Innovations in creating better Leadership

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Abstract

Where does the leadership ability come from? Why do some people exert more leadership than the others? Why some leaders are more effective than the others? Are some people born to be leaders? Or does every situation create its own leadership style? Or is leadership a matter of learned abilities and skills? Over the years, these questions have been answered differently.

Purpose of this paper is to reveal some innovations a leader should possess according to some of the prominent theories. People have innovations in creating better leadership. The spiritual leaders like lord Buddha, Jesus Christ, Confucius, Dalai Lama, had the unique skills and enlightened people to get rid of sufferings. That is the achievement of spiritual leaders. In terms of political leadership, such leaders employ various types of innovations. They use all the strategies to win the public opinion in a country concerned and sometimes they tend to pass geographical boundaries of their own territories. However a particular attention has been given for group leaders in this study.

In a private entity leadership positions recognized to be successful role models, are often used to support and motivate rest of the team members and colleagues to achieve corporate objectives.

In order to prove the innovative skills which a leader should possess, this paper also examines those in the field of *styles* of leadership. In this section, the attributes of Authoritarian, Laissez-faire and Democratic will be further explained. Further, Kurt Lewin's Participative style also added. According to the Millennium Development Goals (MDGs) Report (2005) of United Nations, governance is expected to play a prominent role to achieve MDGs. Leaders forms new styles of governance, so making it dynamic phenomena, thus, making an indirect but profound impact on achieving any national development agenda.

In the next section, leadership styles known as X and Y have been analyzed. Finally all these factors depend upon the Gender, and Cultural backgrounds. This paper also reveals the nature of the leaders in the cyberspace and critically questions whether there are leaders or leadership styles exist. The on line chatting groups are quite popular to be groups that exist

without leadership. So what kind of innovativeness could be viewed in such models being emerged?

Introduction

Leaders make the world a different place. Hence innovation in leadership is key to invent new strategies to challenge existing realities that are expected to be changed. Innovation faces criticism. In case of Sri Lanka, it is obvious that recent critical changes are largely backed by the style of leadership. It is not only about the end of prolonged ethnic war, which was dragged almost three decades devastating large number of lives, property and wealth of a nation, but also recent changes in national development agenda is also a result of certain innovations adapted by present leadership, that governs the country. For instance, the exceptional progress seen in achieving Millennium Development Goals (MDGs) could be given. History is full of stories about leadership personalities who successfully endeavored to make the world a better place, but with no so-called technology. Their "technology" is their style.

Who is a leader and what is the leadership? The encyclopedia defined Leadership is as "Being a leader". Leaders emerge from a group. What is a group and how a group is developed. Once in a place, a group's development occurs in stages. According to researchers, the key stages that a group moves through are forming, storming, norming, performing, and adjourning. (Teri-2005)

In the communication field we can see the problem-solving groups frequently. The leader need more effectives skills and abilities to encourage the members. According to the leader's directions, group goals are clearly understood and cooperatively formulated by the members. Let them to communicate their ideas and feelings. Decision is important, they should be given to both the task maintenance dimensions of the problem –solving effort, they should be motivated.

Leader may be in a small group up to large group, small society up to large society. Ancient days the tribal leader was the leader of the primitive community or society, who was being a physically built. The leaders usually being adults, genius and intellectuals in ancient societies. Primitive society's leadership had only limited responsibilities ,to protect their tribal from other enemies only, but the society become more complex than the ancient, types of

leaderships also changed accordingly. Tribal leader become national or nation's leader. Some countries he was the emperor or a king or queen. Those leadership entirely depend on their subordinators.

Styles of Leadership

Leadership is the process of exerting positive influence over other group members. A leader can exert influence in many ways. When we consider the styles of the leader in standard level, could be seen him in many societies in many ways. There are many different methods of influencing group members. A stereotypical image of a leader is someone who directs the group or society by giving commands or orders. In ancient period, tribal leader or king or emperor act in this way. In truth, this is only one style of leadership, and it is perhaps the least effective. There are actually three basic styles of leadership. Each has its place in influencing group or society or country or world, but each also has its limits. The three styles are *Authoritarian, laissez-faire*, and *democratic.* Kurt Lewin also introduced a style called *Participative.*

Authoritarian leadership is predominantly autocratic. The leader makes all decisions with little regard for his members. Other authoritarian leaders are more concerned about the welfare of group members and actively seek their advice .But both types of authoritarian leaders do not trust members to make decisions. Authoritarian leadership is often quick and decisive, and there are some situations, such a military group in combat, where this strong leadership style is effective. In many more cases, authoritarian leadership is despotic and repressive. Group members eventually feel alienated from the decision making process and resent the leader.

Adolf Hitler a good example for the Authoritarian leadership .

