

Leaders and Managers: A Quality Perspective in the Corporate World

G. Ramanaiah*, K.D.Balaji**

Abstract

Leadership qualities are essential for every organisation to achieve individual as well as organisational objectives. Competitive corporate world has been very rapidly based a changing trends and business scenario. In this regards, leaders requires more innovative strategies to face the global competence ultimately to get great success. It is true that manager can manage effectively and efficiently having qualities of leadership. Corporate success depends up on the dynamic and effective leadership. It plays an important role in influencing the people and directing people from time to time to achieve deserved objectives. In this paper, the authors conducted survey.

Keywords: Leadership Qualities, Corporate Dynamism, Emotional Intelligence, Human Relation And Motivating Skills.

1. Introduction

Leadership is an integral part of management and plays a vital role in managerial operations. Corporate success depends upon the dynamic and effective leadership. Leaders, with vision are the torch bearers and path makers of the development of the any nation. In consonance of the global demands “Good leaders at key positions” and “Good managers at all levels” has become a punch line for many corporate gains including MNCs and TNCs.

People are captivated by the idea of leadership, and they seek more information on how to become effective leaders. Many individuals believe that leadership is a way to

improve how they present leadership is a way to improve how they present themselves to others. Corporations want individuals who have leadership ability because they believe these individuals provide special assets to their organizations. Academic institutions throughout the country are creating programs in leadership studies. Generally, leadership is a highly sought after and highly valued commodity.

In addition to popular books, there are also many publications about leadership in the research literature. A review of the scholarly studies on leadership shows that there is a wide variety of different theoretical approaches to explain the complexities of the leadership process. Some researchers conceptualize leadership as a trait, or as behaviour, while others view leadership from a political perspective, or from a humanistic viewpoint. Leadership has been studied using both qualitative and quantitative methods in many contexts, including small groups, and large organizations. Collectively, the research findings on leadership from all of these areas provide a picture of a process that is far more sophisticated and complex than the often simplistic view presented in some the popular books on leadership.

The present article will treat leadership as a complex process having multiple dimensions. Based on the research literature, this article will provide an in-depth description and application of many different approaches to leadership. The emphasis in the article will be on how trait can inform the practice of leadership. In the article we will describe each theory and then explain how the theory can be used in real situations.

* G. Ramanaiah, Professor, School of Management, SRM University, Chennai, India

** K.D.Balaji, Assistant Professor, School of Management, SRM University, Chennai, India

Leadership is essential for every organizations whether success or failure, the success or failure of an organization to the great extent on the quality of leadership particularly in the past of top management level. It is true that managers can manage without having leadership qualities, if he has qualities of leadership he manages effectively and successfully. By using leadership qualities the manager develop vision about the organizations and direct the activities of members in desired directions. This article gives specific focus on corporate success of leaders and managers. Many corporate example given on made leaders and Born leaders and mentioned some special qualities of leader to achieve great success based on the present competitive scenario of business. So this article is given specific focus on qualities of successful leaders in the corporate world.

2. Success Stories and Qualities of Leaders and Managers in The Corporate World

Human beings are the most precious part of the organization. In the organization, effective utilization of the capacity of human resources depends upon management. Management can get the results from the people in the organization in two ways:

- (i) By exercising authority
- (ii) By winning support of the people.

Out of these, the second method is better as it has a lasting effect over the people's motivation. However, it is only possible when a manager becomes their leader in the real sense to influence their behaviour in desired direction. This leadership is an essential ingredient for successful organization. It is an integral part of Management and plays a vital role in Managerial operations. Success of any organization depends upon the dynamic and effective leadership.

2.1. Definition and Concept of Leadership

Many authors have defined the term leadership and some of the important definitions are given hereunder.

Leadership is an "influencing people to follow the achievement of common goals. It is the ability to exert interpersonal influence by means of communication towards the achievement of goals", -Koontz O, Donnell.

"As a process of interpersonal influence by which executive or manager influences the activities of other in choosing and attaining given goals".-Mc.Farland.

Leadership is "the ability of influencing people to strive willingly for mutual objectives". – Terry.

"Leadership is the relation function between an individual and a group around some common interest and behaving in a manner directed or determined by them".

-Encyclopedia of Social Science.

