THE DIFFERENT DIMENSIONS OF LEADERSHIP (DDL) MODEL TO DEVELOP LEADERSHIP IN ORGANIZATIONS

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ABSTRACT

There are several studies on leadership; but still need more clear understanding of what leadership is and what are the traits to achieve leadership. There are several leadership theories on the basis of traits, behavior or situation. The leadership is more based on the personalities that make him or her effective in leadership situations. Organizations that are serious about building their business to the mile stone based growth are those who would seriously look at developing leadership based culture in their organization. DDL is one such leadership Development model. It is not very clear as to where the Leadership development theory fits in the overall context of different leadership approaches. This paper discusses the Leadership development, its evolution and practical utility of leadership development in organizations.

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Keywords: Leadership development, DDL Model, Leadership Skill Development, Leader Relations, Leadership, Leadership development theory and relationship based approach leadership style.

Introduction:

Leadership is a subject that has long excited interest. The term connotes images of powerful, dynamic individuals commanding huge maintenance, and timely transformation of a leader's identity throughout the development process. A leader's identity refers to how the individual sees himself/herself as a leader and leadership theory recognizes leaders develop and shape different identities for themselves over a period. Through learning and experience, leaders can shift from a strong individual-based identity (self-directed goals) to a preferable collective-based identity (setting group/organization-level goals).

Researchers have studied different models of leadership and have attempted to discover the abilities, traits, behaviors, source of power or aspects of situation that determine how well a leader is able to influence followers and accomplish task objectives. Howard Prager (January 20, 2016), "A New Era Is Needed for Leadership Development" - there are many factors which contributes for leadership development, organization culture, industry, growth, people you are working with and team environment. Leadership development needs should be specific to the needs of organizations goals, culture and strategy of organization. Leadership is an art, an attitude and ability. Everyone cannot become leader nor should be. But leaders need to be concerned about a) their workers, staff, departments, business unit, and b) the results they are responsible to achieve. These behavioral traits define a person as a leader. Rob Worthington Smith, Cognician White Paper (January, 2015), "Model for leadership development beyond competencies" - The Center for Creative Leadership (CCL) has proposed a model for leadership development that goes beyond the traditional competency model. They mention that neuroscience has impact on behavior due to basic network of interconnected neurons in the brain and nervous system. This internal wiring affects leadership development and how one develops as leader. They also mentions that Socratic paradigm demands systematized industrial learning.

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Ratnakar Nemani - "IT Leadership - Key for consistent Result" in Silicon India (September 2012); Leadership is expected to deliver consistent results constantly for long term benefits and promoting their self interest for career development.

Personal compatibility and dependability becomes the basis for such exchange relationship. The Leadership development theory suggests that a small number of trusted members who function as assistants, lieutenants or advisors enjoy a high exchange relationship with the leader. And as the exchange cycle gets repeated again and again, these interactions are formed through reciprocal reinforcement of behavior and unless the cycle is broken, the interactions tend to evolve into interactions with a high degree of dependence, support and loyalty (Yukl, 2002).

In the leader-member exchange relationship, the superior cannot rely solely on the employment contract. Rather the leader is required or expected to find alternate basis for influencing the member's behavior. Under such a context, the interpersonal exchange relationship between the leader and the member becomes the alternative basis of influence. This source of influence can include outcomes that can be highly valued by both the superior and the member. The superior in such a relationship might offer among other things, outcomes of open and honest communication, opportunities for influence in decision making, job latitude, support member actions, display confidence in the member and extend consideration for the member. The member can respond to this behavior of the leader by expending more than the required time and energy on tasks, assuming greater responsibility and showing more commitment to the unit or organization success. More the extent of this leader-member exchange, more the need for the leader to be ready to negotiate unit or organization related matters with the member. The superior is dependent on the member and must respect this.

Thompson, Mark, Tracy Brian Leadership Excellence. Best Leaders Worst Time, (Jan 2011), focuses on leaders who were able to turn their organizations around at worst times. The authors argue that many long-lasting organizations were born in bad markets and have lack luster products in the beginning. The authors also suggest that leaders should not be daunted by a challenging economy and fierce competition. It also notes steps to sustain a company like developing a business plan, designing a marketing plan and offering a great product or services.

