MAJOR ROLES OF LEADERSHIP IN CONTEMPORARY ORGANIZATIONS – A VIEW POINT OF EMINENT GURUS

Akbar Ali*

Abstract

The purpose of this paper is to understand the major roles of leadership required to be performed in an organization. These roles are now part and parcel of each innovative setup working as business entity. Acquaintance with these roles is also mandatory for every manger as well as the administration in the organization otherwise attrition shall increase resulting move of people towards better organized setup. This set of roles can be learnt through learning some competencies, skills or improving some behaviors. While formulating the great recommendations in favours of these twelve roles, viewpoints of seventy three in number great management Gurus were thoroughly studied through many books, journals papers and internet. In future only such lucky organization shall earn business success and true excellence where these very significant roles are religiously implemented and followed.

Keywords: Innovative, Competencies, Gurus, Acquaintance, Excellence and Behaviors

* Faculty of Management Information System, National University of Sciences & Technology, Pakistan .

1. INTRODUCTION

Diversified and ever emerging new scenarios in the organizations have emphasized the need of such a leadership that can beautifully manage and control the situations and issues. Now a manager is expected to perform as a flexible leader to address the matters in a more wise able way instead just a routine maintainer. World organizational leaders worked hard for quite some period and came to conclusion that there should be certain set of skills and proficiencies which may declared as a part and parcel of managerial tool kit.

It was proposed that both kinds of capabilities i.e. build in (natural) as well as earned (learned) of an individual should be analyzed for selection and placement of a leader in the organizations. After earning sufficient skills, requisite experience and ample amount of decisional power, a manager can really perform his roles in the organizations in very effective and efficient manner.

So far many roles have been proposed by very eminent scholars and gurus in the area of management sciences, however, there are certain roles which have been recommended as mandatory for every manager supposed to perform in his area of responsibility. During course of research of this paper, conceptions of many great gurus were very wisely studied, however, out of which these twelve roles have been considered very important for a leader to play while being in an organization. Therefore modern trends and leadership thoughts demand this set of roles be made essential for each manager to perform in the organization.

2. ENTREPRENEUR AS ROLE

Du Brin (1998) propose three entrepreneurial leadership role activities as:

a.   Professional journals reading trade publications as well as to know that what is happening in the industry and respective profession.

b.   Community with customers as well as other people in organization to understand the changing requirement needs.

c.   Getting also involved in important situations outside the unit may possible propose means of improving the unit's performance, such as visiting other firms, attending professional lectures and meetings or tradeshows, as well as attending educational programs.

Magdaraog (2003) Conducted a global leadership study upon the roles of chief information officer (CIO). He researched on 187 companies with about 20 companies combining from the Philippines. The study evaluated that leadership strength is based on nine roles a leader must play in current work environment. He declared entrepreneur as the 3rd important role where a leader identify and exploits opportunities for new markets, services and products.

Mintzberg (1979) while designing managerial ten key roles in three sets has placed the role as 'entrepreneur' under the very set of decisional roles. This role requires that a manager should be innovative as well as be able to introduce and manage change.

Nelson (2006) Conducted study upon leadership roles and competencies recommended that leaders may perform "Role of Entrepreneur" as; "A confident, flexible educated risk-taker who perceives an opportunity and creates an organization to pursue it without regard for the resources currently controlled and with the will to rebound from setbacks, seeking different avenues for success."

3. MOTIVATION AS A ROLE

Covey (2003) says that the leader's role is to provide direction through modeling and vision, to motivate through love and inspiration, to make a complementary team based on mutual respect, to be effective minded and focused on results not on procedures, system and methods.

Explaining the 4 leadership roles Corneleus et. al. (2004) said the 2nd role is the Role of Releasing Potential and energy within the organization. He says that each person contains an untapped potential for instigations and enthusiasm that can produce high performance. In most cases, considering all things equal, the difference between failure and success depends that how well the leader can create an environment where people are willing to spend the effort and energy to ensure ultimate success.

Cook (2004) while narrating his six roles of the modern leader, places role of being a motivator/coach as fourth one. He said "A leader has a role in -but by no means 100% responsibility for- motivating your people enthusiasm is contagious. It is also motivating. One needs to help them identify and achieve what they truly desire from their work and career." Furthermore, In order to become a good leader; be a good listener, be a role model, assign

responsibility with the authority, be a good coach, be a good motivator, involve employees in decision making, ask for inputs, be a proactive, and ask but do not order.

