



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE - 02

Leadership Myths and Facts

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Image Source: <https://www.vectorstock.com/royalty-free-vector/myths-facts-facts-great-design-for-any-purposes-vector-30920638>

Myths and Facts about Leadership

- Much has been written about leadership:
Rules, pointers, styles, and biographies of impressive leaders all through world history.
- Nevertheless, there are particular leaderships facts that we all ourselves fail to identify and understand in the course of reading books.

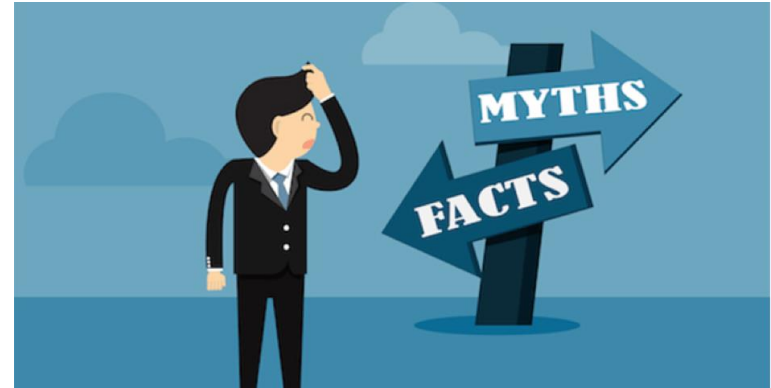


Image Source: <https://www.quibustrainings.com/digital-marketing-myths/>

Myth 1: Leaders are of only 1 Type

Fact: The official (elected for position or offices) and informal leaders (by virtue of their wisdom and expertise) exercise a mix of leadership variations.

The various types are:

Lewin's 3 basic management styles:

- Authoritative
- Participative
- Delegative



Image Source: <https://www.verywellmind.com/leadership-styles-2795312>

Myth 1: Leaders are of only 1 Type (Cont.)

Goleman's 6 emotional leadership styles:

- Visionary
- Affiliative
- Pacesetter
- Coaching
- Democratic
- Commanding

Likert's 4 Leadership styles:

- Exploitative authoritative
- Good-hearted authoritative
- Consultative
- Participative

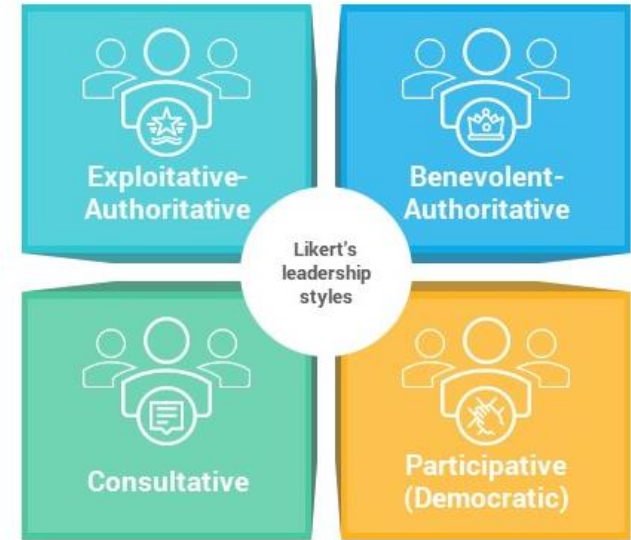


Image Source: <https://www.slidesalad.com/product/likerts-leadership-styles-model-google-slides-template/>

Myth 2: Leaders are Born, not made

Fact: Leadership is actually a procedure for becoming a leader.

- Although specific men and women are born with innate leadership characteristics, without proper environment and exposure, they will often fail to acquire their full potential.
- So, like learning the way to ride a bicycle, it's also possible to learn how to become a leader and sharpen your leadership expertise.



Myth 3: Let them be the Leader

Fact: Leadership begins with you.

- Knowledge on leadership theories and abilities may be formally gained by finding leadership seminar, training courses, and conventions.
- You cannot become a leader in a single day. Life-long learning is essential in learning to be a good leader for every day which provides fresh experiences that put your knowledge, skills, and frame of mind to a test.



Image Source: <https://www.pinterest.ca/pin/505880970623730777/>

Myth 4: Leadership is Sole Act

Fact: Leadership is Shared.

- Leadership is not the sole responsibility of one person, but instead a shared accountability among people of an emerging team. The leader belongs to a group. Every single member has tasks to meet.



