

## Unit 7: LeaderShip (ability to influence people)

Someone has to direct, lead, supervise and motivate employees, determine course of action, giving orders and instruction.

Leaders are the people who:

- Lead the group or follower
- Influence the behavior of others
- Possess the leadership skill
- Attain the organizational goals through their influence.

According to Dessler, “Leadership means influencing others to work willingly towards achieving objectives”.

Nature of Leadership;

- Follower
- Common objective
- Situational
- Ability to influence
- Continuous process.

Function of Leadership:

1. Directing: Leadership inspires and influences others to give their maximum efforts and cooperation for the attainment of group objectives. Thus, Leader share mission & goals, defining and set performance standard, explain plans, and decision and motivate employees to bring out the best of them.
2. Supervising and coaching: Supervision is concerned with the training, coaching and development of the group members. It includes the checkups required to assure the proper and prompt execution of orders, and thus it is also called controlling function.
3. Motivating: Motivating employees is another important function of leadership. It creates a good work climate along with a personal sense of belonging to the organisation, which helps to motivate employees toward their tasks.
4. Communicating: Communicating with employees is a necessary part of leadership function. Communication helps to generate ideas, create mutual understanding and coordination, so providing information and facilitating communication reduce conflict among group members.
5. Maintaining: Maintenance function is related to retaining the members in a group. It is concerned with providing safe work condition, good working environment in the workplace and addressing the grievances of employees and solving them in effective way.
6. Mediating:

### Leadership Style

The behavior pattern of leaders in directing the behavior of members in order to achieve the organizational goals is known as leadership style. Leadership styles vary widely among leaders at different time and different situation. It mostly depends on the philosophy, attitude, personality and the experience of the individual leaders.

The four main styles of leadership are as follows:

Figure from book....

1. **Authoritarian Style (Leader centered) [dictatorial/Autocratic] Punishment base:** Under this leadership style power, authority and decision making are centralized in leaders. The leader rule with unlimited authority. So he/she determines policies, make plans for the group with consulting them. Every activity is direct by the leader and pressurized the employees to complete them at a fixed time given by leader.  
Advantages:-work can be done quickly, maintain discipline, maintain chain of command.  
Disadvantages: - does not motivate group member, people work only by the fear of punishment, no upward communication.
2. **Paternalistic Style (leader centered) (benevolent-kind autocratic style):** Under this style, leaders make the decision, but deal more kindly with subordinates and allow them some flexibility. The leaders guides, protects and treats subordinates like children.  
Advantages: - some consideration/reward facility is provided.  
Disadvantages: - do not take advantage of ideas from the group.
3. **Participative/Democratic style (group centered) (consultative):** Under this style, power and authority is decentralized and takes decision in consultation with his/her subordinates. Subordinates are encouraged to demonstrate ideas and creativity and take interest in setting plans and policies.  
Advantages: - let everybody feel involved in decision making process, people get the opportunity to develop, grow with organisation.  
Disadvantages:- time consuming in decision making , too much autonomy result indiscipline, leaders may avoid responsibility.
4. **Laissez-faire Style (Free rein Leadership):** Under this style, a leader entrusts the decision making authority to this subordinates. She/he avoids using power and leaves it to his subordinates to establish the goals. The leaders only provide information, materials and facilities to his/her subordinates. This type of style is only suitable for highly trained and professional staff who, are creative, self motivated, required minimum guidance and control.  
Advantages: - lets the group run by itself, complete freedom to work, potential of subordinates are fully utilized.  
Disadvantages: - group lacks focus towards goal, people may avoid responsibility, problems of coordination are created.

### **Approaches of Leadership**

“Leadership is one of the most observed and least understood phenomena on earth”. There is not any single theory to understand leader’s behavior. A number of approaches of leadership were developed in the past. It is important to understand different approaches of leadership in order to evaluate to strength and weaknesses in the leaderships practices in the organization.

