

Creating Opportunities to Developing Leadership in Private Sector Enterprises of Bangladesh-A Study in Airlines/ Shipping/Freight Forwarding Industry

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Abstract

Developing and nurturing leadership is become very popular concept now a days. Big corporation at least understand the hidden benefit of focusing into this very important agenda for long term sustainability of business. We have experienced that organizations is automatically moving even if there is sudden demise of the owner. It happens because of the system developed through creating, retaining and nurturing leadership to create successor within the organizations. Over the years, the mind set was isolated with one man show to run everything by one individual regrettable when the owner is the signatory of all bills and vouchers to strategic decisions. This point probably gets more focus when the employee also understands and realized the necessity of growth and advancement in professions. So the perception and reality is a win-win expectation arises behind the focus to creating leadership opportunities in organizations. This article exhibits the means and opportunities to creating, developing & nurturing leadership by private sector organizations in Bangladesh giving a particular focus in airlines, shipping lines & supply chain and freight forwarding logistics companies working in Bangladesh as international joint –venture and licensing agents. This also focused on the factors related with the Leadership development, the end benefit that organizations dreamt to attain from leadership development and suggestion to take more initiatives in particular attentions. The article has been designed through structures questionnaire from about 150 employees of midlevel, senior level, and executive level including human resources managers on the employee views on current practices. The hypothesis developed in four grades related to the study objective. There is group discussion and practical work experiences of the author with one of the largest supply chain and freight forwarding logistics company operating in 21 countries around the globe. The data has been presented in an understandable way of descriptive analysis through mean, mode and standard deviation so that it might be more meaningful to contribute the relevancy of the study.

Keywords: Leadership, feedback, technique, airlines, shipping lines, freight forwarding

1. Statement of the problem:

Bangladesh is a country of having 56.1 million (Labor force survey 2013) work forces. Every year newer business sector is expanding as a result single corporation becomes a group conglomerates through infusing new business projects, vast capital investments. Parallel, the professional cadres also coming into organization with good academic standard, trained in skills, and having advance professional certifications courses from local and abroad. Seemingly, there is an implied difference between new generations and old generations in terms of job expectation, growth opportunity and advancement. At the same time the human resources vision of the employer also been changed focusing to the new generation fresh graduates quipped with cross functional knowledge and diversified skill. There are about 1500 freight forwarding, 150 shipping lines and 50 airlines operating in Bangladesh & a total of 50,000 (approximate) people serving in said industry in different role and positions.

Leadership is said to be everything and nothing. It is everything because it can be found everywhere in organizations, not just at the top. Leadership is everything because it is infused in all that we do; it is not sacred. All individual behavior has leadership implications. Because leadership is based on action, it emerges as a ? Leadership is nothing in the sense that it seems impossible to define completely.

Leadership became an increasingly prominent topic in organization of Bangladesh and the industry as a whole in last decades. It happens when organizations are facing dearth of human capital on leading the functions. There are a good number of people in the mid-level doing desk job, day to day jobs but there are an extremely less number of people to lead the functions. The role of good leadership and management is helping to achieve sustainable economic prosperity and growth of organizations. This applies to all organizations, regardless of nature, size, sector or location. Strong leadership and management is a key factor in fostering innovation, unlocking the potential among workforce and ensuring organizations to have relevant and overall strategies to accelerate productivity and growth in Bangladesh. Too many of our organizations, both private and public, are failing to achieve their full potential for managerial shortcomings and lack of strategic thinking. Overcoming these weaknesses and improving, facilitating leadership as well as management capability is become a prime requirement to creating a culture where organizations have the ambition, confidence, resilience and skills to

respond towards current economic challenges and to compete successfully both nationally and globally. Arguably, these strengths become still more vital as economies of Bangladesh become more advanced and more dynamic now a days.

