

Leadership Development Model in Human Resource Management

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Abstract

Human Resource Management is an incredible power in itself that manages the people of an organization, be it small scale to large corporations. Leveraging this power requires commendable leadership qualities. The role that leadership plays in HRM is an absolutely crucial one. This journal focuses on understanding the relationship between the two and identifying the key elements in the leadership model as well as the Human Resource Management model. Various analogies are provided with respect to the same to obtain an effective module in developing leaders in all aspects of personal and professional sphere (Inner and Outer Journey).

Keyword: LDM, Inner Journey, Outer Journey, Global Leaders, Rewards & Recognition

core functions which are: Staffing, Human resource development, Compensation and benefits, Safety and health, Employee and labor relations.



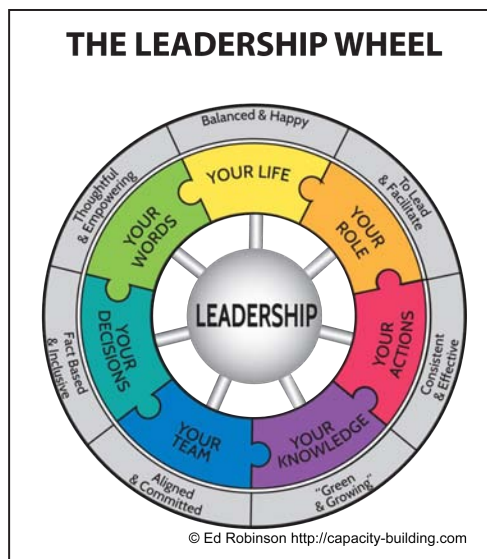
Introduction

In very basic terms, human resource management is the management of human resources. Human resource management's functionality is to maximize as well as optimize an employee's performance in service of an employer's strategic objectives. HR is an end responsible for a set of activities, namely recruitment, training, appraisals, exit interviews, focusing on policies and systems, rewarding and ensuring employee welfare keeping in mind the organizational goals. According to R. Buettner, HRM covers the following core areas:

Job design & analysis, workforce planning, recruitment and selection, training and development, performance management, remuneration and legal issues. According to Mondy, human resource management has six

More often being a leader is confused to that of being a manager. Leadership is the ability to develop a vision that strives others to work towards a common goal, irrespective of the personal strategic path they follow, in fact, the ability to overcome the disruptive growth mindset and yet working towards the common goal. Two CC(s) are to be analyzed for; Cohesive and Coherent leadership. Four factors of Leadership - Communication, Situation, Follower and Leader. According to the U.S. Army Handbook, there are three styles of leadership, namely, Authoritarian or autocratic, Participative or democratic and Delegative or reigning. A careful combination of the three results in Ideal Leader, and invariably leadership style. Innumerable theories of leadership management and models exist, corresponding to the sector and people. The leadership discussed here will be one that by far, holds true for any industry/environment.

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Concepts

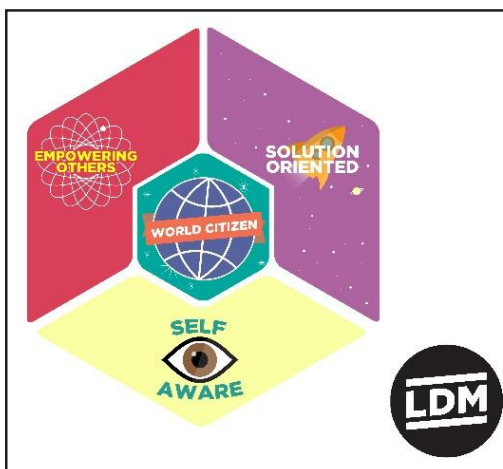
The concepts entailing for the considered journal are as follows: The 4 LDM characteristics. The Inner Journey and Outer Journey.

Role of global leaders in company culture.

Self Actualization

Leadership Development Model

The leadership development model consists of 4 elements.



Being Self Aware

A leader has to be self aware; understands and lives personal values, focuses on strengths over weaknesses

and explores one’s passion. Only by being self –aware one can identify his/her strengths, weaknesses, opportunities and threats. What one lacks is what one drives towards, which can be known by being self - aware.

World Citizen

A leader believes in his/her ability to make a difference to the world, is interested in world issues and enjoys taking responsibility for improving the world. Crossing across boundaries, understanding situations and striving towards making the world a better place is what a leader as a World Citizen aspires.

