To Be Effective, Leadership and Management Development Must Be Aligned To Organizational Strategy

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Abstract: Leaders are the most important role-models into an organization. They will exemplify the desired behavior for their employees and share their ideas with others in the organization. Always search and learn for new knowledge and quickly engage team work. Moreover they are responsible for the education of the other employees and that is why they ought to be good coaches. The strategic process of management it actually presupposes the preparation, the planning and the execution of the plans of the business.

Keywords: Organizational model, willingness, effectiveness, ideas, market conditions, strategic process, leadership, talent management, mobilization, vision.

1. INTRODUCTION

The concept- notion of leadership has been described so long as "a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task" (Stogdill, 1948, pp. 35-71). The search for the characteristics and the features of leaders and especially for good leaders, it has occupied the thought and the minds of philosophers and academicians for centuries, from the philosophical writings of Plato to the respective philosophical writings of Hobbes, Machiavelli, Rousseau and others. Up until our days, there have been so many studies on leadership which have produced theories involving characteristics, such as behavior, power, vision, ideas, intelligence, function, power, dynamic character, decision making, strong thought, openness to experience, self-confidence, emotional stability, high self-esteem, self-confidence, loyalty, general self-efficacy, providing good examples of how good employees ought to be, development of public relations and so many others (Chemers, 1997).

The leadership theory was introduced in the 19th century mostly in the writings of T. Carlyle and F. Galton, while at the beginning of the 20th century, there have been risen a series of other qualitative reviews of these studies. The theories of leadership of Stogdill and Mann have been dominated and influenced other theoreticians for years (Mann, 1959, pp. 241-270). Moreover, Noam Chomsky, and some of the followers of his theory, they all have provided an analysis which asserts that people think strongly what they have to do with great responsibility, bringing a critical thought on what leadership really means.

2. DEFINITIONS, OBJECTIVE AND PURPOSE OF LMD

By the end of the 19th century, mainly due to the low education level of employees, there was dominated a belief which was suggesting that the right leader is the one who runs a business with harsh behavior and authoritarian manner, using the employees solely as a means of production. The triptych of traditional autocratic management was planning, organization and control. Nowadays, this completely isolated leadership style fails to fully understand reality, since employees are more educated, they diversify their views and they demand not to be treated anymore as means of production. As a result of all these changes, there was a revision of management principles and gradually the first leadership issues were set.

Bennis & Nanus (1985) define leadership as the natural complete human expression and Cashman (1998) as the authentic self-expression that creates values. According to Bourantas (2002), leadership is the process of influencing attitudes and behaviors of a small or a large, formal or informal group of people from an individual, i.e the leader, in such a way that

voluntarily, willingly and with the right cooperation tries to implement goals stemming out of the mission of the group, with the greatest possible efficiency. Drath (2001) argues that leadership is not just having a leader, but it is one side of the community, it is the common ability, the common achievement of common goals. The same conclusions have been reached also by Bass (1991), Chanoch & House (2001, pp. 75-113) and Hunt (2004, pp. 19-47).

The essence of leadership assumes that every person who works for the leader is a volunteer, which means that one offers his/ her services as he/she wishes and not because he/ she is forced to. The good leader is not born but made. In order for a leader to inspire the employees to higher work realms and commitment, he/ she should constantly be in the process of self-awareness, education, training, experiencing and a lot of work as well (Witherspoon & White, 1996, pp. 14-15).

So, critically, a very important and basic approach on leadership was presented by Landsberg (2003), who made focus on three factors, which are vision, inspiration and duration. A successful leader ought to act as a psychotherapist, to have the courage to absorb the feelings of stress and insecurity and to create a sense of security and stability. The real leader is a spiritual man who has a comprehensive understanding of ethics and great visions. More specifically, a successful leader is the one who is honest, capable, stable, communicative and inspirational (Landsberg, 2003). All these could all be summarized in the word "reliability".

3.   EFFECTIVENESS OF LMD AND LINK TO PERFORMANCE

It has been identified a correlation between certain characteristics and effectiveness of leadership. Most of the times good leaders have the talent of effective development (Vroom & Sternber, 2002, pp. 301-323). They usually have productive communication skills, know how to prioritize the needs and the values and they provide job priorities for the best productive and satisfied results. For an effective leadership and management development, the leaders have to encourage the other employees, to engage them both to individual and team work, to inspire them to provide better results and production, to help them to be developed and more educated, to give them good feedback proving the learning process, to plan the necessary programs and contexts for efficient working results, to be punctual, to give opportunities and new chances (DeSmet & McAlpine, 2010). In addition, they ought to be collaborative, to give good directions, to exercise an effective control and to evoke employees' creativity, talent and organizational skills (Tichy, 1997).

