Significance of Paradigm Shift from "Management to Leadership" – A Review of Literature

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Abstract

The purpose of writing this paper was to establish the significance of Paradigm shift from traditional and old management concept towards the very innovative concept of leadership. Researches of very eminent scholars and contemporary leader were analyzed to understand the very need of this unavoidable shift. Now some organization or individual if is found slag to understand and implement this Paradigm shift of a 'Manager to a Leader', shall certainly bear the consequences of backwardness thus being lacking in core business. Because latest literature has termed a manager just a maintainer performing a routine job but a leader is a charismatic person who has the solution of each of the organizational, administrative or technical issue. Every manager now has to learn some requisite competencies to transform him into a leader. A manager after going through this article will not only well understand the significance to adopt this Paradigm shift but shall also learn the basic concept and ingredients of becoming a contemporary leader. This is not need of every individual but the organization as well as of the country.

Keywords: Paradigm shift, innovative concept, eminent scholar, contemporary leader, charismatic person, ingredients.

Introduction

It has been found out by Xavier (2004)[78] that it is a paradigm which is a blend of beliefs being utilized to set the limitation and address the problem solving. When does a Paradigm shift is expected to occur? Its answer is that whenever an innovative analytical framework demands to change the understanding of the pattern that how a system operates. Such a shift of Paradigm may occure in any form of system i.e man management, family system, health care, political system, system of info technology, HRM, retailing or marketing.

In the Scenario of rapid shifts, some scholars like Chan Heng Chee (1994)[79] researched out that today world has no ringing model which can altogether work so well that our purpose could be fulfilled. Hypothesis framed by Kuhn's (1970)[80] has proved workable as well as inflectional above and beyond the areas of academia and pure science. So Kuhn being a scientist and historian is considered a great contributor in this regard. As a routine business leaders today have to shift Paradigm which is a key to proceed towards innovation and progress.

Personnel To Human Resource Management

Management experts have taken a long time to understand and recognize the potential and talent of people from the period when human beings were integrated with technology like machines, materials and money. However, ultimately a shift from personnel towards human resource management has taken place. Even very advanced and automated factories shall require the highest order intervention of human.

Control - Empowerment - Liberation

In order to get the best outcome from the men/people a number of techniques and theories of innovation have devised by the behavioral scientists Herzberg's two factor theory and theory Y of McGregor's is very relevant in this regard. Then innovative concept of empowering people has replaced the idea of motivating people. Tongren (1994)[81] suggests that a substantial shift of Paradigm is occurring in the most of organizations, now a days. Accordingly control techniques like approval and authorization have been replaced by empowerment, accountability as well as trust. The latest and most innovative concept emerged now is the liberation of personnel/employees through providing then share in the business and enough autonomy.

Manager To Leader

Contemporary challenges like outsourcing, total quality requirement, borderless competition, technology evolution, diversity and new alliances are being faced by the most of our employees, supervisors, managers and executives. Many those organizations which used to stay ahead of respective competitors by doing only incremental or linear changes, all of sudden realized that they have slipped backward or headed towards wrong target/direction. Hyden (1994)[82] has commented that leaders are not enough but too many managers are there. Adaptations of core competencies for examples communication, empowerment, vision, strategic thinking and patience have played a great role in creating more leaders.

Same way organizations also must enhance sensing competencies and skills to understand as well as implement steps towards paradigm shifts. The longest surviving organization Catholic Church is a live example of showing its ability to shift gears on need basis. As an example, the church was in opinion that the world was very flat as the Bible mentioned the world is being supported by four in number pillars. However this four pillars perception was subsequently transformed into as of four directions - north, east, west and south. Church as an organization is one of the very early adopters of present media to expand its ideas in the common public. Not only radio, satellite channels as well as cable networks are being utilized by the church to grasp its desired audience but specific programs like preaching, faith films, music as well as program on social and ethical issues. Therefore it makes a real sense to understand and take positive steps for paradigm shifts if employees and organizations are required to prosper, now people who fail to bring a change will be left very behind.

Gill, Levine and Pitt (1998)[83] while explaining importance of Leadership and Organizations for the future i.e New Millennium, advised that the development of leadership theory has gained parallel status to the development of organizational theory. The models like transformational, laissez-faire and transactional leadership explain the both i.e old paradigm of the bureaucratic organization as well as reinforce the organizational new paradigm for the near future which is twenty-first century. The bureaucratic organization is assessed as per the concept of laissez-faire leadership and the transactional leadership components of management-by-exception as well as contingent reward. Whereas new post-bureaucratic organization is evaluated in accordance with the four "I"s of transformational leadership: Idealized influence, Individualized consideration, inspirational motivation, and Intellectual stimulation. Here inferences are estimated for the desired and necessary roles as well as behavior and attitude of our future leaders.