Leadership development is popularly regarded as a competitive capability that is intertwined with organizational strategy. Reflecting this popular interest, there have been a number of recent “airplane books” (i.e. books that executives buy to read on planes) pertaining to leadership development, with titles such as Leadership by Design; Building Leaders; High Flyers: Developing the Next Generation of Leaders; and Action Learning: How the World’s Top Companies are Re-creating Their Leaders and Themselves. Based on recent publications such as these, there is strong evidence that the business world is paying close attention to leadership development (Harvard business Review, 2014). It is also clear that management and leadership capability is not only that which resides with individuals, or in an organizational setting consists simply of the sum total of the capabilities of those within the internal labor market. Importantly, there is also a collective management and leadership capability that affects performance and transcends individual capability. Firstly, this involves connecting individual talent to organizational process through career management and broader human resource management systems to secure the efficiency and effectiveness with which management and leadership capability is used. Secondly, organizations (and perhaps sectors and nation states too) have systems, procedures, cultures, traditions and community-located bodies of practice and understanding that affect performance and transcend the coming and going of able individuals. Management and leadership development must be interpreted to include those kinds of initiatives (organization change and development, learning organization, learning society) that seek to enhance leadership capability in the collective as well as the individual sense, in organizations, sectors and whole societies. Although the research and evidence is strong enough to support this point, it is less strong in telling us what policies and practices to adopt to enhance collective management and leadership capability. There is a policy and practice gap to be filled in the development of collective management and leadership capability, and a gap in the evidence based research to steer this process (Richard Bolden, 2001

2. Literature review:

2.1 Theoretical Literature review:

Checklist of leadership development opportunities in organizations are given below

Checklist	Explanations
Determine the Best Leadership Style for Your Organization	Out of many theories about and techniques for right leadership styles for an organization, the situational leadership theory the best type of leadership is determined by situational variables and that no one style of leadership pertains to all given workplace situations. This approach includes identification of the type of work, the complexity of the organization, and the followers. <ul style="list-style-type: none"> • Additional leadership styles include pluralistic leadership that revolves around group decision-making, a style that values the opinions of others. A variety of leadership styles may be required to lead different groups such as manufacturing operations, marketing, finance, and services within a company. Two ways to assess leaders’ fit. • Get to know them better. Psychological and behavioral assessments that are typically offered via assessment center exercises have been statistically linked to current and future success in leadership roles. • Understand the culture better. Ask your board, employees, vendors, consultants, and others with connections to the organization for insight into what makes an effective leader in the company.
Identify Current and Potential Leaders within the Company	Leaders are not born; they are grown. – Peter Drucker (widely considered the “father of modern management”). To evaluate potential leaders in the organization, a leadership program needs to identify the expected leadership skills and competencies. Competence models can be used to identify leadership potential during performance reviews and career counseling sessions. Hence, Identifying Internal Leaders Through Performance Management is also a great tool

Checklist	Explanations
Identify Leadership Gaps	<ul style="list-style-type: none"> • The identification of leadership gaps is an assessment of both the individuals and the readiness of the organization. • To help fully recognize leadership gaps, companies should: • Determine current and future leadership requirement • Compare those requirements with the current leadership team • Identify current leaders who may be at risk of leaving • Identify succession plans for those at risk of leaving or planning to leave • Look at the leadership development pipeline • Identify gaps in skills and the time required to fill those gaps
Develop Succession Plans for Critical Roles	<ul style="list-style-type: none"> • A good succession plan is good for productivity. Succession planning avoids disruption and employee trauma when the CEO leaves, whether the departure is anticipated or not. Succession planning should be company policy, dealt with openly and deliberately by corporate boards. • Creating a succession plan for critical roles should not be confined to executive roles. As part of the leadership program, companies should evaluate critical leadership roles throughout the organization
Develop Career Planning Goals for Potential Leaders	<ul style="list-style-type: none"> • Career planning used to be considered the responsibility of an individual. However, research shows that companies that support career planning for their employees gain in retention, engagement, and protection of the leadership pipeline. • If companies do not provide employees with career planning and advancement opportunities, their competitors will. Self-service career planning will help motivate and retain talent, by empowering employees to view a career plan and generate their own within the company. • Combining employee development with career planning enables employees not only to explore potential career paths but also to monitor and progress through the development activities necessary to attain them. Competencies can then be tied to relevant development activities, thereby incorporating development planning right into the performance review process, which supports career development and succession plan.
Develop a Skills Roadmap for Future Leaders	<ul style="list-style-type: none"> • Once the high-potential employees have been identified, a skills roadmap should be developed for the future leaders. Because people learn and develop new skills both inside and outside the classroom, a development program needs to support both traditional and nontraditional learning. • To support less-formal learning, activities such as coaching, rotational assignments, job shadowing, mentor relationships, and project leadership should also be part of an employee's development plan. At the core, the very definition of learning should reflect today's nontraditional learning and incorporate social networking tools into the development process

2.2 Empirical Literature Review:

Empirical study on leadership development opportunities in the said industry is not evident in Bangladesh. As a result, the review of literature became a study of popular themes and contemporary human resources management matters in the airlines, shipping lines and supply chain-freight forwarding industry of Bangladesh and taking considerations of some international reviews.