Solution Oriented

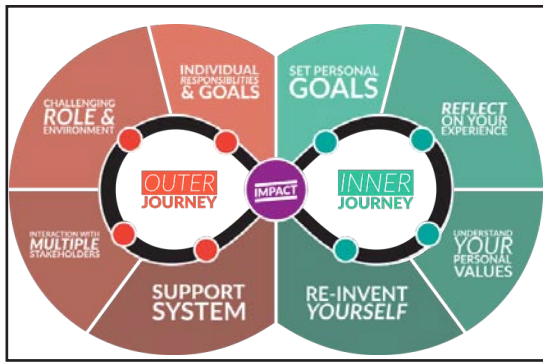
Adapts and shows resilience in the face of challenges, transmits positivity to move forward throughout uncertainty and takes risks when needed. Being solution oriented means focusing on the HOW, WHAT and WHY of the problem and what can be done about it rather than focusing on the advent of the problem.

Empowering Others:

Communicates effectively in diverse environments, develops and empowers other people and engages with others to achieve a bigger purpose. Leading by example is a very omnipotent trait of a leader, and this will lead to empowering others and creating an atmosphere of leadership oriented lifestyle.

Inner and Outer Journey

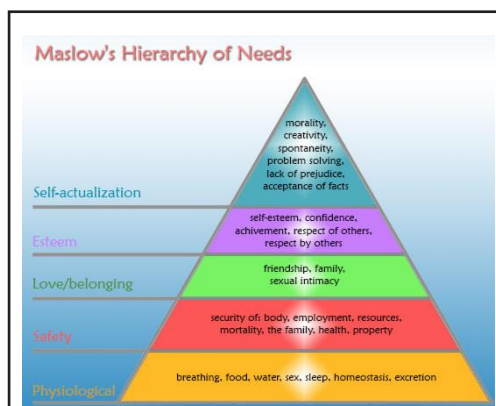
The Outer journey is all about what the character wants, it’s their ultimate goal. The goal is always tangible. Moving through the outer journey means they have to overcome the obstacles that prevent them from attaining the tangible. More often than not, this journey involves dealing with treachery, duplicity, physical dangers which are all about keeping the character from easily achieving their goal. The Inner Journey is the emotional path the character needs to navigate so that they can grow and change. One’s character’s journey is comprised of these two aspects. Both the inner and outer journey are absolutely essential to make the most of any given situation and climb up the learning curve.



Role of Global Leaders in Company Culture

Leadership is arguably distinct from management (Toor & Ofori, 2008). Toor and Ofori (2008) noted conceptual distinctions that put both into two distinct camps, though a leader could arguably manage well, and a said manager could no doubt lead companies effectively. Ostensibly, if the role of a leader is to both manage and lead successfully, the relationship between his or her leadership and managerial capability is interwoven into the leadership style that is being employed concurrently in the given organization. Those leadership characteristics and skills that are utilized in promoting a healthy organizational culture in that setting may not be necessarily useful in another. The benefits of a strong corporate culture are both intuitive and supported by social science. According to James L. Heskett, culture ‘can account for 20-30% of the differential in corporate performance when compared with *culturally unremarkable* competitors.’ And HBR writers have offered advice on navigating different geographic cultures, selecting jobs based on culture, changing cultures, and offering feedback across cultures, among other topics.

Self Actualization

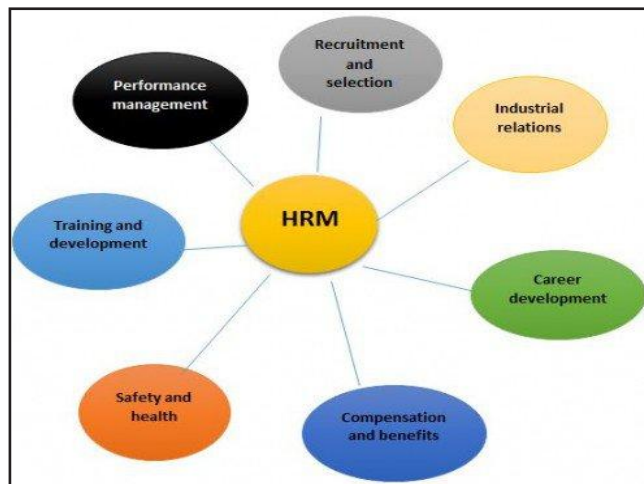


Maslow describes the good life as one that is directed towards self-actualization, the pinnacle need. Self-actualization occurs when you maximize your potential, doing the best that you are capable of doing. Maslow studied individuals whom he believed to be self-actualized, including Abraham Lincoln, Thomas Jefferson, and Albert Einstein, to derive the common characteristics of the self-actualized person. These act as a raw material and finally out in the world of professional employment as finished products. Thus, it is the premises here that because of their similarities with a chain like structure, mission (dependency of quality at each stage and the finished output, cost efficiency, time constraints etc.), and need to constantly share information and data. Self actualization plays an integral part in being the best version of oneself, and more importantly in developing as a leader. Self-actualized people are those who were fulfilled and doing all they were capable of. The growth of self-actualization (Maslow, 1962) refers to the need for personal growth and discovery that is present throughout a person’s life. For Maslow, a person is always ‘becoming’ and never remains static in these terms.

