A Study to Find out Effective Leadership Skills for the Sustainable Growth & Development of an Organization

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ABSTRACT

Good leadership is the key to success in almost any human enterprise requiring cooperation and team working in order to realize a common goal. As we enter the second decade of the twenty-first century the challenges have become more acute in all of these fields. The global financial crisis, failure of industries which once seemed immutable, the growth of new political alliances and governmental changes and challenges to established educational systems all herald a world in which the only constant is change. What type of leadership skills are required by the leaders to fulfill the long term objectives of organization?

The paper analyses the importance to encourage managers to start think more widely and responsible for growth & development. This is mean to be a sustainable leader. Nowadays leaders of organizations should pay attention not only to organization’s profit, but also to needs of employees and society. This research focused on the perspectives of leadership qualities they required for effective leadership. The findings identified ten effective leadership qualities necessary for sustainable development are learn, empower, adapt, develop, engage, reflect, sustain, humility, integrity, and practice.

Keywords-- Sustainable development, Sustainable leadership, Organization, Leaders, Society.

I. INTRODUCTION

Organizations ought to strive for sustainable activity and pay greater attention to their own sustainable development. The next generation of leaders must learn how to integrate their conceptualization of sustainability with the ability to facilitate others in pursuit of that vision" (Originally leadership has a long history of development so as cited by Day (2011) leadership has developed into three main contexts: conceptual, practical and research. The main reason of such contexts has been the relationship between the practical and scientific sides in developing leadership and to show the necessity of human and social capital that operate within the organization. The importance of ‘leadership’ as a factor in the processes of development has become more widely recognized among the academic and donor community. In 2010, for example, the Commission on Growth and Development published a book entitled Growth and Leadership. Similarly a recent United Nations Development Program (UNDP) policy paper highlights the role that leadership can play in the processes of development: Nurturing effective leadership for transformation is vital for moving forward the new millennium development agenda. When certain leadership qualities are lacking in the personal life of leaders, those leaders have difficulty influencing others to promote sustainable development.

II. LITERATURE REVIEW

To analyze the way that leadership aims to achieve sustainability in organizational, we must look at the role and responsibilities of leadership during the processes of change. According to By (2005), change is a feature present in the organizational life, in the operational side and the strategic one, so organizational change is a challenge for each participant in the changing process. As emphasizes by Gill (2003), the process of change to be successful in any organization should be well managed by leaders through planning, organizing, controlling and personnel or otherwise we will have a failed process of change as shown by the experience of numerous researches on organizational changes.

Because of the high dynamic of change in all organizations / businesses, the leaders who lead to change are a primary need for organizational management. Since
above was discussed on the definition of leadership, its role and the sustainability of organizational change then we need to further discuss two issues; first the role of the leader towards achieving sustainability of organizational changes and second defining the two different approaches to leadership.

According by Higgs & Roland (2005), these various organizational actions are to identify the need for change, the definition of the structure for change, implementation of change and control and effective development of the whole process.

III. OBJECTIVES OF THE STUDY

1. To find out Effective Leadership skills for the Sustainable Growth & Development of an Organization.
2. To analyze the importance of leadership skills in the success of an organization.

IV. METHODOLOGY

We are using the various secondary data sources. All the arguments that are used in this research paper are based mostly on journals, books and different literature from different authors of leadership.

V. MEANING & CONCEPT OF LEADERSHIP

➢ Blank (2001) suggests that- Leading is not an innate function of the leader alone or independent of the followers. To be a leader it is contingent upon the follower's assessment of the leader, the follower's interpretation of the leader's direction, and the interaction between the leader and follower. Followers are the leader's allies whose support, in effect, "makes" the leader. If no one follows, there is no leader.

➢ Northouse(2007) defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”. This process is executed by encouraging others to achieve goals, and provides direction to organizations in a manner that makes it more cohesive and rational.

➢ Leadership can be defined as the use of power and influence to accomplish a task (Schnake, 1987) through the creation and sharing of a clear vision that others are willing to follow.

➢ “Being a leader is precisely that simple, and it is also that difficult” (Bennis). Leadership is an identifiable set of skills and abilities that are available to all of us. Good leaders are made not born.

➢ Greer & Plunkett (2000) points out that “leadership is an art that can be acquired and developed by anyone with the motivation to do so”. Good leaders develop through a never ending process of self-study, education, training, and experience (Jago,1982). A leader comes to the forefront in case of crisis, and is able to think and act in creative ways in difficult situations.

➢ In essence, effective leaders generally make a conscious effort not to appear to be dictators or tyrants, but use persuasive tactics to gain desired results from their followers. Influential leaders demonstrate the ability to utilize their influences to produce desired effects without the need for exertion of force. Influential leadership is a type that followers appreciate because it results in them having a willingness to follow as opposed to following because they assume they have to. Being an effective leader is not a task that can be taught.

