



Mostafa Sayyadi

After World War Two, leadership theoretical models stemmed from research based on military leaders and their followers. This was mostly funded by the GI Bill that helped many soldiers pursue academic degrees. The Servicemen's Readjustment Act of 1944, known informally as the G.I. Bill, was a law that provided a range of benefits for returning World War Two veterans.

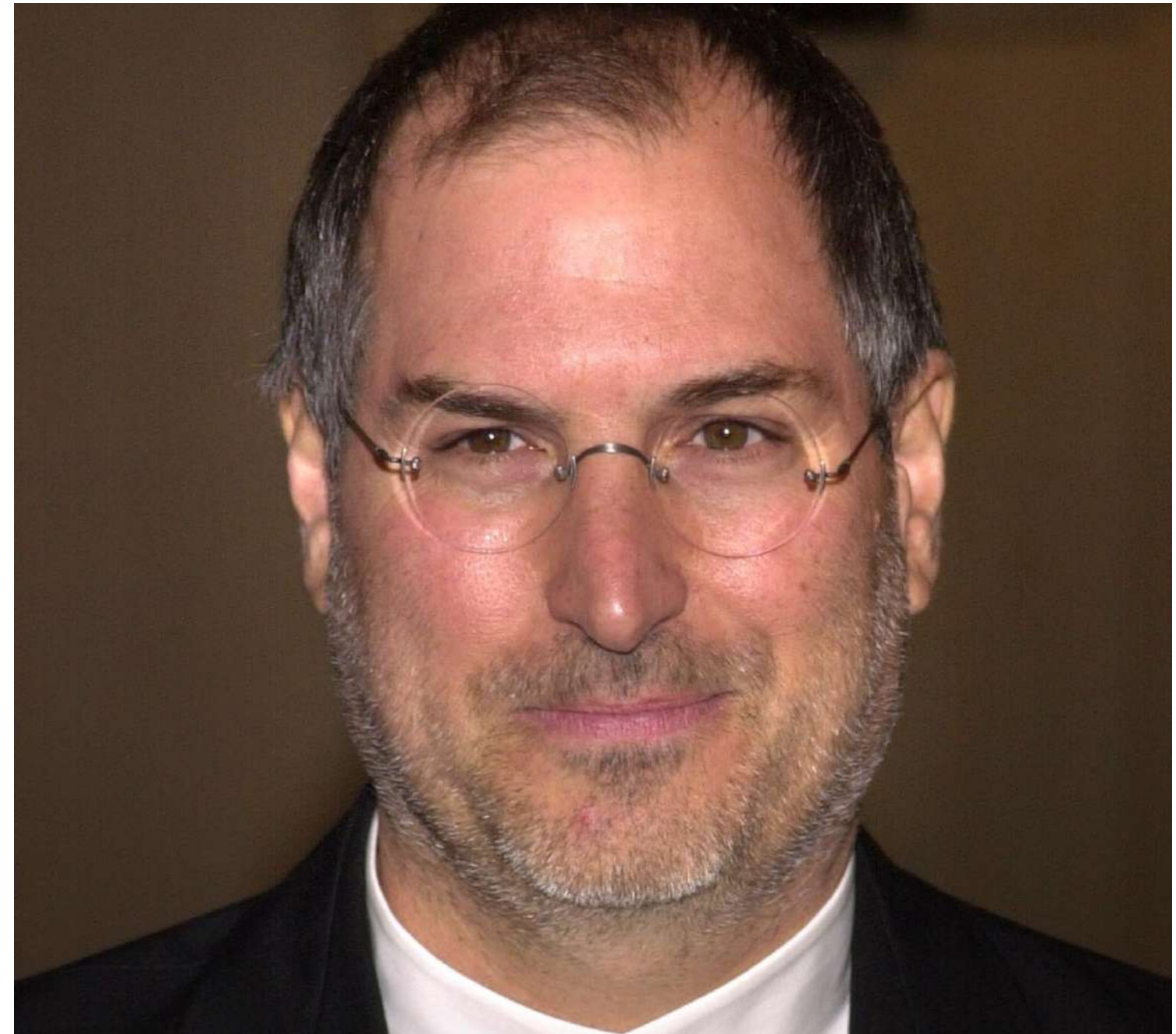
THE G.I. BILL offered many opportunities for both scholars and military leaders alike. Military and corporate leadership may merge today. For example, Eisenhower, a military leader and one of the former presidents of the United States in World War II, provides lessons for leaders in

today's organizational challenges. Eisenhower effectively led both American government and the Allied Forces in Europe in defeating Adolf Hitler. Hitler has been posited as a charismatic leader as he converted many brilliant people to follow him but the difference with his leadership style is that he represents the "Black Hat" of leadership; a leadership status that is not only a failing platform but one that represents destruction as opposed to innovation and expansion. Barring the Hitler-type charismatic leaders, there is hope for leadership at the political level. Eisenhower argued that successful leaders must care for their people as individuals, always remain optimistic, and place themselves with and for the people.

