



LEADERSHIP DEVELOPMENT INFOSYS

Title: Assessment 2 – Group 5 Presentation Human Resource Management

Subject Code: LCMB7000

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INTRODUCTION

The report here is based on the presentation on leadership development in a company named Infosys. The topic covered in the presentation includes the basic introduction of Infosys and the problems they are facing in their human resource management and how they can solve those problems by developing leadership. The report here is about reflecting on the experience of working in a team and making a presentation as a team. The report also includes key Takeaway from the presentation making and the learning as well which can be implemented in future for the betterment. Ultimately, the reflection report is all about explaining the experiences during the presentation work and also the learning during the work.

As discussed, the presentation has covered the vast topics related to the leadership development in the organization named Infosys. There are several topics which is included in the presentation. For starting the presentation, there are introduction about the leadership development as well as the organization we have chosen for the research which is Infosys. The next topic of the presentation covers aims and objective of the presentation for providing a brief idea about why the presentation has been made. The next part of the presentation is about the leadership development programmes which can help the organisations in developing the leadership for different purposes. The further step in the presentation is about the seven steps for creating an effective leadership in an organization, which can improve the quality of leadership in Infosys. The further part of the presentation is about the benefits and disadvantages of leadership development programmes in Infosys for clearing out their mind about leadership development as it can perfectly identify the advantages and drawbacks from the leadership development. The end of the presentation includes conclusion which concludes the summary of the presentation about the leadership development in Infosys.

As this presentation is about the leadership development, the first thing discussed in the presentation is about the leader and a leader of an organization is a key factor that determines the success, productivity and determination of employees working in the organization. The ability of leader plays an important part in the success factor of the

organization. There are many theories revolving around the topic of what makes a good leader and among those theories, the most prominent one is that when a leader assesses their own leadership skill, for different programs and processes, which can help them in motivating and building the relationships with the employees for enhancing communication,

AIM & OBJECTIVE

As discussed, the ultimate aim of the presentation is to understand leadership development in context of Infosys but there are some objectives which need to be fulfilled during the development of this presentation. The first objective of the presentation is to promote cultural understanding within a diverse population of the organization which can help the leader in understanding the cross-cultural relationship. The other objective of the presentation is to provide programmes and activities which can contribute to health and well-being, safe environment, sense of belonging and respect for each other's in the organization among the employees working in the organization. The other objective of the presentation is to use the assessment of the students for reviewing and improving curricular courses, programmes and instructional practices in the organization for the leadership development. The last game of the presentation is to encourage students for pursuing professional improvement leading certification in the trade areas and post secondary education whatever they want to pursue in the future.

INFOSYS

The whole presentation is based on leadership development and leadership development is discussed in the presentation in context of Infosys which is an Indian organization which was founded by an Indian billionaire business man named Nagavara Ramarao Narayana Murthy. Other than Nagavara Ramarao Narayana Murthy, Nandan Nilekani is the co-founder and chairman of Infosys technologies Ltd. The headquarters of Infosys is based on India but currently, Infosys is a global leader in next generation of digital services and consulting. Infosys is approaching the clients in more than 50 countries for navigating their digital transformation through the innovation of the company.

ISSUES OF HRM & IHRM

As discussed previously, Infosys is a global company which is serving its customers in more than 50 countries and that is why international human resource management and the human resource management in the country of origin becomes important for the company. There are different challenges Infosys is facing in terms of human resource management and international human resource management. The first challenge faced by the organization is the change management and that suggest that the company is facing challenges in changing some organizational processes and adopting new process for the betterment of the organization. Infosys is also struggling with leading the top talent and retaining the employs in the organization and that shows that there might be some issue of employee satisfaction in the organization as the management of Infosys is not able to retain the employees for the long time. Infosys is a large organization which has operations in different countries and that is why there is large workforce required for fulfilling every objective of the company and because of the large workforce of the company, the management of Infosys is struggling in monitoring productivity and performance of the employee for properly rewarding the employees.

