



SHORT NOTES LEADERSHIP



Leadership is the process of influencing the behavior of others towards the accomplishment of goals in a given situation.

It is the ability of a manager to induce subordinates to work with confidence and zeal.



According to **Louis Allen**, "A leader is one who guides and directs other people. He gives the efforts of his followers a direction and purpose by influencing their behavior."

Leadership is often confused with management. While management is about coping with complexity, Leadership is about coping with change. Management establishes plans while leadership establishes direction for an organization.

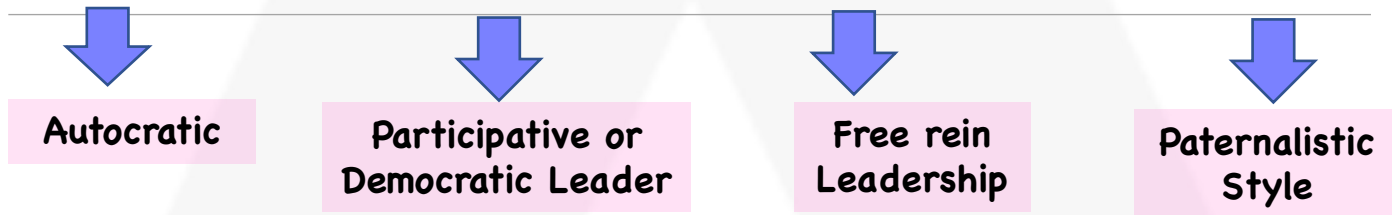
Manager Versus Leader

Manager	Leader
Drives the employee	Inspire the employee
Accomplishes work at the expense of the employees	Accomplishes work and develops the employee
Uses negative approach, 'Never mind what you think, do it my way'	Uses positive approach, "We will work it out together. What do you suggest"?
Instills fear in employee by threats and coercion	Coaches the employee, shows her how to do her job
Says "I"	Says "We"
Passes the buck	Assumes obligation
Blame others for loss in production or sales	Fixes the blame for loss in production or sales in himself

Formal versus Informal Leader

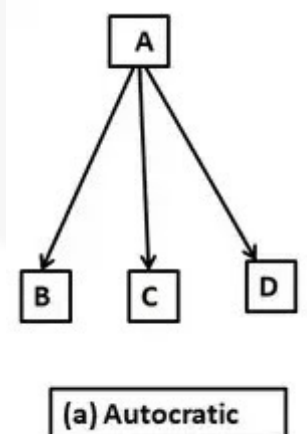
Formal Leaders	Informal Leaders
They have formal authority over their subordinates.	They do not have formal authority over their subordinates.
They focus on the accomplishment of organizational goals.	They focus on accomplishment of the goals of their subordinates.
They are formally appointed.	They emerge through mutual consent of group members.
They use orders to seek obedience	They seek obedience through commitment
They do very little to increase the morale and job satisfaction of subordinates.	They increase the morale and job satisfaction of their subordinates

Styles of Leadership



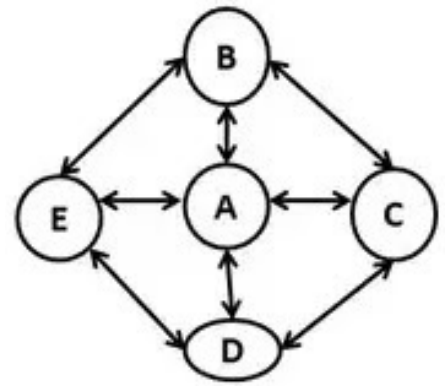
❑ Autocratic Leadership

- An autocratic leader exercises complete control over the subordinates
- He centralizes power in himself and takes all decisions without consulting the subordinates
- He dominates and drives his group through coercion and command
- The leader gives orders and expects the subordinates to follow them unquestioningly
- He uses rewards and holds threat of penalties to direct the subordinates



❑ Participative or Democratic Leader

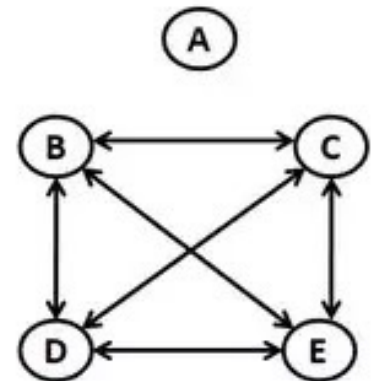
- A consultative or democratic leader takes decisions in consultation and participation with the subordinates
- He decentralizes authority and allows the subordinates to share its power
- He keeps the followers informed about matters affecting them
- He provides freedom of thinking and expression
- He listens to the suggestions, grievances and opinions of the subordinates



(b) Democratic

❑ Free Rein Leadership

- Free-rein leadership involves complete delegation of authority so that subordinates themselves take decisions
- The free-rein leader avoids power and relinquishes the leadership position
- He serves only as a 'contact' to bring the information and resources needed by the subordinates



(c) Free Rein

❑ Paternalistic Style

- Under this, the leader assumes that his function is fatherly
- His attitude is that of treating the group as a family with leader as the head of the family
- He works to help, guide, protect and keep his followers happily working together as members of the family.



Likert's Management Systems and leadership

Rensis Likert and his associates of the University of Michigan, U.S.A conducted an extensive survey of management styles and patterns.

There are four management systems or leadership styles, according to Likert:

System 1 – Exploitative
Authoritative

System 2 – Benevolent
Authoritative

System 3 – Consultative

System 4 – Participative



Exploitative Authoritative

The managers under this system make all work-related decisions and order their subordinates to carry out the decisions.

The subordinates have no say in the decision-making process. The communication between the manager and his subordinates is highly formal in nature and downward in direction.

Benevolent Authoritative

System 2 managers are also autocratic, but they are not exploitative.

They adopt a paternalistic approach towards the subordinates. They allow some freedom to subordinates to carry out their tasks within the prescribed limits.

Consultative

Managers under this system set goals and issue orders after discussing them with the subordinates.

They take major decisions themselves and allow subordinates to take the routine decisions. Subordinates are free to discuss the work-related matters with the managers. Thus, there is two-way communication.

