

Leadership: What Counts for Today's Industrial Manager

Saikrishna Pusala

Industrial Management Program
University of Central Missouri
Warrensburg, MO, USA.
SXP82080@ucmo.edu

Jeffrey M. Ulmer, Ph.D.

Industrial Management Program
University of Central Missouri
Warrensburg, MO, USA.
julmer@ucmo.edu

Abstract— A great leader can inspire a group to work together to achieve common goals effectively and efficiently. An effective leader engages in five practices: challenging the process, inspiring a shared vision, empowering others to act, demonstrating the way, and encouraging the hear, all of which are critical when leading a group to success. A leader should take responsibility, be communicative, and should be honest. Leaders need integrity, adaptability, confidence, team support and facilitation, and decisiveness. These are essential qualities sought for in a leader. These are all crucial abilities that will help Industrial Managers get to where they need to become a successful leader.

Keywords— Leader, Management, Leadership

I. LEADERSHIP IDEAS

The Human Challenge [1] discusses the five practices of a good leader. The five techniques are questioning the process, inspiring a shared vision, empowering others to act, demonstrating the path, and encouraging others to listen. These are all excellent ideas to consider when aspiring to be a leader.

Leaders who challenge the process look for opportunities to modify the status quo and, in doing so, experiment and take risks [1]. This is critical when attempting to execute change in production. Transition can be successful, and it may take several attempts before success, but as long as individuals are willing to change, the organization will remain competitive. Leaders must sometimes take risks to stay ahead of their competitors.

Leaders who inspire a shared vision are passionate about making a difference and envisioning the future, enlisting others to see the same destiny [1]. If staff is not working together to achieve common goals, the organization will fail. Leaders must lead their teams with good communication and regularly explain their vision for the future. Genuine, enthusiastic behavior pushes people to share the same vision.

Leaders encourage collaboration and the formation of dynamic teams, strengthening others in the process by instilling trust and promoting human dignity by allowing others to act [1]. This is critical as a leader cannot be everywhere at the same time to help make decisions. Leaders must have faith that their team is working toward the same goals and make sound judgments when the stakes are high. This also allows the team to improve for success in their future with the

firm. It can assist in identifying other leaders who may be promoted to higher-level roles in the future.

By demonstrating how leaders build standards of excellence, they provide an example for their constituents and assist them in achieving modest victories while they strive toward more essential goals [1]. This is a problem for many Harley-Davidson teams since leaders do not have a good track record; therefore, projects are not completed because the standard of excellence is not demonstrated. If a team member becomes stuck on a project, it is the leader's responsibility to assist him in overcoming that obstacle so that they can complete their task. This push helps to energize the team by demonstrating that the leader is on their side when challenges emerge.

Leaders acknowledge and honor individuals' contributions and make people feel like heroes through stimulating the heart [1]. This is probably the most challenging leadership practice since we all get so caught up in our daily work that we forget what the team has done. A little acknowledgment goes a long way with the team members. It encourages people to continue working for the leader and the organization. If no declaration is given, the member is likely to get dissatisfied and leave the group. Leaders must recognize their teams' successes as frequently as feasible to keep the team strong and focused on common goals.

II. PHILOSOPHIES OF LEADERSHIP

The following characteristics embody an excellent leader: do they have a clear vision, can they develop a strong team, is the team diverse, and is they open to change agents. A successful leader must have a clear and precise vision that can be communicated to the team [2]. The vision must have a meaningful purpose, a clear set of values, and a clear picture of the future (Cooper & Contributor, n.d.). A strong vision can help the leader get the trust and support of the team members.

Team building exercises improve group efficacy and effectiveness; hence it is critical that a leader teaches this. By involving the team, they form an impression that they are a vital part of the vision [2]. A leader must listen to the team's problems, accept constructive criticism and ideas, and ensure that the team enjoys working toward the goals. The leader must also ensure that the team is producing results and on the right track.

If the leader can cultivate a varied group, their team will be able to approach the mission from various

angles [2]. Having a diverse staff will bring organizational richness, giving leaders alternative approaches to dealing with difficulties and challenges, ultimately leading to better solutions (Cooper & Contributor, n.d.). Working with people from diverse ethnic origins can help people perceive challenges and solutions in new ways and spark some much-needed discussions when problem-solving.

Leaders must encourage the constant revitalization of a group or organization or risk being left behind in today's ever-changing habits [2]. There must be change agents on the team, or fruitless discussion and minimal action will occur. This is a major issue at Harley-Davidson because there are many outstanding ideas. Still, employees lack the tools and abilities to implement change or persuade others to change their processes. This is one area in which they attempt to improve as an organization.

III. PORTRAIT OF LEADERSHIP

A leader can drive a group to work together to achieve common goals effectively and efficiently. The personal qualities include honesty, integrity, flexibility, responsibility, and decisiveness. One characteristic we all need is self-confidence. A good portion of the population is quiet until knowledge of a particular process is learned, at which point views can be shared.