LEDERSHIP DEVELOPMENT

The centre of attraction in the presentation is this about leadership development. The main question of the presentation is what is leadership development. Breaking it out, leadership is the capacity of translating the vision into the reality and leadership development is about increasing the capacity of translating the vision into reality.

The slide here has shown on the different aspects of leadership on which a leader has to walk significantly for improving the leadership in the organization.

- The first aspect of leadership is to provide guidance to the employees working under the leader for helping them in reaching the goal of the organization.
- There will be times when the employees will get some problems while working for the organization and it is the duty of leader to provide proper solution to the team member for removing the bottlenecks for that particular employee.

- The duty of leader is to creating vision for the employees working under for giving them brief idea about the goal they will achieve in future.
- For being successful, working as a team is important and the leader has to take care about the teamwork of the employees and the leader needs to ensure that every team member is working as a team for the improvement and not for achieving some personal milestone.
- As discussed, the leader is someone who sets the vision and that is why it is the responsibility of the leader to set the strategy for achieving that particular vision.
- The leader has to plan everything for the team but it is utmost important to communicate every planned aspect in detail with the team members for making them understand each and every aspect of the planning of the leader.
- The ultimate aim of the leader is to make the employees work as per the requirement of the organization which can help the organization in achieving the goal predetermined by the management of the organization.

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LEADERSHIP DEVELOPMENT PROGRAM

- Several drivers of leadership development has been discuss the previously and for implementing the leadership development, there is a program which can help the organization in improving the leadership.
- The leadership development program is a strategic program within the organization which aims in up skilling and transforming the professionals working in the organization. The leadership development program helps the individual working in the organization for building the leadership skill for leading better in future.
- The leadership development program in the organization is something new which can increase the excitement level of the employees working in the organization and that excitement of employees can boost the engagement of the employees in every particular operation is happening in the organization as every individual working in the organization will think that particular operation as the leader and it can help them in understanding the perspective of the leader.
- There are different gaps in the human resource management and international human resource management in Infosys and the leadership development program can help the management in increasing the ability of organization for dealing with the gaps in the talent pipeline of the company as the proper leadership development program can help the organization in attracting and retaining the talents for the company who can effectively work for the organization and improve several operations for the betterment of the company.

REASON TO INVEST IN DEVELOPING YOUR LEADER

As discussed in the presentation before, the leadership development can help the organization in improving and there are four reasons which are most important for the organisations to invest in developing the leaders of the organization.

1. As discussed in different aspects of leadership, the role of leadership plays an important role in the success factor of the organization. Improved leadership in the organization can help the organization in increasing the productivity, speed and efficiency of the employees. If the employees of the organization will work more efficiently then they will ultimately achieve business targets more effectively which can help the management of organization in improving the bottom line financial performance of the company as the employees of the organization will provide all the comforts to the management for taking the decision in the development of the organization by effectively working for the company.
2. There are employees who will do the work for any organization and that is why it is important to attract, develop and retain talent which can effectively work for the organization's development as well as their personal development. The leadership development in the organization increases the capabilities of the leader for attracting, developing and retaining the talents for the organization and that can help the company in improving every area of the organization.
3. As discussed, communication is the most effective part of leadership in an organization as it provides proper idea to the employees working in the organization about the vision of the leader and how they are going to achieve the vision set by the leader. Improvement in the leadership increases the skills of communication of the leader and that helps a leader in making the employees executing the strategy better than before.
4. As discussed, Infosys is currently struggling with the change management of the organization and the leadership development in the company can increase their success in navigating the changes as the leadership development can help the leaders in growing and executing the change management in the organization better than before.

THINGS TO INCLUDE IN LEADERSHIP DEVELOPMENT PROGRAM

As per the requirement of Infosys in the leadership development program, there are different leadership skills which need to be included in the leadership development program.

