

Q. 4. Define leadership. Explain the theories and styles of leadership.

⇒ Leadership:

The concept of leadership has undergone a sea change from the concept of 'born-leader' to 'situation-leader' and to effective leader. View assumptions and theories of leadership have changed significantly in recent years.

Business and industry have set managers more as leaders to achieve the challenges. Leadership involves the exercise of influence on the part of the leader over the perception, motivation, communication, personality and ultimately over the behaviour of other people (preferably followers).

⇒ Traditional Theories:

→ Trait Theory

Trait theories of leadership sought personal, social, physical or intellectual traits that differentiated leaders from non-leaders. Trait theories assume that leaders are born, not made. Trait theorists refer

the people like Mahatma Gandhi, Indira Gandhi, Margaret Thatcher, Nelson Mandela, N.T. Rama Rao and describe them in terms of charismatic, enthusiastic and courageous.

⇒ Behavioural Theories:

Behavioural theories of leadership propose that specific behaviours differentiate leaders from non-leaders. These theories opine that leader's style is oriented either on an employee-centred or a job-centred emphasis.

⇒ Likert's Four Systems:

Rensis Likert suggests that managers operate under four different systems. In System-1, the leader behaves like an exploitative authoritative way and exploits the subordinates. In System 2, leader takes a paternalistic approach and in System-3, he uses democratic approach, where he consults subordinates in decision-making. In System 4, the leader allows his subordinates to participate in decision-making process and the decisions are taken by the leader and subordinates.

Characteristic	System 1 (Exploitative Authoritative)	System 2 (Benevolent Authoritative)	System 3 (Consultative)	System 4 (Participative Group)
Trust in Subordinates	None	Condescending	Substantial	Complete
Motivation			Rewards, Punish- ment, Involvement	Group particip- ation Involvement
Accomplished by	fear & threats	Rewards & Punishment		
Communication	very limited	limited	fairly widespread	widespread
Inter-personal Interaction	very limited	limited	moderate Amount	Extensive
Decision-making	Centralised	mostly Centralised	Broad participation allowed	Dispersed participation
Goal Setting	Centralised	mostly Centralised	some participation allowed	participation allowed
Control	Centralised	mostly Centralised	Moderate delegation	extensive delegation
Informal Organisation	Always developed & in opposition to the organis- -ation	usually developed & Partially in opposition to the organisation	May be developed & may support or oppose the organisation	Informal Organisation is the same as the formal organisation

THE MANAGERIAL GRID

=> Managerial Grid:

Industrial psychologists Blake & Mouton developed the managerial grid basing on the Ohio State study. The managerial grid identifies a range of management behaviour based on the different ways how Production/Service-oriented and employee-oriented styles interact with each other.

<p>1.9 (Country Club)</p> <p>Thoughtful attention to needs of people leads to a friendly & comfortable organisational atmosphere & work tempo</p>	<p>(Team QA)</p> <p>Work accomplished is from committed people with interdependence through a common stake in organisation purpose & with trust & respect</p>
<p>Concern for People</p>	<p>Concern for Production/Service</p>
<p>Adequate performance through balance of work</p> <p>5.5 (middle road)</p> <p>Requirements & maintaining satisfactory morale</p>	<p>Execution of minimum effort is efficiency results from arising required to get work done & ing work is such a way sustain organisational morale that human elements have</p> <p>1.1 (improvised)</p> <p>little effect (Task) 9.1</p>

