



A NEW FACE OF LEADERSHIP AND ITS INFLUENCE ON WORK CULTURE AMONG PUNE-BASED INFORMATION TECHNOLOGY SECTOR

DR. SHAILESH R. SIDDHATEKKAR

Associate Professor
Rashtriya Shikshan Mandal's
Chetan Dattaji Gaikwad Institute of
Management Studies (MBA) Pune.
(MS) INDIA

ABSTRACT

What will tomorrow's business scenario and what needs to be successful? This is a critical question, all the organization face today. To answer this question, an organization needs efficient leaders. Development of good leaders is a continuous process and includes mentoring, training, education and experiences. To survive in the 21st century, we are going to need a new generation of leaders—leaders, not managers. Research on leadership indicates that 50-75% of organizations are currently managed by people sorely lacking in leadership competence. They are hired or promoted based on technical competence, business knowledge and politics not on leadership skill. Before explaining in detail about leadership, it is worthwhile to know whether it is a skill or a talent. If it is a talent, then leadership is an inborn quality as talents are innate. If it is a skill, then it can acquired by voracious reading, learning, continuous practice, training and experience. If it is a talent, then the leaders and if it is a skill then the leaders are made. Leadership is more action rather than preaching. It is the ability to lead from the front with a passion and with a conviction of a great vision, despite many successive setbacks. It is also taking a sense of responsibility, setting as a role model with qualities like courage, commitment and conviction. Leadership is also a way of calling 'we' not 'I' because no leader is successful as an individual. Whenever there is a success story, the leader ascribes it to his team and in case of failure, he owns the sole responsibility. Good leaders always talk of positive things and make positive statements like 'you can do it', 'it is possible', 'you will achieve big' and so on. And they never make negative remarks like 'it is impossible', 'it is doubtful', 'you can never improve', etc. If your actions inspire others to dream more, learn more, do more and become more, you are a leader. - John Quincy Adam

Key Words: Leadership management, Management practices & Leadership Practices

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INTRODUCTION

In management practices, a recent emphasis have been put on leadership development in administration rehearses; a new accentuation has been put on initiative advancement through preparing and improvement and by giving favorable workplace. The accentuation is on creating groundbreaking pioneers who can deal with changes which are happening at a lot quicker speed than previously. Initiative advancement includes fostering those characteristics and mentalities in chiefs which assist them with investigating the future and to welcome essential change on proactive premise rather in receptive premise. Administration improvement is a necessary chore; the end being fruitful and upper hand; it must have a setting of pay-off. Alastair Robertson, a counseling accomplice on worldwide authority advancement practice with Anderson counseling, has seen that administration improvement ought to be considered on three levels:

Objectives:

1. To find out whether development of leadership approach exists among Pune-based Information Technology sector.
2. To find out how the development of leadership bears a positive effect on employees, their productivity and on work relations.
3. To study and analyze the development involved in the adoption of the post-liberalizations changing industrial scenario.

Scope of the study:

This study is of help to understand the actual performance of the employee in above mentioned dimension. And as a result of this it helps; The SCOPE of Leadership model starts with a foundation of self-awareness and core competencies that enable participants to lead them, a key prerequisite to leading others. With successive layers based on competencies related to communications, developing others, collaborating and partnering, the model concludes with competencies that facilitate engaging to deliver results.

The SCOPE of Leadership competencies are transferred to participants through a combination of self-assessments, colleague assessments, coaching sessions, assignments, exercises and interactive classroom instruction over a short period of time. The assessments and assignments are typically completed over a period of 2-4 weeks. They are then followed



by one-on-one coaching, classroom instruction and exercises provided in a “boot camp” that is conducted over 1-2 week long sessions.

The SCOPE of Leadership is intended for high-potential managers and executives at all levels. By attending, participants will:

- Uncover their strengths, developmental areas and develop a personal Leadership roadmap that puts them on a path to sustained individual excellence.
- Gain knowledge in appropriate use of leadership styles and discover their primary leadership style.
- Learn how to motivate and communicate with vision and purpose.
- Discover the keys to hiring top talent, building teamwork and developing other leaders.
- Learn how to extend their reach and competitive advantage through partnering and collaboration with others inside and outside the organization.
- Recognize and engage in opportunities that move their organization to peak levels of performance.

Research Methodology:

Research Technique:

Leadership development techniques are used wherein CUBEX SYSTEMS are tracked and data is collected with the help of observation & Questionnaire method.

Data Analysis Technique:

Data is scrutinized, tabulated, and analyzed with the help of Microsoft excel and advanced tools.

Hypothesis:

Leadership approach is an effective one in Information Technology sector as it has a positive effect on subordinate, their work and work relations.

Data Collection:

For this study primary data is collected with the help Discussions/ Interviews, observation method from CUBEX SYSTEMS, and secondary data is collected with the help of various Journals, Magazines.



Sample Size: 90 employees. Of CUBEX SYSTEMS, PUNE.

The research methodology will encompass the following aspects in an interactive and integrated manner to carry out the proposed study. The required data for proposed research would be extracted from primary and secondary sources.

a) Primary Data:

- Well-structured Discussions/ Interviews will be prepared for Top level managers and Middle level managers.
- Observation method.

b) Secondary Data:

- Secondary data required for the proposed study would be collected through Books, Manuals, Journals, Internet and Literature of Information Technology sectors.

Limitations:

This convinced me that Pune city would be a good field for research as it is a well-developed and contribution significantly in the field of Information Technology sector. Therefore I decided to limit my research sample for the development of Leadership within the city of Pune for IT Sector.

