



-RANU NAGORI

Leadership

“Leadership is ability to persuade others to seek defined objectives enthusiastically”


Keith Davis



“Leadership is lifting of man’s vision to higher sights, the raising of man’s performance to a higher standard, the building of man’s personality beyond its normal limitations”

Peter Drucker

Features Of Leadership

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- A red arrow with a heart-shaped fletching is shown hitting a target. The target is a red square with a white bullseye in the center. The arrow is positioned diagonally from the bottom left towards the top right, with its tip pointing towards the bullseye.
- Leadership implies existence of followers.
 - Leadership involves a community of interest between the leader and his followers.
 - Leadership involves an unequal distribution of authority among leader and group members.
 - Leadership implies that leaders can influence their followers or subordinates in addition to being able to give their followers or subordinates legitimate directions.

Functions of Leadership

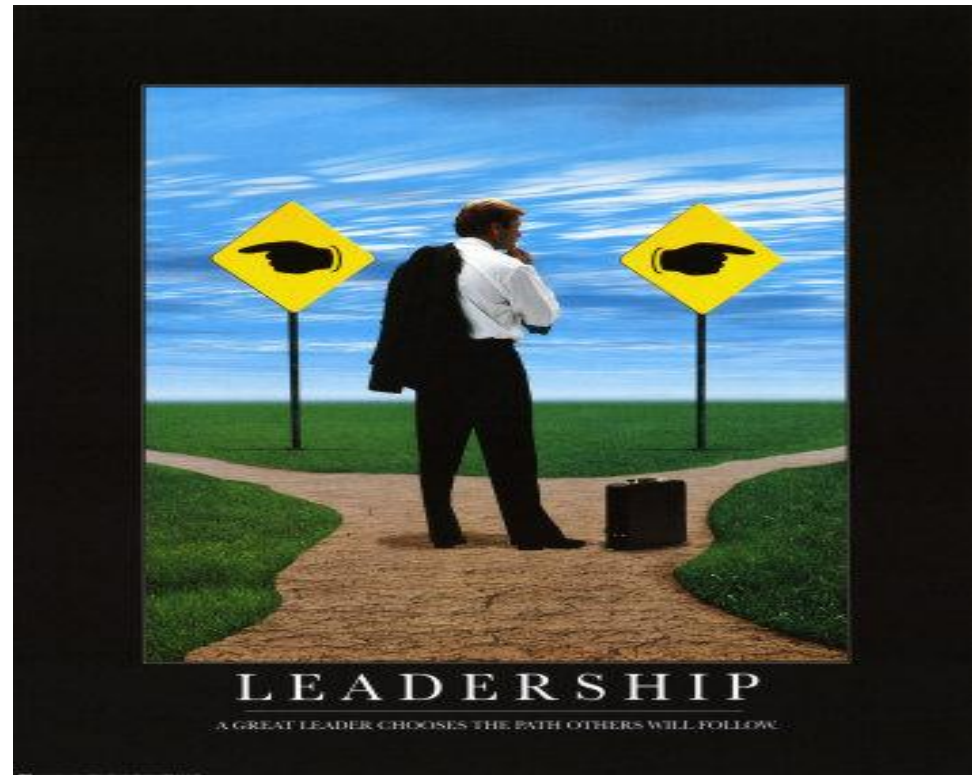
Krech and Crutchfield gave 14 functions, which can be broadly grouped in 3 groups:

I. Setting and Achieving Organization's goals:

1. Goal Setter

2. Planner

3. Executive



II . Planning and Operation of Organisation:



4.Expert

5.External group Representative

6.Surrogate for individual Responsibility

7.Controller of Internal Relationship within
organisation

8.Administrator of Rewards and Punishments

9.Arbitrator and Mediator

III . Symbolic Figure for the Group :

10.Exemplar

11.Symbol Of the Group

12. Ideologist

13. Father Figure

14. Scapegoat



Qualities of a Leader

- ❖ Ability to inspire others.
- ❖ Problem solving skills
- ❖ Emotional maturity
- ❖ Ability to understand human behaviour
- ❖ Willingness to take risks
- ❖ Dedication to organisational goals
- ❖ Intelligence



