

Leadership Leadership is the process of influencing and supporting others to work enthusiastically toward achieving objectives. It helps an individual or a group identify its goals and then motivates and assists in achieving the stated goals.

Leadership Vs Management Leadership is an important part of management, but it's not everything. A leader's main job is to influence others to work towards goals, ideally with enthusiasm. Managers also have to plan activities, organize structures, and control resources. Managers hold official positions, but anyone can be a leader by using their influence informally. Managers get results by directing others, while leaders create a vision and inspire others to achieve it and go beyond their usual abilities

Traits of effective leaders (Figure 7.1)

Primary traits: High level of personal drive and energy, Desire to lead ,Personal integrity, Self-confidence

Secondary traits Cognitive ability, Business knowledge, Charisma, Creativity, Flexibility,Personal warmth

Leadership Behavior Behaviors and skills can be learned and changed while many traits are relatively fixed in the short term.

Technical skill- It refers to a person's knowledge of and ability in any type of process or technique.

Human skill- It is the ability to work effectively with people and to build teamwork. It includes energizing individuals, giving feedback, coaching, care-giving, demonstrating empathy and showing compassion and support for people who need it.

Conceptual skill- It is the ability to think in terms of models, frameworks, and broad relationships, such as long-range plans

BEHAVIORAL APPROACHES TO LEADERSHIP STYLE

The total pattern of explicit and implicit leaders' actions as seen by employee is called leadership style.

It represents a consistent combination of philosophy, skills, traits, and attitudes that are exhibited in a person's behavior.

Positive and negative leaders

- If the approach emphasizes rewards-economic or otherwise- the leader uses positive leadership. Positive leadership generally results in higher job satisfaction and performance.
- If emphasis is placed on threats, fear, harshness, and penalties, the leader is applying negative leadership. They are bosses more than leaders.

Autocratic, consultative and participative leaders

Autocratic leaders

Autocratic leaders centralize power and decision making in themselves. Autocratic leadership typically is negative, based on threats and punishment.

Consultative leaders

They approach one or more employees and ask them for inputs prior to making a decision. These leaders may then choose to use or ignore the information and advice received, however.

Participative leaders

They clearly decentralize authority. The leader and group are acting as a social unit. Employees are informed about conditions affecting their jobs and encouraged to express their ideas, make suggestions, and take action.

Blake and Mouton's managerial grid

The grid is based on the leadership dimensions of concern for people and concern for production.

The grid clarifies, on two 9-point scales, how the two dimensions are related.

- 1,9- Country club management 1,1- Impoverished management

- 9,1- Authority-compliance management 9,9- Team management
- 5,5- Middle of the road management

CONTINGENCY APPROACHES TO LEADERSHIP STYLE

❖ Fiedler's contingency model /LPC theory

- ✓ Fiedler identified two styles of leadership- task oriented (job centered) and relationship oriented (employee centered).
- ✓ He measures leadership style by means of a controversial questionnaire called the least—preferred coworker (LPC) measure.
- ✓ A manager or leader is asked to describe the specific person with whom he or she is able to work least well-the LPC-by filling in a set of sixteen scales anchored at each end by a positive or negative adjective.

Helpful	8	7	6	5	4	3	2	1	Frustrating	Tense	1	2	3	4	5	6	7	8	Relaxed
Boring									1	2	3	4	5	6	7	8			Interesting

A high total score is assumed to reflect a relationship orientation. /A low score reflects task orientation on the part of the leader.

Hersey and Blanchard's situational leadership model

Low ability, High willingness- Telling (Directive; low support) Low ability, low willingness- Selling/Coaching (Directive; supportive) High ability, high willingness- Participating/Supporting (Supportive; low direction) High ability, Low willingness- Delegating (Low direction; low support)

The path-goal leadership process

Leader identifies employee needs- Appropriate goals are established-Leader connects rewards with goals-Leader provides assistance on employee path toward goals-Employees become satisfied & motivated, & they accept the leader-Effective performance occurs-Both employees & organization are better able to reach their goals

Leaders need to provide a balance of both task and psychological support for their employees.

- They provide task support when they help assemble the resources, budgets, power, and other elements that are essential to get the job done.
- Psychological support- Leaders must stimulate people to want to do the job and attend to their emotional needs.

Leadership styles Directive leadership (gives guidance and direction), Supportive leadership (friendly and approachable, showing concern for subordinate welfare), Achievement-oriented leadership, Participative leadership (consulting with subordinates...)

Situational factors

This theory focuses on the situational factors of the personal characteristics of subordinates and environmental characteristics of the workplace.

Personal characteristics include-

-subordinates' perception of their own ability, locus of control

If people perceive that they are lacking in ability, they may prefer directive leadership. /People who have an internal locus of control believe that what happens to them is a function of their own efforts and behavior./ Those who have an external locus of control assume that fate, luck determine what happens to them.