Laissez-faire leadership is a nondirective style of leadership in which the leader exercises a hands-off approach to influence. This gives a minimal guidance to the group and allows group members to work with little or no structure. In many ways , laissez-fair leadership is the opposite of authoritarian leadership-it is leadership by no leadership. Group with many experienced members, or creative and artistic groups where any structure inhibits the imaginative process, often benefit from laissez-fair leadership. However, the lack of structure and guidance often creates a lack of direction and frustrates members who want to accomplish the group task efficiently.

Democratic leadership allows members to participate fully in the decision-making process. A democratic leader facilitates group discussion and allows members to make important decisions. Decision making under democratic leadership takes more time than under authoritarian leadership but usually produces more satisfied and committed group members. To fulfill all these features the leader must have excellent innovative abilities. His stability depends on it.

The autocratic leader (the boss), the democratic leader (the Participator), and the laissez – faire leader (the 'do your own thing' leader).

Type of X and Y leader
In most discussions of leadership styles, those categories can be seen. In addition to type Y and type X usually come up to discuss the leadership. The American management theorist

Douglas McGregor calls a type x leaders. In contrast, if you checked, mostly even – numbered items, you represent what McGregor calls a type Y leader. The type Y leader is more of risk taker than the type X leader. Y leaders are willing to let each group member grow and develop to realize his or her individual potential. X leaders, however, do not readily delegate responsibility; unlike Y leaders, X leaders are not concerned with group member's personal sense of achievement.

Type X Leader

A leader who does not trust group members to work and is unconcerned with the personal achievement of group member.

Type Y Leader

A leaders who displays trust in group members and is concerned with their sense of personal achievement.

The attributes of a leader

What innovations does a good leader possess? Are innovative leaders born or made.

Leader may be in various groups, such as, religious, community, politically, women and children country or world. Those were or are not just emerge. They may have scarified over a period of time to reach some goals for their people or they may have taken sudden decision for his followers or they might have showed highly appreciated qualities unexpected. Then they become leaders. He or she must have innovative attractive abilities or skills which others satisfaction.

Leadership is the ability to influence others. Thus, every person who influences others can be said to exert leadership. Leadership can be either a positive or a negative force. When its influence is positive, leadership facilitates task accomplishment by a group. But if its influence is negative, task accomplishment is inhibited.

In a Group

In a group, every member is a potential leader. Whether this potential is used wisely or is abused- or whether it is used effectively or ineffectively – depends on individual skills, on personal objectives, and on commitment to the group.

Groups, especially problem – solving groups, need effective leadership to achieve their goals. Effective leadership can be demonstrated by one or more of the members. Note that there is a difference between being appointed a leader-that is, serving as a designated leader and exhibiting leadership behaviors. When you function as a designated leader, you have been dubbed the leaders, this means that an outside force has given you the authority to exert your influence within the group. When you engage in effective leadership behavior without being appointed or directed to do so; you function as an achieved leader; that is, you are automatically performing roles that help a group attain task or maintenance objectives.

Innovative leaders perform combinations of the task and maintenance roles; they demonstrate role versatility. Such leaders help establish a group climate that encourages and stimulates interaction; they make certain that an agenda is planned for a meeting; they take responsibility for ensuring that group communication proceeds smoothly. When group members get off the track, it is this type of leader who asks relevant questions, offers internal summaries, and keeps the discussion going. This is also the kind of leader who encourages continual evaluation and improvement by group members.

Developing Group Leadership Skills.

Being a group leader is an important responsibility. The leader is the most visible member of the group, and other members look to the leader set the climate for the group. At some point in your life you will probably be a group leader. Here a few basic suggestions to help you be more effective as a leader.

Be organized, but Flexible.
Facilitate and manage the Discussion
Be an Active participant
In most Circumstances, Be a Democratic leader.
Do not overreact

If you follow these doctrine these may be the features of an innovative leader. Further these features vivid considering the theories of leadership.

Theories of leadership

Where does leadership ability come from? Why do some people exert more leadership than others? Why are some people more effective leaders than others? Are some people born to be leaders? Or does every situation create its own leader? Or is leadership a matter of learned abilities and skills? Over the years, theirs have given various answers to these questions.

Trait Theories

The earlier view of leadership was trait theory. According to trait theory, leaders are people who are born to lead. The theory of leadership that asserts that certain people are born to lead.

Trait theorists also believed there are special built-in, identifiable leadership traits. According, attempts were made to design a test that could predict whether a person would become a leader. After many years of research, proof of trait theory is still lacking. For one thing, no one set of characteristics is common to all leaders and leaders and followers share many of the same characteristics.

