Unit-02

Leaderships Theory and Styles

Transformational Leadership: (4I's)

- ✓ Transformational leadership is the ability to inspire followers to change expectations, perceptions and motivations to work towards common goals through leadership.
- ✓ They act as inspirational motivators and have clear vision and values.
- ✓ They work to win trust and respect of their followers through actions.
- ✓ The leader works to establish a committed relationship between the leader and the follower.
- ✓ Transformational leaders make people understand the need for change.
- ✓ They create a sense of possibility and vision for the future.
- ✓ Have a desire for common goals, not "me" but "us" Act confident and express confidence in followers.
- ✓ Transformational leaders possess charismatic-leader characteristics (vision, theoretical skills, etc.).
- ✓ They motivate people by appealing to higher ideas and moral values, defining a vision of the future and forming a base for credibility.
- ✓ Mahatma Gandi, Abraham Lincoln, Nelson Mandela, etc. are denoted as Transformational Leaders.

Characteristics of Transformational Leadership

1. **Intellectual Inspirations/Encourage Creativity:**
- Transformational leaders foster a culture of innovation, inspiring team members to think creatively and explore new ideas, contributing to continuous improvement.

2. **Individualized Considerations:**
- Recognizing unique strengths and needs, transformational leaders provide personalized support, mentorship, and resources tailored to each team member, promoting a sense of belonging.

3. **Inspirational Motivations:**
- Transformational leaders connect team efforts to a larger purpose, motivating individuals with a shared mission and passion, going beyond tangible rewards.

4. **Idealized Influence:**

− Serving as role models, transformational leaders lead by example, embodying values and behaviors that inspire trust, admiration, and emulation among team members.

Instructional leadership

✓ This leadership style involves encouraging people to try something new on their own instead of directly showing the ways of doing something.
✓ Instructional leadership helps people to see how their work fits into the overall big picture.
✓ Such a leader delegates challenging assignments. They use their self-awareness to create an environment which encourages each person on the team.
✓ Finally, the employees work autonomously and independently, they feel supported in their work.

Characteristics of Instructional Leadership

◊ **Active Interaction:**
− Leaders engage actively with team members, fostering open communication and collaboration.

◊ **Partnership and Collaboration:**
− Prioritizing collaboration, leaders build strong partnerships within and outside the organization to achieve shared goals.

◊ **Continuous Improvement:**
− Leaders promote a culture of continuous improvement, encouraging teams to regularly enhance processes and performance.

◊ **Self-Effort:**
− Leaders inspire a strong work ethic and personal responsibility, fostering a culture of accountability and initiative.

◊ **Challenging Assignments:**
− Leaders provide tasks that stretch capabilities, encouraging skill development and promoting individual and collective growth.

Constructivist leadership

→ Entrepreneurial leadership may be defined as organizing a group of people to achieve a common goal using proactive (focus for future) entrepreneurial behavior.
→ The leader does so by optimizing risk, innovating to take advantage of opportunities, taking personal responsibility and managing change within a dynamic environment for the benefit of organization.

→ Finally, this type of leadership is about facilitating the learning process, rather than directing it.

Characteristics of Constructivist Leadership

◊ **Innovation:**
− Leaders cultivate a culture of creativity, empowering teams to explore and implement new ideas.

◊ **Motivation:**
− Leaders inspire passion and commitment, connecting work to a greater purpose and providing recognition for increased engagement.

◊ **Risk Assessment:**
− Leaders evaluate risks, encouraging calculated risk-taking and learning from setbacks for continuous improvement.

◊ **Proactive (Focus for Future):**
− Forward-thinking leaders anticipate challenges, guiding teams in strategic planning to navigate the evolving landscape effectively.

◊ **High Achievement Desire:**
− Leaders set ambitious goals, fostering a culture that values excellence and continuous improvement.

◊ **Passion (Focus to Believe):**
− Transformational leaders exude passion, creating a positive work environment where individuals are inspired to contribute their best efforts.

Strategic Leadership

→ Strategic leadership is the ability to influence others to voluntarily make decisions that enhance the prospects for the organization's long-term success.
→ Strategic leadership sets the firms direction by developing and communicating vision of future.
→ A strategic leader is a change agent to initiate strategic changes in the organization and ensure that the changes successfully implemented.

$\rightarrow$ Strategic leadership is a practice in which executives, using different styles of management, develop a vision for their organization which helps to adopt or remain competitive in a changing environment.

