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“Human Resource Management Changing Roles of Leadership”

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Abstract

Leadership is the ability to buildup confidence and zeal among people and to create an urge in them to be led and To be a successful leader must possess the qualities of foresight, drive, initiative, self confidence and personal integrity. Leadership is the practice of influence that stimulates subordinates or followers to do their best towards the achievement of desired goals and the Leadership involves, Establishing a clear vision, Sharing that vision with others so that they will follow willingly, Providing the information, knowledge and methods to realize that vision, and Coordinating and balancing the conflicting interests of all members



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and stakeholders. The Roles of a leader is to be Understand and interpret the environment in which you operate, Develop winning strategies, Execute them brilliantly, Measure the impact of the strategies systematically, adjusting strategies as indicated; and, Develop organizational, departmental, team and personal capabilities, Build organizational capabilities.

Keywords: confidence, successful, stimulates, involves, Understand,

I- INTRODUCTION

Leadership is the ability to buildup confidence and zeal among people and to create an urge in them to be led. To be a successful leader must possess the qualities of foresight, drive, initiative, self confidence and personal integrity. The power of leadership is the power of integrating. The leader stimulates what is best in us, he unites and concentrates what we feel only gropingly and scatteringly. He is a person who gives form to the unutilized energy in everyman. "The key to successful leadership today is influence, not authority" Leadership is the practice of influence that stimulates subordinates or followers to do their best towards the achievement of desired goals.

Leadership involves:

- ✓ Establishing a clear vision,
- ✓ Sharing that vision with others so that they will follow willingly,
- ✓ Providing the information, knowledge and methods to realize that vision, and
- ✓ Coordinating and balancing the conflicting interests of all members and stakeholders.



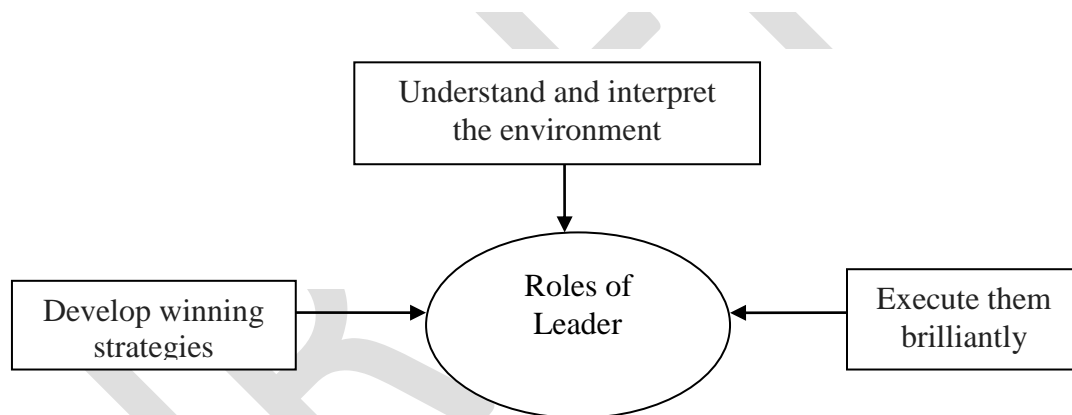
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II- Roles of a leader

- ✓ Understand and interpret the environment in which you operate;
- ✓ Develop winning strategies;
- ✓ Execute them brilliantly;
- ✓ Measure the impact of the strategies systematically, adjusting strategies as indicated; and, Develop organizational, departmental, team and personal capabilities;
- ✓ Build organizational capabilities.

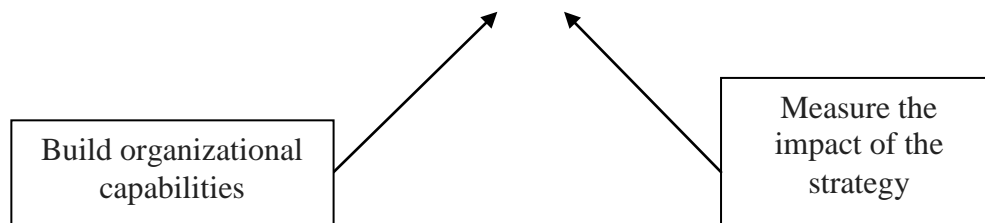




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1. Understand and interpret the environment in which the enterprise operates.

A leader has to be able to sense what's coming up ahead, to see opportunities that should be the target of action and to see threats before they materialize. And the view has to be well into the future. Leaders who only see what they have seen before, whose scope and vision is limited by their past experience, prove to be inadequate in a rapidly changing world. Leadership at all levels must be focused on the future as well as the present.

2. Formulate winning strategies

If leadership is about getting results, then the role of the leader is to develop the right strategies to get those results — winning strategies. Businesses make money by creating value for a customer and then capturing some of it for themselves from what the customer pays for that created value.