Image Source: <https://conservationimpact-nonprofitimpact.com/shared-leadership/>

Myth 4: Leadership is Sole Act



Fact: Leadership is Shared.

- In an organization, commencing as a simple band of men and women, associates and management work towards the development of an powerful team.

Image Source: <https://blogs.imperial.ac.uk/pstrc/2019/05/24/why-sharing-leadership-in-healthcare-matters/>

Myth 5: Leadership exists only at the top of organization

Fact: Highly competitive market leaders needed at various levels.

- Restriction of leadership to the top would in fact be ringing its own death knell.
- Necessity of leadership at different levels is clearly apparent when considering armed forces.
- Effective leadership at every level is a prerequisite to achieve a corporate vision.



Image Source: <https://slidemodel.com/servant-leadership-key-principles-for-managers/>

Myth 6: Leadership are Charismatic

- Charisma is very often confused as leadership.
- It is not necessary to be charismatic to be a leader.
- Employee look for whether they can trust their leaders more than charisma.
- In fields which require technical and specialized skills it matters very little whether the leader is charismatic or not.
- Organization like bank, investment house is not conducive to a completely charismatic leader. A more quiet, leading by example type of person would be better suited.

Myth 7: Good Leadership Is All Common Sense

- At face value, this myth says one needs only common sense to be a good leader.
- Do leaders need to act confidently? Of course. But they also need to be humble enough to recognize that others' views are useful, too.
- Do leaders need to persevere when times get tough? Yes. But they also need to recognize when times change and a new direction is called for.

Myth 8: The Only School You Learn Leadership from Is the School of Hard Knocks

- It is a mistake, however, to think of formal study and learning from experience as mutually exclusive or antagonistic. In fact, they complement each other.
- Approaching the issue in such a way recognizes the vital role of experience in leadership development, but it also admits that certain kinds of study and training can improve a person's ability to discern important lessons about leadership from experience.
- It can, in other words, accelerate the process of learning from experience.

Myth 9: Leadership is a rare skill

- Contrary to popular belief leadership certainly is not a rare skill.
- Majority of us have inherent leadership qualities that come to fore when opportunity arises like crisis, celebration or when simple family decision need to be taken.
- Good leadership skills without management skills to support it will result in inability to operationalize the corporate vision.



Image Source: <https://www.inc.com/marcel-schwantes/how-can-you-be-sure-someone-has-true-leadership-skills-watch-for-these-3-rare-signs.html>

Myth 10: Extroverted leaders are preferred

- Extroverts are thought to be more outgoing and confident. Introverts are considered shy and withdrawn. Extroverts work through problems by discussing them and seeking the advice and input from others. Introverts process their thoughts and conflicts internally. Because of these differences, it shouldn't be surprising that extroverts are drawn to leadership roles. Being a leader means engaging with other people, right?
- The reality is that not all extroverts are cut-out to be leaders. A lot of successful individuals, such as Warren Buffett, Barack Obama, and Marissa Mayer, are introverts. Just because you're not the head of a department or comfortable in crowds doesn't mean that you should sell yourself short. You may still possess the right leadership skills to inspire others



Myth 11: Leadership Is About Results, Not People

- Akin to the previous myth, leadership is not all about results at the sacrifice of people. Unfortunately, when we are disconnected from the feeling of ourselves and others, this incessant “doing” leads to actions that are not grounded and leaves us feeling disconnected and desperate for meaning and belonging.
- In the short term, high results may be achieved, but they will be at the cost of long-term gains, as your people will be less motivated, discontented, and probably be looking for other jobs.

Myth 12: Management Equals Leadership

- In short, management is about oversight, reacting, and maintaining the status quo. Whereas, leadership is about focusing on the bigger picture, helping others see this vision, coaching, building relationships, and being willing to take risks.
- A manager is a steward to get what needs to be accomplished done and maintain processes. However, a leader goes beyond this. They take you someplace you've never been before, to a new vision and opportunity. Most people lean toward one or the other. Self-awareness is important, not only of one's own skills but the needs of the team.

Case Study: Richard Branson Shoots for the Moon

- The Virgin Group is one of the largest companies in the world over 30 countries. At the head of this huge organization is Richard Branson. Richardson, he built the organization from a small student magazine to the multibillion-dollar enterprise it is today.
- Branson was suffering from dyslexia in childhood but was great at his uncanny knack for uncovering lucrative business ideas and His true talents began to show in his late teens.
- He decided to start his own magazine named “Student”. It was differed from most college newspapers or magazines; it focused on the students and their interests.
- Branson saw an opportunity for *Student* to offer records cheaply by running ads for mail-order delivery. He recruited the staff of *Student* for his discount music business. He built a small recording studio and signed his first artist and Soon grand sale of 5 million copies of Mike Oldfield recorded “Tubular Bells”.

