Leadership in HR

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ABSTRACT: *Leadership is an important part of a manager's job. A manager should be able to lead the group working under him for inspiring team-work for the accomplishment of the objective of the enterprise. Leadership is an interpersonal influence directed toward the achievement of a goal or goals. The leader performs the Creative function and act as a guide to achieve the goals of the organisation. A new leader often feels pressured to demonstrate continual improvement of individual and team performance HR professionals are in the ideal position to create an explicit explanation of what leadership means in their particular organizational context.*

1. INTRODUCTION

Leadership is an important part of a manager's job. A manager should be able to lead the group working under him for inspiring team-work for the accomplishment of the objective of the enterprise. A good leader achieves maximum co-operation from the group members by providing two-way communication by motivating. Effective leadership is necessary for inspiring the people to work for the accomplishment of given objectives. Making the decision to outsource human resource processes is a major step for many organizations. Once a company has decided to outsource one or more human resource processes and has selected a vendor, the next major task is to implement an effective outsourcing arrangement. Transitioning to an outsourcing arrangement can pose a unique set of risks that must be proactively managed, given the complexities associated with transferring significant operational processes to a vendor while maintaining ongoing service to internal customers.I believe that clients and vendors need to work together to establish strategies that reduce or limit potential risks in the management of what we call HR Business Transformation Outsourcing (HR BTO). Rather than simply handing over a process to an outside firm to operate, HR BTO focuses on transforming HR activities to improve efficiency and effectiveness, and create business value. Based on secondary research and interviews with outsourcing providers, consultants, academics and individuals responsible for outsourcing arrangements, we have identified four basic sets of activities that can be used to mitigate the risks inherent in outsourcing important human resources processes.

DEFINING THE SITUATION OF LEADERS

a) **Leader-member relations:** It is the degree of confidence, trust, and respect members have in their leader.

b) **Task structure**: It is the degree to which the job assignments are procedurized.

c) **Position power**: It is the degree of influence a leader has over power variables such as hiring, firing, discipline, promotions, and salary increases.

What is Leadership

Leadership is the process through which leaders exert such influence on other group of members. Also leadership can call as a process which develop ideas and a vision, and drive to the vision through mission living by values that support to the vision and core ideas, influence others to admit them in their own behaviors (to drive to the vision) and making hard decisions."Leadership is accomplishing something through other people that wouldn't have happened if your weren't there. and in today's world, that's ;less and ;less through command and control, and more and more through changing people's mindsets and hence altering the way they behave. Today, leadership is being able to mobilize ideas and values that energize other people" A traditional definition of leadership; Leadership is an interpersonal influence directed toward the achievement of a goal or goals.

IMPORTANCE OF LEADERSHIP

a) **Determination of goals :**The leader performs the Creative function and act as a guide to achieve the goals of the organisation.
b) **Organisation of activities l:**The activities are divided and given to the employees according to their ability by a good leader in systematic manner. This also reduces the conflict between them.
c) **Achieving co-ordination :** The leader creates a community of interest among the employees and also shares information   with the group for the co-ordination
d) **Representation of workers :** Leaders act as a representative for his group. The leader also takes initiative in all matters of interest to the group.
e) **Providing guidance:**The leader guides his subordinates towards the achievements of the organisational goals. The leader is available for advice whenever a subordinate faces any problem

Leadership capabilities:

- **Strategic people vision**

HR professionals that lead outsourcing arrangements need to view the Human Resources function as a business *contributor*, not simply as a business *support* area. They must understand how strategic human capital management can provide competitive advantage to an organization, and how human capital can be managed through innovative and unique value propositions, programs and approaches.

- **Analytic approach to problem solving**

One of the major differences between an outsourcing arrangement and internal HR management is the significant emphasis placed on metrics to measure whether the vendor is providing the appropriate level of client service. Prior to an outsourcing effort, many companies spend little time developing the appropriate metrics necessary to gauge the effectiveness of their HR processes and their impact on internal customers. Outsourcing efforts, because of their contractual nature, require a greater focus on these metrics. As such, leading an outsourcing relationship requires a strong "client service" perspective.