- The leader of the organization should be a good listener who can listen to the problems of the employees for solving them.
- The leader should also be loyal to the organization who things about the development of the organization and not about the individual goals.
- No one listens to a rude leader and that is why it is important for a leader to respectful to others for creating better environment in the organization.
- The leader should be liable for any work of the company and he/she should be ready to do any work for the company.
- The leader should be proactive and passionate who can lead the employees working in the organization from the front rather than being behind and just expecting from the employees.
- The leader should be energetic as the energetic approach of the leader can set the tone for the team for working with the same energy.
- The leader should have an approach of never giving up and accomplish every single task given to him by taking proper work from the team.
- The leader of the organization should have strategic skills for planning the strategy as per the organizational culture and the problems in the organization for improving the organizational culture of the company.
- The leader should be helpful and honest towards the organization as well as towards the employees working under for guiding the employees towards the goal of the organization rather than leaving them in any problem. The leader should also be honest about the work with the management of the organization and there might be some requirement of diplomacy with the employs as the leader has to deal with many people working in the organization and it is not possible to always answer straight forward to different people and that is why diplomacy can be the best solution for the leader to answer effectively.

If all these qualities will get included in the leadership development program of Infosys then it can help the management of Infosys in solving the issues related to human resource management and international human resource management of the company.

STEPS TO CREATING AN EFFECTIVE LEADERSHIP

It is important for the organization to create an effective leadership program as per the requirement of the organization and for that there are seven steps which need to be followed.

1. The first step for developing leadership development program is to identified the need of perceiver for developing the program as per those needs.
2. The Nextep of leadership development program is to understand the current state of the organization for understanding the exact requirement for the development of leadership.
3. There will be some gaps in the current state of the organization which need to be analysed for developing the program as the leadership development program will be about filling those gaps for the betterment of the organization leadership.
4. The Nextep is to design a proper chronology of leadership development after keeping every aspect of leadership development in the mind which are discussed in the first three steps.
5. After designing the leadership development program, it is important to develop an execution plan as per the current state of the organization to smoothly implementing it into the organization.
6. The Next step is to implement the leadership development program into the organization and constantly monitoring that the program is going as per the plan or not.
7. The last step of the leadership development program is to measure that the implementation process has fulfilled every expectation and needs as per the plan or not. If the implementation process has not fulfilled every need that should be a process for improving dad and if the program has achieved all the needs then it can be declared successful.

Parth Joshi(2210732)**BENEFITS OF LEADERSHIP DEVELOPMENT**

As discussed in the presentation before, the leadership development has many benefits for the organization which can help the organization in improving the business practices for the betterment of the company.

- Improved leadership in the organization can ultimately improve the business operations as the leader will be able to execute the planning better and that will improve the experience of customers for whatever product or service they approach the business. This level of customer satisfaction by improved business practices can improve the customer retention rate of the company.
- Improved rate of customer retention can ultimately increase the revenue of the organization and that increase the revenue increases the level of profit margin of the organization. That is how the leadership development in the organization can improve the financial performance of the company.
- Improved leadership in the organization can improve the communication between the management of the organization and the employee of the organization. Better communication in between the management and employees can help the employees in understanding the perspective of the management and leader. The better relationship between the management and employees can increase the level of employee satisfaction in the company and that ultimately increases the level of employee retention in the organization.
- As discussed, the employees are able to understand the perspective of the management and that is why they can act according to the requirement of the management for increasing the productivity of the organization for ultimately achieving the goal of the organization.

Improved customer retention and financial performance of the organization are two major aspects of leadership development. The skill of the leader can be enhanced by the leadership development and the skill of the leader can encourage and guide the workers for greatly influencing the team which deals with the consumers. The change in the behaviour of the workers who deals with the consumers make the customers feel valued and that valuation in the mind of customers increases the level of customer retention.

Initially, the management of the organization can think that they are investing money in developing the leadership but spending on the leadership shows the impact straightaway on the things that affect the bottom line of the organization directly. When the priorities of the company get aligned with each other, the waste of resources are fewer and that can directly improve the bottom-line finances of the organization.

Retaining employees of the organization is also an important aspect of leadership development. Hiring new employees and providing them with training is an expensive process for the organization which can make the organization invest heavily. That is why it is important for the organization to retain the current employees of the organization for reducing the investment in hiring the human resource and provide them training.

