal. | Goal not too discrepant from status quo. | Idealized vision-highly discrepant form status quo |
| 3 | Likableness | Shared perspective likable | Shared perspective idealized vision-likable, honorable+heo worthy of identification and imitation |
| 4 | Trustworthiness | Disinterested advocacy in persuasion attempts | Disinterested advocacy by incurring great personal risk and cost |
| 5 | Expertise | Expert in using available Means to achieve goals within the framework of the existing order. | Expert in using unconventional means to transcend the existing order. |
| 6 | Behavior | Conventional conforming to existing norms | Unconventional |
| 7 | Environment | Low need for environmental | High need from environmental |
| 8 | Articulation | Weak articulation of goals and motivation to lead | Strong articulation of future vision and motivation to lead. |
| 9 | Power base | Position power & persona power | Personal power |
| 10 | Leader-Follower | Egalitarian-orders people to hare views | Elitist, entrepreneur and exempalry |

## 2. Transformational Leadership

These Leaders are characterized by:

- Vibrant change agents

- Courageous

- Believe in people

- Value Driven

- Perpetual Learner

- Visionaries with missionary zeal

Ability to dexterously handle complexities, uncertainties and ambiguous situations.

Leaders are Anji Reddy of Reddy labs, Dr. Ram Mohan Rao of IIM, Bangalore, Mr. G. Subba Rao of Andhra Pradesh to mention a few, who lead their respective organizations to turn around from a position of utter chaos to a state of crowning glory.

## 3. Spiritual Leadership

Spirituality in leadership is more concerned with the development of employees as "whole people"—people who exhibit compassion to other employees, superiors, subordinates, and customers.

Spiritual leadership involves the application of spiritual values and principles to the workplace. The spiritual leader understands the importance of employees finding meaning in their work and demonstrates a genuine concern for the "whole" person, not just the employee. Spiritual leadership tries to assist others in finding meaning in their work by addressing fundamental questions such as:

- Who are we as a work team, department, or organization?

   It means that the leader make them to understand why the organization has taken them, what are their roles and responsibilities, which direction they have to move to contribute the results for the organization. Finally make them to understand themselves and voluntary come forward to take-up the responsibilities and challenges.

- Is our work worthy? What is our greater purpose?

   Spiritual leaders make their employees to focus much on "personal ethics". There by at any cost of time they could not come across their boundaries and are able to understand the mission statement of the organization and mentally and morally prepare to move in the same direction to contribute the objectives of the organization.

- What are our values and ethical principles?

   - The Principle of justice

   - The Principle of Respect for autonomy

   - The Principle of Beneficence

   Happiness is when what you think, what you say, and what you do are in harmony. A Man is but a product of his thoughts. What he thinks, he becomes.

- What will be our legacy?

   Legacy is your gift to the world. Legacy is your act of gratitude. Every employee of the organization should think that they should be the role model to the next generation. If every employee should be in a position to create a page in the history i.e. contributes something for the development of the society being a societal well being. Then personally he develops, organization, society as well country. The employee is not supposed to be the watcher, he should be the performer.

## Spiritual Values and Practices as Related to Leadership Effectiveness

- **Fair treatment:** At any cost of time employee personal values should not be disturbed. They are the thinking beings, feeling beings and human beings. Fair treatment definitely increases the productivity. The following points must be followed by the organization to get the things done. The benefits of fair treatment

  - Fair treatment Increases mutual respect and trust among employer and employee

  - Encourages ethical behaviour in organization

  - Employee loyalty increases

  - Organization citizenship increases

  - Fair treatment leads to lesser controversies and organization is faced with lesser legal complications

- **Caring and concern:** Caring is letting things matter to us, including other people. It means valuing their well being and action with attention to their needs. When we care about someone or something, we hold a consciousness of what can harm them and what is needed for them to flourish.

  Example: Richard Branson, founder of Virgin group caught an employee sleeping at the Virgin Australia office and snapped a hilarious photo



  If you don't have designated nap rooms in your office, couches are placed in a relatively private spot. Skimping on sleep can sabotage your productivity. Richard Branson was not fired on employee. He understood that the employee couldn't have sufficient sleep that could be reflected on the image and productivity of the organization. Just he has taken a photo graph with him and sends to the employee. Management should think in empathetic dimension. If such type of management system is there the employee could feel comfortable and contribute more productivity. If you look at me; I look at you became successful in this case. If the good bond exist between the employee and employer definitely the results will be fruitful.

- **Listening:** Listening is a leadership responsibility that does not appear in the job description. Those who do listen to their employees are in a much better position to lead the increasingly

diverse and multigenerational workforce. The "one-approach-fits-all" way of thinking has become outdated and those who embrace the high art of listening are destined to be the better, more compassionate leaders.

