



Lecture 9 Handouts

Leadership

Social psychology

Social psychology is about understanding individual behavior in a social context.

“The scientific field that seeks to understand the nature and causes of individual behavior in social situations”

Social psychologists, therefore, examine the factors that lead us to behave in certain ways in the presence of others and investigate the conditions under which specific behaviors, actions, and feelings occur. Social psychology is concerned with how these feelings, thoughts, beliefs, intentions, and goals are formed and how these psychological factors, in turn, influence our interactions with others.

A leader is a person who has a vision, a drive and a commitment to achieve that vision, and the skills to make it happen.

Having a great idea and assembling a team to bring that concept to life is the first step in creating a successful business venture. While finding a new and unique idea is rare enough; the ability to successfully execute this idea is what separates the dreamers from leaders.

A leader has a vision. Leaders see a problem that needs to be fixed or a goal that needs to be achieved. It may be something that no one else sees or simply something that no one else wants to tackle. Whatever it is, it is the focus of the leader's attention and they attack it with a single-minded determination.

The Drive to See It Through:

It is not enough to just have a vision. Lots of people see things that should be done, things that should be fixed, great step forward that could be taken. What makes leaders different is that they act. They take the steps to achieve their vision.

Leadership:

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

Leadership is "organizing a group of people to achieve a common goal". The leader may or may not have any formal authority.

Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards accomplishment of specific goals in a given situation. Leadership is the

ability of a manager to induce the subordinates to work with confidence and zeal. Leadership is the potential to influence behavior of others. It is also defined as the capacity to influence a group towards the realization of a goal. Leaders are required to develop future visions, and to motivate the organizational members to want to achieve the visions.

According to Keith Davis, “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it towards goals.”

Leadership begins with Self-knowledge

Self-knowledge is the basis for character...

Character is the root of integrity...

Integrity provides the foundation for leadership”.

(Lombardi, 2001)

Characteristics of Leadership

1. It is an inter-personal process in which a manager is into influencing and guiding workers towards attainment of goals.
2. It denotes a few qualities to be present in a person who includes intelligence, maturity and personality.
3. It is a group process. It involves two or more people interacting with each other.
4. A leader is involved in shaping and molding the behavior of the group towards accomplishment of organizational goals.
5. Leadership is situation bound. There is no best style of leadership. It all depends upon tackling with the situations.

Importance of Leadership

Leadership is an important which helps to maximize efficiency and to achieve goals.

The following points justify the importance of leadership in a concern.

1. **Initiates action-** A leader is a person who initiates work by communicating policies and plans to subordinates, from where the work actually begins.
2. **Motivation-** A leader plays an incentive role in the organization's operations. They motivate employees with economic and non-economic rewards, thereby encouraging subordinates to perform their work.
3. **Providing guidance.** A leader must not only supervise but also play a guiding role for subordinates. Guidance means instructing subordinates on how to perform their work effectively and efficiently.
4. **Creating confidence-** Confidence is an important factor that can be achieved by communicating work efforts to subordinates, clearly explaining their roles, and providing

guidelines to achieve goals effectively. It is also important to listen to employees regarding their complaints and problems.

5. **Building morale-** Morale denotes the willing cooperation of employees towards their work, gaining their confidence, and winning their trust. A leader can boost morale by achieving full cooperation, enabling employees to perform to the best of their abilities as they work to achieve goals.
6. **Builds work environment-** Management involves getting things done through people. An efficient work environment fosters sound and stable growth. Therefore, a leader should consider human relations. They should maintain personal contact with employees, listen to their problems, and work towards solutions. Treating employees with humanity is essential.
7. **Co-ordination-** Coordination can be achieved by reconciling personal interests with organizational goals. This synchronization is facilitated through proper and effective coordination, which should be a primary focus of a leader.

The Leadership Role

A good leader is a person who:

1. Is a good teacher
2. Doesn't put down those they are working with
3. Gets the most from those they are working with
4. Works within the framework of the rules
5. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.
6. Positive Leaders use rewards (independence, education) to motivate employees.
7. Negative Leaders use penalties with employees. These leaders act domineering and superior w/people. Negative penalties include: days off without pay, reprimanding in front of others, assigning unpleasant job tasks.

What are the three primary tasks of a leader?

1. Set direction: mission, goals, vision
2. Build commitment: motivate & inspire
3. Confront challenges: innovation, deal with change, turbulence, take risks

How people become leaders (Bass' Theory of Leadership)

Bass' theory of leadership notes there are three basic ways to explain how people become leaders:

1. A crisis or important event may cause a person to rise to the occasion, bringing out extraordinary leadership qualities in an otherwise ordinary individual.
2. Certain personality traits may naturally lead individuals into leadership roles.
3. People can choose to become leaders and acquire leadership skills. This is known as the Transformational or Process Leadership Theory, which is the most widely accepted theory today and the premise on which this guide is based.

