



Approaches to Develop leadership Effectiveness: A Global Perspective

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Abstract— It is imperative that organizations leave on leadership improvement programs that will boost leadership effectiveness. The purpose of this study to make an analysis on effective leadership development for future established on different approaches. The paper uses a literature review to suggest specific leadership development practices by qualitative explanation. Leadership development should be thorough and deliberately coordinated into the organizational culture with the purpose of create leaders who can deal sufficiently with organizational challenges. Organizations and leadership developers should utilize a general method, so that talk about the existing leadership crisis. This research highlights a universal perspective and an organizational commitment to leadership development.

Keywords— Effective leadership, development, Future leadership, leadership approach.

I. INTRODUCTION

Asian organizations have had a significant impact on world markets. In several respects they have reformed globalization through their rapid development, by having the rapid emerging buyer markets, and through their colossal manufacturing production. Leadership, which encourages innovation and effectiveness, is vital to maintaining growth in Asian markets under the international pressure to constantly improve and innovate. Today's business reality has moved from "West leads East" to "West meets East" [1] and in this setting, Asian leaders are endeavoring to discover a one of a distinctive position from which they can beat global competitors in the international market.

Organizations of all sizes are involved in a competitive environment and therefore need the perfect form of leadership to survive. Organizations with effective and sustainable leaders have an ability to enhance innovation, react to changes in different business situations, innovatively address challenges, and manage great performance [2]. Although there are a number of definitions of leadership, in general leadership is an action of inspiring and persuading people to doing by non-coercive means [3]. Moreover [4] describe perspective,

leadership in relation to individual behaviors, leader behavior, communication patterns, the role of interactions, follower views, and the effect over followers, impact on job goals, and impact on organizational culture. [2, 5] define leadership as a procedure of an effect in the direction of the achievement of objectives. This perspective of leadership commonly emphasizes on the dyadic relationships among a leader and follower, but not on what circumstances need to be set up for effective leaders to arise or to be developed [2].

It is vital that all workers be outfitted with leadership abilities [6] in light of the fact leadership roles and practices are important in setting direction, making arrangements, and fostering commitment in groups of individuals [7]. In line with [8], the principle of leadership usually has been the capability to first recognize the theories and ideas of leadership and afterward to apply them in real life settings.

Therefore, it is significant that organizations pay extraordinary consideration to improvement of future leaders to manage a long-lasting effective leadership practices and superior organizational performance. This study introduces several leadership improvement initiatives examined in the literature and discusses that the standardization of an inclusive leadership development program in an organizational culture is crucial to guarantee leadership efficiency, effectiveness and superior organizational performance.

II. DEVELOPMENT OF LEADERSHIP

Institutional leadership development refers to as strategic and precise efforts to increase the quality and value of the leadership [9]. The extensive satisfaction of the organizational structures and important changes in work plan has needed that organizations reconsideration how future managers achieve the essential fundamental capabilities for senior leadership. The quick changes in business, political, technology, economic and social factors have required the advancement of successful leadership abilities [10]. Thus, leadership development projects have turn into an intensifying significance for business and public sector organizations. Profoundly successful and effective organizations emphasis on making a complete arrangement of assessment and leadership development experiences that support the extensive range of talents through the organization [9, 11]. The main components that give to an effective leadership practice consist of changing mindsets; focus internationally, employee's development and enhanced business and leadership capabilities. It is very important to the success of every leadership development process is the capability to inspire members to reflect on learning experiences

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so as to stimulate the exchange of knowledge, information and skills to work frameworks.

According to [12], the key objective of a respectable leader is to emphasize values and determination, improve vision and plan, build stability, and take a step in accurate organizational change. Additionally, [12] suggest that it is imperative that leadership developers first establish a method for evaluating leadership effectiveness, and after that design experiments that can create a causal or statistically positive relationship between training activities and leadership capability. It is moreover important to improve a superior understanding of the conditions or relevant factors required to support the growth of effective leaders. With such a comprehension, top management can enhance the conditions important to encourage the development of future leaders.

Trends for the future of leadership development

A. *More focus on vertical development.*

There are two different types of development horizontal and vertical. An excessive deal of time has been consumed on ‘horizontal’ development (capabilities), but very little attention had been given on ‘vertical’ development (developing stages). The techniques for horizontal and vertical growth are not same. Horizontal development can be ‘transmitted’ (from an professional), but vertical development must be get (for oneself).

B. *Transfer of greater developmental ownership to the individual.*

Individuals develop fastest when they feel accountable for their own development. The present model inspires individuals to consider that someone else is accountable for their progress, for example human resource managers and trainers.

C. *Greater focus on collective rather than individual leadership.*

Leadership development has reached at a point of being too independently focused and superior. There is an evolution happening from the old model in which leadership exist in an individual or role, to another one in which leadership is a combined method that is spread all over systems of Individuals. The question will change from, ‘who are the leaders?’ to what situations do require for leadership to prosper in the network?