- **Appreciating others:** Appreciate others rather than to criticize. God has given one tongue and two ears i.e speak less listen more. Leaders that judge others are not listening. Too many times leaders make harsh criticisms about those with a different style or approach. Instead of judging someone, they could be learning from them.

- **Work as spiritual calling:** God has given the life as a human being to carry out the set of tasks to contribute something for the development of the society. In order to come up, expertise in specific field you must have to be submissive and establish genuine relationships with others.

- **Reflective practice:** Reflective practice requires a conscious effort to think about events, and develop insights into them. Once you get into the habit of using reflective practice, you will probably find it useful both at work and at home. It means how you reflect the predisposed object by the way of reading, interacting with others, observing others, through cognitive process, self talk and interpersonal communication and learn to value time spent thinking about your work.

- **Integrity:** Integrity requires an inner sense of "Wholeness" and consistency of character. When you are in integrity people should be able to visibly see it through your actions, words, decisions and methods and outcomes. Leader aims to walk in integrity and others will get impressed by his character and draw a line of confidence in their mind that he can do something better than others.

- **Honesty:** When we are honest, we build strength of character that will allow us to be of great service to God and to others. We are blessed with peace of mind and self-respect and will be trusted by the Lord and others.

- **Humility:** At any cost of time people personal values could not be disturbed. Properly use the power to get the things done from subordinates. Humility or humbleness is a quality of being courteously respectful of others. Humility comes with the knowledge that God's creation as a whole transcends our own narrow interests. As with other aspects of wisdom, humility will gain us much more than we sacrifice.

- **Respect for others:** To be one, to be united is a great thing. But to respect the right to be different is maybe even greater." personal value that you attach to someone.

## Leadership philosophy of Satya Nadella

After accepting the esteemed position, the 47-year-old has been gaining recognition for his thoughtful demeanor and ability to bring out the best in employees. Below are six key takeaway points from Nadella's leadership style that we can all benefit from, as leaders in our own right.

1. **Never stop learning:** Nadella loves to learn. He buys more books than he can read, and signs up for online courses. Improving skills and widening our breadth of knowledge keeps us on our toes, and generates respect from others. After all, how can we ask our employees to stay in top mental condition without holding ourselves accountable to do the same? Nadella says he finds

inspiration in people who are doing interesting things in new ways — and puts this into practice in his own life.

2. **Choose to create impact:** When asked why he accepted the daunting positing of Microsoft CEO, Nadella said that it came down to one thing: impact. The position of CEO is one that will enable him to take human potential and apply it to the world in significant ways. How many other jobs offer the same opportunity? Rather than let the power go to his head, the CEO has stayed humble in his new influential position, feeling honored and excited by the challenges — and possibilities — that lie ahead.

## Working Style of Steve Jobs success

- Focus
- Simplify
- Take Responsibility End to End
- Put Products before Profits
- Don't Be a Slave to Focus Groups
- Bend Reality
- Impute
- Push for Perfection
- Tolerate Only "A" Players
- Engage Face-to-Face
- Know Both the Big Picture and the Details

## 4. CONCLUSION

**Leader is "one who shows the way by going in advance;** one who causes others to follow some course of action or line of thought." Thus, the leader is one who influences followers to think or behave in some way. Combining the two terms suggest that the leader who incorporates spirituality into his or her leadership will be one who causes others **to seek out and understand their inner selves** and who fosters a sense of meaning and significance among his or her followers. Thus, one definition of spirituality in leadership is a **holistic approach** to leadership in which the leader strives to encourage a sense of significance and interconnectedness among employees. The CEO of an organization is bestowed with such responsibilities that the leader in him should rise to the occasion to maneuver through blooms and depressions through formidable competition and resistance bringing at the end a rich harvest of a bonanza. Leadership thus, is a powerful source of influence on the group. Leadership is the core competence of a manager to induce subordinates to work with confidence and commitment.

Even though, leadership has been an integral part of political, social, business, academic endeavors as a source of guidance and direction, yet the core meaning of " leadership" is still an area and grouping

Exhaustive research and inquest into this field could provide an understanding but not an authentic cause-effect relationship. "**MUTUALITY OF INTEREST" Principle drives the organization.**

- It is more effective to focus on taking positive actions, rather than on stopping behaviors.

- People can more easily begin action that relies on their preferred traits.

- Different preferred traits can be use in different situation to get the desired results. Therefore it is possible to customize behavioral solutions for different personalities, based on their personal preferences, as identified by Harrison Assessment.

## *References*

Dr. Srinivasa Krishna, Dr. PSS Kumar, Dr. Anukranthi Sharma, organizationational behavior by Jahanvi Publications, Jaipur, Rajasthan

Based on the inputs from Thought Leaders by Srinivas Pandit, Tata Mc Graw-Hill, 2002, pp.3-21

D.C. Feldman and H.J. Arnold, OP.cit p.307

JJ. Gray and F.A. Starke, op.cit p.233.