MODULE_5 LEADERSHIP&MOTIVATION

Lesson_4_*How to implement an leadership plan*

CONTENT OVERVIEW

A leadership strategy makes explicit how many leaders we need, of what kind, where, with what skills, and behaving in what fashion individually and collectively to achieve the total success we seek. Very few organizations have an explicit leadership strategy.

Is it any wonder that without one, CEOs find that they don't have the leadership talent they require?

1. **Preparation Strategic Plan.**

When we describe the leadership of an organization, at a minimum we should consider;

A. The quantity of leaders needed, as indicated by current and projected formal leadership positions depicted on an organization chart (number, level, location, function, business unit, reporting relationships, etc.)

B. The qualities desired in selection (demographics, diversity, background, experience level

C. The skills and behavior that are needed to implement the business strategy and create the desired culture (skills, competencies, knowledge base).

D. The collective leadership capabilities of leaders acting together in groups and across boundaries to implement strategies, solve problems, respond to threats, adapt to change, support innovation, etc.

E. The desired leadership culture, including the leadership practices in use, such as collaboration across boundaries, engagement of employees, accepting responsibility for outcomes, creating opportunities for others to lead, developing other leaders, learning how to learn, etc.

A good leadership strategy takes all of these factors into account. Simply having all of the leadership positions on the organization chart fi lled will not produce the leadership that is required to implement strategies, adapt to change, support innovation or other important organizational agendas. It is not just having the right number of bodies, it is what those bodies do and how they relate to one another that matters.

2.- How much will it cost to implement your company's leadership strategy?

While a precise formula does not exist for translating the leadership strategy into the budget and time required to accomplish each objective, the leadership strategy does provide a compelling basis for justifying such investments because of its clear link to the business strategy. Even though comparisons across organizations, industries and geographies are difficult, studies by ASTD2 and Training Magazine3 in the U.S. market showed a consistent average expenditure of around $1200 per employee, or between two and three percent of payroll for all training and development activities. Expenditures on executive development are typically higher, as are expenditures in industries or companies facing highly competitive or rapidly changing business environments, and in companies that receive awards for their development practices.

3.- E-Leadership

E-leadership is a social influence process where changes are brought about in attitudes feelings, thoughts, behavior and organization, through the help of advanced IT 4.0 hospitality leaders will be invited to deal, to some extent, with the new reality of managing employees at distance which makes them prone to be challenged with new leadership issues. Due to IT, effective interaction between leader and followers is one of the key challenges for the 4.0 hospitality leaders because of the more infrequent physical presence and missing non-verbal communication.

Therefore, leaders will have to take an extra effort to build close relationships with followers by sharing even more relevant information with them. Frequent and quality meetings, both technologically-aided and face to face, may facilitate openness in the relationship between leader and followers, promoting trust-building in a digitalized working-place.

The use of digital services like WhatsApp and the development of the f internal social network, may also help 4.0 hospitality leaders to share information with followers at a fast and effective pace and also empower them. Through such technologies employees are welcome to share their opinions even more freely. Few practices are as relevant as empowerment to facilitate excellent service, foster personal responsibility among people and build trust.