

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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INNOVATIVE STRATEGIES USED FOR SUSTAINABLE LEADERSHIP

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ABSTRACT

A good leader must have the discipline to work toward his or her vision single-mindedly, as well as to direct his or her actions and those of the team toward the goal. Action is the mark of a leader. A leader does not suffer "Analysis Paralysis" but is always doing something in pursuit of the vision, inspiring others to do the same. This article highlights the issues like, Top 10 Leadership Qualities for sustainability, Positive and Consistent Leader for sustainability, the role and relevance of consistent leader in an organisation, Relational Model for Sustainability Leadership, Five action-and-mind sets for effective leaders. The paper is also conveying the major duties of sustainable leader. The study concludes as the Companies should be aware of framing as well as implementation of best practices of HR for sustainability according to the workforce environment. The article has come out with suggestion through best ideas which Companies can make utilise of it.

KEYWORDS

Innovative strategies, sustainable leadership.

INTRODUCTION

Leadership can be defined as one's ability to get others to willingly follow. Every organization needs leaders at every level. A leader must be able to communicate his or her vision in terms that cause followers to buy into it. He or she must communicate clearly and passionately, as passion is contagious. A good leader must have the discipline to work toward his or her vision single-mindedly, as well as to direct his or her actions and those of the team toward goal. Action is the mark of a leader. A leader does not suffer from "analysis paralysis" but is always doing something in pursuit of the vision, inspiring others to do the same.

PHILOSOPHICAL VIEW ON LEADERSHIP

What is the philosophy of leadership? How the leader should behave? Is there is any inner code or philosophy, that guides leader's behavior? When leader force to articulate his own beliefs, it causes to think about them, commit to them and then to live them?

PHILOSOPHICAL THOUGHTS FOR SUSTAINABLE LEADERSHIP**LOOK INWARD FIRST**

When things don't go right, always look at yourself first to see what you could have done differently to prevent it. When someone who works for you is fired, when a good employee leaves to go somewhere else, when there is unrest or poor morale ask yourself what you could have done differently. It's too easy to blame everyone else:

COMMIT TO GROWING THE PEOPLE AROUND YOU

This is simply a great win/win. The more you help people take additional responsibility, the more they are motivated and challenged, and the more you can accomplish. There are many well-intentioned managers and business owners who don't understand the value of this.

PRACTICE TACTFUL HONESTY

It sounds so basic, yet so many people afraid to practice this simple principle. Tell people the truth about their performance. Admit when you've made a blunder. Be authentic about how you are feeling about things. It's contagious. You'll see less politicking and more people expressing their honest opinions.

RESPECT PEOPLE

If you believe this, you will strive to treat each person with as much respect as you show to the big wigs at the top of the organizational food chain. Take time to listen to your employees' concerns and ask about their families. Give them the same attention as your customers with big checkbooks. Care about their success and they will take care to help you with yours.

ACT WITH CONSISTENCY TO BUILD TRUST AND SECURITY

You need to be a rock. When deadlines are looming and stress is gushing out of everyone's pores, the people around you will take their cues from the tone you set. If you freak out, things will only get worse.

APPRECIATE LITTLE THINGS AND YOU'LL GET BIG THINGS

You can't pay people enough for the things you expect from them every day. You can't afford it. The only currency you have to give them is your appreciation. Notice when they work through their lunch hour. Comment when they've improved something, no matter how small. Pay attention when they go out of their way.

EMBODY THE VISION AND MISSION OF YOUR WORK

You need to live it and breathe it. As you make decisions, consciously mention how those decisions will support the vision and mission of the company. When you delegate work, use the opportunity to connect what employees are doing to the goals of the company. Talk about it in meetings. Involve as many people as you can when you develop business strategies and action plans. When you hear people talking about it and see them using it to guide their own decision making, you know you're making progress.

Sustainable leaders are individuals who are compelled to make a difference by deepening their awareness of themselves in relation to the world around them. In doing so, they adopt new ways of seeing, thinking and interacting that result in innovative, sustainable solutions.

ATTENTION TO THE LEADERSHIP PROBLEMS

System transformation of the type educators now aspire to cannot be accomplished without first ensuring solid leadership at all levels of the system. Establishing the high-quality leadership that will facilitate reform is difficult because we are starting in a hole: we are losing scores of talented people as demographics shift and early retirements mount. These changes, of course, also provide an opportunity for new leaders to emerge, but the turnover is so high that we need to devote massive attention to the leadership "problem." Fortunately, significant conceptual and empirical work is underway as educators and researchers seek to understand leadership under dynamically complex conditions. Presently Leaders need to create a fundamental transformation in the learning culture of Schools and Organization for better future.

According to Goleman's study, there are 18 specific competencies that cut across the four domains. Goleman and his colleagues emphasize that these competencies are not innate but are learned abilities. In essence, the study found that emotionally intelligent people and leaders live better and more effectively in complex times. It doesn't mean that they live more peacefully, but that they can handle more uncertainty, conflict and are better at working through complex issues in ways that energize rather than deplete the commitment of organizational members. The study also gives Five characteristics of effective Leader: Teamwork and developing others; Drive and confidence; Vision and accountability; Influencing tactics and politics; and Thinking styles.

