

LEADERSHIP:

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LEADERSHIP

Leadership is an important element of the directing function of management.

Leadership is the ability of a leader to influence the followers behaviour.

Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led.

To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity.

Different situations may demand different types of leadership.

LEADERSHIP

1. Koontz and 'O'Donnell, Leadership is the ability of a manager to induce subordinates to work with confidence and zeal.
2. Dubin, R. Leadership is the exercise of authority and making of decisions.
3. Allford and Beaty, Leadership is the ability to secure desirable actions from a group of followers voluntarily, without the use of coercion.
4. George R. Terry, Leadership is the activity of influencing people to strive willingly for group objectives.

LEADERSHIP

In the various definitions of leadership the emphasis is on the capacity of an individual to influence and direct group effort towards the achievement of organizational goals. Thus, leadership is the practice of influence that stimulates subordinates or followers to do their best towards the achievement of desired goals.

Nature and Characteristics of Leadership:

An analysis of the definitions cited above reveals the following important characteristics of leadership:

1. Leadership is a personal quality.
2. It exists only with followers. If there are no followers, there is no leadership?

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3. It is the willingness of people to follow that makes person a leader.
4. Leadership is a process of influence.
5. It exists only for the realization of common goals.
6. It involves readiness to accept complete responsibility in all situations.
7. Leadership is the function of stimulating the followers to strive willingly to attain organizational objectives.
8. Leadership styles do change under different circumstances.

Effective Leadership

- 1. Effective leadership and power (group of followers, personal quality, relationship between leader and follower, guidance to individual and group)
- 2. The effective leadership perspectives (Leadership as power, personal character of leader, leadership behaviour, leadership style, situational leadership)
- 3. The effective leadership qualities (physical qualities, psychological qualities, intellectual qualities)
- 4. Effective managership knowledge
- 5. The effective followership knowledge

QUALITIES OF GOOD LEADERSHIP

1. Personal Qualities

- Physical fitness
- Self-confidence
- Intelligence
- Vision and foresight
- Sense of responsibility
- Human Character
- Optimistic outlook
- Flexible attitude

2. Managerial Qualities

- Technical knowledge
- A moderate state of mind
- Organizing ability
- Motivation and communication skill
- Human relation expert
- Wider perspective
- Ability of judgment
- Knowledge of psychology

Theories of Leadership

- Trait Theory
- Behavioural Theory of Leadership
- Situational Theory

Approaches to Leadership: trait,

- **Trait Approach**
- The trait theory seeks to determine the personal characteristics or traits of a successful leader.
- **This approach assumes that leaders are born not made.**
- A successful leader is supposed to have the following traits: **good personality, intellectual ability, initiative, imagination, emotional stability, desire to accept responsibility, flexibility, honesty, sincerity, integrity, ability to make quick decisions, courage, reliability, persuasive power, etc.**
- To determine the personality traits of a successful leader, studies were conducted by selecting successful leaders and find out their traits.
- It was presumed that persons possessing these traits could become successful leaders.

Approaches to Leadership: trait,

- **Trait Approach**
- But this theory suffers from many limitations. They are:
 - 1. It emphasizes mainly personal traits and does not consider the environment or situation in which they have to be applied.
 - 2. It assumes that leadership is an in-born quality and cannot be acquired.
 - 3. There is no common list of traits found in all successful leaders.
 - 4. There is no objective criteria to measure individual traits of leaders.
- In spite of the limitations, the trait theory of leadership is not completely invalid. Their theory indicates that a leader should have certain personal traits. This helps the management to develop such qualities in a leader through its various programmes of training and development.