Leadership is a highly regarded as engagement factor (Gardner *et al.*, 2005; Walumbwa *et al.*, 2008; Wildermuth and Pauken, 2008; Wallace and Trinka, 2009), which is considered to have a significant impact upon the performance of employees. The above-mentioned studies concluded that effective initiatives contribute to Leadership Development when leaders appear inspiring to their employees. Thus, leadership is positioned as having a positive impact in increasing employees' level of involvement, satisfaction and interest in the job itself and the organization, which can enhance performance".

AL-Matouh (2003) studied the role of delegation of authority in achieving the objectives of organizing. The study has reached that delegation of authority has played a basic role in achieving business fast. It raises the morale among workers. It allows the chance for building employees and enables them to alternative leadership and ability to manage organizations.

The study of Schriesheim, et al (2008) on the delegation and leadership- member exchange: main effects moderators' measurement issues. Subordinate and supervisor leader-member exchange (LMX) were examined as correlates of delegation and as moderators of relationships between delegation and subordinate

performance and satisfaction. Raw score analyses of data on 106 dyads showed both to be significantly related to delegation and to have similar main and moderating effects for subordinate performance and satisfaction. Finally, within- and between-groups analyses largely supported the level-of-analysis predictions of the LMX approach.

This line of reasoning is further supported by Schneider *et al* (2009) whose study encapsulates the importance of authentic, transformational and supportive leadership, which plays an important role in nurturing the Leadership Development and involvement of employees with exchanging relations between leaders and their subordinates.

According to Bass (1990), transformational leadership arises when managers develop and raise subordinate interests so that they focus on the good of the organization and generate awareness and acceptance of the group's purpose. The study also argued that transformational leaders motivate employees to look beyond their own self-interest for the „common good“ of the group. Thus, transformational leadership is positively related to employee creativity and this relationship is moderated by both organizational climate and subordinate identification with the leader (Scott and Bruce, 1994).

Authentic leadership on the other hand is related to positive psychology and positive organizational behavior that emphasizes the development of strengths, virtues and acting in a way that is consistent with one's internal values (Avolio *et al.*, 2009). Authenticity is a concept that embodies a positive alternative to fear and helplessness in the workplace (Cranton and Carusetta, 2004), therefore authentic leadership is an important concept that satisfies a current public need for accountability, integrity and transparency because of its focus on leaders' own transparency, internal principles and a moral compass in the face of unbalanced and possibly ethically ambiguous business practices.

Morrison (2000) uses these reasons for developing a model of global leadership and the competencies that are required to successfully implement the leadership model. Morrison (2000) points out that global leadership models must draw from many academic disciplines to be able to understand and appreciate the business environment across the globe. By using a multi-disciplinary approach, leaders are able to understand the communities where the organization is present and have the ability to work with and motivate people in the different cultures

Leading across cultural divides around the globe requires the leader and the organization possess specific knowledge, skills, and abilities that include technical and organizational knowledge and particular interpersonal skills (Manning, 2003). According to Manning, the most important skill that leaders need in a global leadership environment is that skill termed relationship competence.

3. Discussion on important concepts:

3.1 Leadership:

Leadership is like the Abominable Snowman, whose footprints are everywhere but who is nowhere to be seen (Bennis & Nanus, 1986). Leadership is the ability to impress the will of the leaders on those lead and induce obedience, respects, loyalty and cooperation (Moore 1927, p-27).

In organizational terms, leadership is a focus of group activity and process, the exercise of influence, a demonstration of power relations, a differentiated role within an organization, and as the initiation of a role structure. Influence derives from strength of personality and its effects, the art of inducing cooperation and compliance, an action or behavior, a form of persuasion and inspiration, an instrument of goal achievement, and an emerging effect of personal interaction (Bass, 1981, pp. 7-14).

