

Q. Define Leadership

Leadership comes from the word “Lead” which means to direct, to conduct, to proceed, to guide. Leadership is an art of influencing people to strive willingly for group objectives.

According to Davis and Newstrom “Leadership is the process of encouraging and helping others to work enthusiastically toward objectives. It is the human factor that binds a group together and motivates it toward goals.”

Leadership is the process by which an executive influences the work and behavior of subordinates in choosing and attaining specified objectives. A person is said to have an influence on others when they are willing to carry out his wish and accept his advice or guidance.

According to Chester I. Barnard “Leadership is the quality of behavior of individuals whereby they guide people or their activities in organized effort”. Managers who possess such quality may be called leaders.

So, Leadership may be defined as the process by which an executive imaginatively guides, directs and influence the behavior of his subordinates by mediating between the organization and the individuals in a such a manner that both will obtain maximum satisfaction of their respective interests.

Q. Skills of leader

Successful Leadership depends on appropriate behaviors, skills and actions, not personal traits. Leaders use three different types of skills – technical, human and conceptual skills.

Technical skill: Technical skill refers to the knowledge and ability in any type of process or technique. Examples are the skills learned by accountants, engineers, typists and toolmakers. This skill is the distinguishing feature of job performance at operating level, but as employees are promoted to leadership responsibilities their technical skills become proportionately less important.

Conceptual skill: Conceptual skill is the ability to think in terms of models, frameworks and board relationships, such as long range plans. It becomes increasingly important in higher managerial jobs.

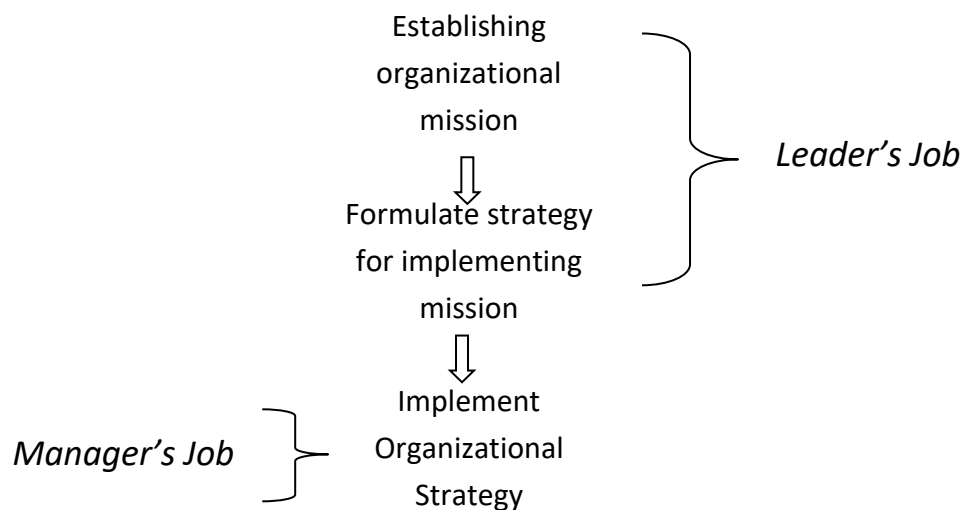


Human skill: Human skill is the ability to work effectively with people and to build teamwork. No leader at any organizational level escapes the requirement for effective humans' skill. It is a major part of leadership behavior.

Conceptual skill deals with ideas, while human skill concerns people and technical skill is with things.

Q. Management and Leadership

Leadership is an important part of management, but it is not whole story. The primary role of leader is to influence others to voluntarily seek defined objectives (preferably with enthusiasm). Managers also plan activities, organize appropriate structures and control resources. Managers hold formal positions, whereas any are can use his or her informal influence while acting as a leader. Managers achieve results by directing the activities of others, whereas leader creates a vision, mission and formulate strategy for implementing it. Managers are responsible for actual implementation of that strategy.



There is a difference between management and leadership; strong leaders may be weak managers, if poor planning causes their group to move in the wrong directions.

Another combination also possible. A person can be a weak leader and still be an effective manager, especially if she or he happens to be managing people who have a clear understanding of their jobs and strong drive to work. This set of circumstances is less likely, and therefore we expect excellent managers to have reasonably high leadership ability among their other skills. Fortunately, leadership ability can be acquired through observation and effective role models, participation in management, training and learning from work experience.