One example of these successful leaders comes from Steve Jobs, who dramatically changed and fundamentally built a different organization that still prospers today. Leadership plays a critical role in business and affects the way corporate functions run. Leadership, being the core of management, is crucial to and organization's success----both from a performance and management level.

Action, Not Traits

According to Timothy Judge, Ronald Piccolo and Tomek Kosalka, leadership trait perspective is perhaps the most venerable intellectual tradition in leadership research that highly recommends an approach in which great men and women with certain preferred traits influencing followers to do what the leaders wish. This influence helps followers to achieve group or organizational goals that reflect excellence and some kind of



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higher order effectiveness.

In their book, *Developing Management Skills*, David Whetten and Kim Cameron collect and summarize them as being honest, inspirational, competent and credible. Furthermore, Shelley Kirkpatrick and Edwin Locke identify the following traits: drive (a broad

term which includes achievement, motivation, ambition, energy, tenacity, and initiative), leadership motivation (the desire to lead but not to seek power as an end in itself), honesty and integrity, self-confidence (which is associated with emotional stability), cognitive or being able to think- on their -feet ability, and knowledge of



employees, and portrays various traits as a leader. What can leaders take from leadership trait perspective? The most important thing to do is list the traits of great leaders that you know and work with, then figure out how to acquire the traits that you feel will help you to prosper in

It is evident that leadership trait perspective is a weak indicator that has been challenged in terms of successfully developing a limited set of traits for an effective leadership. Leadership trait perspective could not be applicable at

Executives are aware that knowledge emerges in interactions and social capital is a precursor to create knowledge. Therefore, social



New requirements are continuously required for leadership in global environments today.

capital is an important facilitator of knowledge. Leadership is a big part of social capital and can inspire organizational members to share their tacit knowledge to generate new ideas within companies. Every executive strives for but few accomplish.

Executives solve problems and Cindy Gordon at Toronto University feels that people across industries members frequently solve technical problems and share their ideas and knowledge together---especially when it comes to charitable and disaster-type events.

This frequent contact and keenness to share existing practice and knowledge in solving daily technical problems can in turn enhance a shared understanding among corporations that make up certain industries and it does not even matter if they are in the same industry. Sharing best practices and experiences is highly relevant to leadership.

Leaders can, in fact, improve knowledge sharing through empowering human resources and enabling organizational change. Therefore, leaders can positively contribute to social capital, and facilitate knowledge management within companies. Executives willing to succeed in the knowledge-based economy will need to consider such social capital in order to enhance knowledge management in their organizations.

Executives have embraced leadership to instill major changes at the organizational level through changing attitudes and assumptions at the individual level. One way that leadership may be valuable in the knowledge-based economy is because leaders shed light on the critical role of employee's attitudes and values in implementing change, and feature effective organizational change as a product of developing relationships with subordinates.

The key for executives is primarily that leadership fosters human assets and then moves them beyond self-interests by linking the individual-interests to the collective-interests. This new focus helps the organization develop a unique culture that is hard for the competition to duplicate. This way, executives can aggregate human capital into social capital to implement changes at the organizational level in order to

provide valuable resources for the organization.

The outcome is success which narrows the gap between success and failure and this can be achieved by the commitment of employees and facilitated by an executive acting as a facilitative-leader for the purposes of organizing meetings and communication. Thus, leaders can improve knowledge sharing and subsequently develop participation in companies. Clearly, leaders inspire their followers to keep them highly engaged. Therefore, leadership should be embraced at the senior level of organizations to implement organizational change for future expansion into today's hypercompetitive business environment.

In Conclusion

One important dimension that leaders and all leaders world-wide can learn from this article is that leaders can build social capital to help followers to accomplish tasks that they would not ordinarily consider part of their competency. The question posited for top management executives and leaders in any and all organizations is to accept the challenge of leadership development in order to address the current gaps in leadership effectiveness and improve their competitiveness in today's changing business environment.

Mostafa Sayyadi works with Institute of Management Consultants, Victoria, Australia.