

LEADERSHIP (IMPORTANCE, FUNCTION, RESPONSIBILITY AND STYLES)

FACULTY NOTES

Leadership is the process of inspiring others to give their best to achieve a desired result. It has been defined as a ‘process whereby an individual influences a group of individuals to achieve a common goal’ (Northouse 2009).

It is about getting people to move in the direction which they want, gaining their commitment, applauding their achievements and motivating them to realize their goals.

Characteristics of leadership :

Leadership is the **personal quality** of the leader/ individualistic.

It is the **process of influence**

Goal Oriented

Related to situation.

Traits of a Good Leader

- 1) A leader has the inherent power to influence and motivate human minds.
- 2) Leader has a unique blend of **charisma and vision** that attracts all those who come in contact with her/him.
- 3) The magnetic personality instils **confidence amongst the members** of the team who come forward and shoulder the responsibilities along with their leader.
- 4) A true leader is **honest and true to words**.
- 5) They believe in **fostering collaboration** rather than competition. They believe in approaching their team with **empathy instead of anger**.
- 6) They are **visionary** who can foresee the future and act accordingly.
- 7) They must possess **mental toughness**. A tough minded leader sees things as they are.
- 8) Attempts have been made to categorize leaders to explain the progressive range of qualities: the mediocre leader tells; the good leader explains; the excellent leader demonstrates; the great leader inspires.
- 9) Leadership qualities can be developed by a combination of qualities such as **courage, vision, integrity, quick thinking ability, persistence and strong will power**. They develop **feeling of empathy** for their team and create a natural build-up of a **congenial environment**.

How do everyday leaders motivate others?

INSPIRE : Everyday leaders show that it is possible to do something if one applies their mind to it. They motivate by their vision and make sure that this vision is achievable.

INFLUENCE : Leaders have the knack to get people to do what they don't want to do. They set boundaries and timelines, which are achievable, and once these are achieved, they develop a reputation that influences others. Their reputation precedes them.

STIMULATE : Leaders stimulate, urge, provoke and energize everybody around them. They push people to perform much beyond their capabilities. They continue to perform and raise the bar for themselves and for all those around them.

CREATE : Everyday leaders innovate. They think out-of-the-box. They always look out for ways to do the same thing faster, cheaper and better.

#Twelve Rules of Leadership

Rule 1: Lead and Deliver on Commitments

- = Make a commitment to complete all assignments.
- * Work hard and discipline yourself to follow-up.

Rule 2: Lead and Master Communication Skills

- " Understand communication is two-way.
- = Use creativity to articulate ideas, strategies, techniques and visions.
- = Listen with your eyes, ears, heart and mind.

Rule 3: Lead with Confidence

- = Project confidence to gain the respect of others.
- = Have confidence in yourself and abilities.

Rule 4: Lead and Be Courageous

- " Have the courage to confront new situations.
- " Be a risk taker.

- * Speak up about important things.
- =" Speak up about expectations from those you lead.
- " Face challenges and overcome obstacles to achieve company goals.

Rule 5: Lead and Share Enthusiasm

- " Motivate your team to be top performers.
- =" Have high energy and the ability to energize your team.

Rule 6: Lead by Example

- = Practice what you preach and lead by example.

Rule 7: Lead with Integrity

- =" Leaders have high ethics.
- # Leaders are honest.
- = Take responsibility for your actions.

Rule 8: Lead to Develop People

- = Leaders have the ability to develop others.
- " Leaders build a strong team.
- " Leaders observe the behavior of others.
- = Leaders learn the strengths and weaknesses of the team members.
- = Leaders build relationships with the team and team members.

Rule 9: Lead and Set Priorities

- " Leaders do the most important things first.
- = Leaders put forth effort to do things right.

Rule 10: Lead and Take Personal Responsibility

- = Leaders take responsibility when things go wrong.

" Leaders who take responsibility shows integrity, gain trust and respect of team members.

Rule 11: Lead to be Solution-Oriented

" Leaders focus on the solution not the problem.
= Leaders develop a plan and strategy to achieve objectives.
" Leaders set priorities to address the most important urgent things.

Rule 12: Lead and Share Successes

= Leaders share the successes with their team.
= Leaders show the results of their achievements.
= Leaders are only as good as the teams they develop.

