

LEADERSHIP DEVELOPMENT PROGRAMS: A TOOL FOR ORGANIZATIONAL DEVELOPMENT

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Abstract—Leadership is an important function in every small and large business. Leadership is establishing a clear vision, communicating the vision to others and resolving the conflicts between various individuals who are responsible for completing the company mission and vision. Organizations use leadership program as a tool to improve organization's performance. This paper is an attempt to understand the Leadership development practices conducted across Petroleum, Power, Automobile, and Pharmaceutical sector at various levels i.e. top, middle and individual level. It aims to discover both the sides of coin i.e. the success that the organizations have achieved and also the reasons of failure for such programs. A consistent performance across geographies, time and assignments has been improved, because of Leadership Development Programme. Leadership development programmes have delivered results for improving bottom line, attract and retain talent, create organization alignment and organization agility. It is also seen that behaviour change along with the flexible mind-set is required for superior performance in leadership practices.

Keywords— Approaches to leadership, leadership development program (LDP), success of LDP at various levels

INTRODUCTION

“One does not ‘manage’ people. The task is to lead people. And the goal is to make productive the specific strengths and knowledge of each individual.”

Peter Drucker

Simply put, a leader's mission is to lead; a manager's goal is to manage, following the leader's vision. Leaders are the face of organization. They develop the organization and take it to a new height. However, in changing times, organizations need good leadership to set new directions, align people with mission-critical imperatives, create commitment to new vision and action, and develop talent.

Leadership is one of the great tools to management. Leadership is establishing a clear vision, communicating the vision to others and resolving the conflicts between various individuals who are responsible for completing the company mission and vision. “Leadership is the art of leading others to deliberately create a result that wouldn't have happened otherwise.”

The study of Leadership Development Program (LDP) incorporates additional development strategies that emphasize on increasing self-reflection and analyses as change are attempted. Leadership development is one of the most important types of development investments an organization can make. Despite the collective skills and expertise of the wider employee base, poor leadership can result in mismanagement of resources, strategic misalignment and undermine a firm's performance. A weak leadership results into a bad team and affects the organizational performance.

A good leadership makes understand the person what drives the bottom line and help him to get others to perform at their best, ultimately creating winning organization.

LITERATURE REVIEW

Definition of leadership

“Leadership is a function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential.” **Warren Bennis**^[1]

“Leadership is a complex phenomenon that touches on many other important organizational, social and personal processes. It depends on a process of influence, whereby people are inspired to work towards group goals, not through coercion, but through personal motivation.” (Bolden, 2004, p. 5)^[1]

“Leadership over human beings is exercised when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the motives of followers.” (Burns, 1978, p. 18)^[1]

Approaches to leadership

There are various approaches to leadership viz., a) Structured approach and b) Experiential learning approach.

a) The Structured approach

This approach involves use of organizational goals to develop leaders and is customized according to the organization. Individual Skill Development program form a part of these structured approach. Individual skill development programs are having characteristic such as the assessment of a leader’s personality, values, and behaviours, oftentimes with a 360-degree feedback assessment to identify the strengths and weaknesses of a leader.^[2] Coaching is helpful in delivering feedback. On developing an action-oriented plan, coaches execute them to emphasize strengths and improve deficiencies. Coaches should deliver feedback at the task level rather than at the person level. This will maximize the development, as feedback would be specific to relevant task(s) and directed at what a leader does rather than who the leader is.

Active strategic change strategies evaluate the internal (e.g., organizational culture or change initiatives) and external (e.g., changes in the market or technology) conditions and assess the necessary leadership to overcome challenges.^[2] There is need to develop initiatives with consideration for the organization’s strategy and emphasize communication of strategic objectives. Also, the organization needs to agree with the strategic plan, and develop change agents at different organizational levels.