Democratic/ Participative

Under this system, goals are set, and work-related decisions are taken by the subordinates. Supervision and control are group- oriented

Managers are friendly and supportive in their attitudes towards the subordinates.

In addition to economic rewards, subordinates are given a sense of purpose and feeling of worth. The communication system is completely open.

Likert suggested that System 4 is the ideal towards which organizations should work. He advocated system 4 as the best way to develop and utilize human resources.

Great Man Theory of Leadership

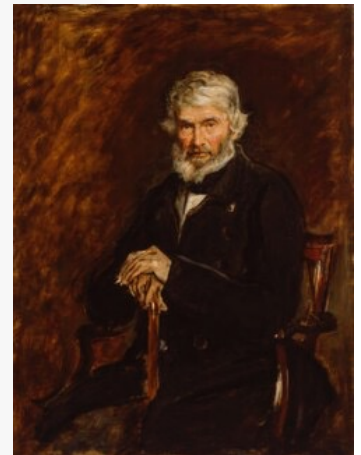
The great man theory of leadership espouses that "**great leaders are born, not made.**"

It was attributed to a historian named **Thomas Carlyle**.

- **Assumptions**

- ✓ The leaders are born and not made and possess certain traits which were inherited
- ✓ Great leaders can arise when there is a great need

Great man theory **emphasizes** on "**charismatic**" leadership style where charisma means **gift**.



Napoleon was said to have the '**natural**' leadership abilities to rise out of any situation to be a great leader.

Modern theorists argue that there is nothing inborn about leadership qualities. Such qualities can be learnt through training and experience.

Trait Theory of Leadership

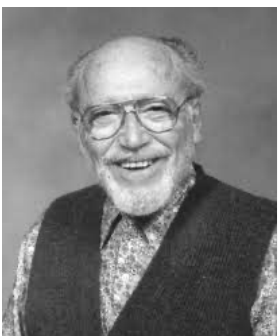
Trait theory seeks to determine universal personal characteristics of effective leaders. A list of universal personal characteristics were determined to define an effective leader.

According to trait theory, some of the important traits of an effective leader are:



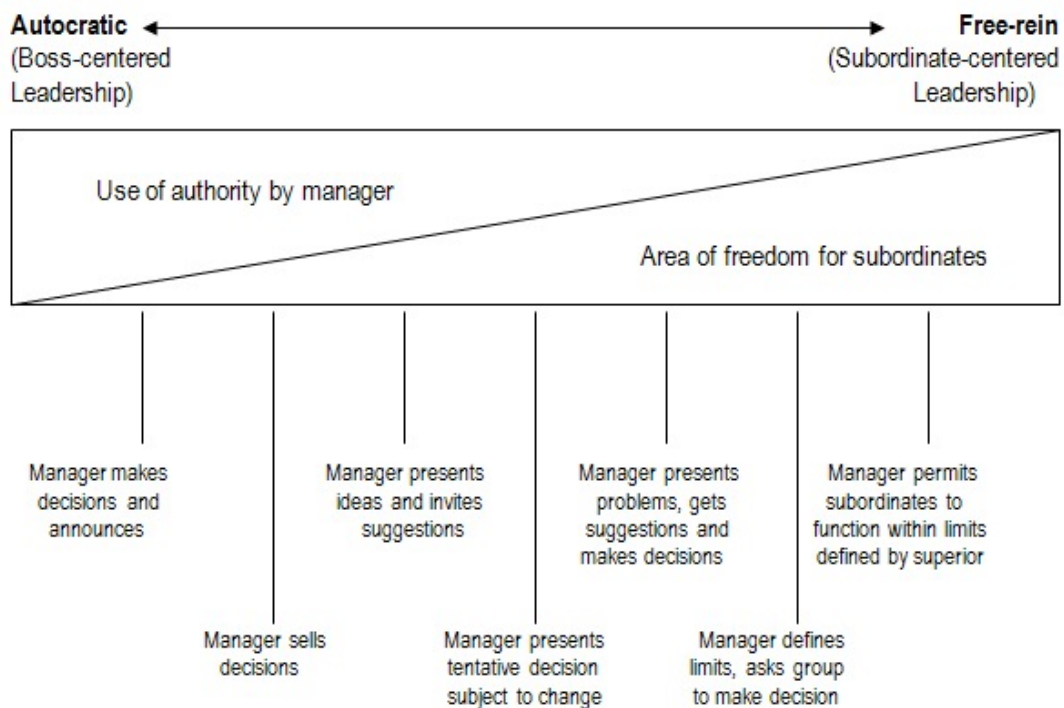
It must be noted that personal traits are only a part of the whole environment. Thus, trait theory explains only a part of the effective leader. A person may be successful in a certain situation due to some traits but fail in another situation.

Leadership Continuum



Tannenbaum and **Schmidt** have developed the concept of **leadership continuum** to highlight the range of possible leadership styles.





1. Manager makes decision and announces it

It is an extreme form of autocratic leadership whereby the boss takes the decision and asks the subordinates to implement it.

2. Manager sells the decision

In this style the boss alone takes the decision and persuades the subordinates to accept it.

3. Manager presents ideas and invites questions

This style involves greater involvement of subordinates. The boss arrives at the decision and asks subordinates to express their views on it.

4. Management presents tentative decision subject to change

Herein the boss takes a tentative decision and modifies it in the light of views expressed by the subordinates.

