Failure behind Success- An Analytical view of Leadership Training Programs

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Abstract: In today's business management, the aptitude of leadership is most sought after skill. To lead effectively, it is based on a number of key skills which are highly sought after by employers as they involve dealing with people in such a way as to motivate, enthuse and build respect. These days training people in leadership roles is becoming increasingly popular there have been several colleges giving degrees, certificates & courses in Leadership. The institutes giving such training   are targeted these days because of several critical issues linked with the outcome of the leadership trainings& inherent loopholes. This paper addresses the issues behind the failure of leadership training programs in India & focuses on the issues connected with the failure.

Key words: Leadership, Training, Management Ethics, Skill Aptitude

"Don't train leaders, coach them, mentor them, disciple them, and develop them, but please don't attempt to train them"

Introduction:

Today, businesses and organizations face a storm of problems that have profound implications on current and future leaders; at the same time companies cannot settle for incremental improvement. They must periodically undergo performance transformations to get to the top and more importantly stay there. To lead effectively is based on a number of key skills which are highly sought after by employers as they involve dealing with people in such a way as to motivate, enthuse and build respect. These skills can be applied to any situation where one is required to take the lead, professionally, socially and at home in family settings. Ideally, leaders become leaders because they have credibility, and because people want to follow them.

Employers' difficulty with filling vacancies is sector agnostic. In the 2012 Manpower Talent Shortage Survey, a global survey of employers, 48 percent of the respondents based in India reported difficulty finding qualified candidates for their managerial positions. Nearly 17 percent reported a lack of any candidates for these positions, qualified or not. Employers' difficulty with filling vacancies is sector agnostic. In the 2012 Manpower Talent Shortage Survey, a global survey of employers, 48 percent of the respondents based in India reported difficulty finding qualified candidates for their managerial positions. Nearly 17 percent reported a lack of any candidates for these positions, qualified or not.

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Leadership skills

Historically, Indian business leaders have focused on developing technology rather than people. As a senior manager at a large Indian conglomerate put it, "We have quality technical experts, but can't convert them into business leaders."But often certain loopholes are observed in tackling these issues connected with leadership training. Most of these training are being reconsidered because no desired outcome is forth coming because they suffer from these problems.

1. **Situational Lagging**: A trained brilliant leader in one situation may not necessarily perform well in another situation

2. **Limited Patterns of Training Methodology**: Too many training initiatives rest on the assumption that one size fits all and that the same group of skills or style of leadership is appropriate regardless of strategy, organizational culture.

3. **Limited Focus**: Focusing on context during training period inevitably means equipping leaders with a small number of competencies (two to three) that will make a significant difference to performance. Instead, one finds a long list of leadership standards, a complex web of dozens of competencies, and corporate-values statements. Leadership Training is something leaders try and avoid, whereas they will embrace and look forward to development. But in most of the cases these leadership trainings are offering nothing but waste of time.

4. **Limited Focus:** Most leadership development programs focus solely on the leader and leadership behaviour. While this approach is very limiting in personalizing his behavior .In many cases behavior trained in one session of training may lose its significance when the trainee finishes his training. Leaders are faced with the dilemma of developing enhanced team productivity along faster and faster timelines. As a result,

focusing on teams on key results and outputs, build energy and momentum toward achieving goals, negotiate on their team's behalf, and handle difficult dynamics within a team that impact performance leadership training should be focused.

5. **Impact of outside Coaching:** The design of many leadership development programs are stuck in misguided notions of humanistic developmental psychology. The outcome of this misguided thinking is an over emphasis on face-to-face instruction from outside "experts" that provide limited opportunities in giving job learning experiences, critical reflective practice, critical action learning or collaborative and reflective enquiry

6. **Lack of Work Requirements**: Many leadership development programs lack any type of scientifically valid means of stratifying the value added work requirements in their organizations. The leadership programs subsequently developed

are nothing more than a stab in the dark attempt to identify the value adding work requirements at each level and have little prospect of aligning to the appropriate work context for the learner. As a consequence leadership development programs are seen as low value and an interruption to business. When leadership development programs are designed in this way they have little chance of integrating with other core HR process such and performance, talent or succession management.

Though the leadership deficit in Indian business is widely recognized, few companies have successfully addressed it. That's because the requisite solutions, including the development of a strong leadership pipeline, require immediate and focused efforts by Indian companies.

Conclusion:

Thus young talent requires proper leadership development and supervision skills. Since several Indian companies have expanded their reach both domestically and abroad, the lack of managers capable of providing this leadership guidance has become more acutely felt. The country's economy is growing at a faster pace than the rate at which the leadership pipeline is maturing. A decade of rapid expansion and exponential growth has left companies in deep need of leadership talent that is in short supply. Thus Companies can avoid the most common mistakes in leadership development and increase the probability of success by matching precise leadership skills and traits to the context at hand; embedding leadership development in authentic & genuine work; fearlessly investigating the mind-sets that strengthen behavior and monitoring the impact so as to make improvements discerningly visible.

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