<table>
<thead>
<tr>
<th>Basis</th>
<th>Leader</th>
<th>Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essence</td>
<td>Change</td>
<td>Stability</td>
</tr>
<tr>
<td>Credit</td>
<td>Gives</td>
<td>Takes</td>
</tr>
<tr>
<td>Truth</td>
<td>Seeks</td>
<td>Establish</td>
</tr>
<tr>
<td>Dynamic</td>
<td>Proactive</td>
<td>Reactive</td>
</tr>
<tr>
<td>Directions</td>
<td>New Roads</td>
<td>Existing Roads</td>
</tr>
<tr>
<td>Wants</td>
<td>Achievement</td>
<td>Results</td>
</tr>
<tr>
<td>Energy</td>
<td>Passion</td>
<td>Control</td>
</tr>
</tbody>
</table>

Kouzes and Posner identify the five methods that help to lead to successful leadership. Kouzes & Posner (2007) identifies and gives a synopsis of the practices that serve as the basic foundation of successful leadership:

1. Model the way - When the process gets tough, get your hands dirty. A boss demonstrates by example that it can be done.
2. Inspire a shared vision - Next, share your vision in words that can be understood by your followers.
3. Challenge the process - First, find a process that you believe needs to be improved the most.
4. Enable others to act - Give them the tools and methods to solve the problem

**Leadership: A Definition**

According to the idea of transformational leadership, an effective leader is a person who does the following:

1. Creates an inspiring vision of the future.
2. Motivates and inspires people to engage with that vision.
3. Manages delivery of the vision.
4. Coaches and builds a team, so that it is more effective at achieving the vision.

Leadership brings together the skills needed to do these things.

VI. CONCEPTUAL FRAMEWORK OF SUSTAINABILITY

Van Velsor (2009) suggests that the sustainability agenda ‘asks business organizations to pay balanced attention to economic, social (CSR), and environmental factors, fully embracing the concepts of political, civil, social, economic, cultural and human rights; advocating the premise that all human values depend on a healthy ecological, social, and economic context.’

In the following diagram, we will represent the relationship between environment and sustainable organization.

<table>
<thead>
<tr>
<th>Environment</th>
<th>Methods of Maintaining Sustainable Leadership</th>
<th>Sustainable organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ecological</td>
<td>• Responsibility for an individual, group, organization, and society;</td>
<td>• Create a system change effort</td>
</tr>
<tr>
<td>• Economical</td>
<td>• Reaction to organizational environment</td>
<td>• Leads to new organizational structure</td>
</tr>
<tr>
<td>• Social</td>
<td>• Employees are loyal to the organization</td>
<td>• Create competence development system</td>
</tr>
<tr>
<td>• Cultural</td>
<td>• Organizational ceremonies, values, stories oriented to sustainability</td>
<td>• Create new friendly to environment and society organizational culture value system</td>
</tr>
<tr>
<td>• Political</td>
<td>• The vision is clear and sustainability-oriented;</td>
<td>• Create good reputation</td>
</tr>
<tr>
<td>• Institutional</td>
<td>• Common efforts based on mutual help</td>
<td>• Create sustainable relationship</td>
</tr>
<tr>
<td>• Ethical</td>
<td></td>
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</tr>
</tbody>
</table>

**Forces for sustainability**  
**Leadership Forces**  
Create self-control system

**Figure 1 - Relationship between environment and sustainable organization**

**Difference between Non-sustainable leadership & Sustainable leadership**

<table>
<thead>
<tr>
<th>The characteristic</th>
<th>Non-sustainable leadership</th>
<th>Sustainable leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business vision</td>
<td>The vision is unclear</td>
<td>The vision is clear and sustainability-oriented</td>
</tr>
<tr>
<td>Goals</td>
<td>Orientation towards fast progress</td>
<td>Oriented towards long-term progress</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Managers are responsible for themselves and partly for the work group</td>
<td>Responsibility for an individual, group, organization, and society</td>
</tr>
<tr>
<td>Activity results</td>
<td>Totality of individual contributions</td>
<td>Synergy of common efforts of team members</td>
</tr>
<tr>
<td>Team-centered orientation</td>
<td>Group work</td>
<td>Team work</td>
</tr>
<tr>
<td>Quality Achieved via</td>
<td>Achieved via control</td>
<td>sustainability-oriented organizational culture</td>
</tr>
<tr>
<td>Development of employees</td>
<td>Randomly chosen people are trained</td>
<td>Everybody is trained</td>
</tr>
</tbody>
</table>
Sustainable Development

Traditionally, sustainable development consists of meeting the needs of today without compromising the ability of future generations to meet their own needs (Kupar, 2012). The most recognizable model of sustainable development is the three-pillar model consisting of the environmental, social, and economic pillars (Klotz-Young, 2012). An appropriate balance of these three pillars helps to maintain sustainable development in our global setting. When one pillar becomes unbalanced it affects the other elements as well as sustainability. Many critics argue the political agendas of our leaders combined with social justice movements have pushed society so far the idea of sustainability will be difficult, if not impossible, to accomplish in the future.