Only if these initiatives are executed carefully, they effectively develop the leadership skills. But for the development of the employee as a leader, the programs require that the leaders must add action learning to their current responsibilities. Action learning involves leaders working in teams to address strategic issues while building self-awareness and learning about leadership using individual and group reflection. The purpose of these programs is to provide structured and guided experiential learning to create holistic and adaptive leaders.^[2] The added responsibility may bring adverse results to the deliberate practice necessary to develop as a leader. This is because busy leaders sacrifice learning and development to meet a deadline, in order to prioritize their responsibilities.

b) The Experiential learning approach

A second approach is experiential learning, which involves lessons on both the overcoming and learning from challenges, as a leader. This approach identifies high potential employees who have the realizable leadership ability and then are introduced to bigger and more specific challenges of the organization. For this the assignments, may require leaders to exercise skills such as conflict management, team building, and problem solving, which they might not be using as part of their current responsibilities. Lessons learned from experience are most crucial to the development of leaders. Such “on-the-job” learning can be seen as highly relevant and impactful. Such experiences develop leaders’ mental models enabling them to handle various situations. Eventually this leads to finding solutions to new challenges with greater efficiency and effectiveness, as the leaders gain expert knowledge.

The use of structured training programs, experiential learning, or a combination of the two can be successful tools for leadership development.^[2]

According to the “**Center for Creative Leadership Organisation**”, power organizations should understand the qualities and behaviours that are required in leadership.^[3] There are five high-priority areas in energy organisation and that are-

- ✓ Leading employees
- ✓ Confronting problem employees
- ✓ Building and leading a team
- ✓ Broad organizational perspective
- ✓ Career management

The **Center for Leadership Studies**, through its leadership curriculum, posits that leadership is the cumulative impact of an individual’s attempts to influence the beliefs, attitudes, or behaviour of others. Leadership in this sense encapsulates attempts to influence up, down and across the organization, ultimately impacting business results by driving behaviour change.^[4]

To understand the leadership challenges facing by the organisation, there are two key issues and that are-

- ✓ Importance- related to leadership competencies. It helps in gaining clarity about what matters most for an organisation. Allows the organizations and individuals to focus and tailor their learning and development.
- ✓ Effectiveness- related to, well demonstrated leadership skills that are required for excellent performance of the organization.

Power in an organization can potentially influence others. The ability to change or direct others' behaviour is an invaluable attribute for leaders in an organization to possess.^[4]The power may be granted to an individual, either formally by an organization, or informally earned over time through workplace interactions.

According to **Society for Industrial and Organizational Psychology**, "Leadership development involves a wide range of practices acknowledged as essential for maximizing the potential of an organization's human capital and growth opportunities. To maximize the return on investment, leadership development programs and initiatives must be designed with attention to current research and best practices."^[5]

To improve the quality of leader's performance a Leadership development initiatives must include formal programs and policies which instituted by an organization. These initiatives may include structured training programs that are targeted at cultivating leadership skills, or experiential learning programs that presents leaders with novel challenges to be overcome.

When implementing a leadership development program, it is essential to begin by forming a leadership competency model or a framework of relevant knowledge, skills, abilities, and other characteristics (KSAOs) particular to the organization.^[5] Throughout the development process of a leader, the Leadership Development Programmes should consider the formation, maintenance, and transformation of a leader's identity i.e. how the person views him/ herself as a leader.

An effective leadership development requires deliberate practice. Leadership development is a concept of an expert performance model where leaders can develop from novices to experts, as a result of intentional practice.

According to **Barbara S. Miller and Jeanne Bergman**, that leadership is most apparent at times of transition or crisis, such as:^[6]

- ✓ The early stages of organizational development,
- ✓ Transition from a founder/executive director or long-time board chair,
- ✓ Responding to a major new initiative from external sources/conditions, and/or
- ✓ Implementing the decisions of an internal
- ✓ Planning process.