5. Manager presents problems, gets suggestions and takes decision

In this case the boss takes the decision after hearing the suggestions from subordinates

6. Manager defines the limits and asks the group to make decision

In this case the boss takes the decision after hearing the suggestions from subordinates

7. Manager permits subordinates to functions within the limits defined by him

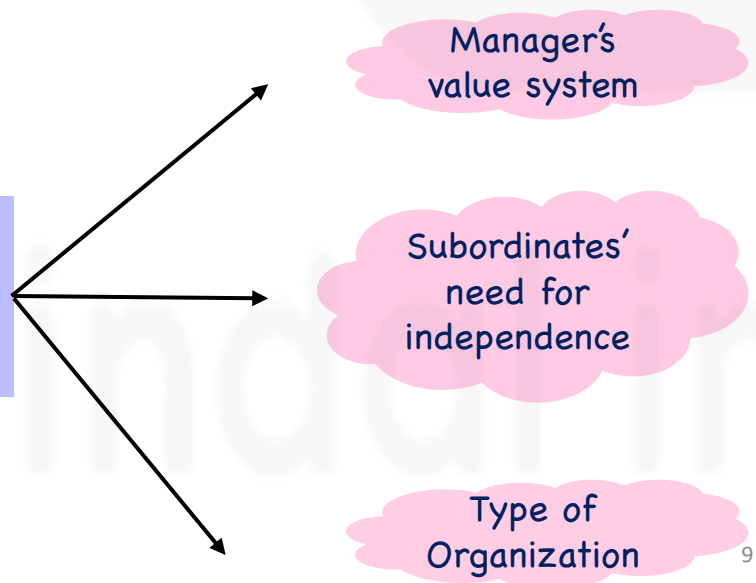
This style involves full participation of subordinates. The boss defines overall limits. Subordinates are free to decide and act within these limits.

As one moves from the left extreme to the right extreme, the degree of control goes down and the freedom of subordinates goes up.

The continuum approach to leadership provides a wide range of leader behavior. It identifies the behavioral activities to a manager and highlights the dynamic nature of leadership.

It also suggests that the leadership style should be adapted to the requirements of the situation.

While **choosing** the appropriate style, a manager should **consider** these factors



Behavioral Theories of Leadership

According to **Behavioral theories**, effective leadership depends on role behavior rather than traits. Success in leadership depends more on what the leader does than on his traits.

A leader uses **conceptual, human and technical skills** to influence the behavior of his subordinates.

Behavioral theories suggest that specific behaviors differentiate leaders from non-leaders.

Some of the important behavioral theories are-

Michigan University

Ohio State Studies

Managerial Grid

Reddin's 3D Management Style

❑ Michigan University

The **Michigan leadership study** was a well - known series of leadership studies that commenced at the University of Michigan in the 1950s, **intending to identify the principles and types of leadership styles that led to greater productivity and enhanced job satisfaction among workers.**



The studies identified two distinct style of leadership:

Production –
oriented leader

Employee –
oriented leader

Production/Task Oriented	Employee Oriented
Task oriented style emphasized on technical aspects of job.	Employee oriented style emphasized on human beings.
Employees are treated as a means to the end of more production.	Employees are treated as an end itself. Well – being of employees is central to the organization.
Task oriented style resulted in more production but more turnover and absenteeism as well.	Employee centered approach led to improved work – flow, more cohesion in interactions and more satisfaction.
Task oriented style was found at lower level of organizations where workers want to be directed and focus is more on technical aspects of the job.	Employee oriented style was found at middle and higher levels of organizations where workers demand participation and regular interaction.

❑ Ohio State Studies

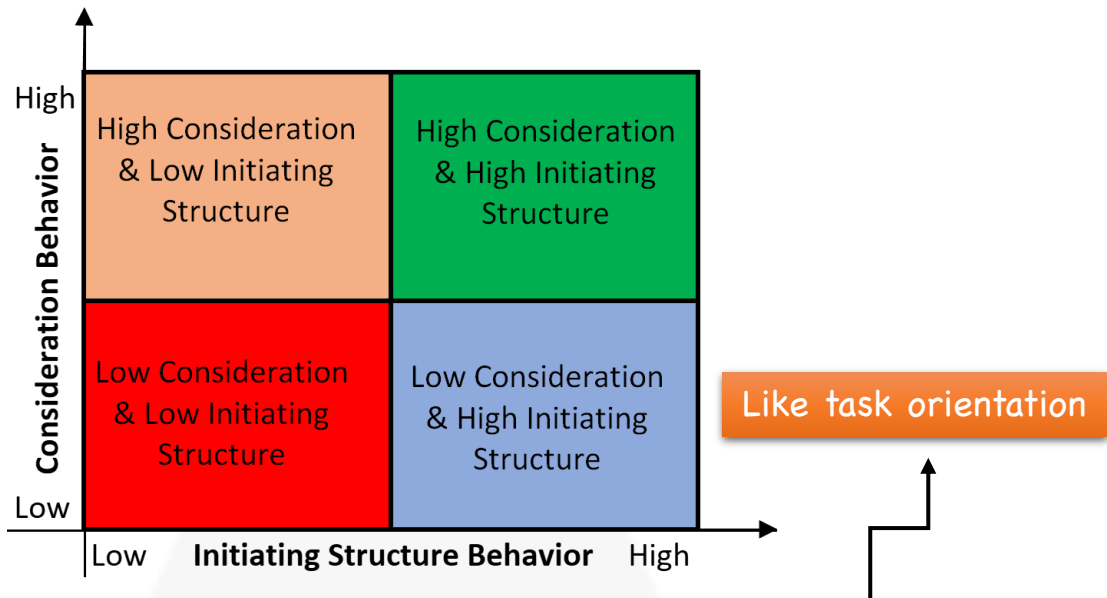
The leadership studies initiated at **Ohio state university** attempted to identify **various dimensions** of leader behavior.

These studies narrowed the description of leader behavior into two dimensions:

- **Initiating Structure Behavior**
- **Consideration behavior**



The Ohio State Leadership studies also concluded that you are not born to become a leader; you can learn, practice, and develop yourself to become one



Initiating Structure Behavior- The behavior of leaders who define the leader-subordinate role so that everyone knows what is expected, establish formal lines of communication, and determine how tasks will be performed.

Consideration Behavior- The behavior of leaders who are concerned for subordinates and attempt to establish a warm, friendly, and supportive climate.



The findings of Ohio State Leadership Studies suggest that effective leaders possess a strong ability to work with others and build a cohesive team that is balanced with the capability to create structure within which activities can be accomplished.

❑ Managerial Grid

Robert Blake and Jane Mouton developed the managerial grid.