Approaches To Leadership

1. Traits Approach

2. Behavioral Approach

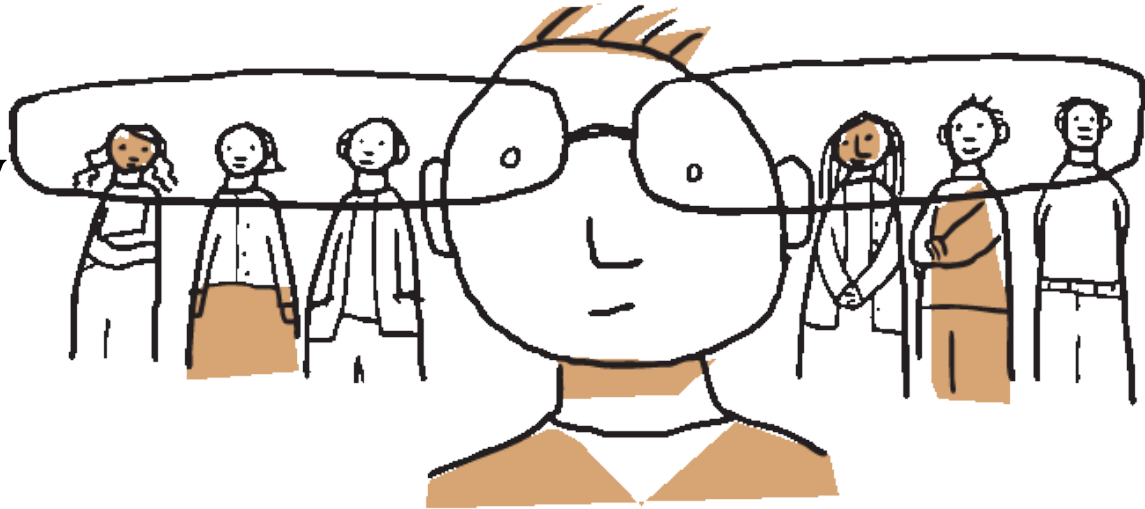
3. Contingency Approach



Traits Approach

According to this approach, traits are generally found associated with a leader some of which are:

- ❖ Mental energy
- ❖ Emotional Stability
- ❖ Managerial ability
- ❖ Enthusiasm
- ❖ Teaching skills
- ❖ Faith
- ❖ Knowledge of Human and technical Competence



Qualities of a Leader according to traits approach are:

❖ Physical Quality

❖ Moral Quality

❖ Qualities of head and heart



Criticism

- ❖ Fails to identify any trait as absolutely essential for leadership, numerous have been identified though.
- ❖ There is problem of defining trait
- ❖ There is problem of measuring trait
- ❖ The approach applies that training cannot make a man a leader if he is devoid of certain inborn qualities.



Behavioral Approach



The approach assumes that successful leadership is correlated with what the leader does.....his behavior. Under the approach researchers have studied leadership behaviour with 3 point of views:

- ❖ Motivation
- ❖ Authority
- ❖ Supervision.

Contingency Approach

It states that successful leadership is correlated with the identification of the most important situational factors under a given set of circumstances.



The approach attempts to:

- (a) Identify which of the situational factors are important under a given set of circumstances.
- (b) Predicts which leadership style will be most effective under those conditions.

Situational Approach

The approach assumes that successful leadership is correlated with identification of forces in the leader, his subordinates, in general situation, and in the organisation system.



