

Strategic Organisational Leadership and its Implications in Higher Education Administration

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ABSTRACT

Strategic Leadership factors in motivating employees have a serious role in the overall organizational development plan. Leadership communication is an important tool in order to have successful results. Leaders should act in a multicultural environment and design leadership organizational plans in order to perform effectively and create development.

This project presents some implications for an organizational Higher Education Leadership based on a strategic leadership development plan which has been created for the Higher Education of the Republic of Cyprus.

Keywords: Motivation, Human Resources, Leadership, Organisational Development

1. INTRODUCTION

This assignment critically analyses implicated strategic organizational leadership factors that influences motivation of staff in Higher Education Institutions. It also presents current and new strategic leadership skills and theories in order to support directors, senior managers and leaders in Higher Education to successfully design international organisational strategic leadership plans that would be implemented in practice under a complex business environment.

1.2 Statement of the problem

Key questions that need to answer for review of a plan are: What are the important aspects in a personal life that want to grow? What are the important competencies that will have the biggest influence on a personal life, career or objectives? What other results were presented by other leaders that might be included and implemented in a future leadership development plan? As a leader must write down a list of positive and negative points arise from this planning, that will help to grow in each of the aspects is recognised for personal growth and make a reflection. Discussions with mentor will create relationships that will arise good feedback as a person and growth.

2. RESEARCH METHODOLOGY

2.1 Introduction

Each person is different and none of us have the same experiences with others. Our motives are major determinants of our behaviour. Even simple examples like getting up in the morning can motivate someone to do something different. For others might be visiting friends and family, and for others may be a good leisure time like a journey. In business, motivation is a very useful tool which can affect the overall organizational culture. Leaders must use this tool in order to create a productive culture. The role of motivation both in theory and practice can work together with leadership's orders and performance of an organization. Motivation is nothing more than a reason or the knowledge of a reason for doing something (Huczynski, 2007). The word motivation is generally used to reflect or drive an individual's position into an activity. In spite of more recent findings on commitment, motivation is still considered to be an important influence on performance, by developing the overall image of the organizational culture of an organization. Leaders' role is to use their qualification in order to improve motivation for the good of the organization, and thus by motivating others has become a key part of most management skills training.

2.2 Research Design

The designing of a Personal leadership development plan is a complex situation that needs step by step guidance. Steps 1 to 8 below are showing what a leader should do to design his/her plan and achieve strategic leadership development:

Step 1: Define What Generally Makes a Great Leader.

Step 2: Take a Self-Assessment.

Step 3: Identify Your Core Values.

Step 4: Write a Personal Vision Statement.

Step 5: Analyse What Others Think of You.

Step 6: Identify Current and Lacking Leadership Skills.

Step 7: Set Goals.

Step 8: Write an Action Plan.

Step 1: Define What Generally Makes a Great Leader: In order to create a person leadership development plan what is needed is to draw inspiration from today's great leaders.

There are some leadership skills that make up the traits, competencies, abilities, and experience of a good leader. These are: 1) Honest and ethical behaviour, 2) Clearly and briefly communicate a vision, 3) Use creativity and awareness to navigate difficult and unpredictable situations.

Step 2: Take a Self-Assessment: To understand personal traits and strengths, a leader should ask “Who am I?”. That question will find answers on core characteristics and personality traits like "adventurous," "observant," and "impulsive." There are available some personality tests that could help a leader on this self-assessment method like the Myers-Briggs Type Indicator (MBTI) and the StrengthsFinder. Another method is to ask from friends, colleagues, and family to write down words that describe you as a person.

Step 3: Identify Your Core Values: Core values are the principles to make leaders' decisions and act based on honesty and with ethical rules. The following core values are the most important for use:

Achievement, Advancement, Adventure, Affiliation, Affluence, Authority, Autonomy, Balance, Challenge, Collaboration, Community, Competency, Competition, Courage, Creativity, Duty, Economic security, Enjoyment, Fame, Friendship, Health, Helping others, Humour, Influence, Inner harmony, Integrity, Knowledge, Loyalty, Personal development, Responsibility, Self-respect, Spirituality, Wisdom.

Step 4: Write a Personal Vision Statement: A Personal Vision Statement reflects to personal traits and core values that have already presented. A leader seeks to answer a main question: “Who am I and what is my higher calling?”. Leaders should focus on the following questions: 1) What a leader wants to be in terms of character traits? 2) What a leader wants to achieve or contribute? 3) What the principles and values should be used by leaders to make decisions and achieve goals? 4) Does this statement represent the integrity stand for each leader? 5) Are direction, purpose, and motivation signed in this statement? 6) Is this statement an accurate portrait of who a leader wants to be? 7) Does this inspire a leader?

Step 5: Analyse What Others Think of You: Check if the personality traits, core values, and personal mission statement settle on what others currently ‘think of both you’: Main questions include: 1) What do leaders want from employees to say about you? 2) What do

employees actually say? 3) how do others currently perceive you? 4) Do you care about others' perceptions of you? 5) What are the expectations for professionalism and leadership in your field? The answers of this personal assessment will give an idea on whether is needed a changing image by leaders, and if cognitive, psychological, emotional, physical effort needs to be changed by leaders.

Step 6: Identify Current and Lacking Leadership Skills: Leaders should by now know leadership qualities, personality traits, core values, and personal vision. First, leaders should identify the skills already have and skills to be improve. Skills include: 1) **Personal skills** (self-awareness, managing personal stress, solving problems), 2) **Interpersonal skills** (coaching and counseling, other supportive communication, influencing and motivating others, managing conflict), 3) **Group skills** (empowering and delegating, building effective teams and teamwork, managing change), 4) **Technical skills** (making presentations, making policies, personnel management, budgeting, project management).

