

# DIRECTION

- The function of direction are:
- 1. giving orders to employees.
- 2. leading and motivating them.

# Principles of direction

- Harmony of objectives.
- Unity of command.
- Direct supervision.
- Efficient Communication.
- Follow-through.



# Leadership

- Leadership is defined as ability to influence people towards accomplishment of goals. Leaders energize the behavior of their followers and motivate them to achieve the group or organization goals. Leadership qualities are:
- Leaders guide and inspires subordinates: to achieve group goals which in turn results in achievement of organization goals.
- Leaders build good work environment: so that workers will perform to the best of their abilities. The environment creates a relationship based on trust.
- Leaders build confidence in their followers: so that workers can perform to their full potential.

# Leadership

- Leaders secure cooperation from the group: all members work collectively towards group objectives and instill cooperation among the members.
- Leaders act as change agents: organization operate in an environment which is subject to continuous changes. But organizational members resist changes as they are accustomed to a particular methods of work. It requires great leadership to reduce the resistance to change and convince the employees to accept change. Leaders also take personal interest in helping their followers and protect the interests of their followers while taking any major organizational decisions.
- Leaders develop great visions they develop the vision in building great organization.

# Styles of leadership

- Autocratic or authoritarian leadership : autocratic leaders take all the decisions on their own without consulting their followers. They simply order the followers and these orders are to be obeyed by followers.
- Discipline is enforced by rewards and punishment. Decision making is entirely centralized and followers have no say in them. This style of leadership is also called dictatorship. Communication is always one way and it always flow in the form instructions and orders from leaders to subordinates. Subordinates have to depend on their leaders for everything. Leaders supervise and control the behaviors of their followers very closely.

# Democratic leadership or consultative leadership.

- These leaders consult their followers before taking decisions. They take decision as per majority opinion. Leaders do not completely dominate the group and provide freedom to the group members resulting in two way communication. The major emphasis is on cooperation and group interests.
- The leader shows greater concern for his people than for higher production. A part of the leaders task is to encourage and reinforce constructive inter-relationships among members and to reduce intra-group conflict and tensions.

# Democratic leadership or consultative leadership.

- While the leader is quite an important figure in a democratic situation, he is not the key figure like in authoritarian situation. He serves more as a coordinator or agent for the group. Hence the group is not dependent upon him as an individual and can function effectively in his absence



# Participative style of leadership

- Participative leaders encourage group decisions making and all the decisions are made jointly by followers and leader. Decisions are based on consensus and based on the common interest of all the parties involved. Subordinates get an opportunity in decision making and use their expertise. It also help developing their skills.

# Laissez faire or free rein leadership

- Free rein leaders do not lead the group, but leaves the followers with complete freedom. Subordinates can set their own plans and develop them. All the decisions are made by subordinates and leaders do not involve in it and they are only passive observers. The role of the leaders is only give the advice when it is sought. Leaders do not exercise any control over their followers. This style of leadership may not be suitable in all situations and it requires the subordinates who are knowledgeable, well trained and highly motivated.

# Spectrum of leadership style.

- The leader “tells” subordinates what his decisions is.
- The leader “sells” his decision i.e., persuades subordinates to accept it.
- The leader invites questions from subordinates to give them a fuller explanation of his thinking.
- The leader presents only tentative decisions subject to change.
- The leader presents only the problem, invites solutions and then makes decisions.
- The leader presents the problem and lets the group make a decision within certain limits of action.
- The leader permits the group to make decision within limits defined by the situations.

# Difference between leaders and managers

<b>Managers position is based on formal authority defined by organizational structure</b>	<b>Leaders position is based on their personality and it is not formally defined</b>
Managers gets the things done by subordinates by exercising their authority	Leaders inspire their followers and make them work towards common shared objectives.
Managers are rationale in their decisions	Leaders are visionary
Managers execute plans, implement them and produce results	Leaders inspire followers, articulate vision and motivates them to achieve common objectives.
Managers exercise positional power	Leaders exercise personal power

"Management is doing things right;  
leadership is doing the right things."

A leader leads based on strengths, not titles.