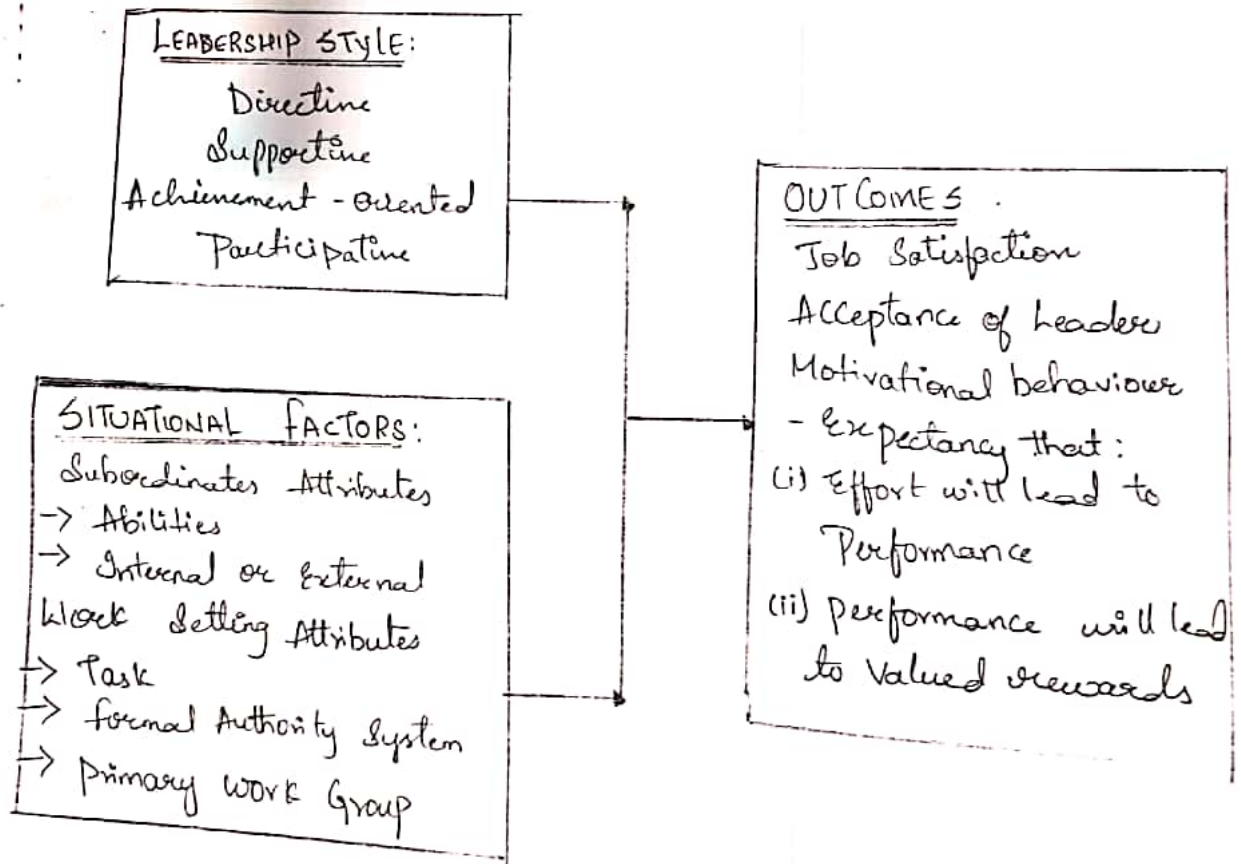
⇒ Fiedler's Contingency Theory:

Fiedler developed a model to predict work group effectiveness by taking into consideration the 'fit' or match among (i) the leader's style (task/relationship-oriented); (ii) the leader-member relations; (iii) Task-structure; and (iv) the position power of the leader.

⇒ Path Goal theory of leadership:

This theory of leadership is developed by Martin Evans and Robert House using contingency approach based on the Expectancy theory of motivation. This theory states that leaders can exercise four different kinds of styles viz., directive (giving directions), Supportive (friendly and approachable), Participative and achievements-oriented (Setting challenging goals) leadership. It also states that the leader can use any of these styles depending on situational factors.