Managerial leadership"as a process of directing and influencing the task related activities of group members."-Ralph M.Stodill.

This study has identified the following definition:

"Leadership is the process of influencing and encouraging followers to do work enthusiastically towards achieving objectives"

The concept of leadership has undergone a sea change from the concept of 'born-leader' to 'situation-leader' and to effective leader. Views, assumptions and theories of leadership have changed significantly in recent years. Business and industries like to have managers as leaders to achieve the challenges. The quality of leadership provided by the managers determines the degree of success of business. Some people are born leaders and need little training or development. But many managers do not born with qualitative leadership skills. They need training and development to develop leadership skills. However, born leaders can be more efficient with little training (see Box1).

2.2 Review of Literature

In recent years, (Bryman, 1992) depicts the influence of traits and its characteristics' approach on leadership. New analysis of much of the previous trait research, (Lord, Devader, and Alliger 1986) found the association of personality traits with individuals' perceptions of leadership. Similarly, (Kirkpatrick and Locke 1991) claim that distinct type of trait is necessary for leadership. The other aspects of trait approaches made by researchers to the context of visionary and charismatic leadership (see Bass, 1990; Bennis & Nanus, 1985; Nadler & Tushman, 1989; Zalezink, 1977).

In short, the trait approach is alive and well. It began with an emphasis on identifying the qualities of great persons; next, it shifted to include the impact of situations on leadership; and most currently, it has shifted back to reemphasize the critical role of traits in effective leadership.

Stodgill (1948, 1970, and 1974) survey and findings reveal the other aspect of trait inherent. The contribution of trait in individual towards leadership process is the outcome of analysis.

Stodgill's first survey identified intelligence, alertness, insight, responsibility, initiative, persistence, self-confidence, and sociability traits shown by the individual to become a leader as per the result. The findings of Stodgill's first survey also indicated two important factors namely the situation and behaviors.

Stodgill's second survey, published in 1974, emphasized on the determinants of leadership .the personality and situation being the findings. The survey also validated the original trait idea that the leader's characteristics are indeed a part of leadership.

The 10 characteristics were essayed as the result of second survey (1) drive for responsibility and task completion, (2) vigor and persistence in pursuit of goals, (3) venturesomeness and originality in problem solving, (4) drive to exercise initiative in social situations, (5) self-confidence and sense of personal identity, (6) willingness to accept consequences of decision and action, (7) readiness to absorb interpersonal stress, (8) willingness to tolerate frustration and delay, (9) ability to influence other persons' behaviour, and (10) capacity to structure social interaction systems to the purpose at hand.

Ganguly has conducted a study on leadership effectiveness in a State-owned Engineering Factory in 1964. He found the effective leadership pattern ranged midway between the Bureaucratic and Autocratic, i.e., between the impersonal and the assertive superior, although the majority of the managers preferred the Autocratic style, and an interesting finding of the workers (13 percent) indicated their preference for Autocratic leadership Myers conducted interviews on leadership pattern with Industrialists, Government officials, labour leaders and managers in both Indian and Foreign owned firms. He concluded that many Indian top managers are relatively authoritarian in their relationships with their lower management and labours.

Bhushan has conducted a field study in 1968 to examine the effect of personal factors on the determination of leadership choice. In this study he found that persons of middle age and higher education and those coming from the urban areas had significantly greater preference for democratic style of leadership. The sex of the person was not found to be important in this regard Casio in a cross-cultural study found that Indian managers preferred to deal in decision making with the uninvolved passive subordinates. In a sample of 627 managers from 21 countries there are 37 managers from Indian Business organizations. Only 29.4% of the Indian managers preferred participating style.

The Indian culture has a main role in describing the leadership orientation of managers in business enterprise. Sociologists have described Indian adult society as authoritarian and hierarchy. According to this view, the manager in India is a creative of the family, where he has spent his earliest years as a child in the 'next warmth' of a close relationship with his parents, a relationship which leads to long period of dependence. Authoritarianism is only an obverse of dependence which socialization in an extended in a family system commonly fosters in one's personality. Chattopadhyaya and others have supported this thinking.

