8.0 LEADERSHIP

1. What is charismatic leadership?
Charismatic theory of leadership primary focuses on the ability of a leader. As per this theory, effectiveness of leadership depends upon leader's ability to communicate new vision to its followers and make them aware of the value associated with goals.

2. What is leadership?
Leadership is defined as influence that is, the art or the process of influencing people so that they will strive willingly and enthusiastically forward the achievement of group goals. In other words, leadership is the ability to influence people and provide an environment for them to achieve team or organizational objectives.

3. What does a leader do in a group?
Some of the key functions accomplished by leader in a group are enlisted as follows:
- Leader acts as representative of follower
- Leader develops teamwork, motivates them
- Leader uses power properly for the achievement of group goals.
- Leaders manage resources of the organization in an efficient manner.

4. What do you mean by attribution theory of leadership?
Attribution theory of leadership is related with cause and effect relationships. As per this theory, people attribute event with a specific success. According to this theory, success of an organization generally depends upon the capabilities and motivation of the leader.

5. What do you mean by transactional theory of leadership?
Transactional theory of leadership explains the exchange relationship between leaders and followers. As per this theory, transactional leadership takes place when leaders and their followers are in some type of exchange relationship that satisfies need for one or both parties.

6. What do you mean by transformational theory of leadership?
One of the widely recognized theories of leadership is transformational theory. As per this theory, leaders guide their subordinates through establishment of goals which can be achieved through role identity and task environment.

7. Define behavior theories of leadership.
A behavior theory insists that success of leaders depends upon their behavior. As per this theory, leadership can be identified by reference to their activities and relation to their follower.

8. List the various theories of leadership.
There are number of leadership theories. Some of the widely accepted theories of leadership are enlisted as follows:
• Trait theories of leadership
• Behavioural theory of leadership
• Contingency theory of leadership
• Charismatic theory of leadership
• Attribution theory of leadership
• Transactional theory of leadership
• Transformational theory of leadership

9. What do you mean by trait theories of leadership?
One of the earliest theories to be developed is trait theories of leadership. Trait theory suggests the fact that leaders are born, not made. As per trait theories of leadership, personal characteristics like physical, personality, and mental are associated with leadership success.

10. What do you mean by contingency theories of leadership?
One of the widely accepted theories of leadership is contingency theory. As per contingency theory, leadership effectiveness is related to the interplay of a leader's traits or behaviors and situational factors.

11. Differentiate between leaders and managers.
They are differentiated as follows:
Leaders | Managers
---|---
An individual turns into leader based on his personal attributes. | An individual becomes manager based on his position.
Formal rights are not available to a leader. | Manager is provided numeral formal rights due to his position.

12. Define path-goal theory of leadership.

One of the key contingency theories of leadership is path-goal theory of leadership. According to path-goal theory of leadership, the primary job of leader is to provide path for their followers. In this reference, leader has to provide followers with the information, support or other necessary resources essential in achievement of goals.

13. Define leadership. Explain the behavioral approaches of leadership

Meaning of Leadership

Leadership is defined as influence that is, the art or the process of influencing people so that they will strive willingly and enthusiastically forward the achievement of group goals. In other words, leadership is the ability to influence people and provide an environment for them to achieve team or organizational objectives.

A key to effective leadership is helping followers to achieve their respective essential goals as well as their maximum potentialities. Dynamic leader, therefore, should have the ability to awaken in other the desire to follow a common objective. Leadership as a function is explained by below given equation.

\[ L = F (I, F, S) \]

where, I, F, S are the variables.

Behavioural Approaches of Leadership

Among the various approaches of leadership, behavioural approach is one of the widely accepted ones.

This approach is based on the promise that effective leadership is the result of effective role behaviour. Success in leadership depends more on what the leader does than on his traits. A leader uses technical, conceptual and human skills to influence the behaviour of his subordinate. Leadership therefore, becomes a dynamic interaction between the leader and the led.