The development in the leadership can help the organization in ultimately increasing the level of employee satisfaction of the organization. And it can be expected that the satisfied employees will stay in the organization for the longer period of time. And that is why it can reduce the cost of hiring and training the new employees and continuing the process of improvement for the longer period of time.

The productivity of the workers is all that matters for the organization as this productivity can help the management in achieving the goals of the organization. If the employees working in the organization are unable to walk with productivity, then they can be burden for the organization.

The leadership development program can work as the training for the workers working in the organization which can encompass the emotional intelligence of the employees and that can have an emotional skills in people and leaders which they can use for increasing the productivity. That increase the productivity can be beneficial for the professional development as well as personal development for the employees.

Because of all these advantages of leadership development program, it will be really beneficial for Infosys to implement a leadership development program in the company which can help them in solving the issues related to human resource management and international human resource management. Infosys is already a successful company which is doing business in more than 50 countries but the leadership development program can help them in more efficiently doing the business as well as measuring the performance of the employees which can increase

the ability of Infosys to keep their employees happy and satisfied by properly rewarding them as per their performance for the organization.

The increase the level of employee satisfaction in the Infosys can also solve the issue of retaining the talent and employees at some extent as the satisfied employees will not leave Infosys for the longer period of time.

The improved leadership in Infosys can also improve the communication between the management and employees and when it is time for some change, the employees can understand the perspective of the organization by communicating with them clearly and that can decrease the chances of conflicts during the change management. And that is how the leadership development program can improve the change management of Infosys.

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DISADVANTAGE OF LEADERSHIP DEVELOPMENT

There are always two sides of every thing and there are also some of the disadvantages of leadership development in an organization. This includes the challenges faced by the organization in implementing leadership development. While implementing leadership development program in the company, it is difficult for the management to maintain the coordination among the group of employees. There are also chances of getting poor idea from unskilled member of the group and the leadership development program can also increases the chances of lack of trust between the leader and the group. More than disadvantages, these are the challenges for the organization who wants to implement leadership development program in their organization for the betterment of their business practices and for smoothly implementing the leadership development program, it is important for the management of organization to eliminate all these challenges.

When some organization decides to implement leadership development program in their organizational culture, they decided to focus on the team work in the organization and they do not encourage and individuals personal or professional group. By implementing the leadership development program, the goal of the management is clear to focus on the improvement of the business practices rather than focusing on the personal or professional goals of some individual.

The leadership development program doesn't foster collaboration or relationship-building within the teams. The leadership development program is only about improving the professional relationship between the team members and the program does not support the personal relationship between the employee which can increase the understanding and cooperation among the employees. The leadership development program has no inclusion of personal relationships in the team and that is why it makes difficult situation in the team environment when the members of the team or not able to understand their personal situation of some individual and expect them to perform professionally according to their ability no matter in which personal situation they are.

Leadership development program is not something which can be implemented in the organization overnight. It is a time consuming process and the result of this process can be achieved after a certain period of time. It is important for the management to keep patience after the implementation of leadership development program in the organization as the result of the leadership development program can be achieved after properly implementing every single aspect of the program. If there are some errors in the organization which need to be solved urgently for improving the business practices than leadership development program is not at all suggestible for improving those problems. The leadership development program is limited to the problems which the organization can afford to solve slowly and steadily for the complete solution of the leadership related issues in the organization.

As discussed, the process of leadership development program is long and time consuming, it slows down the decision making ability of the management as the management has to keep patience for achieving the results from leadership development. During the development of leadership development program, the management can identify their needs and if they require some urgent action for their need, then they will not be allowed for taking urgent decision as the implementation of leadership development takes time and the result coming from that implementation also takes time. Once the management has implemented the leadership development program into their organization, they will lose the ability of taking quick decisions

about the business practices in the organization as they need to wait for the result of leadership development program as quick changes by quick decision can ruin the long process of leadership development and that can waste the investment of the organization which they have spent on the leadership development program.