A study was conducted by Saiyadain testing the hypothesis of the supervisory practices characterized by participative styles are more satisfying to employ than those characterized by Directive style. A sample of 76 employees was taken and questionnaires were administered to them. Satisfaction with superiors was used as a dependent variable. The results of the study indicated that the style characterized by flexible, responsive, and considerate attitude to the needs of subordinates (participative style) induces greater satisfaction compared to the one, which is production oriented, rigid and inconsiderate of the feeling of the employees.

Malvia has studied the relations of perception of participation in decision making with job-satisfaction, job-effectiveness and personality structure. The study was conducted in the two textile mills of Gujarat taking a sample of 189 supervisory personnel for measuring participation and job-satisfaction questionnaires were used. The assessment of job effectiveness was bases on the summery appraisals by the departmental heads. A positive relation between 'participation-satisfaction' and

'participation-effectiveness' was found. The group higher on perception of participation was more satisfied and more effective except hierarchy level no other bio-data variable-age, education, experience etc, in the unit and the salary was found to be co-relating of participation.

Daniel Goleman who is well known for his two books 'Emotional Intelligence' and 'Working with Emotional Intelligence' – in an article titled "Leadership That Get Results" in Harvard Business Review dated March-April 2000 attributes this reason for lack of quantitative research that demonstrates which precise leadership behaviour yield which type of organizational results. He points out the research of consulting firm Hay/McBer on random sample of 3,871 executives selected from a database of more than 20,000 executives, which has demystified the effective leadership. The research found six distinctive leadership styles such as corrective style, authoritative style, affiliative style, democratic style, pacesetter style and coaching style

Corporate Example Box 1: Made Vs Born Leaders

For example, Mahatma Gandhi, Jawaharlal Nehru, Indira Gandhi Jamshedji Tata and Dheerubhai Ambani belong to the born leaders category whereas Vikram Singh of Hindustan Aluminum, N.R.Narayana Murthy of Infosys Technology and Pardhasaradhi of Hindustan Lever belong to the 'made leaders' category.

Leadership is an important part of managing process. The manager becomes more effective and efficient if he is a good leader. Without having the qualities of a good leader he may find it difficult to direct the activities of subordinates for achieving organizational objective. More so, the success, development and growth of an organization depend on the leadership qualities of its managers.

Corporate Example Box 2: Leadership at Infosys

Leadership development centre of Infosys in Mysore is grooming ground for future leaders. The senior most leaders of the company spend most of their time in the supervision activities of the centre and in conducting workshops, in the process that ensures the successful emergence of the dynamic leaders.

2.3. Leader vs. Manager

As Bennis put it, "To survive in the twenty-first century, we are going to need a new generation of leaders not

managers. The distinction is an important one. Leaders conquer the context – the volatile, turbulent, ambiguous surroundings that sometimes seem to conspire against and surely suffocate us if we let them-while managers surrender to it."

Corporate Example Box 3: Leaders in the new millennium

The leaders in the new millennium Mr. Bill Gates of Microsoft, Dheerubhai Ambani of Reliance Petrochemicals have created new external environment in the competitive corporate world but the managers in the past like Mr. Krishna Murthy of Maruti Udyog Limited ran the business under the relatively stable environmental factors.

Thus managers surrender to the external environment, while leaders fight with the environment and create new environment. Theorists and practitioners are differentiating the leader from managers only in recent years. This is more so, particularly after globalization and liberalization of world's economies. Abraham Zelenznik argues that leaders and managers are very different kinds of people. They differ in motivation, personal history etc. Managers tend to be impersonal towards goals while leaders take active and personal attitude towards goals.

- Managers tend to view work as an enabling process while leaders work from high task positions, seek out risk and danger when opportunity and reward appear high.
- Managers work with people while leaders relate ideas to people in more intuitive and empathetic ways
- Managers cope up with change whereas leaders bring change. Leaders develop a vision and direction for the future.
- Manager has to refer all the functions of management like planning, organizing, directing and controlling. Leader does not require referring all the functions of management. Leader only influences the people. The differences between Manager and Leader can be presented in Exhibit 1.1.

