



Organizational Behaviour

Leadership – Part I

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Leadership is not about size



It's about knowledge & wisdom



What Is Leadership?

- ✓ Leadership - the ability to influence a group toward the achievement of a vision or a set of goals
- ✓ Management - use of authority inherent in designated formal rank to obtain compliance from organizational members
- ✓ Non-sanctioned leadership is often as important or more important than formal influence



What is Leadership?

Have you hired people?

Have you managed a group?

Have you managed a budget?

Have you developed new leaders?

Have you had to fire employees?

Have you lost a customer?

Have you shipped new products or services?

You cannot become a leader by only reading about Leadership.



Leadership and Management

- ✓ Both, strong leadership and strong management are needed for optimal effectiveness
- ✓ Leaders:
 - Challenge the status quo
 - Create visions of the future
 - Inspire organizational members to want to achieve the visions
- ✓ Managers:
 - Formulate detailed plans
 - Create efficient organizational structures
 - Oversee day-to-day operations



Managers and Leaders

Leader Characteristics

- ✓ Innovates
- ✓ An original
- ✓ Develops
- ✓ Focuses on people
- ✓ Inspires trust
- ✓ Long range perspective
- ✓ Asks what and why
- ✓ Eye on horizon
- ✓ Originates
- ✓ Challenges the status quo
- ✓ Own person
- ✓ Does the right thing

Manager Characteristics

- ✓ Administers
- ✓ A copy
- ✓ Maintains
- ✓ Focuses on systems and structures
- ✓ Relies on control
- ✓ Short range view
- ✓ Asks how and when
- ✓ Eye on bottom line
- ✓ Imitates
- ✓ Accepts the status quo
- ✓ Classic good soldiers
- ✓ Does things right



Management & Leadership

Author	Leadership	Management
Warren Bennis	Leaders are people who do the right things	Managers are people who do things right
John Kotter	Leadership is about coping with change	Management is about coping with complexity
James Kouses and Barry Posner	Leadership has with it a kinesthetic feeling, a sense of movement	Management is about 'handling' things, maintaining order, organization and control
Abraham Zeleznik	Leaders are concerned with what things mean to people	Managers are concerned with how things get done
John Mariotti	Leaders are the architects	Managers are the builders
George Weathersby	Leadership focuses on creation of a common vision	Management is about the designing of work...it is about controlling...



Kotter's Distinction between Management & Leadership

Activity	Management	Leadership
Creating an Agenda	Planning and Budgeting. Establishing detailed steps and timetable for achieving needed result; allocating the resources necessary to make these needed results happen	Establishing direction. Developing a vision of the future, often the distant future, and strategies for producing the change needed to achieve that vision
Developing a Human Network for Achieving the Agenda	Organizing and staffing. Establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation	Aligning People. Communicating the direction by words and deeds to all those whose cooperation may be needed to influence the creation of teams and coalitions that understand the vision and strategies and accept their validity
Executing Plans	Controlling and Problem Solving. Monitoring results vs. plans in some details, identifying deviations, and then planning and organizing to solve these problems	Motivating and inspiring. Energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying very basic but often unfulfilled human needs
Outcomes	Produces a degree of predictability and order and has the potential to consistently produce major results expected by various stakeholders (e.g.. For customers, always being on time; for stockholders being on budget)	Produces change, often to a dramatic degree, and has the potential to produce extremely useful change (e.g.. New products that customers want, new approaches to labor relations that help make a firm more competitive)



The Leadership Theories

1. Early Theories of Leadership
 - a) Trait Theories
 - b) Behavioral Theories
 - c) Lake Mouton Grid
2. Situational Leadership
3. Fiedler's Contingency Model of Leadership Effectiveness
4. Path – Goal Leadership Theory
5. Exchange Theories of Leadership & Followership
6. Charismatic Leadership Theories
7. Transformational Leadership Theories



The Leadership Theories

8. Authentic Leaders
9. Level 5 Leaders
10. Servant Leadership
11. Leadership 2.0 Study
12. Specific Traits Related to Leadership Effectiveness
13. Findings of the GLOBE Survey
14. “Great Leaders” Traits & Behaviors



Trait Theories of Leadership

- ✓ **Trait theories of leadership** focus on personal qualities and characteristics
- ✓ The search for personality, social, physical, or intellectual attributes that differentiate leaders from non-leaders goes back to the earliest stages of leadership research
- ✓ A breakthrough came when researchers began organizing traits around the Big Five personality framework.
- ✓ Most of the dozens of traits in various leadership reviews fit under one of the Big Five, giving strong support to traits as predictors of leadership.



