

Leadership Development Practices in Organizations-An Overview

Ona Ladiwal

Department of Management Studies,

Swami Keshvanand Institute of Technology, Management & Gramothan, Jaipur, India

Email: onaladiwal@gmail.com

Received 14 March 2018 received in revised form 21 March 2018, accepted 25 March 2018

Abstract: Leadership has been termed as "a process of effect the mind set of people where leader has the ability to influence the thinking process of individual. The political condition of various nations is totally reflected above statement. Same situation is at corporate sector. A personality of an individual can change the total environment of company. This is main reason of different corporate culture exists in different company. Leadership in contemporary era changes its perspective in very different manner. We require style of leadership change from Autocratic leadership to Servant leadership. We have often observed how each of us struggle our own goals with our concerns for other people. The balance is an applicable to managers from wide ranges of organizations, large and small, profit-motivated and institutional. From bird's eye perspective, we can see what our employees seek and its relationship to what we seek, and formulate a mutually satisfying plan for goal fulfillment. We reach our goals by nurturing the people we lead or manage in a way that helps them reach their own goals. In this Paper we will include the various dimensions of leadership, Servant Leadership and leadership development practices in Organizations [1].

1. LEADERSHIP AND ORGANIZATION

Each Organization has its own vision and mission. It's vision and mission is directed and controlled by leaders thinking process. To release unlimited hard work in a way that achieves organizational objectives means running towards the ultimate points. We can reach ultimate point when we are clear about our vision and mission. The clarity points move depending on the context the organization operates in. For example, personal needs might be put aside for the greater good of an organization. Short term organizational needs might be sacrificed to fulfill personal objectives for the retention of talent. But no one can constructively shift the clarity points without shifting the axis. In the first scenario, if people are prepared to let their needs go for good of the organization, it requires agreement reached through dialogue. If the organization alone tries to move the clarity points towards the organizational need without discussing the impact on visions and plans, a vacuum will be created. Similarly, to embrace the visions and dreams of an individual will require a discussion around the implications for organizational outcomes[2].

Dimensions of Leadership-There are several dimensions of leadership in present scenario. Some of them are Energetic, Pioneering, affirming, humble, Effective, Commanding, Pioneering, Involvement, Consistency, Capacity Development

etc. To be an effective leader one must understand his all dimension of personality and as per situation it should get applied. As we know not a single style is applicable to all situations. The basic issue in front of leadership is to not only develop own strength and areas but also to develop subordinates. It is not a role of a leader to provide challenges every day to subordinates but it is responsibility of a leader to make a comfortable environment for pleasant working. Think of when we converse with our workers. A lot of them fall on our words[3]. Our convincing is an important aspect. Our criticisms, comments that may seem minor to us, are very easily misunderstood.

2. DIFFERENT STROKES FOR DIFFERENT FOLK'S

As a leader our job often is to win people over to a desired point of view. Empathy plays a key part in accomplishing this. We have seen that if we are in touch with the points of view of others we are able to make them open to new perspective. It is another-oriented gesture that creates sense of commonality between you and other person.

Leadership Styles- There are different kind of leadership style available like situational, autocratic, democratic, charismatic where one can choose as per the situation. If we are talking about current era this is the time for servant leadership where the concept traditional leadership are not working. In this contemporary era the principal of mutual belief, understanding are used by leaders which gives all of us a better life and better work place to do something. There are two different types of leadership exist-In one approach the person only wants to lead every one and wish to become a leader in another approach a person wish to serve every one and want to work with people. Here we discuss the Servant Leadership in details as this is the contemporary leadership style.

Servant Leadership-Servant leadership is a philosophy to make enrich life of all persons and defiantly it improve the organizations. It has set practices by which it makes better organizations and better world. The word servant leadership is developed by Robert K. Greenleaf. According to him leader is not a leader first but he is made to serve the society. It is internal feeling of leader who wish to serve first to the people.

Example-There are various companies which consider their

employees as partners Like TD Industries (TD), Southwest Airlines, they make their place in top ten on Fortune Magazine's list of 100 Best Companies to Work for in America. This is only happened due to the changing leadership style of work place at these companies.

3. SERVANT LEADER: TEN PRINCIPLES OF SERVANT LEADERSHIP

1. Listening—Previously the role of leader was stick to speak only but in this new era it is very much important that how much effective listener you are. Servant-leaders must strengthen these significant skills by building a meaningful commitment to listen the views of other people. Servant-leaders look for the clarity of a group. The servant leaders are not only listen verbal communication but also they are focusing on non-verbal communication. They try to understand the inner voice of their subordinates.

2. Fellow feeling—As a leader one must recognize the problems of other peoples and we must help them to solve their issues. Empathy with other is the key of any fruitful relationship. The role of leader is to identify the need and problems of the subordinates to help them in a better way. With the virtue of this they can become a popular leader.

3. Caring—If we care someone we can alter his behavior and feelings. One of the biggest dimensions of servant leadership is to take care of subordinates. The feeling of caring provide a better world of understanding. This will enhance the feeling of trust among subordinates.