The model is based on two behavioral dimensions

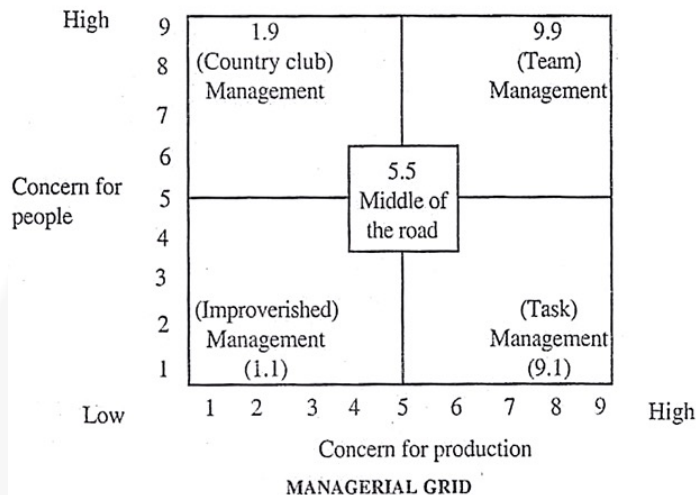
- Concern for People
- Concern for Results/ Production



Concern for People: This is the degree to which a leader considers team members' needs, interests and area of personal development when deciding how best to accomplish a task.

Concern for Results/Production: This is the degree to which a leader emphasizes concrete objectives, organizational efficiency and high productivity when deciding how best to accomplish a task.

Blake and Mouton defined five leadership styles based on these:



- 1. Improverished:** The manager has low concern for both production and people.
- 2. Country club:** The manager has maximum concern for people and minimum concern for production.
- 3. Middle of the road:** The manager has moderate concern for both production and people.
- 4. Task Management:** The leader is mainly concerned with production with little concern for people.
- 5. Team Management:** The leader has maximum concern for both production and people. It is considered as the best leadership style.



The managerial grid can be used to enable managers to identify their current leadership behavior. Managers who are found to have low concerns for people and for production can be given training to help them to move 9.9 style. The grid approach is useful not only for leadership training but organizational development too

❑ Tri - dimensional leader effectiveness model

M J Reddin added effectiveness dimension to the two dimensions of managerial grid.

When the style of leader is appropriate to a specific situation, it is termed effective. The difference between effective and ineffective styles is not actual behavior of the leader but the appropriateness of the behavior to the environment in which it is used. Therefore, the third dimension is environment.

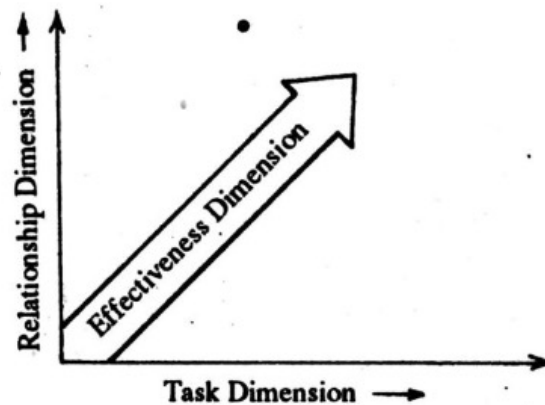


Fig. 6. Three Dimensions of Leadership Style.

Situational Theories of Leadership

Leadership style may be effective under one situation and ineffective under the other.

There is no one best style of leadership universally applicable to all situations



Winston Churchill for instance, the most effective and successful Prime Minister of Britain during the period of the second World War, but he was a flop afterwards when the situation changed.

Some of the important situational theories are-

Fiedler's Contingency Model

Hersey and Blanchard Theory

Path Goal Theory

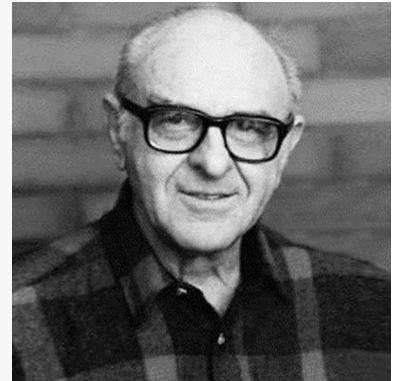
❑ Fiedler's Contingency Model

Fiedler's contingency model states that there is no one best style of leadership.

This theory was developed by Austrian Psychologist, **Professor Fred Fiedler**.

Fiedler believed that right leader must be chosen for each job based on their skill set and the requirements of the situation.

According to Fiedler, there are 2 major leadership styles- task orientation and relation orientation..



Step 1 is to Figure out what style does one leader belong to. LPC Score is used to identify the style of a leader.

What's
LPC
Score?



Least Preferred Coworker- Leaders are asked the traits of their subordinates with whom they could work least well.

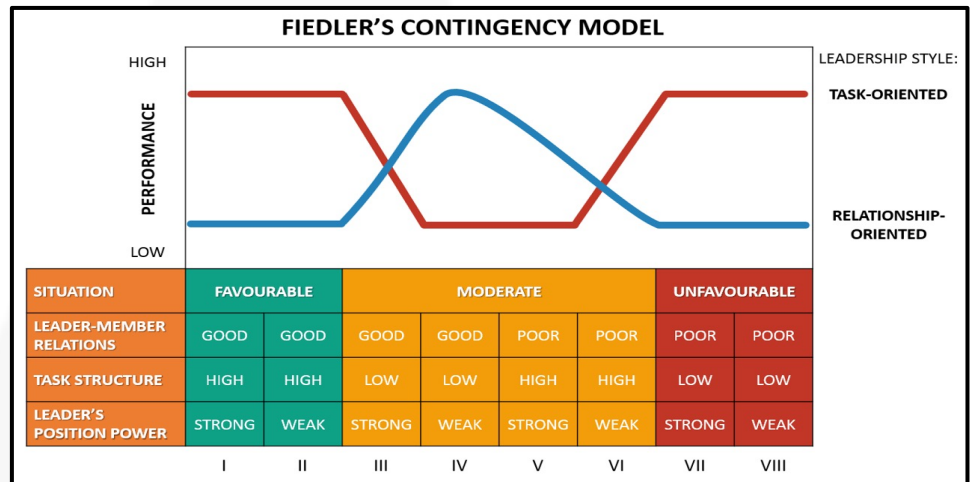


High LPC = Relationship oriented leader
Low LPC = Task oriented leader

Step 2- Identify SITUATIONAL variables

According to him, there are three variables:

- ➡ Leader Member Relations
- ➡ Task Structure
- ➡ Position Power



8 categories are formed from 3 variables, divided into favorable, moderate and unfavorable - **determine what leader is effective in what situation**

The most **favorable situation** is one in which the leader-follower relations are very good, the leader enjoys great position-power and task structure is well defined.

