

Leadership

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Concept

“I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz. There is more improvisation.”

By- Warren Bennis

Good leaders are made, not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience

DEFINITIONS

- ❑ Leadership is the ability of a manager to induce subordinates (followers) to work with confidence and zeal.—Koontz and O'Donnell
- ❑ Leadership is the activity of influencing people to strive willingly for mutual objectives.—George Terry
- ❑ Leadership is the ability to awaken in others the desire to follow a common objective.—R. T. Livingston

Component of Leadership

Dynamic Communication —

Conversations take place at all levels of energy. Each paragraph, each sentence, and each word depending upon how it is said, as well as everything that is not said out loud, will impact a leader's ability to engage his or her audience, shift their energy, and inspire the individuals to complete a task, mission, or journey.

Conflict/Challenge Resolution —

Life is cyclical. At times you are accomplishing something substantial, feeling confident, and on top of the world. At other times your life can be filled with events, situations, and people, or a combination of all of them that complicate matters. Just because life is filled with challenges, depending upon your frame of reference, your response to this apparent chaos will be significant in how you lead.

- **Emotional Intelligence** —

Emotional intelligence can be defined as our ability to distinguish, understand, and have a greater awareness of how our inner game of thoughts and feelings connect with our outward display of behaviors and actions, as well as the ability to manage these thoughts and feelings to effectively lead.

- **Productivity** —

Getting things done, achieving results requires effective use of resources available to you. It also involves the leadership and stewardship of resources such as people, capital, and time. Getting things done requires an ability to organize yourself, to focus on your priorities, and to carry out your work and mission.

- **Influencing and Inspiring Others —**

Successful leaders focus less (if at all) on what to say in order to get people to take action. Instead, effective leaders focus on how they can “be” in order to embody a message that inspires others to accomplish a task, create a powerful relationship, and join forces to complete a mission.

- **Developing/Maintaining Positive and Effective Relationships —**

Our lives are a web of connecting relationships. Relationships bring us much joy, and sometimes a great deal of pain and sorrow. The ability to build a supportive team or tribe as well as minimize and manage draining relationships allows us to lead ourselves more effectively and then in turn others.

- **Time Management/Balance —**

We are all created equal in that all of us have 24 hours in our days. Where we differ is how we view and use that time. How we see time and how we invest our time directly impacts the success we'll have in all aspects of life.

- **Health/Wellness —**

Our health obviously affects our physical energy in life. When our bodies are functioning optimally, we have the physical energy to work, play, study, and think. In other words, we have the energy to do the things that bring us success, in whatever way we measure it. When we take care of our health, we secure the last link in the chain of success to lead most effectively

IMPORTANCE OF LEADERSHIP

☐ Clarity and Communication

- At the same time, it also sees that the vision of the organization is communicated to all the employees so that they can clearly understand the purpose and work accordingly.

☐ Motivation

A motivated individual in turn puts in more efforts and performs better, thus helping in achieving the organizational goals in an effective manner.

☐ Change Management

Effective leadership helps in change management by reducing or eliminating the resistance to change among the employees within the organization.

☐ Planning

A leader has clear vision about the organizational goals and objective and thus helps in effective planning.

IMPORTANCE OF LEADERSHIP

❑ Employee Relations

A leader helps in building cordial relations among his team members, which in turn helps in easy coordination.

❑ Crisis Management

Good corporate leadership can assist a team stay focused in times of crises, reminding the team members about their accomplishments
and inspiring them to set and achieve goals.

Leaders vs Managers

“Managers are people who do things right and
Leaders are people who do the right things.”