4. Awareness—Self Awareness the main agenda to become a good person in life. It makes a person strengthen in every area. But sometimes awareness of surrounding agendas make us scary. So it is important for a leader to make everyone more confident that awareness about environment make him strengthen not coward.

5. Persuasion—The persuasion is the main agenda and art of Servant leaders. They always want to take agreement of all persons for their decisions. This style of leadership believe in persuasion rather than self-centered. For the implementation of decisions these leaders conduct meetings and implement any decision after consulting everyone in the team.

6. Dreamer—Servant leaders see dreams. They are able to make balance between what they think for future and what they are doing currently. They have abilities to think beyond the boundaries. They are problem solvers. They make the environment of a team to fulfill the vision of the organization.

7. Foresight—Servant leaders are the intelligent individuals. They are able to analyze the past, present, future agendas. They are the learned person and learn from various experiences so they are likely to revise every result of a decision in the future. It is extremely fixed in their mind that what they can do in any situation.

8. Stewardship—According to the concept Stewardship one can say that every organization has CEO's, staff and many stake holders and each stake holders play an significant role to work for society. Every one play a vital role in the improvement of the society.

9. Growth of Everyone—Servant leaders are dedicated to the growth of human beings. They are not only play an important role in their professional development and growth of employees but also in personal and spiritual growth. This make every individual very confident and faith full and work as a partner to the company.

10. Building Community—Servant leaders have an art to convert a small community into a bigger institution. Servant leaders are building blockers. They can change and contribute significantly to make human lives. They are change agents who can change our value system, perception and negative feelings[5].

There are various Leadership Development activities running all over India. In this Article we will discuss some of them as below- McKinsey Leadership Institute, India

This Institute has a rich glory of leadership development and activities. It helped several major Indian companies to shape their global agendas. This has been established in 2011. It is famous for offering various programs for higher level management for customized various time duration. They have a very dynamic internal team for the development programs which includes coaches, teachers, trainer's, guides, consultants and facilitators that include higher level officers from public and private sector, internationally recognized facilitators/coaches. They have well-built networking in entire world for leadership development program.

4. LEADERSHIP DEVELOPMENT AT GE

GE Capital understands the role of developing leadership in employees. To foster leadership skills in employees it conduct e-Training soft-skills training and program-based training.

In these training programs employees learn to develop and take greater challenges and tasks. In these training programs different employees entered at different career stages and learn to take new initiatives, challenges which are essential for their growth. GE consider every employee as their future leader.

GE believe that learning never ends so it is important to provide such kind of training programs to every individual.

5. LEADERSHIP PROGRAM AT INFOSYS

Infosys plays an important role in leadership development qualities of its employees. It has its own well defined institute with a vision of inculcating leadership in all level of employees. The focus of ILI is make people successful and capable for future requirement. They imply leadership interventions in the organizations to assess organizational

developmental initiatives. They launched their own book Leadership@infosys.

The Tata Management Training Centre (TMTC) is a dynamic learning platform situated at Pune for focuses on Management development. They were being awarded 2007-08 for their efforts at National level in the field of Training & Development for their unconditional contribution. The aim of the organization is to developing and grooming leadership qualities in employees for the betterment of the organization. This is the place where employees learn to modify their own behavior. TMTC is digitally connected to all over the world with its e-learning programs. The e-learning include e-training of leadership. They conduct e-sessions in which experts train the employees. Leadership development programs will include various seminars at various levels of management.

As the ultimate objective of this learning center is to reach the level of better organizational performance and develop knowledge and skills among managers. They called various renowned personalities for the guest-lectures. They prepare modules for the change in individual personalities. It provides training to Indian Administrative Services and Indian Police Services.

6. ACCENTURE

It develops employees to become more efficient and learn skills by providing platform of management education and other

professional courses. The goal of Accenture is to guide the employees and help them to attend higher goals in personal and professional world. The growth in their career will be step by step but attainable. They believe that people are the most important asset for their company so they invest lot of effort in the development of managerial, professional, technical skills of the employees. The person who joined Accenture they get introduction about Accenture and their career development path in Accenture.

7. CONCLUSION

In this article we reach on the conclusion that there is a great change in the style of leadership over the decades. There is a need of leaders who understand followers and make them efficient. Leadership is an essential Ingredient for the organization. All organization wish to develop more and more responsible and better leaders for their future. They opened various support systems for the same. Servant leadership is the desire of the nations and corporate world. so organizations must create stimulation exercises to develop such kind of leadership.

REFERENCES

- [1.] Mitchell Kusy, 2011, The Little Book of Leadership Development, Amacom
- [2.] Don M Frick, 2004, Robert K. Greenleaf, Berrett-Koehler Publishers
- [3.] Robert K Greenleaf, 1996, On becoming a servant-leader, Jossey-Bass
- [4.] Jon P Howell, 2001, Understanding behaviors for effective leadership, Prentice Hall
- [5.] R.K. Sahu, 2009, Strategic Leadership, Pragya Bharti