Moreover, Landsberg (2003) claims that there are critical dimensions in each situation that affect the effectiveness of the leader, such as the power of the position, the structure of the duties and the relation of leader and the other employees. An effective leader in practice is the person who provides visions and clear objectives, is ready to respond to different crisis, focuses on the employees and the clients too, creates a common consensus for employees, leaders and clients as well around the same vision and the same objectives and finds ways to collectively realize this vision (Edmondson, Roberto & Watkins, 2003, pp. 1-29).

The development of an effective leadership model requires mobilization and a commitment at the highest level. Nevertheless, the leadership model that was developed by Fiedler, it is considered as the most emblematic of all the efforts that have been made to link the effectiveness of leadership in the state within which the leader operates (Bourantas, 2002). The central idea is that the effectiveness of each leadership style depends on the features of each case. So, according to Fiedler, it is meaningless to speak of an effective or ineffective leader, rather than a leader who tends to be effective in one situation and ineffective in another.

4.   LMD AS A STRATEGIC PROCESS

Strategy is one of the key leadership and management development issues, since leaders constantly search different strategic plans of management, so as to manage to make the business or the organization that he/ she leads more competitive and thus, more improved. The strategic process of management, it actually presupposes the preparation, the planning and the execution of the plans of the business. An action plan for the implementation of the objectives of a business, it consists of decisions and well-designed movements that result in good performance and create long-term and sustained competitive advantages (Taylor et al., 2008).

Good framing and good execution are the two most important factors that contribute to the success of a strategy process. If leaders are not capable to execute a strategic plan properly and in effective way, then even the most ingenious strategy turns to become ineffective. Similarly, a moderate strategy process no matter its effectiveness, it cannot create competitive

advantages for a business. So, the combination of good strategy and good execution is one of the most important clues for correct leadership and management development concerning the strategic processes of a business (Drucker, 1995, pp. 54-62).

There are five main tasks of strategic process of management (Senge, 2006), which are the following:

a) **Mission**: the development and the further planning of a business idea, which expresses the visions, the values and the mission of the business.

b) **Objective**: the transformation of the mission into two specific objectives, the financial and the strategic respectively.

c) **A strategic approach**: it is the planning process on how to pursue these objectives successfully. It actually requires an analysis of the business, which ought to be based on its strengths and its weaknesses (Swot analysis) (Bradley, 1995).

d) **Implementation strategy**: the effective and efficient implementation of the objectives.

e) **Monitoring, evaluation and adjustment**: continuous monitoring, evaluation and correction of all the above four tasks, which must be based on the results of implementation, reality, changes, developments, new opportunities and new ideas (Kotter, 2003, pp. 59-67).

The first mentioned three tasks apart the central strategic plan of a business, while all five tasks are closely related to the leadership and management development. The management of a strategic plan is not static, but it mainly aims at continuous improvement of a good strategy and its implementation and in devising new plans too (Mirvis, 1988).

5.   TALENT MANAGEMENT LINK TO MANAGEMENT DEVELOPMENT CYCLE

The life cycle theory by Hersey & Blanchard supports that the levels of managerial (task orientation) and participative (human relations orientation) leadership styles vary based on the level of employee maturity (Hellriegel & Slocum, 1992). These two combinations of leadership behavior constitute four basic leadership styles, which are a) strong orientation towards tasks and limited to relations, b) strong orientation to tasks and relationships, c) strong orientation towards relationships and limited to tasks and d) limited exposure to tasks and relationships. The effectiveness of each of the above leadership styles depends on the maturity of the people who lead (Bourantas, 2002).

Talent Management (Kennedy, 2010) is the ability of a leader to human resources management, as for example to attract, to motivate, to retain productive, to engage, to support, to strengthen and to help employees to become more developed. Talent Management requires from a leader to combine the appropriate skills, knowledge, and behaviors for the achievement of the objectives and the demands, the ability to successfully attract the employees interest, the ability to hire new people, to ensure that they will quickly adapt to the business working environment and to help them to get used to the working ways and rhythms of the business, the ability to develop and implement plans for the achievement of business's goals, the ability to develop a clear communicating relationship with the employees and the ability to make clear the responsibilities and duties of each one, so as to make them to align with the whole business's future targets (Panayotopoulou, Bourantas & Papalexandris, 2003).

Moreover, a talent management leader ought to always try to improve the relations between the clients and the business, to encourage, to honor, to support and to guide the employees, so as they can achieve their professional development. In general, a leader must make focus not only to the talent management, but also to improve the work environment, culture and relations for the best possible and the more effectively and efficiently operation of the business (Martensson, 2000, pp. 204-216).