As discussed, the leadership development program is a time-consuming process and the time required for this process cost form the time employees give for the regular business practices in the organization. The leadership development program and the company require focus of the employee on improving themselves as the leader and while doing that, they will not able to multitask to improve themselves and continually performing their daily business operations. It is possible that the leadership development program significantly reduces the speed and efficiency of regular business operations as the focus of the workers will be on to improving themselves as a leader by focusing on the programme of leadership development. It is unfair to expect from the workers that they will simultaneously work on their leadership skills and also focuses on the regular business operations for which they are getting paid.

When an organization implement the leadership development program, every single worker working in the organization need to be part of that movement as the management cannot show partiality towards the employees of the organization. There will be some employees who are promising and properly doing their work and it is possible that they might not need the leadership development program. And if the promising employees get forced in taking the leadership development program, then they will be away from their regular work for a while and that can cost the organization.

Not only the workers who are taking the programme of leadership development but the mentor of leadership development program also takes time away from the other duties of the organization which are regular and need to be performed consistently. So, it is advisable that the mentor of leadership development program should be from outside and he/she should completely focus on the leadership development program rather than performing multiple duties at a time.

These are the disadvantages of leadership development program which can increase is the problem of Infosys if the leadership development program get implemented. So, it is important for the management of Infosys to eliminate all these disadvantages or challenges from the way of leadership development program before implementing it to the organizational culture of the company. The time and skills required for implementing leadership development program can be afforded by Infosys as Infosys is a successful organization with large manpower and that is why they can afford to invest some time and money in developing leadership of their workers even after having all these disadvantages, Infosys can work on the advantages.

Mohammed Tauseef(2212389)

LEADERSHIP DEVELOPMENT STYLE

There are different leadership styles which can be used according to the requirement of the organization.

- The first type of leadership is known as democratic leadership which is also known as participative or shared leadership. In this leadership style, there are members of group participants involved in the decision-making process of the organization. Any businesses are able to implement Democratic leadership style including private businesses to the schools to the government. In the democratic leadership style, everyone is given proper opportunity for participating and exchanging their ideas freely. Discussions were encouraged in the democratic leadership style. This leadership style focuses on free flow of the idea and tends to focus on group equally for the ideas. The Democratic leader using this leadership style is always available for mentoring and controlling the members. (Cherry, 2022)
- At other hand, autocratic leadership style is completely different from democratic leadership style. In the autocratic leadership style, there is one person who completely controls all the decisions and takes very little input from the other stakeholders of the business. In the autocratic leadership style, leaders tend to make decision as per their own believes and they are not really interested in taking advices from others while taking the decision for the organization. Autocratic leadership style can be successful in the organization where quick decision-making is really important. In this leadership style, the sole responsibility of the decision is on the leader as the leaders take the decision without involving any other person in the process of decision making. (The Economic Times , 2022)
- The in laissez faire leadership style, the leaders have an attitude of trust and resilience on the workers working for the organization. In the laissez faire leadership style, the leaders are not much involved in the micromanagement of the business practices as they believe in the workers and do not believe in providing much instruction or guidance to the employees. The laissez faire leaders are known for using the creativity, experience and resources of the employee for meeting the expectation of the organization. The laissez faire style of leadership is successful in the organization

where the managers and leaders have complete belief in the skill set of the employees. Also in laissez faire leadership, leaders are always ready for providing guidance or taking responsibility whenever needed but when it is time for decision making, the team members can lead by taking decision as per their ability rather than consulting the leader every single time. (WGU, 2020)

- The transformational leadership style is for encouraging, inspiring and motivating the workers for innovating and creating the change necessary for shaping the future success of the company. The transformational leadership style can be accomplished by setting an example at the executive level. Transformational leaders were ultimately some change agents in the business who are able to identify the innovation in the people and also able to save the trend in technology and ultimately helps the organization in embracing with those changes. The micromanagement is not involved in the transformational style of leadership and rather than micromanaging, the transformational leaders train the employees for taking the authority over the decision in the job assigned to the workers. The transformational leadership style can be used for giving the workers more space for being creative, looking for the future and finding new solutions for the old problems of the organization. (White, 2022)



