INNOVATIVE LEADERSHIP PRACTICES

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ABSTRACT

Leadership Principles illustrate the approach to leadership. These form a foundation that people anchor themselves to with a passion to initiate action and drive an organization toward a common vision. These regulate the managers who lead the costumers while shaping the firm's culture, strategy and organization. The principles are an essential segment of effective and successful leadership skills, within the framework of a company. An individual should be proficient technically while developing a sense of responsibility towards workers and being accountable for the actions taken place. Organizations require robust leadership and management for optimal organizational efficiency. This paper will focus on various facets of leadership and its impact on organization culture.

Keywords: Leadership, Vision, Innovation, Management.

INTRODUCTION

A company's leadership and management are essential responsibilities required to run and survive in a constraining and ferociously competitive environment. In an organization, both leadership and management play a significant role in achieving their goal of operating efficiently and effectively. Many authors defined leadership and management.

In the opinion of Keith Davis, *"Leadership is considered as a capacity to persuade others to search for portrayed goals enthusiastically. Human factor integrates a social event and rouses it towards goals." Weihrich and Koontz show"* Leadership is the craftsmanship or method of influencing people with the purpose of attempting to achieve social event objectives quickly and energetically. *"Leadership includes the utilization of relational aptitudes to impact others to achieve a particular objective."*

From the above definitions, it has concluded that authors stretch leadership as a process where a leader uses his power to influence people so that people work together on a common goal. However, while comparing the definitions, followers do not have to follow the order with that passion, as everyone in the organization has personal goals.

Henri Fayol suggested, *"Supervising involves finding and planning, organizing, buying, managing and regulating."* F.W. Taylor outlines that. *"The management is a specialty of understanding what to do, and seeing it very well may be done in the most ideal manner conceivable."* Peter F. Drucker defines he management is work, and thusly, it has its aptitudes, its devices, and its procedures.

Similarities within the definition of Fayol and Taylor are that they both used scientific methods for the problems in management and observed the importance of individuals and their management at all levels. However, Taylor concentrated from the bottom of the organization, while Fayol focussed on top-level managers (Boddy, 2014).

Management and leadership have similarities; they collaborate and connect (Yang, 2016). Both leadership and management create a functional structure to work efficiently and effectively; they influence people to work and concern about achieving a goal with limited resources. However, according to Abraham Zaleznik, both leadership and management encapsulate optimism, decisiveness, honesty, and accountability (Anderson et al., 2017). The difference between both the concepts is simple that leaders can give orders to people so that they follow him, as leadership is about bringing the finest among the folks, whereas the manager has people to work for them.

Henri Fayol developed an idea that focuses on management organizations; he was the only individual who discusses the process of management with functions that must perform by all managers Whereas Frederick Taylor suggested the idea of Scientific management, where he uses his technique to optimize and simplifies jobs for improvement in the productivity of employees and in his method of time-motion, motion study was associated with Frank and Lillian Gilbert (Combe, 2014).

However, Path-goal Theory suggested that leader's idea is to tantalize people to adhere to a particular objective and orchestrate activities of followers by developing personal relations with them and value their opinion (Daft et al., 2009). On the other hand, Great Man Theory symbolizes the evolutionary stages of leadership. Earlier it was suggested that 'Leader are born, not made,' which accentuate that necessary traits or skill are inherent in them as a hint of merely born with greatness. Therefore, management is similar to the concept of leadership, but leadership is smaller than management (Singh, 2000).

In 2006 Mr. Jamshed N. Cooper was appointed as a Director of Heidelberg Cement India Limited. He acknowledged for transforming sales and marketing segment of the company by readjusting network and logistics to optimize share price, which results in high revenue by executing ground-breaking sales and various marketing approaches, the leader grooms and enhance the brand position. Under his leadership, he covered central India by obtaining superior rank.

Jamshed said, *"So most of the time, I worked in the field, rubbing shoulders with them. In support and strategic positions we employed two people too. We guided the brand as a team with their help to reach the new heights where it stands today. Now the business is a brand type of A+ in most parts of Central India"* (Masige, 2019). He created a friendly-environment by spending the right amount of time with his crewmember, where he direct, motivate, and support his crewmembers. From the above arguments, Jamshed followed the path-goal theory of leadership by being participative (Masige, 2019).

Leadership is a subject of great popularity and respect as it is a process to influence people (Surji, 2015). Every leader has its characteristics and conducts with different leadership principles to be successful. Effective leadership requires moral consideration and a desire to change behaviour. Several scholars are analyzing the impacts of effective leadership (Yukl, 2013). Principles of leadership provide a set of goals that are desired by the organization to determine actions.

Universal leadership principles romp a critical role in achieving success in an organization. Open communication develops ideas amongst the employees and they feel valued. Leaders follow open and succinctly communication to boost the trust of employees resulting in increased growth of the company (Luthra & Dahiya, 2015). Since followers are affected by perfect examples more than instructions, leaders lead them as role models. Employee

development helps the organization to grow and prosper, for that leader shows kin interest in the well-being of employees to win trust. Exchanging information affects personal knowledge of workers, which can probably extend to launch their leadership strategy (Thatcher, 2012).