Strategies are much more than intentions; they describe what an organization is going to do to achieve a defined end as well as the ways and means that will be employed to do



that. The what and the how are usually accompanied by strategic plans detailing who will do what, with which resources, by when...and all the other details that allow for effective and efficient capital and people allocation and coordination. Since people generally follow leaders better when they understand why they are being asked to move in a certain direction, strategies usually provide cogent reasons for action.

Strategies are needed at all levels of organizations, from the office of the CEO to the individual salesperson's strategy for their territory. And these strategies must be integrated and coordinated if they are to be well executed.

3. Execute those strategies — brilliantly!

Strategies are only valuable if they can be executed well. And execution of any plan is only valuable if the strategy is right. Arguing which is more important is, therefore, pointless. Both are critical to success. The competitive advantage is unlikely to come from the uniqueness of the strategies; far more likely, the company that executes the strategy with brilliance will win.

There are many elements that go into the execution of strategies. Key among them are:

- ✓ The alignment of the organization's various department and sub-unit strategies so each and every unit and person is striving to achieve goals and objectives that contribute to the overall mission, vision and objectives;
- ✓ Performance management, at the individual, team, departmental and organizational unit levels to ensure that the right people are recruited, trained,



developed, motivated and directed in ways that support the organization's mission, vision and objectives consistent with organizational values.

- ✓ The leadership of strategic and operational change, not just in response to “burning platforms” but in anticipation of events and states that many people in the organization cannot comprehend or visualize at the moment when change must be planned and initiated.

4. Monitor the results and make strategic adjustments.

The perfect strategy, flawlessly executed, is the exception rather than the rule. Leaders recognize the probable imperfections of any plan and take care to monitor the outcomes systematically and thoroughly, always being prepared to make adjustments or completely change the strategy. Really effective leaders understand the frailty of strategic plans. They also understand that if they act promptly they can often make mid course corrections to plans that can put them back on track, or they may even find a superior solution.

Highly effective leaders also increase their sensitivity to discordant information when they are deploying new strategies. Sam Stenberg, the founder of Miracle Food Mart, had a great saying: “When three people tell you that you're drunk...lie down! But that only works if you are listening to the people. Every great historical leader recognized that courtiers were not necessarily the best advisers of kings and queens... there was the need for the presence of the “voice of the people.” So, smart strategic leaders have monitoring systems that feed back what customers, first-line employees, suppliers, regulators, and other stakeholders and their



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representatives are thinking about strategic decisions and their implementation. They don't retreat to their management bunkers and wait for the first official measures of success to come out. They get out there, personally, meet with early adopters, meet with people who have tried the product and did not repurchase, attend testing panels, see how trade channels respond to presentations, and so on.

5. Build organizational capabilities

Highly effective leaders act for both the short- and the long-terms, simultaneously. So, while they are surveying their environments, developing winning strategies and executing them brilliantly, and monitoring them systematically, they are also investing time, effort and money in building their organization's core competencies, management and leadership talents.

The business manager often cuts costs to meet profit crunches. This is frequently done at the expense of anything that promises long-term returns. The business leader also has a keen eye on costs and, certainly in commodity businesses, is sensitive to the price fluctuations in the marketplace.

The great British wartime leader and statesman Winston Churchill was famous for many things, but one incident is relevant here. In the middle of an air raid at the height of the blitz on London, he called a meeting of his war planners to discuss the invasion of Europe — probably not to take place for another two or three years. He was worried that the lack of landing craft would not allow the allies (the U.S. was not even in the war at that time) to put



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enough troops on the beach. So he acted to ensure that the balance between producing Spitfires now and landing craft later was maintained.

But there is more than leadership strength that must be developed. Other core competencies, such as knowledge management skills, intellectual property, excellence in business-government relations, community acceptability, environmental reputation, all represent valuable assets that can be turned into income or other outcome measures at some time in the future. Leaders add to this store of assets rather than deplete them. Leaders that liquidate core competencies for short-term operating results may not be doing the leadership job that they appear to be doing on the surface. Liquidating an asset may have a temporary positive impact on income but it may also have a negative effect on the balance sheet!