The leadership study has gained further significance and momentum in the previous twenty years i.e. two decades. James Mac Gregor Burns's book about leadership is a watershed in our comprehension of 'what is that which really makes a difference in the behavior of leader (Burns, 1978)[84]. Now the development of leadership theory has gained equivalent status with the organizational theory. Recent organizational revolutions as well as ascendancy of the post-bureaucratic organization are really concerned with new directions in about leadership thoughts. Here it will be analyzed that how the models of transactional and transformational leadership which have emerged as an outcome of Burns' ideas should explain the both i.e. old organizational paradigm as well as reinforce the future organizational paradigm for the coming twenty century. In 1980s, a number of very significant event about leadership occurred including twenty eventual collapse and decline of the great Soviet Union, the glasnost emergence in its post-bureaucratic successors, in the UK the end of Thatcherism and appearance of Republicanism in USA. Recently it became much harder than ever for leaders to perform and lead in true letter and spirit.

Work ethics has been declared as a hot topic in recent day business and pedagogical (educational) world by Hoagland – Smith (2005)[85]. While defining the hybrid phrase with the word *'work'* which mean more than a normal outcome and the word *'ethics'* as extra than the normal values that increase that outcome. Whenever we speak that we are going to work, work looks or becomes as the place of employment. But when we say that we are working. It means the implication as we are engaged in a work-related task or activity and may be carrying out one or more activities or specific tasks. However, the 'work' as a word in present economy at global level does not speak of specific outcomes easily.

Previously when the economy was mostly agrarian based, farmers used to say that they were going to work in the fields. Their effort or more specifically speaking as the outcomes of their effort or work could be observed from the area of ploughed fields or the stacked hay bales. But now economy being a technology and service driven, workers efforts and results are not as nearly or easily recognizable, but only notable is their attitude and behavior. So, it is difficult to define ethics as a word, as it is extra than the increase of outcomes. A variety of expectations such as reaching to work or school well in time, doing quality work, having self-directed,

becoming self-initiative, or being very positive to words the both i.e. fellow contributors and customers can well demonstrative the ethics. So ethics, through such expectations, encompass the inner behaviors of contributors or which I really consider are attitudes. More broadly inner let's construct a new and further accurate term meeting both the expectations about the business as well as educational worlds. Let's question ourselves first are we more concerned with the attitudes or the behavior? If we recognize and conclude that it is the attitudes that really drive the behaviors which generate the outcomes, it shall reveal that the attitudes of contributors' have the more or greater impact on the expected outcomes.

Further, since behavior tells numerous understanding and meanings more therefore, possibly we may substitute performance in terms behavior. Performance is easily measureable provided if organization has listed down the accurate and complete expectations as well as, valid assessments not penalizing the contributors and has a well-communicated and easily understandable strategic plan. Through having the clearly articulated goals, consistent leadership and management, then contributors can avail the opportunities to further improve their performance hence achieving desired and measurable outcomes.

Our attitudes towards performance can better describe our desired results and expectations which we maintain as parents employers or even, educators. Since we all are contributors, through focusing on our attitudes very early in our experiences about performance, we can really improve ourselves, our places of businesses, our outcomes and our communities more importantly.

While explaining the Paradigm shift about Management and Leadership for the coming millennium Marg (2007)[86] investigated that, "because of globalization and liberalization, revolution in communication technology, increasing importance of knowledge workers owing to rapid rate of automation and mechanization, paradigm shift in the scientific world view and because of various other reasons, there is an urgent need of paradigm shift in the field of Management and Leadership." Peter Drucker has also rightly pointed out in his book "Managing in the Next Millennium" – Managers from now on will be increasingly ineffectual……. the people with whom the executives will have to deal will be the people over whom he has no authority whatsoever". Here this aims to make the managers understand about the new trends in the field of Management and Leadership as well as to inspire and motivate them to bring a paradigm shift in their behavior and approach.

Traditionally courses on volunteer management have taught functions of management to all volunteer managers. Now little attention has been drawn to words the role of leadership, because often volunteer mangers are not viewed as leaders within their respective organization. They have just been considered as mid-level leaders/managers. Educational courses and programs are sought to impart the skills and competencies primarily needed to perform or conduct the job. According to Levitt (1993)[87] (as cited by Zaleznik, 1977)[88], "management consists of the rational design, organization, direction and control of the activities required to attain the selected purposes, and the motivating and rewarding of people to do the work".

Changing The Paradigm

Merrill (1995)[89] findings from the research about Light Foundation the need to integrate inspiring leadership with the effective management for emphasized volunteer program development. Which is highly effective language reflects that what is being talked and written about by a variety of experts in both the public and private sector. Change in workplace and generation ask into question, much reliance on management techniques which grew out of post industrial era and hierarchical structures. In contemporary world employees and volunteers really want to join the process of decision-making, engage in the planning and evaluation of projects and programs. They really look for leadership rather than management (Kouzes and Posner, 1995)[90].

Wheatley (1997)[91] has very wisely suggested and concluded that, "Most of us were raised in a culture that told us that the way to manage for excellence was to tell people exactly what they had to do and make sure they did it. We learned to play master designer, assuming we could engineer people into perfect performance. But you can't direct people into perfection: you can only engage them enough so they want to do perfect work."

Lynch (1993)[92] concurred this great concept that, "Quietly a revolution in leadership is occurring across North America. . . . As the pace of change accelerates, the need for leadership becomes more critical. Those who continue to manage in the old ways will find their organizations in crisis. . . . If we are to be a workable society, if we are to make the world a better place in which to live, those in management positions must lead as well as manage. . . . To respond quickly to changing circumstances, first-line and middle-level managers must exercise leadership."