According to **Karthik K S**, Founder & Executive Chairman, 24x7 Learning and **Rahul Kapur**, Executive Director Grant Thornton India LLP, following is the future-based overview of corporate training:^[7]

- ✓ Coaching will continue to be a key tool for executive and leadership development.
- ✓ While some organizations have had a global dimension in their leadership development initiatives, most companies realize that they must play catch-up or lose ground in an increasingly integrated, competitive global marketplace.
- ✓ Organizations will increase their focus on leadership and personal development programs in order to improve retention and engagement.
- ✓ With the selection process becoming more open, ambitious individuals have begun to volunteer enthusiastically for any kind of leadership development offering.

It is believed that Management Development Programmes help employees to develop their skills of managing, leadership, problem solving, and decision making. This can be achieved through the comprehensive training programs, initiatives and interventions provided by these programmes.

Challenges to leadership development

In leading in times of crisis, author David Dotlich, founder and former president of Oliver Wyman executive learning center, says complexity is significant for leaders at every level. "More information, more opinions, more connectedness and more options have made understanding what is going on difficult; it is even more difficult to make decisions, often quickly, about matters that you don't understand."^[8]

Instead of giving leaders the flexibility to develop activities to the challenges they are facing, some companies are now decoupling competencies and development activities from leadership levels. The decoupling will help in accelerating the path to leadership readiness and remove the constraints imposed by a step-by-step approach that is aligned with the leadership hierarchy.

The leadership deficit in Indian business is widely recognized, but few companies have successfully addressed it.^[9]So, the development of a strong leadership pipeline, require immediate and focused efforts in Indian companies.

Table 1: Leadership Development Challenges

| ENTERPRISE LEADERSHIP CHALLENGES | LEADERSHIP DEVELOPMENT CHALLENGES |
|-----------------------------------|--|
| Creating Organization Agility | <ul style="list-style-type: none"> • Teaching leaders to recognize burning platforms and to take action • Shifting from a learning organization to a teaching and learning organization |
| Strengthening Strategic Alignment | <ul style="list-style-type: none"> • Embedding strategy and corporate point of view into operational plans • Creating feedback loops to adjust strategy based on field experiences |
| Developing Enterprise Perspective | <ul style="list-style-type: none"> • Strengthening leadership trust to build effective networks • Helping leaders take on increased personal responsibility and accountability |
| Encouraging Innovation | <ul style="list-style-type: none"> • Developing an outside-in perspective • Fostering connection and conversation • Creating time for experimentation and ideation • Valuing diversity |

Source : Report from CorpULeadershipAtTopPerformingCompaniesReport1© 2010 Corporate University Xchange

These challenges are clearly visible at three levels which pose significant challenge to the future growth of the company. First is a quantity and quality deficit which means difficulty to fill available positions with qualified applicants. Second is an experience deficit exacerbates the problem: nowadays, most of the senior and middle managers have not had sufficient and well-developed careers. The last one is that the talent war adds complexity: nowadays, companies are willing to pay high for the right people as competition over high-quality executive talent is boosting.

Why leadership-development programs fail?

Profiles International have outlined some of the reasons for the failure of leadership development programs ^[10] which are as follows

1. Overlooking context

Leadership development, for both individuals and companies, should be tailored to a “from-to” path—such as developing a high-potential employee into a leadership position—and looking at the context is the only way to effectively adapt a development plan^[10]

In Leadership Development Programme, the main focus is on individual-based knowledge, skills, and abilities which are associated with self-awareness, self-regulation, and self-control. However, effective leadership skills cannot be developed without knowing the context and role in which these competencies can be applied.

2. Mistaking Leadership Development for management training

Leadership and management are different concepts. Management development is specific to the position and organisation. It includes managerial education and training, which focuses on acquiring specific types of knowledge, skills, and abilities to enhance task performance in management roles. Management can be taught, leadership can only be developed.^[10]With the help of leadership, people can work together in meaningful ways.

One way to reduce the confusion between management and leadership is to look at the exact function of each role, especially in regards to training.

3. Confusing Conceptual VS Real-World Application

There can be value in off-site development opportunities, but they are virtually worthless if the lessons learned are not applied directly to every day experience. It is necessary to give challenging situations that may be uncomfortable to eventually learn and develop the skills. It is about putting what is known about leadership into practice.

