

THE EIGHT LEADERSHIP TALENTS NEEDED FOR SUCCESS

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จากการศึกษาทฤษฎีทักษะภาวะผู้นำ ผู้นำควรมีทักษะความสามารถพื้นฐาน 3 ประการ คือ มีความคิดที่ดี (conceptual skill), มีมนุษยสัมพันธ์ที่ดี (interpersonal skill) และ มีความชำนาญทางด้านเทคนิควิธีต่างๆ (technical skill) แต่เนื่องจากปัจจุบันผู้นำมีภาระหน้าที่เพิ่มขึ้น อันเนื่องมาจากการเผชิญกับปัญหาการแข่งขัน ตลอดจนภาวะการกดดันจากสภาวะแวดล้อมต่างๆ ดังนั้น ผู้นำจึงจำเป็นต้องมีทักษะความสามารถมากขึ้น ในบทความนี้ได้กล่าวถึงแนวความคิดที่เกี่ยวกับศักยภาพ 8 ประการที่จะส่งเสริมให้ผู้นำที่ประสบความสำเร็จในการปฏิบัติงานมากยิ่งขึ้น ได้แก่ การพัฒนาตนเอง (self-development), ความมีวิสัยทัศน์ที่สร้างสรรค์ (creating vision), การตัดสินใจที่ดี (decision making), ความสามารถในการประยุกต์เทคโนโลยีให้สอดคล้องกับงาน (technology application), การรู้จักใช้อำนาจ (power and authority exercising) และความสามารถในการควบคุมอารมณ์ในภาวะการณ์ต่างๆ (emotional determination)

Overview

The three basic leadership skills studied by many theorists- -conceptual skill, interpersonal skill and technical skill- though still useful, are not enough for today's leaders (Bovee, Thill, Wood & Dovel, 1993). These leaders have to perform a variety of tasks. Moreover, they are now required to manage people and information with greater flexibility and skill than ever before.

This article shares ideas about eight talents that leaders need to achieve successful leadership.

The Eight Leadership Talents

Leaders now must be more flexible and have a broader range of experiences to address the complexities of change. The following eight talents are basic leadership skills needed to achieve success.

1. Self-development
2. Creating vision
3. Decision making
4. Negotiating
5. Motivating
6. Technology application
7. Power and authority exercising
8. Emotional determination

Self-development

Leaders must investigate their strengths and weaknesses. Self-development means building upon existing strengths and managing weaknesses rather than masking and hiding personal qualities. Self-development includes the enrichment of knowledge, experiences and all personality traits.

Leaders further improve themselves by exploring their positive and negative leadership behaviors. Positive leadership behavi-

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ors gain the respect and a willing following of their colleagues while negative leadership behaviors prevent the cooperation and support of those same people. O'Connor (1997) listed several positive and negative leadership behaviors:

The positive leadership behaviors, for example, show fairness, listen well, exhibits integrity, motivates team members, knows project thoroughly. The negative leadership behaviors, for example, impatient with slow thinking, friendly with some team members, argumentative with others, gives unclear directions, does not share information/ knowledge, choose friends for team, regardless of skills.

Besides, Kouszes & Posner (1993) stress that honest is the most significance characteristic of admired leaders.

Creative vision

Creative vision is the ability to select and articulate the targets to which the organization should direct its energies. Most likely, creative vision is to set the direction of the business. As Nanus (1992) stated, "vision is a signpost pointing the way for all who need to understand what organization is and where it intends to go" A good vision establishes a realistic, credible, attractive future for the organization - a challenging task. Vision deals not only with ideas but also with pragmatics. Nanus (1992) stressed that "vision is not only an idea or an image of a more desirable future for the organization, but the right vision is an idea so energizing that it effect jump-starts the future by calling forth the skills, talents and resources to make it happen"

To have a sound basis for creative vision, learn your organization's structures, behaviors, and cultures, and the external forces which affect them through both formal discussions and informal conversations with colleagues. Learn of what your colleagues expect and need. Seek information about major stakeholders that affect your organization, such as customers, investors, the local community, its board of directors, unions, and

suppliers and determine the dependence of your organization on these stakeholders' support (Georgiades & Macdonell, 1998).

Bear in mind that your original idea may not be the final vision. Therefore, keep an open mind and listen to your colleagues. A vision must inspire everyone in the organization to make it happen.

To create vision needs powerful ideas. It is the toughest task and the truest test of great leadership (Nanus, 1992.)

Decision Making

Decision making means to make choices. Leaders are expected to be courageous and confident in making decisions that benefit the whole organization. In addition, what leaders decide should bring new trends or make changes to their organizations. Nanus suggested that successful leaders must originate not imitate (Nanus, 1992).

Successful leaders are required to make many decisions at the same time. However, full attention cannot be given to each issue simultaneously. Therefore, successful leaders coordinate and manage information with considerable skill and set priorities based on the importance and the urgency of issues (O'Connor, 1997). Successful leaders should be aware that hidden forces and unforeseen factors can threaten their best decisions. Therefore, to consult specialists is one of the very supportive options to help leaders work successfully through such constraints.