Different approaches of leadership are as follows:

1. **The trait approach:** This approach also known as the great-man theory of leadership. According to this theory, people are described in terms of qualities and competencies to understand their leadership behavior. Traits such as drive, originality, charisma, energy, intelligence, strength, self confidence, decisiveness, extroversion, and introversion are important to distinguish leaders from non leaders. E.g. leaders like Gandhi, Napoleon, and Churchill are the leaders with charismatic qualities. The serious problem of this approach is that it is difficult to get common behavior trait out of their (leaders) behavior that could be found such qualities in other person too. So far as the practical application, special features such as physical( height, weight, body shape, age etc), mental ( intelligence, stress, qualification, experience, handwriting pattern etc), emotional ( maturity, integrity, motivation, sociability, personality etc) and managerial ( supervisory ability,

managerial skill, self assurance, decisiveness etc ) are considered as the determinants of leadership.

Limitation:

1. No common trait applicable for all.
  2. Problem in perception (personal characteristics as a leadership quality without evaluating whether that quality can be useful to the organizational success.)
  3. Difficult to decide whether leadership is a cause or effect of trait. ( effect-leadership behavior is because of strong self confidence or cause- the person is a leader so she/he has that level of confidence )
2. The behavioral approach: The theory concerned about what a leader actually does and how she/he does it. The assumption under this theory was;
- a. The behavior of effective leader would be different from the behavior of less effective leader.
  - b. The behavior of effective leaders would be the same across all situations.

There are three important research studies, which attempted to analyze the leadership behaviors. They are:

- a. Ohio State Studies.
  - b. Michigan Studies.
  - c. Leadership Grid.
- a. Ohio State Studies: Famous studies were undertaken in the 40s and 50s at Ohio State University to find what behaviors make leadership effective? From their study, two dimension of leadership behavior were identified.
- i. Consideration: They describe consideration behavior is people oriented leadership dimension where leader are sensitive to make people happy at work. They try to provide pleasant work environment and are highly employee centered.
  - ii. Structure: Leader who focus on initiation of structure are more concerned with defining work and task, maintaining standards, meeting deadlines method of works and roles. The finding of this study revealed the following:
    - Higher structure behavior and lower consideration behavior result in higher performance of employees, but lower level of their satisfaction and vice-versa.
    - Higher structure and consideration behavior is the best all-round style which not only increased the performance but also provides maximum satisfaction at work.
- b. Michigan Studies: From this study the leaders behavior was categories as job centered and employee centered.  
Employee centered leader are more employee welfare oriented whereas job centered leader are more concerned with getting work done. The conclusion of the study was, employee centered leadership style is more productive for both organization and employee. However, effective leader need to show different types of behavior, depending on the situation.
- c. Managerial Grid: Robert R Blake and Jane S Mouton developed this concept on 1964. The leadership grid states the leadership's effectiveness behavior in terms of leaders' orientation to either people or production. Some leaders have people concerned orientation while other is production oriented. However, a leader might show moderation of all these behavior and thus equal in both dimension. According to this theory, there are five main perspectives of leadership.
- i. Authority type (9, 1):- High degree of concerned for production, concentrate on work efficiency and arranging work condition.

- ii. Country Club (1, 9): - High degree of concerned for people. Try to satisfy the needs of people and maintain good relation.
  - iii. Team management (9, 9): - High degree of concerned on people and production, maintain good relationship of trust and respect through committing people to work for common goals.
  - iv. Improvised Management (1, 1): - Low degree of concern of both people and production, putting minimum effort to get required work done with the need to sustain organization membership.
  - v. Organisation Management (5, 5):- Optimum level of concerned for people and production, balance between the work with need satisfaction of people.
3. Situational Approach: According to the situationist viewpoint, a specific situation determines the effectiveness of the leader. i.e., if the situation changes the leadership role will also change. (E.g. unskilled/uneducated- task oriented style whereas, after training and development and experience- participative style.
- a. Fiedler's contingency approach: This approach assumed that , the effectiveness of the leader is based on his ability to act in terms of situational requirements.Fiedler used Least preferred scale(LPC) to measure leadership motivation- whether a manager is task oriented or employee oriented. In addition, he suggested three important situations which affect the leadership effectiveness.
    - i. Leader-member relation: A high degree of trust, confidence and respect of subordinate toward the leaser.
    - ii. Task structure: The extent to which the group task, goal, and performance are clearly defined.
    - iii. Position power: The extent to which the leader uses control, reward and punishment for subordinates.
  - b. Path-goal theory of leadership (Robert House): This theory suggests that motivation of employees can be enhanced by linking reward with performance. It states that effective leader have to clarify the path (behavior) that will ultimately lead to desire reward (goal). Path-goal theory is based on expectancy theory of motivation and it includes for leadership styles.
    - i. Directive: Provide specific guidance, schedules, rules and regulation, standard.
    - ii. Supportive: Treat equally and maintain friendly environment.
    - iii. Participative: Encourage to generate ideas and seek suggestion from employees in decision making process.
    - iv. Achievement Oriented: Set challenging goals, emphasize excellence and seek continuous improvement.