Sustainable development for leadership is the development of leadership qualities that meet the economic, environmental, and social needs of the present while preparing to meet the challenges of the future. Ten leadership qualities identified as part of the sustainable development for leadership include learn, empower, adapt, develop, engage, reflect, sustain, humility, integrity, and practice. These qualities are not all-inclusive however; these qualities are vital to the leadership community and its ability to confront future sustainment development challenges.

VII. LEADERSHIP SKILLS REQUIRED FOR THE SUSTAINABLE GROWTH & DEVELOPMENT OF AN ORGANIZATION

1. Learn

Lifetime learners bridge necessary leadership qualities of today to prepare for sustained development of future leadership. The ability to lead with an open mind creates opportunity for positive growth in leadership. Lifetime learners need to be prepared for future challenges that test their leadership capabilities.

2. Empower

Leaders who empower their employees provide them with increased responsibility and autonomy. The ability to relinquish power to others demonstrates a leader who recognizes the potential in others and places trust in their abilities. The importance of shared leadership practices enhances teamwork and increases motivation. The sustainable development of this leadership quality strengthens a leader’s ability to handle current situations as well as face future challenges.

3. Adapt

The ability to remain flexible and adapt to change is an important quality present and future leaders must possess. Organizational change is not likely to succeed without leadership behaviors of motivation, guidance, and support. Organizational leaders who create a culture of adaptability allow organizational flexibility. This is especially important in our competitive and changing organizational environment. Creating the climate for change includes the development of the vision and goals for the organization.

4. Develop

Leaders should possess the ability to recognize and develop future leaders. The development of future leaders includes training, providing feedback, mentoring, effective communication, recognition, and rewards. Lacking this quality may affect the future sustainable development of leadership. Furthermore, organizations have the responsibility to support the effectiveness of leaders by providing on-going professional development training.

5. Engage

According to Clawson, the four initiatives of leadership include leaders, followers, tasks, and the organization. Leaders must remain fully engaged with all elements of leadership in the present, but must also be aware of how the organizational environment affects sustainable development of future leadership. According to Berkley and Watson employer-employee relationships are the foundation for building organizational ethics and corporate responsibility.

6. Reflection

Reflection is a quality leaders must possess to self-evaluate performance and determine if personal expectations are met. When reflection is mentioned, there is an uncritically accepted connotation of goodness. However, it is the leader who takes account of satisfying personal accomplishments and team success. Reflection allows leaders to step back from common behaviors and examine any assumptions.

7. Sustain

Leader sustainability is not judged by the leader’s behavior, but by how followers are inspired by the leader (Ulrich & Smallwood, 2011). A critical task of an effective leader is to demonstrate passion for sustainable development through motivation. The leader’s ability to motivate a team is judged by behavior not intentions (Ulrich & Smallwood, 2011). Leaders who strive for sustainability clearly demonstrate passion for positive change.

8. Humility

Humility is a vital quality in a leader and without humility a leader is bound for failure (Kallasvuo, 2007). Humility reveals the human side of a leader and their degree of concern and care for team members. The humble leader is successful in connecting with followers emotionally while accepting mistakes and creating methods to accomplish team goals and meet organizational expectations (Hamstra, 2009). In this way, humility supports sustainable development for continued future positive outcomes with the team and the organization.

9. Integrity

A leader with integrity believes in personal wholeness and being true to oneself (Palanski &
Yammarino, 2009). This quality is critical for a leader decision-maker who can have future implications on organization members. Integrity demonstrates a leader’s conviction for doing what is right and beneficial for future sustainable development. However, in situations where mistakes are made, the leader with integrity accepts mistakes and works to correct them.

**10. Practice**

In order for a leader to be successful with sustainable development there must be a continual striving for performance growth and positive outcomes. Performance growth and outcomes encourage reasonable change to accomplish organizational goals (Barclay, 2009). Practicing positive behavior and interaction with followers is critical for continued success.

**VIII. CONCLUSION**

This research focused on the perspectives of leadership qualities they deemed necessary for betterment of the organization. The findings identified ten effective leadership qualities necessary for sustainable development; learn, empower, adapt, develop, engage, reflect, sustain humility, integrity, and practice. In the conclusion part of this paper is defined that the role of leadership in creating stability in organization is very important. We have analyzed the role of leadership to achieve sustainability in an organization.

In a nutshell we conclude that leadership is a significant part contributing to the success of organization. In the paper we had also mention the various leadership qualities like learn, empower, adapt, develop, engage, reflect, sustain, humility, integrity, and practice that are required for the sustainable development & growth of an organization.

**REFERENCES**