

LEADERSHIP: AN YARDSTICK OF MANAGEMENT OF ALL ORGANIZATIONS

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Abstract *This paper lays emphasis on the importance of leadership in an organization. The success of an organization largely depends on leadership. No topic is probably more important to organizational success today than leadership. Any organization, however good it is, is quite inactive without effective leadership. Without leadership, an organization is but a muddle of men, machines and materials because all these factors of production remain idle unless they are engaged in a coordinate manner to produce more towards the accomplishment of goal of the organization.*

Keyword: *Motivation, Human Relations Attitude, Empathy, Encourage Participation, Active Listening*

INTRODUCTION

Leadership is the ability of a manager to induce subordinates to work with confidence and zeal. It is the driving force which gets things done by others. A good leader achieves maximum cooperation from the group members by providing two-way communication and by motivating. He is also able to coordinate the activities of the followers to achieve common objectives. The function of leadership is to induce or persuade all subordinates or followers to contribute to organizational goals in accordance with their maximum capability.

Definitions of Leadership. A few definitions of leadership may be helpful in clarifying the concept of leadership:

“Leadership may be defined as the ability to exert interpersonal influence by means of communication towards the achievement of a goal.

KOONTZ AND O’ DONNELL

“Leadership is that combination of qualities by the possession of which one is able to get something done by others, chiefly because through his influence they become willing to do so.”

Ordway Tead

Leadership is the activity of influencing people to strive willingly for group objectives.

George R. Terry

Leadership can be defined as the process by which an executive imaginatively directs, guides and influences the

work of others in choosing and attaining specific goals by mediating between the individual and the organization in such a manner that both will obtain maximum satisfaction.

SIGNIFICANCE OF LEADERSHIP

The significance of leadership in management will be more clear if we study the functions which are performed by a leader. The functions are as follows:

- Determination of goals. A leader performs the creative function of laying down goals and policies for the followers. He acts as a guide in interpreting the goals and policies.
- Organization of activities. A good leader divides organization activities among the employees in a systematic manner. The relationships between them are clearly laid down. This reduces the chances of conflict between them.
- Achieving coordination. A leader integrates the goals of the individuals with the organizational goals and creates a community of interests. He keeps himself informed about the working of the group. He shares information with the group for the coordination of its efforts.
- Representation of group. A leader is a representative of his group. He takes initiative in all matters of interest to the group. He also attempts to fulfill the psychological needs of his followers.
- Providing guidance. A leader guides the subordinates towards the achievement of organizational objectives. He is available for advice whenever a subordinate faces a problem.

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- Inspiration of employees. A good leader inspires the subordinates for better performance. Motivation is necessary for getting the desired work from the subordinates. The leader motivates the employees by providing them economic and non-economic rewards.
- Building employees' morale. Good leadership is indispensable to high employee morale. The leader shapes the thinking and attitudes of the group. He develops good human relations and facilitates interactions between the members of the group. He maintains voluntary cooperation and discipline among followers.
- Facilitating change. Leadership is the mechanism to convince workers about the need for change. Dynamic leadership is the cornerstone of organizational change. An effective leader is able to overcome resistance to change on the part of workers and thus facilitate change.

IMPORTANT TRAITS OF AN EFFECTIVE LEADER

- Intelligence. This trait seems to hold up better than any other. Leaders generally have somewhat higher level of intelligence than average of their followers. They possess the ability to think scientifically, analyze accurately and interpret clearly and precisely the problems before them in terms of different aspects and prospective.
- Physical features. Physical characteristics and level of maturity determine personality of an individual which is an important factor in determining success of leadership. Height, weight, physique, health and appearance of an individual are important for leadership to some extent.
- Inner motivation drive. Leaders have relatively intense achievement type motivational drives. They have the inner urge to keep accomplishing something. To initiate suitable activities at proper time is the habit of a leader. He works hard more for the satisfaction of inner drives than for extrinsic material rewards.
- Maturity. Leaders generally have broad interests and activities. They are emotionally mature and have balanced temperaments avoiding menacing extremes so that they may not become thoughtless victims of the circumstances. They also have high frustration tolerance.
- Vision and foresight. A leader can't maintain his influence unless he exhibits his trait of looking forward well in advance and imagination for handling his followers. So he should imaginatively visualize trends

and devise his policies and programmes with foresight based on logical programmes.

- Acceptance of responsibility. A reliable leader is one who is prepared to shoulder the responsibility for the consequences of any steps he contemplates or takes. He is always aware of the duties and obligations associated with the position he holds.
- Open-mind and adaptability. A leader is ready to absorb and adopt new ideas and views of others as may be demanded by the situation. He is not critical of others. He is prepared to accommodate others' viewpoints and modify his decisions, if need be. Flexibility is another name for open-mindedness which makes the leader more identified with the group.
- Self-confidence. A good leader has conceptual clarity about the things he is going to do. He has confidence in himself whenever he initiates any course of action. Self-confidence is essential to motivate the followers and boost up their morale.
- Human relations attitude. A good leader is considerate of the followers as his success as a leader largely depends on the cooperation of the people. Thus, a successful leader possesses the human relations attitude. He always tries to develop social understanding with other people. He approaches various problems in terms of people involved more than in terms of technical aspects involved. He is constantly busy in achieving the voluntary cooperation of the followers.
- Fairness and objectivity. A good leader is fair and objective in dealing with subordinates. He must be free from bias and prejudice while becoming emotionally involved with the followers. Honesty, fairplay, justice and integrity of character are expected of any good leader.

THE TEN COMMANDMENTS OF EFFECTIVE LEADERSHIP

The following guiding principles have been developed by Ludewig to help us develop effective leadership skills :

Know yourself. Know your own strengths and weaknesses. Evaluate your capabilities. Improve upon your weaknesses and utilize your strengths.

- Be a role model. Expect no more than what you are willing to give.
- Learn to communicate with your ears open and your mouth shut. God gave us "two" ears and "one" tongue, perhaps for a reason. Listen to what the followers have to say.
- Be a team player. Do not sit in an ivory tower. Come close to the threat of operations. Make efforts to know

what other members of the team are doing and become involved in their work.

- Be honest to yourself as well as to others. People appreciate honesty and integrity in their leader. You are a human being before you are a leader. Show your human side, don't cover it.
- Do not avoid risks. Courage is an integral ingredient of effective leaders. Do not hesitate to take calculated risks. See problems as challenges, challenges as catalysts for change and changes as opportunities.
- Believe in yourself. Be self-assured. Be confident in your ability to get the job done.
- Be proactive. Take the offensive approach rather than defensive approach. Anticipate the problem and solve it before it becomes unmanageable.
- Be willing to accommodate and compromise. The real winner is the leader who can facilitate the opposing side's goals while achieving his own.
- Be a good follower. Every successful leader plays the role of a follower at some point. Also, effective leaders lead as they would like to be led.

CONCLUSION

Leadership is an indispensable factor in managing the affairs of an organization successfully and effectively. It is a psychological process of influencing followers or subordinates and providing guidance to them. A leader influences the employees so much that they perform willingly for the achievement of the goals of the organization. Threats and coercion are not part of leadership. It is mutual trust and confidence which develops leadership. A leader can be effective only when his subordinates obey him willingly.

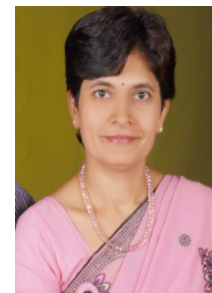
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