*(Leader motivate employees as long as they influence the expectancies of employees)*

### **Qualities of good leadership:**

An effective leader should have following qualities.

1. A clear sense of purpose: Leader must be able to define and share the vision and mission with subordinates.
2. Self-confidence: Leader should believe in his/her ability and skill to achieve goals.
3. Good Judgment: Leader should be able to judge the environment and take necessary decisions and understand their consequences.

4. Objectivity: Leader should be able to see all sides of a situation, and be impartial in reaching conclusions.
5. Emotional Maturity: Leader should be able to acknowledge subordinates thoughts and their importance.
6. Integrity: Leader should be honest, and fair in implementing organizational policies and decisions.
7. Adaptability: Leader should be able to adapt quickly to new situation and lead the organization to overcome the new situation effectively.

**Work group :( It is not a collection of people):**

According to Stephen P Robbins: “a group is two or more individuals, interacting and interdependent, who have come together to achieve particular objective”

-There must be physiological relationship to one another.

-“A group is like a tune, it is not constituted of individual sound but by the relations between them.”

Group formation: Groups are formed to satisfy the need of the individuals and organizational. There are five basic stage of group formation.

- i. Forming: IN this stage, members join the group and try to be clear about their role and relationship, procedure to work and familiarize them with other member with a view to performing group task.
- ii. Storming: In this stage, conflict and differences of opinion emerge among members. Members compete for sharing resources and play different roles in the group. Similarly, there is conflict over the leadership issue.
- iii. Norming: In this stage individual group members start to understand one another feeling and develop cohesive behavior and forms a consensus around the given group objectives.
- iv. Performing: In this stage, members begin to perform their assigned task.
- v. Adjourning: Once the given task is completed, the group will adjourn. However, some group are more functional and will work for long time in the organisation.(stop functioning)

Types of groups: Groups are categorized in two broad types.

1. Formal group: The group with legal and formal authority in an organization is formal group. E.g. board of directors, departments, sections etc. The rules and work procedures are already defined and members have to follow these rules and procedure in order to achieve their goals. .
  - a. Command group: This is a permanent type of group in which members report functionally in the manner shown in an organizational chart. (Department, units etc.)
  - b. Task group: This type of group is created to undertake a certain task and after completion of task the group is dissolved.
2. Informal group: Informal group are formed naturally without consent of management or without any formal orders of any command force.
  - a. Friendship group: Friendship group are composed of employees who enjoy each other's company. E.g. group to see a movie, cup of tea .etc. this group extends relations beyond the work place in order to satisfy employees' different social needs.
  - b. Interest group: This group formed because of their shared common interest rather than anything else. Since all members join the group voluntarily, each of them works enthusiastically to promote their common interest.

Characteristics of Groups: The main characteristic of the group are as follows:

1. Interdependent relation: Members of group are interdependent. They share common concerns, resources and interest that are imposed internally and initiated externally.
2. Self perception as a group: Group member perceive themselves as a group members and try to distinguish them from non-members.
3. Common goal: Goals and ideas of groups are common.
4. Group Norms: Every group has to own norms, rules and code of conduct. All members are supposed to follow these norms and standard.
5. Groups are dynamic: Groups are not static but dynamic. Groups are subject to change its structure, norms etc due to external and internal forces.
6. Influence on Personality: Groups, directly and indirectly shape the personality of their members. They also provide opportunities for individual to grow, learn, express and become mature.