Models in contingency approach

❖ Fiedler's Model

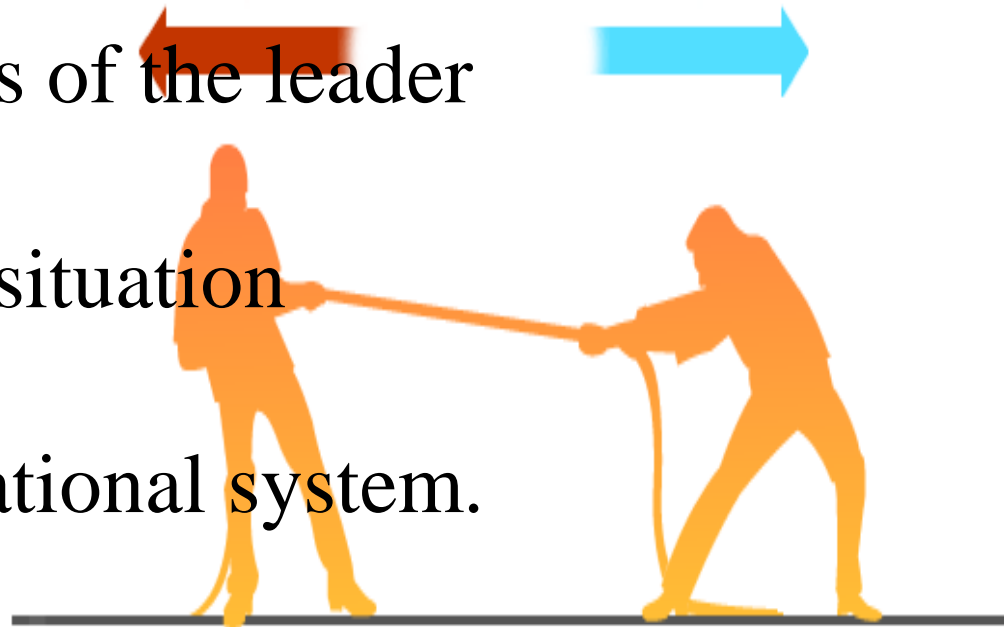
❖ Hersey and Blanchard's Model

❖ Robert J. House's Model



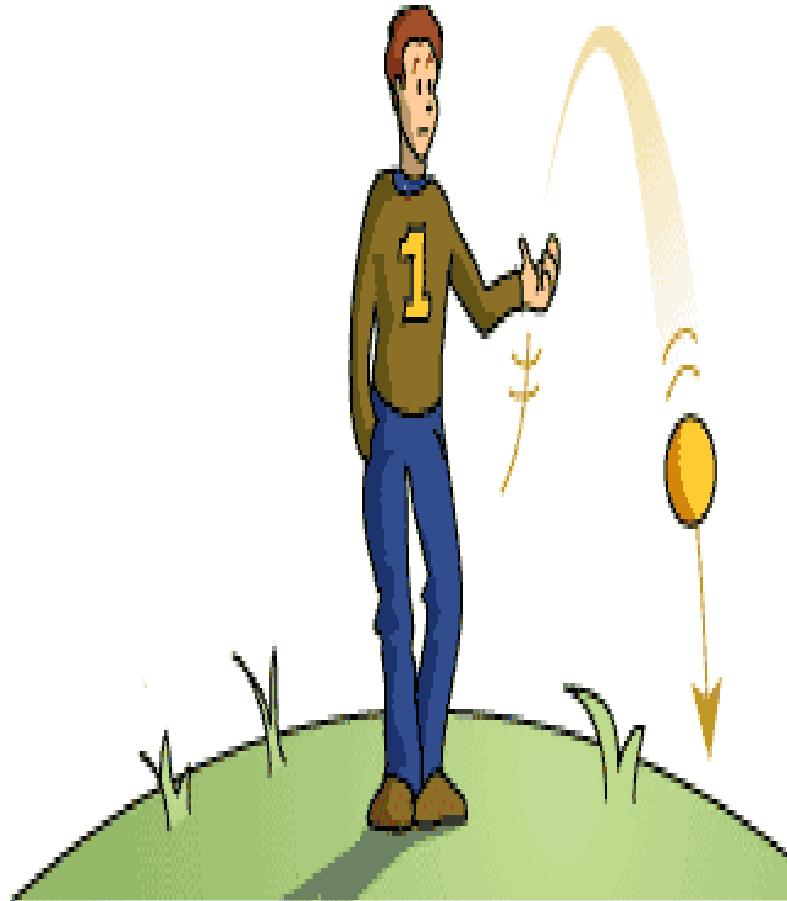
Situational Factors determining choice of Leadership styles

- ❖ Forces in the leader itself
- ❖ Forces in subordinates of the leader
- ❖ Forces in the general situation
- ❖ Forces in the organizational system.



Forces in the Leader

- ❖ Attitude
- ❖ Values
- ❖ Knowledge
- ❖ Skill
- ❖ Experience



Forces in Subordinates

These includes subordinate's knowledge and skill, their needs for independence, their acceptance of management's objectives, their tolerance for ambiguity and their expectations that they should share in decision making.



Forces in General situation

❖ Leadership Style of manager's supervisors.

❖ Job Demands

❖ Pressure Of Time



Forces In Organisational System

- ❖ Division of Work
- ❖ Organisation structure
- ❖ Production Technology



Leadership Styles

1. Based on amount of authority retained by the leader
2. Based on relative emphasis placed on the task to be performed versus that placed on people
3. Based on the assumption about people made by the leader
4. Linkert's 4 style
5. Entrepreneurial leadership styles



Authority Retained By The leader

In this style, there is classification depending on how much authority is retained by the leader versus how much is delegated to the subordinates.

Different types of styles are:

1. Autocratic leader : Leader gives order which must be obeyed by subordinates; he frames policies for group without consulting them.



2. Participative leader : Leader gives instruction only after consulting the group. He makes it clear that praise or blame is a matter for group and participates in the group as a member.



3. Free Rein Leader : Leader does not lead but leaves the group entirely to itself. He depends largely upon the group to establish its own goals and work out its own problem.



Task to be performed Versus that placed on people

People
Emphasis

**Supporting
style**

**Participative
style**

**Free Rein
style**

**Autocratic
style**

Task
Emphasis

LOW

HIGH

HIGH

LOW

Assumption about people made by the leader

This is a 2 way classification based on McGregor's famous Theory X and Theory Y assumptions about people.

Theory X	Theory Y
Leaders are autocratic	Leaders are participative
They distrust people and believe in close supervision and tight control over the subordinates .	They trust subordinates and allow them to participate in decision making.

Linkert's four Styles (Assignment)

The style captures management culture of an organization. It can be classified as:

- a) Exploitative authoritative
- b) Benevolent authoritative
- c) Consultative authoritative
- d) Participative authoritative



Entrepreneurial Leadership style



Based on both personality characteristics and the circumstances of operating a business, many entrepreneurs use a similar leadership style.

Leadership Assessment

❖ LGD – Leader's Group Discussion offers a way to assess leadership.

❖ Comparison of desired behaviour with actual ones

❖ Leader behaviour checklist



Thank You!