Nasseh (1996) declares that motivation is an effective attribute of a leader. It is a force to help people to achieve their goals, ideas in life or desires and work. It has a direct concern to the thought processes which are elicited under various external and internal conditions. In the work place, leaders have lots of effect in the shaping, the motivation of employees, in the improvement and performance of services and products. The things which can make a happy and motivated employee are; challenging job, good relation, being a part of organization broad range of responsibilities, freedom for innovation, freedom to learn, respect, compensation, and empowerment. Motivated employees know how their jobs relate to company targets and goals, what results are expected of them, and they have freedom to accomplish tasks as per their own way.

Matthews (2004) investigated but that it is key role of a leader to keep employees motivated for which four logical reasons are, the direction of the company, Good chemistry, Great managers are great leaders, Rewards for great work.

Owston (1993) proposes that the leader to fulfill their role has to know how to motivate people and must seek ways to do this to continue leadership. We recommended that heir of Maslow in a hierarchy of needs, through of Herzberg who sought to separate man from the animal who's "needs [were] to avoid pain and his need as a human [were] to grow psychologically" Elizabeth Moss Kanter who believed perception of that management should consider the promotion from the ranks of the powerless, like women and clerical workers. She wanted a decentralized authority, made up of autonomous work groups which would produce creat through the results. Vrooms three questions of people to motivate themselves. 1. Can I do what I am being asked to do? 2. Would I be rewarded for doing it? 3. Do I want the reward on offer? Peters which included the notable concept of making the front-line people 'company heroes', whereby the leader applauds the front line people encouraging involvement, core values, quality and leadership by self example.

Rees (2004) suggests that by creating an environment of intrinsic motivation, through especially adding FLAME to the job. He recommended that there are five characteristics of work that make it more intrinsically motivating: Feedback, Lots of Skills, Autonomy, Mine and Effect *(FLAME):*

a.   Feedback

To add FLAME to the job, build or design feedback systems into the tasks it self so people know right away how well they are doing.

b.   Lots of Skills

To add FLAME to the job, change the work to build in a variety of different types of skilled activities.

c.   Autonomy

If employees are told what to do, when to do it, and how to do it, very little intrinsic motivation can exist. To add FLAME to a job, allow people the discretion to make the decisions that affects their job and their customers.

d.   Mine

When you can structure employees' work so they feel it is theirs (My customer, My workstation, My project, My task), the potential for intrinsic motivation goes up. To add FLAME to a job, introduce "ownership" in the work.

e.   Effect on Others

To add FLAME to a job, help raise your employees' awareness of the impact that they have on the others, both inside and outside of the organization.

4.   INSPIRATION

Rees highlighted that Leaders in the organization or classroom are told to play numerous roles, depending upon the situation and role as an 'inspirer' he recommended that the people involved one of his fifteen leadership roles.

Leigh and Maynard (1991) wrote that Leaders inspire, managers motivate. It is perfectly possible you may survive as a manager without inspiring someone. However you cannot at all be a leader without an ability to inspire.

Kunich and Lester (1999) researched out that a mentor who can inspire the protégé will earn a profound, deeply rooted effect on that person for perhaps rest of entire lifetime. Inspiration is one way in which leaders differ from managers.

4.1. First inspire Yourself Before Inspiring Others

a. Discovering what inspires you is always the first step to having an effect on other people. Making the discovery means you need to:

- Be willing to explore what inspires others

- Start making a list of events, poems, works of art, films, books, people, plays, scenery or whatever, that inspires you.

- Start distinguishing between the mediocre and the Inspirational.

- Immerse yourself in what seems to get you excited, moves you, and makes you feel uplifted.

b. When you are inspired you are unselfconscious, communicator, passionate and a great persuasive. Everyone has potential; leaders just do it more often. The elements are:

- Trust

- Vision

- Passion

- Communication

5. MODELING AS ROLE

Dran (2004) has declared that the leader must also act as a model in an organization. He should set an example of manners work habits, attitude and results.

Covey (2006) describes that 'Building Trust with Others' is the Heart of great Leadership. The 4 roles of Leadership does not only teach you what a leader does, but who a leader is. One learns the essential balance between competence and character; an individual of high abilities will never be a real leader if his/her character is questionable.

Weiss (1998) found out, "No matter what the nature of your organization, no one in it believes what they see and hear. They only believe what they see. There is no more powerful shaper of behavior in the organization than the behaviors of those in leadership positions." Above all a leader is an exemplar. We need those leaders who ride into battle at the head of their troops.

