Chapter 6
Organizational Leader

ABSTRACT

Organizational leadership is specifically about individuals operating in organizational environments and their role as leaders in those environments. The skills of an organizational leader are slightly different from those of leaders in non-organizations. Organizational leaders are constrained by rules, regulations, and processes. This type of leader's value is that they understand organizational culture and traditions. This type of leader influences employees through their work including coaching, mentoring, and development skills that occur within competency models. The organizational leader is the organizational agent who influences behaviors that lead to organizations being able to achieve their desired outcomes.

INTRODUCTION

This chapter focuses on behaviors relevant to leaders of businesses and organizations that follow a leadership development model. Leaders are those who have acquired or are in the process of acquiring skills of performance that have an influence at the business level. An organizational leader is an individual that can work within an established leadership model in order to deliver desired outcomes effectively. Organizational leaders are positioned to evoke positive performances that occur at the various levels, i.e., unit, department, branch, and business levels. Organizational leaders are also capable of operating outside the established frameworks for business functions that are not prescribed or scripted. Organizational leaders are strategic in their

efforts to improve employees' skill and proficiency in ways that affect overall organizational performances and effectiveness. Organizations incorporate models for leaders to either gain new skills or hone existing skills that are specifically used for affecting business behaviors that lead to businesses achieving desired outcomes. Organizational leaders, therefore, are expected to strive in teachable and learnable environments while also cultivating a similar sense among those they lead.

Organizational leadership includes developing specific skills and behaviors that work best in certain organizational environments. over past decades, there has been mounting evidence indicating that many organizations are using competency-based approaches in organizations (Audenaert et al. 2014; Campion et al., 2011). Organizational leaders are those individuals that provide a supportive business alignment through their efforts to human resource processes, performance management systems, organizational core competencies, and organizational objectives. In fact, Henri Fayol, father of modern management, and Frederick Winslow Taylor, father of scientific management, support these assertions.

In a comparison study of the two fathers, Rahman (2012) identifies four qualities of a manager. One of the qualities is manager's ability to take responsibility of maintaining activity among personnel to unify and harmonize all activities and efforts. Taylor also indicated that managers should work to help and encourage and smoothen out employees' way of working to achieve organizational outcome. Considered the fathers of management theory, developing systematic approaches towards work Henri Fayol's known as the father of scientific management the first to time study people while at work (Wood & Wood, 2002). Fayol develop the division labor among employees (Wood & Wood, 2002). FW Taylor's approaches scientifically validate managers'/organizational leaders' influences and responsibilities to control and order function to achieve desired outcomes. Taylor was the first to introduce "The Principles of Scientific Management" in the 1900s developed 4 principles of management (Taylor, 2004). Therefore, organizational leaders' efforts also ensure orderly functioning and productive organizational returns. Their overall skills are complimentary when used with an established organizational competency framework (Furgeson et al., 2014). As competency frameworks are built for industry purposes such as supporting organization's objectives, leaders' skill sets include those that operate outside a competency framework. Leaders regardless of role must still be able to perform day-to-day business functions. They may utilize skills that operate outside an established competency framework and also serve a

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