Approaches to Leadership: Behavioral

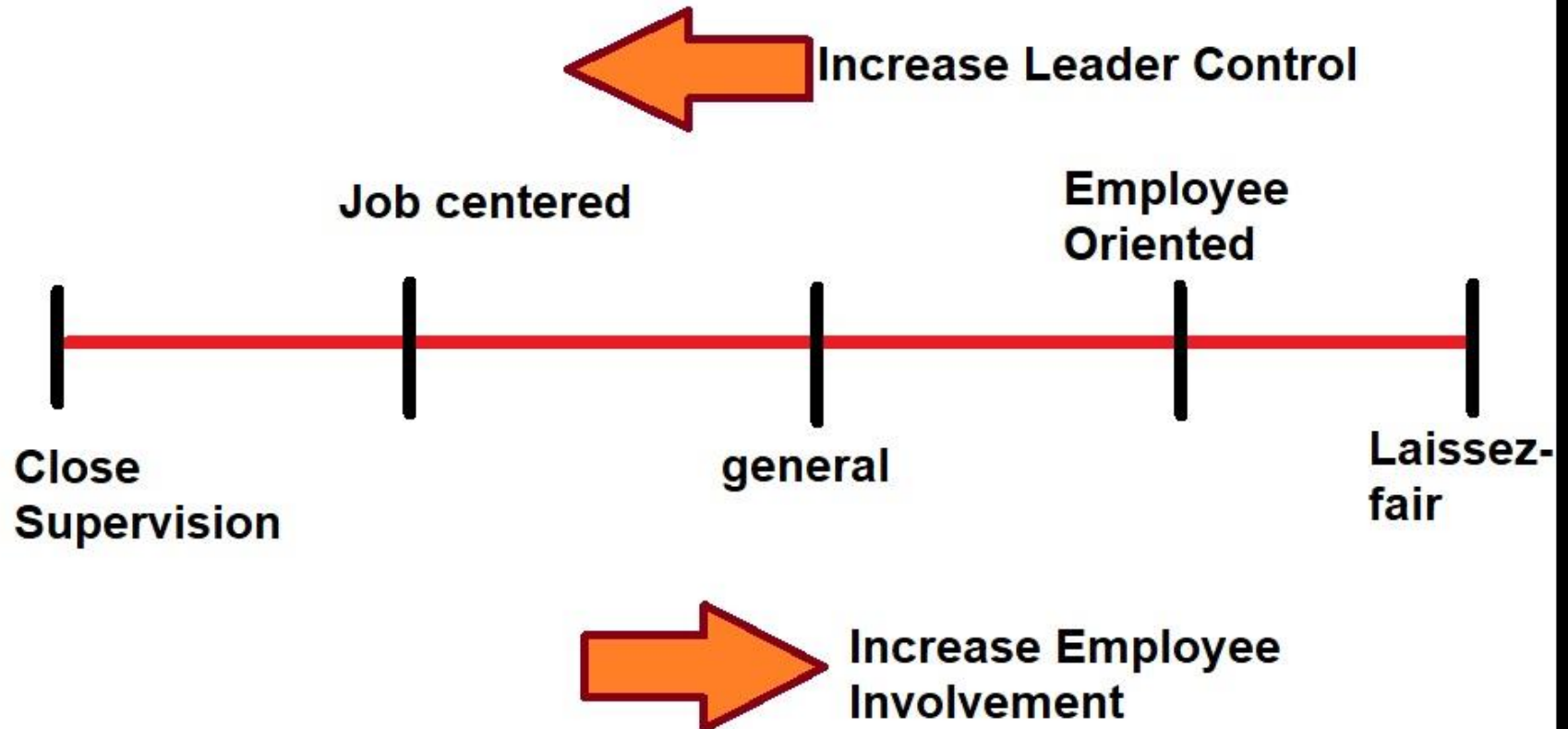
- **Behavioural Approach of Leadership**
- In this approach, the emphasis is on the actual behaviour and action of the leaders and not on their traits or characteristics.
- In other words, this approach emphasizes that strong leadership is the result of effective role behaviour.
- This approach states that the leader uses three skills to lead his followers. These skills are: technical (refers to a person's knowledge of the process of technique), human (refers to ability to interact with people) and conceptual (refers to manager's ideas which enable a manager to set up models and design plans).

Approaches to Leadership: Behavioral

- **Behavioural Approach of Leadership**
- This approach assumes that a particular behaviour of a manager will make him a good leader while its opposite would discard him as a leader.
- Determining goals, motivating employees for achieving the goals, effective communication ability to interact effectively, building team spirit, etc. are the functional behaviour of a successful leader.
- The important theories under behavioural approach are as:
- **The Michigan Studies**
- **The Ohio State Studies**
- **The Leadership Grid (Managerial Grid)**

Approaches to Leadership: Behavioral

Michigan Studies



Approaches to Leadership: Behavioral

The Michigan Studies

The Michigan Leadership Studies was a well-known series of leadership studies that commenced at the University of Michigan in the 1950s, intending to identify the principles and types of leadership styles that led to greater productivity and enhanced job satisfaction among workers.

