

The history of influences on leadership business essay

[Business](#)



Every one of us has the caliber to be a good leader in life and many of us are leading the family, team or community in reality. A leader must be outspoken and charismatic or must have the presence from inside so that he executes his skills clearly with his follower. The leader must be a good listener and then decide to take actions as his intolerant behavior could lead him and the entire organization into a big dilemma if he takes rational. According to Joseph Roost, " leadership is an influence relationship among leaders and followers who intend real changes and outcomes that reflect their shared purpose." A successful leader is a team player who realizes and utilizes their full potential and that of their team. The successful leader in today's global world incorporates basic " people skills" into their management style. They know the efforts of their team. They complement and thank them for a job well done. These theories take a rather individualistic perspective of the leader, although gaining increasing recognition is that of " isolated" leadership. This approach, with its foundations in sociology, psychology and politics rather than management science, views leadership as a process that is diffuse throughout an organization rather than lying solely with the formally designated ' leader'. The emphasis thus shifts from developing ' leaders' to developing leadership organizations with a collective responsibility for leadership. My first leader is Brendon Barrie McCullum is a New Zealand international cricketer and is the current captain in all three forms of the international game. He plays for the Otago Volts at provincial level, and in the Indian Premier League plays for Kolkata Knight Riders, having also spent one year with Kochi Tuskers Kerala. He is a wicket-keeper, as well as an aggressive batsman who opens in One-

day Internationals and is known for his fast scoring rate. As of 21 September 2012, McCullum simultaneously holds the record for the highest innings total in a Twenty20 International and in a first-class equivalent Twenty20 match. Brendon McCullum is also leading run scorer (1704) in Twenty20 International cricket. He is the first and, as of that same date, only player to score two Twenty20 International centuries. McMillan, who played 55 tests and 197 one-dayers for New Zealand from 1997 to 2005, feels the New Zealand team has lacked a distinctive brand in recent years and believes McCullum's naturally assertive and aggressive nature would benefit the team. Unfortunately the national team in recent times has generally been going backwards at a great rate of knots. But if Brendon is chosen his batting discipline must improve, he is not at the level of Taylor (Ex captain of New Zealand). Brendon McCullum termed New Zealand's series victory against South Africa " phenomenal" after their 27-run win in Kimberley and hoped it would send " a bit of love" to the supporters. After two Test matches that produced a combined total of seven days play and two innings defeats there were low expectations of New Zealand coming into the one-day games, but they clinched a one-wicket win in Paarl and caused South Africa to implode during their run chase in the second match with five run-outs. The hosts had raced to 167 for 1 in the 31st over when Graeme Smith's run-out ended a century partnership with Colin Ingram and proved to be the turning point of the game. McCullum says that it was all under pressure, but did not give up the hope. He supported the team and kept the spirit in the team. From his speech, we came to know that there was a time when the entire team went complete hopeless.. We just looked to hang in there, show the characteristics

we want to be known for as a team and just keep fighting as hard as we possibly could. He added 'Beating SA in SA is a great achievement'." This win would be right up there. The one against South Africa at the World Cup would be right up there as well. Every win we get has been hard to come by of late, especially against such quality opposition. It is great to take the series", says McCullum. McCullum, for one, seems to lean on the side of shared responsibility." I don't necessarily think they need a vice-captain. The structure they're trying to put in place is asking all the experienced players in the team to become better leaders. Ultimately, I'll do whatever the team requires. If the team needs a vice-captain and they want it to be me, I'll do it." We feel that McCullum follows democratic style of leadership.