Leadership and Work Culture:

There is a reciprocal relationship between leadership and work culture. While a leader is influenced by a work culture in his approach to the subordinates and the organization, the leader also creates and manager's culture by helping his subordinates and the organization maintain a set of behavior patterns, norms and values. Thus leadership is both affected by and affects the work culture. Leaders are culture builders. Leaders need to have the skills to scan the organizational boundaries and the environment and to proactively intervene not only to regulate the inflow of influences, but to create a conducive environment or culture. Work culture in addition provides a set of values and guiding principles that makes for psychological control where physical command and controls are not desirable or effective. In today's competitive environment there is a need for empowerment, innovativeness, team work and flexibility in structures and systems. In smaller organization the value of entrepreneur or top manager reflect to a large extent the corporate identity of the unit. His behavior, style, likes and dislikes are known to everyone and everyone's behavior is

influenced accordingly. Thus work culture is a powerful vehicle for organizational transformation and top management has an important role in shaping it.

The studies to analyze their qualities and their cases have been the focus of much attention and interest.

Leadership development should be considered on three levels:

- The leadership of the business by the top team.
- The leadership of the top team by the CEO.
- The personal development of individual executives as leaders.

To understand various theories so as to identify how leaders emerge:

- Charismatic leadership theory
- Trait theory
- Behavioural theory
- Situational theory

To understand leadership styles so that managers can adopt suitable styles:

Based on behavioural approach

- Power orientation
- Leadership as a continuum
- Likert's management systems
- Employee- production orientation
- Managerial grid
- Tri-dimensional grid

Based on situational approach

- Fiedler's contingency model
- Hursey-Blanchard's model
- Path-goal model

Importance of Leadership development:

- It's easy to discount the importance of leadership development, assuming that corporate leaders either have what they take or they don't and if they do they'll learn as they go. If they

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don't...well, if they didn't have what it took they wouldn't have been given a leadership role to begin with, right?

Not necessarily. Sometimes all that's needed is a little leadership development.

□ There is no such thing as a natural born leader, which is why leadership development is so important. Anyone can have the fundamental requirements necessary for the leadership role. It's how they develop them that matters.

□ Leadership development is defined as an effort to enhance a learner's ability to lead, an endeavor focused on developing the leadership abilities and attitudes of the individuals sitting at the top of the chain of command. Successful leadership development requires a lot more than the ability to give orders. It also requires diplomacy, top of the line people skills, a certain level of ruthlessness and an understanding of how much space there is and there isn't between the executive suite and the mail room. A good leader doesn't just lead. He or she leads by example.

□ Leadership development within a company should be addressed at both the individual and group level. Individual leadership development can be undertaken in both hands on and a classroom environment, and which method your organization chooses is entirely up to you. Through various exercises the individual learns to identify their strengths and weaknesses, using both to shape and mold their successful leadership style.

□ Individual leadership development is very important for individuals first entering the field and those who are having a difficult time taking up the reins of command. Additional leadership development offers them the opportunity to hone their skills, smooth over their weaknesses and learn to make the most of their current position rather than finding themselves stuck on the bottom rung of the ladder to success because of a lack of knowledge and personal resources.

□ Group leadership development is absolutely vital in any company, regardless of industry, because it teaches executive teams how to look, think and act like a team. For a business to run smoothly it's essential that the executive team be able to operate like a well-oiled wheel, cognizant of each other's patterns, strengths, weaknesses and goals and able to work together to achieve success. Any leadership team that is rapidly "slapped" together and tossed into the ring is going to fail almost instantly. It takes time and practice, and leadership development offers the opportunity for both.

□ Leadership development through books, activities, conferences and classroom studies is a vital part of any company's success, which is why there are hundreds of books, seminars,

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conferences, workshops, boot camps and personal coaches devoted to that very goal. Never underestimate the importance of the team of people holding the reins in an organization, and don't discount the need to allow those individuals to develop their leadership skills both inside and out of the office.

Findings:

Experience shows that the bigger the association the more troublesome it is to accomplish the fundamental level of Leadership activity and that bigger associations are normally considerably less successful than more modest ones as individuals are neutralizing each other rather than co-working. We will see that improving the style of the executives can without anyone else increment the viability of working, improve results got and the manner by which assets are being utilized, by around 20-30%. The increases to be made by improving the style of the executives are hence entirely significant not just according to the perspective of a superior re-visitation of the investors and to the local area yet in addition according to the perspective of more noteworthy happiness and fulfilment felt by workers.

There is a lot of that is positive however one must know about that which is negative and undermining. The endeavours of the individuals who wish to arrange society on tyrant lines to keep up and even improve their own way of life contrasted and that of the functioning populace, are obviously represented by inside encounter during a period of global growth scenario.

Suggestions:

In our cutting edge, effective leadership management is the backbone of industrialized, mechanical and profoundly aggressive global climate it is fundamental that numerous specialists from various spaces of leadership movement and various degrees of society coming from various foundations cooperate to effectively accomplish the finishing of enormous tasks, Large number of leadership professions and specialists need to cooperate to give our day by day needs, to empower us to have great and fulfilling lives.

CONCLUSION:

With this, it can be summarized that the research is deals with effective leadership management skill and techniques are much more required to in today's competitive world, conditions individuals become less and less ready to believe one another, in the home, in the commercial centre or at work. They are progressively betrayed one another, become less ready to co-work with one another, are debilitated by expanding individual issues and challenges, are significantly more helpless before their rulers.

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