Leadership styles

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Kurt Lewin (1939) led a group of researchers to identify different styles of leadership. This early study has been very influential and established three major leadership styles. The three major styles of leadership are:

1. Authoritarian or autocratic

This style is used when leaders instruct their employees on what they want done and how they want it accomplished, without seeking the advice of their followers. Some appropriate conditions to use it are when you possess all the necessary information to solve the problem, when time is limited, and when your employees are well motivated.

Some people tend to perceive this style as a means of yelling, using demeaning language, and leading by threats and abusing power. However, this is not the authoritarian style; instead, it is an abusive, unprofessional style known as "bossing people around."

The authoritarian style should normally only be used on rare occasions.

2. Participative or democratic

This style involves the leader including one or more employees in the decision-making process, determining what to do and how to do it. However, the leader retains the final decision-making authority.

Using this style is not a sign of weakness, rather it is a sign of strength that your employees will respect.

This is normally used when leader has one part of the information, and employees have other parts.

A leader is not expected to know everything; this is why knowledgeable and skillful employees are employed. Using this style is mutually beneficial; it allows them to become part of the team and enables you to make better decisions.

Delegative or Free Reign

In this style, the leader allows the employees to make the decisions, while still retaining responsibility for those decisions. This approach is used when employees are capable of analyzing the situation and determining what needs to be done and how to do it. You cannot do everything yourself! Setting priorities and delegating certain tasks are essential.

This is not a style to use so that you can blame others when things go wrong, rather this is a style to be used when you fully trust and confidence in the people below you.

Leadership styles	Liking for leader	Group atmosphere	Productivity
Authoritarian (autocratic)	Liked less	Aggressive, dependent, self-oriented	High (leader present) Low (leader absent)
Participative (democratic)	Liked More	Friendly, Group-centered, task-oriented	Relatively high (unaffected by presence and absence of leader)
Delegative (free reign)	Liked less	Friendly, Group-centered, play-oriented	Low (Increased in absence of leader)

Emotion-laden process

Leadership can be perceived as a particularly emotion-laden process, with emotions entwined with the social influence process. In an organization, the leader's mood has some effects on his/her group. These effects can be described in three levels:

1. ***The mood of individual group members:*** Group members with leaders in a positive mood experience more positive mood than do group members with leaders in a negative mood. The leaders transmit their moods to other group members through the mechanism of emotional contagion. Mood impurity may be one of the psychological mechanisms by which charismatic leaders influence followers.
2. ***The affective tone of the group:*** Group affective tone represents the consistent or homogeneous affective reactions within a group. It is an aggregate of the moods of the individual members of the group and refers to mood at the group level of analysis. Groups with leaders in a positive mood have a more positive affective tone than do groups with leaders in a negative mood.
3. ***Group processes like coordination, effort expenditure, and task strategy:*** Public expressions of mood impact how group members think and act. When people experience and express mood, they send signals to others. Leaders signal their goals, intentions, and attitudes through their expressions of moods.

For example, expressions of positive moods by leaders signal that leaders deem progress toward goals to be good. The group members respond to those signals cognitively and behaviorally in ways that are reflected in the group processes.

Leadership theories

Early leadership theories focused on what qualities distinguished between leaders and followers, while subsequent theories looked at other variables such as situational factors and skill levels.

While many different leadership theories have emerged, most can be classified as one of eight major types.

1. **Great man theory** assumes that the capacity for leadership is inherent – that great leaders are born, not made. It portrays that great leader as heroic, mythic and destined to rise to leadership when needed. The term "Great Man" was used because, at the time, leadership was primarily associated with males, particularly in terms of military leadership.
2. Similar in some ways to "Great Man" theory, **trait theory** assumes that people inherit certain qualities and traits that make them better suited to leadership. Trait theory often identifies particular personality or behavioral characteristics shared by leaders. If particular traits are key features of leadership, then how do we explain people who possess those qualities but are not leaders? This question is one of the difficulties in using trait theory to explain leadership.
3. **Contingency theory** of leadership focuses on specific variables related to the environment that might determine which particular style of leadership is best suited for the situation.
According to this theory, no leadership style is best in all situations. Success depends upon a number of variables, including the leadership style, qualities of the followers and aspects of the situation.
4. **Situational theory** proposes that leaders choose the best course of action based on situational variables. Different styles of leadership may be more appropriate for certain types of decision-making. For example, in a situation where the leader is the most knowledgeable and experienced member of a group, an authoritarian style might be most appropriate. In other instances where group members are skilled experts, a democratic style would be more effective.
5. **Behavioral theories** of leadership are based upon the belief that great leaders are made, not born. Rooted in behaviorism, this leadership theory focuses on the actions of leaders not on mental qualities or internal states. According to this theory, people can learn to become leaders through teaching and observation.
6. **Participative leadership** theory suggests that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making process. In it, however, the leader retains the right to allow the input of others.
7. **Management theory**, also known as transactional theory, focuses on the role of supervision, organization and group performance. This theory bases leadership on a system of rewards and punishments. It is often used in business; when employees are successful, they are rewarded; when they fail, they are reprimanded or punished.