Kunich and Lester (1999) suggested that an effective mentor must lead by example. When the mentor serves as a real-world role model for the protégé, the cliché that "actions speak louder than words" comes to life. Mentoring needs significant amount of time for mentor and protégé to reach in close proximity.

A mentor should be a model of integrity, dignity, composure, and professionalism, under all conditions. An outstanding mentor who personified the principle of modeling ideal behavior was the great baseball player and Hall of Fame, Jackie Roosevelt Robinson. He told them what they needed to know, but more importantly, he showed them. His example proved to them, on a daily basis, what was needed to succeed. Because of his influence, it was easier for them and for everyone else who came later. He was the model for them to emulate, professionally and personally.

Leigh and Maynard (1999) quoted that "Example is leadership" by Albert Schweitzer. He further wrote that Modeling speaks louder than words. It is what 'walk the talk' is about, behaving as you like others to behave. Be the first one to demonstrate all the 7-I's. One gains leadership credibility through practicing what you preach. Being a leader is being upfront. By leading through example you:

a.   Show commitment to achieving results.

b.   Promote your values

c.   Share your vision

Cook (2004) while declaring 'Role Model' as a Leadership role proposes that Leadership manifests itself, above all, in how you behave. On what you focus your attention? Your time? Do you act consistently with your values? For example, if you espouse an open and trusting work culture, do your people find it 'safe' to speak their mind to you?

6.   TEAM BUILDING / MANAGING TEAM

The McGraw Hill Companies (2004) about 'Managing team' strongly recommended that one must take care of team members, learn to relax and admit their ignorance, share power with the team and communicate with them.

Brin   (1998) has declared that an aspect of a leader's role is to build a strong team. Activities contributing to this role include, ensuring the team members and recognizing them for their accomplishments, such as through letters of appreciation. Initiating activities that contribute to group moral, such as giving parties and reinsuring sports team and holding periodic staff meetings to encourage them to talk about their concerns, problems, and accomplishments.

Mann and Greig (2003) in his presentation on effective team work highlighted two elements of team building. A leader remains team focused i.e. delegates tasks appropriately, sets time-lines and procedures, coordinates and result, as well as keep team cohesion i.e. supports team members, motivates team members, and gives appropriate feedback.

Bacal (2004) has described that it is unfortunate that many managers like to stimulate the development of high-performance team, but cannot submit themselves as active players in the process. In fact, teams should are owned by its members, however, the managing supervisors play the key role in setting the climate for the purpose.

Corporation of Supportive Housing in accordance with Interaction Associates (1997) as a source, has included 'Team Leader' in its list of leadership roles.

Tracy (2005) researched out that "When you become a team leader, even if your team only consists of one other person, you must immediately develop a whole new set of leadership skills. In order to determine what these skills are, you need to consider the genesis of high-performing teams."

Teams generally go through four phases as they evolve toward high performance. These stages are called forming, storming, forming, and norming.

7. EMPOWERMENT

Leigh and Maynard (1999) explained that when the best leader's work is done, the people say: "We did it ourselves." In simple terms, empowerment means giving people responsibility, the right to make decisions and take more charge of their lives. Paradoxically, by releasing some of your leadership authority you actually enhance it. People then feel more able to ask for your help, to hear your suggestions and to follow your lead. Some results include: Revitalized employees, increased morale, increased productivity, improved quality, lower staff turnover.

There are innumerable means to empower through your leadership. Just be creative in discovering which ones work best for you and your supporters. Successful approaches include showing people they are not separate from management and that they can help the organization improve, demonstrate that good ideas are implemented, appreciate and reward suggestions even if they are not implemented, trust people with responsibility, respect people's ideas and judgment, allow people to make decisions.

Covey (2006) referred empowering as a leadership role and recorded that Releasing the Talent, Energy, and Contribution of People "Empowerment" –it's an overused term but under-utilized in practice. Empowering isn't abandoning people, True empowerment yields productive communication between individuals and teams, high trust and innovative results where each member of the team feels welcome to bring his/her genius to the table.

People who are empowered also are more likely to be intrinsically motivated, which in turn promotes creative endeavors (Godshalk and Sosik, 2002). Consistent with this view, a field experiment with over 800 Israeli soldiers by Dvir, Eden, Avolio, and Shamir (2002) has examined that followers with a transformational leader were more self-confident, and took more independent and critical approaches toward their work than the followers working in a control group. Zhou (1998) also found that individuals generated the most creative ideas when they worked in a high task autonomy work environment.

