

CHAPTER NO. 3: PDS- LEADERSHIP

SUMMARY

Introduction

Leadership is an integral part of management and plays a vital role in managerial operations. If there is any single factor that differentiates between successful and unsuccessful organizations, it could be considered as dynamic and effective leadership. Perhaps, it would be a valid assumption to state that the major cause of most business failures would be ineffective leadership. All managers, in a way, are business leaders, even though management primarily relies on formal position power to influence people whereas leadership stems from a social influence process. However, management is an integral component of technical as well as social processes.

Definition of Leadership

“Not all leaders are managers, nor are all managers leaders”.

Managers

Persons whose influence on others is limited to the appointed managerial authority of their positions.

Leaders

Persons with managerial and personal power who can influence others to perform actions beyond those that could be dictated by those persons' formal (position) authority alone.

Interpersonal Effectiveness and Leadership

Awareness is a state of consciousness.

It is the ability to recognize yourself, others, events and situations in real time.

It is the ability to assess the impact of actions on situations and others, and be critically self-reflective.

It is a development process that is a function of experience, communication, self discovery and feedback.

Ability

Ability to learn and understand technical issues is the basis of our careers.

Ability to lead is a function of influence:

- Ability to communicate
- Ability to resolve conflicts
- Ability to solve problems and make decisions

As a member of a team, we influence others in a collaborative effort to find better ideas or solve problems.

Commitment

For leaders, the “one thing” that leads to maturity is the fully aware recognition that one’s decisions make a difference, both positively and negatively, in the lives of others, and that any attempt to solve a problem might have a decided negative impact on some, while helping others.

In no-win scenarios, one must still make a hard decision.

Attributes of a Leader

- *Guiding vision: Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.*

Differences between management skills and leadership skills

Manager

1. A person controlling or administering a business or a part of a business.

2. A person regarded in terms of skill in household or financial or other management.

- Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal.
- Management is the ability to organize resources and coordinate the execution of tasks necessary to reach a goal in a timely and cost effective manner.

Being a Leader

Managers have the following attributes, they

- *Consider alternatives to design*
- *Estimate costs involved*
- *Establish risks to the organization*

Holistic Communications

1. Form, semblance; counterpart as regards appearance (That person is the image of an engineer.)

2. Simile, metaphor; mental representation; idea, conception; character of thing or person as perceived by the public.

Image includes everything: the way you talk and dress, the way you act, your attitude to others at work and play.

Healthy leader

- **Avoiding** (Uncooperative and unassertive) Neglects own concerns as well as those of other parties: does not raise or address conflict issues.
- **Accommodating** (Cooperative and unassertive) Seeks to satisfy other person's concerns at the expense of own.
- **Competing** (Uncooperative and assertive) Opposite of accommodating. Uses whatever seems appropriate to win.
- **Collaborating** (Cooperative and assertive) Opposite of avoiding. Works with other party to find a solution that satisfies both own and other party's concerns.
- **Compromising** (Middle ground) Seeks to find a middle ground to partially satisfy both parties.