

FIVE THINKING PATTERNS TO DEVELOP AS EFFECTIVE LEADERS IN AN ORGANIZATION BY HUMAN RESOURCE MANAGEMENT

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Abstract: Developing leadership has been subject of management for a long time and subsequent research are made on this context but identifying leadership evolved with scope of inclusion of cognitive thinking process. It can best be answered by understanding ingredients for thinking process for true leaders' alias effective leader. Identifying leaders by their mode of thinking predicts their behaviour in activities and hence confirmatory test for situational analysis. It imbibes all the features of employee oriented leaders to contingent leaders. This research has attempted to explore the trend of thinking which lead to high performer leader by finding the relationship between five patterns of thinking and high performers described with respect to effective leadership. In the research twenty senior management level executives have been rated on scale of five pattern of think. The reliability test has been made by self-assessment, consideration of view point of Human Resource Assessment and e-interview. Five thinking patters have been found positively correlated with higher performance. The thinking patterns are incident on perseverance, self- esteem, determination, patient and adaptive. These factors or patterns of thinking have involvement in dealing with any situation for an effective leader. Among these some pattern are directly catalytic agents for intrinsic motivation. This scope of behavioural modification can be considered under need of any training and development interventions for leadership programs. The thinking patterns can be developed in any executives to foresee them as effective leader. All these have occupancy in an individual as skills which they inculcate as competency for leadership.

Introduction: Thinking is defined in psychology as processing information such as when we form concepts, engage in problem solving, to reason and make decisions. Thinking is the action of human reason as a process of building strength in the relationship between stimulus and response. Thinking can be interpreted to remember something, and questioned whether there is a relationship between what is intended. Thinking is processing information mentally or cognitively by systematic arranging the information from the environment and the subject of stimulus are stored in the memory of his past. Thinking is a processing activity of some event train of ideas or stimulation. Thinking is transformation of information such as the analysing mental schema, rationality, and visualization. According to great psychologist Karl Jung people can be characterized by their preference in attitude as Introversion vs. Extroversion, Sensing vs. Intuition, Thinking vs. Feeling, Judging vs. Perceiving. Derived from the theory the Myers and Briggs scale also emphasized the importance of thinking in attitude. Thinking imbibed in attitude reflects in an action. In the Myers Briggs Type Indicator a person with preference over thinking has been associated with good planning executor. Preference to thinking type leads them anticipate coming difficulties in execution and thus make able to prepare for alternative in such task. The preference has ability to make a person responsible and hard worker devoted to the particular goal with a strong will for achievement. Even thinking component has tendency to evaluate the effort of other person to accurate parameter. Indeed, salient features of

"Thinking" make it indispensable for an effective Leader. Mr Jack Welch, Former CEO of General Electric motors has also emphasized that a leader should have energy, ability to energize, edge, execution acumen and experience in his famous "5E" concept for true leaders. Thinking preference with such orientation is source of these requisites. Mind has various domains to think but specification of thinking is actually led by its orientation. Internationally famous leadership program do inculcate Dr. Edward De Bono's six thinking hats. The six thinking hats have reference of inculcation of base of thinking for perfect leadership. It includes creativity, emotion, control, optimism, pessimism and information processing. The attempt is to provide orientation to thinking process. In fact the leadership is effect of thinking process. The legendary leaders from Mahatma Gandhi to J.F.Kennedy had ruled over million hearts by their thinking. Adolf Hitler to Osama Bin Laden also had a set of orientation of thinking which led them to accumulate power and influence, might be destructive inclination. In the research major five pattern of thinking have evolved after confiscating several other factors. The pattern is associated with a term and closure to defining term intrinsically. The words seem to have similar meaning but conceptually they define different behaviour. Mind has pattern to think which can be called as thinking pattern. These thinking patterns propagate into activity and reflected in behaviour. A person with specific thinking will behave closely to comply with his or her thought. The quote proves accurate "you become that what you think most". Initially five statements have taken in

this research to best fitted with activities and state of leadership. These statements are tangent to thinking pattern and depict best compatibility with specific type of behaviour. The performance of leader is best evaluated in terms of stakeholders delight and also considering the appraisal system by Human Resource Management of an organization. If a pattern of thinking as effectiveness then it will be best reflected by performance of the leader. The leadership is not philosophical terminology rather its quotient can be measure reference to customer, subordinate, peers and senior reporting personnel. Further performance is just not evaluated in term of short term outcome but also long term effect should be considered. The research emphasizes vivid aspect on what thinking patterns will lead to higher performance in an organization. This is an explorative research primarily involving senior managers. Several research are done on leadership characteristics but this research has attempted in finding the thinking pattern which develop into such requisite characteristics of thinking pattern. It's an attempt to get root for permanent behavioural change for betterment in his or her life.

