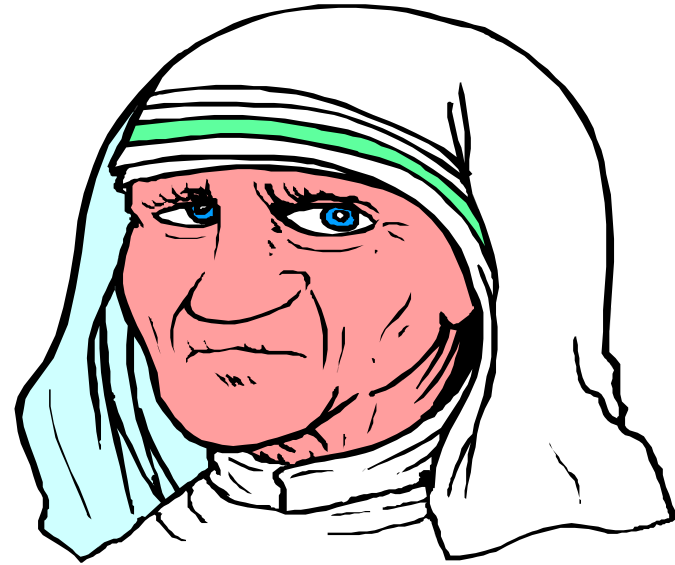
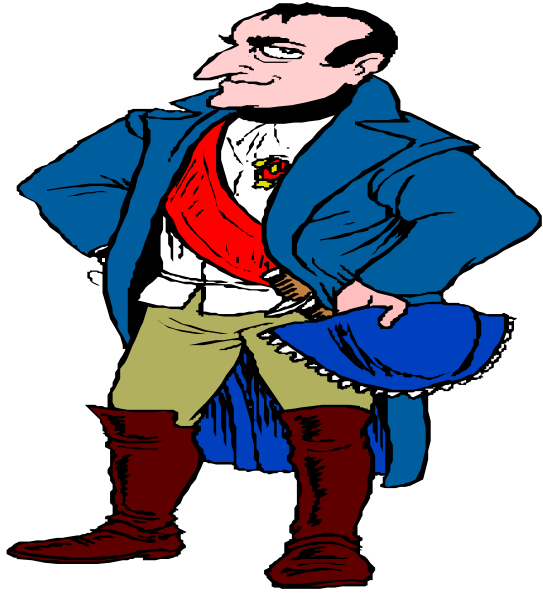


# Leadership



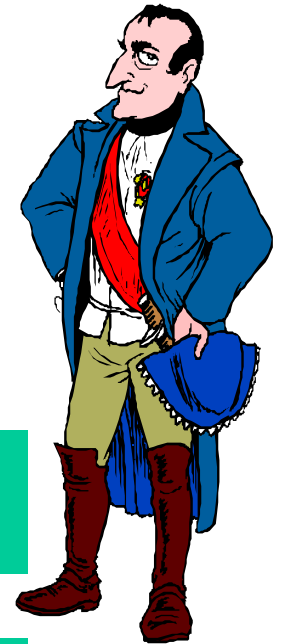
# What is leadership?

**Leading People**

**Influencing People**

**Commanding People**

**Guiding People**



- It is **the ability to influence a group** toward the achievement of goals.
- Leaders can emerge from within a group as well as by formal appointment to lead a group.
- For the optimal effectiveness, Organizations need strong leadership and strong management.

# Types of Leaders

- Leader by the position achieved
- Leader by personality, charisma
- Leader by moral example
- Leader by power held
- Intellectual leader
- Leader because of ability to accomplish things

# Management vs. Leadership

## Management

- Is about coping with complexities
- Focus on things
- Plan
- Organize
- Direct
- Control
- Follows the rules

## Leadership

- Is about coping with change
- Focus on people
- Inspire
- Influence
- Motivate
- Build
- Shape entities

# Leadership Functions

- To create visions of future.
- To inspire Organization Members.
- Link between Management and Workers.
- Motives and Directs People.

# Leadership Styles

- Autocratic or Authoritarian style Leader (Adolf Hitler, Queen Elizabeth I)
- Laissez-faire or Free-ruin style Leader
- Democratic or Participative style Leader (Nelson Mandela)
- Paternalistic style Leader

# Trait Theory

- The trait theory of leadership suggests that certain inborn or innate qualities and characteristics make someone a leader.