Step 7: Set Goals: Using the above mentioned personal leadership skills will help to achieve goals. The SMART builds better relationships with employees and customers, empowering employees to make decisions at all levels of the hierarchy, and introducing tight fiscal controls:

- **Specific:** Ask who, what, where, when, why, and which
- **Measureable:** Establish concrete criteria for measuring progress; ask “How much?”, “How many?”, and, “How will I know when it is accomplished?”
- **Attainable:** Just about any goal can be attained when you plan steps wisely and establish a realistic time frame; ask yourself what conditions would have to exist to accomplish the goal
- **Realistic:** Goals should be things you are willing and able to work toward — things you believe can be accomplished and that you actually want to accomplish
- **Timely:** Goals should be grounded within a specific time frame

Step 8: Write an Action Plan: Now, leaders should be on a position to make an action strategic personal development plan. The action plan should follow carefully specific steps to reach goals and become successful leaders.

3. PRESENTATION OF RESULTS

The achievement of outcomes of a plan is depends of the growth results has a business that the leader is working for. The decisions made against strategic needs will show a realistic vision of the future of leader's business. A strategic leadership development plan should not be confused with a business plan as this is based on personal strategic needs. The outcomes of the above shows how successful was by satisfying leader's needs and highlights some important issues to bear in mind that will show how to turn improve in the future any new planning and what changes must be made for implementation. Leadership in practice requires some less tangible and less measureable skills as well as managerial skills on topics like trust, inspiration, attitude, decision-making, and personal character. The more experienced is a leader the better results will have to achieve his/her goals. A strategic leadership ambition is faces of humanity, and is enabled mainly by the leader's character and especially his/her emotional reserves. Any continues improvement of current skills and abilities will have an impact on the organisation that a leader works for. Good interpersonal skills and time management skills by leaders are very important for the success of the organisation and always help on giving a competitive advantage on an organisation. Improving of personal skills through various trainings are necessary for achieving the strategic leadership ambitions and future goals of any organisation to bring change.

Leadership communication needs to include not just the methods for informing employees about what managers expect of them, but also methods to allow employees to express their concerns and needs for successful implementation. Many leaders assume that they can motivate their overseas personnel in a same way with that are used in the home country, but even though the motivation process may be similar, across cultures there are actually a variety of differences. The interpersonal model of communication (or face to face communication as it is called in simple words), whether is use by verbal or non-verbal communication skills or male/female communication style can be either 'converge' or 'diverge' in order to motivate someone (Huczynski et al, 2007).

The degree to which a strategic leadership factors can be implicated with development and become successful are based on the encouraged engagement and positive discretionary behaviour of employees. The motivation of staff to achieve a strategic leadership development is also very much depend on the ways in which employees can lead and manage

others. Effective managers and team leaders often have considerable will on whether the design of a strategic development could succeed and provide autonomy for leaders to act and implement managerial decisions. A leader can be evaluated as successful after continues actions and implementations of strategic development plans. A successful leader should also have excellent communication skills and working experiences from different organizational sizes, but the idea of designing and developing a strategic personal development plan for achieving a strategic leadership development is arising based on the goals that have been set by each leader individually. To update a personal development plan and direct leadership development needs to identify those skills that need to be improved, devise activities to improve those skills, identify the resources to perform those activities, identify the measures to record progress, and work out a timeline because without all these elements it is not possible to make an impact on leadership development.

Motivation is also a psychological process. A person with an unsatisfied need will do whatever is possible and behave in a way that believes will satisfy the need. Maslow's motivation theory is saying that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs can be satisfied. Therefore, it is important for workplace leadership to understand the needs of its employees for satisfaction in order to pursue higher-level motivators.

4. CONCLUSIONS AND RECOMMENDATIONS

Everyone is motivated either intrinsically (by nature), by which an individual implementation of actions will perform in a 'natural' way that help others, or extrinsically (by rewards) by which the external environment and result of the activity are of greater importance due to competition and reward or incentive plans. It's up to a leader and its management to understand how each person responds to several requests based on their nature and appeals to their desire for rewards during the designing of an organisational culture. A leader should develop people's cultures in a way that can be 'connected' with others. Motivation can be achieved internationally with good communication within organizations even that is across cultures or between organizations, and even between men and women.

The effectiveness of strategic leadership development in achieving advancement of professional leadership practices in organizations is a complex situation that needs personal evaluation and knowledge on topics like "motivation", "culture", "communication", "ethics" and equal opportunities". The effectiveness of a leader is based on good communication and

effective transferring of information between the people of an organisation (Dominick 1999), and a leader should be in a condition that will communicate effectively (Barrett, 2006). It is true that the communication in an organisation plays a very important role because the final result of it can affect the overall organisational culture...as the 90% of the total working time is based on communication (Huczynski 2007). Thru efficient communication leaders can transfer those information that can assist on the improvement and development of the team for understanding, commitment and trust between the employees. Without a good communication, a leader can not be effective (Gary, 2002). Spears (2002) states that 'communication between leaders and followers is an interactive process that includes sending and receiving messages (i.e talking and listening)'. It recognises that listening is a learned discipline, that involves hearing and being receptive to what others have to say. Through listening, leaders acknowledge the viewpoint of followers and validate these perspectives. Organizational stress and organisational ethics are concerns for every business leader who wants to achieve and sustain business success. For better control, leader should have skills which thru communication can control both for the good of the total organizational culture. Any ethical decisions made by a leader on a day to day basis require good communication in order to avoid any negative circumstances for the organization.

Organizations that are operating in the United States and the United Kingdom have already been touched by the effects of an international environment. Cyprus has only a few experiences on new markets, especially after the island's entry into the European Union in 2004. The effective directions of a leader responsible for the control and support of a group of people, can affect the total culture of an organization.

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