

Leadership

- Taking others towards a Goal,
- Influencing others to work enthusiastically
- Influencing attitude, behaviour, activities
- Supporting

Common ways of influence

Common ways of influence

a) Reasons

b) Friendliness

c) Cohesion

d) Bargaining

e) Higher Authority

f) Assertiveness

g) Sanctions

Nature/Characteristics

- Personal Quality
- Leadership is action, not position
- Followers
- Influencing & Inspiring Process
- Continuous
- Interpersonal relation
- Common Goals
- Shared Functions

Nature/Characteristics

- Pervasive Function
- Dynamic Art : Situational
- Power a.Knowledge,Performance
b.Formal Authority c.Charisma
d.Distinct Traits
- Leadership may be Formal / Informal
- Managing and Leadership are not same
- Leadership may be positive or Negative

Leadership v/s Management

- Influencing / Getting things done
- Informal or Formal / Informal
- Power / Delegation
- Narrow / Wider
- Relationship Not Specific/Formal
- Structure : Flexible, Open, Dynamic/ Organised Formal
- Goal : Influencing / Directing and Controlling
- Guidance : Behaviour / Policies, Plans, Rules
- Accountable : No / Own and of subordinates

Importance/Functions of Leadership

- Determination of Goals
- Guides & Inspires
- Boosts Morale : Internal Feeling
- Creates Confidence & Enthusiasm
- Develops Team Spirit
- Creates Vision & Initiative
- Transforms potential into reality
- Representation

Importance/Functions of Leadership

- Development & Use of Human Resource
- Facilitates Change
- Resolves Conflicts
- Ensures survival & Success of Enterprise

Leadership Qualities

1. Personality and stamina
2. Intelligence
3. Self-confidence
4. Vision and foresight
5. Ability to inspire
6. Ability to communicate
7. Sincerity and honesty
8. Courage & will power
9. Flexible and dynamic
10. Emotional stability
11. Sound judgement
12. Tact and humour
13. Education & Knowledge
14. Conceptual skills
15. Administrative skills
16. Analytical skills
17. Human relations skill
18. Technical skills

Leadership Style

- Way of behaviour
to influence their behaviour
- Autocratic/ Authoritarian style
- Participative / Democratic style
- Free -rein or Laissez-faire (Les-ey Fair)
- Paternalistic style

Autocratic / Authoritarian style

- Centralised power
- Makes all decisions himself
- Close supervision & control
- Expects obedience
- Gets things done through fear / punishment
- Believes in one way motivation
- For motivation , satisfies the basic needs only
Types - pure autocrats(-), - benevolent autocrats(+)

Advantages

- Quick decisions
- Structured work
- Can hire less competent subordinates
- Execution of orders with certainty

Disadvantages

- Overburdens managers
- Fear & frustration of subordinates
- Hampers creativity of subordinates
- No free flow of communication
- Disliked by subordinates
- Decisions may cost heavily

Participative/Democratic leadership

- Decentralises authority
- Involves subordinates in decision making
- Free flow of commn
- Leads by mutual consent
- Explains Reasons
- All work as a social unit
- Motivates through + means

Advantages

- Avoids hasty decisions
- Encourages cooperation
- Motivates subordinates to perform better
- Higher productivity
- Reduces employee grievance
- Facilitates change, creates healthy atmosphere
- Develops future leaders

Disadvantages

- Slows decision making process
- Dilutes responsibility
- Reduces the role of a leader

Laissez - Faire /Free Rein leadership

- intervene as little as possible
- Leader uses very little power
- High degree of freedom to subordinates
- Complete delegation of authority
- Subordinate makes his own plan, procedure & decisions
- Leader a passive observer ,Chips in on need

Suitability

- When subordinates are competent & dutiful
- They are able to train & motivate themselves

Paternalistic Style

- Is authoritarian by nature
- Heavily work centered
- Has consideration for subordinates
- Fatherly care
- He helps, guides , motivates as members of a family
- Personalised leadership with direct personal contacts
- Subordinates tend to remain submissive & faithful
- They feel job secured
- Problems are sympathetically dealt with

Likert's 4 systems of leadership

- Sys 1- Exploitative-authoritative
- Sys 2- Benevolent-authoritative
- Sys 3- Consultative leadership
- Sys 4- Participative leadership

Exploitative-Authoritative Leadership

- * little/no confidence in subordinates
- * motivation mainly through fear/punishment
- * mostly downward commn
- * productivity is mediocre

Benevolent-Authoritative leadership

- * Some trust in subordinates
- * Little degree of freedom
- * Managers make decisions
- * Both rewards & fear of punishment
- * Little upward commn
- * Productivity ranges from fair to good

Consultative leadership

- * Substantial but not complete confidence in subordinates
- * Leaders consult some of their subordinates
- * Operating decisions are taken by subordinates
- * Lower levels have considerable amount of freedom
- * Leaders try to use suggestions given
- * 2 way commn system
- * Productivity is good

Participative Group Leadership

- Optimal
- Complete Trust
- Extensively Inter-action
- Rewards
- Encourage Decision Making

Leaders are Born

- Gifts of God
- Every person cant become a leader
- Qualities are inherited
- Qualities cant ne acquired or developed

Leaders are made

- Qualities and Effectiveness are independent
- No Scientific basis
- Could be acquired through Training
- There is nothing inborn