References http://www.nzherald.co.nz/sport/news/article.cfm?c_id=4&objectid=10733939 http://www.nzherald.co.nz/sport/news/article.cfm?c_id=4&objectid=10733939 My second chosen leader is Rob Fyfe, the CEO of Air New Zealand. He was born in New Zealand and graduated with Bachelor of Engineering honors from the University of Canterbury in 1982 He currently lives in Auckland, New Zealand. He was previously General Manager of the Bank of New Zealand, Chief Operating Officer of ITV Digital and group general manager of Air New Zealand. A position which he has held since October 2005. Since that time, Air NZ has seen significant changes and growth. He transformed that company into a pioneering company. They are the current Air Transport World Airline of the Year, having won the same award in 2010. Fyfe, who was previously the general manager of the Bank of New Zealand and the CEO of ITV Digital, described winning the award was one of the " greatest accolades that had ever been bestowed on Air New

Zealand - in our industry it's equivalent to winning an Oscar". Leader of the Labor Party David Shearer said Fyfe can be proud of his seven years running the airline. Fyfe told Fairfax Media he wondered if Air New Zealand staff voted generously, having won 42% of the votes for most handsome businessman. When it comes to compare and evaluate the jobs being performed by both McCullum encouraged his members to share thoughts for a better country whereas Owen Glenn has shown great management qualities to raise his enterprise and business McCullum qualifies for transformational leadership approach is that he cares for society, not only for his own employees or company. His approach is clearly depicted from the mission statement of their company " where people come first and the quality is affordable. 1. Improving the performance of families and social services, and the downstream benefits that this will provide. 2. Supporting community-based initiatives that create employment and encourage enterprise. 3. Helping groups who want to care for their environment and preserve biodiversity. 4. Strengthening the Third sector through skills and capacity building, education and research. 5. Promoting generosity and giving to become part of the fabric of society by supporting community foundations and volunteering. 6. Working with committed people who want to lead changes in selected needy communities. On the other hand, McCullum shows great success in terms of business and enterprising, he has been gaining recognition, though few criticisms are being made. The airline industry is one where things are often done the way they have been done. Not so with Fyfe. He has systematically introduced innovation, creativity and change as part of the company's ethos. For many, the failure in leadership in

a major organization would be enough to ensure Fyfe would never assume such a position again. However, for Fyfe & Air NZ, the failure at one organization was a stepping stone to success at another. It's a salutary lesson that failure is not necessarily ending. The airline industry is one where things are often done the way they have been done. Not so with Fyfe. He has systematically introduced innovation, as part of company ethos. The response of Rob Fyfe to crisis and negative reports demonstrates his people-centered emphasis. His apology for the 1979 Erebus disaster and his dignity in the wake of the 2008 Perpignan tragedy showed a humility and care above and beyond the duty of a CEO. Air NZ's response to the Christchurch earthquake in Feb 2011 and their provision of cheap and flexible fares for those wishing to get in or out of Christchurch showed the importance of people to Fyfe and Air NZ. Compassion is a vital characteristic of any leader. Customer service in Air NZ is legendary. From top to bottom, the emphasis on looking after customers is exemplified by a "nothing is too much" attitude to giving their customer's the best experience possible. Too often people are taken for granted; Fyfe doesn't seem to have made this mistake. However, leaving whilst you're still at the top is a mark of a good leader. Fyfe is doing that, when many would outstay their welcome. I wish Mr. Fyfe all the best and look forward to seeing how these strengths play out in another arena

Leadership and Cultural Awareness:-

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. Leaders carry out this process by applying their leadership knowledge and skills. Culture means different

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things to different people at different times. Cultural awareness refers to the differences between human communities based on their ideologies, values, beliefs, norms, customs, meanings and ways of life. Cultural awareness becomes central when leaders have to interact with people from other cultures. People see, interpret and evaluate things in a different ways. . Increasing cultural awareness means to see both the positive and negative aspects of cultural differences Misinterpretations occur primarily when leaders lack awareness of culture rules and absence of better knowledge e. g. a straight look into your face is regarded as disrespectful in Japan. By increasing cultural awareness leaders interacting with multicultural populations will develop greater sensitivity to culture, diversity and multicultural societies. Cultural Awareness can:

- Promote leadership development through reflection, understanding, and learning
- Reduce conflict through a heightened understanding of culture
- Enhance self confidence in dealing with diversity
- Build coping skills for dealing with negative emotions
- Reduce individual stress by promoting understanding and acceptance.
- Promote ethical practices by providing support and facilitating awareness

Each organization has its own distinctive culture. It is a combination of the founders, past leadership, current leadership, crises, events, history, size, religion; sexual orientation etc. culture is a long-term, complex phenomenon. Culture represents the shared expectations and self-image of the organization. The mature values that create tradition or the " way we do things here." Things are done differently in every organization. The collective vision and common folklore that define the institution are a reflection of culture. Individual leaders cannot easily create or change

culture because culture is a part of the organization. Culture influences the characteristics of the climate by its effect on the actions and thought processes of the leader. But, everything you do as a leader will affect the climate of the organization. Leaders need to increase both self-awareness and cross-cultural awareness. There is no book of instructions to deal with cultural diversity, no recipe to follow. But certain attitudes help to bridge cultures. New Zealand is a multicultural country where people from different cultural backgrounds work together in different -different companies, for example, people migrate from Fiji, India, china, South Africa, Tonga, Samoa, Europe, Malaysia , Sri Lanka etc. All these people have different cultural values and beliefs . Even they have their own languages and different way of speaking. So, that's why New Zealand leaders come under the category of leaders who have to lead people with different cultural backgrounds. Cultural Awareness is very important for New Zealand business leaders to achieve the common goals of organizations. The official languages of New Zealand are English and Maori. English is the language of day-to-day business within New Zealand, The Maori language has been part of New Zealand and its culture since the first people came to the Islands. Migrants also have to face the problem of language. That's why sometime lots of issues arises when some message regarding goals of organization are not addressed properly by New Zealand leaders. The GLOBE is currently cross cultured leadership's fore- running research programmed, investigating culture's impact on leadership processes in 62 cultures, with the aim of developing a truly cross-cultural leadership theory. The Treaty of WaitangiTeTiriti o Waitangi is an agreement signed in 1840 between representatives of the British Crown and

Māori iwi (tribes). The Treaty of Waitangi, Which laid down the basic governing principles between Maori and Pakeha, also describe the Chiefs' leadership role. The Treaty's English version suggests that the Chiefs yielded their sovereign rights of Queen of England; however sovereignty is widely debated in the Treaty's interpretation. Walker suggests the colonial government undermined the traditional Maori political system, and impacted on traditional Maori leadership. Traditional Maori leaders were excluded from the new colonial Government's power structure. Two versions of the Treaty of Waitangi exist- one in Maori and the other in English. There is some contention due to the differing meaning encapsulated by each version. However, despite the difference in meaning, neither version was honored by the colonist. Maori demands to honor the Treaty of Waitangi pertain to sentiment included in both versions of the Treaty. Treaty of Waitangi has a relevant impact on the business activities in New Zealand. After the existence of this agreement there are lots of developments occurred in New Zealand. But if we see it from the Maori leader side, it shows that misunderstanding and confusions are occurred because of cultural Awareness. Maori beliefs and attitudes towards ownership and use of land were different from those prevailing in Britain and Europe. The English language version recognizes Maori rights to " properties", which seems to imply physical and perhaps intellectual property. The Maori version, on the other hand, mentions " taonga", meaning " treasures" or " precious things" This is the better example for leader, when they working in an environment where they have to lead people from different cultures. New Zealand

business leaders also ready to aware this type of cross cultural communications to avoid confusions and misunderstandings.