- **Deal making**

Part of leading an outsourcing effort is being able to evaluate and select vendors. This includes understanding the vendor marketplace to identify potential partners, evaluating multiple vendors and balancing the current and future needs of the client organization with the vendor's cost and capabilities. While several of the individuals that we spoke with indicated that it was the responsibility of the client organizations' legal and procurement teams to negotiate the terms of the final arrangement, the outsourcing leader needs to provide guidance to the negotiating team during the initial contracting process and throughout the life span of the contract

- **Partnership governing**

The deal is negotiated, perhaps the biggest challenge facing the leader is the responsibility for managing a multi-million dollar business relationship. The leader needs the expertise to establish a series of formal governance procedures to identify issues, escalate problems to the appropriate level of the organization and recognize opportunities for mutual gain. Also, it is critically important that the leader has the ability to identify and cultivate key relationships in the partner organizations.

- **Change management**

The leader of an outsourcing arrangement needs to be integrally involved in change management to successfully manage stakeholder expectations and perception. The outsourcing leader needs to be able to develop and articulate the rationale for the outsourcing decision, understand the drivers of resistance from various stakeholder groups and assure those key stakeholders that their concerns are understood and are being addressed.

How Leaders Create and Use Networks

THE THREE FORMS OF NETWORKING

Managers who think they are adept at networking are often operating only at an operational or personal level.
Effective leaders learn to employ networks for strategic purposes.

	Operational	Personal	Strategic
Purpose	Getting work done efficiently; maintaining the capacities and functions required of the group.	Enhancing personal and professional development; providing referrals to useful information and contacts.	Figuring out future priorities and challenges; getting stakeholder support for them.
Location and temporal orientation	Contacts are mostly internal and oriented toward current demands.	Contacts are mostly external and oriented toward current interests and future potential interests.	Contacts are internal and external and oriented toward the future.
Players and recruitment	Key contacts are relatively nondiscretionary; they are prescribed mostly by the task and organizational structure, so it is very clear who is relevant.	Key contacts are mostly discretionary; it is not always clear who is relevant.	Key contacts follow from the strategic context and the organizational environment, but specific membership is discretionary; it is not always clear who is relevant.
Network attributes and key behaviors	Depth: building strong working relationships.	Breadth: reaching out to contacts who can make referrals.	Leverage: creating inside-outside links.

a)Operational Networking

All managers need to build good working relationships with the people who can help them do their jobs. The number and breadth of people involved can be impressive—such operational networks include not only direct reports and superiors but also peers within an operational unit, other internal players with the power to block or support a project, and key outsiders such as suppliers, distributors, and customers. The purpose of this type of networking is to ensure coordination and cooperation among people who have to know and trust one another in order to accomplish their immediate tasks. That isn't always easy, but it is relatively straightforward, because the task provides focus and a clear criterion for membership in the network: Either you're necessary to the job and helping to get it done.

b)Personal Networking

I observed that once aspiring leaders like Alistair awaken to the dangers of an excessively internal focus, they begin to seek kindred spirits outside their organizations. Simultaneously, they become aware of the limitations of their social skills, such as a lack of knowledge about professional domains beyond their own, which makes it difficult for them to find common ground with people outside their usual circles. Through professional associations, alumni groups, clubs, and personal interest communities, managers gain new perspectives that allow them to advance in their careers. This is what we mean by personal networking.

c)Strategic Networking

When managers begin the delicate transition from functional manager to business leader, they must start to concern themselves with broad strategic issues. Lateral and vertical relationships with other functional and business unit managers—all people outside their immediate control—become a lifeline for figuring out how their own contributions fit into the big picture. Thus strategic networking plugs the aspiring leader into a set of relationships and information sources that collectively embody the power to achieve personal and organizational goals.

Challenges Faced by New Leaders

Immediate Success

New leaders may feel an overwhelming sense of pressure to succeed immediately in the new position. Superiors often expect the new leader to correct an existing problem within the department such as low productivity. Performing under such pressure is often challenging for new leaders.

Lead Former Peers

A newly promoted leader may find it challenging to manage employees who were once his peers. The sudden change in the relationship often causes confusion and discomfort for both employees and the new leader. Employees may also feel resentment towards the new leader.

