

ORGANIZATIONAL BEHAVIOUR - POWER AND LEADERSHIP

The NPTEL logo is located in the center of the slide, partially overlapping the title text. It features a stylized orange and red flower-like emblem with the word "NPTEL" in orange capital letters below it.

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OVERVIEW

- Defining Power
- Sources of power
- Empowerment
- Organizational Politics
- Leadership
- Leader Vs Manager
- Approaches to Leadership
- Managerial Grid
- Leadership Theories
- Contemporary Issues



POWER

- Ability to influence others.
- The capacity to change the behaviour or attitudes of others in a desired manner.



SOURCES OF POWER

- Legitimate: based on formal position.
- Coercive: capacity to administer punishment to others.
- Reward: capacity to administer reward to others.
- Expert: based on skills and abilities.
- Referent: the degree to which one is liked and admired by others.



EMPOWERMENT

- Power as a cooperative concept
- Benefits of empowerment



ORGANIZATIONAL POLITICS

- Unauthorized usage of power to enhance or protect self-interest.
- Forms of political behaviour:
 - Manipulating information flow
 - Impression management
 - Building coalitions
 - Blaming
 - Creating and using reciprocity



LEADERSHIP



DEFINITION

- The ability to persuade others to seek defined objectives enthusiastically.
- The process of influencing a group toward the achievement of goals.



MANAGERS AND LEADERS

Managers

- Administer and copy
- Maintain
- Focus on systems & structure
- Rely on control
- Short-range view - bottom line
- Ask how and when
- Accept the status quo
- Classic good soldier
- Do things right

Leaders

- Innovation and originality
- Develop
- Focus on people
- Inspire trust
- Long-range view - the horizon
- Ask what and why
- Challenge the status quo
- Own person
- Do the right things



THE NATURE OF LEADERSHIP

- Leadership involves non-coercive influence.
- Leadership influence is goal oriented.
- Leadership requires followers.



THE TRAIT APPROACH TO LEADERSHIP

- The great person theory
- Characteristics of a great leader
 - Leadership motivation
 - Flexibility
 - Focus on morality
 - High energy level
 - Self-confidence
 - Role specific knowledge
 - Multiple domains of intelligence



BEHAVIOURAL APPROACHES

- Explaining what leaders do
- Leadership styles
 - Autocratic
 - Democratic
 - laissez-faire



TYPES OF LEADERSHIP STYLE

- **Democratic:**
 - Encourages decision making from different perspectives.
 - **Consultative:** process of consultation before decisions are taken
 - **Persuasive:** Leader takes decision and seeks to persuade others that the decision is correct



TYPES OF LEADERSHIP STYLE

- Democratic:
 - May help motivation and involvement
 - Workers feel ownership of the firm and its ideas
 - Improves the sharing of ideas and experiences within the business
 - Can delay decision making

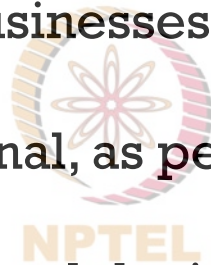
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TYPES OF LEADERSHIP STYLE

■ Laissez-Faire:

- 'Let it be' – the leadership responsibilities are shared by all
- Can be very useful in businesses where creative ideas are important
- Can be highly motivational, as people have control over their working life
- Can make coordination and decision making time-consuming and lacking in overall direction
- Relies on good team work and interpersonal relations



