Leadership

❖ WHAT IS LEADERSHIP?

- Leadership is the ability <u>to get extraordinary achievement from ordinary people.</u>

- A good leader must have a mixture of qualities and should be tough enough to fight, tender enough to cry, human enough to make mistakes, humble enough to admit them, strong enough to absorb the pain, and resilient enough to bounce back and keep moving.

- In management terms, <u>leadership is the ability of a manager to induce the subordinates to work with confidence and zeal.</u>

❖ WHY IS LEADERSHIP IMPORTANT?

- Very few things are more important to human activity than leadership.

- Without leadership, a group of human beings quickly degenerates into argument and conflict, because you see things in different ways and lean toward different solutions.

- Investors recognize the importance of business leadership when they say, "A good leader can make a success of a weak business plan, but a poor leader can ruin even the best plan."

- If Mahatma Gandhi, Nelson Mandela and Winston Churchill are examples of good political leadership, Richard Branson, Steve Jobs and Rupert Murdoch are examples of good business and organizational leadership.

❖ QUALITIES OF A GOOD LEADER

These essential qualities are:
- 1. Vision
- 2. Passion
- 3. Persuasion and influence
- 4. Communication
- 5. Integrity
- 6. Directing
- 7. Empathy
- 8. Strategy
- 9. Decision-making
- 10. Coaching and developing

❖ LEADERS AND MANAGERS

- In general, management and leadership are two of the most important positions for anyone to have in an organization. Both these positions come with a great deal of responsibility; however, they both serve different purposes and responsibilities in an organization.

- Whereas leaders tolerate chaos and lack of structure, managers seek order and control and are problem-solvers primarily. Some people say, "it takes neither genius nor heroism to be a manager, but rather persistence, tough-mindedness, hard work, intelligence, analytical ability, and perhaps the most important, tolerance and goodwill."

❖ DIFFERENCE BETWEEN MANAGEMENT & LEADERSHIP

Management	Leadership
• Coping with complexity	• Coping with and promoting change
• Planning and budgeting	• Setting a direction
• Organizing and staffing	• Aligning people
• Controlling and problem-solving	• Motivating and inspiring people
• Effective action	• Meaningful action

❖ SEVEN PERSONALITY TYPES OF LEADERS

You know that leadership is the art of getting someone to do something that you want done. Leaders establish a vision for the future and set the strategy for getting there; they cause change. The personality type of leaders determines the followership. There are seven major types:

• **Influencer:** Someone who loves to have fun, be with people and get them excited. These are the social butterflies, the life of the party; they are charismatic leaders, who have the power to motivate others.

• **Responder**: Someone who 'just cares.' These are people who are very loving, nurturing and aware of others' feelings.

• **Doer**: Someone driven by action, generally by the lists of tasks. These individuals feel fulfilled by getting through those lists, often behind the scenes.

• **Shaper:** Someone who is a planner and strategist. These are individuals who work at a high level and are great at dissecting an objective into measurable steps and goals.

• **Contemplator:** Someone who is a thinker, observer and reflector. These individuals can be very quiet at first, but they also can come up with a genius idea out of nowhere.

• **Mover:** Someone who is dominant, direct and demanding, and is a motivator. These individuals are flag-bearers and leaders; often though, because of their desire to keep moving, they encounter a lot of conflict.

• **Producer:** Someone who is a patient planner and entrepreneur. These individuals are good at making money on many occasions.

❖ LEADERSHIP THEORIES

- Great Man Theories
- Trait Theories
- Power and Influence Theories
- Situational Theories
- Contingency Theories
- Behavioural Theories
- Transactional Theories
- Transformational Theories
- Participative Theories
- Distributed Leadership Theories
- Servant Theories

- **Great Man Theories**

Great Man theories assume that the capacity for leadership is inherent—that great leaders are born, not made. These theories often presume leaders as extraordinary persons and portray great leaders as heroic, mythic and destined to rise to leadership when needed (Exploring Management, Open University 2010). It is a concept of the 19th century and the term 'Great Man' was used because, at the time, leadership was thought of primarily as a male quality, especially in terms of military leadership or kingship.

- **Trait Theories**

These are similar in some ways to the 'Great Man' theories and assume that people inherit certain qualities and traits that make them better suited for leadership. Trait theories often identify particular personality or behavioural characteristics that are shared by leaders. There is however, a question—if particular traits are key features of leadership, how do you explain people who possess those qualities but are not leaders?

- **Power and Influence Theories**

These theories indicate that people with power and influence, such as the CEO or individuals holding higher positions, become leaders. They develop leadership abilities and followership on the way up. These theories have been questioned because they confuse authority with leadership.

- **Situational Theories**

Situational theories propose that leadership is determined less by the personality of the leader than the requirements of the given situation. It says that leaders choose the best course of action based on situational variables. Different styles of leadership may be more appropriate for certain types of decision making. It says that you can maximize leadership effectiveness by being aware of the relationship between 'people to behaviour' and 'task to behaviour' and therefore, help people to be more productive and fulfilled in their roles

- **Contingency Theories**

Contingency theories of leadership can be called a refinement of situational leadership theories. They focus on particular variables related to the environment that may determine which particular style of leadership is best suited for the situation. According to these theories, no leadership style is best in all situations. Success depends on a number of variables, including the leadership style, qualities of the followers and aspects of the situation.