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Leadership development theory fits in the overall context of different leadership approaches. One way to view the classification of leadership theory is to include the other levels involved. Nathan J. Hiller, Leslie, De Church, Toshio Murase and Daniel Doty, "Searching for Outcomes of Leadership: A 25 Year Review", Journal of Management, (March-2011); A significant question in management research is, "What criteria should be used to evaluate the effects of leadership?" In this review, the authors systematically summarize various ways the field of leadership has (and has not) sought to answer questions about whether, when, and how leadership affects outcomes. A total of 1,161 empirical studies over 25 years; spanning micro and macro oriented perspectives were content coded to answer six basic questions that set the scope of leadership science. The authors first descriptively summarized these criterion issues in the empirical literature and draw comparisons across areas. Second the author explore the implications of criterion selection issues a lot the further advancements of leadership theory and offer concrete recommendations for future leadership research.

Investigate on Leadership advance: The explanation of Leadership progress differs considerably from study to study (Yukl, 2002). There is extensive research and available definition of Leadership development and Leadership development model. Bates, Suzanne "Leadership Excellence" Build our Brand (Nov 2011); discusses in building brands that business leaders can learn from the experience of CEO as the leadership was passed on to him. Business leaders urged to define value, learn how to measure it, track it and communicate results in order to sustain their momentum. Leadership development as a theory needs to have more structure and skill development framework that includes Leadership pipelines Development programs. Kent Line back and Linda A. Hill, "Being the Boss", back Summarized Harvard Business Review Press (getabstract-2011) says that to become fully effective leaders takes a year's long journey on personal development. Most managers make progress on their journey but then stop. This is mainly because they clearly lack in their destination. Once you get the three key levers of influence which makes you leader, is first manage yourself, second manage your network, third manager your team. Turning into great manager is an ongoing and long process that requires you to learn from your mistakes. The summary also highlights as a manager how important it is to blend with team, how your network influence can smoothen out the operations with other team and the importance of managing daily tasks and work and reporting from team members.

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In summary, research on Leadership development has identified affect, loyalty, contribution, professional respect, support, trust, attention, obligation, influence, delegation, latitude, and innovativeness as the dimensions of work interactions. Ram Charan; "Leaders at All Levels" - deepening Your Talent Pool to Solve the Succession Crisis; The New York Times bestselling author of Execution, (2008); At all levels companies are short of quantity and quality of leaders they need. To fix this problem, the route cause analysis has to be made. One should identify the distinguished character ship of leaders from everyone else. Leaders think and act differently. They acquire new capabilities with the experience. Based on this concept the Apprenticeship Model is developed by the author. According to him, the leadership development process is ad hoc. When a seasoned professional who is in leadership ladder takes special interest in a junior person, provide coaching to help him to flourish. But that is not enough for good leader. The person should have inherent aptitude of leadership qualities.

Different Dimensions of Leadership (DDL) Theory: The author defines and suggests DDL Theory through four stages:

1. Individual skill development
2. Socialization programs
3. Action learning
4. Experiential learning

Individual skill development: Programs are characterized by the assessment of a leader's personality, values, and behaviors, often with a 360-degree feedback assessment, to identify the strengths and weaknesses of a leader. Coaches are frequently used to deliver feedback, develop and execute an action-oriented plan to emphasize strengths and improve deficiencies. To maximize development, coaches should deliver feedback at the task level rather than at the person level, meaning that feedback should be specific to relevant task(s) and directed at what a leader does rather than who the leader is.

Socialization programs: Like the assignment of coaches, mentors can orient new or newly promoted leaders toward the vision and values of the organization. Mentors and new leaders can be matched internally and should be selected based on job knowledge and compatibility to establish the mutual trust and respect, vital to mentoring relationships.

