NURTURING LEADERSHIP QUALITIES TO BUSINESS MANAGERS

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ABSTRACT

This article presents a view of developing leadership qualities to business managers who undertakes people management. Developing leadership talent must be a prime task for any business organization as it benefits both the leader and the organization. This study has been made with certain objectives to analyze and reveal a conceptual framework on managerial leadership styles and values. This article will offer some insight from the perspective of nurturing leadership qualities to business managers. Modern organizations are paying attention to develop the personal qualities of managers, hence this present study focus on the nurturing leadership qualities to business managers.

Key words: Leader, Leadership, Manager, Managerial Leadership, Leadership Skills
INTRODUCTION
Leadership is a central part of work and social life. In fact in any commercial activities where a group of people want to get done a common goal, a leader may be compulsory. Leadership activities occur in almost all formal and informal social and business situations. Even in an informal circumstance such as a group of associates some sort of a leadership activity will happen wherein one individual usually takes a lead in most of the group activities. Leaders may or may not be provided formal authority but may exhibit leadership behavior by influencing people to work towards common goals. These skills are different than those required to be a manager. Leadership and management are not the same. To be a leader, one needs an exclusive set of human relations and interpersonal skills. People believe a strong leader is born and not made. This is not necessarily the fact. As with anything, educating yourself to encourage become a great leader or a person with superb leadership skills takes time, energy and commitment. A leader is a person who has strong principles, courage and dedication to a clear vision. In business, possessing high-quality leadership skills are a must for any interested individual to succeed on an executive level. Developing a powerful vision, building a strong team and bringing out the best in those you lead are key facets to experiencing success as a leader in your field or industry. People follow a great leader because he is representative of the beliefs of a group. This person is often a well-principled individual who is focused on a common goal and eliminates excess fear and doubt. The followers of the leader often provide the necessary support for the team to advance and succeed in achieving their goals. An individual with good leadership skills will recognize and reward the team for the greater cause.
STATEMENT OF THE PROBLEM

Effective leaders are the key input to large-scale business operations, sustainable economic reforms, bringing justice in public administration system. There have been a multitude of leadership models and theories offered during the past three decades. Plenty of models and theories have be published, studied and discussed appear to outline the organization as a separate entity from the individuals who compose the organization. It is often a difficult task even to attempt to operationally define leadership. It is a more difficult task to enact leadership behaviors within our organizations due this particular. Developing a leader must be a prime task for any leader and the organization. Organization gives the work or assignment to develop the qualities of a person, but it is secondary than the education offered to them earlier. Hence it is appropriate to empower leadership qualities through education. Corporate success is highly depends on the leadership quality of a company’s leaders. Education is an important one in every body’s life. Education impairs thousands of management qualities to a person, if it is provided in the work place it would serve for the betterment of the organization. Successful running of a business requires plenty of management attributes from the person who headed over the managerial function. Effective education is an important tool and an ideal approach for developing great leaders. It is suggested that nurturing leadership talent is an excellent avenue for leaders to begin considering those specific needs, wants and goals of the individuals who are a vital part of any organization. Creating environments conductive to autonomous learning may be a superior model for leaders to consider. Leaders have a deeper and more lasting influence on organizations and provide more comprehensive leadership if their focus extends beyond maintaining high standards.
REVIEW OF LITERATURE

There are so many research findings provided by the eminent scholars in the field of leadership traits and theories. Previous research findings (Belfield & Harris, 2002; Robbins, 2005) have designated that wages and fringe benefits are not the reasons people like their jobs or stay with an employer. Far more important are the quality of the employees’ jobs and the supportiveness of their work environment. It is unlikely that organisational goals will be realised without a large degree of support from organisation’s and organisational leaders. To provide this support, it is imperative that senior managers, as change agents, understand human’s emotions, and how they influence employee behaviour and attitudes towards their job and their organisation.

