

Developing Leadership and Management Skills

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Introduction

Good and effective leadership is considered one of the most important aspects of organizational development and success. It is essential for all type of businesses, organizations, corporation, or NGO (Day, 2014). There are diverging in perceptions related to leader and leadership. In this respect the researchers, James & Ogbonna (2013) consider leadership one important part of management (James & Ogbonna, 2013). It is important as leadership is one prominent fact which plays a great part in developing and maintaining organizational wellbeing or nation. Many world famous and renowned organizations like General Electric (GE) and Chrysler had returned back from the last stage of bankruptcy to the list of few worlds' best most profitable organization confederation. This great transition and evolution was only possible under the great leadership of John Welch and Lee Lacocca, their phenomenal training and strategically planned working and organizational structure made this world recognized transition possible (Robbins & Coulter, 2007). Some great nations like Britain, United States of America, France, Germany and few more countries are leading all over world which is possible due to the involvement of great leaderships (Weihrich et al, 2008). All these ideas successfully turn into reality because of the involvement of successful leadership which enables drowning organizations as well as nations to bounce back with same spirit and confidence.

Discussion

This paper enlighten the actual notion of leadership in structuring the outstanding organizations and the contribution n through various strategies, leadership theories and related organizational scenarios which portrays the significant importance of effective leader and leadership.

Leadership and Management

According to Wehrich et al (2008), leadership is whole in deliberate process of inspiring and influencing groups or individuals to achieve desired goals. Whereas, defined leader as a personality who influences and empower other individuals to know their capabilities better (Wehrich et al, 2008). It would not incorrect to label leadership as a powerful skill with the better purpose to influence groups, teams and individuals in an organization to make them enthusiastically and passionately towards the common desired goal or aim (Cyert 2006). Great leaders' help in building a shared vision for an organization, eloquent that created vision among organization's members, craft a strategized path for the followers to follow in order to achieve the desired shared goal. They also guide the members and organization new ways and paths to achieve goal, these new directions lead to innovation and further advancements (Parris & Peachey, 2013). As studied by various researchers, the most essential part in structuring an organization with constant success and development is the people working for it. It includes followers contributing as employees and volunteers and most importantly leaders leading the way to success. All the success of an organization solely depends upon the individual serving the organization with full determination and spirit, not limiting to himself but transferring his inbuilt spirit and work determination to other members known as leader (Storey et al, 2016). Many leadership theories effort to elaborate the main notion and structure the complexities attach to the idea of leadership (Silva, 2016). There are various groups of words explaining the main characteristics of leadership as a process but according to McCleskey (2014), the come to one specific definition of leadership varies, as the process of leadership changed with the changing situations and problems. He further elaborated the study conducted related to leadership also varies similarly. But, he adds though it is difficult to compress the whole idea of leadership but it

is also important to have one right definition (McCleskey, 2014). If we see the concept of leadership long back the efforts and research by Stogdill (1950) states leadership as an act influencing various activities of groups and individuals making efforts towards goal setting and goal attainment. Different studies claim this statement as the very first effort to draw attention towards leadership as not an individual's trait but as the complete process of influencing and impacting others. Elaborating the main purpose of leadership process: goal setting and goal attainment were pointed out as the main attributes of leadership process. (Silva, 2016). On the other hand the concept of management goes together with the concept of leadership. Kotter (2013) describes management as a set of various well-known processes including planning, budgeting, structuring occupations, employee staffing, problem-solving and measuring and evaluating employee performances. Management is responsible of making those actions which are beneficial for an organization. Effective management helps the organization to deliver the promised services, with reliable quality, considering the budget on regular basis. Kotter elaborated the intensity of management tasks and responsibilities and claiming that workers at lower level cannot understand the complexity of management level, but it is quite different from what leadership is (Kotter, 2013). On the other hand he shared the idea of leadership as an entirely different from management. It takes the responsibility of taking organization further by adding value to all the functions taking place in the organization and moving further to future, looking for opportunities and availing it as faster as they are coming and productively constructing strategies for exploiting the opportunities. Leadership revolves around vision, inspiring and influencing people involved in the process, empowering them and producing productive changes in the organization. The further detached leadership from attribute and connected it to the intrinsic behavior. He highlighted the importance of leadership in today's

world. He rejected the idea of few extraordinary people at higher level of hierarchy leading the whole workforce and expecting long term self-motivated and prompted team is impossible (Kotter, 2013).

