**CRITICAL ANLYSIS FOR 3D LEADERSHIP-STRATEGY-LINKED LEADERSHIP**

**FRAMWORK FOR AMANGING TEAMS**

**INTRODUCTION:**

The Author argues that, classic leadership theories - the traditional, behavioral, situational, transactional, transformational and visionary model- have all been successful in the past to help and guide manager to develop, motivate and inspire their teams to get an excellent performance. However, with the new modern organizations which have become more complex and more strategically responsive entities structured with advance networks of highly empowered teams, there is a need to come up with a new leadership framework to combine multi-leaderships theories which is the 3D leadership.

**BODY:**

Past leadership theories have all done remarkable task of guiding manager on how to develop, motivate and inspire the employees for the better performance; but as the new organizations have become more complex and nonlinear, it makes it difficult for any of the classic leadership theories to singularly address the challenges of providing the guidance to the managers. 3D leadership is a multi-theory integrated approach that combines the visionary, transformational and transactional dimensions of leadership into a single leadership frame work, which is a result of the findings from past and recent leadership research which will help the managers to manage today’s strategic business environment.

The classic models of leadership thoughts were focused on the qualities of leaders, such as assertiveness, adaptability, confidence, intelligence and social skills. Soon, interest shifted to behaviors of leaders with focus on what successful leaders do, not how they appear to other (Halpin & Winer, 1975; Yukl, 2010).

The Michigan and Ohio state studies identified employee orientation and production orientation or consideration and initiation structure as the tow fundamental dimensions of leader behavior (Halpin & Winer, 1975; Katz et.al., 1950). As research progressed, a third set of theories combined the above two approaches and defined as leadership effectiveness in terms of interaction between personality of the leader and the leader’s behaviors and the situation in which the situation in which the leadership process occurs, these theories called situational theories which assumed that leadership effectiveness varies from situation to situation.

**3D leadership: Prerequisites**

Managing teams strategically in today’s business environment is required competent managers who have strategic knowledge of business and the ability to have the passion and organize the operation team in aligned way.

There are three fundamentals attributes which mangers should have in order to be winning leader in the organization:

1. Strategic competence, which is the ability of manager to visualize the changing external business scenarios and internal operating condition of the organization and think innovatively along with the team which could make an incremental of the organization’s vision , mission, goals and objective.
2. Transformational competence, which is the ability of the manager to influence and inspire group members and communicate to them the business context and strategic choice of the organization and develop them for achieving the challenging goals.
3. Transactional competence, which is the ability of the manager to identify , cultivate and organize within the team task capabilities that are significant for the organization’s success.

**3D leadership models:**

1. **Strategic Envisioning:**

Strategic envisioning is the ability of the leaders across the organization to understand the business environments of the organization and to have a clear vision for the future of the organization. In the past, the strategic envisioning role was confined to the founders and the top managers, but the current organizations require all managers to be strategic business partners and to be proficient in creating unit level vision and action plan which at the end will meet the strategic plan of the organization.

1. **Mission-setting:**

After creating the vision and sharing it with the group, the next step is setting the mission or the action part of leadership. Mission is what the team has to do in order to achieve the organization’s vision. Mission reflects the purpose for which the organization exist (Wheelen & Hunger, 2012; Carnall & Roebuck, 2015)

1. **Leader behavior in 3D leadership:**

Having been inspired by vision and mission, now it is the time to move forward. But what specific leadership behaviors shall be followed? It is very difficult to specify one behavior as it is varying from one situation to the other.

* **Leadership behavior dimensions:**
* **Guidance behavior**: where the leaders closely monitor member’s competency and performance and give them direct instruction and task execution.
* **Moderate behavior:** where the leaders moderate the task instructions and focus more on developing group skill.
* **Low guidance:** where the leaders decentralize the process of decision making and let the team members to make the decision and perform the task.
* **Motivational behavior dimensions:**
* **Commanding behavior:** when the leader creates a task oriented atmosphere with the group, which will support the task learning and task accomplishments than commanding and controlling
* **Consulting behavior:** when the leaders create participatory team environments and consult his team which will encourage the team to build up their self confidence in decision making.
* **Confiding behavior:** when the leaders give the full confidence to the team to take the decision.

1. **Designing leadership styles**:

**3D identifies three leadership styles:**

* **Directing style**: which is the guiding and commanding behavior where the team members are strictly monitored and closely supervised.
* **Developing style**: which focusing on the moderate guidance behavior and consulting behavior.
* **Delegating Style**: This is the highest level in leadership style which combines the low guidance behavior and confidence behavior.

1. **Team Management Process:**

The three leadership styles are combinations between the guidance behavior and motivational behavior which is the operation tools which will help the manager to manage the team situation.

But when and what are the suitable conditions does each style work effectively?

What are the sequence should these style used?

Much research has gone into this area, but 3D framework suggests that selection of leadership styles should be based on the level of self-leadership of the team which is the ability of the team to function as a self-competent and self-directing work entity operating in alignment with the strategic posture (vision, missions, goals and strategies) of the organization.

**Conclusion:**

3D leadership is an environment responsive team leadership model where all managers in the different organizational hierarchy can participate and contribute, it is a combination of the classical leadership theories and the modern management practices.

It aligns the team action across the organization to achieve the organizational strategic goals.

**References:**

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