As a leader, a powerful trait is a competence. Learning procedures is paramount for better leadership in an organization for those in charge of facilities. No matter where the leader goes or what job they have, they should be subject matter experts in their field. Secondly and thirdly, truthfulness and honesty are both characteristics of a good leader. Fourthly, good leaders allow people to learn from their mistakes because none of us are perfect. This results in a comfortable atmosphere between the team and the workplace. Stress does not make anyone work more successfully or efficiently.

IV. PORTRAIT OF LEADERSHIP IDEAL

According to Book, *The Human Challenge*, leadership entails various significant and unique yet interconnected components, such as influence, intention, personal accountability, shared purpose or vision, followers, and change [1]. This book discusses leadership attributes such as drive, motivation, honesty and integrity, self-confidence, business knowledge, and cognitive capacity. The top four attributes of a respected leader are honesty, foresight, inspiration, and competence.

Participatory leadership is most likely the best style. Democratic leaders provide advice to the group, participate in the group, and seek an opinion from other group members [3]. This may vary based on where the team is. The perfect leader will have a positive attitude, a purpose, empathy, the ability to display humility, and the joy of guiding the team to victory.

V. LEADERSHIP FOR THE INDUSTRIAL MANAGER

As legendary American football coach Vince Lombardi once said: "Leaders aren't born, they are made. And they are made just like anything else, through hard work" [4]. As we grow into leaders, we discover various abilities, habits, and attitudes that we would like to improve. The first skill is adaptability. In our early careers, we managed several initiatives, and not everything went as planned. To stay on track and succeed, we make modifications and decisions on the go. As a leader, we should strive to accommodate our staff as long as they keep us informed of any obstacles and seek assistance when necessary. Communication is a skill that we should constantly be honing. Strive to communicate excessively because employees often complain that no one tells them anything; therefore, leaders should share often and as frequently as possible. Leaders who speak successfully express their opinions with employees and allow their strength and personal character to shine through in their communication, and empower people who work for them by articulating the company's purpose and demonstrating how to get there [5]. True leaders visit with all of their employees every week to check how they are doing at work and in their personal lives. Leaders should share with these employees that there should be a good balance between work and being at home with their families.

Listening is another crucial communication ability. Listening necessitates active participation. This is a problem with modern technology because the smartphone "must check now" calling and texting phenomenon. As a leader, an effort should be made to remove any distractions when an employee is speaking with them. This demonstrates to the employee that the leader pays close attention and has their undivided focus.

The third skill is decisiveness which many leaders lack. As leaders, we must occasionally be accountable for our judgments, which means we must make some of the most critical decisions. As a leader, difficult choices should be made fast when circumstances demand them. Sometimes, it is necessary to collect necessary facts and choose later when time permits [6]. If a decision is made, the leader should stick to it unless there is a compelling cause to modify it. There will be times when a leader may have to reverse a decision, but only if a big problem arises, that prevents a team from succeeding.

A leader should possess a high level of integrity, be honest, fair, frank, and direct, and treat everyone how they would like to be treated [6]. Leaders need good interpersonal skills, even if they do not like someone in their employment. Many managers have experienced that "one meeting" where they were treated so disrespectfully by a leader that they felt it was necessary to leave a meeting (feeling the need to tell their supervisor that you would never attend another meeting with "that person" again because no one should be treated like that). Leaders have no right to treat a person as incompetent, especially if a person is doing their job and getting the job done. In a

circumstance like this, some employees will leave the organization and seek a company that values their competencies and values as a work associate.

Responsibility or accountability is an area in which leaders can improve. Confidence also helps a leader to inspire their teams to higher levels of accomplishment. True leaders support their teams. To accomplish their best work, the team needs to know that they will be kept for taking risks, stating the truth, and speaking up [6]. Industrial Managers are individuals who lead by example with a firm foundation of trust, respect, honesty, integrity, responsibility, and confidence that they have put the right teams in place to bring out a value-added output for the organization to experience.

VI. REFERENCES

- [1] Tucker, M.L., McCarthy, A.M., Benton, D.A., (2002). *The Human Challenge: Managing Yourself And Others In Organizations*. Upper Saddle River, NJ: Person Education, Inc
- [2] Cooper, M., & Contributor, eHow. (n.d.). *Elements of a Personal Leadership Philosophy*. eHow. Retrieved June 4, 2014, from http://www.ehow.com/list_6387468_elements-personal-leadership-philosophy.html
- [3] Cherry, K. (2014, July 2). *Learn the Three Major Styles of Leadership*. About.com Psychology. Retrieved July 2, 2014, from <http://psychology.about.com/od/leadership/a/leadstyles.htm>
- [4] Arak. (2016, October 31). *Are leaders born or made? — The muse. The Muse*. <https://www.themuse.com/advice/real-talk-are-leaders-born-or-made>
- [5] McBean, B. (n.d.). *The 5 Characteristics Of Great Leaders*. Fast Company. Retrieved June 20, 2014, from <http://www.fastcompany.com/3004914/5-characteristics-great-leaders>
- [6] Economy, P. (2013, August 27). *7 Traits of Highly Effective Leaders*. (n.d.). Inc.com. Retrieved June 20, 2014, from <http://www.inc.com/peter-economy/7-traits-highly-effective-leaders.htm>