6.   PERFORMANCE MEASUREMENT AND ASSESSMENT

The main principles of the Performance measurement and assessment of a business are four key aspects. These are a) the financial aspect, b) the customer aspect that criticizes the business from the perspective of customers, c) the internal aspect, which focuses on the effectiveness of internal processes and d) the aspect of development and learning, which reflects the business's ability to grow, to adapt to change and to learn (Koys & Decotiis, 1991, pp. 265-285).

More specifically, it actually provides answers to the four basic questions of how employees and leaders too, see the customers (customer dimension), in what areas they should be excellent (internships dimension), how can they become improved and create new values (learning and development dimension) and finally, how the employees and the leaders consider their shareholders (financial dimension) (Kaplan & Norton, 1992).

First of all, for what it concerns the financial dimension, the financial goals can be summarized in the three following words, as survival, success and performance. Secondly, concerning the customer dimension, businesses identify market segments and customers have been chosen to compete in order to obtain revenues that meet financial goals or not. The customer dimension contributes to the identification of the key customer indicators, such as acquisition, retention, satisfaction and loyalty. The internal dimension of the business processes, it identifies what procedures should be developed internally, in order to achieve business's economic and customer objectives. Each business entity has its own set of business processes to create value for customers and to achieve financial results. The overall value chain model provides a template on each business which adjusts its own processes. The four primary business processes are innovation, functions, after-sale service and compliance with regulatory and environmental standards. Finally, the dimension of learning and development intends to identify areas where the business must demonstrate more exceptional performance (Liebowitz & Suen, 2000, pp. 54-67). The purpose of the learning and development component is to provide the necessary internal structure to achieve the above performance. All the businesses which seek success should invest in their internal structure, i.e. people, systems and processes (Bonoma & Clark, 1988).

7. TRAINING AND DEVELOPMENT ACTIVITIES AS PART OF LMD

In our days that competitiveness is so tough and so strong between business organizations, as it has been already mentioned above, leadership indeed promotes learning and further education for leader's work team and the employees of the organization. There is the anxiety and inequity of the improvement of the giving results and the production. The leaders provide learning processes through the organization of workshops, speeches, projects, giving feedback, giving information and training. Their purpose is to manage to link the employee's knowledge to the whole organizational knowledge system (Nonaka & von Krogh, 2009, pp. 635-652). This knowledge processes consist of several steps and the effectiveness of handling knowledge relies on a set of managerial and leadership abilities and capacities (Nonaka, 1999, pp. 14-37. Love et al., 2005).

More and more organizations choose the project works for the development and the production of more services, more products and better results. It has been proved that project works are the best for an organizational learning. Most of the times leaders use typical methods to provide knowledge to their team works, such as knowledge through documentation and projects of practical training. These learning methods are known as a) process-based methods of gathering lessons learned from concluded projects and b) documentation-based methods to learn from project experiences. The employees have the chance to learn from past already concluded projects results of the organization. Leaders are responsible for the best function of the organization and they have to continuously try to develop and to improve the organization and of course, that will happen only through the best efforts of the team work and the employees. Leaders ought to be the best examples of their employees and to provide also education and learning processes every day both for employees and for leaders themselves as well (Raelin, J. A., 1997, pp. 21-34. Kelleher, H., 1997, pp. 20-24).

In a few words, a good leader must have the talent to quickly engage team work, to provide efficiently the necessary context of how the team work and the whole organization must function, to be active and to access timely on demand, to encourage the sharing of knowledge and experiences across team work, employees and the organization, to shorten the learning process in order to become more effective in less time, to provide an effective and analytic discussion, to provide equal opportunities for all the employees, to discuss and to practice new skills and behaviors (Stewart, 1992).

8. SUMMARY-CONCLUSION

As a conclusion, we could summarize that leaders are the most important figures into an organization. They have to act as role models so that they will exemplify the desired behavior for their employees. They should always have the willingness to share and offer their knowledge with others in the organization, to continuously learn and to search for new knowledge and ideas. They are responsible for the education of the other employees and that is why they ought to be good instructors, coaches, mentors, co-learners, coordinators, builders of common shared visions, as well as to have the capacity of surfacing and testing mental models, engaging in systems of thinking trends, encouraging creativity, innovation, and willingness to risk and conceptualizing and inspiring learning and action (Edmondson, Roberto & Watkins, 2003, pp. 1-29). Organizations' leaders create a culture that promotes knowledge sharing and creation. Briefly, leaders indeed establish the necessary conditions for effective function. (Wong, 2005). So, we come to the conclusion that "to be effective, leadership and management development must be aligned to organizational strategy".

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