Successful leadership requires sound management of human and financial resources, understanding and incorporating new technologies, farsighted strategic planning, definitive problem solving, and useful innovation. It combines the managerial skills of budgeting and empirical auditing with the infusion of new values and a new perspective. (Mobley, 1989, p. 43).

The late Peter Drucker got it right when he said, “**Effective leadership is not about making speeches or being liked; leadership is defined by results.**” we should define leadership in terms of outcomes — what leadership brings about. It involves what the leader and followers have done to set direction, to achieve alignment, and to inspire commitment.

Regardless of circumstances, leaders must know the culture of the workplace to gain a sense of continuity and significance as they relate to the workforce. Leaders hold a vision while questioning the mission. They need the opportunity and ability to ponder and resolve the fundamental issues of what must be accomplished and how. The workforce is directed toward the envisioned goal; the leader keeps a watchful eye on forces that could impede the progress toward that goal. “Leadership is a matter of drawing out from individuals those impulses, motives, and efforts which represent them most truly” (Riggs, 1982,). Leaders must ferret out the truth no matter what prejudice or misinformation is provided by followers or colleagues.

3.2 Techniques of Creating Leadership opportunities in organizations:

Formal Development Programs: through facilitating classroom-based learning at organizations as skill development program including a variety self-knowledge, Efficiency vs Lack of support on job of practices, basics of Leadership principles what and how to build.

360° feedback: This method consists a multi-source ratings of self-knowledge, Comprehensive overwhelming amount of performance, organized and behavioral change picture.

Executive Coaching: It is called executive coaching (focused one-on-one learning), Practical, goal-focused form of self-knowledge. Personalized Perceived stigma (remedial) one-on-one learning which includes behavioral changes.

Job Assignments: To challenge or stretch an individual's leadership capabilities. Providing "stretch" assignments skills development with related job. Conflict and critical situation learning in terms of contingency role, function, or broader understanding of any projects. Learn through job situations.

Mentoring, Coaching: Advising/developmental broader understanding. Keep continuous guidance and coached by the department heads, any other part of management layer as mentor.

Networking: Connecting to others in different better problem-solving. Building Adhoc functions and areas. Socialization & networks (connecting to others across), reflection (making sense of experience),

Action Learning: Project-based learning that directed socialization tied to business. It is time intensive and study important business problems. The base principle of the techniques is to go and make the things done without any delay through showing the spirit and dynamism. It drives towards challenges. Leadership lessons not implement strategy. The action learning also called project-based work to enhance learning in the context of business imperatives.

Outdoor challenges: Team-building experiences in teamwork.

Succession planning: Create the position of next person to be responsible and ready to take the leadership role. It is immediate to the key position of the functions in the reporting matrix.

Delegation of authority to immediate fellows: Decentralization in decision making and to give the freedom of works through authority. Objective sharing by CEO with all functional heads.

Clearly defined org chart and reporting chain: A clearly stated organizational matrix setting all positions and mentioning who will run which functions. This ensures the reporting process and scalar chain who is reporting to whom and who is under whom as *top-bottom-top*.

Management Trainee program: also called junior professionals program. This is called recruitment of young fresher whom shall be given intensive training and learning in certain durations. At this stage, incumbent can come to know the management expectations and their job rotated to different key roles.

Management development program: The broader context to develop existing management team through initiating some skill development to acts alike a leader. In usual meaning, the functional heads, operations heads, team leaders, project heads and every others forms of in-charges role are under the scheme to enhance their learning and development in a bigger context.

4. Objectives of the study

- To gather knowledge and to identify the leadership development needs of the industry
- Identify the current opportunities of leadership development of the industry as a whole.
- Assess the employee feedback on existing leadership development practices in the industry as whole.
- To identify the challenges facing by the organization to promote leadership development
- To recommend some suggestion and suitable model to promote leadership development

5. Limitation of the study

Since human beings are tending to hide what they really feel from within due to different reasons and situations, respondents might reluctant to provide their true feelings in the consensus and as a result conclusions of the findings might be affected. Some participants may tease whiling responding this kind of questions. Again, Lack of experience & professional knowledge of the respondent had also affected the research work. Absence of empirical studies conducted in the context of Bangladesh is the other limitation.