The studies identified two broad leadership styles: an employee orientation and a production orientation.

They also identified three critical characteristics of effective leaders: task-oriented behavior, relationship-oriented behavior, and participative leadership.

Approaches to Leadership: Behavioral

The Michigan Studies

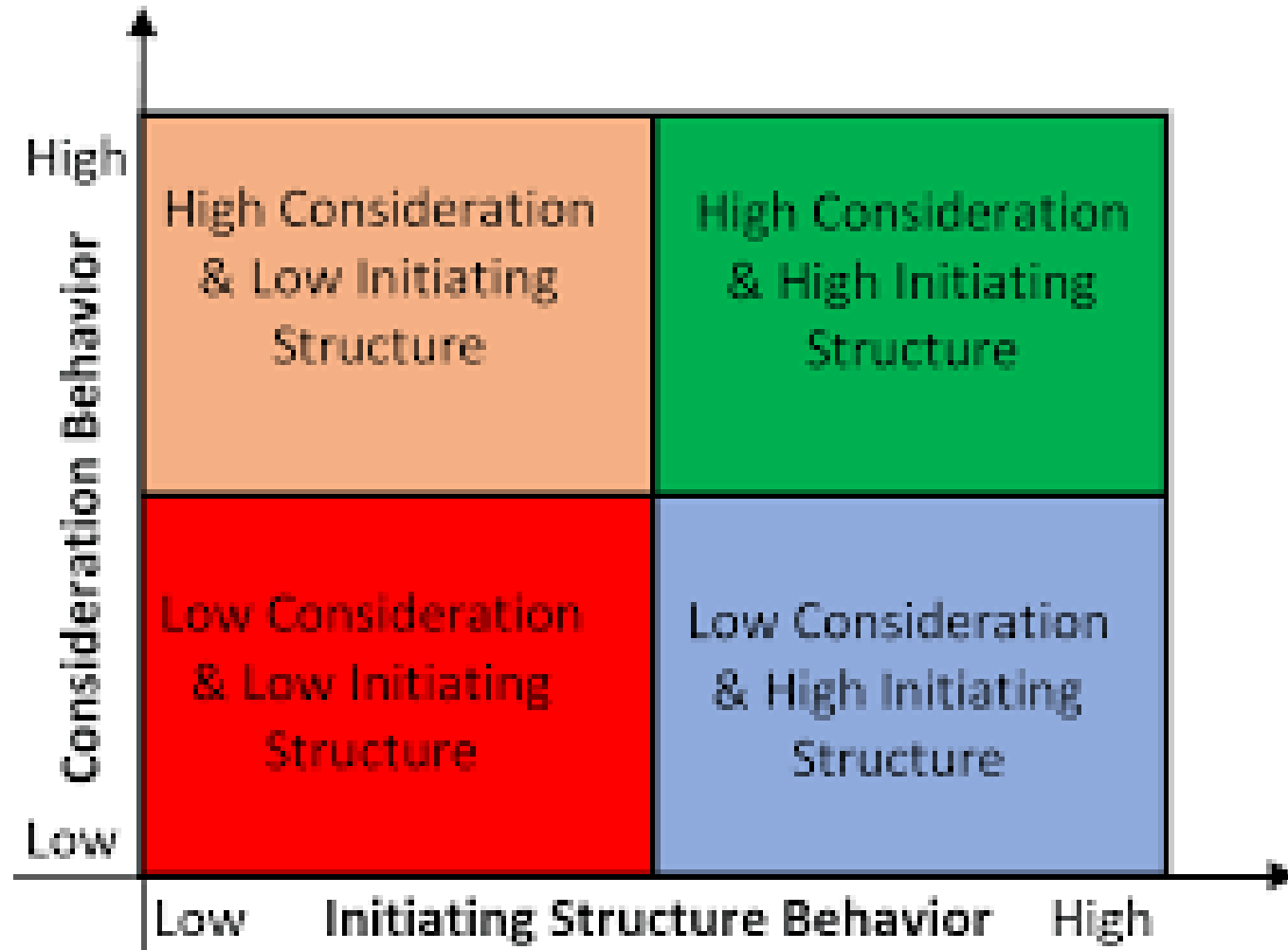
The studies concluded that an employee orientation coupled with general, rather than close or direct, supervision led to better results.

