



Chapter 6 Leadership

Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal. So leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Definition

- leadership is the “process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”.

M Chemers.

- "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen."

Alan Keith.

1) Leadership defined

According to Bass leadership could be viewed in terms of many dimensions. These include leadership as a group process , **leadership as a function of personality characteristics** and **leadership as a form of behavior**.

Leadership is the process whereby one individual, a leader, influences other group members in a non- coercive manner, toward the attainment of defined group or organizational goals.

Leadership refers to the process of influencing and guiding others towards the achievement of a common goal or vision

1) Leadership defined

Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals.

Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done.

Leadership is defined as the process of influencing the activities of an organized group toward goal achievement

1) Leadership defined

Leadership is interpersonal influence, exercised in a situation, and directed, through the communication process, toward the attainment of a specified goal or goals.

Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good.

Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project.

Leadership is the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.

LEADERSHIP SIMPLY REFERS TO



- ❖ Leading People
- ❖ Influencing People
- ❖ Commanding People

Who is leader ?

A leader is an individual who possesses the ability to encourage, motivate and/or influence others towards the achievement of a goal.

Leaders are required to develop future visions, and to motivate the organizational members to achieve it

Importance of Leadership



Initiates action

- Leader is a person who starts the work by communicating the policies and plans to the subordinates

Motivation

- A leader motivates the employees to the work with the full enthusiasm and passion.

Providing guidance

- A leader guide the subordinates by telling them how they have to perform their work effectively and efficiently to achieve the goals effectively

Creating confidence

- A leader generate confidence among subordinates.. He listen to their complaints and problems and try to solve them .

Builds work environment

- Leader need to create healthy work environment. He need to maintain good relationship with employees

Differences between Leadership and Management



Management

Leadership

Managers lay down the structure and delegates authority and responsibility

Leaders provides direction by developing the organizational vision and communicating it to the employees and inspiring them to achieve it.

Management includes focus on planning, organizing, staffing, directing and controlling; leadership is mainly a part of directing function of management.

Leaders focus on listening, building relationships, teamwork, inspiring, motivating and persuading the followers.

Management measures/evaluates people by their name, past records, present performance;

Leadership sees and evaluates individuals as having potential for things that can't be measured easily

Management deals with the technical dimension in an organization or the job content

Leadership deals with the people aspect in an organization.

Managers follow the organization's policies and procedure.

The leaders follow their own instinct.

A manager gets his authority by virtue of his position in the organization.

Leader gets his authority from his followers,

Leaders

- Focus on people
- Develop a vision
- Create ideas
- Align people
- Shape the culture
- Look into the future
- Drive change
- Ask What and Why
- Make strategies
- Have influence
- Quality

Managers

- Focus on tasks
- Execute the vision
- Maintain a system
- Coordinate people
- Shape the day-to-day
- Focus on the present
- Implement change
- Ask How and When
- Make plans
- Exercise authority
- Position



Differences between manager and a leader?

*Are you a **manager** or a **leader**?*

Manager	Leader
Focuses on today/present	Focuses on future/possibility
Does things right	Does the right things
Cares about what we produce	Cares about what we give
Controls resources	Multiples energy
Manages time & efficiency	Manages energy & resilience
Plans, organizes, staffs, controls & directs	Inspires
Promotes compliance with carrots & sticks	Promotes engagement with vision, passion & purpose
Drives from the back	Drives from the middle or front
Makes you do it	You want to do it

Key Attributes of a Leader

- **Honesty**—employees assess a manager's ability and the sincerity of his or her promises and commitments and try to understand the decision-making process a manager uses to deal with numerous topics, in particular those concerning employees' employment;
- **Forward-looking Mindset**—employees want to believe that a manager's actions are in-line with a company's organizational, departmental, and personal goals that are derived from the company's mission statement;
- **Inspiration**—employees gain trust in managers who inspire them with bold visions and complimentary goals to accomplish them;
- **Competence**—employees trust managers who are supportive, loyal, self-confident, intelligent, and open.

Leaders must be open to suggestions from their employees, empower them to take a leadership role, be available for coaching and continue to challenge them.