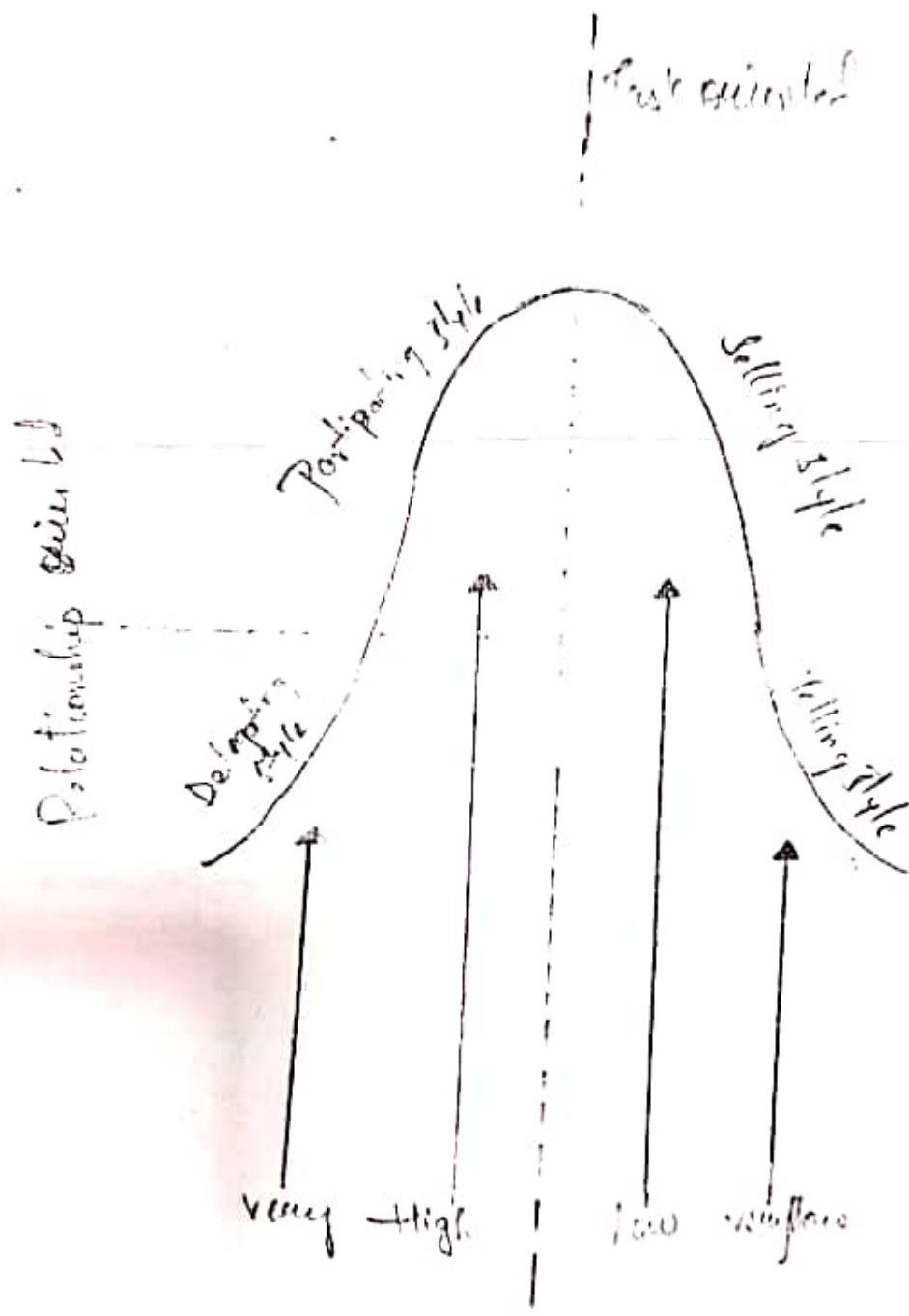
PATH GOAL THEORY OF LEADERSHIP



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⇒ Hersey and Blanchard's life cycle (or) Situational

Approach :-

It is an extension of the managerial grid approach. Hersey and Blanchard's approach identifies two major styles viz. task style & relationship style. Hersey & Blanchard incorporated the maturity of the follower into their model taking the lead from some of Fielder's work on situational variables. The level of maturity is defined by these criteria viz; degree of achievement motivation, willingness to take on responsibility & amount of education &/or experience.



Maturity level of followers (needed for achievement, ability to accept responsibility & education/experience)

→ Leadership Styles :-

Leadership is practised by its styles which may be positive or negative. The styles used by the military officers & traditional managers are mostly negatives whereas those of the modern.

→ Free-rein or Laissez faire style :-

These leaders avoid authority & responsibility. They mostly depend upon the group to establish objectives & goals. Formulate the programmes.

→ Autocratic style :-

Autocratic leaders centralize power of decision-making in themselves. Followers have no say either in decision-making or in implementation. They have to completely obey & follow the instructions of the leaders.

→ Democratic style :-

Democratic leaders decentralize authority & encourage subordinates to express their opinion in decision-making as well as in implementing the decision.

However, decisions are taken by the leaders. Thus, decisions are arrived at by consultation.

→ Participative style:

Participative leader decentralize authority & encourage subordinates to participate & involve in decision-making & implementation processes. Decisions are made by the leader & his subordinates.