Difference between Leadership (Leader) and Management (Manager)

Basis of Comparison - Scope, Interest, Authority, Structure, Relationship, Stability and Dominance

(Note - Kindly refer to student handout pdf 1 – page 14.3)

Functions of Leadership

- 1) Setting Goals
- 2) Organizing
- 3) Motivating
- 4) Coordination
- 5) Representation
- 6) Control
- 7) Securing Cooperation and healthy team relationship
- 8) Ensuring conducive environment

9) Building Higher morale

A) Primary Functions

- a) **Executive:** They are the top coordinator of the activities of the group. They determine and execute the policies and assign work to other group members.
- b) **Planner:** They decide the way and means by which the group shall achieve its ends and may involve immediate and long-range future steps to achieve the goal.
- c) **Policy-maker:** They establish group goals, long term goals and policies.
- d) **Expert:** Leader is a source of readily available information. With a high degree of specialization of functions, leader of formal groups come to learn more about technical assistants and advising.
- e) **Controller of Internal relations:** they govern the group structure and functions as the controller of in-group relation e.g., (1) Internal relations are primarily channelized through them.
- f) **Purveyor of Rewards and Punishments:** Particularly, from a members points of view, it is the leader who has the power to apply reward, baring punishments, which enables him to exercise control over the group members. Sometimes the rewards and punishments are concerned with action, e.g., promotion, reduction in status or dismissal.
- g) **Arbitrator and Mediator:** They have to act as both judge and conciliator, it is within the power of the leader to reduce or to encourage factionalism within the group depending upon what personal aims they seek to achieve.

B) Accessory Functions

These may be assigned by the group according to her/his position:

- a) **Exemplar:** In same groups he may serve as a model of behaviour for the group members thus providing them with a concrete indication of what they should be doing, e.g., military leader.
- b) **Symbol of the Group:** Group unity is likely to be enhanced by any factor that makes the group distinct entity, like uniform or badges. Leader plays

- similar role by providing a kind of cognitive focus for group unity and group continuity
- c) **Ideologist:** They may furnish the ideology of the group. They serve as a source of belief, values and norms of individual members.

Leadership Styles

- 1) **Democratic style:** Leaders or managers following this style give a lot of importance to the employees' role in decision making. For every decision, they consult the employees and take their suggestions.
- 2) **Autocratic style:** Leaders functioning in the autocratic style keep control over decision making, even for small tasks or issues. They do not consult employees at all. They only give directives to employees about their work and role in the organisation. The freedom of employees is curtailed and they feel unimportant because decisions are taken without their participation.
- 3) **Laissez-faire style:** This style is based on free two-way communication between the management and employees. In the organisations following the laissez-faire style, there is no or least interference in the employees' work. Leaders give due respect to employees' freedom. Employees are not under supervision but are responsible for their decisions.
- 4) **Transformational:** Transformational leaders are multifaceted, talented and articulate. They have a clear vision of their goals and can put it in words appropriately. They look beyond themselves and go extra mile to make employees feel contented. They guide employees to nurture their talent and grow in the right direction. Transformational leaders are keen to get feedback or suggestions from employees. While trying to solve a problem, they do involve employees and encourage them to give their perspectives.
- 5) **Transactional** leaders have a centralised control over their employees. They strive for behavioural compliance by employees. They are responsible for rectifying employees' wrong moves or actions by giving them feedback, reprimand and even punishments. The employees working under transactional leaders look forward to applause and rewards for their work.

Leadership Trends

Leaders are constantly on the look-out for novel ideas and approaches to improve their understanding of the responsibilities and expectations associated with a leadership role. Described below are some current trends which are followed to build or improve leadership within organisations:

- 1) **Empowerment** : Through empowerment the self-esteem of employees can be bolstered, improving their satisfaction at the workplace. It helps in bringing employees together for working with enthusiasm to achieve their company's goal.
- 2) **Feedback:** Constant feedback from leaders is essential for employees to improve their work and rise in their career. Leaders need to articulate their feedback positively. They must ensure that their feedback does not leave a negative impact on employees because it is meant to enable them learn from their mistakes and utilise any promotion opportunity that may come their way.
- 3) **Global Leadership** : Global leaders need to take into consideration wider perspectives as they have to implement their strategies and ideas across the countries. To be successful across geographies, global leaders must understand cultures of different nations and should be sensitive to all religions, whatever may be their own religious affiliations. They must be sensitive and adaptable to the lifestyle and culture of the country they are operating in.
- 4) **Equal treatment:** Equal treatment of employees in an organisation infuses its workplace with positive energy. Equal treatment means treating employees according to their potential. A leader should know or devise the strategy to bring the best in employees and build good relations with them. This can be done by knowing each employee individually.

References

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