2.4. Characteristics of a Leader

A leader has certain inherent qualities and traits, which assist him in directing and guiding role to influence the

Exhibit 1.1 The Difference between Leader and Manager

<i>Managers</i>	<i>Leaders</i>
Administers	Innovates
A copy	An original
Maintains	Develops
Focuses on systems and structures	Focuses on People
Relies on control	Inspires trust
Short-range view	Long range perspective
Asks how and when	Asks what and why
Eye on the bottom line	Eye on the horizon
Imitates	Originates
Accepts the Status Quo	Challenges the Status Quo
Classic good soldier	Own person
Does things right	Does the right thing

Source: Warren G.Bennis, “Managing the Dream: Leadership in the 21st Century,” *Journal of Organizational Change Management*, Vol.2, No.1, 1989 p.7).

people. Some of these traits according to Stogdill as given below:

1. Physical Features:

Physical feature of a man determined by heredity factors. It is the transmission of the qualities from ancestor to descendant physical features of man includes height, weight; physique, health and appearance. To some extent these are important for leadership.

2. Intelligence

High level of intelligence is required for an effective and successful leader. It is expressed in terms of mental ability and natural quality, which is related to brain. It can be increased through various training programmes.

3. Emotional Stability

A Leader should be free from bias. He is consistent in action, and restrains from anger. He should be well adjusted without having anti-social attitudes. He is self-confident to solve the problems based on the situations. Thus a leader should have high level of emotional stability.

4. Human Relations

A leader has to maintain good human relations to influence the people according to his objective. Leader also requires understanding the behaviour and knowledge of the people to satisfy their needs. The leader has to maintain good human relations with all the employees working in the organization for the success of his leadership.

5. Empathy

Empathy understands the things and situations from others point of view. A leader has to observe the thing from others point of view for the success of leadership. Empathy requires respect for the other persons, and their rights, beliefs, values and feelings. Thus it is essential for the leader.

6. Objectivity:

Objectivity relates to relevant facts and information. Leader has to assess these without any bias or prejudice. Objectivity should be based on his relationship. Thus a leader has to make clear objective for success of his leadership.

7. Motivating Skills:

A leader should require quality to motivate his followers. Motivation of employees will help to improve the performance for better results. Motivation may be financial or non-financial. Thus leader has to motivate his employees to do work effectively and efficiently for the success of his leadership.

8. Technical Skills:

A successful leader should have the ability to plan, organize, delegate, analyses seek advice; make decision, control and cooperation. All these will help to complete leadership.

9. Communication Skills:

Exhibit 1.2 Traits and Characteristics can be presented following table

<i>Stogdill (1948)</i>	<i>Mann (1959)</i>	<i>Stogdill (1974)</i>	<i>Lord, DeVader, and Alliger (1986)</i>	<i>Kirkpatrick and Locke (1991)</i>	<i>ACMohan (2005)</i>
Intelligence	Intelligence	Achievement	Interlligence	Drive	Physical
Alertness	Masculinity	Persistance	Maculinity	Motivation	Features
Insight	Adjustment	Insight	Dominance	Integrity	Intelligence
Responsibility	Dominance	Initiative		Confidence	Emotional
Initiative	Extroversion	Self-confidence		Cognitive	Stability
Persistence	Conservatism	Responsibility		ability	Human Relation
Self-confidence		Cooperativeness		Task	Empathy
Sociability		Tolerance		knowledge	Objectivity
		Influence			Motivating Skills
		Sociability			Technical Skills
					Communication -
					Skills
					Social Skills

Source: Modified Version from Peter G. Northhouse, Leadership (Theory and Practice)

Exhibit 1.3 Differences between leadership and management

<i>Sl. No</i>	<i>Factors</i>	<i>Leadership</i>	<i>Management</i>
1	Source of power	Personal abilities	Authority delegated
2	Focus	Vision and purpose	Operating results
3	Approach	Transformational	Transactional
4	Process	Inspiration& influencing	Directing & Controlling
5	Emphasis	Collectivity	Individual
6	Futurity	Proactive	Reactive
7	Type	Formal & informal	Formal
8	Progress	Innovating	Planning & Organizing

Source: AC.Mohan, Leadership styles of Indian Managers page no.12, Indian Publishers – New Delhi

A successful leader should know how to communicate the ideas effectively to his follower. A leader has to send the message skillfully and in stimulating process for the success of his leadership.

10. Social Skills:

A leader has to understand the strength and weaknesses of his people. He has the ability to cooperate the people to do the work. Thus successful leader requires social skills.

Through all these qualities contribute to the success of leadership. Successful leader in equal quality may not possess them. The above list of qualities may be suggestive and not comprehensive / compulsory.