Methodology: In thirst of getting more significant result the questionnaire consists of five questions incident on five different thinking patterns has been given to senior level manager through LinkedIn. Designation of the managers belongs from area manager to zone manager. For convenient evaluation in performance part domain of specialization is taken as "Marketing Profile". The strength of sample is 20. Reliability of test is executed through cross examine by telephonic conversation and assessment of respective Human Resource Management. The content of interrogation centric on the statements:

1. In spite of constraint I am able to discover resources and path to goal of my desire , incident on perseverance

2. I do hard work to achieve what I want and devoted to work till I achieve, incident on determination
3. With my resourcefulness I can handle unforeseen situation tactfully, incident on self esteem
4. I keep calm while facing difficulties and do not get restlessness by deadline, incident on patience
5. I easily get mixed with new situation and start feeling comfortable, incident on flexibility

The score of each of the pattern is collected from the respondents on five rating scale. Mean value of each of the question for each of the sample is evaluated for further statistical process on excel sheet. On the other hand mean score for the performance of each of the sample is collected from their Human Resource Department, considering factors of appraisal. Multiple correlations from Data Analysis tool, is applied on the collected data to understand relationship between five thinking pattern and performance of the leaders. Here correlation is used to find relationship which anyways does not justify cause and effect relationship, although interview with each individual and Human Resource Manager of respective respondent supports the finding on such context.

Findings and Results: After using multiple correlations from data analysis in excel sheet we discover more densely correlated factors, thinks, to the performance rated under criteria. Questionnaire of thinks are evaluated on five rating scale. The mean value of each set of questionnaire is taken as score for that sort of thinking. Categorically performance is evaluated by average of score achieved. Twenty genuine respondents are recorded for the analysis purpose. Sample is taken from social networking that is LinkedIn and personal contacts with higher authority supports.

serial no.	Performance	Think 1	Think 2	Think 3	Think 4	Think 5
1	3	4	4	3	3	3
2	4	4	5	4	5	4
3	4	4	4	4	4	5
4	3	4	3	5	4	3
5	2	1	2	1	3	2
6	2	1	3	3	1	2
7	4	4	5	5	5	4
8	4	5	5	5	5	4
9	3	5	3	3	4	4
10	2	2	1	1	1	1
11	1	1	1	2	1	2
12	1	2	2	1	1	1
13	4	5	5	5	4	4

14	3	4	3	3	4	3
15	4	4	5	5	5	4
16	4	5	4	5	4	3
17	4	4	5	5	4	4
18	3	5	4	4	3	4
19	3	5	4	3	5	4
20	2	2	1	1	1	3

	<i>Performance</i>	<i>Think 1</i>	<i>Think 2</i>	<i>Think 3</i>	<i>Think 4</i>	<i>Think 5</i>
Performance	1					
Think 1	0.803685	1				
Think 2	0.895718	0.752426	1			
Think 3	0.868599	0.73777	0.871382	1		
Think 4	0.871033	0.799539	0.836614	0.765532	1	
Think 5	0.835629	0.772158	0.771774	0.725827	0.796292	1

All five pattern of think is positively correlated with performance by higher side positive parameter approximately in the range of 0.8, which significantly correlated. Being positive correlation all five patterns of thinking is directly related to performance of the respondents. Further it is observed that all five thinking pattern are positively correlated with each other on higher side of positivity closer to 0.7. Statistically positive correlation between the performance and thinking patterns is found. Perfectly correlation coefficient is 1 on positive side and result of this research is closer to that as 0.8.

Conclusion: The research supports five pattern of thinking to be an effective leader are perseverance, determination, self-esteem, patience and flexibility. These five thinking pattern is required to be imbibed in mind for better influence and sustainability for any activity corresponds to leadership. Perseverance provides strength for problem solving and inner strength for challenges. Determination provides

attentiveness and ability to focus for achievements. Self-esteem fuels intrinsic motivation and self-efficacy. Patience is essential condition to formulate strategic processing of information and synthesis of circumstances, tangent to strategic decisions. Flexibility is desired thinking pattern to work in team, adapt new situation and developing new competency as per global emergence. With the aid of these thinking patterns in behavioural intervention program leadership can be developed intrinsically. Proper training and performance management system should be developed considering these behavioural parameters to develop effective leadership in Managers of an organization. Being central intervention station Human Resource Department has sole responsibility to communicate expected pattern of thinking in practice by the managers. The pattern will not only help them in professional life but will help them to attend higher achievement in personal life.

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