Employee orientation focuses on the human element of employment, stressing that employees have needs that employers should address and care for.

In contrast, production orientation focuses on the technical elements of employment and employees are a means to complete production.

Approaches to Leadership: Behavioral

The Ohio State Studies



Approaches to Leadership: Behavioral

The Ohio State Studies

- The Ohio State Leadership Studies is a behavioral leadership theory that shows that leadership performance depends on two categories of behaviors: Initiating Structure and Consideration.
- A series of studies on leadership was done by Ohio State University in 1945 to identify observable behaviors of leaders instead of focusing on their traits.
- The Ohio State Leadership Studies also concluded that Leaders are not born to become a leader; a person can learn, practice, and develop him/herself to become one.

Approaches to Leadership: Behavioral The Ohio State Studies

The research was based on questionnaires to leaders and subordinates of the organizations.

These are known as the Leader Behavior Description Questionnaire (LDBQ) and the Supervisor Behavior Description Questionnaire (SBDQ).

Ultimately, these studies narrowed the description of leader behavior into two dimensions:

1. Initiating Structure Behavior: The behavior of leaders who define the leader-subordinate role so that everyone knows what is expected, establish formal lines of communication, and determine how tasks will be performed.

2. Consideration Behavior: The behavior of leaders who are concerned for subordinates and attempt to establish a warm, friendly, and supportive climate.

The Ohio State Leadership Studies also showed that initiating structure and consideration are two distinct dimensions and not mutually exclusive.

A low score on one does not require a high score on the other.