Leaders vs Managers

Manager	Leader
<ul style="list-style-type: none">▪ Focuses on the present▪ Prefers stability▪ Orients toward the short term▪ Focuses on procedure▪ Asks "what" and "how"▪ Prefers to control▪ Is happy in complexity▪ Uses the rational mind▪ Works within the context of the organization and the business	<ul style="list-style-type: none">▪ Looks toward the future▪ Appreciates change▪ Orients toward the long term▪ Engages in a Vision▪ Asks "why" and "what"▪ Knows how to delegate▪ Prefers to simplify▪ Trusts intuition▪ Takes social and environmental contexts into consideration

LEADERSHIP TRAITS

- ☐ Sympathy
- ☐ Steadiness
- ☐ Uprightness
- ☐ Direction
- ☐ Communication
- ☐ Flexibility
- ☐ Faith and Belief
- ☐ Complexity Resolution
- ☐ Strategic Action
- ☐ Innovation

LEADERSHIP STYLES

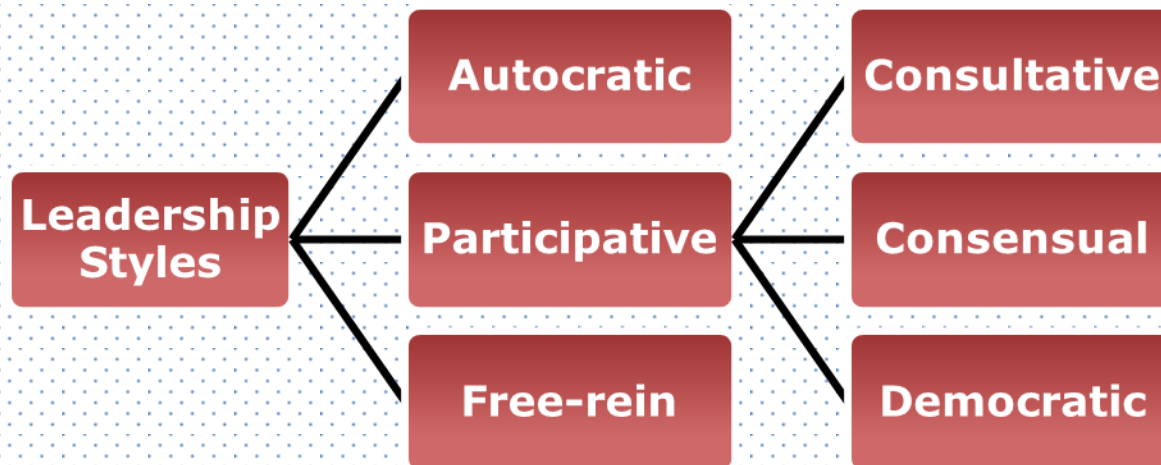
Leadership style is basically the approach an individual follows while leading other people. They are:

❑ Autocratic Style (Do What I Say)

Leader decides and instructs the team and the subordinates follow him and implement his decisions.

Employees play no role in decision-making.

Adolf Hitler and Colonel Gaddafi are examples of the autocratic leaders.



LEADERSHIP STYLES

❑ Participative Style (Let Us Work Together)

- Consultative: In this style leaders take in opinions from the group members before coming to the final decision.
- Consensual: These leaders believe in motivating the group members to discuss on the issue and then arrive at a conclusion. These types of leaders assign more weightage to the group opinion in comparison to the consultative leaders.
- Democratic: In this style, each group member votes before the leader takes any decision. Here the entire authority lies with the group.

❑ Free-rein style (I Go and You Work)

- Leader gives entire freedom to the group members to identify the goals and objectives, take decisions, and resolve issues.
- For example, free-rein style of leadership occurs in research and development sections of industry.

QUALITIES OF A LEADER

Physical appearance- A leader must have a pleasing appearance. Physique and health are very important for a good leader.

Vision and foresight- A leader cannot maintain influence unless he exhibits that he is forward looking. He has to visualize situations and thereby has to frame logical programmes.

Intelligence- A leader should be intelligent enough to examine problems and difficult situations. He should be analytical who weighs pros and cons and then summarizes the situation. Therefore, a positive bent of mind and mature outlook is very important.

Communicative skills- A leader must be able to communicate the policies and procedures clearly, precisely and effectively. This can be helpful in persuasion and stimulation.