Features of Leadership

- *Influence the behaviour of others*: Leadership is an ability of an individual to influence the [behaviour](#) of other employees in the [organization](#) to achieve a common purpose or goal so that they are willingly co-operating with each other for the fulfillment of the same.
- *Inter-personal process*: It is an interpersonal process between the leader and the followers. The relationship between the leader and the followers decides how efficiently and effectively the targets of the organization would be met.
- *Attainment of common organizational goals*: The purpose of leadership is to guide the people in an organization to work towards the attainment of common organizational goals. The leader brings the people and their efforts together to achieve common goals.
- *Continuous process*: Leadership is a continuous [process](#). A leader has to guide his employees every [time](#) and also monitor them in order to make sure that their efforts are going in the same direction and that they are not deviating from their goals.

Features of Leadership

- *Group process*: It is a group process that involves two or more people together interacting with each other. A leader cannot lead without the followers.
- *Dependent on the situation*: It is situation bound as it all depends upon tackling the situations present. Thus, there is no single best [style of leadership](#).

Importance of Leadership:

- *Initiating Action:* Leadership starts from the very beginning, even before the work actually starts. A leader is a person who communicates the policies and plans to the subordinates to start the work.
- *Providing Motivation:* A leader motivates the employees by giving them [financial and non-financial incentives](#) and gets the work done efficiently. Motivation is the driving force in an individual's life.
- *Providing guidance:* A leader not only supervises the employees but also guides them in their work. He instructs the subordinates on how to perform their work effectively so that their efforts don't get wasted.
- *Creating confidence:* A leader acknowledges the efforts of the employees, explains to them their role clearly and guides them to achieve their goals. He also resolves the complaints and problems of the employees, thereby building confidence in them regarding the organization.
- *Building work environment:* A good leader should maintain personal contacts with the employees and should hear their problems and solve them. He always listens to the point of view of the employees and in case of disagreement persuades them to agree with him by giving suitable clarifications. In case of conflicts, he handles them carefully and does not allow it to adversely affect the entity. A positive and efficient work [environment](#) helps in stable growth of the organization.

Importance of Leadership:

- *Co-ordination*: A leader reconciles the personal interests of the employees with the organizational goals and achieves co-ordination in the entity.
- *Creating Successors*: A leader trains his subordinates in such a manner that they can succeed him in future easily in his absence. **He creates more leaders.**
- *Induces change*: A leader persuades, clarifies and inspires **employees to accept any change in the organization without much resistance and discontentment.** He makes sure that employees don't feel insecure about the changes.

Often, the success of an organization is attributed to its leaders. But, one must not forget that it's the followers who make a leader successful by accepting his [leadership](#). Thus, leaders and followers collectively play a key role to make leadership successful.

Four leadership styles can be adopted by leaders depending on a complex interaction between key aspects of leader behavior and certain contingency factors:

- a) Directive style : focused on providing specific guidance, and establishing work schedules and rules.
- b) Supportive style : focused on establishing good relations with subordinates and satisfying their needs,

Four leadership styles can be adopted by leaders depending on a complex interaction between key aspects of leader behavior and certain contingency factors:

- c) Participative style : a pattern in which the leader consults with subordinates and allows them to participate in decision-making.
- d) Achievement-oriented style : a style in which the leader sets challenging goals and seeks improvements in performance.

- Autocratic – The authoritarian leader makes decisions
- alone as power is centralized in one person. Decisions are enforced using rewards and the fear of punishment. it is an abusive, unprofessional style called **“bossing people around.”**



- Democratic- The participative leader include one or more employees in the decision making process. Communication flow freely; suggestions are made in both directions. The participation encourages member commitment to the final decision.



Put True or False

1. Business organizations are profit seeking and privately owned .
2. Middle managers are responsible for making decisions and determining the direction of the organization.
3. Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees to accomplish its objectives through the application of available resources.
4. Effectiveness means “doing the right things” by doing those work tasks that help the organization reach its goals.
5. Planning is future-oriented and determines an organization’s direction.
6. The function of organizing consists of those activities consist of establishing standards for work performance, measuring performance and comparing it to these set standards and taking corrective actions as and when needed, to correct any deviations.
7. Organization structure, is the visual representation of an organization. It is assigned to every organization.
8. The organization structure is helpful in defining the jobs positions.
9. Formal Organizations It is a network of interpersonal relationship when people interact with each other.
10. Centralization is the degree to which decision making takes place at upper levels of the organization.



Thank you...,