6. Universe of the study & Methodology:

The study covers some promising and prospecting private sectors organizations serving in Bangladesh. The business nature of organizations is international affiliations. It entails the data from the organizations where all the points highlighted on leadership development program. The questionnaire items was developed, rephrased and selected to suit the context of the study and to represent the variables in the research.

A survey was designed to test the scope of Leadership development within organizations. Questionnaires were designed to measure the Leadership Development factors i.e Delegation of Authority & Decentralizations, Leadership Communications, Management Trainee and junior professional, Leadership Development Training in broader context.

The researcher developed four (4) research drivers with fifteen (12) research variables for study. The questionnaires were modelled on five point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree) and were sent to respondents, including senior management team, department heads, immediate subordinates junior level staff and evaluate their views in respect to the scope of Leadership Development opportunities. In order to achieve the objectives of this study, the questionnaires were to 150 employees including directors of board, CEO, functional managers, Operations Manager, Team Leaders, Assistant Managers, Section in charge and the Supervisors. The response rate was 98.61%. The empirical testing of employees views of Leadership Development against the views of experts (senior management) shall enable the proposing of recommendations for the improvement of Leadership Development conditions and organizational performance. Pre-testing of the items and their measurement will be conducted by going through the results of the focus groups (employees) and by asking the human resource managers in the selected companies of the industry.

Strongly Disagree	Disagree	Neutral /Uncertain	Agree	Strongly Agree
1	2	3	4	5

6.1 Sources of Data:

Secondary: Collected from relevant references and depending on traditional and electronic libraries, getting benefits form contents such as textbooks, literature review (previous studies) and journals.

Primary: A structured closed ended questionnaire designed for the purposes of the study in which it corresponds its variables for data collection related to employees working in said industry.

Apart from the sources mentioned above there was the expert-group discussion among the industry leaders who doing some research work on leadership. The Author has been engaged in the role profiling and restructuring project with “Expo Freight Limited” (An International Freight forwarding and Supply chain logistics provider company having 250 employees and 8 departments, 5 Branches in Bangladesh) where a number of leadership role has been created and implemented through presenting structured organizational matrix of scalar chain. In the project, the author has design the job role, competency and ladders for three departments in pilot project for 12 months. Once the result found very positive and good this has been scattered implemented in entire organizations. Accordingly every department of the organization has got a separate structure aligned with the total organogram of the company as whole within 2 years. The Management of the organization is also owner of some other associate business concern where they used same model developed by the author and implemented.

6.2 Data collection method:

Data was collected via personally-administered questionnaires from the selected sources through discussion, email responses; the advantage of this method was that both the cost and the time required were comparatively low.

6.3 Data collection procedure:

A brief invitation and introduction to this research was provided to participants before they started filling out the questionnaires. If they accepted the invitation, questionnaires were handed out to them. Otherwise, they were not provided any questionnaires. After 30 minutes, the completed questionnaires were directly collected by the researchers.

6.4 Period of data collections:

The data covers a period of 01 year starting from April 2014 to March 2015 in the same industry.

6.5 Hypothesis development:

H1: If delegation of authority & decentralizations are properly encouraged among employees, they will be able to perform and leadership may develop.

H2: With respect to focus on Leadership communications, employees’ desire spurred and their enthusiasm to take bigger role is increased.

H3: When organization takes an initiative to Management trainee and junior professional in leadership role, its growth and competitive advantages is dynamically maintained.

H4: The Leadership growth in an organization is depend on how employees are given opportunities for training in person and skill development.

7. Research drivers and their variables:

One hundred and fifty samples were surveyed to get the data on opportunities of leadership in the organizations. It is noted that not all participants provided responses to all the survey questions.

