Online Lecture

on

Human Resource Leadership
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The Nature of Leadership

A leader can be defined as:

– Someone who guides or influences the actions of his or her employees to reach certain goals.

– A person whom people follow voluntarily.

– Supervisors must direct the work of their people in a way that causes them to do it voluntarily.

> ▶ You have to get people to work for you willingly & to the best of their ability.

> ▶ That is what *leadership* is all about.

The Practice of Human Resources Leadership

- Work & the workplace are much more complex than they were years ago.

- Legislation & compliance become more important

The Practice of Human Resources Leadership

- Equal opportunity
- Creating a positive work environment
- Technology
- Diversity
- Recruiting
- Selection
- Compensation & benefits
- Training & development

The Practice of Human Resources Leadership

- Teambuilding
- Performance management
- Conflict management
- Safety & health
- Planning
- Organizing
- Decision-making
- Communication
- Motivating, & controlling

The Practice of Human Resources Leadership

- **Organizational effectiveness**
- Adding value through directly improving the performance of the business, done by adding:

  - More value by effective talent management.
  - Helping with change management.
  - Influencing business strategy.
  - Plus a host of other high-value-added activities that impact organizational effectiveness.

The Challenge of Human Resources Leadership

- Finding & keeping great employees motivated.

- High turnover in the hospitality industry.

- The cost of high turnover.

Leadership

Leadership begins with:

- **Vision**
  - Instills a common purpose, self-esteem, & a sense of membership in the organization.
- **Mission**
  - Mission statements describe the purpose of the organization & outline the kinds of activities performed for guests.
- **Goals**
  - Are relevant to the mission, specific & clear, challenging yet achievable, made in collaboration with employees, & written down with the strategies & tactics of how to meet the goals.

Characteristics of Leaders

- Several studies have shown that effective leaders have 6 traits that distinguish them from non-leaders:
  - Drive
  - The desire to influence others
  - Honesty
  - Moral character
  - Self-confidence
  - Intelligence
  - Relevant knowledge

Characteristics of Leaders

Effective leaders are able to influence others to behave in a particular way. This is called *power*.

There are 4 primary sources of power:

– **1.** *Legitimate power,* which is derived from an individual's position in an organization.

– **2.** *Reward power,* which is derived from an individual's control over rewards.

– **3.** *Coercive power,* which is derived from an individual's ability to threaten negative outcomes.

– **4.** *Expert power,* which is derived from an individual's personal charisma & the respect &/or admiration the individual inspires.

Seven Steps for a Foundation of Leadership Development

1. Invest time, resources, & money needed to create a culture that supports leadership development.

2. Identify & communicate differences between management skills & leadership abilities within a company.

3. Develop quantifiable measurable that support leadership.

4. Make leadership skills a focus of training..

Seven Steps for a Foundation of Leadership Development

5. Implement ongoing programs that focus on leadership.

6. Know that in the right culture leaders can be found at entry level.

7. Recognize, reward, & celebrate leaders.

Leadership Styles:

The most popular types of leadership styles today:

1. Autocratic:

- Needs of employees comes second. Makes decisions without input from staff, gives orders & expects them to be obeyed.

- They believe that this is the only method employees will understand.

Leadership Styles:

2. Bureaucratic:

- "By the Book", relies on rules, regulations & procedures for decisions.

- Appropriate for when employees can be permitted no judgment in the decisions to be made.

Leadership Styles:

3. Democratic:

- Almost the reverse of the autocratic style. The supervisor wants to share & consult with the group in decision making.

- Informs employees about all matters concerning them.

Leadership Styles:

4. Laissez- faire:

- The hands-off approach. The supervisor does as little leading as possible.

- Delegates all power & authority to employees.

- Limited application to the hospitality industry.

The Old Style Boss

- **Method**: command- obey, carrot-and-stick, reward & punishment, autocratic.

- **Results**: far more likely to increase problems than to lesson them.

Empowerment

- A technique used by participative leaders to share decision-making authority with team members.

- Empowerment means giving employees more control over their decisions, resources, & work.

- When decision-making power is shared at all levels of the organization, employees feel a greater sense of ownership & responsibility.

What is Charismatic Leadership?

- The charismatic leadership style relies on the charm and persuasiveness of the leader.

- Charismatic leaders are driven by their convictions and commitment to their cause.

Developing Your Own Style

- The best style of leadership, for you, is whatever works best in terms of these three basics:

  ➤ Your own personality.

  ➤ The workers you supervise.

  ➤ The situations you face.

- It should be a situational type of leadership, just as your management style must be a flex style that reacts to situations as they arise.

Developing Your Own Style

What you need most in finding what works best is awareness of:

- Yourself & the feelings, desires, biases, abilities, power, & influence you bring to a situation; awareness of the special needs & characters of your various workers & awareness of the situation, the big picture, so you can recognize what is needed, conceptual skills & human skills.

Developing Your Own Style

- Leadership is also about change.
- Remember there is a six-step method of making changes:
  - I. 1st, state the purpose.
  - II. 2nd, involve others.
  - III. 3rd, test the plan before you implement it company-wide.
  - IV. 4th, introduce the change.
  - V. 5th, maintain & reinforce the change.
  - VI. 6th, follow up!

Ethics

- A set of moral principles or rules of conduct that provide guidelines for morally right behavior.

- Hall suggests 5 questions that you can use to help decide how ethical a certain decision is:

  1. Is the decision legal?
  2. Is the decision fair?
  3. Does the decision hurt anyone?
  4. Have I been honest with those affected?
  5. Can I live with my decision?