The most **unfavorable situation** signifies that the leader is disliked, the leader has little position-power and the task is unstructured.

Fidler attempted to determine the **most effective leadership style** for each of the **eight situations**. He came to conclusion that:

Task oriented

Relations oriented

Task-oriented leaders tend to be most effective in situations that either very favorable or very unfavorable to them

Relations-oriented leader tend to be most effective in moderate situations

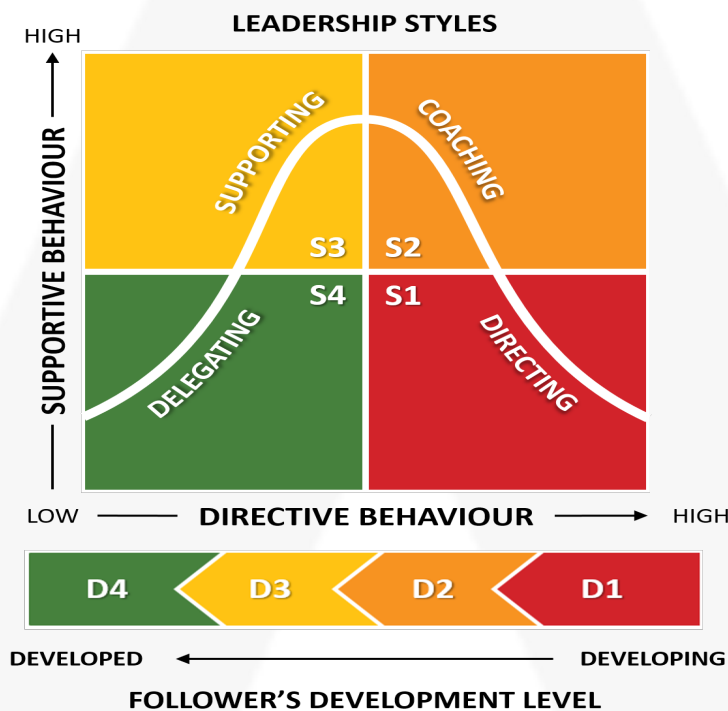
Thus, it explains why a manager may be very successful in one situation but unsuccessful in another situation.

❑ Hersey and Blanchard Theory

It is also known as **life cycle theory of leadership**.

An Improvement over Behavioral theories, the life cycle theory used 3 variables to create the right leadership style in different situations:

1. Task Behavior = directive
2. Relationship behavior = supportive
3. Maturity level of follower



Managers who live by the model must choose the leadership style as it relates to the maturity of followers.

Maturity followers → High → Minimal guidance

Maturity followers → low → Strict supervision

They also developed **four types of leadership styles** based on the task and relationships that leaders experience in the workplace.

Telling/ Directing	High task low relationship style, effective at a very low maturity level of followers
Selling/ Coaching	High task high relationship style, effective at a low maturity level of followers
Participating/ supporting	Low task high relationship style, effective at a high maturity level of follower
Delegating	Low task low relationship style, effective at a very high maturity level of followers.

❑ Path Goal Theory



Robert J. House and **Martin Evans** developed another situational theory of leadership

This theory is known as 'path goal theory' because its focus is on how the leader provides subordinates with a path to achieve valued goals.



Like Fiedler's theory, the path-goal model asserts that effective leadership depends on the situation.

A leader may be required to choose between **four distinct styles** as per the demands of the situation.



Directive leadership	This style is like initiating style under Ohio studies. This style is considered effective when the task is ambiguous.
Supportive leadership	It is considered to consideration style of Ohio Studies. Supportive style is more effective under stressful tasks when the members/employees need psychological support in order to complete their job.
Participative leadership	It is more effective under non-repetitive tasks because such tasks face unique and changing situations, which require active participation of all members to overcome the challenge.
Achievement-oriented leadership	This style is more effective under both ambiguous and non-repetitive tasks.

Successful Leader vs. Effective Leader

Successful Leaders	Effective Leaders
Ability to get the desired results makes a leader successful/unsuccessful	Ability to influence subordinates towards higher achievement makes a leader effective/ineffective
Subordinates respond to leader's position power.	They respond to leader's personal power.
They contribute only to organizational goals.	They perceive organizational goals as fulfilling their personal goals also.
They affect only the behavior (actions) of subordinates.	They transform the attitudes of subordinates.
The power flows downwards and can be delegated to subordinates.	It flows upward as power is accepted by the subordinates.
They closely supervise the activities of subordinates.	They exercise general supervision.
It has short-run influence over the behavior of subordinates.	It has long-run influence over subordinates' behavior.

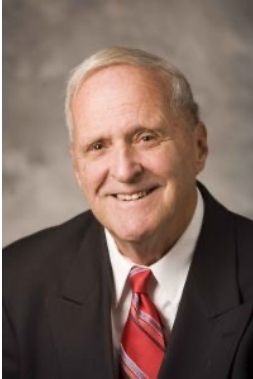
Transactional Leadership v/s Transformational Leadership



Basis of Distinction	Transactional Leadership	Transformational Leadership
Basis	Based on exchange relationship between the leader and followers.	Based on leader's values, beliefs and needs of followers.
Method of Inspiration	Rewards and recognition for good performance	Leader's charisma, vision and energy.
Orientation	Task environment	Goal orientation
Approach	Passive and stable	Active and dynamic
Main function of the leader	Determination of objectives, clarifying tasks and helping subordinate in achieving objectives.	Providing vision and sense of mission, instilling pride, gaining respect and trust, inspiring people, giving personal attention to followers.
Outcomes	Low to moderate	High to very high
Vision	The leader has his own vision that subordinates must follow	The leaders creates a shared vision in consultation with the subordinates.
Monitoring	Monitors people to achieve expected results	Inspire people to achieve the unexpected.

❑ Vroom-Yetton-Jago Decision Model

This theory was developed in 1973 by **Victor Vroom** and **Phillip Yetton**, and later in 1988 with the help of **Arthur Jago**.