Trait Theories of Leadership

- ✓ The trait approach does have something to offer
- ✓ Good leaders:
 - Like being around people
 - Are able to assert themselves (extraverted)
 - Are disciplined and able to keep commitments they make (conscientious)
 - Are creative and flexible (open)



Trait Theories of Leadership

- ✓ Another trait that may indicate effective leadership is emotional intelligence (EI)
- ✓ Advocates of EI argue that without it, a person can have outstanding training, a highly analytical mind, a compelling vision, and an endless supply of terrific ideas, but still not make a great leader
- ✓ A core component of EI is empathy



Behavioral Theories of Leadership

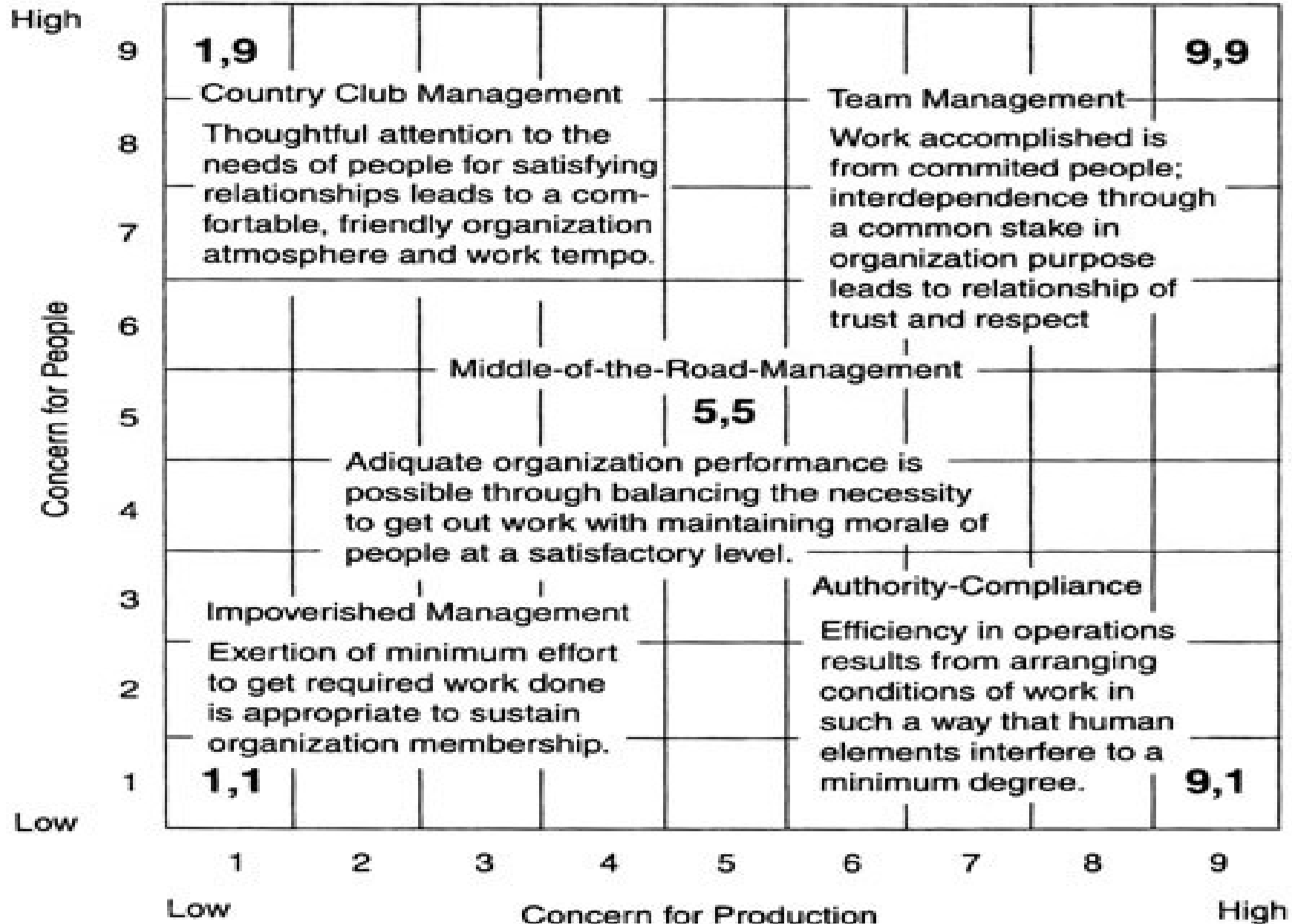
- ✓ **Behavioral theories of leadership** imply we can *train* people to be leaders
- ✓ Ohio State Studies found two behaviors that accounted for most leadership behavior:
 - **Initiating structure** – the extent to which a leader is likely to define and structure his role and those of employees in the search for goal attainment
 - **Consideration** – the extent to which a person's job relationships are characterized by mutual trust, respect for employees' ideas, and regard for their feelings



Behavioral Theories of Leadership

- ✓ University of Michigan's objectives also identified two behavioral types:
 - The **employee-oriented leader** emphasized interpersonal relationships by taking a personal interest in the needs of employees and accepting individual differences among them
 - The **production-oriented leader** emphasized the technical or task aspects of the job, focusing on accomplishing the group's tasks