Data from 217 mentor-protégé dyads comprised of working professionals from a variety of industries were analyzed using multivariate analysis of covariance. Results indicated that protégés who possessed high levels of learning goal orientation similar to their mentor were associated with the highest levels of psychosocial support, and higher levels of career development, idealized influence, enacted managerial aspirations, desired managerial aspirations, and career satisfaction when compared to mentor-protégé dyads who possessed low levels of learning goal orientation or dyads with dissimilar levels of learning goal orientation.

Similarly forty-seven groups from four Korean firms participated in this study. Results of partial test squares analysis indicated that transformational leadership was positively related to empowerment, group, effectiveness and group cohesiveness, Empowerment was positively related to collective-efficiency, which in turn was positively related to group members' perceived group effectiveness (Jung and Baik 2002).

8.   MANAGING CHANGE

Dran (2004) expresses that a leader being a change agent has to perform role of resource linker, a process helper, disturbance handler, a catalyst, a stabilizer providing stable links to social environment and solution giver.

Magdaraog (2003) reported that Development Dimension International (DDI) conducted a global leadership study participated in 187 companies, with about 20 companies from the Philippines. The research study evaluated leadership strength based on nine roles of leaders. One of them role is as a 'Change Driver' who creates on environment that embraces change, even if the change is radical, and help others accept new ideas.

Interaction Associates (1997) was taken up a service by corporation of supportive Housing where role as 'Change' Agent' was approved in the index of leadership roles that says being a 'Change Agent' one should encourage learning and continuous improvement of organizational systems.

Bacal (2004) says that in an organization where there is faith in the abilities of formal leaders, employees will look towards the leaders for a number of things, During drastic change times, employees will expect effective and sensible planning, confident and effective decision-making, and regular, complete communication that is timely. Also during these times of change,

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employees will perceive leadership as supportive, concerned and committed to their welfare, even recognizing that rough decisions. The best way to summarize is that there is a climate of trust between leader and the rest of the team. The existence of this trust brings hope for better times in the future, and that makes coping with drastic change much easier.

Ristino (2005) explained in fifth International Conference on knowledge culture and change in organization in his topic "Leadership's role in communicating Radical Organizational change" that the vision is change. The greater the vision the greater the change required to realize the vision. The primary task of an organization's leadership is to turn that vision into reality. To do so the organization often employs a radical change strategy that is either strategic or transformational in nature, such as a merger. While the organizational leadership may play some role in most change initiatives, its role is most critical in the success of radical change initiatives. Naturally, leadership plays on important role in these communication processes. In this role it has five tasks: (1) Communicate the need for change; (2) Make the case for change, (3) Create the vision for change, (4) Establish a system-wide-process for communicating change and (5) Actively participate in communicating the change strategy among all key constituencies.

From more than 12 years experience working with leaders in Fortune 500 companies and organizations around the world, Cornelius et. al. (2004) has determined that a leader must take on certain "roles" to be truly effective. The Role of a visionary; The Role of Integrity, Honesty and Value; The Role of Releasing Potential and Energy: and The Role of Leading Change. Leading a change initiative is one of the most difficult tasks a leader can face. It is a double-edged sword with many risks and opportunities. For most leaders, managing a change initiative is crucial role depending on what type of change will be pursued.

Rees (2004) also declared 'change master' as one of his fifteen leadership roles.

9.   INITIATIVE

Leigh and Maynard (1999) quoted Winston Churchill "I am certainly not one of those who need to be prodded. In fact I am a prod". Leaders are people who make things happen, who take initiative and persuade other to join their cause. One can use these skills anywhere, inside a company, a voluntary organization, on the shop floor, within a team or a public agency. Initiative

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really means: "first step; act of setting a process in motion; ability or willingness to take the lead; right or duty to make the first move; enterprise; capacity for acting independently or showing originality". *Use initiative by taking Responsibility Risks and Direct Action.*

Gray (2004) investigated that task roles also include that a leader in his team is supposed to be an "initiator" which means that he is a contributor in real terms.

Hammonds (2004) mentioned in his key roles of school leadership that "Leaders give recognition to those who show initiative or appropriate behavior they build on the strengths the school has. They continually provide feedback and encourage sharing".

