

A GUIDE TO LEADING A SUCCESSFUL WORKPLACE IN AVIATION INDUSTRY

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It is important to realize that aviation industry is based on individuals. This article has been written for aviation manufacturers and companies to understand the existence of a human factor which often causes a lot of serious accidents which could be eliminated by better mutual understanding and respect.

K e y w o r d s: management, leadership, effective manager, personality, behaviour.

1 INTRODUCTION

Nowadays it is not possible to work and make business without management and the same refers to an aviation industry. Human beings with their characteristic properties create a principle element in all specialities and branches. Management in aviation belongs to the most important. Each sphere of our social life is, if we accept it or not, affected by a human being who can have some virtues or be imperfect. People are very fallible beings by nature; they often make mistakes uselessly and unreasonably. Character properties affect not only human behaviour in their private life but significantly contribute to work performance and relationships in the workplace.

2 CHARACTERISTICS OF A GOOD LEADER

A human character of a manager and his/her influence and behaviour towards employees can many times support progressive work atmosphere and work performance. What makes an effective manager? Unfortunately, there is not a definitive answer to the question. It is very important to understand the characteristics of effective managers, as the success of organizations depends on finding them. We must realize that the understanding the context of the organization is extremely vital to determining the characteristics of a successful manager, and thus consider every angle when defining these characteristics.

We can hear only rarely that "he or she is a good leader - manager". To be a good leader is not natural but it is also not excluded. There are certain characteristics found in some people that seem to naturally put them in a position where they're looked up to as a manager - leader. There

are some clear characteristics that are found in good leaders. These qualities can be developed or may become naturally a part of their personality (5):

- a good leader has an exemplary character
- a good leader is enthusiastic about their work or cause and also about their role as leader
- a good leader is confident
- a leader also needs to function in an orderly and purposeful manner in situations of uncertainty
- good leaders are tolerant of ambiguity and remain calm, composed and steadfast to the main purpose
- a good leader, as well as keeping the main goal in focus, is able to think analytically
- a good leader is committed to excellence.

These seven personal characteristics are foundational to good leadership. Some characteristics may be more naturally present in the personality of a leader. However, each of these characteristics can also be developed and strengthened. A good leader whether they naturally possess these qualities or not, will be diligent to consistently develop and strengthen them in their leadership role.

2.1 Ten properties characterizing a successful leader

A good leader should follow very important factors of good leadership such as the ability to work, adjust, succeed and have good relationship with employees. The following ten properties characterize a successful leader in the

area of relationships and communication to other people (4):

1. Availability
2. Facilitating Harmonious Relationships
3. Approachability
4. Appropriate use of authority
5. Confidentiality
6. Self Motivated
7. Provide Support
8. Maintaining Motivation and Team Spirit
9. Clear Communication
10. An Understanding of Group Dynamics

2.2 Typical leaders' mistakes

Managers are also only human beings and they have the right to make mistakes. Naturally, it would be ideal if the management process could avoid errors and, many times, their fatal consequences. The following five mistakes belong to the most frequently made (6):

- leaders should not do favouritism and discrimination among the group members based on personal likes and dislikes
- leaders should not make other members of the group feel inferior to them by trying to make them show off that they know more than them and are more knowledgeable
- leaders should not punish any fellow group member liable to punishment in front of the other members but should be told in private
- leaders should not base their actions on the fact that they are on a superior position but should be fair in his working.
- effective leaders issue few but concrete orders rather than superfluous orders and should also remember the orders they have given to avoid confusion and conflict in the group.

Leadership has been defined as the ability to produce meaningful change but in this 21st century change has a way of happening with or without leadership. The leader's role becomes that of change management and control.

The ability to get onto the correct path for creating your own effective leadership style stems

from within the individual. Successful leaders agree, however, that the more you do your homework the less the need for any tricks. Know your material, prepare with care in advance - then you have confidence in your developed and natural leadership traits and skills.

The best way to study and to define leadership should be in terms of what leaders do rather than what leaders are. There are mainly two dimension of effective leadership are -concern for people and concern for production. Collaboration between superior and subordinate is a necessary condition for achieving integration of goals. Money is the great motivating force for the group members but not everything to stimulate the people to work. What really makes them feel connected to a team or organization normally involves the questions like: What's in it for me; Do I fit in; Can I make an impact; Does it mean anything; Can I express myself? There's a sort of personal connection that motivates us to give their best.

3 LEADING AND MOTIVATING

If we expect work responsibility and good results we must not forget for the right motivation. Even if the subject of motivation changes from a person to person the way how the requirement is given is still very important. The leadership and motivation should be hard but confident. The following definitions express the substance of the notions "leadership motivation and motivational leadership. "

Leading

Leading is the art of influencing the work behaviour of others in the organization towards smooth functioning of organizational systems and processes. A leader motivates the subordinates to excel in their work. Employee motivation is the psychological feature that arouses an employee to behave in a certain manner for accomplishing certain organizational goals. An effective reward system plays an important role in developing employee motivation. The paper examines the dynamics of motivation and explores the relationship between motivation and compensation. Various motivational theories are also discussed.

Motivation

Motivation is one of those topics about which much is preached with little result. The reason is simple: Leaders do not motivate-not directly, anyway. They do it indirectly. Motivation is an intrinsic response; it comes from inside and cannot be imposed from the outside. Motivation comes from wanting to do something of one's own free will.

Motivational leadership

It's been said that "Leadership is not what you do, but who you are." This, however, is only partially true. Leadership is very much who you are, but it cannot be divorced from what you do. Who you are represents the inner person, and what you do represents the outer person. Each is dependent on the other for maximum effectiveness.

The starting point of motivational leadership is to begin seeing yourself as a role model, seeing you as an example to others. See yourself as a person who sets the standards that others follow. A key characteristic of leaders is that they set high standards of accountability for themselves and for their behaviours. They assume that others are watching them and then setting their own standards by what they do. They, in fact, lead by example, just exactly as though someone were following them around, surreptitiously taking notes and photographs of their daily actions for others to see and act on.

Motivational leadership is based on the Law of Indirect Effort. According to this law, most things in human life are achieved more easily by indirect means than they are by direct means. You more easily become a leader to others by demonstrating that you have the qualities of leadership than you do by ordering others to follow your directions. Instead of trying to get people to emulate you, you concentrate on living a life that is so admirable that others want to be like you without you saying a word.

3.1 Communication with different people

Negotiating and communication with people different in their characters can significantly make life unpleasant. Even if leaders are not able to check behaviour and power of each worker, they can control their own reactions towards them. If the same people are angry with you regularly or make you worried or simply are "closed in", we should ask a question: "Isn't it me who is a complicated person? Therefore, it is useful to remember three rules of communication with different people:

First learn and understand their behaviour patterns. When these are people most difficult? What types of behaviour makes them difficult people? Are they difficult only with you or with others as well?

Don't argue with overly aggressive or excessively difficult people. These individuals often have a desire for dissension and thrive on chaos. By arguing and wanting to „win“ it only adds fuel to the fire. Don't take their behaviour personally. Often, they are impossible to be around because of something going on with them.

If a person – a manager is able to realize the unique of his/her employees and business partners' characters it is more than likely that many communication problems and problems with leading and control can be eliminated. This is also the way how to contribute to not only more pleasant work atmosphere but also effective work and honesty of workers.

4. CONCLUSION

In everyday work and private responsibilities it would be acceptable and comforting sense if stress, time pressure and duty pressure, especially in aviation could be solved with reliable and wise reaction of a colleague, supervisor, and subordinate without any complications which would be difficult to overcome.

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