Aim – to identify the best management style that can be applied in different situations, and subsequently the optimal decision-making approach to implement in these situations.

According to this theory, **decisions** we make are **affected** by **3 main factors**–



Quality: This factor is considered with the quality of the decision and how important it is to make the best choice.

Team commitment: Adding team members to the decision - making process increases the quality of output as well as the time required to reach a decision.

Time: While deciding, an accurate timeline should first be created to determine whether there is time to include others or research potential solutions in detail beforehand.

In order to determine the **influence** of each of these factors on a decision, they defined the following **eight questions**–

1	Quality Requirement	How important is the technical quality of the decision?
2	Commitment Requirement	How important is subordinate commitment to the decision?
3	Leader's Information	Do you have sufficient information to make a high - quality decision on your own?
4	Problem Structure	Is the problem well structured ?
5	Commitment Probability	If you were to make the decision by yourself, is it reasonably certain that your subordinates would be committed to the decision?
6	Goal congruence	Do subordinates share the organizational goals to be attained in solving the problem?
7	Subordinate Conflict	Is conflict among subordinates over preferred solutions likely?
8	Subordinate information	Do subordinates have sufficient information to make a high- quality decision?



Using simple yes or no answers, the decision maker uses **five different leadership styles-**

1	Autocratic Type I	Leader alone decides using given information.
2	Autocratic Type II	Leader collects the required information from followers then makes the decision alone.
3	Consultative Type I	Leader seeks ideas and suggestions before making the decision alone.

4	Consultative Type II	Leader shares the information in a group and seeks their ideas and suggestions before deciding alone
5	Group based Type I	Leader discusses the problem and solicits their suggestions through brainstorming before accepting a group-based decision.

❑ Leader-Member Exchange Theory



George Graen and his colleagues constructed the formal leader-member exchange theory.

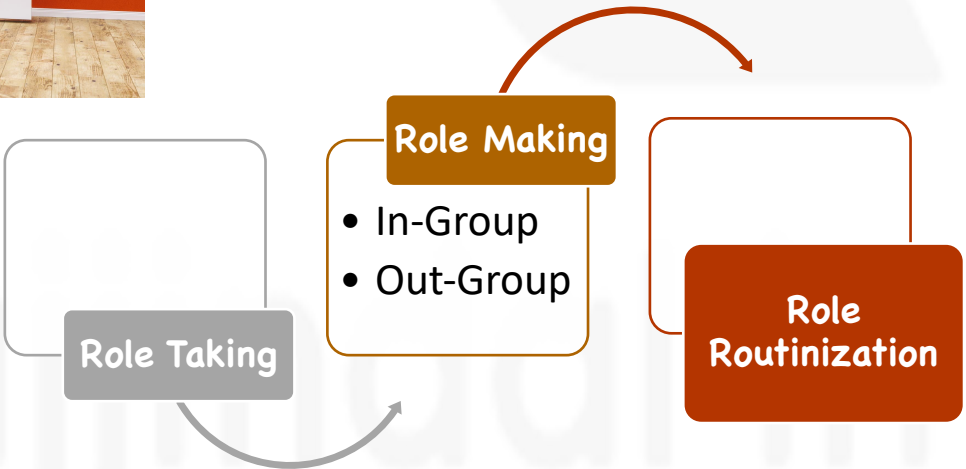
It is a **two-way relationship** or **dyadic relationship** between the leaders and their team members that focus on how the **leader's relationship** with **subordinates vary** and how it affects the resource allocations and outcomes.



The quality of leadership is measured by means of the **level of trust, respect, loyalty, job satisfaction** and **job performance**.



The relationship between a leader and follower goes through the following stages:



Risk Taking	It takes place when a new member joins a team, and their abilities are initially assessed by the leader.
Role Making	It is evidently where a role is created for the member. Building trust is also a key factor to this stage. • Additionally, the member is classified into one of two groups-

In-Group

The in-group members are people that are in inner circle of the leader. These members have gained loyalty and trust of the leader.

Out-Group

The out-groups consists of members that are not close enough to the leader and hence are not in the manager's inner circle.



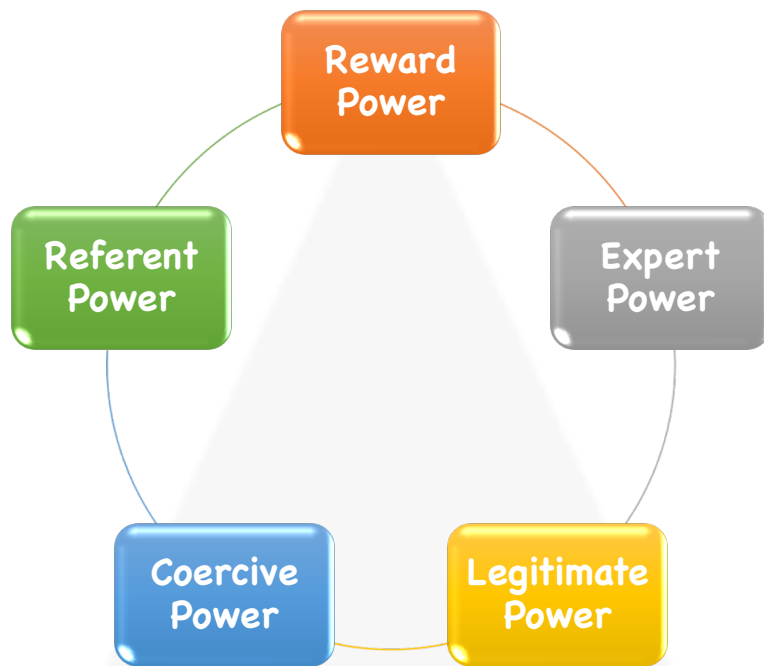
Routinization	Where routines, norms and expectations are established and both parties get an insight into how you both work.
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❑ French and Raven's five forms of power

In 1959, the five forms of Power research was conducted by **John French** and **Bertram Raven**

Aim: It attempted to determine what it is that makes someone powerful in each setting.