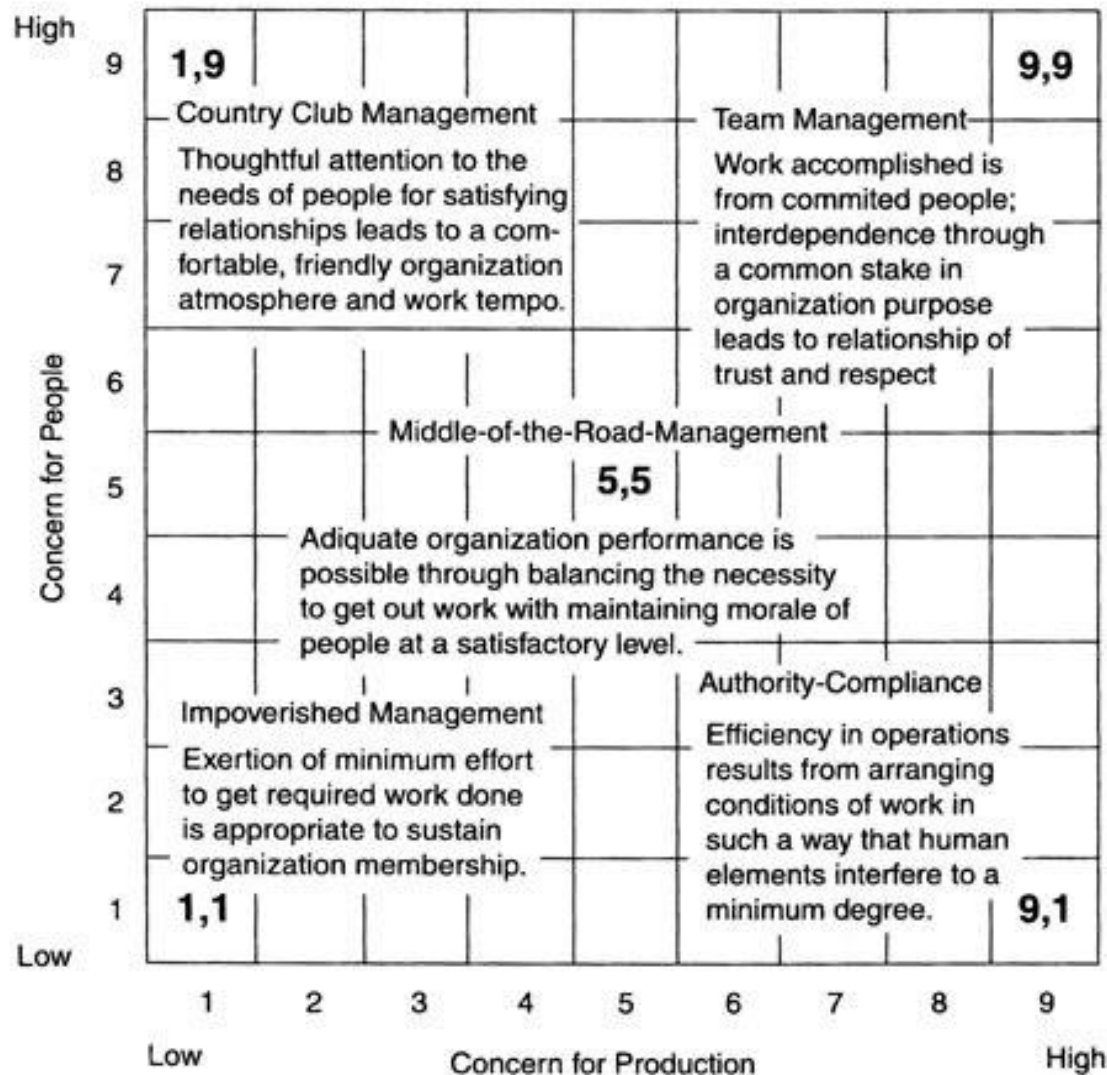
Approaches to Leadership: Behavioral

The Managerial Grid

- The managerial grid model (1964) is a style leadership model developed by Robert R. Blake and Jane Mouton.
- This model originally identified five different leadership styles based on the *concern for people* and the *concern for production*.
- The model is represented as a grid with *concern for production* as the x-axis and *concern for people* as the y-axis; each axis ranges from 1 (Low) to 9 (High). The resulting leadership styles are as follows:

Approaches to Leadership: Behavioral

The Managerial Grid



Source: From Robert R. Blake and Anne Adams McCanse, *Leadership Dilemmas—Grid Solutions* (Houston, TX: Gulf, 1991), 29; formerly the Management Grid figure by Robert R. Blake and Jane S. Mouton. Reproduced by permission of the owners.

Approaches to Leadership: Behavioral

The Managerial Grid

- The **indifferent** (previously called impoverished) style (1,1): evade and elude. In this style, managers have low concern for both people and production. Managers use this style to preserve job and job seniority, protecting themselves by avoiding getting into trouble. The main concern for the manager is not to be held responsible for any mistakes, which results in less innovation decisions.

Approaches to Leadership: Behavioral

The Managerial Grid

- The **accommodating** (previously, country club) style (1,9): yield and comply. This style has a low concern for production and high concern for people. Managers using this style pay much attention to the security and comfort of the employees, in hopes that this will increase performance. The resulting atmosphere is usually friendly, but not necessarily very productive.

Approaches to Leadership: Behavioral

The Managerial Grid

- The **dictatorial** (previously, produce or perish) style (9,1): in return. Managers using this style also pressure their employees through rules and punishments to achieve the company goals. This dictatorial style is based on Theory X of Douglas McGregor, and is commonly applied by companies on the edge of real or perceived failure. This style is often used in cases of crisis management.

Approaches to Leadership: Behavioral

The Managerial Grid

- The **status quo** (previously, middle-of-the-road) style (5,5): balance and compromise. Managers using this style try to balance between company goals and workers' needs. By giving some concern to both people and production, managers who use this style hope to achieve suitable performance but doing so gives away a bit of each concern so that neither production nor people needs are met.

Approaches to Leadership: Behavioral

The Managerial Grid

- The **sound** (previously, team) style (9,9): contribute and commit. In this style, high concern is paid both to people and production. As suggested by the propositions of Theory Y, managers choosing to use this style encourage teamwork and commitment among employees. This method relies heavily on making employees feel themselves to be constructive parts of the company.

Approaches to Leadership: **Contingency/Situational**

- According to this theory, leadership is affected by a situation from which a leader emerges and in which he works.
- In other words, the situation the group, the problem and its environment will affect the type of leadership.
- An important aspects of this theory is the interaction between the group and its leader and the people tend to follow the person who is capable of fulfilling their desires.
- The leader recognizes his followers' desires and follows such methods (depending on the situation) which satisfy them.
- The main trust of the situational theory is that the leadership style may be effective under one situation and ineffective under the other.