4. Having an inflexible mind-set

The hardest part about developing a leader is that the leader must change their behaviour before they can change their leadership abilities. However, changing behaviour is not only important but also altering mind-set as well.

This can be uncomfortable for participants, program trainers, mentors, and bosses but if there is not a significant degree of discomfort, the chances are that the behaviour will not change. It is true that some personality traits (such as extroversion or introversion) are difficult to change, but eventually people can change the way they see the world and their values.

5. Not measuring results

Most of the companies provide various development programmes but have no methods/tools to quantify the value of their investment. Leadership assessment solutions can help the leader to understand where they need support and training. It is also the best ways to motivate and encourage the employees.

According to a report given by Mc Kinscy , leadership development programs fail majorly due to nonalignment of the context of programs, lack in change of mind set and lack of measuring the results.

SIGNIFICANCE OF STUDY

Leadership Development Programme is crucial to the business' next stage of growth because it helps in emerging leaders for company:

- It trains leaders to better engage with employees, gain knowledge of customer needs and wants, strive to set an example for others and boost their own performance.
- It gives an ability to lead employees by directing and motivating them, which is highly variable skill, which require strong self-awareness and interpersonal skill.
- It helps the leader to act decisively and fairly when dealing with problems employees. This ability is not only important for operational success, but also increases employee morale.
- It gives an ability to lead team for long-term career success. Effective leaders set clear goals and let others know what their expectations are. They are skilled motivators and mentors.
- It also helps in managing his or her career path well and understands development opportunities.
- It provides leaders and managers with the tools to influence others in the organization.
- It helps leaders and managers appropriately cultivate and exercise their power to influence and affect change.

Organizations invest a lot of time in developing leaders for tomorrow. It is essential to know whether this investment proves the test of time and takes organizations to newer heights. It is equally important to understand the reasons for failure of these programs, and improvise them.

RESEARCH METHODOLOGY

The objectives of the research paper are:

1. To understand the concept of Leadership and various approaches for leadership development
2. To understand Leadership Development Programme conducted across various levels of organization in Petroleum, Power, Automobile, and Pharmaceutical sectors.
3. To study the implications of Leadership Development Program on organizational performance and individual's development.
4. To cognize the reasons for failure of leadership development programs.

Data Collection: The paper is based on secondary data collected from Company website, research papers, scholarly articles and previous studies conducted

The data is collected as published on the company website. The organizations understudy in various sectors are as follows

Table 2: Organizations under study

| <i>Sector</i> | <i>Petroleum</i> | <i>Power</i> | <i>Pharmaceuticals</i> | <i>Automobile</i> |
|---------------|------------------|-------------------------------|---|--|
| Companies | HPCL | 1. SAIL 2. GAIL 3. NTPC | 1. Sun Pharma 2. Wockhardt 3. Johnson & Johnson 4. Abbott Laboratories 5. Pfizer Inc. | 1. Mercedes-Benz 2. Volkswagen 3. TATA Motors 4. FIAT Chrysler 5. FORD |

OBSERVATIONS & FINDINGS:

Leadership Development Programmes studied across sectors under study, for various levels of organization are as follows:

LEADERSHIP DEVELOPMENT FOR GENERAL MANAGERS / TOP LEVEL MANAGERS

TATA Motors

Tata Group Strategic Leadership Seminar(GSLS)

TATA promotes leadership learning at the apex level, including current CEOs, Heads of large SBUs/ Functions or senior executives. The TGSLs is Group's Leadership Development 3-tier series for senior executives who provide strategic leadership to their business. Programme comprise of a unique combination of the Harvard case methodology; lecture discussions; and interactive sessions with faculty and guest speakers, especially senior Tata leaders.^[11]