Also, the situation appears, at least in part, to determine who will come forward to exert leadership. This is not to suggest, however, that trait research did not yield valuable findings. In connection with trait theory, **Marvin**, attributes of the leadership lineup as follows; *Dependability, cooperativeness. Desire to win, enthusiasm, Drive, Persistence Responsibility, Intelligence, Foresight, Communication ability, Popularity.*

As Marvin, those characteristics are leadership potential. He notes that a person who does not exhibit those traits is unlikely to be a leader of course having leadership potential doesn't guarantee that you will actually emerge as a leader. A number of group members may have the qualities of leadership but the final assertion of leadership will depend on more than potential**. (Teri-2005)**

Situational Theory

Another theory of leadership is situational theory. According to this theory, whether an individual displays leadership skills and behaviors and exercises actual leadership depends on the situation.

The development and emergence of leadership can be affected by such factors as the nature of the problem, the social climate, the personalities of the group members the size of the group, and the time available to accomplish the task. As organizational behavior theorist **Keith Davis** notes in "***Human Relations at work***", leader and group "interact not in a vacuum, but at a particular time and within a specific set of circumstances". A leader is not necessarily a person "for all seasons". **(Teri-2005).**

Fred Fiedler's contingency theory and **Paul Hersey** and **Ken Blanchard's** readiness theory are both situational theories. Fiedler's theory contends that predicting a group leader is contingent upon three situational factors; Task structure ,Position power leader member relations,

Hersey and Blenchard's theory contends that the realness level of group (the degree that member are willing to skilled enough to perform a task) determines the degree of task or relationship behavior a leader needs to emphasize. Thus, the relationship behavior, task behavior and maturity of the group members all come into play as a leader determines the style called for. For example, when groups are new, '***telling'*** style of leadership may be effective. The leader needs to provide direction, training and instructions.

When a group has some confidence in its skills, a ***selling*** style of leadership, one in which the leader uses both task and relational behavior to persuade members to accomplish tasks is called for.

In contrast, when group members take on more responsibility and become more independent, the leader becomes more equal to other group members. In this case, the leadership style of participating is used and decision making is shared. Finally, when the group is ready to provide its own leadership, a "delegating" style is appropriate.

(Teri – 2005)

Functional Theory

The third of leadership theory is functional theory. In contrast to trail theory and situational theory, which emphasize the emergence of one person as a leader, functional theory suggests that several group members should be really to leader because various actions are needed to

achieve group goals. Functional theorists believe that any of the task or maintenance activities can be considered leadership functions. In other words, when you perform any needed task or maintenance activities can be considered leadership functions. In other words, When you perform any needed task or maintenance function you are exercising leadership. Thus, according to functional theory, leadership shifts from person to person and is shared of course, sometimes one or two groups members perform more leadership functions than other do. Consequently, One member might become the main socio emotional task leader, Where as another leader.

However the point is that we can enhance our leadership point out by learning to perform needed group functions more effectively.

(Teri – 2005)

Transformational Leadership

In this they, a leader who gives a group a new vision strengths its culture or structure.

The transformational leader does not merely direct members, elicit contributions from members, or wait for members to catch up with his or her thinking. Instead, the transformational leader helps group members imagine and visualize the future they can build together. Transformational leaders inspire, motivate, and intellectually stimulate group members to become involved in achieving the groups, goals. They function as the groups guiding force.

Diversity, Gender and the Group

Groups operate within a society. Thus, the culture in which the members exist and the gender of the groups, members influence the groups operation. A groups culture is "the pattern of values, beliefs, norms and behaviors that are shared by groups individual "Personality".

(Brilthart – 2001)

The culture of a group provides the foundation for the rules followed, standards of behavior adhered to, actions undertaken, and behaviors exhibited or prohibited by group members. Organizational theorists believe that every organization evolves a unique group culture,

which guides its behavior and the behavior of its members. The innovative leader must have an understand about these cultural diversity of his group or community.

Your culture influences the way you communicate when you are part of a group. In the business, the inter countries intercontinental or inter regions joint ventures are operated as cross-border alliance. While cultural variations can enhance a groups operation, at time cultural clashes can impede it. At this time if the leaders awareness make the business easy.

The Japanese decision – making style differs from the American approach. While American tends to value openness in groups, the Japanese value harmony. While Americans emphasize individual responsibility, the Japanese stress collective responsibility. To leave a group in Japan is to risk losing one's identity. Since Japan is a collectivistic culture, the group, not the individual, is the significant entity. In individualistic culture such as the united states, the individual group member is accorded significant importance. Leader should know the culture influences both membership and leadership style.

Gender and Group

Besides studying cultural differences, researches have investigated the interaction of men and women in groups.

Results indicate that men and women have different goals for communicating women tend to pay more attention to the relationships among group members. While men tend to be more instrumental: they focus more on the task. Women tend to analyze problems holistically, whereas men tend to analyze problems in a more linear fashion, looking for cause- and- effect relationships. Studies of mixed – sex groups indicate that because men and women contribute in unique ways to a group, having men and women work together enhances group productivity.