Leadership Grid by Blake & McCaule (earlier Blake & Mouton)





Contingency Theories

- ✓ While trait and behavior theories do help us understand leadership, an important component is missing: the environment in which the leader exists
- ✓ Contingency Theory deals with this additional aspect of leadership effectiveness studies
- ✓ Three key theories:
 - Fielder's Model
 - Hersey and Blanchard's Situational Leadership Theory
 - Path-Goal Theory



Fiedler Contingency Model

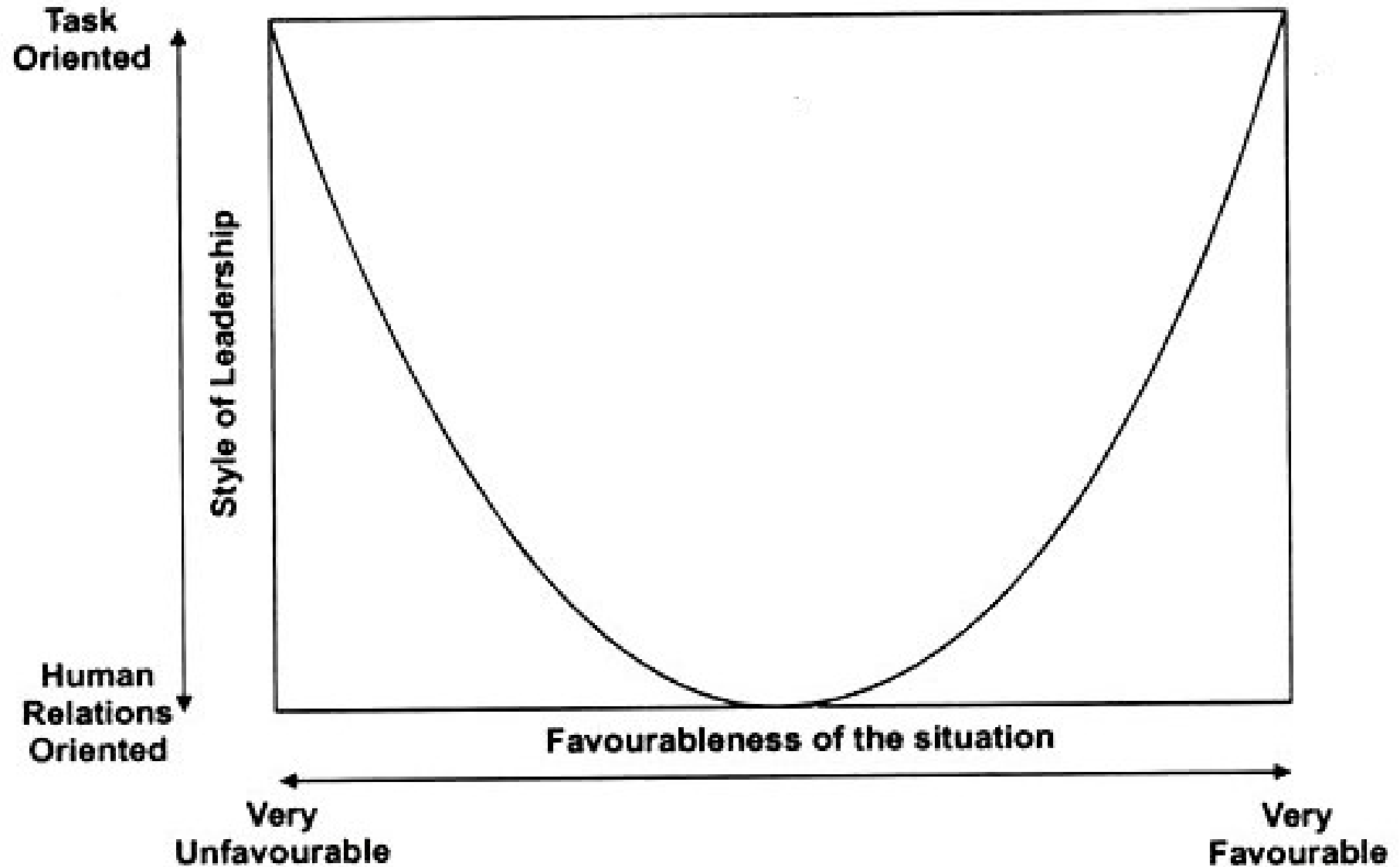
- ✓ A key factor in leadership success is the individual's leadership style
- ✓ Used a questionnaire called “Least preferred co-worker (LPC)”
- ✓ Effective group performance depends on the proper match between leadership style and the situation



Fiedler Contingency Model

- ✓ Considers Three Situational Factors:
 - Leader-member relations: degree of confidence and trust in the leader
 - Task structure: degree of structure in the jobs
 - Position power: leader's ability to hire, fire, and reward
- ✓ For effective leadership: must change to a leader who fits the situation or change the situational variables to fit the current leader

Fiedler's Contingency Model



Fiedler's Contingency Model



Any Questions?