- Many Researchers began to organize traits around the “Big five Personality Framework.”

- Ambition and Energy can be a part of Extraversion and self confidence as a part of Emotional Stability.

## Leadership Traits:

- Ambition and energy
- The desire to lead
- Honesty and integrity
- Self-confidence
- Intelligence
- High self-monitoring
- Job-relevant knowledge



# Trait Theory

## **Limitations:**

- **There is bound to be some subjective judgment in determining who is regarded as a 'good' or 'successful' leader.**
- **The list of possible traits tends to be very long.**
- **There is also a disagreement over which traits are the most important for an effective leader**
- **The theory attempts to relate physical traits such as, height and weight, to effective leadership**

# Behavioral Theory

## Behavioral Theory of Leadership

Theory proposes that specific behaviors differentiate leaders from non-leaders.

- **Trait theory:**  
*Leaders are born, not made.*
- **Behavioral theory:**  
*Leadership traits can be taught.*

# Ohio State Studies (1940s)

**Objective:** To identify the major dimensions of Leadership and to investigate the effect of leader's behavior on employee behavior and Satisfaction.

Employees described behavior of the leader on the basis of two dimensions:

- i) Initiating Structure
- ii) Consideration

## Initiating Structure

Refers to the leader's behavior in defining and organizing the relationship between himself and members of the group.

# Ohio State Studies

## **Purpose of Initiating Structure:**

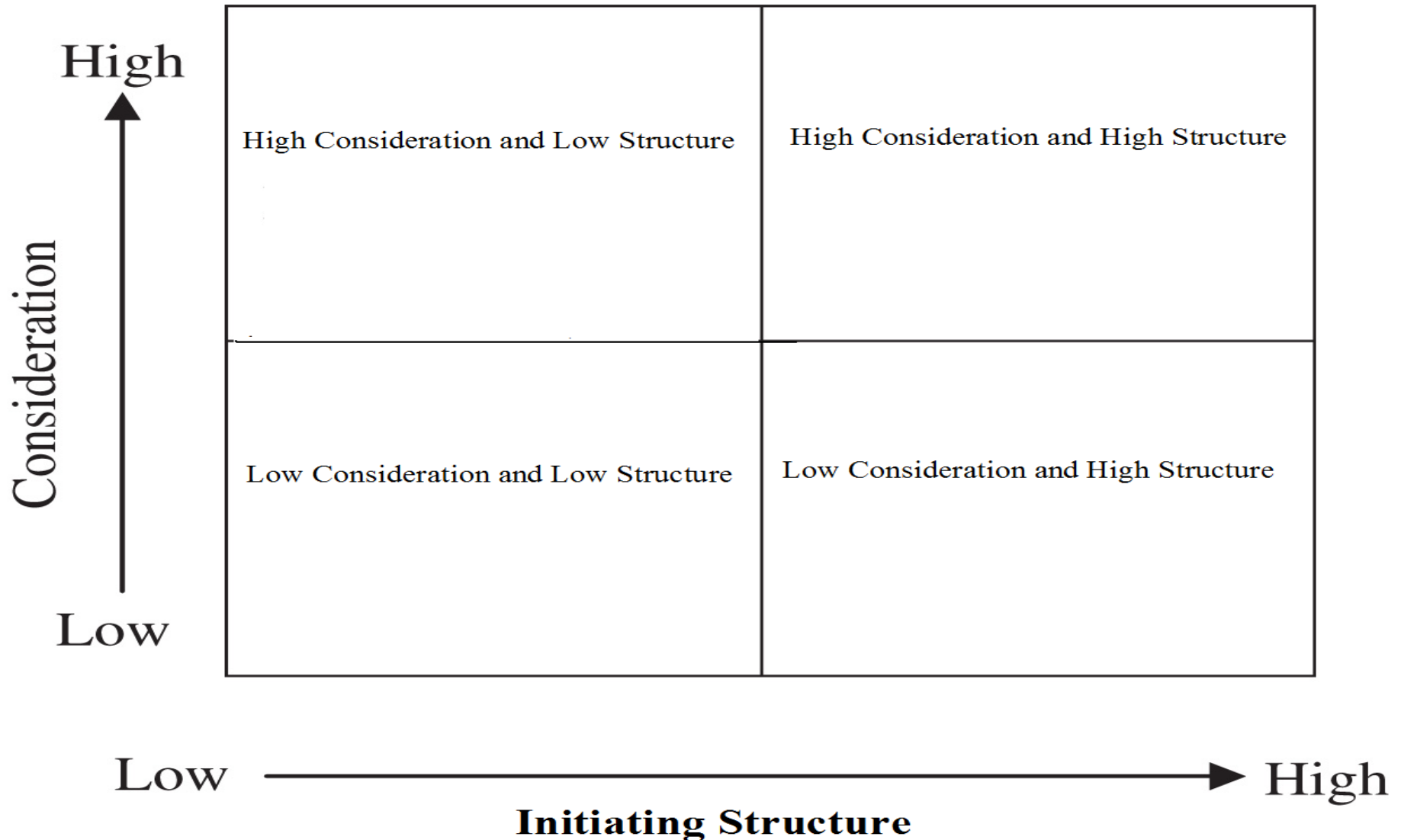
- i) Establish well defined patterns of organization.
  - ii) Develop channels of communications and methods.
  - iii) To supervise the activities of employees.
- 