$\rightarrow$ The main objectives of strategic leadership are to streamline processes, boost strategic productivity and promote innovation

$\rightarrow$ Managers should have 5 leadership roles for the good strategy: (5 C's)

− Staying on the top of what is happening, closely monitoring progress and learning about obstacles (credibility)

− Promoting a culture (communication)

− Alert for new opportunities (creativity)

− Exercising ethical leadership (commitment)

− Pushing corrective actions (confidence)

Characteristics of Strategic Leadership

− Anticipating (expect or predict)
− Challenging
− Interpreting
− Deciding
− Learning

Agile and Digital Leadership

$\rightarrow$ meaning of agile is that able to move quickly and easily.

$\rightarrow$ Agile leadership is a leadership style that strives to remove roadblocks to success so that employees can be more effective and productive.

$\rightarrow$ Agile teams work together better, agile leadership drives better business outcomes with less wasted time and resources.

$\rightarrow$ Agile supports teamwork, customer, employee satisfaction and flexibility.

Traits of Agile Leadership

❖ **Agility:**
✓ Leaders prioritize flexibility, fostering a culture that embraces innovation and adapts quickly to change.

❖ **Awareness:**
✓ Leaders stay informed about internal and external factors, enabling informed decision-making.

❖ **Accountability:**

✓ Leaders set clear expectations, fostering a culture where individuals take ownership of their roles and contributions.
❖ **Adaptation:**
✓ Leaders emphasize adaptation, encouraging the organization to adjust strategies and behaviors to meet evolving demands.

Agile Leadership Principles

→ Voluntary participation
→ Awareness of Intention
→ Build relationship
→ Integrate personal and business
→ Invite rather than expect
→ Share understanding
→ move assumption to agreements

Digital leadership

→ Digital leadership is the strategic use of a company's digital assets to achieve business goals.
→ Digital assets is anything that is stored digitally that the organizations can use to realize value. For e.g. Documents, audio, videos, logos, slide presentation, spreadsheets and websites.
→ Digital leadership can be addressed at both organizational and individual level.
→ In an organizational level within a specific marketplace, the digital leader may be a company that successfully takes advantage of its own digital assets to gain and maintain a competitive advantage.
→ Digital leaders are willing to explore how information technology (IT) can be used to help an organization become more responsive to customer needs.

5 Pillars of Digital Leadership

❖ **Content:**
→ Substance conveying information, including written, visual, or multimedia materials.
❖ **Technology:**
→ Tools, systems, and applications facilitating tasks, communication, and problem-solving.
❖ **Design/User Experience:**
→ Creation of visually appealing, intuitive products or interfaces for positive user interaction.
❖ **Process:**
→ Systematic and organized steps or actions designed to achieve a specific outcome.

- ❖ **Organization:**
- → Structure of entities outlining roles, hierarchies, and relationships for effective operations.

Working style of digital leadership

- → Digital leadership encompasses a dynamic working style that leverages technology and embraces a forward-thinking approach. Here are key aspects of the e-working style associated with digital leadership:
- ❖ **Remote Collaboration:**
- ✓ Digital leaders are adept at utilizing digital collaboration tools to facilitate communication and teamwork among geographically dispersed teams. They embrace virtual meetings, project management platforms, and collaborative documents to ensure effective remote collaboration.
- ❖ **Agile Decision-Making:**
- ✓ Digital leaders adopt an agile decision-making process, leveraging real-time data and insights. They are comfortable making decisions in dynamic, rapidly changing environments and are open to adjusting strategies based on emerging trends and information.
- ❖ **Technology Integration:**
- ✓ Digital leaders seamlessly integrate technology into their workflows. They leverage digital tools and platforms to enhance efficiency, automate processes, and stay at the forefront of technological advancements relevant to their industry.
- ❖ **Continuous Learning:**
- ✓ In the digital realm, the pace of change is rapid. Digital leaders prioritize continuous learning and skill development, staying updated on emerging technologies, industry trends, and digital best practices to ensure their teams remain innovative and competitive.
- ❖ **Flexibility and Adaptability:**
- ✓ Digital leaders embrace flexibility and adaptability in their working style. They are responsive to change, capable of adjusting strategies, and fostering a culture of adaptability within their teams.
- ❖ **Results-Oriented:**
- ✓ The e-working style of digital leadership emphasizes outcomes and results. Leaders set clear objectives, measure performance using data and metrics, and focus on achieving tangible goals through digital strategies.
- ❖ **Cybersecurity Awareness:**
- ✓ Recognizing the importance of cybersecurity, digital leaders prioritize the protection of digital assets and sensitive information. They implement robust cybersecurity measures and promote awareness of cybersecurity best practices among their teams.
- ❖ **Collaborative Innovation:**
- ✓ Digital leaders foster a culture of collaborative innovation. They encourage team members to contribute ideas, experiment with new technologies, and actively participate in the ideation and implementation of digital initiatives.