In the GLOBE research project on leadership worldwide, Leadership is contextual; it was found that the most important factor in order to succeed as a leader is to be accepted by your subordinates. Acceptance is based on fulfilling or exceeding their expectations. Expectations are highly individual, dependent upon the context and shaped by each worker's experience and competence. Contextual factors include variables such as the Nature of work, Type of organization and the External environment.

CONTEXTUAL FACTORS OF LEADERSHIP

Firstly, leadership is affected by the type of competence required of your employees, the competence level of your subordinates and the knowledge intensity of their work. Well educated, highly competent workers, in knowledge intensive organizations, such as medical doctors or engineers, do not accept incompetent leaders.

Secondly, leadership is affected by the organizational value configuration, hierarchical level of the unit and type of organization. Problem solving workers, in value shops, working in central staff departments, for public sector organizations, such as senior advisers and experts, do not accept invisible and unavailable leaders without an opinion.

Thirdly, leadership is affected by the nature of products, services, customers, suppliers and competition, the stage in the organizational life cycle and the cultural context. Employees in a company, delivering services highly dependent upon tight interaction with customers and suppliers, and in the start-up phase, such as software developers, do not accept leaders that try to control subordinates and enforce structure. They prefer leaders that communicate a vision, provide the necessary resources and recruit talented co-workers. Moreover, in the GLOBE project they found that as many as thirty-five personal attributes of leaders are viewed as contributing to good leadership in some societies, and as inhibiting good leadership in other societies.

Individuals' experience from everyday life, education and job, encounters with subordinates, co-workers and leaders, professional knowledge, knowledge of leadership and management per se, personal skills, talents and aptitudes, will also shape their leadership expectations. Employees that have experienced punishing teachers, leaders focusing on individual performance pay, and have studied leadership and motivation, do not accept leaders that focus on extrinsic motivational factors. They embrace leaders that promote intrinsic motivation and a cooperative working environment.

Consequently, people have different perceptions and expectations of leadership and leaders influenced by contextual factors in the present, past experiences, and knowledge, skills, talents and aptitudes. There is no one best way of leadership. Then how can we ensure sufficient consistency while adapting to each individual's needs and expectations? hence, leadership is performed in the relation with other people and the most important task is to lead and manage.

POSITIVE AND CONSISTENT LEADER FOR SUSTAINABILITY

The people follow the leader who demonstrates the willingness to bring a positive result. One can follow the leader in his extremely difficult times, when he believe he is on the right track. The leader has to shed the positivity and the messages have to be about simple positive messages, one can believe in.

THE TOP 10 LEADERSHIP QUALITIES FOR SUSTAINABILITY

- Analysis:** A leader does not suffer from "analysis paralysis" but is always doing something in pursuit of the vision, inspiring others to do the same.
- Integrity:** It is the integration of outward actions and inner values. A person of integrity is the same on the outside and on the inside. Such an individual can be trusted because he or she never veers from inner values, even when it might be expeditious to do so. A leader must have the trust of followers and therefore must display integrity.
- Dedication:** Means spending whatever time or energy is necessary to accomplish the task at hand. A leader inspires dedication by example, doing whatever it takes to complete the next step toward the vision. By setting an excellent example, leaders can show followers that there are no nine-to-five jobs on the team, only opportunities to achieve something great.
- Magnanimity:** Means giving credit where it is due. A magnanimous leader ensures that credit for successes is spread as widely as possible throughout the company. Conversely, a good leader takes personal responsibility for failures. This sort of reverse magnanimity helps other people feel good about them and draws the team closer together. To spread the fame and take the blame is a hallmark of effective leadership.
- Humility:** Recognize that they are no better or worse than other members of the team. A humble leader is not self-effacing but rather tries to elevate everyone. Leaders with humility also understand that their status does not make them a god.
- Openness:** Means being able to listen to new ideas, even if they do not conform to the usual way of thinking. Good leaders are able to suspend judgment while listening to others' ideas, as well as accept new ways of doing things that someone else thought of. Openness builds mutual respect and trust between leaders and followers, and it also keeps the team well supplied with new ideas that can further its vision.
- Creativity:** It is the ability to think differently, to get outside of the box that constrains solutions. Creativity gives leaders the ability to see things that others have not seen and thus lead followers in new directions.
- Fairness:** Means dealing with others consistently and justly. A leader must check all the facts and hear everyone out before passing judgment. He or she must avoid leaping to conclusions based on incomplete evidence. When people feel that they are being treated fairly, they reward a leader with loyalty and dedication.
- Assertiveness:** It is not the same as aggressiveness. Rather, it is the ability to clearly state what one expects so that there will be no misunderstandings. A leader must be assertive to get the desired results. Along with assertiveness comes the responsibility to clearly understand what followers expect from their leader.
- Sense of humor:** It is a vital to relieve tension and boredom, as well as to defuse hostility. Effective leaders know how to use humour to energize followers. Humour is a form of power that provides some control over the work environment. And simply put, humour fosters good camaraderie. Intrinsic traits such as intelligence, good looks, height and so on are not necessary to become a leader. Anyone can cultivate the proper leadership traits.