## **Consideration**

Refers to the behavior which can be characterized by Friendliness, Mutual Trust, Respect, Supportiveness, Openness and Concern for the welfare of employees.

# Ohio State Studies



# Ohio State Studies

## **Findings of the Study are:**

- Positive relationship between Consideration and regularity of employees and Low grievances but negatively related to Performance.
- Positive relationship between initiating structure and employee performance but negatively related to absenteeism.
- When both the dimensions are high, Performance and Satisfaction tended to be high.

# University of Michigan Studies

**Objective:** To identify Styles of Leadership that results in higher Performance and Satisfaction of a group.

Two distinct styles of leadership are:

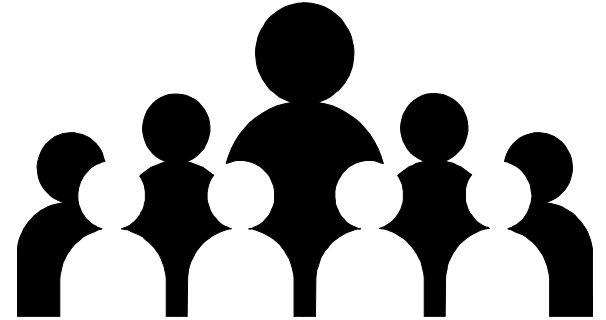
- a) Employee-Oriented Leadership
- b) Production-Oriented Leadership

## Employee-Oriented Leader

Emphasizing interpersonal relations; taking a personal interest in the needs of employees and accepting individual differences among members.

## Production-Oriented Leader

One who **emphasizes technical** or task aspects of the job.



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## Findings of the Study are:

- Both styles led to increase in production.
- Production oriented style **led to decreased satisfaction and** increased turnover, absenteeism.
- Employee oriented style led to improved work flow procedures and more cohesiveness.