*Managers do things right,  
Leaders do what's right.*


~ Warren Bennis



Management is about  
persuading people to do  
things they do not want  
to do, while leadership is  
about inspiring people to  
do things they never  
thought they could.

~ Steve Jobs





**Leadership is the  
ability to get extraordinary  
achievement from  
ordinary people.**



*Brian Tracy*  
*[www.geckoandfly.com](http://www.geckoandfly.com)*



## Differences Between Leadership and Management



Figure 1 – Leadership and Management Illustration<sup>4</sup>

The Situational Leadership method from Kenneth Blanchard and Paul Hersey holds that managers must use different leadership styles depending on the situation. The model allows you to analyze the needs of the situation you're in, and then use the most appropriate leadership style.

Depending on employees' competences in their task areas and commitment to their tasks, your leadership style should vary from one person to another. You may even lead the same person one way sometimes, and another way at other times.

## Ability to Flex Leadership Style



# Motivation

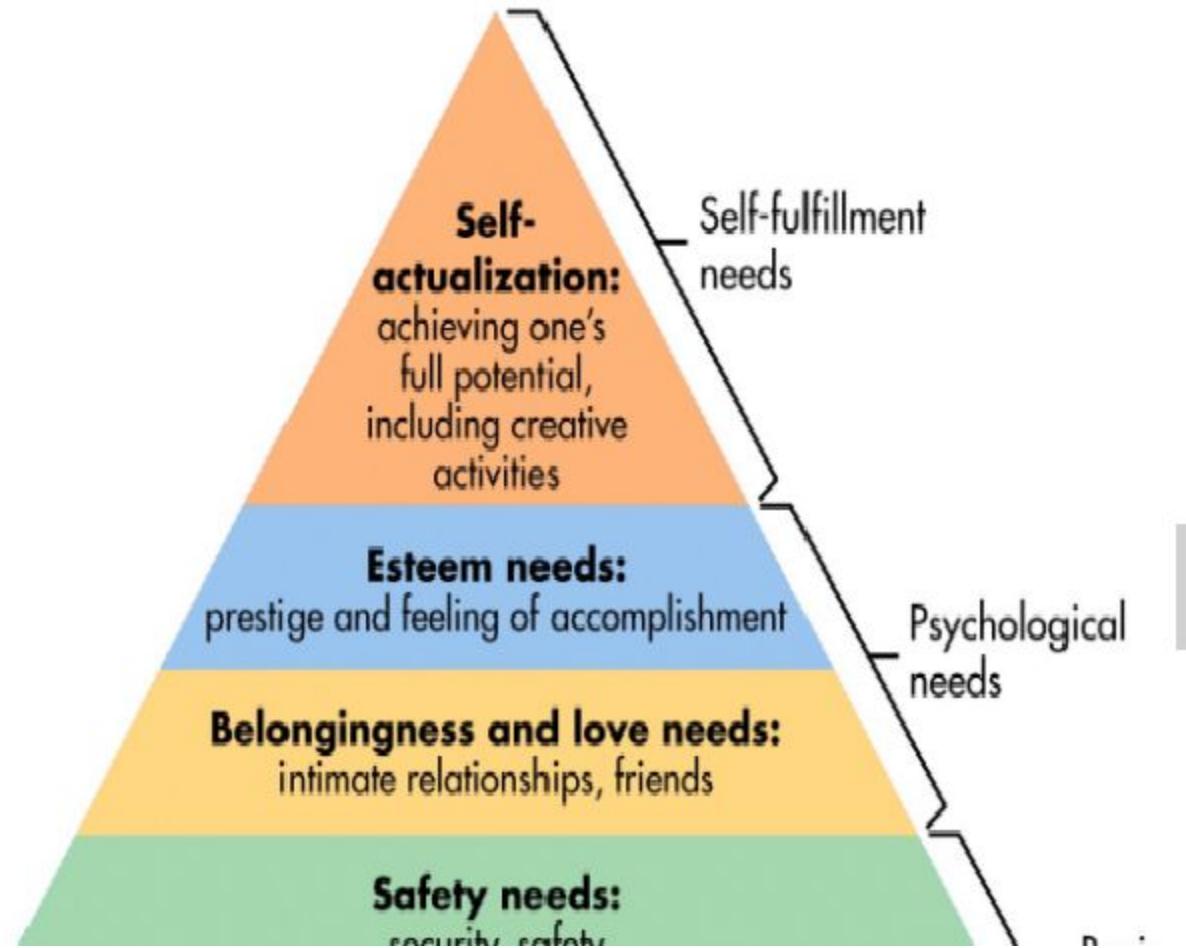
- Motivation, concerns those dynamic process which produce a goal-directed behavior.
- This process always begins with the individual feeling certain needs. These needs gives an energizing thrust to the individual toward certain goals or incentives which he perceives as possible satisfier of his needs.

