REVIEW ARTICLE

Traversing to a Positive Leadership: A framework

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ABSTRACT

To the world-class leaders; current, aspiring, and yet to be born, this paper unlocks a new leadership framework,which set practical and consistent standards expected of an individual regardless of discipline. This framework depicts eight key attributes for Positive leadership: clear vision, character, competency, communication, care, courage, connectedness, and commitment. Favors more clearly know what the leader believes, what to expect from him/her, what the leader expects from the world, and so the universe can help the leader become a better positive leader.

Key Words: Leadership, Framework, Positive leadership.

INTRODUCTION

Joan Byrne, Director of Recreation, Parks and arts, writes: Leadership is a privilege. It is a privilege that carries with it the responsibility to inspire others, and to direct them to attain the vision and goals of the organization. The single most important asset of the organization is the staff. As a leader, it is her/his job to know the staff, support their professional development, take an interest in them as individuals and recognize their achievements. To accomplish this, it is important that the leader is approachable.As for me leadership is fostering a positive emotional climate, building positive relationships and engaging in positive communication.

LEADERSHIP PHILOSOPHY

The personal philosophy on leadership according to Brand smith is; Your title makes you a manager; your people will decide if you are a leader. *Developing a Personal Leadership Philosophy will empower us to declare OUR truth and stand tall within it, to operate from a position of strength that enables us.* My leadership philosophy has been developed over few years of service as a student, staff at the bed side, student friendly teacher, and as a member of the management team of a charitable institution in India. The foundation of my leadership philosophy is built on Faith in Creator, trust, respect and integrity. And, it is based on the principles that I have learned through experience and the study on the both strong and weak leaders.

Therefore, MY PHILOSOPHY statement is;

I believe in leadership by example. I welcome opportunities to work side by side with employees throughout the organization. I will encourage creativity, freedom of action and innovation as long these efforts are consistent with the mission, vision and values

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of the organization. I pursue to learn from others, treat every success and failure as a learning opportunity, and strive to be a better version of myself each and every day.

It is the vision and mission statement that take us into the new aura of leadership.

*"Imbued with Creators Love my leadership **VISION** is to be a Positive Leader with spiritual wholeness enfolding self – realization, collaboration and stewardship to serve the healthcare institutions in LOVE for the betterment of the humankind in tune with the values of the institution."*

*Inspired by the life-giving word, my **MISSION** is to transform me as a Positive Leader in creating and leading a dream team with the central commitment, honesty and humility, integrity and empathy, connectedness and kindness in delivering value-added Service where everyone is playing to their strengths."*

OBJECTIVE

Obtain an understanding of one's state of positive leadership and a positive strategic mindset, I will be able to;

1. *Demonstrate character.*
2. *Create and share a positive vision and drive positive culture.*
3. *Lead with optimism, positivity and belief.*
4. *Create a united and connected team with the Spirit of compassion.*
5. *Address strategic challenges and crisis management with confidence and clarity.*
6. *Inspire and motivate team to desire excellence.*
7. *Be a collaborative partner of the mission we serve (Leadership lens).*
8. *Be a good role model of honesty, integrity, attitude and work ethic.*

LEADERSHIP FRAMEWORK

From the purpose driven philosophy, vision, mission and objectives I recreate my own attributes to a bigger framework; **"POSITIVE LEADERSHIP FRAMEWORK."** What do we mean by "positive leadership"? Here are the four positive leadership behaviors that have been shown to be most effective; enhancing teamwork, articulating a vision, treating people with respect, encouraging stretch goals as said by Sun Langley 2016.[1]Positive Leadershipconnects people around a shared purpose and empowers them to step up and lead in such a way as to create value for everyone. Those who embrace Positive Leadership are authentic and passionate individuals whose work is shaped by a strong, 'values-based' foundation.Throughout

history we see it is the optimists, the believers, the dreamers, the doers, and the positive leaders who change the world". They pursue excellence, always searching for ways to make things and the future better. Indeed, constantly "striving to improve themselves, their teams, their organizations, and the world".[2]