Hult, Walker and Houston has examined out through Center for Service leadership that translating the capabilities of individual business units into exciting new combinations is a formidable task for any organization. This study traced the formation of strategy for a new consumer offering at a Fortune-500 company that involved the collective expertise of several business units. The research highlights the important role that executive leadership assumes in delicately reshaping, communicating, and crafting the vision of a strategic market initiative to the organization at large.

As Initiative has been termed a leadership role or behavior, therefore IBS Case Development Centre investigated the HRM Employee Retention in Indian BPO Industry: The Indian BPO (business process outsourcing) industry faced an amount of 30% to 40%, costing the industry Rs.300 crore in recruitment and trade to these were the costs of failed service levels. The total loss estimated in amount was 25% of the annual revenue. A synergy between incentive education programs, career growth programs, selection of right to the right job and changes in the organization environment helped organization bringing the attrition rate under their control to some extent. But all they had was cost implications (Khalid, 2004).

10.   VISION

Leigh and Maynard (1999) advised that, 'The single defining quality of leaders is the capacity to create and realize a vision. Bennis, a US leadership expert suggests, "All leaders create a compelling vision, one that promises to take their supporters to a new place, and then they show how to turn that vision into a reality. You do not need to be unusually prescient, it is more to do with defining what you want the future to look like."

Where does vision come from? It would be wonderful to wake one morning with a compelling one and doubtless some exceptional leaders do work that way. However, more often it requires a struggle to articulate vision, and you may need help from your supporter to:

a.   Identify the vision

b.   Expand the vision

c.   Translate it into a message that everyone can understand

For example, Federal Express's famous three-word vision is 'profit, service, and people'. Yet this apparently simple three-word picture of what drives the company took a considerable time to evolve.

"When a vision begins to form everything changes, including the air around me." Says Jean Dixon in Ruth Montgomery, a Gift of Prophesy.

Coade (1997) defines that a visionary leader is the one who can articulate the future impact of creative efforts in the company.

Cornelius et. al. (2004) from more than 12 years experience working with leaders in fortune 500 companies and organizations around the world, has determined that a leader must take on certain "Roles" to be truly effective. The role of a visionary; the roles of Integrity, Honesty and values; The role of Releasing potential and energy; and the role of leading change.

Rees (2004) also declared visionary as one of his fifteen leadership roles.

McNamar has described leader as visionary / information bearer. A leader ensures that the staff and Board have sufficient and up-to-date information, looks to the future for change opportunities, interfaces between Board and employees, interfaces between organization and community.

Dr. Weiss (1998) while elaborating a modern Leader's role asks "Are you creating a picture—a vision—of the future that is communicated and relevant to employees? Are you painting in colors, or only in black and white? Is your canvass large enough to support the details and scope, and provide true perspective? We have consistently observed organizations doing a fine job of

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educating, training and developing their people to meet yesterday's needs when they should be focused on tomorrow's realities. In leadership, the attributes of a clear vision should include:

a.   What its primary goals and measures of success will be?

b.   Which performance measures will be most valued?

c.   How performers can best contribute to the goals?

d.   How it will interact internally?

e.   What the enterprise will look like, structurally?

f.   How it will interact with its customers?

11.   INNOVATION

Coade (1997) has recorded that a leader as an innovator is the one who shows the direction of the corporate efforts in creativity and innovation. Belasen (2000) elaborated that the findings of Di Padova (1995) which have been proved showing. Overall evidence that at each level manager were able to identify with all eight roles of competing values Framework. Many models namely Rational Goal Model, Internal Process Model, Human Relations model and open Systems Model were designed. In open systems Model, the role as 'Innovator' was recommended as mandatory for levels. This supports changes imposed on organization even when disagreeing with the changes.

Biltz (2003) who is the Vice President, 'Customer and Fine Chemicals' in Dow, while addressing the symposium on WEL Gold Medal colloquium upon the Role of Enlightened leadership, personal commitment and 'Innovation', said that "he really appreciate the opportunity to share Dow's, sustainable development journey, where solid vision turned into new realities, housed people and their willingness to engage and 'Innovate', made all the difference in their actual degree of success." He declared that three 'constraints' drive us to new levels of triple bottom line performance. These are enlightened leadership, personal commitment and 'Innovation'. President Bush awarded Dow in 2002, 'the National Medal of Technology.' According to the citation, Dow was awarded the National Medal of Technology "for the vision to create great science and innovative technology in the chemical industry and the positive impact the commercialization of this technology has had on society".