D. *Much greater focus on innovation in leadership development methods.*

There are no very simple, current models or methods, which will be enough to develop the levels of mutual leadership essential to meet an ever more complex future. Rather than a period of prompt innovation will be required in which organizations research with new methods that combine innovative concepts in new ways and share these with others.

Technology and the World Wide Web will both give the infrastructure and determination the change. Organizations that hold close the changes will do well than those who resist it.

Table 1: Four changes for leadership development

Current focus	Future focus
The ‘what’ of leadership	The ‘what’ and ‘how’ of development
Horizontal development	Horizontal and Vertical development
H.R./ training organizations own development	Each individual maintains development
Leadership exist in individual managers	Collective leadership is spread throughout the network

However, [3] point out three components to an effective leadership development program. The first is increasing self-efficiency in the field of leadership. Self-efficiency is the degree to which an individual have confidence in he / she can do well in a particular field. The second is increasing awareness of ways of inspiring and motivating others. Different models of leadership are based on different models of motivation. Therefore, developing different kinds of leaders needs increasing awareness of different ways of motivation. The third component is increasing particular leadership skills and abilities. Leadership skills are abilities that leaders utilize in their communications with their followers. They consist of oral and written presentation, leading group meetings and seminars, interviewing, providing constructive feedback. Furthermore enhancing leadership abilities have a tendency to boost the effectiveness of the personal relationship among leaders and followers, and subsequently boost follower’s motivation.

III. INTEGRATED-SOLUTION APPROACH

[13] discussed an integrated-solution approach to leadership development, which involves of eight different steps. The approach characterizes a strategic, interaction and supportable way for organizations to form the leadership ability required to survive in a competitive environment. It is planned for the reason that it confirms that all development opportunities are concentrated on helping the organization achieving competitive advantage. This includes making a general strategy for leadership development and executing the strategy successfully. The methodology is synergistic in that it attempts to choose and implement development options in a continuous way that increases value to one another. Lastly, the integrated-solution approach for leadership development is supportable in light of the fact that it takes a long-lasting perspective. It takes the understanding that leadership development is an interactive method that requires continuous

considerable attention, emphasis, and resources. The eight steps in the integrated-solution approach to leadership development are as follows;

- (1) Develop a general plan for integrated leadership development;
- (2) Unite leadership development to the organization's environmental challenges;
- (3) Utilize the leadership story to set the framework for development;
- (4) Balance international organizational needs with the local people's needs;
- (5) Employ developing design and implementation;
- (6) To confirm that development selections fit the organizational culture;
- (7) Emphasis on important moments of the leadership lifecycle and
- (8) Utilize a mixed methodology [13, p. 7].

Experienced-based approach

However, the experience-based approach to leadership development was suggested by [14] and indicates a general way that ties together on-the-job practice, life experience, and particular ability improvement. The purpose of experience-based leadership development is to train workers to constantly tap into their skills for understanding into what it takes to lead, what it takes to develop as a leader, and what it takes to grow as a successful leader. This approach is changeable to the developmental needs and prospects of individuals in all phases of their professions. It is also approachable to the altering needs of organizations working in complex and undefined environments.

Formal mentoring

Mentoring is a development association amongst a more knowledgeable or skilled mentor and not as much of experienced or capable protegee, whereby both mentor and protegee get advantage from the relationship [15, 16]. Formal mentoring is a leadership development, creativity, that incorporates knowledge, learning objective orientation, purposes of mentoring, and leadership capabilities [17]. Formal mentoring programs are useful in two ways:

- (1) They are exceptionally adaptable by taking into consideration for one-on-one mentoring, companion coaching, or mentoring in teams, contingent upon the accessibility of guides and the particular requirements of prospective leaders [6], and
- (2) The team-based work in formal mentoring needs a quick reaction from the leaders in defining direction, and leaders' commitment and dedication to teamwork.

Mentoring is consist of of three functions:

- (1) Career support;
- (2) Psychological support; and
- (3) Role modeling [18].

The leadership life cycle

[19] described the leadership life cycle, which emphasize the fundamental components required to form an effective leadership development structure. This method contains six stages.

1. The first stage starts with a method for the identification of leadership desires.
2. Education and learning methods are designed to address recognized awareness and skill gaps.
3. The third step is an achievement, learning, where chances are generated for engagement, throughout which new abilities and knowledge can be experienced in real work situations.
4. Place of work supports (such as mentoring) must also be allocated to confirm that the developing leader is getting constant direction and constructive feedback.
5. There should be appreciation strategies to recognize the developing leader's commitment and support to the organization.
6. Finally, it is essential to create renewal processes with the intention to make sure that the leader's development track is significant as well as associated with the strategic goals of the organization.