Table-1
 (Research Drivers and measurement variables)

Leadership Drivers	Variables	Measurement
Delegation of Authority & Decentralizations	D1	The Company clearly conveys authority & responsibility level to each positions
	D2	In our department there is clear organizational chart and reporting structure
	D3	The department head/first line manager has the authority of financials to approve as well, recommend recruitment, performance appraisal, training
Leadership Drivers	Variables	Measurement
Leadership Communication	L1	Managers consult every technical issues related with team management and team performance
	L2	The department head is active listening and confidence builder to the fellows
	L3	There is always 2 way (top-down-bottom-up) communication & supervisor rightly share the management objectives
Leadership Drivers	Variables	Measurement
Management trainee and junior professional	M1	The company has management trainee/Junior Professional program to create new leaders.
	M2	The company create a pipe line planning for taking young generation in leadership role
	M3	There is separate policy for fresher recruitment to give future leadership role
Leadership Drivers	Variables	Measurement
Leadership development training	L1	The Company provide necessary training to create next level leaders & Have set out policies for management development program
	L2	There is executive coaching for each supervisor level
	L3	There is a set of customized skill development program for leadership and supervisory role

8. Result and findings:

Frequency demographics based on variables with regard to Leadership development drivers:

The frequency demographic and respondent's characteristics are summarized in Table 2. The analysis of the data involved a purely descriptive analysis, which had frequency, percentage, cumulative percentage and the means of central tendencies which included mean, median and standard deviation (Table 2). Below is a description of what the data gathered from the survey regarding each of the variables of the research driver:

Table-2:

Leadership Drivers	Variable	Frequency	%	Measures of Central Tendency		
				Mean	Median	Standard deviations
Delegation of Authority & Decentralizations	D1	150	100	2.60	2	1.5
	D2	150	100	2.33	3	1.6
	D3	150	100	2.53	4	1.5
Leadership Communication	L1	150	100	2.27	4	1.6
	L2	150	100	2.50	4	1.5
	L3	150	100	2.27	4	1.6
Management trainee and junior professional	M1	150	100	1.93	5	1.8
	M2	150	100	1.90	4	1.6
	M3	150	100	1.87	4	1.8
Leadership development training	L1	140	93	1.93	4	1.8
	L2	145	97	2.21	4	1.6
	L3	140	93	2.11	4	1.6

Reference: Survey Data analysis

8.1 Delegation of Authority & Decentralizations:

The driver had variables labeled D1 to D3. With regards to D1 .It was noted to have mean score 2.6, median of 2.00 and standard deviation 1.5. D2: noted a mean score 2.33 median of 3.00, and standard deviation 1.6. D3: the variable came out with a mean score 2.53, median 4.00 and standard deviation 1.5. The driver of Delegation of Authority & Decentralizations remains to be a significant dimension in the Leadership development. This confirms the hypothesis **H1**: If delegation of authority & decentralizations are properly encouraged among employees, they will be able to perform more and leadership may develop.

8.2 Leadership Communication:

In order to ensure employee desires spurred and their enthusiasm to take bigger role in an organization, there should be right and fair communications by the manager's with all team members. The driver had its variables labeled as L1 to L3. L1: had a mean score: 2.27 and, median of 4.00 and, standard deviation: 1.6. L2: noted to have a mean score 2.5, median of 4.00 and standard deviation 1.5. L3: was observed to have a mean score 2.27, median of 4.00 and standard deviation 1.6. Providing right communications all team members down the line and ensure two-way communication will often spur good motivation among them to cater the opportunity of leadership through taking bigger role. This confirms the hypothesis **H2**: With respect to focus on Leadership communications, employees' desire spurred and their enthusiasm to take bigger role is increased.

8.3 Management trainee and junior professional in role:

In order to split the leadership and enable opportunity for new generations, there must have right policy and effort of recruit Management trainee and junior professional whom to be given bigger role.

The driver had important variables labeled M1 to M3. M1: For this variable the median score is 1.93, median of 5.00 and the standard deviation is 1.8. M2; noticed a mean score 1.9, median of 4.00 and standard deviation 1.6. M3 had a mean score 1.87, median of 4.00 and standard deviation 1.8. The result of the study shows that management trainee & junior professional program has strong impact on stimulating employee in leadership development. In response to the driver we confirm the hypothesis **H3**: When organization takes an initiative to Management trainee and junior professional in leadership role, its growth and competitive advantages is dynamically maintained.