Theories and Models on Leadership and Management

Various theories have been developed to understand the idea of idea, trait theory of leadership, To understand the concept of leadership it is important to understand the psychology behind it that is why collagen of leadership has increased over about hundred years in this time. A number of various leadership theories have been created and introduced with the purpose to elaborate the basic concept of Leadership in making the organization successful and profitable. There are various personality traits which makes a common person a great leader. A deep interest is seen in the concept of leadership throughout human history. But, recently different leadership theories have emerged which has increased the interest of people understanding leadership and great leadership qualities (Fleeson & Jayawickreme, 2015). It not only focuses on the qualities difference between leaders and followers besides that looking at various variables such as working environment and skill levels. The first important Leadership theory, Great man theory, believes in the notion of “born to lead”. According to great man theory a true leader is born with inherited and internal characteristics such as charismatic personality, confidence, intelligence and great social skills. According to the great man theory leaders are born not made (Spector, 2016). The other leadership theory named as Trait theory is similar to the great man theory; it also focuses on the numerous, prominent attributes of a person which makes him a great leader. Various researchers have defined trait theory as individuals with exceptional inherited qualities and personal characteristics which make them the perfect individual function as a leader. Trait

theories usually identify specific personality and behavioral characteristics shared by leaders (Weiss, 2014).

Approaches for Developing Leaders and Managers

Skilled and trained managers are essential for employee involvement, organizational accomplishments and even impact the national economy. So, management development is critical to strengthening and promoting the skills, capabilities and understanding of managers. This paper enlightens and explores various approaches which is effective in recognizing the development spaces, management knowledge and competencies, and performance management. CIPD shared different work-based approaches, for developing leaders and managers, including coaching and mentoring, Shadowing, Secondments, Sharing knowledge, and Communities of practices. There is vast range of approaches which helps the organizations to develop future leaders and managers. Organizations adopt these approaches to develop effective leaders and managers, for these purpose organizations also plan few programs to embark the concept of leadership and effective management. It is also important to look at the previous practices and adopt the right approach that fits all conditions of an organization. Adaptation of Leadership and management developmental approaches enables future authority and management of an organization. It is possible by building organization's common agenda, communicating fitting values, organizational structure, and processes. The four most common and applicable approaches are coaching and mentoring, education-based programmes, job rotations and shadowing. The modern and advanced companies are focusing on introducing coaching and mentoring programs to develop future leaders and managers. These coaching and training programs are developed with the purpose of harnessing the worth of internal employee and their utilization. They focus on utilizing the available talent and developing them, such programs

saves time, cost, shortens process and most importantly increases employees satisfaction (Merrick, 2013). According to the stated fact, about 71 percent of Fortune 500 companies emphasis on developing leaders and managers through coaching and mentoring their employees. Coaching helps the employee to identify his best potentials and work on it to perform effectively. It is all about focusing on the talent and potential which is already in the individual. There are two types of coaches; the internal coach and the external professional coach. The best practice is to utilize the internal coach which is usually clear about others potential, capabilities and skills. On the other hand, the difference is observed between coaching and mentoring approaches. Mentoring is different from coaching; mentoring programs are complementary training and learning technique. Mentoring is yet another powerful approach for individuals who seek betterment and want to grow professionally within an organization. It is about moving or organizing to move into new organizational role, taking new responsibilities, preparing to take new challenges, all these measures seems attainable if organization provides good mentors for supervision. The second approach is about introducing education-based programs in organization. Many organizations work on introducing various education-based programs which helps them and their employees to work on their skills and knowledge. Such programs are designed with specific goal to identify and refine their skills. The impact of these programs within organization is yet proven. On the other side, managing such programs is a challenge for an organization. A financial services firm introduced education-based program facilitated by external coaches resulted in improved employee retention and satisfaction (Merrick, 2013). Worlds' leading companies and organizations engage themselves in developing various education-based programs to help with the transformation of individuals working for the organization to effective leaders and mentors (Kaya & Ceylan, 2014). Another approach for

developing leaders and mentors in organization is practicing job rotation. It is an effective method for employee growth and development. This method provides a great opportunity to each employee to work on their skills for various organizational functions and changing jobs. In rotation practice, employees rotate around various job tasks and responsibilities which help them to develop their skills. Further, these organizational practices also help the employees in excelling on their specific skill and expertise. This enables career development, which incorporate job satisfaction and high employee engagement. Lastly, shadowing – there are several benefits of practicing job shadowing in an organization, it is considered as a great opportunity for self-development, sharing best work practices, an effective networking tool which helps in breaking internal networking barriers and create an effective environment for every individual. It also helps in getting great insights regarding others roles and responsibilities and to learn from their experiences. Leaders and great mentors are developed through implementing such effective practices within organizations (Czarniawska, 2014).