Leadership is, however, however, not the something as management. There are several differences between the two. First, management can exist formal organizational structure, secondly is only one of the technique of management, thirdly appointed and has formal authority of his position while a leader enjoys acceptance authority and may not be formally appointed.

Q. Sources of power of leader

Power develops in a number of ways. Following are the major types of leadership power and their resources.

(1) Reward power: It is a power of rewarding workers whenever they accomplish something worthwhile. Reward can be of various forms and need not always be monetary. Reward would include recognition, appreciation, salary increase, non-financial rewards and promotion. These are called positive reinforcers.

(2) Coercive Power: It is a power of punishment for poor performance of employees. Punishment in a wider sense includes criticism, admonishment, holding back salary increment, demotion, termination of employment.

(3) Legitimate Power: Legitimate power, also known as positional power and official power, comes from higher authority. It arises from the culture of society by which power is delegated legitimately from higher established authorities to others. People accept this power because they believe it is desirable and necessary to maintain order in society.

(4) Referent Power: Also called personal power, charismatic power, and power of personality -comes from each leader individually. It is the ability of leaders to develop followers from the strength of their own personalities. They have a personal magnetism, an air of confidence and a belief in objectives that attracts and holds followers. Well known historical examples are Mahatma Gandhi in India, Roosevelt in United States.

(5) Political Power: Political power comes from the support of group. It arises from a leader's ability to work with people and social systems to gain their allegiance and support. It develops in all organizations.

(6) Expert Power: Also known as the authority of knowledge comes from specialized learning. It is a power arises from a person's knowledge and information about a complex situation. It depends on education, training and experience, so it is an important type of power in our modern technological society.



Q. Leadership style

Essentially, three basic leadership styles can be identified:

(1) Autocratic; (2) Democratic; and (3) Free rein.

(1)Autocratic: “One man rule” best describes the autocratic leader autocratic leaders take all responsibility for decision-making, directing, communicating, motivating and controlling subordinates. Individuals have little or no opportunity to be creative in work since the autocratic leader outlines in detail and closely checks each employee’s work. The autocratic leader ordinarily feels he is the only person who is competent and capable of making decisions. He expects obedience to his decisions. He may feel that subordinates are unable or unwilling to guide themselves. Thus he assumes a position of closely supervising and controlling employees.

(2)Democratic: Many modern managers have built positive relations with employees by adopting the democratic management style. Democratic leaders practice leadership by consultation. They consult with worker seeking their comments, opinions, suggestions, and ideas. Managers involve employees actively in departmental or company matters whenever possible so that they have an important role in making decisions what affect them and their work. This leadership style is built upon the premise that individuals will give support to decisions they helped to make. Effective democratic leaders seriously consider the ideas of subordinates and accept their suggestions whenever possible. Hoverer final authority on matters of importance will remains with the leader.

(3)Free-rain: Free rein managers delegate authority for decision making to employees rather completely. They emphasize “The less supervision the better” believing their managerial responsibility to do one of minimal contact and supervision of employees. Free rein leaders assign work to employees and then let them decide how they will complete the job. Only guide line is that the job will be done satisfactorily. Free rein leaders expect subordinates to assume responsibility for their own guidance motivation and control. This style of leadership is used most effective where employees are committee to the goals of the organization are qualified to do work on an independent basis and prefer to work with a minimum of supervision.

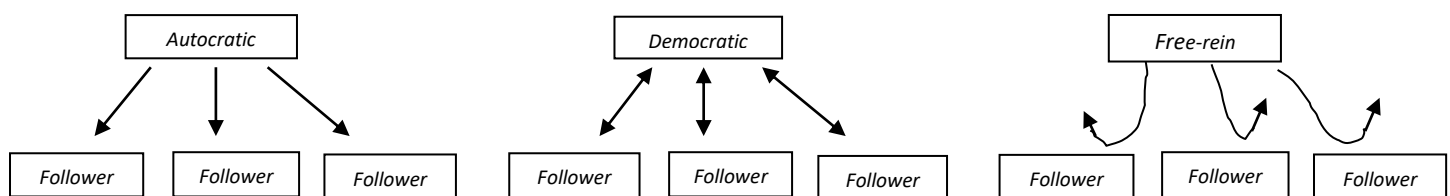


Fig: Autocratic, Democratic and Free-rein leadership style.