The behavioural approach is useful as it suggests the functions and activities of a leader. Three important theories included in behavioural approach are discussed below.
Ohio State Studies:

In 1945, a group of researchers at Ohio state university began extensive investigations of leadership. The central focus of their work was to study in depth the work of a leader. Their effort uncovered many things concerning leadership behaviour. The most publicized aspect of Ohio state leadership was the isolation of two dimensions of leadership behaviour:

1. Initiating structure: A high initiating structure score indicates that leaders structures their and subordinates role towards the attainment of goals. They are actively involved in planning work activities, communicating pertinent information and scheduling work.

2. Consideration: A leaders who were high on the consideration dimension reflected that they had developed a work atmosphere of mutual trust, respect for subordinate's ideas and consideration of subordinate's feelings. Such leaders encouraged good superior subordinate rapport and two-way communication. A low consideration score indicates that leaders are more impersonal in their dealing with subordinates.

University of Michigan Studies

The study showed that Employee-Oriented Leaders (EOL) were associated with higher group productivity and higher job satisfaction on the other hand, Production-Oriented Leader (POL) tend to be associated with low group productivity and lower job satisfaction.

Where,
Employee-oriented leaders (EOL)- one who emphasizes interpersonal relation
Production-oriented leaders (POL)- one who emphasizes technical or task aspects of the job

The Managerial Grid:

The concept of managerial grid was created by R.R. Blake and Jane S. Mouton of USA. They emphasize that leadership style consists of facts of both task oriented and relation oriented behavior in varying degrees.

To explain the concept they have used two phrases:

1. Concern for production means the attitude of the supervisors towards a variety of factor concerning production, such as product, procedures, and processes, quality of staff service, workload, efficiency and quantity of production.

2. Concern for people includes degree of personal commitment toward goal achievement, maintaining the self-esteem of workers, responsibility and conductibility based on trust rather than on force and satisfying interpersonal relations.
14. How does the contingency model of leadership apply to leadership styles?

Contingency Model of leadership

According to the contingency model of leadership, the success of leadership depends upon the situation in which the leader operates. This model was developed by Fred E. Fiedler. According to him, a leader's effectiveness depends upon the following three situational factors.

a. Leader-followers relations that is the degree of followers trust, confidence and respect for the leader.

b. Task structure, power, that is the nature of task performed by the subordinates.

c. Leader position power, power that is, the degree associated with the position or status held by the leader in the organization.

The most favourable situation for leaders to influence their group is one in which:

- they are well liked by the members,
- the task performed is highly structured
- and the leader has enough power attached to his/her position in the organization.

On the other hand, the most unfavourable situation for leaders is one in which:

- they are disliked,
- the task is highly unstructured and
- little power is attached to the leader's position.

Findings of the Fiedler Model
Based on the Fiedler's model one can draw three major conclusions.

1. Situation I is the most favourable situation for a leader while situation 8 is the least favourable one.

2. A leader that is task-oriented in nature performs best at situation I, II, III and VIII.

3. A leader that is people-centered performs best at situation number IV, V, VI, VII.

15. A good leader needs not to be a good manager but an effective manager must have many of the qualities of a good leader." In this context, distinguish between manager and leaders.

Managers and leaders are distinguished in the following table.

<table>
<thead>
<tr>
<th>Category</th>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Leader-member relations</td>
<td>Managers initiate the thinking process and focuses on things.</td>
<td>Leaders originate the thinking and focuses on people.</td>
</tr>
<tr>
<td>2. Task structure</td>
<td>Managers provide direction on operational plans.</td>
<td>Leaders provide vision and help to create the future.</td>
</tr>
<tr>
<td>3. Position power</td>
<td>A manager is appointed and after that gets a position.</td>
<td>A leader’s emergence depends on a number of situational factors.</td>
</tr>
</tbody>
</table>
A manager seeks those objectives which his subordinates do not regard as their own. Thus there is clash of objectives.

A leader generally seeks those objectives, which are the objectives of his subordinates. Thus, there is mutuality of objectives between leader and his followers.

Managers ensure that employees reach their goal by controlling their behaviour i.e. they monitor the result by means of reports and meetings and note derivations from the goals.

Leaders ensure that employee reach their goal by motivating and inspiring them and tap their needs values and emotions.

Decision methods related to managers are based on policies rules and procedures.

Decision methods related to leaders are based on values and principles.

To conclude, managers administer, maintain, control intimate and accept the status quo.

To conclude, leaders innovate, develop, inspire, originate and change the status quo.