They identified that there are **Five different forms of power** that could be used to **influence** others:



Reward Power	This results from one person's ability to compensate for compliance
Expert Power	It is achieved when someone finds themselves in a position of power based on their knowledge or experience
Legitimate Power	It can also be referred to a 'title power', because it is the power that comes along with being appointed to a specific person.
Coercive Power	It is the opposite of reward power and is based on the ability to take things away. In the workplace this would normally mean being able to demote or fire someone.
Referent Power	It is the power that is not achieved by any of the above, and may be based on something intangible like popularity, attitude, or charm.



Later, Raven added extra power called Informational.

- This results from a person's ability to control the information that others need to accomplish something

❑ Bass Transformational Theory

The Bass transformational leadership was formulated by **Barnad M. Bass**



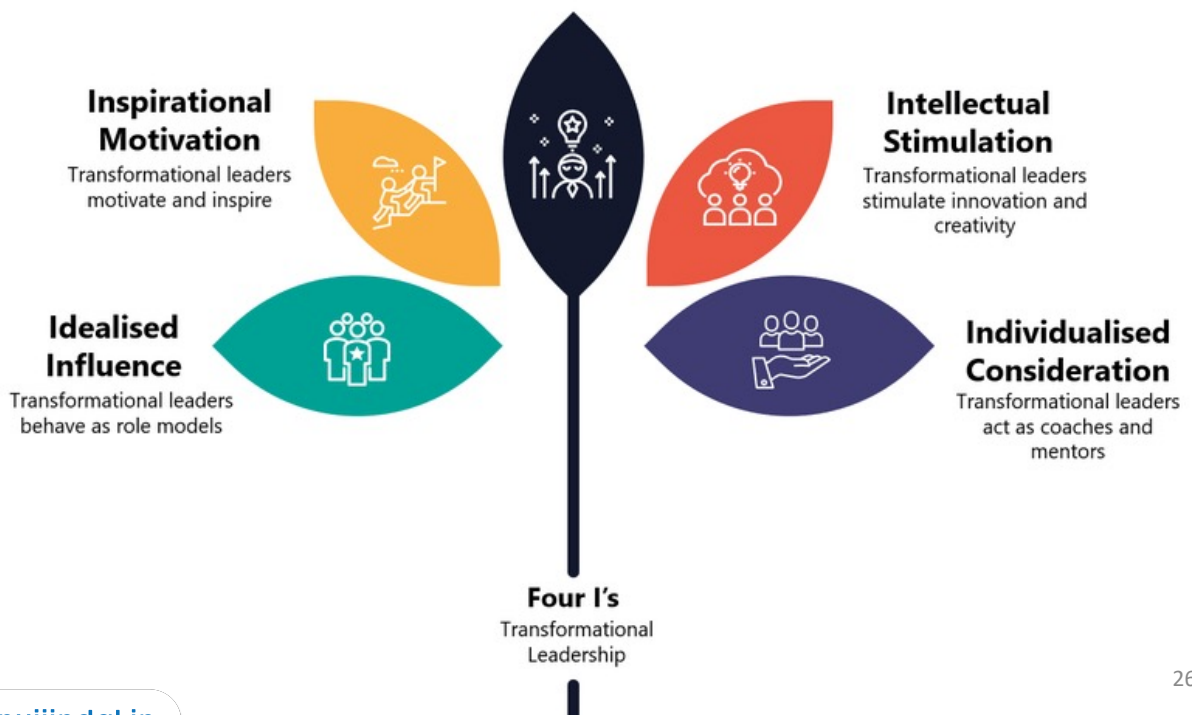
This theory specifies how a leader influences his/her subordinates.



❖ He identified three ways in which leaders can transform followers:

- ✓ Increasing their awareness of task importance and value
- ✓ Getting them to focus first on organizational goals rather than their own interests
- ✓ Activating their higher order needs

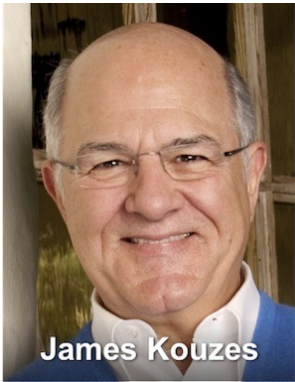
In Bass' interpretation, he identified four separate elements that make up a Transformational Leader. These were-



❖ Bass also described **three** moral aspects for **authentic transformational leadership**:

- The moral character of the leader
- The ethical values embedded in the leader's vision, articulation, and program (which followers either embrace or reject)
- The morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue

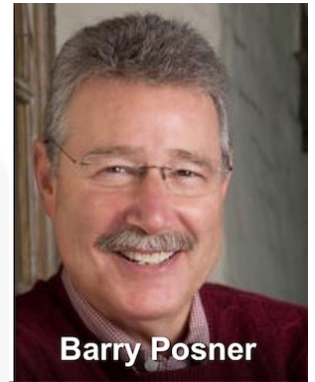
❑ James Kouzes and Barry Posner Model (Leadership Participation inventory)



James Kouzes

Kouzes and Posner introduced the leadership Participation Inventory Model of Transformational Leadership.

According to them, Leadership includes the skills and capabilities that are observable.