What is critical about each of these stories is that companies do not make them happen. Enlightened leadership creates the environment, but motivated and innovative employees deliver the results. It is not enough to set goals or edit success. The progress along the Sustainable Development journey is far more complicated than this.

Some additional examples of our employees delivering sustainable success through innovation in science and technology include:

a.   Bio Balance carpet backing, a product made from renewable soy, not petroleum derivatives.

b.   Film Tec reverse osmosis membranes, which convert seawater into drinking water.

c.   WOODSTALK^{TM} building and construction materials, products that are made from waste wheat straw, which was previously burned, and a small amount of engineered polyurethane.

d.   Sentricon Termite Colony Elimination System, a systems-based approach for controlling termites that results in one ten thousandth the amount of chemicals versus more traditional applications methods.

Jung, Chow and Wu Winter (2004) explored through a CIBER working paper series, In summary, there is substantial theoretical support for expecting that leaders play a major role in establishing an innovative organizational culture and facilitating creatively in organizations. In addition, the role of creativity and innovation in determining organizational performance has been well established.

Hersey and Blanchard (1988) declared "Innovation" as managerial / leadership role and said that while producing and implementing are important, in a changing environment managers must use their judgment and have the desecration to change goals and change the systems by which they are implemented. In this role managers must be organizational entrepreneurs and innovators since, unlike administrators who are given plans to carry out and decision to implement, entrepreneurs have to generate their own plan of action. They have to be self-starters. This innovating role stresses the informational / decision-making subsystem.

12.　SPOKESMAN

In Six Roles to play it has been well elaborated that the effective leader is able to play a variety of roles. It is as if he has a pack of cards, each of which corresponds to a role – and each of which he is able to play the appropriate time.

Burns (1979) identified two types of political leadership: transactional and transformational. The more traditional transactional leadership involves an exchange relationship between leaders and followers but transformational leadership is based more on leaders' shifting the values, beliefs, and needs of their followers.

13.　COACH

In Six Roles to play (Berg, 2000) it has been examined that the effective leader is able to play a variety of roles. It is as if he has a pack of cards, each of which corresponds to a role – and each of which he is able to play at the appropriate time. As a coach role he should be identifying when others are not achieving their full potential; helping to develop their skill or will.

Brin (1998) concluded that an effective leader takes the time to coach team members. Specific behavior in the role include; informally recognizing team members, achievements, providing team members with feedback concerning ineffective performance and ensuring that team members are informed of steps that can improve their performance.

Corporation of supportive Housing has referred the service of Interaction Associates (1997) which has recommended 'Coach' as leadership role. It is said that during the coverage of an average work week, leader performs several roles to others achieve their goals. As a 'Coach' he guides individuals to higher levels of performance and satisfaction.

Rees (2004) also recommended and made coach as part and parcel of fifteen leadership roles.

14.　CONCLUSION

Tremendous research on the leadership roles has been conducted so far. Every researcher digs out something different and new. However, all the roles cannot be summoned and discussed at one place. Here in this study only 12 in number very important and innovative roles have taken

consideration. After going through a vast literature on HRM and leadership, these twelve roles are declared as the major roles for a leader to play in an organization.

An organization without the role by an appropriate "entrepreneur" cannot flourish and progress. Similarly leadership has to maintain element of "motivation" within its personnel to ensure smooth functioning. Likewise a manager in an organization cannot survive without his ability of "inspiration". He has also to set example of his good attitude, work habits and manners proving himself a "model" in his area of responsibility.

Every manager in the organization should develop the competencies of "developing and managing team". Process of 4 stages should be well understood i.e. forming, storming, forming and norming. Giving people more responsibility, right to make decisions and taking more charge of their lives, is essential need of the time. This role is termed as "empowerment". Similarly every leader is expected as "change agent" so that at any required juncture he could manage any changing situation and subsequently control it. Also it is the leader who takes "initiative" and attracts the people towards that common cause. It is first step, first make or willingness to take lead.

In organizations a strenuous leader is the one who can articulate the future by putting creative efforts in the company. "Innovation" activity is as important as producing and implementing in an organization. Contemporary practices have proved that a leader in the organization has to act as "spokesman" of behalf of org and should help his junior members to develop their skills and wills just performing as "coach".

After great shift in Paradigm i.e. from 'management' to leadership, it is felt mandatory for every manager to learn requisite competencies and skills in order to be loved and exemplified by his subordinates. Therefore, this has been established that leadership in organization should be understanding and implementing these major roles so that Human Resource Element is being addressed efficiently and effectively.

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