(EPM, 2022)

The Lewin's Theory of leadership has found out that the Democratic leadership which is also known as participative leadership is most effective leadership style in the organization. Different leadership styles as per the people emphasis and task emphasis has been shown in context of their effectiveness in the chart above. The management of organization can choose the leadership style as per their requirement. But when someone needs to choose without having any requirement of organization, as per the theory of Lewin, democratic leadership style can be most effective in any organization for maintaining the balance between task and people in the organization. (Leadership Success, 2022)

Conclusion

As per all the research is done for the presentation about leadership development and human resource problems in Infosys, it can be concluded that the leadership development program is extremely important for any organization. There are some drawbacks of leadership development program as it requires the investment of money and time but the return provided by the leadership development program can be much more than the investment and if some organization need to improve their business practices then leadership development program can be the way for them. The leadership development program can also help the Infosys in solving their issues related to human resource management and international human resource management as the advantages of leadership development program leads towards every problem faced by local and international human resource management of Infosys mentioned in the presentation. There are different styles of leadership from which the management of the organization can choose and as per the requirement of Infosys, democratic leadership style will be better as it can help the organization in gaining perspective of all the stakeholders of the company. It is important to gain the perspective in Infosys as as an individual leader, it will be almost impossible to understand the situation of different employees working in different region. Ultimately, it can be said that the leadership development program can improve the business practices of Infosys in their human resource management.

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PRESENTATION



Leadership Development(Infosys)

GROUP 5

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Topics that will be covered by Us

- Introduction
- Aim & Objective
- Issues of HRM & IHRM
- Leadership Development Programs
- 7 Steps to the Creation of an Effective Leadership
- Benefits
- Disadvantages
- leadership style

Introduction

- Leader of an organisation is the key factor that determines the success, productivity and determination of the employees
- There are many theories revolving around the topic of what makes a good leader. Among those, the most prominent one is that, when a leader assesses their own leadership skills, through different programs and processes, helps them motivate and build relationships with their employees, enhance communication, make connections and in turn develop effective leadership.

Aim & Objectives

- To promote cultural understanding within a diverse population.
- To provide programs and activities which contribute to health and well-being, a safe environment, a sense of belonging, and respect for self and others.
- To use student assessment results to review and improve curricula, courses, programs, and instructional practices.
- To encourage students to pursue professional improvement leading to certification/licensure in their trade areas and post secondary education.

Infosys

- Narayana Murthy CBE LH is an Indian billionaire businessman. He is the founder of Infosys.
- **Nandan Nilekani** is the Co-Founder and Chairman of Infosys Technologies Limited.
- Infosys is a global leader in next generation digital services and consulting. We enable clients in more than 50 countries to navigate their digital transformation.



Issues of HRM & IHRM

- Change management
- Landing top talent
- Retention
- Monitoring productivity and performance .

Leadership Development?

Leadership is the capacity to translate vision into reality.

— Warren Bennis



Leadership Development Program

- ▶ A strategic program within organizations aimed at upskilling and transforming professionals
- ▶ Helps in Building an individual's leadership skills
- ▶ Boosts the engagement of employee
- ▶ Increases the organization's ability to deal with gaps in the talent pipeline

4 REASONS TO INVEST IN _____ DEVELOPING YOUR LEADERS



1. IMPROVE bottom-line financial performance.



2. ATTRACT, develop & retain talent.



3. DRIVE strategy execution.



4. INCREASE success in navigating change.



Some Benefits Of Leadership Development.

- Improved Customer Retention
- Improved Financial Performance
- Retaining Employees
- Better Productivity

Improved Customer Retention

- The leader's skill in encouraging guiding and motivating workers has a great influence on teams that deal with consumers.
- It improves how to valued they feel.

Improved Financial Performance

- Spending on leadership shows it's impact straight away on things that affect the bottom line directly.
- When priorities are aligned, fewer resources are wasted.