Approaches to Leadership:

Contingency/Situational

- In other words, situational theory emphasizes that there is no one best style of leadership universally applicable to all situations and that the leader has to change his style of leadership from situation to situation.
- If the leader adopts the same style under all situations, he may not be successful.
- Though this theory states leadership ability of an individual in a given situation and measures his leadership potentialities, it is silent on the point whether this individual will fit in another situation.
- The two important contingency theories are as: Fred Fiedler's Contingency Theory and Path Goal Theory.

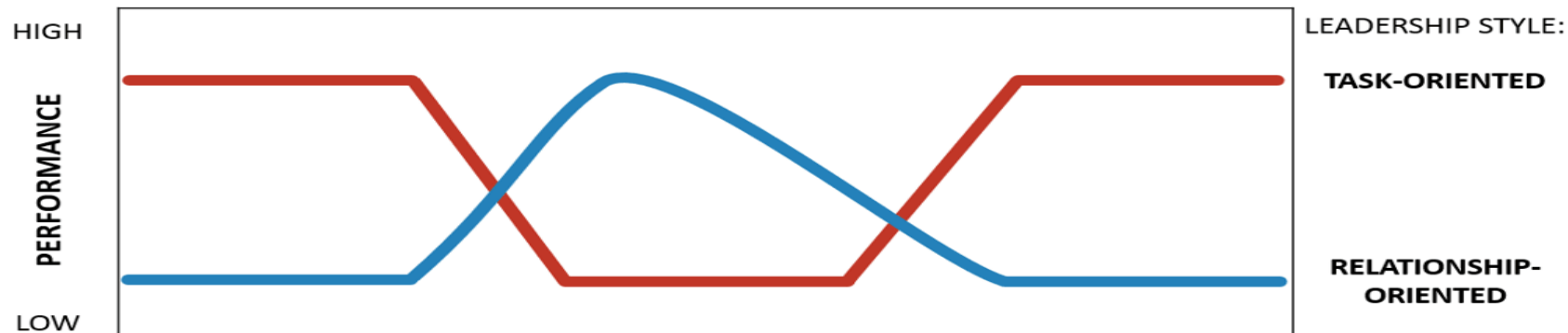
Fred Fiedler's Contingency Theory

- Fred E. Fiedler developed a contingency model of leadership.
- According to the contingency theories of leadership, the success of leadership depends upon the situation in which the leader operates.
- According to him, a leader's effectiveness depends upon the following three situational factors.
- **Leader followers relations**, that is the degree of followers trust, confidence and respect for the leader.
- **Task structure**, power, that is the nature of task performed by the subordinates.
- **The status** power that is the degree associated with the position or status held by the leader in the organizations.

Fred Fiedler's Contingency Theory

- The most favorable situation for leaders to influence their group is one in which they are well liked by the members, the task performed is highly structured and the leader has enough power attached to his/her position in the organization.
- On the other hand, the most unfavorable situation for leaders is one in which they are disliked, the task is highly unstructured and little power is attached to the leader's position.

