INTRODUCTION

The 21st century has thrown up many challenges, highlighting the need for leadership in every sphere of life. The 21st century leader will have to be comfortable in dealing with diversity. Such a person will not seek comfort in sameness, but will celebrate differences and see the concomitant tension as an avenue for pursuing a higher order of things. The essence of leadership is in creating a powerful vision of a future that does not exist yet, enlisting the support of people and carrying them across a chasm that separates the current state from the desired state. Leaders deal with two things which are constant in the 21st century: complexities and opportunities. Future leaders will have to steer organizations away from those complexities towards opportunities that will ensure the continuation of the human race. Yet, the role of the leader in establishing a new order of things through values that people must subscribe to; in order that they collectively reach the common goal would remain the same.

Peter Drucker once said that it is values that help us in times of great change. In fact, only when we keep values as a constant are we able to change everything else around them. The ability of a leader to create unusual new value depends on two things: thought leadership and innovation. Thought leadership cannot come to people who have a problem-solving mindset. The temptation to be a problem-solving leader is immense as it provides him the reason to stay busy and seem busy, thereby justifying the need to perpetuate himself. Peter Drucker says that most problems cannot be solved. You can only stay ahead of them.

The world over, we teach, learn, practise and research management qualities on a continuing basis. Leadership is an area, often taken for granted, as it is assumed inherent with position, once acquired. However, leadership is actually an assimilation of managerial
qualities and the ability to rise above an ordinary manager, see the future environment through objective analysis and define a path to attain success whilst utilising available resources optimally. Most importantly, it is the ability to carry a team forward towards achieving the desired success level in a planned, structured manner. Therefore, two areas of paramount importance are, firstly, to identify what are the managerial qualities which need to be inculcated to make an effective leader and then, how can these be inculcated in the most perfect manner that they can, with proper grooming, be mastered to a state of unconscious competence, the ultimate aim being to achieve excellence in every sphere.

It is a true leader, who is able to set an appropriate value system, which will not only help in achieving the long-term objectives, but also ensure continuance of the organisation on its “Mature Path” in the “Growth Curve”, thereby ensuring delay in the “Decline Stage.”

The study has ascertained two ways of inculcating leadership and managerial qualities, the first, of understanding these qualities through formal education (MBA) and then developing them through practise whilst on the job and the second, of inculcating and developing them through structured training, prior taking up a job. The latter ensured a ready finished product waiting to be groomed. It is quite relevant that developing these qualities at a young age would ensure sustainability and have better prospects of improving on them as well as honing them to perfection, to achieve excellence in every sphere of life. There are many countries which mandate a regimentalised form of training imparted under a rigid code of discipline, right after school level, before a person can either proceed for higher education, or pick up a vocation or seek employment. This has ensured that the leadership qualities are inculcated at inception or prior initiation into adult life, thereby cementing them in place. Its, but natural, that such countries like Israel, continue to grow and prosper,
despite all adversity, having abundance of leaders in every sphere of life to lead and support the nation towards its strive for excellence.

The research will benefit in identifying the qualities required in managers to ensure sustainability in achieving excellence in every walk of life. It will help in identifying the appropriate stage in a manager’s life when these qualities can be developed.

It will help in identifying the correct level and type of training for developing these qualities. It would draw more focus on persons who have undergone structured, disciplined regimental training. It will help corporates in benchmarking the leadership ability in their organisations, both qualitatively and quantitatively. It will help the corporates in reducing their cost of retraining and rehiring.

The research will facilitate long term growth, sustainability, achievement of Corporate excellence, productively, whilst optimally utilising resources to exponentially increase the return on investment. It would facilitate stakeholders delight. It would result in delaying/preventing the decline stage of an organisation.

The research has been carried out in the field to study, analyse and assess the impact of a structured form of training, imparted in a regimentalised manner, under a strict disciplinary code which does not permit any deviation, in inculcating these qualities amongst youth prior adulthood and to understand the relevance of its impetus towards developing excellence in leadership in future life.
The study, considering women have equal role in future leadership, is focused on both boys and girls of age group 17-21 who are studying in colleges in India.