Case Study: Richard Branson Shoots for the Moon

- Some time later, Branson started other businesses like airline, hotels, finance etc. his approach was nontraditional. he keeps each enterprise small and relies on his skills of empowering people's ideas to fuel success.
- Once a flight attendant from Virgin Airlines approached him with her vision of a wedding business, Richard told her to go do it.
- Branson relies heavily on the creativity of his staff; he is more a supporter of new ideas than a creator of them.
- In 1999 Richard Branson was awarded a knighthood in the Queen's Millennium New Year's Honours List for "services to entrepreneurship."

Questions :-

Q1. Would you classify Richard Branson as a manager or a leader? What qualities distinguish him as one or the other?

Q2. Identify the myths of leadership development that Richard Branson's success helps to disprove?



Research Paper

Paper: Awakened leaders: born or made?

Authors: Joan F. Marques

Journal: Leadership and Organizational Development Journal

Published: 2010

DOI: 10.1108/01437731011043339



The current issue and full text archive of this journal is available at
www.emeraldinsight.com/0143-7739.htm

Awakened leaders: born or made?

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Awakened
leaders:
born or made?

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Abstract

Purpose – This paper aims to review the leader of the twenty-first century, the Awakened Leader. Based on information, collected from 11 leadership thinkers and practitioners, literature review, and the author's workplace observations, the article seeks to analyze some of the important experiences and skills that make awakened leaders so outstanding.

Design/methodology/approach – This study was conducted as a qualitative study of the phenomenological kind, enriched with literature review. Interviews were executed from a pre-validated interview protocol. The approach to the topic is: definition of awakened leadership; review of the essence of awakened leadership; reasoning of the determination regarding this leader being born or made; and perspectives toward awakened leadership.

Findings – An interesting combination of qualities emerged for awakened leaders varying from morals and values, ethics, integrity, honesty and trust, to kindness, forgiveness, courage, love, and deep listening. As an interesting endnote the article explains why practicing awakened leadership is easy and difficult at the same time.

Research limitations/implications – The studies reviewed, although in-depth, applied to a small sample of leaders, which makes generalization riskier. Because leadership is such a broad and dynamic topic, literature review is never exhausted, and thus always relatively outdated.

Practical implications – Leaders may reconsider the skills required for themselves and their workforce to guarantee successful performance in an increasingly interconnected world. Leaders may engage in reflection and work toward stronger emphasis and development of skills in which they consider themselves weak. Leaders may reexamine their work environment and consider how to minimize the factors that complicate the practice of awakened leadership in their organization.

Originality/value – The phenomenon of awakened leadership as an all-encompassing and multi-applicable leadership trend is shown in the paper.

Keywords Ethics, Social values, Trust, Job satisfaction, Leadership, Justice

Paper type Case study

Introduction

The phenomenon leadership has been extensively studied in past decades. A brief review of leadership styles developed throughout the years leads us to the following incomplete results: resonant leadership (Boyatzis and McKee, 2005; Drath, 2006); servant leadership (Greenleaf and Spears, 1977; Pierce and Newstrom, 2003); self leadership (Manz, 1983; Pierce and Newstrom, 2003); *laissez faire* leadership (Knight and Emmett, 1999; Fritz, 2005; Cady, 2006; Pierce and Newstrom, 2003); authentic leadership (George, 2003); authoritative leadership (Fullan, 2003); coercive leadership (Pierce and Newstrom, 2003; Hughes *et al.*, 2002); charismatic leadership (Northouse, 2000; Pierce and Newstrom, 2003; Hughes *et al.*, 2002); team leadership (Northouse, 2000; Pierce and Newstrom, 2003; Hughes *et al.*, 2002); crisis leadership (Mitroff, 2001 and 2005); transformational leadership (Northouse, 2000; Pierce and Newstrom, 2003; Hughes *et al.*, 2002); and transactional leadership (Northouse, 2000; Pierce and Newstrom, 2003; Hughes *et al.*, 2002). The reason why the above results are labeled "incomplete" is, because leadership is a highly dynamic and continuously evolving

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- Leaders may re-examine their work environment and consider how to minimize the factors that complicate the practice of awakened leadership in their organization.