- **Behavioural Theories**

Behavioural theories of leadership are based on the belief that great leaders are made, not born. Rooted in behaviourism, these leadership theories focus on the actions of leaders, not on mental qualities or internal states. According to these theories, people can learn to become leaders through teaching and observation

- **Transactional Theories**

Transactional theories (also known as 'management theories') focus on the role of supervision, organization and group performance. These theories base leadership on the relationship and mutual benefit of leaders and followers, that is, the system of rewards and punishments. Managerial theories are often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished.

- **Participative Theories**

Participative leadership theories suggest that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others.

- **Distributed Leadership Theories**

These theories are from new schools of thought. They are also called shared leadership, team leadership or democratic leadership theories. It essentially means decentralization of power and indicates that leadership practice is distributed in the interaction of leaders, followers and the situations. There is flattening of hierarchy. The New York City–based Oepheus Chamber Orchestra, which is one of the world's fi nest orchestras, has its leadership roles shared and rotated. This unleashes the talent, vision, creativity and leadership of each member of the group.

❖ TYPES OF LEADERS

- There are a variety of leaders who have become successful due to their personal traits and styles. The bottom line is—a leader must have followers. There are thus, a large number of leaders typified to be followed by a number of their followers. In addition, different types of leaders were successful in different eras and times, as well as different cultures. Some leaders may fi t into multiple types because they adapt their styles for better functioning in different circumstances. Although ordering people to do what was to be done worked for Adolf Hitler, today good leadership skills and effective leadership styles are based more on the principle of collaborating and servant leadership—serving the needs of others, making their path straight and their way easy.

- Positive leaders empower people to accomplish their goals.

1. Visionary Leaders

Visionary leaders have visions, articulate the visions, passionately own these visions and relentlessly drive them to completion. All those who have accomplished great things have had great visions and have fixed their gaze on goals that were high, some that at times seemed impossible. When people are engaged, they share the dream and move to the goal with the leader, and achieve great success.

2. Coaching Leaders

What makes leadership is the ability to get people to do what they do not want to do and like it? A coaching leader connects individual needs and wants with the organization's goals. Coaching explores the person's life and values beyond just work. Such leaders help employees forge long-term goals and develop plans to meet those goals. Paradoxically, though this style does not focus specifically on the bottom line, it delivers bottom-line results.

3. Democratic Leaders

Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. Inclusion and participation show that each member is valued by this leader. This is particularly effective when the leader is genuinely looking for ideas or seeking to secure buy-in for a potential change. At some point, however, if consensus cannot be reached, the leader must make the decision and move ahead.

4. Pacesetting Leaders

Brave persons confront fear and move towards it. It then gets smaller. Leaders face fear and move forward. They set and achieve challenge goals. This style is often executed in a highly competitive way; thus, it is less effective in most situations because it promotes the good of one person or department with little regard for the good of the entire organization. It can be useful sometimes, with a confident and highly motivated team, but this style should be used sparingly

5. Commanding Leaders

These leaders are also known as authoritarian leaders or autocratic leaders. They set clear expectations for what needs to be done, when it should be done and how it should be done. There is also a clear division between the leaders and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. It can be useful temporarily in a crisis, to jumpstart a new initiative or with a problem employee, but routine use of this style should be very limited in 21st century due to minimal effectiveness.

6. Delegating Leaders

In contrast to commanding leaders, delegating leaders (also called Laissez-Faire) give freedom to the group without any participation from themselves. They offer little or no guidance to the group members and leave decision-making to the group members. Although this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

❖ LEADERSHIP BEHAVIOUR

- A leader must follow all the seven habits of highly effective people as described by Stephen Covey.

- **Habit 1:** Be Proactive – Take initiatives in life by realizing your decisions (and how they align with life's principals). This would be the primary determining factor for effectiveness in your life. Take responsibility for your choices and the consequences that follow.

- **Habit 2:** Begin with the End in Mind – Self-discover and clarify your deeply important character values and life goals. Envision the ideal characteristics for each of your various roles and relationships in life.

- **Habit 3:** Put First Things First – Plan, prioritize and execute your week's tasks based on importance rather than urgency. Evaluate if your efforts exemplify your desired character values, propel you towards goals and enrich the roles and relationships elaborated in Habit 2.

- **Habit 4:** Think Win-Win – Genuinely strive for mutually beneficial solutions or agreements in your relationships. Value and respect people by understanding that a 'win' for all is ultimately a better long term resolution than if only one person in the situation got his or her way.

- **Habit 5:** Seek First to Understand, and then to be Understood – Use empathetic listening to be genuinely influenced by persons, which compels them to reciprocate the listening and have an open mind to being influenced by you, which creates an atmosphere of caring, respect and positive problem-solving.

- **Habit 6:** Synergize – Combine the strengths of people through positive teamwork, so as to achieve goals that no one person could have achieved alone. To draw the most prolific performance out of a group of people, encourage meaningful contribution, and model inspirational and supportive leadership.

- **Habit 7:** Sharpen the Saw – Balance and renew your resources, energy and health to create a sustainable, long-term and effective lifestyle.