- **Objective-** A leader has to be having a fair outlook which is free from bias and which does not reflect his willingness towards a particular individual. He should develop his own opinion and should base his judgement on facts and logic.
- **Knowledge of work-** A leader should be very precisely knowing the nature of work of his subordinates because it is then he can win the trust and confidence of his subordinates.
- **Sense of responsibility-** Responsibility and accountability towards an individual's work is very important to bring a sense of influence. A leader must have a sense of responsibility towards organizational goals because only then he can get maximum of capabilities exploited in a real sense. For this, he has to motivate himself and arouse and urge to give best of his abilities. Only then he can motivate the subordinates to the best.

- **Self-confidence and will-power-** Confidence in himself is important to earn the confidence of the subordinates. He should be trustworthy and should handle the situations with full will power.
- **Humanist-** This trait to be present in a leader is essential because he deals with human beings and is in personal contact with them. He has to handle the personal problems of his subordinates with great care and attention. Therefore, treating the human beings on humanitarian grounds is essential for building a congenial environment.
- **Empathy-** It is an old adage “Stepping into the shoes of others”. This is very important because fair judgement and objectivity comes only then. A leader should understand the problems and complaints of employees and should also have a complete view of the needs and aspirations of the employees. This helps in improving human relations and personal contacts with the employees.

Overview of Theories

- **Trait Theory**
- **Behavioral Theories**
 - Managerial Grid
- **Contingency Theory :**
 - Fiedler's Least Preferred Co-worker (LPC) Theory

Trait Theory

- What characteristics or traits make a person a leader?
- Great Man Theory: Individuals are born either with or without the necessary traits for leadership
- Trait theories of leadership sought personality, social, physical or intellectual traits that differentiate leaders from non leaders
- Trait view has little analytical or predictive value
- Technical, conceptual and human skills (Katz 1974)

Trait Theories

trait theories of leadership

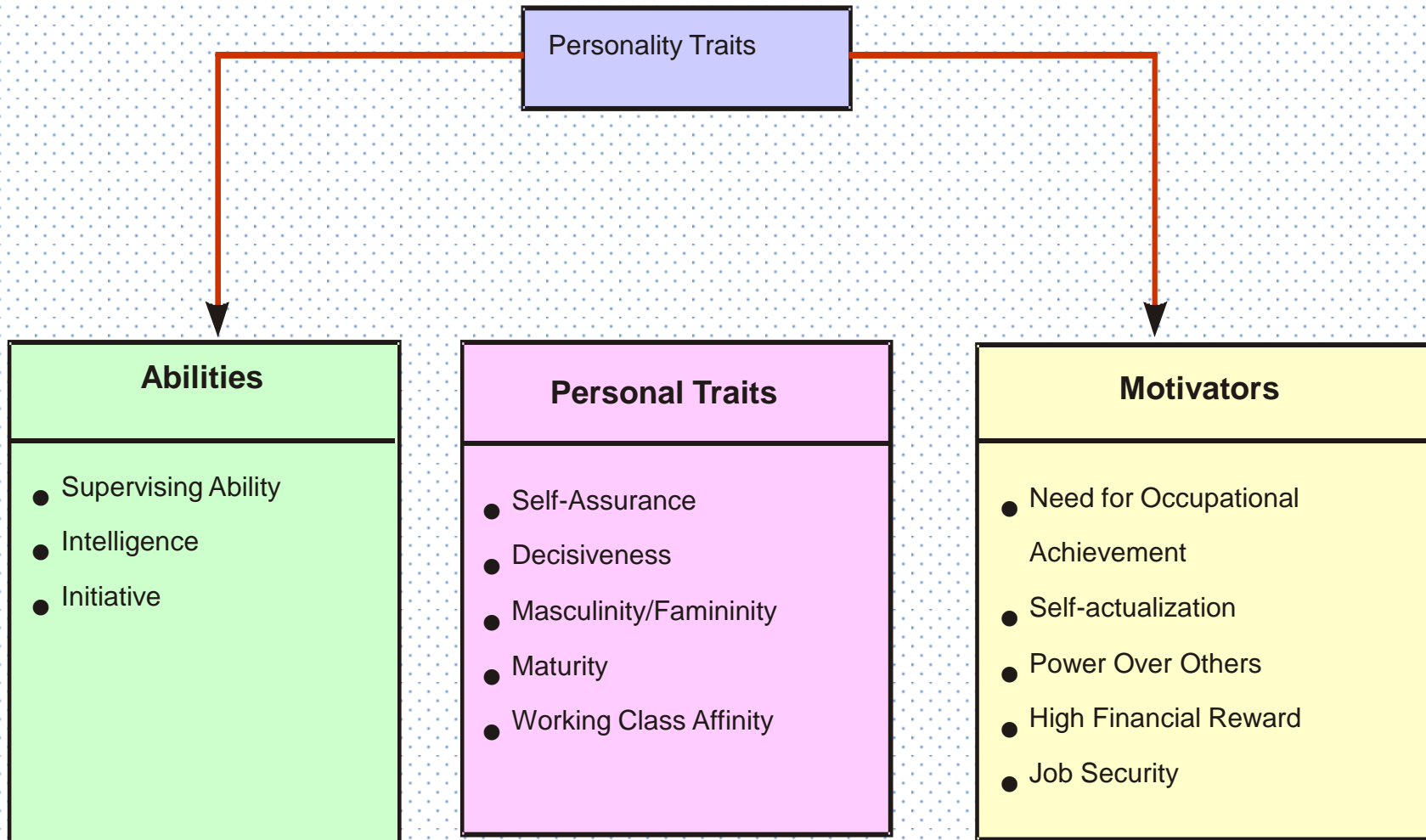
Theories that consider personality, social, physical, or intellectual traits to differentiate leaders from nonleaders.