NTPC

Strategic Business Sense and Leadership Programme for General Managers (SBS & LPGM):The programme is learning intervention spread over 4 days. The programme focuses on improving each participant's personal leadership strength. The programme is designed to facilitate experiential learning through interactive sessions, which are organised around exercises, interaction with senior leaders & case studies, etc. This programme is conducted for GMs/GGMs/BUHs& equivalent from NTPC and senior management professionals from various energy sector organisations.^[12]

LEADERSHIP DEVELOPMENT FOR SENIOR EXECUTIVES/MIDDLE LEVEL MANAGERS

Sun Pharma

Sun Pharma offers unique management programmes its employees to enhance their management skills without interrupting their careers. The custom-designed modules focusing on advanced specializations and quality courseware helps to improve business acumen of its employees. These program enable employees to contribute significantly at work through improved results.^[13]

HPCL

HPCL launched the programme titled, “**AKSHAY**” in 2011, where multiple methodologies like executive coaching, 360 Degree Feedback based on Emotional and Social Competency Inventory, Classroom sessions by experts, experiential learning through mentoring opportunities and group projects etc. are entwined together and deployed in well designed, co-ordinated and aligned manner.^[14]

Further, each of the participants are assigned with mentees, who, in groups undertook different projects under their mentorship. This provides a real life simulation to the participants to enhance their leadership skills in guiding and inspiring their team towards achieving determined outcomes.^[14]

Pfizer (Senior Leader experience & LEAD):

Launched in September 2012, “**LEAD**” (Leadership, Engagement, Advancement, and Development) provide unique experiences to develop and broaden critical skill sets and competencies as they progress their development towards leadership roles within Pfizer^[15]

Mercedes-Benz

Daimler Corporate Academy has launched for its management staff a five-month. Leadership Development Program (“**LDP**”) which promotes a situation based leadership approach rather than a directive approach [16]

Volkswagen

Leadership licence –It comprises qualification modules and an examination oriented towards first time learners of leadership. It consists of basic training and an examination. Master craftsman and craftswomen can also complete this training. This applies to leadership functions for pay-scale employees as well as staff in management positions.^[17]

TATA Motors

Tata Group Executive Leadership Seminar(GELS)

For senior managers of Group companies, Leadership development programme was launched in 2002 in partnership with Ross School of Business, University of Michigan, USA. The TGELS is a nine-day seminar delivered three times a year – twice at TMTTC, Pune and once at University of Michigan, Ann Arbor, USA. The methodology for the seminar is based on interactive class lectures, case studies, syndicate group work, interactive workshops, psychometrics, and work on live business issues.^[11]

FORD

Ford has various leadership programs like the Global Leadership Summit for executive and managers , the Global Executive Leadership Program(**GLDP**) for the Directors and Senior Managers and the experienced Leader Program aimed at middle management ^[18]

SAIL

Founded in 1962, **Management Training Institute (MTI)** is the Apex Management Institute of Steel Authority of India Limited (SAIL). MTI caters to the managerial training needs of corporate cadre executives (E6-E8) of the company.^[19]

It operates as a Unit of Directorate of Personnel of SAIL and organizes over 100 training programmes every year to meet the needs of managerial training of senior executives of SAIL.^[19]

Following programmes are conducted:

- ✓ *Leadership for Young Managers*
- ✓ *Leadership through Principle*
- ✓ *Developing Global Managers*
- ✓ *Leading for Innovation & Creativity.*

GAIL

In **GAIL Institute of Training (GTI)**, the **Senior Management Development Centre (SMDC)** program has launched for senior executives.^[20]

For gaps identified at SMDC, a comprehensive Individual Development Plan (IDP) is drawn up for all participants. The IDP include distribution of competency-based reading materials, access to e-learning modules from Harvard Manager Mentor and customized management development programs through top business schools such as IIM Bengaluru and Kolkata.^[20]

NTPC

NTPC has Leadership & Change Management(L&CM) programmes which are highly Interactive with conceptual inputs supplemented with Group work, Exercises & case studies. The Programme is for Executives at E3-E7 level, Executive or participants from power sector companies and other industry are welcome. Duration of workshop is 03 Days.^[21]