It is said that debate between management and leadership is not a contemporary one (Manske, (1987)[93]; Zaleznik, 1977)[94]; however the conclusions, drawn are, "While both management and leadership are necessary, the change and complexity associated with the future demands that the leadership role takes precedence over the management role. . . . Leading in this environment implies learning new ways of operating and behaving based on the demands and reality of a changing context. . . . Commitment to improve one's personal capacity to lead is generally based on intrinsic motivation. . . . The leadership role in today's organization places great emphasis on transforming the enterprise through others. (Hall, 1997)[95]"

There is an emerging and increasing awareness that shared leadership, (i.e., leaders at all level - policy making, executive and middle management) is considered as most effective model for encouraging and facilitating very high impact volunteer involvement within organizations. For a volunteer administrator it is no longer sufficient to have the management skills simply in order to organize and operate a volunteer program. Therefore, now volunteer administrators should serve as a focal point for the volunteer program leadership (Merrill, 1995)[96]. The functions of management become dispersed throughout the organization. The volunteer administrators are assuming a greater role in training as well as working with paid staff and thus volunteers, to

accomplish organizational goals. Whereas there is less focus on managing volunteers but greater emphasis is on creating communicating and expanding the shared vision, concept and values.

Being leaders, volunteer administrators always facilitate relationships and support systems which permit volunteers to do significant contributions towards organizational mission. This significant change in role necessitates a new and deep look at the competencies and skills required for leadership.

Traditional teaching about management implies that the ideal organization is an orderly and stable one, "that the organizational process can and should be engineered so that things run like clockwork. . . . Traditional management teachings suggest that the job of management is primarily one of control. . . . Leaders don't command and control: they serve and support. (Kouzes and Posner, 1995)[97]"

According to the conceptualization shared by Wheatly (1997)[98] People do not need the intricate directions, time lines, plans, and organizational charts that we thought we had to give them. But people do need a lot from their leaders. They need information, access to one another, resources, trust, and follow-through. Leaders are necessary to foster experimentation, to help create connections across the organization, to feed the system with rich information from multiple source - all while helping everyone stay clear on what we agreed we wanted to accomplish and who we wanted to be."

While delivering the great findings about the core characteristics of effective leaders Drucker (1996)[99] included "basic intelligence, clear and strong values, high levels of personal energy, the ability and desire to grow constantly, vision, infectious curiosity, a good memory, and the ability to make followers feel good about themselves. . . . Built on [these] foundation characteristics are enabling behaviors . . . including empathy, predictability, persuasive capability, the ability and willingness to lead by personal example, and communication skills. . . . It is the weaving together, the dynamic interaction, of the characteristics on a day-by-day, minute-by-minute basis that allow truly effective leadership".

Vineyard (1993)[100] has also recorded a lot about the changing role of volunteer program administrators. Need identified by her is to move away from the direct management of volunteers towards a greater leadership role within the organization. She termed it as "leader-shift" and "relational management" which had "little to do with directing the nuts and bolts but has more to do with how people relate to work, themselves and others". Vineyard changed her language gradually from "volunteer executives" to "leaders" because she mentioned the competencies required to fetch the profession into the coming century. Traditionally volunteer administrators have viewed and termed themselves as managers of people and of programs. However, many have performed as pioneers, designing, directing, and sustaining volunteer programs with very limited and little resources as well as often quite little organizational support. They emerged as leaders in recent profession, going ahead of designing systems about

control and reward through displaying, individual character, the courage of conviction and innovation.

Very opposite to the myth "that leadership is reserved for only a few, or that leaders are born not made", a many of contemporary analysts and experts have proved that leadership is a learnable set of competencies and capacities that can be acquired by ordinary people in order to achieve extraordinary results (Apps, 1994; Kouzes and Posner, 1995)[101]. According to DePree (1989)[102], "Leadership is an art, something to be learned over time, not simply by reading books. Leadership is more tribal than scientific, more a weaving of relationship than an amassing of information. . . The goal of thinking hard about leadership is not to produce great or charismatic or well-known leaders. The measure of leadership is not the quality of the head, but the tone of the body."

Conclusion

Whenever an analysis of a system changes the perception about its function then Paradigm shift occurs. Now Paradigm shifting is seen as paramount towards progress. Core competencies which are really contributing towards the transformation of manager towards a leader are vision, communication empowerment, strategic thinking and patience. Recent organizational revolution has rejected traditional bureaucratic approach and embraced enlighten and flexible leadership techniques. Shared leadership i.e. leaders at all level-policy making executive and middle management is considered the most effective model for facilitating very high impact volunteer involved within organization. Now managers have to prove as leaders with the willingness to lead by personal example and dynamic interaction of minute by minute basis. All the great scholars mentioned in this paper has strongly recommended to adopt this Paradigm shift of 'management towards leadership' in order to travel with the time. This is need of every human interactive system whether it is a family, school, church, playground or a business organization.

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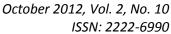
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