The above traits are not universal in nature, nor do all the leaders have all these traits. Not all these traits work all the time. Some of these characteristics are different from leader to leader. The leadership behaviour is directly related to individual and group work activity, loyalty of

the group, absence, turnovers and employee morale. These are some of the indicators, which to some degree reflect the effectiveness of leadership behaviour. Thus all these qualities may be suggestive and not comprehensive.

2.5. Difference Between Leadership and Management

Leadership and management are related but they are not the same. A person can be an effective manager, a leader, both, or neither. This is due to the fact that leadership differs from management on some aspects. Many researchers have studied the both leadership and management concepts. They have concluded that leadership differs from management in terms of the emphasis that is put on four activities - creating an agenda, executing plan, and outcomes of activities. While leadership emphasizes change in these activities, management believes in status quo. Stephen Covey, a consultant on developing leadership, has emphasized the difference between leadership and management as follows.

1. Leadership deals with vision – keeping the mission in sight and with effectiveness and results. Management deals with establishing structure and systems to get those results.
2. Leadership focuses on the top line; management focuses on the bottom line. Leadership derives its power from values and corrects principles, whereas management organizes resources to serve selected objectives to produce the bottom line.
3. Leadership inspired and motivates people to work together with a common vision and purpose. Management involves controlling and monitoring result against plans identifying deviations and then planning and organizing to solve the problems.
4. Leadership emphasizes transformation aspect and, therefore, transformational leadership emerges. On the other hand management focuses on transactional aspect and, therefore, transactional leadership emerges.

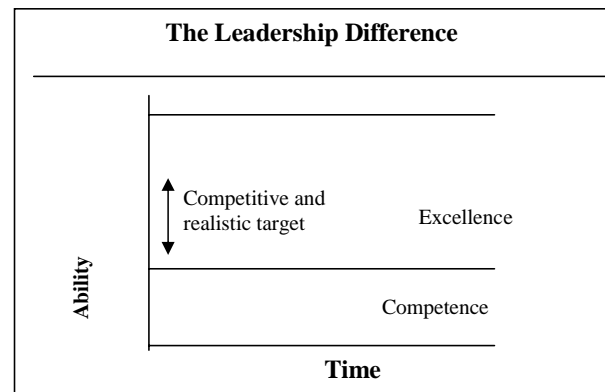
The differences between leadership and management can be summarized as shown in exhibit 1.2 and 1.3.

2.6 The Ten Principles of Leadership

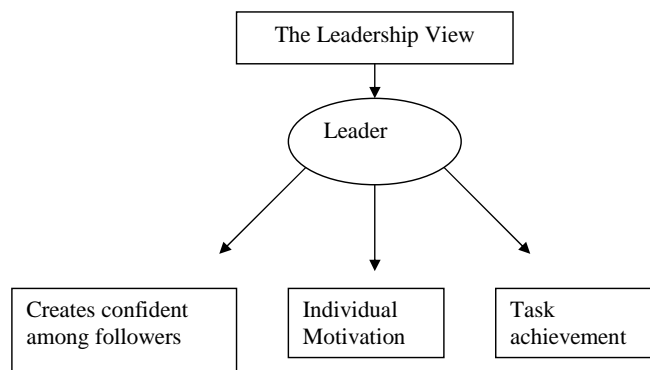
1. Set targets and objectives:

An effective leader sets realistic and challenging targets. A leader must guide people away from the tarmac surfaces of mediocrity onto the runway from which both can take off together. But to achieve it, a leader must think clearly about the purposes and aims of the organization and break them into more tangible time-bound and measurable targets. Setting goals is an important part of accomplishing what one wants in life. The best goals are fully defined visions of how one wants things to done.

In the case of 3M Companies, in the field of innovation, targets are set for managers in a challenging way. In any given year, 25% of sales come from products introduced in last five years. But the real test of ability is to bring innovative new products to market. So they have an inbuilt incentive to keep R&D strong.



2. Set an Example:



3. Constant Analysis:

A leader must be a progressive thinker. He must be constantly thinking of “how can I do better?” it is a sound principle that “progress motivates”. Hope is the oxygen of human spirit. The core values of the organization must be

kept in mind and a leader must constantly think of raising the hopes for a better future. A leader must make constant self-analysis and must progressively think of improving his subordinates also. People better their efforts if they know that there is constant improvement.