# Nature of motivation

- Motivation is an extremely important subject for managers since the managers get work done through others. Important characteristics of motivations are:
- Individuals differ in their motives.
- Sometimes the individual himself is unaware of his motives.
- Motives change.
- Motives are complex.
- Multiple motives make the choice of goals difficult for an individual.

# Maslow's need-hierarchy plan

- According A.H Maslow , needs are arranged in a hierarchy or a ladder of five successive categories. Physiological needs are at the lowest level, followed by security, social, Self esteem and self-fulfillment .
- Physiological needs are those required for sustaining life.
- Air
- Water
- Nourishment.
- Sleep
- Higher needs such as social needs and esteem are not felt until one has met the needs basic to one's body functioning.



# Safety

- Once physiological needs are met, one's attention turns to safety and security in order to be free from physical and emotional harm, such needs may be fulfilled by,
- Living in a safe area.
- Medical insurance.
- Job security.
- Financial reserves.



# Social needs

- Once a person has met the lower level needs of physiological and safety needs, higher level needs becomes important. The first of which is social needs. Social needs are those related to the interaction with other people and include,
- Need for friends.
- Need for belonging.
- Need to give and receive affection, respect

# Esteem

- Once a person feels a sense of belonging, the need to feel important arises. Esteem needs may be classified as internal and external. Internal needs are those related to self esteem such as self respect and achievement. External esteem are those such as social status and recognition. Some esteem needs are:
  - Self-respect.
  - Achievement.
  - Attention.
  - Recognition.
  - Reputation.

# Self-actualization

- Self-actualization is the highest of Maslow's hierarchy of needs, it is the need for reaching or achieving one's full potential.
- Truth.
- Justice.
- Wisdom.
- Meaning.





## Theory X

## Theory Y



- |  |  |
|--|--|
| 1. Inherent dislike for work.                            | Work is natural like rest or play.   |
| 2. Avoid responsibility                                  | Accept and seek responsibility under proper conditions.                              |
| 3. External control and close supervision.               | Self-direction and self-control.   |
| 4. Centralization of authority and autocratic leadership | Decentralisation and participation in decision making ....<br>Democratic leadership. |
| 5. Lack creativity and resist change.                    | Creativity widely spread.  |
| 6. People lack self-motivation                           | People are self-motivated.   |

## McGregor's Theory X and Theory Y

Theory X	sphere	Theory Y
Dislike work, find it boring, will avoid if we can	ATTITUDE	Need to work, want to take an interest, we can enjoy it
Must be forced or coerced into compliance	DIRECTION	Direct ourselves towards an accepted target
Need to be directed, avoid responsibility	RESPONSIBILITY	Thrive on responsibility
Motivated by fear, lack of money, lack of job security	MOTIVATION	Motivated by the desire of self-development and to contribute to the world
Little creativity, except when getting around rules	CREATIVITY	Highly creative when given recognition and opportunity

# Herzberg's two factor theory

- Herzberg identified two distinct factors leading to job dissatisfaction and job satisfaction. He called these factors hygiene factors and motivators.
- Hygiene factors: hygiene factors are related to job dissatisfaction. presence of these factors eliminates job dissatisfaction among employees. But that does not mean they are satisfied and motivated. These factors are related to work conditions of the organization. Hygiene factors include company policies, relationship with supervisors, working conditions, pay, job security, etc.

# Herzberg's two factor theory

- Motivators: Motivators are related to job satisfaction and presence of motivators results in job satisfaction and thus higher motivation leads to productivity. Motivators include factors like achievement, recognition, responsibility, advancement. Growth etc.