### 16. What are leadership styles?

**Leadership Styles**

A leader's typical way of behaving towards group members is termed as leadership style. It refers to the behaviour exhibited by a leader during supervision of employees. The style represents the leader's predominant way of acting with his group. Although, the style varies with leader, organizational researchers have listed the following three basis styles:

#### 1. Autocratic style

The autocratic leader assumes full responsibility for deciding on the group's project by assigning tasks to members and permitting no participation in decision-making process. He centralizes authority and decision-making in himself and exercise complete and full-fledged control over his subordinates. He sets group goals and structures the work. He gives orders and the subordinated are expected to obey them. Communication tends to be one way i.e. downward.
An advantage of autocratic leadership is that the decisions are very speedy. It is most suited at the time of crisis or when the subordinates are inefficient.

2. Democratic style: Democratic style is widely known as participative or employee-oriented leadership styles. The essence of this style is the consultation, the leader consults the subordinates. Before arriving at decisions, participative leadership styles take into consideration the wishes and suggestions of the subordinates as well as the leader. All members of the group are seen as important contribution to the final decision. The communication is two ways i.e. upward as well as downward.

Some of the major advantages of democratic style of leadership are explained as follows:

• Increased member's moral and support for the final decision and better decisions through shared information.
• Ideas among group members participating in decision-making can lead to improve manager/worker relations.
• High satisfaction and decreased dependence on the leader.
• Multi directional communication permits fruitful exchange of ideas and information between the leader and the led and helps in encouraging member commitment to the decision.

3. Free rein style: Free rein style of leadership is also known as Laissez faire style. It goes a step further of democratic style and turn an entire problem or project over subordinates. Subordinates are asked to set their own goals and develop plans for achieving them. Thus, in this type of leadership style, a manager avoids power and relinquishes leadership position. The leader is a silent spectator. In essence, this approach is characterized by the absence of any active leadership in the group. It is the total abdication of responsibility. The leader merely functions as a group member, providing only as much advice and direction as requested. There is very little control or influence over group members of the leader.

17. How does a leader influence the behaviour of followers towards goal achievement? Explain with reference to the path-goal theory of leadership.

Path-Goal theory is another very popular contingency model developed by Robert J. House. Path goal theory finds its inspiration in both the Ohio state leadership and expectancy theory of motivation. Path-Goal theory tries to explain the effectiveness of leadership as a function of the situation. The key aspects of path-goal theory of leadership are summarized through the following points.

Path-Goal Theory of Leadership

One of the key contingency theories of leadership is path-goal theory of leadership. According to path-goal theory of leadership, the primary job of leader is to provide path for their followers. In
this reference, leader has to provide followers with the information, support or other necessary resources essential in achievement of goals.

a. The leader can improve subordinate's motivation by making the rewards for performance more attractive. By giving raises, promotions and recognition, the Leader can increase the subordinates' valence (i.e. preference) for goal achievement.

b. If the worker's assignments are poorly defined the leader can increase motivation by providing structure in the form of helpful supervision, subordinate training and goal clarification. Reducing the ambiguity of the job makes it easier for the subordinate to pursue the goals. Expectancy (i.e. likelihood of attaining the first level outcome) should increase.

If we analyze the above two steps together, we can see that in the first step valence is increased and in the second expectancy is increased. Now, as per the, expectancy theory of motivation, Motivational Force= Valence x Expectancy.

It is thus obvious that path goal theory is designed to increase worker motivation.

c. If the work of the subordinates is already greatly structured, as in the case of assembly line worker or mechanist, the leader should refrain from introducing any more structure. Such action will be viewed as unnecessary and overly directive. Instead of worrying about the work, the leader should be concerned with the personal needs of the people by giving them attention, praise and support. In this regard, path-goal theory provides three important benefits:

• It helps integrate expectancy theory and contingency leadership
• It reemphasizes the importance of high leader concern for both the work and the people:
• It encourages the leader to analyze the situation in determining the right degree of each concern for structure and concern for people - that will be required.