The Role of Learning and Development

L&D plays an essential role in developing the leadership skills and abilities among employees. L&D professionals have great importance in such developments. They facilitate during the process of development. Change is vital for company's growth and progression, to meet the exceptional leadership skills which help with stability in today's competitive world. Producing and identifying effective leaders and mentors is vital for today's competitive organizations (Merrick, 2013). There are various examples which prove the role of L&D in supporting leadership and mentoring development. As stated by Merrick (2013), a Danish media company adopted L&D programs, after the evaluation process it was observed that L&D programs benefited the organization and employees greatly. The employees shared the effect two-way

learning which guides them to explore their hidden skills and qualities. Another huge aerospace company practice L&D programs which resulted in increased employee satisfaction and organization growth. Glasgow University: People & Organizational Development Strategy: 2013 and 2018, Wirral University Teaching Hospital: Workforce & Organizational Development Strategy 2015 – 2018, Bradford BSCB Safeguarding Children Board: Learning and Development Strategy, Training and Delivery Plan, 2014 to 2017 are few organizations which worked on L&D programs, the implementation of these programs helps the organizations massively.

Indicators of Success for Leadership and Management Development Programs

Leadership is significant and yet all-inclusive. Therefore, the process of developing leaders requires extra attention and measurement. To be among worlds' competitive organizations it is necessary to focus on the investment made in the development of leaders. The profitability and succession of an organization solely depends upon the creating of strong effective leaders. Various programs are introduced but, measuring the effectiveness of leader is not an easy task for any organization. Unfortunately, the process of accessing and evaluating leaders and mentors is complicated. There are few indicators of succession which reflects the successfulness of leadership and management development programs. Individuals' performance evidence, effective succession, employee retention and employee satisfaction portrays the success of leadership and management development programs. The improvement in employees working patterns, recognizing the skills and producing expected outcomes reflects the productivity and effective performance of an employee (Jenter & Kanaan, 2015). The succession rate and productivity also shows the effectiveness of an employee, if the program helps the organization to identify the potential individuals with clear objectives, skills and competencies to serve as a meaningful leader. Such programs also help the organizations to work on their organizational

leadership and management. All these programs are not new for successful leading organizations. Such programs assist organization to retain their employees and talent. New developmental tools have been introduced which helps the organization to hold the talent within their organization and to develop employee satisfaction (Merrick (2013). Now companies have great opportunity and chances to introduce and implement such programs not for leaders but for every individual, positively impacting career growth, employee retention, engagement and satisfaction at all working levels (Das & Baruah, 2013).

There are various factors which indicates the secession of leadership and management programs, stakeholder mapping, context in which leaders and manger operates, company competency development, and stakeholders contributions. Many companies can evaluate the investment made for leadership development by quantifiable improvements made in the approach and way leaders lead the company's team. This certain improvements should be evident and noticeable to subordinates, followers, and to the higher management including boss. Most of the promising organizations are documenting all the solid successes. A leading software company, Symantec measured before and right after eighteen month of leadership and management development program which resulted in considerable improvements in every measured leadership aptitude. In this program they also added managers' abilities and competencies in 16 researched competencies, which included teamwork and cooperation, developing strategic perception, professional skills, motivating and other inspiring attributes. The CEO of the company claimed to undergo a significant transition after the leadership development program (Vries & Korotov, 2010). Stakeholder mapping is another factor which indicates the succession such developing programs; involves identifying, analyzing, evaluating and prioritizing the project features and

overall performance. In the beginning it helps establishing program requirements and eventually it helps in managing and communicating with the company's stakeholder efficiently.

Conclusion

Leadership and management programs are not new but the involvement of various new strategies has increased the effectiveness of such programs. Organizations who invest in their employees always end up with positive outcomes. Many leading companies invest their time and efforts in organizing and designing such programs which help them in producing effective leadership and management in their organization. The development, conduction and implication of such programs not only help the organizations to grow but it also helps the individuals to identify, recognize and explore their hidden attributes and skills. The recognition of employee expertise and skills help organization in longer run. All these aspects increase the level of employee engagement, involvement and satisfaction which brings employee retention and contentment.

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