Leadership Traits:

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

Trait Theory

The trait theory is based on the great man theory, but it is more systematic in its analysis of leaders. Like the great man theory, this theory assumes that the leader's personal traits are the key to leadership success.



Traits of Leaders

- Intelligence
- Physical Features
- Inner Motivation
- Maturity
- Vision & Foresight
- Acceptance of Responsibility
- Open-Minded and adaptability
- Self-confidence
- Human Relations Attitude
- Fairness and Objectivity

TABLE 10–1**Traits and Skills Differentiating Leaders from Nonleaders**

Traits	Skills
Adaptable to situations	Clever (intelligent)
Alert to social environment	Conceptually skilled
Ambitious, achievement oriented	Creative
Assertive	Diplomatic and tactful
Cooperative	Fluent in speaking
Decisive	Knowledgeable about the work
Dependable	Organized (administrative ability)
Dominant (power motivation)	Persuasive
Energetic (high activity level)	Socially skilled
Persistent	
Self-confident	
Tolerate of stress	
Willing to assume responsibility	

Source: Based on Ralph Stogdill *Handbook of Leadership: A Survey of the Literature* (New York: Free Press, 1974), p. 237.

Trait Theories

Limitations:

- No universal traits that predict leadership in all situations.
- Traits predict behavior better in “weak” than “strong” situations.
- Unclear evidence of the cause and effect of relationship of leadership and traits.
- Better predictor of the appearance of leadership than distinguishing effective and ineffective leaders.

Behavioural Theory

In contrast with trait theory, behavioural theory attempts to describe leadership in terms of what leaders do, while trait theory seeks to explain leadership on the basis of what leaders are. Leadership according to this approach is the result of effective role behaviour. Leadership is shown by a person's acts more than by his traits. This is an appropriate new research strategy adopted by Michigan Researchers in the sense that the emphasis on the traits is replaced by the emphasis on leader behaviour (which could be measured).

Behavioural Theory

Theories proposing that specific behaviors differentiate leaders from non leaders.