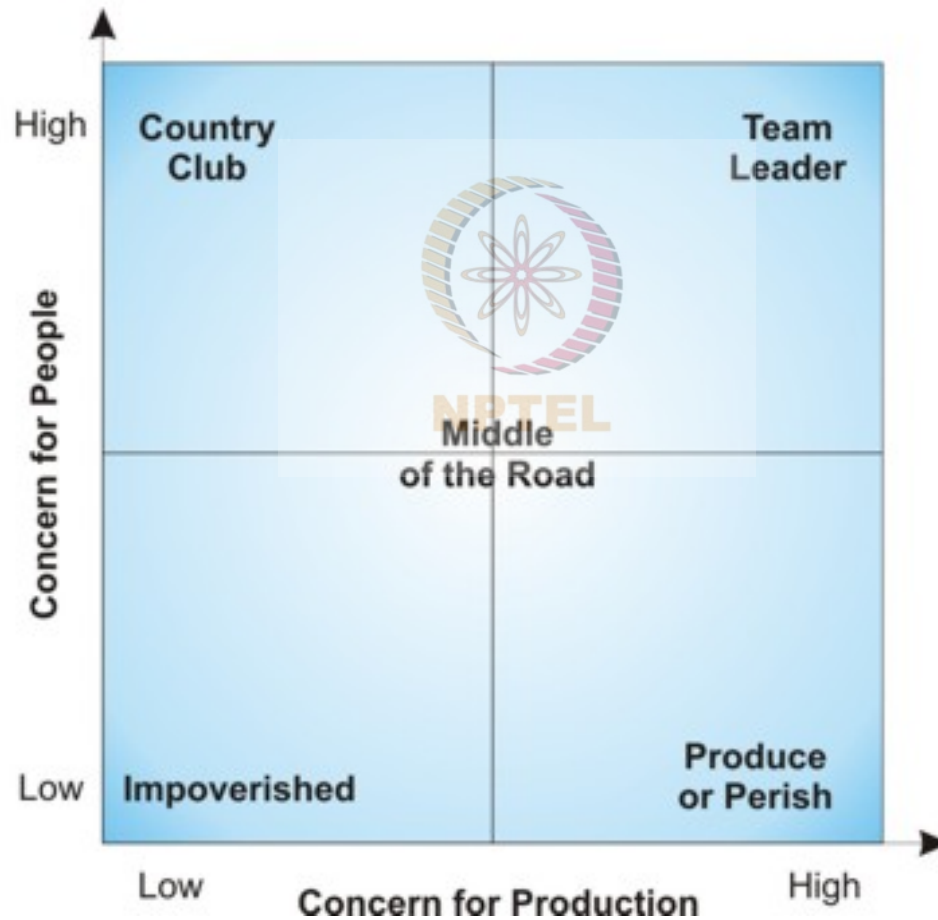
TYPES OF LEADERSHIP STYLE

- Paternalistic:
 - Leader acts as a 'father figure'
 - Paternalistic leader makes decision but may consult
 - Believes in the need to support staff



MANAGERIAL GRID

Figure 1: The Blake Mouton Grid

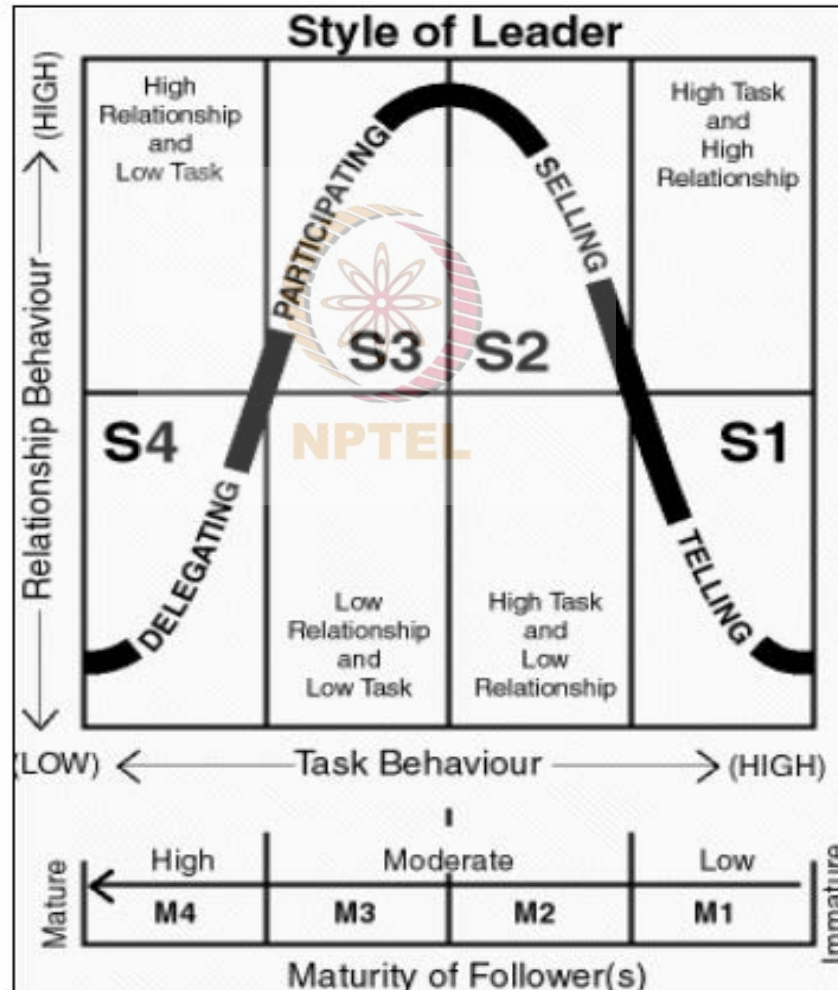


CONTINGENCY THEORIES

- Fiedler's Model
 - Task structure, leader member relations, positional power
- Hersey and Blanchard's situational leadership theory
 - Telling, selling, participating and delegating
- Path-goal theory: subordinates will be motivated by a leader only to the extent they perceive him/her as helping them to attain their goals.



HERSEY AND BLANCHARD'S SITUATIONAL LEADERSHIP THEORY



LEADERSHIP THEORIES

- Other theories
 - Charismatic leadership
 - Servant leadership



CONTEMPORARY ISSUES

- Can leadership be taught?
- Do we need leaders or leadership?