Retaining Employees

- Investing in Leadership training, you can retain existing employees.
 - Thus it reduces costly recruitment expenses
-

Better Productivity

- Leadership training encompasses emotional intelligence that can hone emotional skills in people managers and leaders.



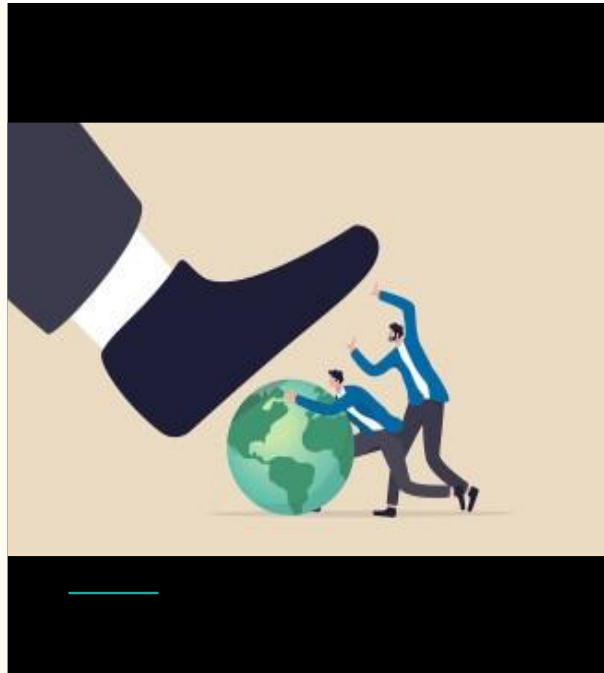
Disadvantages of Leadership Development

- Difficult to maintain the co-ordination among the group
- Chances of getting poor ideas from unskilled member
- Chances of lack of trust between leader and group can be more



- Doesn't encourage an individual's personal or professional group.
- Doesn't foster collaboration or relationship building within teams.

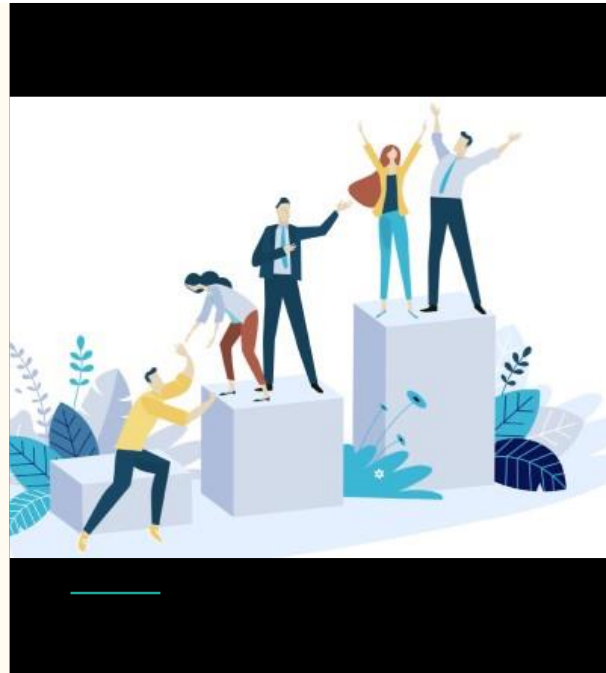
- It is time consuming
It takes long to process
decisions
- Slowing down the decision
making



- The process also costs the
company time.
- Mentoring a promising employee
can develop their potential but it
takes time away from the
mentor's other duties.

Leadership Development Style

1. Democratic Leadership.
2. Autocratic Leadership.
3. Laissez-faire
4. Transformational Leadership.



Leadership Styles (Lewin)

CONCLUSION

- In conclusion, leadership is viewed as the process of guiding, teaching motivating and directing the activities of others towards attaining goal. It involves having abilities to influence others.
- leadership is an integral part of human life and are evident in families, in schools, in workplaces, in churches, in social groups, and in one's own life. Indeed, everyone must be a leader of his own life as he matures into an adult and makes decisions for himself.



THANK YOU...