BOOK RECOMMENDATION

Leaders: Myth and Reality

Publisher: ©2018 by Portfolio
Authors: Jason Mangone, Jeff Eggers, and Stanley A. McChrystal
Language: English
Paperback: 480 Pages
ISBN: 0525534377
ISBN13: 978-0-52-553437-2

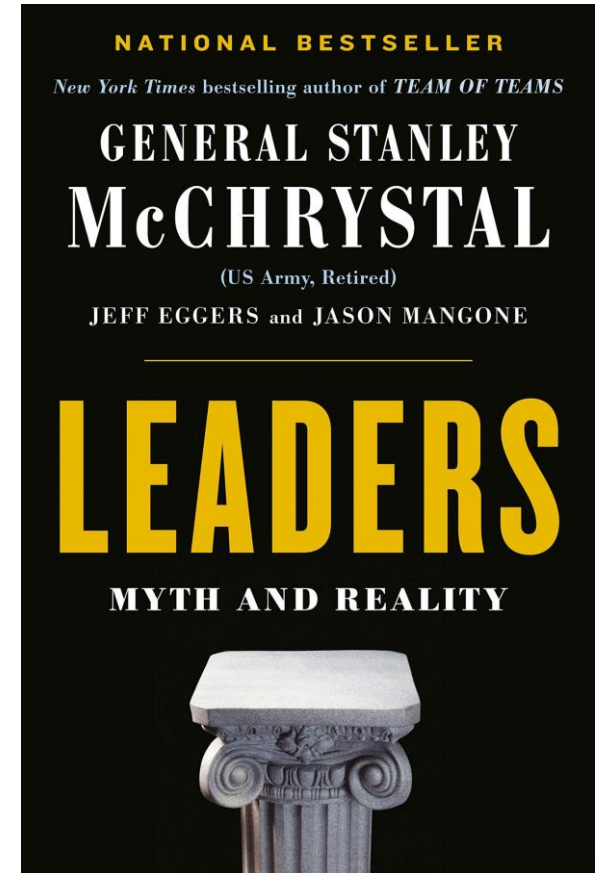


Image Source: <https://www.amazon.in/Leaders-Myth-Reality-Stanley-McChrystal/dp/0525534377>

BOOK RECOMMENDATION

The Mythical Leader : The Seven Myths of Leadership

Publisher: ©2017 by Thomas Nelson
Authors: Ron Edmondson
Language: ENGLISH
Paperback: 753 Pages
ISBN: 978-0-07-786240-4
MHID: 0-07-786240-6

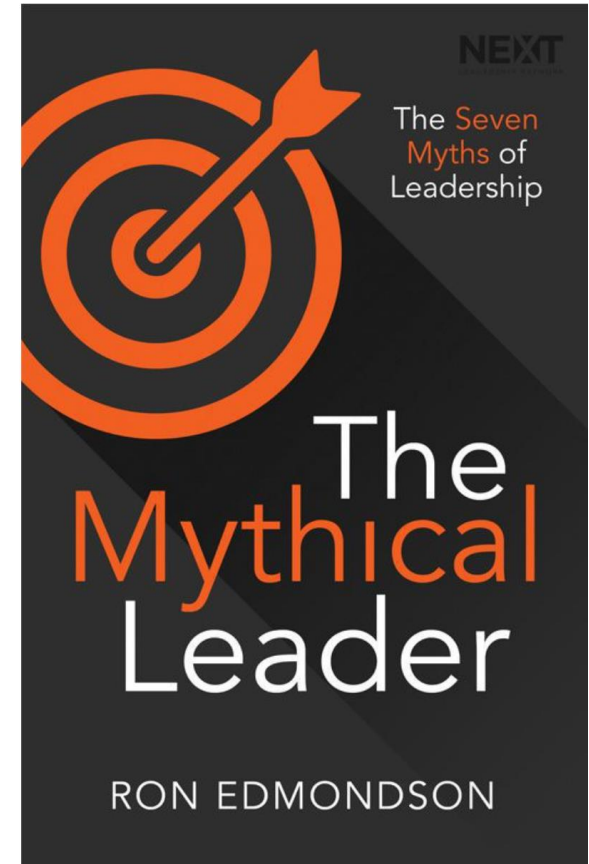


Image Source: <https://www.amazon.in/Mythical-Leader-Seven-Myths-Leadership-ebook/dp/B01MTML0V7>

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- <https://vdocument.in/myths-and-facts-about-leadership.html>
- <https://weaverbusinesscoaching.com/12-myths-about-leaders-and-leadership-you-should-not-believe/>

THANK YOU