8.4 Leadership development training

Human resource departments ought to ensure that Leadership development training in a regular plan. Employees' careers are constantly looked into focusing skill development for the needs of organization and better performance. As noted from the responses of demographics in the research, the driver had variables labeled L1 to L3. L1: From the analysis, this variable had a mean score of 1.93, median of 4.0 and standard deviation of 1.8. L2: scoped a mean score was of 2.21, median of 4.0 and standard deviation 1.6. L3: The analysis of the data gave rise to a mean score 2.11, median of 4.0 and standard deviation 1.67 Under the drivers of employee growth, our hypothesis **H4** states that the sustained growth of an organization will depend on how regular employees are given opportunities to grow, both personally and skill development. The descriptive analysis supported this hypothesis.

9. Types of leadership attributes:

To make the transition successfully, executives must navigate a tricky set of changes in their leadership focus and skills. In Harvard Business review definition (June 2012), they must have the attributes to learn to move from specialist to generalist, analyst to integrator, tactician to strategist, bricklayer to architect, problem solver to agenda setter, warrior to diplomat, and supporting cast member to lead role.

Specialist to Generalist: challenge of shifting from leading a single function to overseeing the full set of business functions. Enterprise leadership always requires executives who've been specialists to quickly turn into generalists who know enough about all the functions to run their businesses. Enterprise leaders must be able to (1) make decisions that are good for the business as a whole and (2) evaluate the talent on their teams. To do both they need to recognize that business functions are distinct managerial subcultures, each with its own mental models and language.

Analyst to Integrator: The primary responsibility of functional leaders is to recruit, develop, and manage people who focus in analytical depth on specific business activities. An enterprise leader's job is to manage and integrate the collective knowledge of those functional teams to solve important organizational problems. The skills required have less to do with analysis and more to do with understanding how to make trade-offs and explain the rationale for those decisions.

Tactician to Strategist: By cultivating three skills-level shifting, pattern recognition, and mental simulation. *Level shifting* is the ability to move fluidly among levels of analysis—to know when to focus on the details, when to focus on the big picture, and how the two relate. *Pattern recognition* is the ability to discern

important causal relationships and other significant patterns in a complex business and its environment—that is, to separate the signal from the noise. *Mental simulation* is the ability to anticipate how outside parties (competitors, regulators, the media, key members of the public) will respond to what you do, to predict their actions and reactions in order to define the best course to take.

Bricklayer to Architect: As leaders move up to the enterprise level, they become responsible for designing and altering the architecture of their organization—its strategy, structure, processes, and skill bases. To be effective organizational architects, they need to think in terms of systems. They must understand how the key elements of the organization fit together and not naively believe. Needed to restructure the business to focus more on customers and less on product lines. So while a move to a customer-focused structure had potential benefits, certain trade-offs needed to be evaluated. Implementation would, for instance, require significant adjustments to processes and substantial investments in employee retraining. These changes demanded a great deal of thought and analysis.

Warrior to Diplomat: Using the tools of diplomacy—negotiation, persuasion, conflict management, and alliance building—to shape the external business environment to support their strategic objectives. In the process leaders often find themselves collaborating with people with whom they compete aggressively in the market every day.

Supporting Cast Member to Lead Role: Finally, becoming an enterprise leader means moving to center stage under the bright lights. Managers at all levels are role models to some degree. But at the enterprise level, their influence is magnified, as everyone looks to them for vision, inspiration, and cues about the “right” behaviors and attitudes. For the most part, the seven shifts involve switching from left-brain, analytical thinking to right-brain conceptual mind-sets. But that doesn’t mean enterprise leaders never spend time on tactics or on functional concerns. It’s just that they spend far, far less time on those responsibilities than they used to in their previous roles. In fact, it’s often helpful for enterprise leaders to engage someone else—a chief of staff, a chief operating officer, or a project manager—to focus on execution, as a way to free up time for their new role.

10. Identified problem of creating opportunity of leadership development:

Regardless of the degree to which the essence of leadership can be captured in a definition, organizations started to believe in its importance. A recent article on America’s most admired companies in Fortune magazine attributed the success of those companies bestowed with a “most admired” status to their leadership. There is an emerging consensus that leadership needs to be developed intentionally within companies and invested in accordingly. The American Society of Training and Development (ASTD) reported that 60 percent of the Fortune 500 companies surveyed in 1995 listed leadership development as a high priority – up from only 36 percent in 1990. The ASTD survey also revealed that more than 75 percent of responding firms sponsor leadership development programs of some type, and that 79 percent believe that leadership development is gaining in importance in their organization.

