

Chapter 8

Effective Organizational Leadership

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ABSTRACT

This chapter explores the essential qualities needed for effective organizational leadership, emphasizing the critical connection between leadership elements, goals, and capabilities to drive successful mission implementation. It delves into the leader's operating environment, challenges, and strategies for overcoming obstacles, illustrating the leader's role in achieving corporate objectives by influencing team members. The chapter combines critical theoretical frameworks on leadership and organization to guide activities toward organizational success.

INTRODUCTION

Definition of Effective Organizational Leadership

The definition of effective organizational leadership is a combination of leadership, organizational, and effectiveness qualities. In this case it is important to first appreciate the meaning of each word and how the words transform into a stronger meaning when combined. In most cases, where the terms are taken in isolation a different meaning is conveyed which could make it difficult for leaders to understand what they should do to become effective organizational leaders. I will start by defining the word effective.

Effective means being able to successfully produce the desired results. Organizational relates to an organization and how it's set up while leadership is directing and guiding people towards achieving a common goal. According to Northouse (2021),

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there is no one way to define leadership but leadership can be viewed as a process where an individual influences the actions of others towards a common goal. Winston and Patterson (2006) further provide an integrated definition of leadership which includes various attributes such as equipping, training, and influencing followers, who have skills and abilities, to achieve organization’s mission and objectives. For the purposes of this book, I will define effective organizational leadership as a process of directing, training, and influencing subordinates to successfully implement an organization’s strategy.

Qualities of an Effective Organizational Leader

During my planning sessions for writing this chapter, I took a moment to speak randomly to different professionals at different occasions. My simple question to all of them was: What qualities do you expect to see in an effective organizational leader. The answers that I received were quite intriguing and I noticed several themes that dominated the responses. Most people highlighted that an effective leader should be charismatic and visionary, should care for their staff and create an environment of trust, and should understand what is happening in the organization. The list was quite long, and I would represent the key words and phrases in Table 1.

Table 1. Qualities of an effective organizational leader

Listens to people	Charismatic	Visionary	Offers stability and job security
Validates assertions to achieve fairness	Creates an environment of trust and openness	Understands organizational strategy	Provides job clarity
Taps new ideas from staff	Recognizes employee efforts and loyalty	Treats people right	Acts ethically, not covering up for wrongs
Manages performance focusing on value added	Manages risk	Assesses potential business growth areas	Trains and develops employees
Establishes values for the company	Promotes a shared vision	Develops policies and procedures	Views from the rooftop
Hires right people for right jobs	Evaluates options before making decisions	Provides positive feedback	Is strong in his position
Does not change plans unnecessarily	Is not just technical	Makes decisions from tangible assessments and not from feelings	Finds common ground when making decisions
Puts people in a comfortable position	Ensures productivity, not long unproductive hours	Motivates employees	Should have experience

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