When these six components are combined within an organization, they indicate best exercise in leadership development and act as a guidepost for recognizing leadership excellence [20, 21, 10]

Mixed approaches

There are a numerous other approaches to developing future leaders, together with leadership development through teaching. This consists of teaching courses and facilitating seminars on a sequence of leadership development themes. Borrowing from [20, 22] proposes four subjects in leadership developments:

- (1) Individual growth;
- (2) Conceptual understanding;
- (3) Feedback
- (4) Skill building.

Individual growth understandings take account of reflection on behaviors, individual values, and needs. Conceptual understanding emphasizes on enhancing the individual's knowledge and awareness through revelation to the theme of leadership. This kind of development, mostly emphasizes on many theories of leadership. Feedback supports the leader to study about specific strengths and weaknesses in a number of leadership abilities. Skill building highlights that leadership

capabilities be divided into real mechanical procedures that can be generally performed.

IV. LEADERSHIP EFFECTIVENESS

A key purpose of all leadership development programs is to enhance leadership Effectiveness and efficiency in managing organizations over periods of insecurity and change. Leadership effectiveness states to a leader's achievement in influencing followers toward accomplishing organizational goals [2, 23]. Leadership effectiveness is an development process of interrelated events and reactions to events. Effective leadership is mostly seen as the base for organizational performance and development. In reality, effective leadership is a foundation of competitive advantage for organizations, and the base for organizational performance and development [24]. The lack of effective leadership has had a major effect on the capability or organizations to execute and maintain strategic change initiatives. The vital roles of successful organizational leaders include creating and emphasizing values and purpose, making a vision and the plans necessary to achieve the vision, making the community essential to implement the strategies, and starting and managing the changes essential to guarantee development and survival [19, 23, 25].

Additionally, Individual leadership features that might affect leadership effectiveness and efficiency comprise intelligence, supremacy, gender, age, comprehensive self-efficiency, self-monitoring, emotional, sensitive intelligence, carefulness, emotional strength, and extraversion [6, 24]. Furthermore, self-regulatory, Self-motivational, authorizing, and transformational leadership abilities behaviors and actions influence leadership effectiveness [20, 26]. The value of culture support can also effect leader selection and leadership effectiveness.

Furthermore Leader effectiveness can be assessed by reference to follower behavior, actions, satisfaction, gratification, and followers' recognition of the leader. However, [27] propose that organizational achievements can be described by the recommendation that there is a direct positive and significant relationship with the effectiveness of organizational leadership. This justification is established on the contingency leadership model, which perceives leadership effectiveness as dynamic and continuous in nature.

[28] suggest a situational approach to leadership effectiveness, which permits leaders to utilize the style of leadership that best matches the willingness, capability and enthusiasm of subordinates. The situational approach postulates that a good match among leadership style and subordinate willingness leads to a greater level of subordinate satisfaction and performance. By way of the level of follower willingness rises, effective leader conduct will involve less structure (job orientation) and a lesser amount of socio-emotional support (association orientation). At the lower levels of willingness, the leader wants to give direction. On the other

hand, with greater levels of willingness, followers turn into more responsible for job direction [29].

Effective Leadership for the Future

Contemporary leadership demands a capability to implement one's style to attain the maximum effectiveness. Instead of utilizing individual own favorite style, outstanding leaders are capable to apply different approaches which outfit the different desires in differing circumstances. A contemporary leader should:

- ❖ Improve flexibility and compliance to be capable to utilize any of the styles
- ❖ Identify the diverse demands of each condition
- ❖ Utilize the styles that will provide best achievement

Leadership must have suitable abilities for performance management, managerial training, worker satisfaction, motivational speakers, fundamentals leadership, leadership styles, transformational leadership, and leadership abilities and leadership potential in performance [30, 32]. To achieve the leadership control for the future, these steps should be practiced:

- ❖ Inspire decision making by all employees, not just a choose few of them;
- ❖ Give responsibilities and authority intelligently;
- ❖ Involve workers in defining the organization and their own objectives;
- ❖ Open up your books to all employees;
- ❖ Build self-managing teams and keep out of the path [30]

Additionally, leadership for the future should overcome in most important organization, achievement, activity, figuring out how to lead for tomorrow, and managers on the future [31].

CONCLUSION

The effectiveness and existence of organizations is reliant on the choice and improvement of future leaders. It is clear that organizations of all extents face key challenges in making leaders that can deal with main organizational difficulties. As an effective, organizations must be ready to invest in developing leadership abilities at all levels of the organization. The method to leadership development should be seen as a major aspect of organizations with a specific end goal to get the support and consideration expected to boost impacts on members. Institutionalizing an successful leadership development culture is one of the best successful strategies for appealing and keeping talent, and confirming competitive advantage in the long term. Leadership development is a constant method that should not be restricted to leadership training, preparing formal guidelines on professional expertise,

job performance in, and take part in self-developmental programs. Therefore, efficiently driven leadership development resourcefulness generally lead to improved leadership abilities and organizational performance.

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