8. **Relationship theories**, also known as transformational theories, focus upon the connections formed between leaders and followers. Transformational leaders motivate and inspire people by helping group members see the importance and higher good of the task. These leaders are focused on the performance of group members, but also want each person to fulfill his or her potential. Leaders with this style often have high ethical and moral standards.

Leadership qualities

Leadership qualities associated with exceptional leadership include such attributes as:

1. **Self-Awareness:** Self Awareness is having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation, and emotions. Self-Awareness allows you to understand other people, how they perceive you, your attitude and your responses to them in the moment
2. **Mission:** Leaders know what their mission is. They know why the organization exists. A superior leader has a well thought out (often written) mission describing the purpose of the organization. That purpose need not be esoteric or abstract, but rather descriptive, clear and understandable.
3. **Vision:** Where do you want your group/team/organization to go? A vision needs to be abstract enough to encourage people to imagine it but concrete enough for followers to see it, understand it and be willing to climb onboard to fulfill it.
4. **Goal:** How is the organization/team/group going to achieve its mission and vision and how will you measure your progress? Like a vision, goals need to be operational; that is specific and measurable. If your output and results can't be readily measured, then it will be difficult to know if you have achieved your purpose. The leader may have wasted important resources (time, money, people, and equipment) pursuing a strategy or plan without knowing if it truly succeeded.
5. **Communication skills:** For leaders it is not enough to just know what to say—but how to say it in a way that persuades people to act.
 - a. Leadership communication skills help leader's covey their principles and intelligence within all of their business communications.
 - b. Developed leadership skills inspire other people and help develop a sense of purpose surrounding business goals.
 - c. Leadership communication skills often focus on the recipient of your message.
 - d. Learning how to motivate and inspire action in team members is an acquired skill.
 - e. Like any skill worth having, it requires an investment of practice and coaching and the dividends are valuable.
 - f. Mastering leadership communication skills can improve effectiveness and showcase a high level of business acumen.

- 6. Facilitating skills:** Liaise with team-members and arrive at the best possible solution. There could be diverse ideas and perspectives for any single agenda, but an effective leader will work towards reaching a consensus.
- a. It ensures that discussions take place in a structured manner without losing sight of the outcome.
 - b. Acts as an icebreaker by engaging followers and keeping up the momentum.
- 7. Mentoring skills:** It involves providing constructive guidance wisely as and when required. This helps followers in recovering from any glitch or stumbling block.
- a. It gives the chance to know the other person well.
 - b. It gives a fair idea where to draw the line.
- 8. Influence and Motivation skills:** It is a conglomeration of both communication skills and leadership skills. While, through good communication one can influence and persuade others, through leadership skills one can demonstrate his/her motivational skills which boost the spirits of the followers. Motivational skills instill confidence in the mind of the follower. It helps inspire the followers, instead of commanding them.
- 9. Decision making skills:** A leader has to make countless decisions. A wrong decision may prove costly while a right decision at a crucial time may bring favorable results. Tackle issues as and when required without conflict. Steer the dynamics of the team “to the next level”.
- 10. Planning:** Planning involves taking certain strategic decision about the future. Planning includes the list of activities and the contingency plan that needs to be carried forward.
- a. Proper planning is like choosing the right track to get onto.
 - b. With the correct direction in mind, you can move towards the fulfillment of the goal.
 - c. It also makes a leader organize his/her agenda by arranging “first things first”.
- 11. Integrity:** A leader builds trust and this fosters collaboration and facilitates sharing of information. In this way, he creates a solid team who supports each other’s views.
- a. Integrity means honesty, fairness and creating good relationships.
 - b. It is about personal values that cannot be compromised.
 - c. Integrity speaks volumes on emotional intelligence.
- 12. Team work:** It involves co-operating with fellow members while nurturing their aspirations. Through team work, a leader develops a sense of collaboration while working with his peers and subordinates.
- a. It teaches the art of delegating work among fellow members.
 - b. Derive the support of others by emphasizing their good qualities.
- 13. Stress management:** A leader manages stress effectively.

- a. It teaches a leader to develop the ability to bounce back from setbacks without dwelling on negative thoughts.
- b. It also develops the habit of being patient in any situation.