Some identified problems are disseminated below:

- Tendency of department head and functional managers to occupy the chair/role/position/functions.
- Managers attitude of doing everything by own.
- Ineffective & lack of formal delegations of authority & Absence of consultative direction.
- Threat of self-positions and fear of losing own positions.
- Intentional authoritative mentality and management style.
- Tendency of recruiting less quality fellow perceiving future threat on manager position by comparatively potential candidates.
- Passive response and unwelcoming attitude to new junior professionals in organizations.
- Absence of right-positive attitude to fresh employees to boarder their work knowledge & grooming.
- Intra conflict on self-interest Vs organizational interest.
- Unclear vision of the organizations.
- Undefined organizational human resources growth structure.
- Absence of clearly defined functional reporting flow and scaler chain of the organizations.
- Absence of consultative directions & providing feedback to the fellow colleagues.
- Tendency of managers to keep away immediate successor and not sharing any management views.
- Bock down with purely micro level functions
- Absence of well-defined succession planning
- Absence of management development program to link the learning on the role.
- No clearly defined employee growth pipeline plan.
- Improper attention & attachment of human resources management department.
- Lack of active human resources department that fails to develop thoughts for management.

11. Recommendations with suggested model:

What kind of leadership program is right for a business? Experts say internal development is often something that gets axed as businesses look for ways to save money. But they say overlooking the value of cultivating own in-house talent can be a fatal mistake. Leadership programs help ease the chain of succession, make employees feel more connected to the business, and can transfer good ideas from one section of organization to the whole strategic intent and survival of the organization. Following suggestion can be incorporate from the discussion and findings:

- Starting leadership development program. Before starting a leadership development program, Managers have to make sure the business has a clear vision and stated goals.
- Focusing front line managers on developing the leadership skills and capacity to coach their employees.
- Ensuring the role of coach is all about unlocking what gives people meaning and purpose in their work.
- Introducing 360 feedback program and cascading the management by objectives in down the line.
- Introducing the culture of awarding functional heads, managers for create the opportunity of leadership.
- There has to be complete and clear collaborations between business needs and opportunity to grow through setting strategy and visions.
- Establishing a complete action plan through continuous monitoring and follow up with the premise where the action takes place.
- A clear definition of succession planning and role definitions in each level.
- There has to be a clear-cut employee growth plan within the organizational human resources planning.
- Managing talents through giving certain bigger role & adhoc responsibility to make him going ahead. In that case job rotation, job enrichment can be good tool.
- Making promotion and up-scaling reward plan in concentrate with real role & authority changes aligned to the positions.
- Not all can be leader but make a platform for the employee to play and taste the spirit through proving reasonable responsibility.
- Last but not the least, a continuous and robust plan to educate and train employee about leadership focused by the functional managers and human resources manager to.

Below model can assist organization to create the opportunities of leadership among the existing resources.



Integrated Model developed by the author

✚ Conclusion

Leadership development is key to business success. It is a key element of developing human resources that is perhaps the mostly talking agenda of the century in the discussion table for organizational development. Creating the opportunity for Leadership development in organizations may be formal, with the corresponding authority to make decisions and take responsibility, or they may be informal with little official authority (e.g. a member of a team who influences team engagement, purpose and direction; a lateral peer who must listen and negotiate

through influence). The success of leadership development efforts has been linked to three variables. *Firstly, individual learner characteristics secondly, the quality and nature of the leadership development program thirdly, genuine support for behavioral change from the leader's supervisor.*

Bangladesh is strongly suffering to develop the platform of organizational leadership that is now become a big challenge to cope with change and innovations. The changing global environment is likely to continue to stimulate the transformation and revitalization of private sectors enterprises and institutions. Small as well as large firms recognize that they will have to change in order to compete in the global marketplace. These transformations require a new set of leadership skills and a good working definition of leadership in organizations. It is clear that the successful leader of the twenty-first century will be one who promotes leadership development and encourages team to assume his or her role as a leader.

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