- Pattern of actions used by different individuals determines leadership potential
- Examples
 - Autocratic, democratic and laissez-faire

Behavioural Theory

- Theories that attempt to isolate behaviors that differentiate effective leaders from ineffective leaders
- Behavioral studies focus on identifying critical behavioral determinants of leadership that, in turn, could be used to train people to become leaders

BEHAVIOURAL THEORY

- ❑ Behavioral theory of leadership describes the behaviour of leaders and focuses on making of a leader, than ascertaining that leaders are born.
- ❑ Advantages of Behavioural Theory
 - Encourages values of leadership styles with focus on collaboration.
 - Promotes participative decision making and team development.
 - Helps managers evaluate their own style which affects the team's contribution towards organizational goals.
 - Helps managers find the right balance between different styles of leadership.

MANAGERIAL GRID

- ❑ Managerial grid is a graphical representation of two behavioural dimensions of a leader:
- ❑ Concern for People (Y-axis):
 - This is the extent to which a leader accommodates the needs and interests of the team members and gives them priority while making a decision about best means to accomplish a task.
- ❑ Concern for Production (X-axis):
 - This is the extent to which a leader lays emphasis on tight schedules and high productivity while making a decision about best means to accomplish a task.
- ❑ The scale of grid ranges from 1 (low) to 9 (high), thus forming 81 positions.

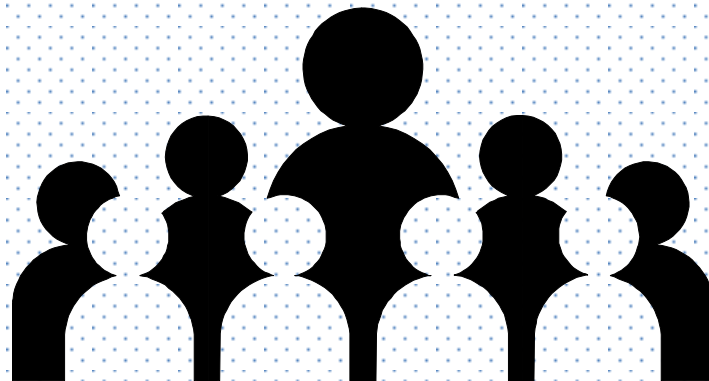
University of Michigan Studies

employee-oriented

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

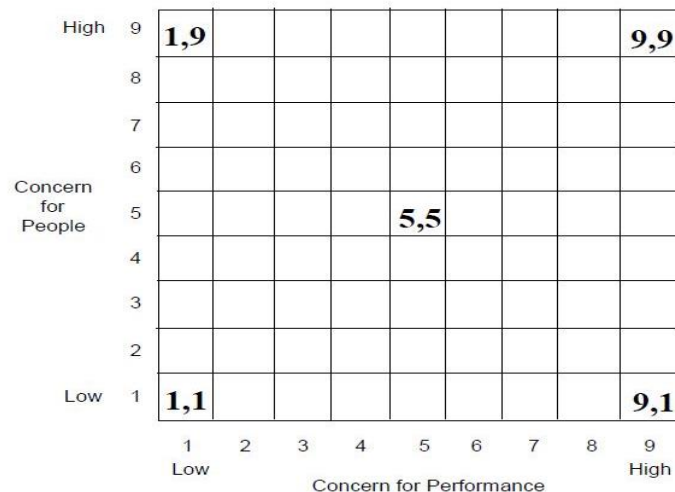
production-oriented leader

One who emphasizes technical or task aspects of the job.