Leadership Traits

Intelligence:

Following are the intelligence traits of leader:

- a) **More intelligent than non-leaders:** While intelligence is often associated with leadership, it's important to note that different types of intelligence can contribute to leadership effectiveness. Traditional measures of intelligence, such as IQ, may not be the sole determinant of leadership success. Instead, leaders often exhibit a range of intelligences, including emotional intelligence, social intelligence, and creative intelligence, which allow them to understand complex situations, empathize with others, and innovate solutions. Therefore, leadership intelligence encompasses a holistic view of intelligence that goes beyond cognitive abilities to include interpersonal skills, emotional awareness, and adaptability.
- b) **Knowledge:** Knowledge is certainly a valuable asset for leaders, as it provides them with the information and insights necessary to make informed decisions and guide their teams effectively. Leaders who possess a deep understanding of their industry, market trends, and organizational dynamics are better equipped to anticipate challenges and capitalize on opportunities. However, leadership is not just about possessing knowledge; it's also about the ability to apply that knowledge in practical ways, communicate it effectively, and facilitate learning and growth within the team.
- c) **Being able to get things done:** At its core, leadership is about achieving results and driving progress toward shared goals. Effective leaders have the ability to translate vision into action, mobilize resources, and inspire others to work collaboratively towards a common purpose. This involves setting clear objectives, delegating tasks appropriately, and holding individuals accountable for their performance. Leaders also demonstrate resilience and determination in the face of obstacles, rallying their team to overcome challenges and achieve success. Ultimately, leadership is about not only having a vision or knowledge but also the ability to execute and deliver tangible outcomes.

Personality:

Following are the personality leadership traits:

- a) **Verbal Facility:** Leaders with strong verbal facility excel in communication, both in speaking and listening. They can articulate their ideas clearly, persuasively convey their vision, and inspire others through their words. Effective communication fosters understanding, alignment, and collaboration within teams, making it a crucial trait for successful leadership.

- b) **Honesty:** Honesty and integrity are foundational traits of effective leadership. Leaders who demonstrate honesty earn the trust and respect of their team members, fostering a positive and transparent work environment. By being truthful and ethical in their actions, leaders build credibility and inspire loyalty among their followers.
- c) **Initiative:** Leadership often requires taking the initiative to identify opportunities, solve problems, and drive change. Leaders who exhibit initiative are proactive and forward-thinking, seizing opportunities for growth and innovation. They inspire others to action, creating momentum and progress towards organizational goals.
- d) **Assertiveness:** While assertiveness can be a valuable trait in leadership, it's essential to distinguish it from aggression. Leaders who are assertive are confident in expressing their ideas and advocating for their team's needs, but they do so with respect and consideration for others. Aggression, on the other hand, can be counterproductive, damaging relationships and undermining collaboration. Effective leaders channel their assertiveness constructively, inspiring and motivating their team members without resorting to aggression.
- e) **Self-confidence:** Self-confidence is essential for effective leadership, as it enables leaders to make decisions, take risks, and navigate challenges with conviction. Confident leaders inspire trust and reassurance in their team members, instilling a sense of stability and assurance even in uncertain situations. However, it's important for leaders to balance confidence with humility, remaining open to feedback and continuous learning.
- f) **Ambition:** Ambition drives leaders to set ambitious goals, pursue excellence, and strive for continuous improvement. Ambitious leaders inspire others to dream big and reach their full potential, fostering a culture of achievement and growth within their teams. However, it's essential for leaders to temper their ambition with empathy and consideration for the well-being of their team members.
- g) **Originality:** Originality or creativity is a valuable trait in leadership, as it enables leaders to think outside the box, challenge the status quo, and drive innovation. Leaders who embrace originality encourage creativity and experimentation within their teams, fostering a culture of innovation and adaptability. They are willing to explore new ideas and approaches, leading their organizations to new heights of success.
- h) **Sociability:** Leaders who are sociable excel in building and maintaining relationships, both within and outside their organizations. They are adept at networking, collaborating, and influencing others, leveraging their social connections to drive collective success.

Sociable leaders create a sense of community and camaraderie within their teams, fostering a supportive and inclusive work environment.

- i) **Adaptability:** In today's fast-paced and dynamic world, adaptability is a crucial trait for effective leadership. Leaders who are adaptable can navigate change, pivot quickly in response to evolving circumstances, and lead their teams through uncertainty with resilience and flexibility. They embrace innovation and change, inspiring their team members to embrace new challenges and opportunities.

Manager V/S Leader:

Managers

1. Focus on things
2. Do things right
3. Plan
4. Organize
5. Direct
6. Control
7. Follows the rules

Leaders

1. Focus on people
2. Do the right things
3. Inspire
4. Influence
5. Motivate
6. Build
7. Shape entities