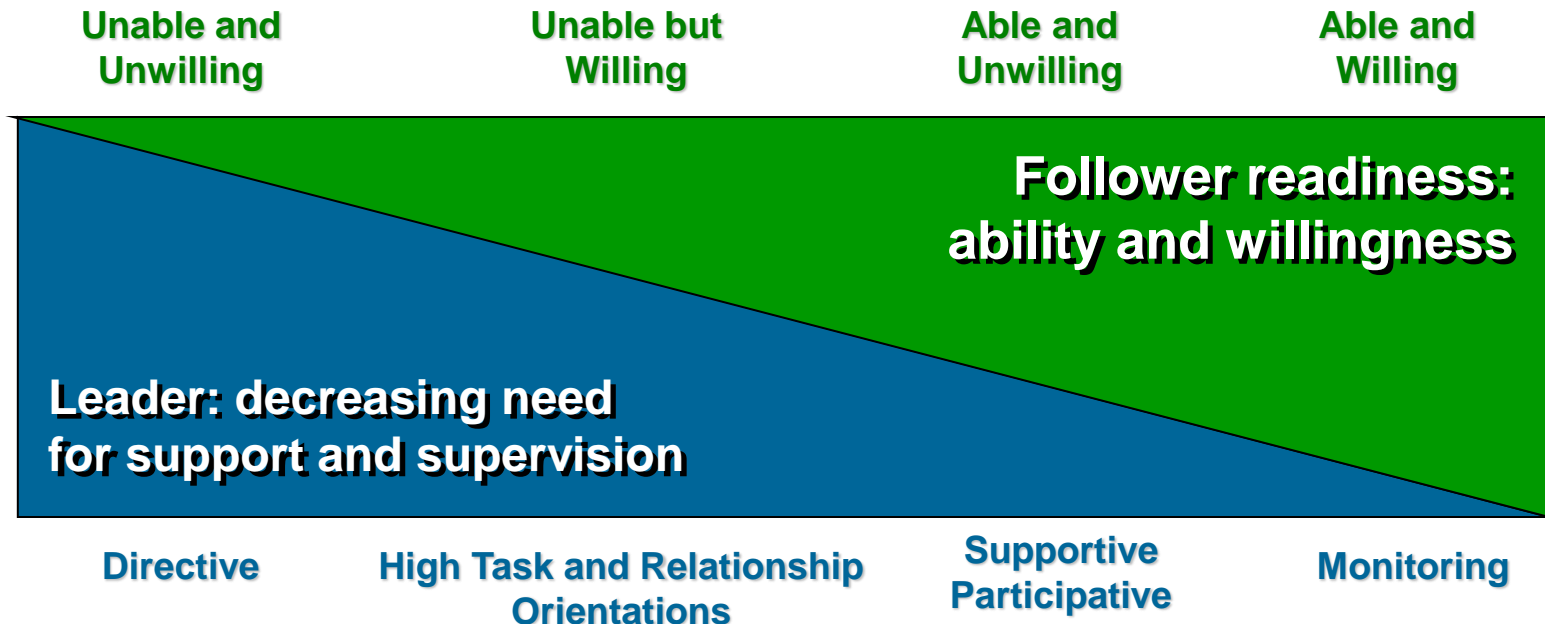


# Hersey and Blanchard's Situational Leadership Theory

## Situational Leadership Theory (SLT)

Theory that focuses on followers' readiness.