Best Practices in Leadership Development: The workshop is designed more inclined towards the learning through activities on collecting and communicating the knowledge including discussions, case studies. An exclusive session on case writing and content of good case including practice sessions conducted for the participants. This programme is exclusively for HR executives of NTPC E2-E7 levels.^[22]

LEADERSHIP DEVELOPMENT FOR INDIVIDUAL CONTRIBUTOR LEVEL

Wockhardt (Wheel):

Wockhardt also aimed at developing people and leadership capabilities at different levels in the organisation, based on the proprietary competency model -Wockhardt **H**olistic **E**xcellence **E**nhancement **L**ever (**WHEEL**).^[23] Wheel drives excellence in Wockhardt. It consists of eleven competencies that create a potent blend for success.^[24]

1. Domain knowledge
2. System Orientation
3. Drive for Achievement

4. Interpersonal and Team Working Skill
5. Communication Skills
6. Leadership Skills
7. Creativity and Innovation
8. Negotiation and Influencing Skills
9. Customer Orientation
10. Entrepreneurship and Business Acumen
11. Analytical and Problem-Solving Abilities

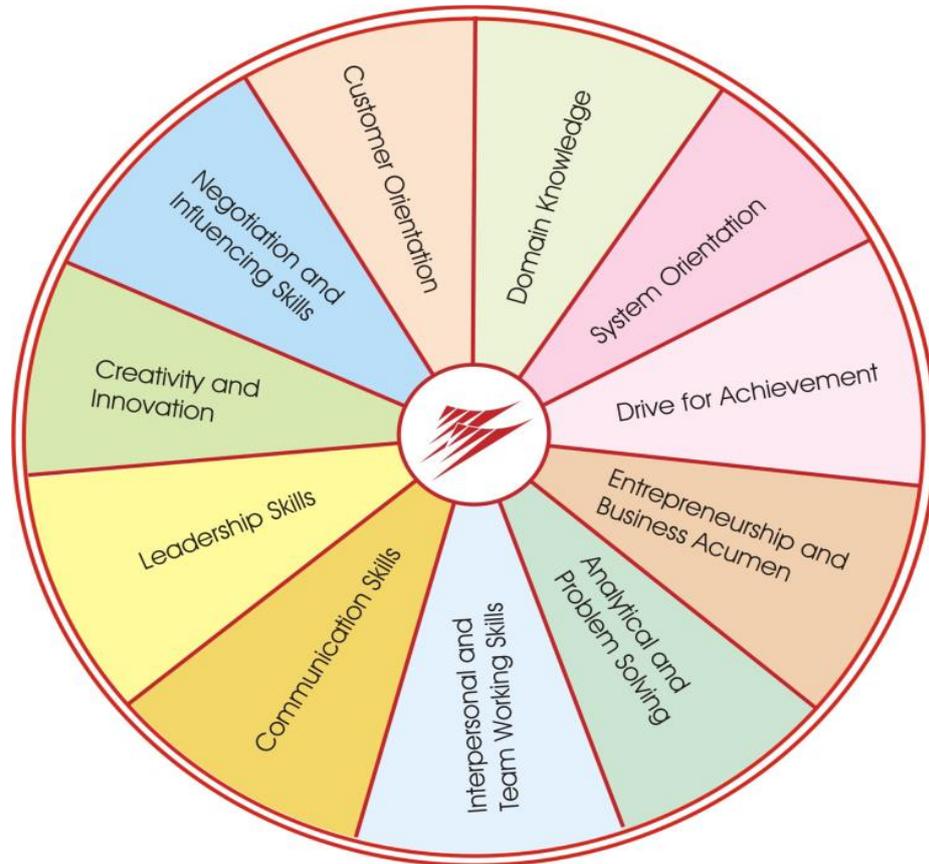


Figure 1: The Wheel of Excellence: Wockhardt Holistic Excellence Enhancement Lever (WHEEL)