Women are also more likely to employ a more participatory or collaborative communication style; men, in contrast, display a more directive style. Thus, women tend to excel at relationship building and participative leadership, while men exhibit more work-directed and assertive behaviors.

There are four main factors leader can do to help ensure that the members of his/her group ,communicate and function effectively.

Encourage an Open, Supportive Environment

Group members must feel free to contribute ideas and feelings. They must also believe that their ideas and feelings will be listened to unless members feel free to exchange information and feelings they are unlikely to achieve their objectives. It is only through the transmission and accurate reception of task and maintenance-related content that groups progress toward their goals. Thus, experience group leader realize how essential it is to elicit contributions from all members and do encourage communication among all members.

Establish a Cooperative Climate

Members of a cooperative group deal honestly with each other, while members of a competitive group some-times begin to dissemble and deliberately mislead each other .To guard against destructive completion and foster a cooperative orientation members need to work to demonstrate mutual trust and respect. Thus, Participative planning is essential. This key is coordination, not manipulation. That is the leaders role.

Be ready to perform needed leadership and membership Roles

Members can help the group accomplish its tasks if they contribute to rather than detract from effective group functioning. To the extent that (1) task roles are present and accounted for, (2) maintenance roles are effectively carried out, and (3) negative, individual, or self-centered roles are deemphasized, members satisfaction with the group experience will increase and the group experience will increase and the group will prosper. Leadership role is higher than the membership role.

Encourage Continual Improvement

The member of group should continually make every effort to improve their communication ability. The leave carefully lineup to how their behavior affects others and how theirs affects

you only in this way leader can develop the insights needed to facilitate more effective group interaction.

Kenneth Benne and **Paul Sheats** proposal group role-classification model half century ago. There are three categories of models and the leader should fallow for their innovativeness. Roles are,

1. Task oriented
2. Maintenance Oriented
3. Self – Serving

Supportiveness vs Defensiveness

Defensive behavior on the part of one group member gives rise to defensive listening in other. The postural facial and vocal cues that accompany words can also raise the defense level. Once the defensiveness of a group member has been aroused, that person no longer feels free to concentrate on the actual meaning of messages others are trying to send. As group members or leaders become more and more defensive, they become less and less able to process each other's emotions, values and intentions accurately, for this reason, the consequences of defensiveness include destroyed or badly damaged individual relationships, continuing, conflicts and increased personal anxiety within the group, wounded egos and hurt feelings, sociological researcher Jack R. Gibb.66 identified six behaviors that cause defensiveness and six contrasting behaviors that allay or reduce the perceived level of threat.

As Gibb notes in the article '***Defensive Communication***"

"If by expression manner of speech, tone of voice or verbal content the sender seems to be evaluating or judging the listener, then the receiver goes on guard. He mentioned:

Defensive Climate	Supportive Climate
Evaluation	Description
Control	Problem Orientation
Strategy	Spontaneity
Neutrality	Empathy
Superiority	Equality
Certainty	Provisionalism

Gibbs shows how non verbal cues help Establish a Defensive or a supportive climate.**(Teri-2005)**

Groups in Internet and Interaction

Groups no longer have to meet in real place. They now also regularly meet in cyberspace. Internet users can also become members of various mainstream or alternative discussion and self-help groups. There are online groups for people who suffer drastic mood swings, victims of child abuse, persons with weight-control problems, political activists, parents and teachers, sports enthusiasts, and so on. On line groups experience many of the same problems that groups experience in general. They perform roles much as real-space group members do. Included among the roles performed by online group members are hackers, phreakers, moderators, and Net police. The specific rules adhered to by a group become part of the group's netiquette, or standards of conduct. Since there is an absence of physical proximity and traditional nonverbal cues, members may tend to be less inhibited in expressing themselves.

An activities of a leader of cyberspace is a big controversial . Each members meet on the screen and meet face to face virtually. No leaders or leadership. It is a problem that how to improve innovative leadership.

Conclusion

Theories like trait, situational, functional, transformational explains the attributes of the leadership. Marvin encompasses them as dependability, cooperativeness, desire to win , enthusiasm, drive, persistence, responsibility, intelligence, foresight, communication ability, popularity.

 Styles and the types of leaders also included Gibb's "Defensive communication' as defensive climate and supportive climate. Anyhow the leader must have unique innovative abilities to reach their goals and achievements. If the leader does not have positive and active leadership the goals and achievements will lose.

Finally this paper questions who the internet leader and the leadership in the internet. Online chats and talks are going on and on, but no leaders or no one take responsibility. But the on line groups discuss various and serious topics vividly.

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