**Readiness:** Extent to which people have the ability & willingness to take responsibilities.



# Leadership Styles and Follower Readiness (Hersey and Blanchard)

**Follower  
Readiness**

**Unwilling**

**Willing**

**Able**

**Supportive  
Participative**

**Monitoring**

**Leadership  
Styles**

**Unable**

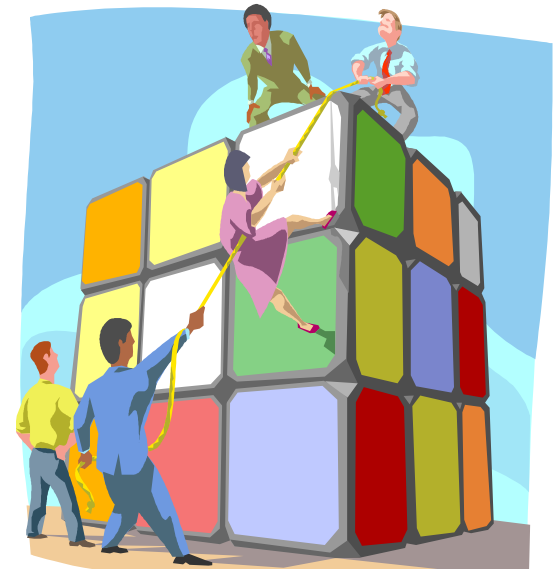
**Directive**

**High Task  
and  
Relationship  
Orientations**

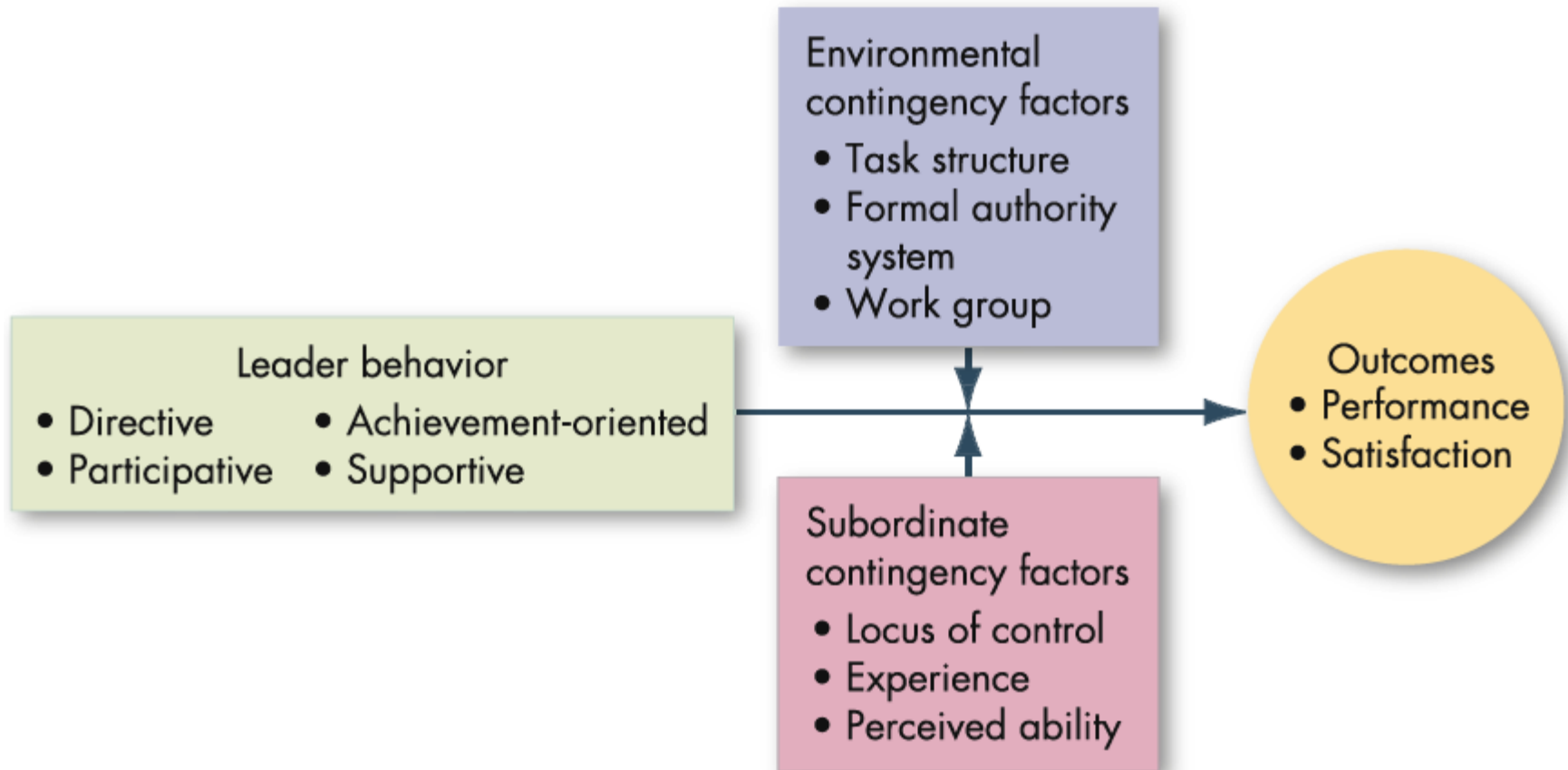
# Path-Goal Theory

## Path-Goal Theory

- States that it is the leader's job to assist followers in attaining their goals and to provide them the necessary information, direction and/or support to ensure that their goals are compatible with the overall objectives of the group or organization.
- Assumes that leaders are flexible and can display any behavior depending upon the situation.



# The Path-Goal Theory



# Inspirational Approaches to Leadership

## **Charismatic Leadership Theory**

Followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors.

### **Charismatic Leaders Influence Followers By:**

- 1. Articulating the vision**
- 2. Setting high performance expectations**
- 3. Conveying a new set of values**

# Beyond Charismatic Leadership

## Level 5 Leaders

- Possess a fifth dimension—a paradoxical blend of personal humility and professional will—in addition to the four basic leadership qualities of **individual capability, team skills, managerial competence, and the ability to motivate others to high performance.**
- Channel their ego needs away from themselves and into the goal of building a great company.



# Key Characteristics of Charismatic Leaders

1. *Vision and articulation.* Has a vision—expressed as an idealized goal—that proposes a future better than the status quo; and is able to clarify the importance of the vision in terms that are understandable to others.
2. *Personal risk.* Willing to take on high personal risk, incur high costs and engage in self-sacrifice to achieve the vision.
3. *Environmental sensitivity.* Able to make realistic assessments of the environmental constraints and resources needed to bring about change.
4. *Sensitivity to follower needs.* Perceptive of others' abilities and responsive to their needs and feelings.
5. *Unconventional behavior.* Engages in behaviors that are perceived as novel and counter to norms.