Fig.1. Illustrates that "Being a positive leader does not just make you better; it makes everyone around you better." Leadership is a process. I call this process the **8C's of Positive leadership attributes**. The attributes I aspire for me, team and the organization. I strongly believe a great leader establishes an important foundation of credibility and trust. When people trust you, you inspire their loyalty. So, I have decided to pull out top qualities or skills under the letter "C". which would shape me, mould me, and connect me to a positive leadership. So, here is the secret that strong leaders build strong teams on these eight attributes ofleadership.
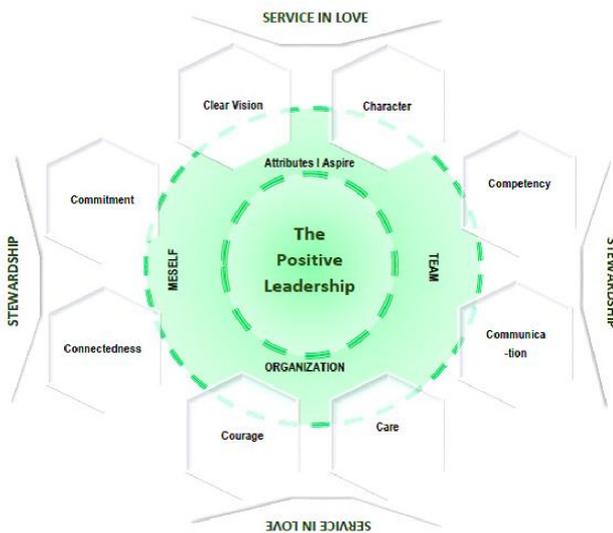

Fig. 1. : Positive Leadership Framework

CLEAR VISION

As professionals of any field [2]"Positive leaders tap into the power of a vision and find a way forward". To allow people to follow, positive leaders have to be able to "articulate and communicate their vision in a simple, clear, bold, and compelling way"."A leader who shares a vision and a way forward is a dealer in hope, a believer in the impossible, a champion of what is possible, and a coach who guides and inspires a team to keep improving, and keep moving forward."

In his[3] article on Successful leadership says Leaders must always be 2 steps ahead. Meaning that they must have a vision of where they want to go and a strategic plan of how to get there. When the vision has a plan, it allows leaders to be proactive rather than reactive.A positive leader needs to carry a *telescope and a microscope*. The telescope helps the leader and his team keep their eyes on the vision and the big picture. The microscope helps the leader to zoom in and focus on what needs to be accomplished in the short-term to realize the vision in the telescope.

CHARACTER

David[4]speaks that,Strong character is exemplified through unwavering integrity. Be impeccable with your word. Do what you said you would do, when you said you would do it, and do it with excellence even if nobody is watching. Do the right thing, even when it is uncomfortable or difficult.

Positive leaders confront, transform, and remove negativity. It is not just about feeding the positive, but also about weeding out the negative". You must address the negativity. Confront it, transform it, or remove it.Character is not something that you have or do not have. All of us have character, but the key is the depth of development of each facet of character that enables us to lead in a holistic way. Character is not a light switch that can be turned on and off. There are degrees, and every situation presents a different experience and opportunity to learn and deepen character. Character to find the spotlight it deserves, leaders need to illuminate it.

COMPETENCY

Competence is a critical part of the whole leadership picture. Competence engenders confidence in a leader. For Abraham[5] "Leader competence is usually at the root of loyalty and trust problems." He writes: Most leaders have grown to their station in life through their own competence, but that becomes lost on followers unless the leader's competence is occasionally revealed by action. Leaders need to take the time and effort to show followers what they are good at and why followers should be confident in the leader's ability. Use care, however, never to embarrass someone else as you demonstrate competence. In the end, leadership is about the success of your people, not about you.