18. Discuss the different leadership styles with their characteristics and the situations of their applicability.

Leadership Style

A leader's typical way of behaving towards group members is termed as leadership style. It refers to the behaviour exhibited by a leader during supervision of employees. The style represents the leader’s predominant way of acting with his group. Although, the style varies with leader, organizational researchers have listed the following three basis styles:
1. Autocratic style: the autocratic leader assumes full responsibility for deciding on group’s project by assigning tasks to members and permitting no participation in decision-making process. He centralizes authority and decision making himself and exercise complete and full-fledged control over his subordinates. He sets groups goals and structures the work. He gives orders and the subordinated are expected to obey them. Communication tends to be one way i.e. downward. The situation of autocratic style applicability are discussed below:
   - When the subordinates are inexperienced.
   - When the subordinates lack proper training.
   - When the subordinates are unable to understand company goals.

2. Democratic style: democratic style is widely known as participative or employee-oriented leadership styles. The essence of this style is the consultation, the leader consults the subordinates. Before arriving at decisions, participative leadership styles take into consideration the wishes and suggestions of the subordinates as well as the leader. All members of the group are seen as important contribution to the final decision. The communication is two ways i.e. upward as well as downward. The situation of democratic style applicability are discussed below:
   - When the subordinates are motivated experienced and competent.
   - When the leader loves to participate subordinates in decision making.
   - When the objectives of the organization are totally transparent to the subordinate.
   - When reward and involvement are means of motivation.

3. Free rein style: free rein style of leadership is also known as laissez faire style. It goes a step further of democratic style and turn an entire problem or project over subordinates. Subordinates are asked to set their own and develop plans for achieving them. Thus, in this type
of leadership style, a manager avoids power and relinquishes leadership position. The leader is a silent spectator. In essence, this approach is characterized by the absence of any active leadership in the group. It is the total abdication of responsibility, the leader merely functions as a group member, providing only as much advice and direction as requested. There is very little control or influence over group members of the leader. The situation of free rein style applicability are discussed below:

- When the subordinates graciously accepts the organizational goals.
- When the leader is ready to delegate decision making fully.
- When the subordinates are ready to assume responsibilities.

19. Leadership is a process of influence to the people in organization to regulate their behaviour as desired by the leaders. But people are most difficult to understand and getting complex than the earlier days because of the education and rising expectations.” In line with the above statements explain the emerging approaches and current issues in leadership.

Emerging Approaches and Current Issues in Leadership

Leadership is a term that conjures up different images in different people. For some it means charisma, while to many, it means power and authority. Leadership skills emerge out of spontaneity needs.

Leadership plays a crucial role in organizational dynamics. It fills many of the voids left in conventional organization design, allows for greater organizational flexibilities and responsiveness to environmental changes. It provides a way to co-ordinate the effort of diverse groups within the organization, and facilitate organizational membership and personal needs satisfaction. It is the quality of managerial leadership that often differentiates effective and ineffective organizations. A rational leader should know different emerging approach of the leadership and about current issue in leadership so that they are well equipped to adjust and adapt accordingly.

Emerging Approaches of Leadership

There are different approaches emerging in the field of leadership. Some of them are explained briefly.

1. Attribution theory of leadership: it deals with people trying to make sense out of cause-effect relationships. When something happens, they want to attribute it to something. This theory tells that the leadership is merely an attribution that people make about other individuals. Effective leaders are generally considered consistent or unwavering in their decisions.
2. Charismatic leadership theory: Followers make attributions of heroic or extraordinary abilities when they observe certain behaviours. Some examples of charismatic leaders are John F. Kennedy, Martin Luther Kin, Jr. Walt Disney, Ted Turner, Barack Obama, etc. They are found to have extremely high confidence, dominance and strong convictions in his or her beliefs.

3. Transactional or transformational leadership: Transactional leaders guide or motivate their followers in the direction of the established goals, clear roles and task requirements. Transactional leader, inspire followers to transcend their own self-interests for the good of the organization. They are capable of having a profound and extraordinary effect on his or her followers. Transformational leadership is about leading, changing the organizational strategies and culture so that they have a better fit with the surrounding environment. They are change agents who energies employees and direct them to a new set of corporate values and behaviours.

