

LEADERS AND LEADERSHIP STYLE, MANAGING CHANGE IN GLOBALLY CHANGING ENVIRONMENT

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Abstract

All good leaders inspire a vision amongst their followers and set a direction for performance that they expect to be followed. Their main skill is making people around them work hard, not because they are told to, but because they want to. They are often described as dynamic and inspirational and set tasks that are fun, yet challenging. Motivation is a key skill required to be a good leader, encouraging others to work hard because they want to work hard for their leader.

1.0 Introduction

Leadership is about influencing people to follow a particular course of action, today many organisations are faced with competitive environments that often change very rapidly. The reduction in economic growth and global economic recession has increased the need for organisations to change the way they do things. Revolutionary technological changes has brought new bases for competition and any organisation that desires to continue to exist must be ready to change. Managing this change process in a rapidly changing world calls for the right style of leadership

1.1 Change Management Vs Change Leadership

- Change is a necessity and we must be prepared for it.
- Three reaction to change are: avoid it, follow it, lead it.
- Change management is an approach or process of moving people from a current state to a desired future state.

- Change management is about the handling of the people effect from change
- Change leadership is the force, the leader, manager who engineer change and lead it
- Change leadership has to do with innovative and creative leaders who persistently pursue change.

1.2 Leading Change

- Managers must be self-confident and go confidently towards leading change
- Leaders must predict forces that will cause change
- Leaders must identify opportunities that will require change
- Leaders must react to unforeseen events that make change urgent
- Leaders must work with others to overcome the expected reaction (resistance) to change
- Leaders must learn how to initiate and plan for change, how to communicate the need for change and how to make change appealing to gain support from the stakeholders.
- Leaders must know to consolidate the result of change so that the change can endure and have the intended impact.
- Leaders must also change themselves as they move along a path of professional growth and development.
- Leaders must know that successful organisations today make internal changes in their organisation go along with what is happening in the external environment.

- The perception and attitude of employees are very important in any change situation.

1.3 Managing Change

- Change is a process of transition, movement from one state to a different but desired state
- Change management is that process of managing the 'people' aspect of change.
- The biggest challenge to organisational change is the people or employees of that organisation
- For any organisational change to be successful, the organisation and the people who work for it must be ready for such transformation.
- Resistance and in some cases stiff resistance do arise as the people's reaction to change
- The ability of the manager-leader to manage these reactions calls for strong leadership skills and focus.

1.4 Leadership Traits

- Creativity
- Dependability
- Fairness
- Vision
- Ability to communicate
- Assertiveness
- Integrity
- Discipline
- Judgement
- Professionalism
- Unselfishness
- Competence
- Courage

1.5 Leadership Style: Charismatic Leader

- Leading by dint personality and charm and does not rely on external power or authority. High self-belief
- Fulfil organisational goals by instilling devotion

- They read the environment in which they operate in order to know the mood and concerns of the people and then tailor their actions to suit these moods and concerns, sensitivity to their environment.
- They command the trust of their people through visible self-sacrifice
- Articulation of clear cut vision shaped to the environment
- Personal risk taking and unconventional behaviour.
- Displaying much confidence on followers' ability

1.6 Leadership Style: Transformational Leader

- Focuses on effecting revolutionary change in organisations through commitment to the organisation's vision
- High level of personal integrity to gain trust and inspire team members
- Applying passion and energy at work and injecting such energy and enthusiasm to the followers.
- Leading from the front to demonstrate attitudes and actions for the followers to emulate
- Motivates followers by constantly listening, soothing and enthusing.

1.7 Leadership Style: Visionary Leader

- He dreams about the future and translates same into specific and achievable goals for the organisation and its members.
- He anticipates change and act productively to handle the situation
- He adopts a partnership approach to create a shared sense of vision with the followers
- He focuses on opportunities rather than problems

- He emphasizes win/win rather than adversarial win/lose approach
- Demonstrates personal integrity
- Maintains good relations, adopting caring approach to people, treating them with warmth and respect
- Inspires people to better themselves and gives them a sense of hope and confidence
- Develops team spirit, team learning initiatives
- Bases himself on a balanced expression at the spiritual, mental, emotional and physical dimensions for success.

1.8 Leadership Style: Transactional Leader

- Relies on standard forms of inducement, reward, punishment and sanction to control followers
- Motivates followers through goal setting
- Straightforward approach of rewards for desired performance and discipline for failure
- Reinforces subordinates to complete their own side of the bargain successfully
- Closest to the traditional leadership styles

1.9 Leadership Styles: Servant Leader

- Bases himself on the premise that leaders are servants first and leaders second
- Does not dominate subordinates by telling them what to do but rather empowers and inspires them to perform
- Takes time and effort to help subordinates understand their strengths and weaknesses and identify potential and higher purposes they could never attain to on their own
- Exhibits patience and shows empathy
- Attaches importance to team work, and relationship building
- Includes employees in the decision making process and empowers them to act, making

servant leadership a form of democratic leadership

- He gives stewardship, committed to human resource development, and has foresight.

2.0 Conclusion

- Leadership is what separates an efficient organisation from failed establishments
- Change is a constant in every human endeavour. We must anticipate it and lead it with zeal.
- The dearth of good and effective leadership in all spheres of human life is the main cause of the civil strife, economic crises, social decay and loss of traditional values and systems we see in the world today especially in Nigeria.
- The ability to manage change is a leadership skill not so many managers and so-called leaders possess.
- Let's all become change managers.

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