Fink and Resnick (2001) examined school districts’ efforts to develop principals into instructional leaders who could achieve a large-scale turnaround in literacy and numeracy. They described some core strategies for developing the role of the principal as instructional leader, including five mutually reinforcing sets of strategic activities: nested learning communities, principal institutes, leadership for instruction, peer learning, and individual coaching. Although scholars have long recognised the relevance of cognition to problem solving and leadership, the relevance of emotion has historically been discounted (Mayer, Salovey & Caruso, 2000). Recently, however, researchers have established that emotions precede or at least accompany cognition and thus, emotions and affective information provides a unique source of information that can improve cognition (Damasio, 1994; Dickman & Standard-Blair, 2002). However, individuals are not alike in their ability to perceive, understand and utilise affective information. The explanation for the differences has been labelled emotional intelligence (Goleman, 1995). Early research efforts on emergent leaders indicated that they were socially perceptive and uniquely able to identify and understand unstated team needs and it perceptiveness to address team needs in ways they knew would be acceptable to the team (Steiner, 1972). Thus, what underlies an emergent leader’s
ability to perceive and understand the team’s task and member’s needs has placed new
demands on leadership training programmes to develop these skills in evolving leaders
and on organisations involved in leadership selection to identify them in potential candidates.

OBJECTIVES OF THE STUDY
This study has been carried with the following objectives.

1. To know the corporate managerial leadership style required for present day
   business.
2. To analyze the managerial skills required to develop managers into effective
   leaders.
3. To reveal the nurturing leadership styles in business conglomerates.

CORPORATE MANAGERIAL LEADERSHIP
Corporate requires a leader with managerial capability; leaders are somewhat different
from the managers, their work starts with planning and end with effective control.
Leaders establish a vision for the organization and influence and motivate people to
work for that vision. Managers are concerned with the system growing with the aim of
reaching new levels. Leaders are involved with the innovation of existing system and
identifying and changing the odds associated with the existing work culture.
Exponential growth of India’s primary and secondary sector requires the right
combination of management and leadership skills to maintain Indian corporates to
competing against the cut-throat competition in the global arena. Today Indian
corporates require more managerial leaders than the managers with the strong
leadership skills, who are able to operate in an ever changing, competitive and complex
global context. Managerial leaders are those who possess typical management skills
related to plan, persuade, guidance, control and so on in the areas like finance, marketing, operation and all management functions. The style of managerial leadership can be classified as participative and consultative style of leadership. Participative style of leadership is characterized by the manager’s ability to involve the subordinate in the decision making processes as equals. Subordinates are provided the opportunity to contribute their ideas, opinion and suggestions to arrive at a corporative decision based on discussion. The consultative style of managerial leadership is characterized by the manager’s ability to involve subordinates in the decision making process by accepting their ideas, opinions and suggestions but reserving final decision with his own. Managerial leadership implies that the manager is able to influences subordinates to willingly engage and work in a project for reaching a common goal and vision.

MANAGERIAL SKILLS FOR EFFECTIVE LEADER
The general characteristics of leaders are adaptability as to different situations and personalities, alertness on team handing, being co-operative, decision oriented, dependable, self-assured, confident and persistent and familiarity. Leadership is often considered as the ability to influence a group of people toward the achievement of goals. Thus it is an activity in which an individual gains trust and commitment of others with or without reliance on formal position or authority moves the group to the accomplishment of one or more tasks. A mark of a good leader is to be able to provide consistent motivation to his team encouraging them to attain excellence and quality in their performance. A good leader is always looking for ways to improve production and standards. Here are six management skills you can develop as a leader in working to create a quality effective team. Managers must develop effective leadership skills to lead teams and achieve the organizational objectives. Understand basic leadership styles and action-centered leadership for results. Many business leaders, consultants,
practitioners and academics have written about leadership and being a good leader and that wealth of material is both a boon and bane. On the one hand information is readily available. On the other hand there are so many different definitions and interpretations that it can easily become confusing. Since there is more than one way to be a good leader developing leadership skills is about selecting ideas that are personally effective. It provides a simple and straightforward approach that focuses on task, team and individual.