FIEDLER'S CONTINGENCY MODEL

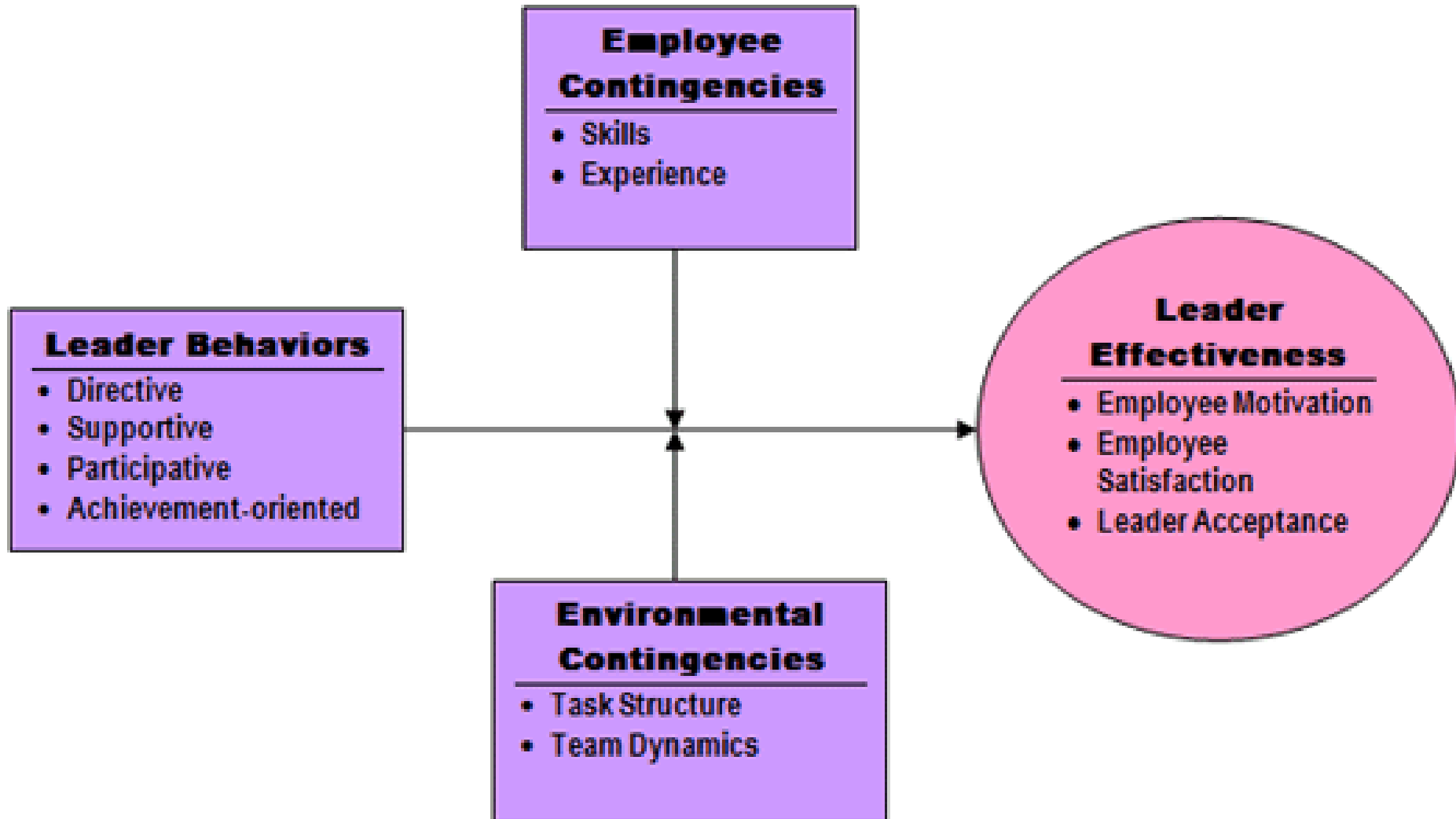


SITUATION	FAVOURABLE		MODERATE				UNFAVOURABLE	
LEADER-MEMBER RELATIONS	GOOD	GOOD	GOOD	GOOD	POOR	POOR	POOR	POOR
TASK STRUCTURE	HIGH	HIGH	LOW	LOW	HIGH	HIGH	LOW	LOW
LEADER'S POSITION POWER	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK	STRONG	WEAK
	I	II	III	IV	V	VI	VII	VIII

Path Goal Theory

- The theory was developed by Robert House and has its roots in the expectancy theory of motivation.
- The theory is based on the premise that an employee's perception of expectancies between his effort and performance is greatly affected by a leader's behavior.
- The leaders help group members in attaining rewards by clarifying the paths to goals and removing obstacles to performance.
- They do so by providing the information, support, and other resources which are required by employees to complete the task.
- According to path-goal theory, a leader's effectiveness depends on several employee and environmental contingent factors and certain leadership styles.

Path Goal Theory



Path Goal Theory

- The four leadership styles suggested by House are:
- **Directive:** Here the leader provides guidelines, lets subordinates know what is expected of them, sets performance standards for them, and controls behavior when performance standards are not met. He makes judicious use of rewards and disciplinary action. The style is the same as task-oriented one.
- **Supportive:** The leader is friendly towards subordinates and displays personal concern for their needs, welfare, and well-being. This style is the same as people-oriented leadership.
- **Participative:** The leader believes in group decision-making and shares information with subordinates. He consults his subordinates on important decisions related to work, task goals, and paths to resolve goals.
- **Achievement-oriented:** The leader sets challenging goals and encourages employees to reach their peak performance. The leader believes that employees are responsible enough to accomplish challenging goals. This is the same as goal-setting theory.

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