Avoid Making Judgments

When a former manager gives negative feedback on a team member to the new leader, he may find it difficult to avoid making judgments about that team member. While background information on an employee is useful, the information given may reflect the former manager's personal opinion more than his professional judgment.

Adjust Leadership Styles

Stepping into a new team often brings the challenge of learning the best way to lead the team. A new leader must learn the different personalities in the group and adjust his leadership style to each member to be able to lead the team successfully.

Hire the Right People

Hiring the right people is a difficult task, especially for a new leader. When replacing a member of the team with a new hire, the new leader must choose a person who is ideal for the job but will also fit in with the existing team members. Choosing the wrong person typically results in team unity problems.

Continually Improve

A new leader often feels pressured to demonstrate continual improvement of individual and team performance. Being new often makes a leader feels as if he is under the spotlight and must perform accordingly.

Encourage Productivity

Learning how to encourage productivity within the team is often challenging for new leaders. Different people respond to different types of motivation and new team leaders must determine how to motivate the team members individually and as a unit.

Ask for Help

Asking for help from peers and coworkers may be difficult for the new leader. Often, a new manager feels the need to prove his capability and will avoid asking for help from superiors to seem competent and in control even when getting the help would result in better overall performance.

Balance Expectations

Filling a management role comes with many expectations from both your team and from your superiors. New leaders must balance the performance expectations from superiors with the capabilities and needs of the team. Finding the balance between the two is often challenging for new leaders.

Discipline Employees

Coaching and disciplining team members is particularly challenging for new leaders of an existing team. In some situations, the main goal is to correct an existing problem and that often involves disciplining and possibly terminating employees.

ROLE

1. Defining what good leadership means

One of the problems with leadership is that there are so many different definitions of the term and different ways of looking at it. Every individual in your organization is likely to hold their own, generally implicit, model of leadership.But HR professionals are in the ideal position to create an explicit explanation of what leadership means in their particular organizational context.This can take the form of a set of behavioral indicators and descriptors that set clear expectations and provide a common language about leadership for both leaders

and followers. It can also clarify that leadership is distributed across the entire organization and not purely the responsibility of a small group of executives.

2. Developing leaders' skills

The problem with leadership is that people are often promoted into leadership positions without being given the support and development they need in order to fulfill their responsibilities as leaders.To address this leadership skills deficit, HR professionals need to first understand current levels of capability in their organization. Then they need to create leadership development programs that build the skills of both those already in leadership roles and those who are the leaders of the future.In order to bring about sustained changes in leadership capability, development programs need to take a long-term approach that not only builds skills, but also develops individuals' identity as leaders. Thus, coaching, mentoring and support over an extended period of time may be more effective than short training programs.

3. Creating systems, processes and policies that support good leadership

Learning and development is just one of the systems that HR professionals can use to support good leadership in their organization. Processes such as recruitment, promotion and appraisal are also ways of embedding positive leadership.

Recruitment and promotion systems can ensure that only those who have leadership capability, or the potential to develop such capability, are put into positions that involve leading others. Those who are technically excellent, but will never have the people skills to be good leaders, may need to be given technical promotion routes to recognize their contribution without compromising the quality of the organization's people leadership.

4. Creating the conditions in which the value of leadership is recognized

To achieve effective leadership and investment in leadership development, it is vital to have buy-in from all levels of the organization and particularly from the very top. HR professionals can generate this buy-in by:

- championing leadership,
- articulating the business case,
- influencing the agenda, and
- showing how important effective leadership management is for dealing with the complex, dynamic world in which all organizations are now operating.

ETHICS AND LEADERSHIP
Leaders, who treat their followers with fairness, especially by providing honest, frequent and accurate information, are seen as more effective. Leadership is not value-free. In assessing its effectiveness we need to address the means a leader uses in trying to achieve goals, as well as the content of those goals.

SERVANT LEADERSHIP

Servant leaders go beyond their own self-interest and also focus on the opportunities to help followers and develop them. Their behaviour includes listening, empathizing, persuading, accepting and actively developing follower's potential.

2. CONCLUSION

Leadership plays a central part in understanding the group behaviour, because it's the leader who usually directs the people towards goals. Knowing what makes a good leader should must be valuable in improving group performance. Organisations spend billions of dollars on leadership training and development so a leader should be a perfect person to lead the people.