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Action learning: Involves leaders working in teams to address strategic issues, while building self-awareness and learning about leadership using individual and group reflection. The purpose of these programs is to provide structured and guided experiential learning to create holistic and adaptive leaders. When these initiatives are carefully executed they effectively develop leadership skills, but the programs are demanding and require leaders to add action learning to their current responsibilities. This added responsibility could be detrimental to the deliberate practice necessary to develop as a leader, because leaders have to prioritize their learning and development to meet a deadline.

Experiential learning: Another approach to action learning is experiential learning. Here high potential employees identified as having realizable leadership ability, are introduced to bigger and more specific organizational challenges. Experiential learning involves both overcoming and learning from these challenges as a leader. These assignments may require leaders to exercise skills such as conflict management, team building and problem solving, which they would not typically utilize as part of their current responsibilities. One sample could be of successful senior executive's lessons learnt from experience as most crucial to their development. This form of "on-the-job" learning can therefore be seen as highly relevant and impactful in their leadership development journey. Such experiences develop leaders' mental models pertaining to various situations, so eventually the leader gains expert knowledge that enables him or her to find solutions to new challenges with greater efficiency and effectiveness. How leaders view and conceptualize situations, tasks and challenges also shape moral behaviors, which have ethical implications for the leader and organization.
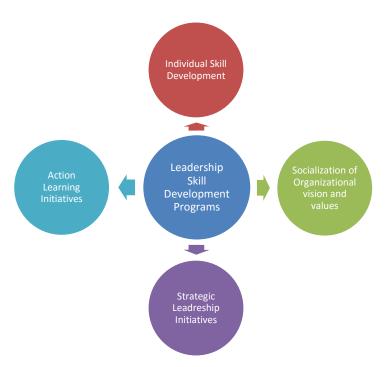
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Fig No: 1- Different Dimensions of Leadership (DDL) Model of Leadership Skill Development Programs - by Soumya R.S and Dr. Bagali M M in 2016

Studies discovered Perpendicular Significant Correlation (PSC), documented that leaders rather than using an average leadership style with their subordinates, develop a differentiated interactions with each of their direct reports. Next came the Leadership Making Model (LMM) that recognized the value in increasing the proportions of high-quality interactions in organizations and suggested the Significant Correlation building process as a means to accomplish this. Thus this evolution of Leadership development theory represents research based learning from the earlier Perpendicular Significant Correlation (PSC).

Key Result: A successful leadership development program begins with the alignment of leadership development to company strategy and an understanding of the type of leadership style/styles which are needed to execute that strategy. A continuum of steps, positions an organization for current and future leadership needs.

Leadership capability: Companies have become *great* because of their leadership team (visionary to execution). It's about demonstrated abilities of senior leaders which has directly supported organisation's healthy growth – internally (retention and attraction of talents) and externally (profitable business growth and expansion). It's a real boost for the upcoming leaders

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within the organisation, to rely on their organisation's leadership capability and see them as mentor coach in their leadership development journey.

Defined Leadership competencies: are leadership skills and behaviours that contribute to superior performance. By using a competency-based approach to leadership, organizations can better identify and develop their next generation of leaders. Defined Leadership competencies have to be regularly shared among developing leaders to support their own individual development plans and preparedness.

Measurements: Leadership is intangible. But their demonstrated action impacts the organisational performance, which in turn can be measured. From the study context, the successful organisations tracks leader's intervention outcomes like periodical business growth and retention % of talents in all circumstances of organisational growth phase. Outcome of the entire LDP effort not measured at periodic intervals could only create feeling of liability in long run.

Leadership development program: Matured organizations have well defined guideline and criteria for identification and selection of potential leaders. This enables employees to do self evaluation and prepare themselves either to take the leadership path or not. Well structured selection process enables majority of employees to respect the leadership development program and system.

Responsibility and Accountability: This applies to all employees within the organisation. But it is even more imperative that the leaders (practicing and potential) are aware of their role, responsibility and accountability while exhibiting their leadership abilities from time to time.

Organizations take a multidimensional approach to leadership development utilizing a variety of learning techniques. These include classroom, web-based and experiential learning activities. Research further identified that leadership development tools are stratified by level of management. Classroom and e-learning tools are much more prevalent for front-line and mid-level managers. Upper-middle and senior-level leadership development are much more likely to incorporate experiential and action-learning techniques.