Organizational values identify the gist of the code of ethics or principles that observed in an organization and those values reflect the genuine desire for a satisfactory work environment, which is necessary for creating an organization's beneficial culture. Additionally, the benefits of an affiliation are required to affect the introduction of agents similarly as the satisfaction of the customer. The organizational value is significant as they serve the organization to expand and explicate and is an integral asset since evident authoritative qualities are emphatical notes that they urge the potential clients to purchase or utilize the item.

Corporate culture in Heidelberg Cement is a significant cornerstone of the group's economic success. The principles of leadership demonstrated moral organizational values. Primary emphasis is on intrinsic productivity, performance, and loyalty towards customer and job satisfaction within employees, as well as leads to headed growth. The commitment of the company to nurture continues in employee health and safety, proactive environmental protection, and corporate social responsibility. Though the company leads in building material, members adhere to the principles through consistent leadership, business closeness, and down to earth approach (Heidelbergcement, 2014).

As a company of construction products, Heidelberg Cement mounted internationally and a pioneer in market segments of Cement. The Managing Board follows certain principles to manage teams in the best way possible.

In a ferocious environment, customer orientation demands more attention as confidence in products and services draw customer faith. The purpose of long-term customer relationships is to attract them by product quality, reliability, honesty, and fairness. The motive of getting close to the client in the organization allows to augur their requirement and inhale knowledge about them, and hence organization top-up the action in the best interest of customers (Heidelbergcement, 2014).

Another facet is Communication and Information within Heidelberg fosters a sufficient information flow, such as sharing knowledge, enhancement, and exchange of experience for a better strategy. The company focuses on communicating, to eloquently, and to compose when urgent. Honest and transparent communication attains when everyone shares information on a predetermined time. Members and employees of Heidelberg interact with each other daily to achieve the desired goal so that they are capable of taking moral values from the changes in personnel work (Heidelbergcement, 2014).

Leadership is a cycle of social influence in which leaders participate with subordinates willingly to reach organizational goals, and a leadership style is an approach of providing guidance, executing strategies, and motivating people. However, the term style is combining with the behavior of a leader (Kaleem et al., 2016). The main objective of leadership styles is to make supervisors use specific techniques to enhance the performance of employees (Pettinger, 2012). Several classifications of leadership styles clarify how leader use their power (Dixon, 1993).

Autocratic leadership asserts to abide by the orders as a leader, plans strategies without considering the decisions of staff. Instead of revealing the plan, he merely narrates the immediate steps. Every member of the group is publicly praised and remains deviated from the group. Therefore, all decision-making power within the leader centralize under this leadership style

(Chabra & Suri, 2000).

From the word *"democratic,"* it indicates that the leader constructs decisions after consulting the group and even check whether policies are discussed within the group and determine mutually with the approval of the group. As a leader, he participates in the group and makes glowing praises. Participatory leadership supports group decisions. Through sharing power and empowering the group to make the decision, positive relationships built with the employees (Chabra & Suri, 2000).

The next approach of leadership is Laissez-faire, where workers overcome obstacles on their own irrespective of any instruction. These leaders provide little insights when tackling group issues and allow them to come up with a solution. In this style, the leader encourages participants to come with a solution without addressing the leader.

The concept of Charismatic leadership suggests that charisma is an individual trait where interpersonal attraction that encourages support and acceptance. One of the benefits of charismatic leadership is those individuals' ability to convey a captivating or persuasive vision. Through their followers, they have the potential to evoke strong emotions, too.

Organization objective renders the performance measurement of the company by evaluating milestone objectives that the organization seeks to accomplish. Organization objective plays a significant part in formulating policies and determining strategies to allocate the resources. Such goals demonstrate the devotion of the organization to achieve a particular goal in a determined time frame.

Heidelberg's Cement will probably expand the group's value over the long haul through manageable, result-situated advancement. The company desires to continue delivering high quality and innovative products to its customers at competitive prices, unveiling up the opportunities for shareholders, and offering secure and desirable jobs to all employees. Heidelberg Cement's strategy to integrate economic, ecological, and social objective to ensure atmosphere and biodiversity and company embrace social responsibility at all locations around the globe (Heidelbergcement, 2019).

The director of Heidelberg cement India, Jamshed, follows a charismatic style; he invests his energy with team individuals to motivate them and help them in accomplishing objectives. He speaks with his workers on a profound and passionate level where he comprehends their concern and expels that snag, so group accomplishes hierarchical goals effectively. He had a reasonable vision and the capacity to draw in with the enormous crowd.

Then again, a portion of the offices where the autocratic style of initiative rehearsed, as it relies upon the procedure to finish. Nevertheless, among excellent staff, order workers to work on a project without considering thoughts. The leader delegated the task, and members of the team obey the direction as well as complete work.

On tailing charismatic and autocratic leadership in the Heidelberg cement, the company can turn around loss by having a good relationship with employees that leads to better results and cost reduction, furthermore being an autocratic leader increases efficiency that leads to employees following guidance without causing a felony.

In conclusion, leadership plays a critical role, as seen in the Heidelberg cement in mysterious ways; leadership helped the company to stand. Through leadership principles, the core value of the organization reflects the objective establishes through the styles of leadership.

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