Moreover, effective decision-making incorporates information sharing. As Shaffer (2000) stated, "Information is power" Information sharing includes the consideration of who should access particular information and who should not. This is to stress that the decision making of successful leader in business world is not the common sense but have to design the structure. More importantly it needs a skillful person to manage the decision moment (Shaffer, 2000).

Negotiation

Basically, leaders must be keen on communication skills, both written and spoken, and they must use these to support their talent in negotiating, a far more sophisticated ability. It involves not only all of a leader's communication skills but the ability to bring benefit to all parties. Undeniably, negotiation is one of the most important leadership responsibilities tasks in business, especially when resources are scarce.

Theoretically, the three types of negotiation in organizations are managerial negotiation, commercial negotiation and legal negotiation. Managerial negotiation concerns internal problems and the working relationships between groups of employees. Commercial negotiation concerns financial gain, mostly occurring between the organization and its external stakeholders. Legal negotiation concerns legal issues in which at least two parties have disputes. No matter what type of negotiation is involved, careful planning and thorough preparation prior to a negotiation is needed. The three significant steps for successful negotiation are planning, facilitating and ending. Planning step mainly concern the strategy selecting for negotiating including time, negotiators, and places. Facilitating concerns the tactic to carry out the negotiation situation as of what you already planned. Ending concerns to create the willing coordination between the two parties.

Negotiation is not the common communication rather it is the specific communication which brings benefit not loses to the whole parties.

Motivating

To motivate is to encourage people to work. To understand your colleagues' desires is the root of motivating. Recognizing each individual's differences in terms of drives, dreams and motives is essential to successful motivation. Leaders must beware of the belief that everyone is really the same (O'Connor, 1997). Moreover, individual motive varies when time and place change. Therefore, great leaders must learn to motivate and satisfy different individuals with different needs at

different times and in different places. Moreover, it is the art of encouraging groups of people to encourage different people to work in the same direction (Stettmer, 2000). As leaders possess power and authority therefore, they can facilitate and support their employees in many ways, such as formulating rules and regulation to support people to work more effectively or to eliminate any obstacles to their colleagues outcomes. To do so will automatically motivate people to work.

Technology Application

Technology has much influence on the managing of organizations. Technology application does not mean that leaders must use technology by themselves but that they must have the vision to use technology to run the organization more effectively. Examples are to add electronic commerce as another channel for product distribution, to use technological advances to aid work simplification or to gain opportunities and increase competitiveness within their markets. It is recommendation that leaders use technology relevant to their business circumstances rather than as a fashion or an imitation of other organizations.

Thailand is experiencing a transition between its traditional, labor-oriented ways of running businesses and the more modern technology oriented methods. Governmental rules and regulations have not yet been fully formulated for critical business issues, especially for technology-based businesses. Therefore, successful leaders are sensitive to the legal problems that technology brings.

Moreover, successful leaders are those who pay attention to technological advances, effectively apply them in operations and understand both the advantages and problems of their use.

Power and Authority Exercise

Legitimate leaders automatically possess power and authority, and the exercise of this power and authority is critical. Theoretically, the three styles of leadership - democratic, autocratic and permissive - utilize power and

authority differently, and each has its own benefits and frustrations. The democratic type takes time and makes slow progress but integrates all stakeholder opinions. The autocratic type involves single-minded decision making but offers speed and pursues clarity when firm direction is required. The permissive style serves highly creative people and structure-free environments but somewhat lacks direction and guidance (O'Connor, 1997).

Even though democratic leadership is believed to be the most effective, it may not be so in particular situations. Therefore, effective leaders are flexible when deciding which leadership style is best for their group at any given time and situation (O'Connor, 1992).

Emotional Determination

Emotional maturity, which includes emotional stability, is an essential characteristic of successful leaders. Those who have it can control their emotions when working under pressure.

Emotional determination is defined as the means to gain this emotional stability under pressure. Leaders are often faced with stressful situations, for example, decreasing market share, heavy competition, financial crisis, and

increased supply prices. Moreover, they constantly encounter the demands of many groups, such as colleagues, customers, boards, unions, media and the public.

A higher level of knowledge but lower emotional maturity makes solving tough problems difficult, with strong emotions (whether negative or positive) acting as obstacles to creative thought. Bias may also follow.

Great leaders explore their emotions and maintain emotional equilibrium.

Summary

There is no one best way to become a successful leader. Herman Cain, the present Chairman and CEO of Godfather's Pizza present an interesting perspective: "Great leaders are born and good leaders are made.. all of us possess some leadership so that we can become good leaders. Just as some of us must work harder to learn how to sing, some of us to work harder at becoming a good leader." (Cain, 1997, p14).

Perhaps recognition and utilization of these eight talents will make the challenging task of becoming an effective, successful leader a little easier.



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