4. Strategic Evaluation

Great leaders are strategic thinkers who take time off to evaluate and re-evaluate the present and upcoming situation. The most important of all the principles is for the leader to give him everyday, for a good thinking session paves the way for setting goals, organizing plans and finally solving problems. Not only does this lead to productive results but it also improve the leader's motivational level.

5. Respect the integrity

Human beings are dependent in varying degrees upon outside stimulation of varying kinds. Hence, one must clearly distinguish between legitimate motivation and manipulation. To manipulate someone means to control or play upon him or her by unfair means or when strong personalities dominate weaker ones. Leadership does not exist when there is domination or exercise of power. True leaders respect the integrity of others. In this context, General Eisenhower, used to lay a string on the floor and explained to his officers that by pushing it the string went nowhere and by pulling it the string would follow wherever he went.

6. Judges by Results

A motivated leader is one who is expecting to be judged by the results he produces, the same way that he judges his subordinates. A leader must decide upon the strategy by which he is going to measure his results. An effective motivated leader is one who accepts the fact that he and his subordinates cannot be measured by different standards.

7. Build Confidence

A leader is one who has supreme confidence in himself and among his followers. The motivational style becomes effective only when a leader raises his subordinate's confidence by inspiration. There could be various reasons for decline in person's self-esteem. The best way to boost their confidence is to inspire them and stir up their spirits by creative leadership skills. A leader has to encourage, hearten, inspire, support embolden and stimulate his people to turn disaster into success.

8. Anticipate Criticisms

One of the primary qualities of an effective leader is his ability to handle criticism. Criticism arises because:

The best way to tackle criticism is to anticipate it and address the issue before it arises by taking a preventive posture. Robert Cook, President of Kings College once told his true story. In the early years of his ministry he began to receive pointed criticisms. He sought the counsel of his friend and asked as to how to handle the denunciations of his critic. His counsel replied "If the criticism is true mend your ways, and if not forget about it".

9. Think of the Future

An effective leader must try and adapt to new developments to meet the changing circumstances. A successful leader dreams big like running the most successful organization or breaking the records of previous achievement. He must formulate dreams, which is exciting and most innovative. Many organizations are over managed and are not properly led. Managers must perform their regular day-today tasks but should never forget to look up and plot the course for the organization's future.

10. Think Like a Winner

The human mind is like a giant computer. Both of them put out what has been put into them. Negative suggestions and experiences are garbage that gets programmed. Hence, the secret to success is to change one's program so that what comes out is life enhancing.

Corporate Example Box 5: My Leadership Secret:

People used to think of a manager as the person who knew the domain better than others. The relationship between a manager and his team was that of a superior and his subordinates. But in today's organization, can you find, for instance, someone who has 15 years of experience on the Net?

Today, a manager's role is increasingly becoming that of an enabler and facilitator. The organization is now a network where the manager focuses on providing an environment where people can have fun and excel at whatever they do. The organizational environments help where people can invent and be innovative.

It comes to the same thing finally: technology will keep changing. Hence, the roles people play will also keep changing. Hence, the roles people play will also keep changing. And the success of an organization will depend on people: people who have the drive; people who have that X-factor that makes them different. Everyone can create a strategic plan; few can implement one.

For a manager to be successful in today's world, first, he should be prepared to do things himself. Two, he should always be willing to listen to his people. Three, he should be open to ideas that he is not comfortable with. And, finally, a manager must realize that his success is dependent on the performance of individuals.

To some extent, it is important for a manager to be a good leader. When you are a facilitator, you are a catalyst. But, at the same time, you need to have conviction too. You can't just not only add value to your team. Someone once said: "A leader is a dispenser of hope, whereas a manager is a dispenser of caution." In today's world, since we are dealing with things hitherto unknown, the word hope carries a lot of weight. To that extent, leadership is a must; Inspiration will not arise from caution.

The manner of thinking is a choice. By choosing to think like a winner, leader opts his way to success. A leader becomes open to opportunities that comes his way and remains motivated and diligent in pursuit of them and eventually catches the brass ring. A leader is not what he is today but what he prefers to become tomorrow.

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