Source : <http://www.wockhardt.com/files/WockDS-4People-Wheel.pdf>

Johnson & Johnson: Promotes a culture of learning and development through various on the job and online programs. Independent study courses, web-based courses, interviewing simulations, assessments, intensive workshops and action-planning courses are included in the offerings. International assignments help in developing global leadership talent and foster a global mind-set, diversity and innovation.^[25]

There is a continuum of Leadership Development from senior leaders (Company Group Chairs) to emerging leaders (Senior Managers/Directors). They follow specific competency models for various positions along with the Leadership Imperatives essential to develop future focused business leaders.

Abbott: Abbott offers the recently university graduates an opportunity to build abroad foundation of work experience and business knowledge through on the job learning which includes leadership skill development. ^[26] Leadership skill development is augmented by offering them a chance to live across various locations of Abbott Business, which is a mentor guided program

Pfizer (MBA Summer Associate Program): This Program develops a diverse pipeline of future Pfizer leaders by recruiting first-year MBA students from top-ranked business schools. It is designed to provide summer associates with a variety of unique experiences that will serve to develop and broaden critical skill sets and competencies as they progress their development towards leadership roles within Pfizer.^[15]

Students are placed in functions at various sites across the United States including Consumer Marketing, Corporate Audit, Corporate Finance, Global Procurement, Pfizer Consulting & Execution and Pharmaceutical Marketing. They are also assigned to challenging projects for the summer that will drive Pfizer's business priorities forward.^[15]

Volkswagen

iLead (An international management development programme): Managers throughout the entire worldwide Volkswagen brand as well as colleagues from other companies within the Group share experiences. The organisation has effectively deal with the three core aspects of leadership: personal mastery, leading others and business management. Starting with the individual competences and development opportunities, every single participant analyses his/her role as a manager and places it in an overall systemic context.^[27]

TATA Motors

Tata Group eMerging Leadership Seminar(GeLS): This program is helpful for general management roles , provides opportunity to network with peers from group companies and to learn from senior Tata Leaders.”Live Project” is the most important element in this seminar

A 20 days seminar delivered over two modules:

- Module 1 (11 days), covers core business function inputs such as Macroeconomics, Finance, Operations, Marketing, Management of Services and Innovation.
- Module 2 (9 days), covers inputs in the area of Personal Behavioural Effectiveness and Strategy.

Fiat Chrysler

Manufacturing Leadership Development Program (MLDP) is a highly selective program accepting limited participants annually This is a series of short term rotational assignments focusing on World Class Manufacturing processes, products, and services in the following areas:^[28]

- ✓ Assembly Operations;
- ✓ Engine & Transmission Manufacturing;
- ✓ Environment, Health & Safety;
- ✓ Manufacturing Engineering;
- ✓ Material Logistics Management;
- ✓ Stamping Operations.

Corporate Leadership Development (CLD): Exposure to core business operations by working on vital audit projects and comprehensive business process analysis within the Industrial, Commercial and Corporate Staffs organizations. Managed by the NAFTA Corporate Audit Team, participants work on a variety of cross-functional project teams. Each CLD participant is paired with an executive mentor who will provide guidance and support throughout the program.^[26] .Individuals selected for this rigorous program work primarily at the Chrysler Technology Center in Auburn Hills, Michigan, and at facilities in the Metropolitan Detroit Area.The program is completed within 2 - 2 ½ years.^[29]

FORD

The organisation has standardize, simplified and integrated talent-management processes. They also help in implementing global competency frameworks; and enhancing leadership development programs for experienced managers. They provide “Blended learning,” which is a combination of classroom, self-study, relationships and experience.^[30]

Individual Development Plans, or IDPs, employees work with their managers to help them identify strengths and areas for improvement, and then create customized plans for their individual developmental needs.^[30]

Salaried Supervisor Institute/Program (SSI) is for new or experienced leaders who want to enhance their One Ford skills.^[30]

6. FINDING & CONCLUSION

From above researched data, it can be seen that the sectors such as Automobile and Pharmaceuticals have Leadership Development Programs at each level in the organization: Managers/ Top level, Senior Executives/ Middle level and for the Corporate/ People/ Individual Contributor level. While, Power Sector has programs for Individuals, Petroleum conducts it for Top management and individuals/ corporate. These programmes help in achieving leadership qualities, which eventually increase the organization performance at all the level.