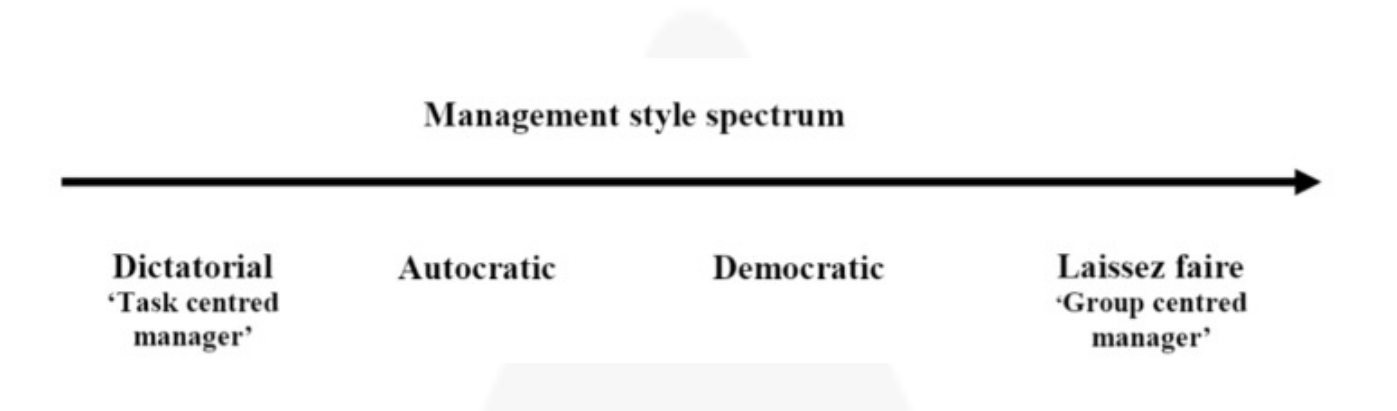


Barry Posner

They recommend **5 characteristics** that make a **good leader**-



❑ Huneryager and Hackman 4 styles of Management



• Huneryager and Heckman identified four main leadership styles:

Dictatorial Style	The pursuer of this style threatens the subordinate and punishes and penalizes in case of any deviations.
Autocratic Style	The leader this style believes in centralized decision making. All sort of participation is discouraged.
Democratic Style	This is often regarded as the best leadership style. In this style, decision making is decentralized and participation in decision making is encouraged.
Laissez-Faire Style	In this style, subordinate are given complete autonomy by the manager.

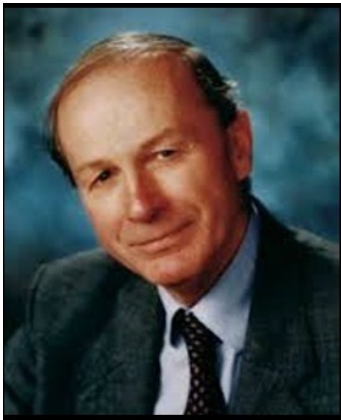
❑ John Adair's Action centered theory

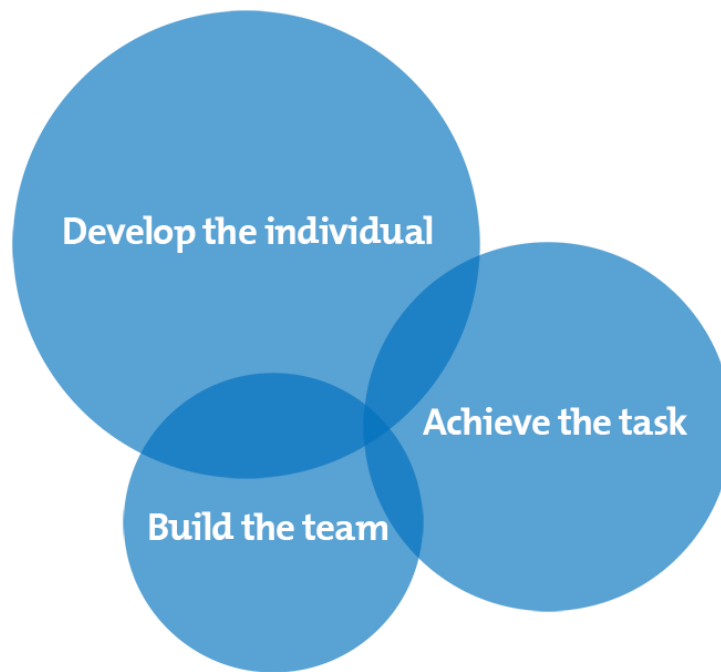
John Adair's simple Action-Centred Leadership Theory.

Adair firmly believes that leadership can be taught, that it does not depend on a person's traits and that it is a transferable skill.

His model was figuratively based on three overlapping circles representing-

- 1. Achieve the task
- 2. Build and Maintain the team
- 3. Develop the individual





- Adair's concept asserts that these three needs are the watchwords of leadership, as people expect their leaders to **help them achieve the common task, build the synergy of teamwork, and respond to individuals' needs**

- For Adair, the task, team and individual needs overlap as follows:
 - ✓ Achieving the task builds the team and satisfies the individuals
 - ✓ If the team needs are not met - if the team lacks cohesiveness - then performance of the task is impaired and individual satisfaction is reduced
 - ✓ If individual needs are not met the team will lack cohesiveness and performance of the task will be impaired

❑ Zenger and Folkman's 10 Fatal Leadership Flaws

Leadership consultants **Jack Zenger** and **Joseph Folkman** used two studies to identify their 10 fatal leadership flaws.

They observed that people challenged to improve their leadership effectiveness found that focusing on weakness is often the best approach to improvement.

Weaknesses have a dramatic negative impact on perceptions of overall leadership effectiveness. These "Fatal Flaws" create a "Negative Halo effect" and absolutely must be fixed.





Zenger and Folkman's 10 Fatal Leadership Flaws should be a required reading for anyone in a position of leadership.



If you are in a leadership position, take the time to look inwardly and think about these ten points. When you spot any of them in your own performance, take the necessary steps to correct your leadership style and you will be better off

❑ What is directing function?

It can be defined as a process wherein managers instruct, guide, motivate and oversee the work and performance of workers and employees to achieve the predefined goals.



Important elements of directing function

Supervision

Leadership

Motivation

Communication

Important elements of directing function

Pervasive Function	It is essential at all levels of management.
Continuous Function	It is a continuous process
Human Factor	It is concerned with dealing with human behavior.
Creative Activity	Guiding, instructing and motivating subordinates requires a lot of creativity on the part of managers.
Executive Function	It is performed by managers at all levels, hence is executive in nature.

Important elements of directing function

- Initiates Actions
- Integrates Efforts
- Means of Motivation
- Provides Stability
- Coping up with the changes
- Effective utilization of resources

Supervisor

❑ Who is a supervisor?

Supervisor is a part of the management team and holds the position of first-time managers in the organization.

- A supervisor can also be called operative manager.



Functions of a Supervisor

Planning and organizing

Provision of working conditions

Leadership and Guidance

Motivation

Linking Pin

Controlling

Grievance handling

Reporting to management

Enforcing Discipline

Introducing new work methods



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