Teams: "A team is a group of people whose individuals effort result in a performance that is greater than the sum of those individual inputs."(Stephen P. Robbins)

Difference between work team and work group

Collective performance

Share information	_____ goal _____	Collective performance
Neutral (Sometimes Negative)	_____ synergy _____ Positive	
Individual	_____ accountability _____	Individual and mutual
Random and varied.	_____ Skill _____	Complementary

Types of teams: Four most common types of team are as follow:

1. Problem solving team: Team is composing of 5-12 hourly employees from the same department who met for a few hours each week to discuss ways of improving quality, efficiency and the work environment.
2. Self managed teams: Self managed team is group of employed (typically 10-15) who perform highly related or interdependent jobs and take on many of the responsibilities of their former supervisors.
3. Cross functional teams: These teams are made up of employee from about the same hierarchical level but from different work areas, who come together to accomplish the task.
4. Virtual teams: Teams that use computer technology to tie together physically dispersed members in order to achieve a common goal.

Conflict

A process that begins when one party perceives that another party has negatively affected, or in about to negatively affect, something that the first party cares about (Stephen P. Robbins)

Conflict is the disagreement between parties.

Transition in conflict thoughts:

1. Traditional vies of conflict: The belief that all conflict is harmful and must be avoided.



2. The human relation view of conflict: The belief that conflict is natural and inevitable outcome in any group.
3. Inter-actionist view of conflict: The belief that conflict is not only a positive force in a group but that it is also an absolute necessity for a group to perform effectively (not all conflict is good).

#### Types of conflict:

1. Intrapersonal conflict: The conflict takes place within an individual. E.g. Role conflict: Role conflict leads to frustration and aggression.
2. Interpersonal conflict: Conflict occurs between two individuals. When two individuals not agreeing on some issues, policies, plans etc may enter into such conflict.
3. Intergroup conflict: This type of conflict occurs within the group. When an individual belong to a group dislike the group's operation style then, a conflict arise.eg. Disagreement on plans, policies.etc.
4. Inter group conflict: Conflict takes place between two groups in an organization. This type of conflict arises when group interest clashes. Conflict on resource allocation issues, performances issue etc.

#### Sources of conflict:

1. Goal Conflict: when individual goal clashes with the goals of organization, team and other individual that result the conflict.
2. Difference in values and beliefs: Employees have different socio-cultural background. They posses different ideas and views. Lack of proper management of such differences may create conflict situation.
3. Resources conflict: Due to limited resources, every individual and groups compete for resources in order to materialize their goal, which create conflict situation.
4. Task interdependent: When the task of one group is interdependent with that of other in sharing inputs and when inputs are delayed or delivered in an incomplete or unsatisfactory form, serious conflict may result.
5. Ambiguous rules: When work rules are incomplete and different to understand, a situation of conflict arises.
6. Communication problems: Conflict in organisation may arise due to incomplete and faulty communication between groups and their members.

#### Conflict management Strategy:

1. Win-win strategy: both the parties satisfy with the result.
2. Win –lose strategy: one party achieve goals on the cost of other.
3. Lose-Lose Strategy: Eliminate the conflict

#### Conflict management Techniques:

1. Problem solving: Under this techniques meeting is organized to discuss the related problems. Facts are collected and its caused are identified. After fair discussion, the solution for the problem is determined and solved it.
2. Expansion of resources: In the case o f conflict due to resources shortage, proper allocation of resource and resource expansion (if possible) can also help to settle the conflict.
3. Avoidance: Sometimes, conflict or issues are ignored. It is considered that, with the passage of time, conflict will resolve automatically.

4. **Compromise:** In this technique, each party give-up something in the process of conflict settlement. Usually manager intervenes in settlement of the problem between parties.
5. **Authoritative command:** Under these techniques, the authoritative body draws a solution by using power to solve the problem of both parties involved.
6. **Communication:** Sometime conflict arises due to incomplete and unclear information. In such case, effective communication can resolve such conflict.
7. **Negotiation and Bargaining:** When conflict cannot be solved internally external conflict management experts can be called to resolve it. The solution is drawn by the negotiator after heavy consultation with both the parties and is accepted by them.