4. Visionary leadership: Visionary leadership refers to the ability to create and articulate a realistic, credible, attractive vision of the future for an organization unit. This vision, if properly selected and implemented, is so energizing that leads to great success of the organization. A vision has clear and compelling imagery that offer an innovative way to improve, which recognizes and draws on traditions, and connects to actions that people can take to realize changes. Vision taps people’s emotions and energy. A properly articulated vision creates the enthusiasm that people have for spotting events and other leisure time activities, bringing the energy and commitment to the workplace.

Issues in leadership

Some of the contemporary issues in leadership are explained briefly.

Gender issue: Research has shown that regardless with gender, people with leadership traits—such as intelligence, confidence and sociability—more likely to be perceived as leaders. However, there are some differences in leadership styles. For example, males tend to use a directive command and control style, while females tend to adopt a more democratic leadership style.

Biological basis for leadership: There is an increasing evidence indicating that leadership has biological roots. Two chemicals—serotonin and testosterone are found to have profound affect on becoming a leader. Increased levels of serotonin appear to improve sociability and control aggregation. Higher levels of testosterone increase competitive drive and they are found higher in the players of tennis.

National culture and its effect on the choice of leadership style: National culture affects leadership style. Leaders cannot choose their styles at will. They are constrained by the cultural conditions that their subordinates have come to expect. For example, an autocratic style is compatible with high power distance and participation style is compatible with low power distance.
Popularity of empowerment: Empowerment is putting employees in charge of what they do. The problem with the current empowerment movement is that it ignores the extent to which leadership can be shared and the conditions facilitating success of shared leadership.

Moral dimension to leadership: Leadership is not value free. So we should look at the moral content of a leader’s goal and the means he/she uses to achieve these goals.

20. Who is leader? Write about trait theory. Explain the traits that a leader should possess.

Meaning of Leader
A person is said to be a leader when he is able to influence others and make them accept his guidance, suggestions and directions. A manager is said to be a leader of the organization. s/he will be a successful manager only if s/he is able to influence the attitude and behaviour of the subordinates.

Trait Theory
Trait theory is the traditional theory of leadership which rests the assumptions, that individual is more important than the situation and consequently if we can identify the distinctive traits of successful leaders, we can have clue to leadership problem. According to this theory, it is believed that leader, possess certain in born special traits. Thus, an effective leader is supposed to poses certain abilities such as to probe other’s minds, to predict future events, to command predictable obedience etc. leadership under this theory is generally thought in terms of personal quality rather than as an organization function.

The following are the characteristics of trait theory:

- Psychological characteristics: Age, height, weight
- Background characteristics: education, experience, social status, mobility
- Social characteristics: tact, diplomacy, prestige, supervisory, ability, cooperativeness and popularity
- Task related characteristics: initiative, persistence, need for achievement, responsibility
- Intelligence characteristics: ability, judgement, knowledge
- Personality characteristics: self confidence, enthusing, decisiveness, aggressiveness and extroversion, decisiveness, alertness, dominance, authoritarianism, independence etc.

Predicting successful leaders on the basis of traits alone is not a correct approach.

Qualities of a Successful Leader
The key qualities essential to be successful leader are explained briefly.
1. Intelligence: A successful leader must have above average knowledge and intelligence. Mental ability to think precisely analyze accurately, Interpret clearly and consciously are necessary to consider the problems in the right perspective.

2. Maturity: A leader should possess a high level of emotional stability and cool temperament. He needs to have a high degree of tolerance.

3. Sound health: Sound physical and mental health is essential to bear the burden of leadership. Sound health includes physical stamina, nervous, energy, mental vigour and important leadership qualities.

4. Self confidence: He should have confidence in himself and a strong will power.

5. Empathy: The leader must have the ability to see things from other’s point of view. He must respect the viewpoints and feeling of others.

6. Foresight and vision: He should have the capability to look forward and anticipate the events. He should have a high degree of imagination, moral courage, breadth and determination.

7. Decisiveness: A leader must have sound judgement and the ability to take quick decisions.

8. Human relations approach: A leader must have the capacity to understand people, work with them and gain their confidence, loyalty and voluntary cooperation. He must be able to motivate people towards higher performance.

9. Responsibility: A leader should be a responsible person and must be willing to assume responsibility for the consequences.

10. Objectivity: A good leader should be fair and objective in dealing with subordinates. He must be free from bias and prejudice.