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Influences on Leadership

Good leaders are not from birth. If the desire and willpower, it will be an effective leader. Good leaders develop through a never-ending process of self-study, training and experience to inspire employees to higher levels of teamwork, there are certain things you should know and do. They do not come naturally, but it was constant work and study. Good leaders are continuing to work and study to improve their leadership skills; they are not resting on our laurels. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership. However, we know that we have traits that can influence our actions. This is called

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Trait Leadership, in that it was once common to believe that leaders were born rather than made. (Various, 2010)

Business Leader- Graeme Hart

Graeme Hart (born 1955) is a New Zealand businessman reported to be the second richest person in Australasia with a personal fortune of NZ\$8. 8 billion (US\$6. 1b) according to the 2009Forbes rich list. The 2007 September 22-28 issue of the New Zealand Listener listed Hart as being the 29th most powerful New Zealander. He prefers to stay out of the general media and makes few public appearances. Hart's successful business career has humble origins—in his younger days, he worked as a tow-truck driver and as a panel beater after leaving school at 16. In 1987, Hart completed an MBA from the University of Otago. His research thesis outlines the strategy for Rank, then a small hire company, to evolve into a major corporation. This strategy relies on using the cash flow of well-performing companies to fund debt, which asset gets paid off, increases the equity value of the initial investors, a. k. a. leveraged buyouts. Hart gained a big break when he purchased the Government Printing Office for less than its capital value in 1990. (Various, <http://en.wikipedia.org>, 2012)

Influencing Factors

1. Hart says he lacks interest in making money for its own sake. He describes his personal wealth as a " by-product" of what he does.
2. He prefers to keep a low profile in the general media.
3. Hart has a preference for buying under-performing and under-valued companies with steady cash flows which can be turned around through strong cash management, cost-cutting and

restructuring with other businesses. 4. He does not directly manage his businesses, and is focused mostly on the financing related to re-capitalization of the companies. 5. Hart's strategy relies on using the cash flow of well-performing companies to fund debt, which as it gets paid off, increases the equity value of the initial investors. (Various, <http://en.wikipedia.org>, 2012) In November 2009 and May 2010, Hart, through additional debt financing has combined the packaging groups he owns into Reynolds Group Holdings Limited. RGHL is the combination of four operating segments: SIG (a beverage packaging manufacturer headquartered in Zurich), Closures (a plastic bottle cap manufacturer headquartered in Indianapolis), Evergreen Packaging (a beverage packaging manufacturer headquartered in Memphis), and Reynolds Consumer (an aluminum foil and other packaging materials manufacturer located in Lincolnshire, Illinois. While the operations are spread around the world, the RGHL corporate headquarters are located in the same office building as Reynolds Consumer in Lincolnshire, Illinois.

Social Responsibility

Social responsibility means that people and organizations, moral and social, cultural, economic and environmental issues should be treated with sensitivity. The quest for social responsibility helps individuals, organizations, governments and bottom-line results with a positive contribution to the development, trade, and has a positive influence on society. Social responsibility as a part of Graeme Hart's organization. Graeme Hart is a board of director of SIG. Employees - the most valuable asset Qualified, dedicated and motivated employees are a key factor in the success. The <https://assignbuster.com/the-history-of-influences-on-leadership-business-essay/>

group attaches considerable importance to the continuous development of employees and offers representative salaries, excellent social benefits and, wherever possible, flexible working conditions. Training and further education: qualification of young employees. The training facilities and the infrastructure of Fibulac do much to reduce the workload of those companies and their apprentice instructors. Career advancement of managers and specialists. The future and growth markets of SIG are in the Far East and South America. Building up those markets can only succeed if SIG has a sufficient reserve of management executives and specialists who are able and willing to be sent abroad on expatriate assignments.

Knowledge management:

Successful company needs a smoothly functioning system that allows a common culture of joint learning to develop. Knowledge is the decisive factor separating success from failure in the workplace. Consequently, creating and disseminating knowledge is an ongoing challenge.

Improving Leadership Management

A Leadership Curriculum, developed in-house, is accessible to all management personnel and is aimed at the continuous improvement of management skills.

Health & safety

In its corporate vision, SIG clearly states: „ We support our employees in being the best". In the broader sense, this also means being the best in terms of occupational health and safety.(SIG, 2012)

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