COMMUNICATION

*Great leaders lead by example setting the tone, expectations, and direction that can lead to business excellence.Through clear communication, successful leaders have the ability to convey expectations, promote accountability, and build trust. In addition, effective communication motivates others to jump on board with your vision. Leaders who skillfully interact with others will ensure that their message takes deep root with their audience and will guarantee it is understood and championed.***Voice your COMMUNICATION** says [4]Say what needs to be said – even when no one wants to hear it, or when no one else is willing to say it. With compassion and diplomacy, communicate openly and directly. Allow others to communicate freely and honestly as well, without fear of judgment. No leader has been truly great without strong communication. In a study of top management teams, those with more positive than negative comments led organizations that performed best.

CARE

*"Great leaders sincerely express concern for their people, creating a culture of care".*People want to feel valued. One way you can foster that is by asking them about their life. People feel a sense of loyalty when a leader cares about them as a person, not just a workhorse.Taking an interest in others and their success is a great motivator and a great leadership quality.A *Harvard Business Review* article,[1] study found that

employees who felt they worked in a caring culture reported higher levels of job satisfaction and teamwork than those who did not. Plus, those workers recognized an increased commitment to their organizations and accountability for their performance.*"The more you care for your employees, the better outcome you will achieve. "*

COURAGE

Courage cultivates leadership.Leaders need to Express COURAGE. As a leader, you will be calling the shots and making big decisions often under immense pressure, time restrictions and with great consequences. For every decision made there will always be critics. However, a successful leader will have the courage to follow through with decisions, because they believe in themselves, their capabilities and what they have to offer.[3]Courage is one of the cardinal virtues. This is having the courage to take calculated risks and the courage to: stand up for what you believe; do the right thing. As said by *Ronald in 2014, t*o develop Courage it takes some effort, but is rooted in developing and holding onto strong personal values. If you truly value something or someone you will have the courage to stand by your principles and your people.

CONNECTEDNESS

For[6]we are a social species — we want to connect and feel a sense of belonging. Research suggests that a sense of connection could also impact productivity and emotional well-being. There are some simple ways to promote belonging among employees: Smile at people, call them by name, and remember their interests and family members' names. Pay focused attention when speaking to them, and clearly set the tone of the members of your team all these can also strengthen this sense of connection.If relationships improve, things get better says Fullen.M.[7]

Establish the value of feedback-giving and sharing alike. If people feel their voice is important, their ideas valued, they are more likely to stay engaged, so encourage.Even delivering critical feedback or correcting errors can be done in ways that nurture the relationship and the person, by focusing on the event rather than the person."Positive leaders create united and connected teams". They unite instead of divide. *"A team and organization that's not connected at the top crumbles at the bottom".*"You may not have the most talented people on your team, but if you are a connected team, you will outperform many talented teams who lack a close bond".

COMMITMENT

Leaders must garner a high commitment level from their team members. It is through strong levels of commitment that teams can go above and beyond to achieve great things.One cannot be an effective team leader without commitment. *Commitment is tested by action*. The real test of a team leader's commitment is action and not mere talk. Nothing worthwhile can be achieved without commitment.*"Commitment is the foundation of powerful leadership*" (*Leheny 2009). "Commitment inspires leadership*."Organizational commitment is the driving force behind the organizational success. In related literature, positive relationships were found between organizational commitment and work performance, organizational compliance, efficiency, quality, and job satisfaction.[8]Organizational commitment increases feeling of individualsinvolvement and sense of belonging.

CONCLUSION

In conclusion, this piece of work shows that the positive leaders are more likely to be loved, respected by their partners in service. If leaders maximize these eight success attributes; clear vision, character, care, courage, connectedness, communication and commitment, they can create a powerful set of building blocks to achieve positive outcomes and build resilience in challenging as well as benevolent circumstances. Strategies and skills in all eight of these areas can be learned. Directing on them supports promote positive behaviors that enable leaders, their teams and organizations to thrive.

ACKNOWLEDGEMENT

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