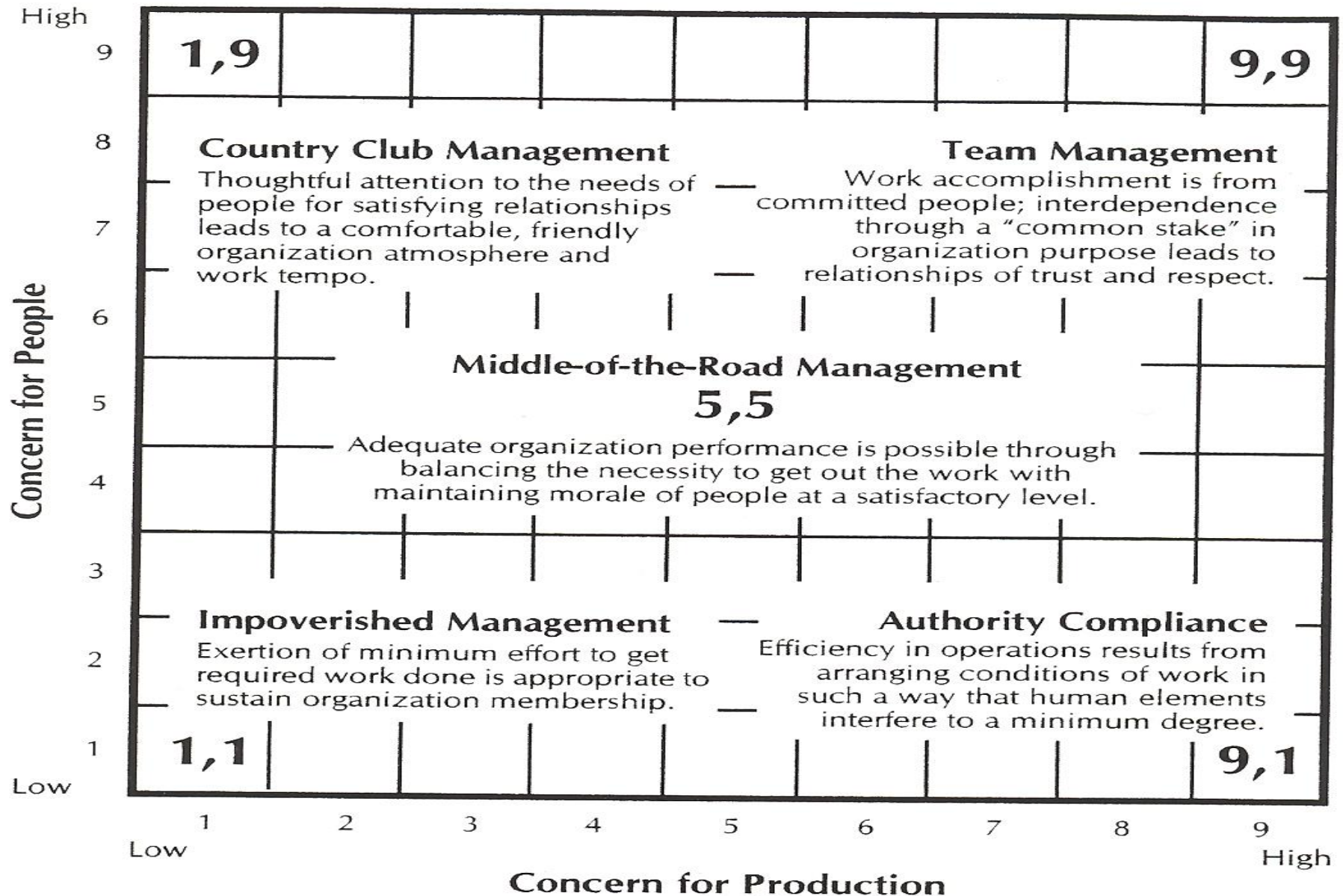


MANAGERIAL GRID

- ❑ The grid identifies five basic styles of leadership. They are:
 - Impoverished Management (Avoid and Escape) (1,1)
 - Dictatorial (Produce or Perish) (9,1)
 - Country Club (Yield and Comply) (1,9)
 - Team Management (Contribute and Commit) (9,9)
 - Middle of the Road (Balance and Compromise) (5,5)



Managerial Grid (Blake & Moulton)



Contingency Theories

- While trait and behavior theories do help us understand leadership, an important component is missing: the environment in which the leader exists.
- Contingency Theory deals with this additional aspect of leadership effectiveness studies.

