A REVIEW ON SOFT LEADERSHIP

Masume Gholami

Master of Financial Management, Department of Management,
Islamic Azad University Qeshm Branch, Qeshm, Iran

Abstract:

In the present time, the process of changes and variety of tools used in the flow of life is increasing every day. The pace of changes and transformation is such that none of human has no predicted such changes in the last century. Global competition and growing business in the East and the West have created a highly unstable environment for all businesses in developed and developing countries. In order to cope with this uncertainty and constant changes is strongly felt the need for people in the leader group. Researchers, experts, coaches, writers, and even leading practitioners have their own styles for specific styles and types of leadership. As a result, there are various types of leadership styles that suggest that the leadership area is still enriching. Based on this and based on the nine fold characteristics of modern leadership, one of the new concepts of leadership is "soft leadership".

Keywords: leadership; soft leadership; soft leadership competencies

1. Statement of the problem

Everyone who belongs to - family, sports teams or social groups, working groups - no doubt, includes a person who is more influential than others. This person whenever speaks, others listen; when they make a suggestion or advice, others will go along with it. In fact, this person is known as a leader (Gibson et al., 2012).

Hersey and Blanchard (1997) argue that a successful organization has a major attribute that distinguishes it from other unsuccessful organizations: dynamic and effective leadership. Based on this, Peter Darker points out those managers are as underlying resources of every business. People who work in organizations need to be directed to work in a certain direction so that organizational goals can be successfully achieved. Without leadership, an organization is nothing only a set of confused people

and machines. Organizations need leadership to make full use of their precious capital. In fact, leadership is focus point and channel of most other areas of organizational behavior (Khanka, translated by Shams Murkarani, 2010).

With the advent of position leadership, a large number of leadership styles were identified. Peter Aquamani (2014) which is known as Guys Leadership recently found a list of features of the best of today's leaders. To fulfill the excellent results, he encourages the crystallization of these merits all the time. These high features include:

- Awareness is the understanding of differences; it does not mean that one is superior to the other.

- Decisiveness: All leaders must make difficult decisions. This is their job requirement. They know that they must be taken difficult decisions and on time at the specific circumstances in such a way as to ensure the best interests of the entire organization. The decision-making requires stability and solidity, power and certainty that are not pleasure for everyone. But the great leaders do not hesitate in such a situation. They also know when they not act unilaterally and, instead, enhance joint decision-making.

- Focus: They are planning ahead which is organized in an excellent way. At the same time, they consider several solutions and think about the potential effects of their decisions. Based on this, they formulate their plans and strategies for success, so that their performance is tangible, defined and monitored. They communicate between their programs with key actors and opt out of the chances of change.

- Accountability: They are responsive to their actions. They follow the policies and policies of the company, and when things go well, they are praised. When a problem occurs, they quickly identify and search for solutions.

- Empathy: The best leaders are those who guide employees through challenges. They seek to strengthen the organization's long-term success. They are looking for constructive solutions and focus on moving forward.

- Confidence: Both self-esteem and self-confidence are contagious. Individuals are naturally attracted to their needs; they receive counseling, and as a result, they feel confident. When faced with challenges, they are not easily surrendered because they believe in their ideas, opinions and strategies, but if they do wrongly, they will accept their responsibilities and quickly act to improve the conditions in terms of their privileges.

- Optimism: The best leaders are source of positive energy and easy to communicate. They are inherently useful and really worry about the welfare of others. They seem to always have a solution and they know what they say in order to give people confidence. They avoid personal critique and cynical

thinking and are always looking for ways to attract people's consent and encourage them to work efficiently and efficiently as a team.

- Honesty: They act extremely morally, and believe that honesty is the basis and foundation of success, and these values are evident in their practice. They openly divide the information and avoid spin control.

- Inspiration: When you put all these features together, a picture emerges from a part of the leader who is clearly communicating and working with the individual to motivate each person to get his best to offer. They challenge their own people and by setting high standards and high expectations, but achievable, while supporting and educating them to pursue goals and become the best they can.

Researchers, experts, coaches, writers, advisors, and even leading practitioners have their own styles for specific styles and types of leadership. As a result, there are various types of leadership styles that suggest that the leadership area is still enriching. Based on this nine fold characteristics of modern leadership, one of the new concepts of leadership is "soft leadership".

Soft leadership is a new concept that was first introduced by Rao in 2012. He believes that soft leadership is a prerequisite for a world of interconnected, global and contemporary. This leadership style is applied through the application of soft skills and the skills of individuals and relies on the importance of valuable human resources, which helps to manage emotions, and in this way focuses on the personality, attitude and behavior of individuals. And always wants people to feel important. In fact, soft leadership is a model of integrated leadership, participation, relationships, and behavior that uses persuasion, negotiation, appreciation, and motivation and collaboration tools to guide individuals to effectively carry out their duties.

In general, soft leadership is the process of setting goals, and empowering individuals through persuasion, building strong teams, negotiating from win – win attitude, energy coordination and compromise, appreciating the individuals in achieving organizational goals with emphasis on Soft Skills (Rao, 2013).

One of the indicators of soft leadership is empathy, that is, the ability to go step-by-step with partners. Also, in this style of purposeful leadership to problems, one looks at the realization of the effectiveness of the goals. Definition is minimal; therefore, organizational policies are minimized; individuals can manage time, which reduces stress, and since this is a matter of concern to people, job losses are minimal. Because people are able to balance their career and personal life.

In this approach, the leader considers individuals as his partners and has 11 characteristics:

- Special character of Mahatma Gandhi;
- Gravity (Charisma): Mahatma Gandhi;

- Conscience: Martin Luther;
- Convinced belief: Aung San Suu Kyi
- Courage: Alexander the Great;
- Communications: Churchill;
- Kindness: Mother Teresa;
- Commitment: Nelson Mandela;
- Stability: John Wesley;
- Attention and Consideration: Dolby Alma;
- Facilitating Change: Washington Vaccine.

