LEADERS ARE BORN OR CREATED; AN ANALYSIS OF LEADERSHIP DEVELOPMENT PROGRAMMES

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Abstract: The purpose of this research paper is to examine how an individual's leadership style directly influences their ability to effectively influence and supervise their employees. It further continues to look into various views as to whether or not leaders are born to lead, or they are created through Leadership Development Programmes. If it is a skill that can be developed and enhanced over a period of time by individuals who have the drive and desire to be successful in leadership roles. The world is changing, leadership is no longer defined by what a single leader does (the "Great Man" trait theories) but by the ability to collaborate, motivate and to manage networks. The present world is changing and in this age of highly diverse teams, matrix structures, and global organizations, the need of the hour is to create talent and collaborative teams which leads to a successful organization. Due to the changing nature of organizations—a more distributed view of leadership will be needed thus shifting the focus from the traditional single leader to an intricate and complex web of leaders who possess a range of abilities and experiences necessary to ensure that the leadership function is carried out to the benefit of the wider organization are required.

Key Words: Leader and leadership development; distributed leadership; network building; successful organizations; collaborative teams; matrix structures.

Introduction: *"My definition of a leader . . . is a man who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like it."* — Harry S. Truman, 1884-1972, Thirty-third President of the United States

An effective leader is a person who creates an inspiring vision of the future, motivates and inspires people to engage with that vision, manages delivery of the vision. He is the one who build a team and which has all the required skill to develop into a future leader.

Leadership Development Programmes: Leadership development Programmes are designed this way so as to create leader who can work, up, down and across the organization, one who can lead and take challenges to his stride. During the Leadership Development Programmes, the participants are introduced to the ideas of leadership, personality, and emotional intelligence and their KRA to work upon. The programmes are designed in such a way that they have a mix of training methods: classroom teaching, high end presentation skills and one-to-one coaching sessions. These methods are used to sensitize and develop essential skills for leadership such as effective listening and communication, presentation, team building, assertiveness and problem solving skills. These Programmes help in following:

- Develop an awareness of the knowledge, skills, and attributes necessary to become effective leaders
- Identify key interpersonal and teamwork skills in order to effectively manage teams
- Sharing feedback on interpersonal skills
- Practice practical training required for leadership and teamwork

Effectiveness of Leadership Development Programmes: The effectiveness of these Leadership Development Programmes are questionable. The question which comes to everybody's mind is that are these trainings or programmes actually effective? If yes; then to what extent? Can we actually create Leaders out of these kinds of Programmes? According to Brandon Hall's 2013 Leadership Development Benchmarking survey, 75 percent of organizations say their leadership development programs are not very effective. Moreover the greater dependency on these programmes and technologies and the rise of distributed work arrangements have placed new demands. In our post-industrial society, the shortcomings of command-and-control hierarchical structures have become ever more apparent. Many companies, recognizing the fact that they may be handicapped by their current organizational and leadership systems, have started to question the way they need to manage the employees.

According to Brandon Hall Group's 2013 Leadership Development Benchmarking Survey, 75% of the

participants said their leadership development programs are not very effective. In separate research, Brandon Hall Group's 2013 Skills Gap Survey, respondents said leadership concerns were the second biggest factor impacting the hiring, retention, and performance of their skilled workforce. Burns, J M in his book *Leadership*, introduces the highly influential theory of "transformational leadership," stating that the best leaders are those who inspire others to come together toward the achievement of higher aims. Coming back to these programmes, are these programmes actually inspiring the people to come out of their shell and demonstrate their leadership qualities. All the time, efforts and money are spent on these programmes. So with all this focus on leadership development, why aren't organizations doing better? While there are no easy answers, and they undoubtedly differ from organization to organization. This signifies a big disconnect between the established importance of leadership development and an organization's ability to execute on it. There are, however, several factors that influence effectiveness. The effectiveness of leadership development programs increases significantly when organizations spend more of their training budget on leadership development and have a specific leadership development strategy in place

In order to have an empowering influence on people, a new set of qualities, going beyond traditional managerial skills and knowledge, is needed. 21st century leadership requires a deep understanding of the nature of influence processes, an understanding of the forces of cooperation, and the ability to build collaborative cultures (Block, 1993). These leaders must also lead by pathos through the creation of a shared understanding, engaging and inspiring their people, and paying attention to their professional and personal growth. . It is a complex process that requires a focus on both external and internal influencers, investment and development in technology that enables continual learning, continual measurement of these training programmes and its participants, establishment of governance, and many other factors. Only if things are in proper shape and strategic then only we should expect the success of these programmes.

Conclusion and Step Forward: Effectiveness of Leadership development Programmes depend on the planning and the strategy used. If the Programmes are time consuming or lacks proper strategy behind. than the participants may lose interest and distract from these training. They may shrink away from these trainings and the whole task shall become trouble -some and boring to them. There should be continual learning and continual measurement. There should be development of a dedicated strategy and its execution should be planned. Companies can avoid the most common mistakes in leadership development and increase the odds of success by matching specific leadership skills and traits to the context at hand; embedding leadership development in real work; fearlessly investigating the mind-sets that underpin behavior; and monitoring the impact so as to make improvements over time.

Wolfgang Von Goethe said, "Treat people as if they were what they ought to be and you help them to become what they are capable of being." As history has shown, people like to be guided by a person whom they respect, a person who inspires trust, someone who provides a clear sense of direction. To be an effective leader requires more than putting them into a position of authority over a group of people. Many other qualities are necessary: the ability to inspire and empower the members of their team to achieve their full potential, the ability to provide focus; the possession of interpersonal, communication, team-building and motivational skills, and the ability to develop other leaders. The Leadership Programmes should blend all the relevant mix of trainings, sessions and practical sessions, then the outcome will be productive. Finally, it is concluded that training begins with own self. The more a person is determined, potential, full fills the challenges and works with the team, the more qualities he inherit to lead and succeed in life.

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