Outstanding leaders over the long haul recognize that they must continue to invest in core competencies at the same time that they produce results in the short-run. Whether it is renewing physical plant, equipment, machinery or the talent pool, it represents the future of the organization

III- Changing Roles of a Leader

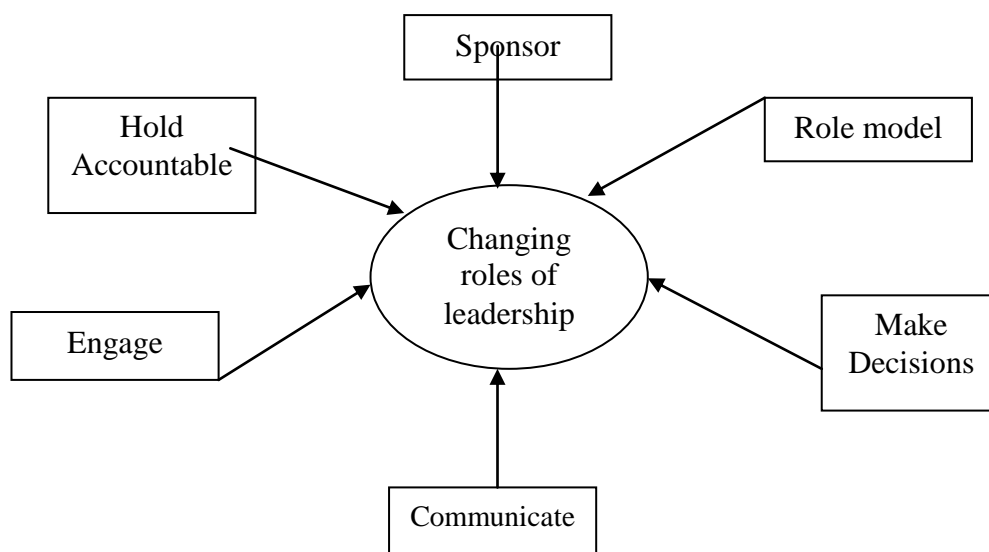
Successful organizational change depends on leaders – managers and bosses who have direct authority with people going through the change – to support and execute change in their span of influence. Effective leaders acknowledge that their support is crucial to success and commit to doing their part. The following are some of the roles leaders may play as they drive change in your organization.



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1. Sponsor

Leaders act as advocates for the change at their level in the organization. They are representatives who keep the change in front of their peers, the “higher-ups.” A Sponsor is the person who won’t let the change initiative die from lack of attention, and is willing to use their political capital to make the change happen. As sponsor, the leader is the champion.

2. Role Model



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Leaders of change must be willing to go first. They demonstrate the behaviors and attitudes that are expected of everyone else. Employees watch leaders for consistency between words and actions to see if they should believe the change is really going to happen. Leaders are self-aware and deliberate.

3. Make Decisions

As managers, leaders usually control resources such as people, budgets, and equipment, and thus have the authority to make decisions that affect the initiative. They have the ability to say “yes” or “no” to the project moving forward within the span of their control. During change, leaders must leverage their decision-making authority and choose the options that will support the initiative. Leaders are decisive and set priorities that support change.

4. Communicate

Leaders are the face and the voice of change. They communicate often to share information, keep people updated and offer encouragement. When employees hear multiple messages in the organization, the one they listen to the most is their immediate boss. Leaders interpret the change message to be relevant for their reports, while still matching the overall message. Leaders are transparent and consistent.

5. Engage



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Leaders provide the motivation to change and get people involved. They create a sense of urgency and importance about the change, and show commitment and passion about getting things done. They offer recognition to those who are participating and doing well. Leaders realize that change can be difficult, and understand the need for people to be motivated to step out of their comfort zone. The Leaders are energetic and empathetic.

6. Hold Accountable

With their authority, leaders hold people in the organization accountable for the change. They uphold agreements and make sure others do the same. They don't let people get away with not changing, and work to understand the underlying reasons so they can remove obstacles. Leaders follow through on delivering consequences when people don't do their part. Leaders are exacting and fair.

Effective leaders recognize that change cannot happen unless they fulfill the roles that only those in authority can. Enlist their support and clarify the roles you need them to fill in their areas and in different situations. Help leaders in your organization see the importance of the unique part they play in change, and help them fulfill it.

IV- Ways to Handle a changing roles of Leadership

1.Fight:



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If you believe the change is worth doing, then you can fight for it. As a change agent, one of your responsibilities is to advocate for the change initiative. Make the case for why it should continue. Show how it really does support the new vision.

2. Pivot:

Another role you fill as a change agent is to support leaders and help them implement their vision. If the new leader is giving people whiplash, instead of working against them, you can help them make the transition more smoothly. Demonstrate that you are an invaluable partner who can help the leader get things done.

3. Bail:

If the first two options don't work, either because the leader discontinues support for the initiative or you personally can't support the pivot to the new direction, then your third option is to find your exit. Before the leader do any of these options, have the conversation with the superior to understand their position. Don't assume they will kill the initiative just because they are new. Learn their vision for the organization. Gauge their support before taking any new action. When the leader changes direction, he have to decide if he is serving the change or serving the organization.

V- CONCLUSION



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Leadership is not for everyone, and it is not something that even really good leaders necessarily want to do for all time. Above all else, leaders need to know when it is time to stop leading, to hand over the reigns to someone else. “The function of leadership is to produce more leaders, not more followers”

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