THE ROLE AND RELEVANCE OF CONSISTENT LEADER IN AN ORGANISATION

The leader gives a vision to the organization, why it has to exist and what improvements it brings to our lives. The role of the leader is not set the clearly financial targets, but the leader sets the organization in several years. The leader has its vision, about the market and the vision about the products, the company sells and will sell in the future.

The leader has to make the decision influencing the future of the organization and the decisions have to be consistent with the leader's vision. The leader cannot just make judgments; the leader has to make a real follow-up of the decisions made. Especially, when the leader makes the important decision, he has to do a follow-up to see a successful implementation of the decision.

The leader sets the basic scope for the strategic initiatives leading to the implementation of the vision. The leader cannot leave the employees and managers to implement it without the following and providing the strategic advices. The leader has to be fully consistent as the members of the organization expect the leader to make the strategic decisions during the implementation. The leader cannot leave the strategic initiatives. The leader can leave the strategic initiative, when the implementation is finished and the employees can see the positive results affecting their lives in the organization.

The leader can show hesitation. The hesitation is not a sign of fragility. It is a sign of weighting pros and cons, which is natural. The leader can easily answer the question "I do not know". The leader cannot answer "I do not care". The employees expect the leader to be interested in their issues and troubles. The hesitation can help as the employees see, the leader does want to understand the problem before making the advice or a decision.

The positive and consistent leader is a must as the employees will not follow the positive leader in a long run as the leader does not promise any positive in the future and the bad habits start to spread across the organization. Without the positive and consistent leader the organization will die. Sooner than later Honesty, respect for others, consistency part of being a leader.

SUSTAINABILITY LEADERSHIP RELATIONAL MODEL

This research based Sustainability Leadership Relational Model illustrates the interrelationship of behavioral themes practiced by effective sustainability leaders.

It includes:

- Take responsibility,
- look for holistic interconnections,
- convene constructive conversation,
- embrace creative tension,
- facilitate emerging outcomes,
- understand social change dynamics,
- experiment learn and adjust,
- expend conscious awareness,

What standards were to the 1990s, leadership is to the future? This shift depicts awareness that standards strategies by themselves are not powerful enough to accomplish large-scale, sustainable reform.

Leaders from successful educational organizations with those from successful businesses, it found similar traits between the two groups. School leaders have an edge on moral purpose (but only an edge), and business leaders have an advantage in developing and sharing knowledge and setting expectations for excellence. But these are differences of degree. Essentially, leaders across all organizations shared a core of action-and-mind sets.

FIVE ACTION AND MIND SETS FOR EFFECTIVE LEADERS

1. A strong sense of moral purpose
2. An understanding of the dynamics of change
3. An emotional intelligence as they build relationships
4. A commitment to developing and sharing new knowledge
5. A capacity for coherence making.

MAJOR DUTIES OF SUSTAINABLE LEADER**THE TEAMWORK CHALLENGE**

The one area that was most difficult to carry out for both business and education leaders was developing and sustaining teamwork. The teams across airline crews, symphony orchestras, and multiple business organizations and concluded that not only must the leader be enormously sophisticated about team development, but also certain conditions must be in place for effectiveness to transpire.

Effective work teams are "operate in ways that build shared commitment, collective skills, and task-appropriate coordination strategies--not mutual antagonisms and trails of failure from which little is learned" the leader then delves into the five conditions that he and his colleagues found were required for teams to be effective over time.

THE SPIRITUAL DOMAIN

According to Charles Handy, he suggest five interrelated themes that have simultaneous cause and effect properties--that is, in combination they create conditions that enhance the chances of sustainability.

The themes are opportunity and depth of learning, policies for individual development, learning in context and systemness, leadership succession and leaders at many levels, and improving the teaching profession.

LEADERSHIPS SUCCESSION AND LEADERS AT MANY LEVELS

Succession planning needs attention at all levels. There is no more-neglected topic in research, policy, or practice. Researchers should investigate the optimum conditions for successful succession as much as we focus on new leaders and startups. Organization should select leaders in terms of their capacity to create the conditions under which other leaders will flourish, leaving a continuing effect beyond their term. In this sense, the main mark of successful leaders are not their effect on the bottom line--of profit & achievement of organization goal--in the short run, but rather how many effective leaders there are in the organization at the end of their tenures.

CONCLUSION

Sustainable working practices result in clear business benefits that are now, more than ever, of vital importance. Greater efficiency and productivity from a more motivated and committed workforce along with better recruitment quality and retention of key staff are just some of the outcomes resulting from the implementation of effective Leadership. For this one has to understand the need of leadership sustainability clearly. And has to give importance for the major emerging issue of the era HR sustainability. Companies should be aware of implementation of best practices in HR according to the workforce environment. In this paper I have intended to bring out some of the best ideas which companies can best practices in HR for Sustainability through Leadership.

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