Q. Rensis likert (Four system of management) leadership style:

Professor Rensis Likert and his associates at the University of Michigan have studied the patterns and styles of leaders and managers for three decades. Likert has suggested four systems of management.

System-1: Exploitative-authoritative:

System-1 Management is described as “exploitative authoritative”, its managers are highly autocratic, have little trust in subordinates, motivate people through fears punishment and only occasional rewards, engage in down word communication, limits decision making to the top.

System-2: Benevolent-authoritative:

System-2 Management is called “Benevolent authoritative” its managers have a patronizing confidence and trust in subordinates, motivate with rewards and some fears punishment. Permit some upward communication, solicit some ideas and opinions from subordinates and allow some delegation of decision making with close policy control.

System-3: Consultative:

System-3 Management is referred as “consultative” managers in this system have substantial but not complete confidence & trust in subordinates, usually try to make use of subordinates ideas & opinions rewards for motivation with occasional punishment and some participation, engage in communication follow for down and up, make board policy and general decision at top while allowing specific derision to be made at lower level consultatively in others.

System-4 : Participative:

System-4 Management as most participative of all & referred to its as “participative group” system 4 manager have complete trust & confidence in subordinates in all matters; They always get ideas & opinions form subordinates & constructively use then. They also give economic reward on the basis of group participation and involvement in such an areas as setting goods appraising progress toward goals. They engaging much communication down & up with peers, encourage decision making throughout the organization operate among themselves and with their subordinates as a group.



Q. Theories of leadership

The main theories of leadership effectiveness are given below

- 1) Trait Theory;
- 2) Situational Theory;
- 3) Behavioral Theory;
- 4) Follower Theory; and
- 5) Path goal Theory.

1. Trait Theory of leadership:

According to the trait theory of leadership, a successful leader is one who possesses certain traits or qualities. Prior to 1949, studies of leadership were based largely on an attempt to identify the traits that leaders possess. Start with the “great man” theory that leaders are born not made. A belief date back to the ancient Greeks and Romans, researchers have tried to identify physical, mental and personality traits of various leaders.

The “great man” theory lost much of its acceptability with the rise of behaviorist school of psychology. Not all leaders possess all the traits. Many nonleaders may possess most or all of them. Also, the traits approach gives no guidance as to how much of many traits a person should have.

2. Situational Theory of leadership:

According to situational theory “leaders are the product of given situation”. Large number of studies have been made on the premise that leadership is strongly affected by the situation from which the leader emerges and in which he or she operates. This is a persuasive approach is indicated by the rise of Hitler in Germany in the 1930s, the earlier rise of Mussolini, rise of Mujibur Rahman in 1971.

This approach of leadership recognizes that there exists an interaction between the group and the leader. The theory holds that people become leaders not only because of the attributes of their personalities but also because of various situational factors and the interactions between leaders and group members.

3. Behavioral Theory of leadership:

The behavioral theory of leadership is based on the assumption that leadership effectiveness depends upon what the leader does. In other words, leadership is a function of effective role behavior. The leadership behavior is the product of the leader and followers. A leader uses his skills to exercise influence and modify behavior of his subordinates. The behavioral approach is useful to the extent that it suggests favorable leader behavior to inspire and guide subordinates. But a particular behavior is effective under one situation and ineffective under a different situation.



4. Follower Theory of leadership:

According to follower theory people tend to follow those whom they perceive as offering them a means of accomplishing their own personal desires. Leader is a person who organizes these desires and does those things, or undertakes those programs, designed to meet them.

5. Path goal theory of leadership:

Path goal leadership states that the leader's job is to use structure. Support and rewards to create a work environment that helps to employees reach the organizations goals. Two major roles involved are to create a goal orientation and to improve the path toward the goals so that they will be attained.

Leadership identify employee needs, provide appropriate goals, and then connect goal accomplishment to rewards by clarifying expectancy and instrumentality relationship. Barriers to performance are removed and guidance is provided to the employee. The expected result of the process includes joy satisfaction, acceptance of leader, and greater motivation. These should pay off future in effective performance and goal attainment.