NURTURING LEADERSHIP CULTURE IN CONGLOMERATES

Leadership becomes the most talked issue in modern time business enterprises. Perhaps a more useful perspective is to consider leadership as a process that is contextually situated within the relationships between people who employed in an organization. By taking this situation what is more important than the leadership qualities of a number of individuals are the underling processes that give rise to organizational effectiveness. While considering this, it has the chance to understand why many leadership development activities fail to achieve the sorts of outcomes desired by those investing in them. Leadership development should be aligned with the organizational culture, context and objectives amongst the wide range of other factors associated with the organization. If it is taken in this way, it perhaps possible to understand why many leadership development activities fail to achieve the sorts of outcomes desired by those investing in them. Leadership can undoubtedly be instrumental in organizational performance; the development of a small number of individuals in isolation is unlikely to result in marked improvements to these or other outcome measures. Organization has to play a significant role to impair training to the talented managers. Talent hunt is going on in a rapid speed in all organizations; hence retaining the managers who possess the leadership quality is utmost of duty of business entities.
SKILLS REQUIRED TO LEADERS

An efficient leader requires some skills to manage conflicts and disputes. It describes the ability, capacity, skill or, in the case of the trait emotional intelligent model, a self-perceived ability to identify, assesses, and controls the emotions of one's self, of others, and of groups. Where intelligent quotient measures general intelligence, emotional quotient measures level of emotional intelligence. In a sense, it’s an emotional inventory. Emotional quotient is the ability to sense, understand, and effectively apply the power of your emotions to build relationship compatibility. It can show you how to improve performance, personally and professionally. Emotional quotient also helps you gain awareness and control of your emotions in the workplace. Managers interact with a lot of people in their day-to-day life. Hence, interpersonal skills play a very important role. Good interpersonal skills can benefit both personally and professionally. It grooms leaders as a person and leaves a good impression in the minds of people. Some people are born with good inter-personal skills; some people have to learn it through the course of life. At workplace, there are people who have various personalities and need to be handled differently. In management of firms, every employee needs to be well equipped with the tools to communicate effectively, whether it is on the personal front, or at work. In fact, according to the management gurus, being a good communicator is half the battle won. After all, if one speaks and listens well, then there is little or no scope for misunderstanding. Thus, keeping this fact in mind, the primary reasons for misunderstanding is due to inability to speak well, or listen effectively. It is the set of skills that enables a person to convey information so that it is received and understood. Communication skills refer to the repertoire of behaviors that serve to convey information for the individual. Communication skills are the ability an individual displays in consistently demonstrates the ability to effectively communicate with clients, colleagues, subordinates, and supervisors in professional manner and in the
personal department. Communication skills are generally understood to be the art or technique of persuasion through the use of oral language and written language. To understand the basic of communication skills, one need to understand that communication is one of those words that is most hyped in contemporary culture. It includes a large number of experiences, actions and events; also a variety of happening and meanings, as well as technologies. Team building skills are one of the basic requirements for the proper working of a good company, regardless of its size and service. A company with properly functioning dedicated working teams will always have a graph going upwards. Corporate team building skills enable companies to become responsive and customer friendly. For the proper functioning of a team, each member must be sure of his mission, vision, behavior, work style and goal. He must be personally, professionally and organizationally dedicated to the team. Team members must believe in one another and must be ready to work hand in hand in both adverse and favorable situations. The team must be adaptive to internal and external changing business conditions. The team leader must have great coordinating power and a pleasant personality. General skills such as good communication, concentration, fast decision making, self-confidence and a well-being feeling are important for all team members engaged in business fields, especially the service fields. The team members must be ready to separate their personal and professional lives. Team building skills include the integration of a diversity of people by establishing a clear and unified vision, building a team that looks for individual goals but is simultaneously directed to achieving organizational goals and developing awareness about each member’s attitudes, values, responsibilities and style of communication. Innovative ideas from team members must receive special attention as they help the company to adapt new flexible methods and tap complementary resources.
CONCLUSION

The concepts and ideologies presented are the outcome of leadership research analysis. From the perspective of leadership, consultative leadership style will yield more favorable results in times of adverse business conditions, labor problems and some other conflicts and disputes. The qualities and abilities are the basic requirements to a leader and undoubtedly important. Success in this case, is more likely to result from nurturing a culture of shared and inclusive leadership than the skills or capabilities of any one individual. Leaders require multiple skills set to bring the organization into brighter business climate. Leadership skills are universal relationally connected and mobilized with patience and persistence to purposeful enterprise activities. It is concluded that organizations must pay consistent and strong attention on to strengthen the talent level of managers who employed to manage the men, material, machine and money.

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