Fiedler Model

- The theory that effective groups depend upon a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.
- There are basically three steps in the model
 - 1) Identifying Leadership Style
 - 2) Defining the Situation

1) Identifying Leadership Style

- **Fiedler believes a key factor in leadership success is the individual's basic leadership style**
So he created the Least Prefer Co-worker (LPC) Questionnaire
- **LPC:-An instrument that tells to measure whether a person is task or relationship oriented**

Cont...

- If the low LPC score then the person is task oriented
- If the high LPC score then the person is relationship oriented

Fielder assumes that leadership style is fixed . If situation requires a task oriented leader and the person is relationship oriented , then either situation is modified or replaced .

Least Preferred Coworker (LPC)

Scale

Pleasant	8	7	6	5	4	3	2	1	Unpleasant	
Friendly	8	7	6	5	4	3	2	1	Unfriendly	
Rejecting	8	7	6	5	4	3	2	1	Accepting	
Tense	8	7	6	5	4	3	2	1	Relaxed	
Cold	8	7	6	5	4	3	2	1	Warm	
Supportive	8	7	6	5	4	3	2	1	Hostile	
Boring	8	7	6	5	4	3	2	1	Interesting	
Quarrelsome	8	7	6	5	4	3	2	1	Harmonious	
Gloomy	8	7	6	5	4	3	2	1	Cheerful	
Open	8	7	6	5	4	3	2	1	Closed	
Backbiting	8	7	6	5	4	3	2	1	Loyal	
Untrustworthy		8	7	6	5	4	3	2	1	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate	
Nasty	8	7	6	5	4	3	2	1	Nice	
Agreeable	8	7	6	5	4	3	2	1	Disagreeable	
Insincere	8	7	6	5	4	3	2	1	Sincere	
Kind	8	7	6	5	4	3	2	1	Unkind	

Scoring

- Your final score is the total of the numbers you circled on the 18 scales

57 or less = Low LPC (task motivated)

58-63 = Middle LPC (socio-independent leaders, self directed and not overly concerned with the task or with how others view them)

64 or above = High LPC (motivated by relationships)

2) Defining the Situation

- **Fiedler identified three contingency dimensions that define the key situational factors**
- **1. Leader-member relations:**
The degree of confidence, trust, and respect, members have in the leader
- **2. Task structure:**
The degree to which the job assignments are procedurized
- **3. Position Power:**
The degree of influence a leader has over power variables such as hiring, firing, promotion etc.

3) Matching leaders and Situations

- **After knowing the leadership style through LPC and defining all the situations, we will chose the leader who will fit for the situation.**

Two ways in which to improve leader effectiveness

- 1) Change the leader to fit the situation**
- 2) Change the situation to fit the leader**

- Janice is a highly educated top executive in charge of research and development. John is her underpaid assistant, struggling to support his family. His performance evaluations have always been more than adequate. As one of his research projects, John designs a creative software package that addresses major concerns within the company. He shares this program with Janice, hoping it will bring him a much needed promotion and raise. Janice's boss has asked her to design an innovative and efficient program. But pressures of her position keep her from setting aside sufficient time to do the requested work. Janice, eager to successfully complete the job her boss assigned, is thinking of presenting John's program to her boss and passing it off as her own. If John objects, she can threaten to lower his performance evaluations or possibly even fire him. If he agrees to go along with the scheme, she can give him a raise and a promotion. What should Janice do?

LEADERSHIP DEVELOPMENT

The organization which focuses on leadership development should promote the following:

- ❑ Initiative Thinking:

Whenever feasible, the subordinates should be given an opportunity to take independent decisions. Creative thinking should not only be appreciated but also taken into consideration. Opportunities to explore creative ideas should be introduced.

- ❑ Personal Skills Development:

A training and development programme to refine skills and personalities, attitude, and overall professional grooming is mandatory. Job rotations can also play a crucial role in this regard.

- ❑ Encouraging a Challenging Project:

Taking up challenging opportunities is also promoted in case of leadership development.

Thank You...

Any Queries ?