Companies in these sectors mostly believe that having effective leaders at every level is essential to build fluidity into the moves the company. This will take to counter competitive threats and change, which is of great importance to any organization.

Table3: Sectorial View of Leadership Development Programme

| <i>Petroleum</i> | <i>Power</i> | <i>Pharmaceuticals</i> | <i>Automobile</i> |
|--|--|--|---|
| HPCL-Leadership based on Emotional and Social Competency Inventory | SAIL- Young Manager Leadership Programme, Leadership through Principle, Developing Global Managers and Leading for Innovation & Creativity | Sun Pharma-Management Programme | Mercedes-Benz- Situation Based Leadership Program |
| | GAIL- Senior Management Development Programme | Wockhardt-Competency Based | Volkswagen-Management Development Programme |
| | NTPC- Based on Strategic Business Sense, Leadership & Change Management | Johnson & Johnson-Learning & Development Programme | TATA Motors- Strategic Leadership, Executive Leadership, General Manager Based Development Programme |
| | | Abbott Laboratories-Professional Development Programme | FIAT Chrysler-Manufacturing Leadership Development Programme, Corporate Leadership Development Programme |
| | | Pfizer Inc.-MBA Associate Programme, Senior Leader Based Development Programme | FORD- Executive Leadership, Experienced Based Programme, Individual Development Plan, Salaried Supervisor Program |

From the above table, it is seen that only Petroleum sector (HPCL) provides Emotional and Social Competency Inventory based Leadership Programme than the other sectors considered. It is also inferred that Automobile sector provides Development Programmes across various level i.e. top, middle and individual level than the other sector. In case of Pharmaceuticals and Power sector, they generally focus on providing training to develop students into Professional Leaders.

It can be seen that, Automobile is one of the sectors having various Leadership Development Programme of each kind for all the level in the organisation.

CONCLUSION

Leadership development is one of the most important types of development investments an organization can make. The majority of organizations are effective at training their leaders. According to the study, the most effective Leadership Development programme include training on the ability to influence others as either part of a general training or as a specific stand-alone training course. However, the organisation can offer this training on an ongoing basis to their upper ranks.

The crucial information about leaders' long-term growth is providing relevant feedback, coaching for continuous development and understanding how others in the organization react to leaders. So, in order to enhance the effectiveness of leadership development program, this should be part of development initiative.

Strengthening the ability to lead employees and teams should be the top priority in the organizations. Organizations should help their current and upcoming leadership pool to think strategically about developing the skills and perspectives needed to grow and succeed in the industry. Organizations should re-assess their leadership strategies and place their talent development efforts where they will have the most impact.

The major reasons for failure of leadership development programs include non-alignment to the context of training, less change in mindset and lack of measuring results. Quality of content is seldom a problem. Despite the collective skills and expertise, poor leadership can result in mismanagement of resources, strategic misalignment, and this will reduce the

firm's performance. Companies can avoid such common mistakes in leadership development by matching specific leadership skills and traits to the context at hand; embedding leadership development in real work; fearlessly investigating the mind-sets that underpin behaviour; and monitoring the impact to make improvements over time.

In order to enhance the effectiveness of Leadership Programme, organization should provide opportunities for development through challenging assignments, while the individual's role is to assume responsibility for taking advantage of those opportunities, seeking feedback on their performance, and making realistic assessments about their goals. With this approach, individuals are still responsible for their own development, thus more willing to take the developmental strides necessary to be successful while the organization maintains the responsibility of developing its people into leaders.

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