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However, only a few organizations referenced have specialized and highly customized, mandatory leadership development programs in place. Among these organizations, there is a tendency to identify the program as being distinctive and highly effective in elevating the leader potential in their organizations. For the most part, "adaptability" seems to be the watchword influencing leadership curriculum development. Most organizations are creating fluid designs incorporating just-in-time response elements supporting the business imperative of keeping pace in rapidly changing competitive environment. This includes a greater reliance on eLearning and blended learning solutions, particularly targeted to entry-level and mid-management positions. Experiential development linked to strategic priorities is one of the important finding and is the linkage of leadership development to real-time organizational experiences. We need to find a way to make everyday business experiences more leverage-able from a learning and development perspective. Experiential learning includes horizontal shifting of leaders' attention onto special projects, task forces or specific organizational initiatives. It also includes embedding real-world business problems into leadership development programs. As a development tool, experience-based initiatives were primarily referenced for promoting the leadership skills of upper-middle and senior level leaders. The advantages of experiential development for leaders are many. First, leaders are challenged to take on real problems with immediate feedback and payback. This "mainstreaming" of leadership development connects managers to projects, with that have both educational and business consequences. Another benefit is the cohesion or bonding that occurs as individuals work intensively together. Taking on and solving significant organizational challenge establishes a crucible that forges relationships with lasting impact. These experiences establish interpersonal networks that grow and strengthen as leaders mature and move into more senior levels of management. Experiential learning can bring together leaders from different disciplines to work on special projects. This co-mingling of pipeline leaders tends to break down barriers and promote the ability of organizations to pursue problems synergistically.

Another experience-based leadership development tool is the rotation of managers across disciplines, divisions and geographies. Despite a large percentage wanting or requesting rotation as part of their leadership development efforts, not many organizations are utilizing rotational or developmental assignments as a regular component of their total leadership development package. However, many leadership development practitioners would like to see their

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organizations take greater advantage of rotational assignments. Organizational complexity and specialization tended to be cited as barriers to job rotational assignments as a leadership development tool. In most organizations, rotational assignments are reserved for high potential leader candidates. Organizations use these assignments to "round out" the leadership package in a way that positions individuals for executive management slots.

From these two industries and meeting several management members of various organizations, the researcher was able to consolidate following strategies partially applied by selective organizations as part of their Leadership Development Programs.

Leadership Capacity building – It is well debated and known to most CEOs that leaders are in short supply, as organizations looking at building this capability to achieve higher competitiveness in the industry. As Douglas McGregor says – leadership development is an agricultural process wherein the process of sowing the seed to reaping the fruit has a defined time factor and one has to patiently wait to get their fruit. Leadership is very sensitive and inappropriate hiring of leaders from the market could cause damage to the organization. Hence Leadership Development is a continuous process of developing new set of talents at defined frequency and ensure sufficient pool of leaders are available within, to drive the organization to the newer heights.

Conclusion: Many research studies have revealed that lack of alignment across businesses and leaders is the biggest challenge faced across industries and across the globe. Such misalignment at the leadership level results in - missed business opportunities, inappropriate business decisions within the organisation and inability to respond to the changing business/market needs. This in turn will have direct impact on the overall performance outcome of the organisation.

Apart from banking on their functional domain expertise, Leaders have to spend more time and effort in understanding the business competence, business environment, business strategic issues and challenges, business opportunities. With absolute clarity of these, the leaders have to cascade their understanding and organisation's expectation to their group members. Alignment of people at all levels, to the business objectives and goals of the organisation is very essential to ensure

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periodical overall growth of the organisation. For this it is important that the leader has the *business acumen* first.

There has been ample research on Leadership Development, since over many decades. In this article, the researcher has made an attempt to review literature and different facets of leadership development aspects to the business context. The objective is to design and share a Model that could offer Different Dimensions of Leadership Development that could benefit both the organisation and the individual.

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