It is noteworthy that the enjoyment of all features in the soft leadership approach is an ideal state; therefore, soft leaders have a degree of any qualitatively significant effect, which in fact provides the field of their influence and leadership on individuals. Also, in soft leadership, it always emphasizes on individuals in the performance of organizational tasks and helps to change the person's personality and behavior and interact without jeopardizing the goals between duty and humanity

Soft Leadership:

- Soft leadership, facilitates change and reduces individual resistance to it;
- Due to the attitude of win-win , satisfaction and fraternity and equality will be promote;
- It respects the failures of individuals as partners and constitutes them as learning experiences; by emphasizing the long-term goals, empowering partners (employees) and managing organizational complexities in a changing world, it is a kind of leadership which is considered in terms of uncertainty.

He believes that the combination of these features will increase the level of leadership, commitment and loyalty of the staff, which will result in increased excellence and organizational effectiveness. Therefore, this leadership style is used as a means of retaining employees.

2. Discussion and conclusion

In the new approaches to leadership, honesty, trust, trust, and also , same concepts these are important predictions of effectiveness. In this regard, soft leadership is a demonstration of appropriate normative behaviors through personal actions and interpersonal relationships and the promotion of such behavior among followers that are conceptualized through the establishment of a two-way communication and decision-making reinforcement, including specific attributes and behaviors; features of personality, attraction, communication, kindness, courage, conscience, conviction, commitment, attention, and stability and facilitation of change are their characteristics.

Also, they are principal decision-makers who always consider the welfare of followers at the wider level of the community (social responsibility) and actively seek to communicate with their followers on the basis of ethical standards and manage them in a manner that is responsible against their moral practices.

References

1. Afjeiee Seyyed, Ali Akbar. Elements of the Philosophy and Theory of Leadership. Tehran, SAMT Press, fourth edition. 1979.
2. Alvani. Seyed Mehdi. Public Management. Tehran. Nei Publications. Thirty-first edition, 1989.
3. Ansari Mohammad Taqi, Salmanzadeh Abbas. Innovation in Organizations Based on Organizational Entrepreneurship Development, Tehran. Rahbari, Issue 18 Summer 1999.
4. Bruce, N. (2002). Facilitating Empowerment in Organizations, *Leadership & Organization Development Journal Research paper*, 15 (4): 32-40.
5. Ehteshami, Akbari Kamelia. New patterns of management, Peter Drucker, Tadbir magazine, Issue 59, December 1998.
6. Farhadi Nejad, Mohsen. System of suggestions and organizational entrepreneurship. Tehran, Management. No. 115, 2006
7. Hersey, P., Blanchard, K.H., Johnson, D. E. (2004). *Management of Organization Behavior*, 11th Edition, Prentice-Hall, USA.
8. Hur Ali, Maryam, Naqashian, Reza. The mediating role of knowledge management, training and education, year 10, No. 120, 2005.
9. Honold, L. (1997). A review of the literature on employee empowerment, *Empowerment in Organizations,* 5(4): 202-212.
10. Labaf Hassan. Dalvi Mohammad Reza. Need for local management (comparative analysis. Environmental approach) Isfahan, Human Sciences, winter 2004
11. Maleki Bahar. Entrepreneurship. Tadbir magazine, No. 182, 2007.
12. Mehr Ara, Asad Ullah., 2009, entrepreneurial ethics necessary for all, economic monthly magazine of Kar va jame-e Moghimi, Seyed Mohammad. Entrepreneurship and factors affecting it. Tehran, Management culture. Year 2, Issue 5, 2004 .
13. Mintzberg, H. (1990). *Strategy formation Schools of thought. In Perspectives on Steategic Management*, Edited by James W. Fredrickson, Harper Business, London.
14. Mintzberg, H., Quinn, J.B. and Ghoshal, S. (2000). *The Strategy Process,* Revised European Edition. Prentice Hall, London.

15. Mohammadi Ilyasi Qanbar. Entrepreneurship as an academic field. Entrepreneurship development, first year, First issue, Fall 2008

16. Mokhtari Hassan Abad Hamideh. The relationship between organizational structure and organizational entrepreneurship. Islamic Azad University of Ghazali Nikoukaran Ahmad. Entrepreneurship. Applied Science Education, Khane Kargar, 2004.

17. Pemberton, J.D., Stonehouse, G.H. (2000). Organisational learning and knowledge assets – an essential partnership, *The Learning Organization*, l7 (4): 20-27.

18. Parto Nia Soheila. Entrepreneurial management, Islamic Azad University of Boroujerd. 2013.

19. Rezaeian Ali. Management of development path (progress path), Tehran, Knowledge of Management. Issue 23, Winter 1993.

20. Ritchie, B. and Riley, M. (2004). The role of the multi-unit manager within the strategy and structure relationship; evidence from the unexpected, *International Journal of Hospitality Management*, 23(2):12-22.

21. Scarnati, J.T., Scarnati, B.J. (2002). Empowerment: the key to quality, *The TQM Magazine*, 14 (2): 110-119.

22. Seyed Javadein, Seyed Reza. Human Resources Management. Tehran, Tehran University Management Press. Fifth Edition. 2013

23. Wing, L.S. (1996). Personal empowerment: self as tool, *Empowerment in Organizations*, 4 (3): 34-36.

24. Wyer, P., Mason, J. (1999). Empowerment in small businesses. *Participation and Empowerment Case study: An International Journal*, 7 (7): 180-193.