Theories of Human Resource Management

Maslow’s model provides a rich and comprehensive view of human needs. It helps to explain why people behave differently, why some needs are motivating, what factors need to be looked into by managers when they want to inspire their subordinates etc. It is a small wonder that the theory has received wide recognition particularly among practicing managers. This can be attributed to the theory’s intuitive logic and ease of understanding. Proposition such as: a satisfied need is not a motivator of behavior, ‘lower order have to be met first before trying to fulfil higher order needs’ that have found universal acceptance. Research in under developed countries indicated the fact that workers give top priority to lower order needs and expect managers to take care of these. Despite the societal popularity, Maslow’s model has been criticized on several grounds. Herzberg’s Two factor theory: For several years managers had been wondering why their fancy personnel policies and fringe benefits were not increasing employee’s motivation on the job. To answer this, Frederick Herzberg of Case Western Reserve University provided an interesting extension of Maslow’s Need Hiercarchy theory that can develop a specific content theory of work motivation. It is called the Dual Factor theory and the Motivation Hygiene Theory of motivation. The theory originally was derived by

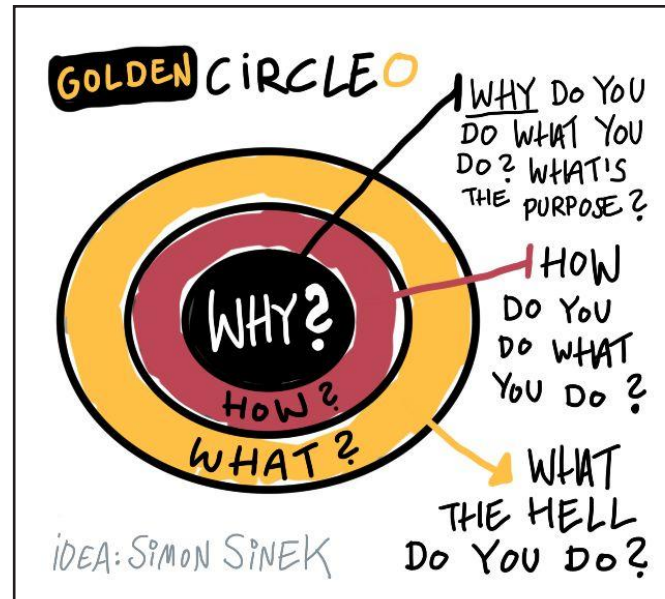
analyzing critical incidents written by 200 engineers and accountants in nine different companies in the Pittsburgh area, USA. Herzberg and his associates conducted extensive interviews with the professional subjects in the study and asked them what they liked or disliked about their work. The research approach was simplistic and built around questions such as- think of a time when you felt exceptionally bad about your job either your present job or any other you have had. This approach has been repeated many times with a variety of job holders in various countries. The results indicated that when people talked about feelings good or satisfied they mentioned features intrinsic to the job and when people talked about feeling dissatisfied with the job they talked about factors extrinsic to the job. Herzberg called these motivation and maintenance factors respectively.



Conclusion

HR professionals need to display leadership themselves by demonstrating the applicability and significance of leadership and ensuring its development is sustained. The HR function needs to be led in such a way that it can confidently lead and take the initiative on people management issues, in addition to developing leadership and management skills at all levels throughout the organisation. Leadership is a way to lead both the personal as well as the professional fronts. Cultivating leadership in Human Resources Management process, leads to inculcating leadership in the employees which in turn, establishes the four characteristics of the LDM discussed, the awareness of inner and outer journey and therefore, overall efficiency. To ensure that HR can truly be a strategic 'insight driven' function it is imperative that line managers are responsible for people management activities.

Ensuring managers are responsible for people management activities – engaging employees, supporting wellbeing and getting the most out of employees – will enable HR professionals to prioritise the broader issues, step away from day-to-day management and focus on the overarching people strategy for the organisation and the impact of this on organisational performance. A check on the development can be done by the concept of Golden Circle from time to time.



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