

DERIVING BEST RESULTS FROM TEAMS THROUGH LEADERSHIP TRAINING



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ABSTRACT

In the present targeted environment, where projects are complex and complicated, leaders need to be trained well to face the pressures and to deal with team members. The success of an enterprise is predominantly dependent upon the quality of its leadership. Good leaders help in persuading the followers to seek defined objectives enthusiastically and in keeping group work.

Introduction:

In the present volatile business environment, organizations are exposed to a number of challenges and 'perform or perish' has become the order of the day. Leaders across the organizations are under constant pressures to show results. They should have necessary skills and knowledge to lead from the front efficiently and make sure that the teams they are leading are armed with capabilities to handle difficult situations. In the present targeted environment, where projects are complex and complicated, leaders need to be trained well to face the pressures and to deal with team members.

Importance of Competent Leadership:-

Building a strong workforce is vital to motivate best performance in others. To obtain positive results from professionals an organization should have capable leaders. In the corporate world, there are many stories of great leaders who were fiercely criticized for the decisions they have made and trumbled to the lowest levels. To succeed in the role of leadership and perform the best, the leaders must hone their personal and professional skills.

An overview of Leadership Functions:

Leadership is concerned with inspiring followers to give their maximum performance towards the attainment of common objectives of an organization. "Leadership is the ability of a manager to induce subordinates (followers) to work with confidence and zeal" defined koontz and O'Donnell. Leadership is the continuous and dynamic process of influencing the behaviour of subordinates.

Qualities of successful leaders: In today's uncertain and ever-changing economy, the emphasis is more and more on execution and turning corporate vision into reality. To taste success, the leaders should not only be good communicators

but should also possess skills to build and manage better teams.

Training on the functional aspects of Leadership:

Leaders need not be the best and brightest in every field. Despite possessing high credentials, better creativity, more intelligence and best knowledge, many leaders are troubled by few events taking place in organizations and fail to keep up the spirit till the end. For leaders in this fast changing environment, it is a challenge to achieve and maintain success in their endeavor. Here are some tips to succeed in their profession.

Agility:

This is the age of agile leaders necessitated primarily by today's rapidly changing business environment. Agility is more of a mindset and an attitude. Agile leaders can constantly respond to the changes in workplaces and adapt quickly to the developing circumstances. Undoubtedly, Agility is the only way to be successful in the face of heady competition. Dr. Patricia Buhler, in her column "Managing in the new Millennium" said "It has become critical skill today to be flexible, agile and responsive to the changing world. An agile employee is ready to meet the challenges of today's world and to succeed". Leaders should update themselves with the latest developments in their respective fields.

Understanding strengths and shortfalls:-

Good leaders will never presume that they have all the talent of what it takes to succeed, even of their past successes. They are cautious about unforeseen complications and this keeps them ready to continuously face the challenges. Some times, leaders, at the peak of their career, regard success as their entitlement and ignore the factors that contributed to it. They begin to blindly follow the formulas that made them succeed previously, without paying thought to whether they are applicable to current situations or not.

Clarity of thoughts on targets:

Quite often teams fail when they are in chaos due to vague goals and ambiguity in thoughts. It is important that the leaders communicate well with the teams and define roles of respective members clearly.

Positive attitude:

Attitude determines the altitude of success. Positive attitude brings in success because it helps people to discover new means to overcome challenges. In the work scenario, without right attitude, leaders can never aspire to reach their goals. W.Clement Stone, a well known author and promoter of 'Positive Mental Attitude' (PMA) often said "There is little difference in people, but that little difference makes a big difference. The little difference is attitude. The big difference is whether it is positive or negative". If there is one attribute of leaders that makes a world of difference in their success, it is their attitudes.

Mentoring:

In recent years, mentoring has been used with increasing frequency for grooming potential leaders. The mentor can facilitate personal and professional growth of mentored by sharing knowledge and insights gained through past years.

Dealing with Staff:

The key to manage skilled and committed team members is to deal with them on a one-on-one basis. As it was pointed out by Marian Anderson, "Leadership should be borne out of the understanding of the needs of those who would be affected by it". Most of the leaders are not very skilled at handling team members especially when they feel that their services are not valued by the organization. In a team, personalized praising of members will motivate them individually to deliver promised results. If a leader makes a mistake, he/she must say sorry to the affected subordinates. This will alleviate the anger and hurt feelings among them.

Knowledge sharing culture:

Knowledge sharing is critical for the optimum utilization of talent in the team. It is a key for the growth of an organisation. Leaders across the corporate world are increasingly investing efforts for creating, managing and retaining knowledge of the team. Exchanging best practices, practical skills and psychological things are priceless to the team members. But specialists in some teams may refuse to share their knowledge. It assumes the forms of unintentional knowledge retention or purposeful obstruction of knowledge sharing process. Hence,

leaders should be trained to boost the culture of knowledge sharing among team members.

Managing cultural diversity:

The world has shrunk in the sense that workplaces have become a hub for different cultures. Infact organisations which are culturally diverse have garnered better productivity and business opportunities. Training programmes help a lot to learn and understand other people cultures and behaviors. Practical illustrations and workshops pave the way for better understanding of different cultures.

Unbiased appraisal:

Performance appraisal is crucial to retain talented workforce. It is a key to the growth of any organisation. An effective appraisal system sans biases can go a long way in reducing attrition. The leaders should follow an unbiased and professional approach to tackle difficulty in appraisal.

Criticism: The ability to learn and gain from the criticism depends on the attitude of leaders. Ideally the prudent approach to criticism from others, would be to look it as an opportunity to improve, listen it attentively (without any bias), consider (if there any truth in) the criticism and learn from it. This will help to better leaders' performance. Criticism, whether receiving or giving, the ultimate goal is to motivate the best performance of leaders or others in the team. Practically it is difficult for anybody to accept criticism.

Conclusion:

Leaders who have faith in their cause and confidence in their abilities build great organization. Execution of organizational plans effectively, is largely depending upon the commitment of its top leaders. Because leadership is an intangible quality, its effectiveness can be judged by the performance of leaders in given situations. In this ever-changing work environment, it is a challenge for leaders to maintain high standards and shine in their roles. It is difficult for any leader to extract maximum performance from employees and act upon the expectations of employers. No one can avoid making mistakes or failing including leaders. But they have to learn how to face the challenge and be able to tailor them courageously for rising to the occasions. Leaders differ in their personalities and they need to be trained in specific skills in which they are lacking. Even if they stumble and fall, they can make a positive impact in the pursuit of excellence in organizations.

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