

Unit-3

Leadership refers to the ability to guide, inspire and influence others to work towards a common goal or vision.

Trait Theory

Behavioural Theories

Contingency Theories

Contemporary Theories

Ohio & Michigan State Studies

Blake & Mouton's Managerial Grid

Fiedler's

Contingency Model

Hersey & Blanchard's

Situational leadership model

Charismatic

Transactional

Transformational

Trait Theory

It specifies traits which enable a person to become a successful leader and differentiate them from ineffective ones.

It assumes that leaders are born with traits and cannot be taught.

These traits are divided into inherent traits which are necessarily by birth and acquirable

are those which can be gain if inherent traits are present.

Inherent

- Physical Features
- Intelligence
- Confidence

Acquirable

- Human Relation
- Motivation
- Communication
- Technical Skills

Criticism can be there are alot of leaders who were better without these traits and success successors of some great leaders failed.

Behavioural Theories

It says leaders can be made.

As leader and followers have interpersonal relation, so behaviour of leader determines the level of influence.

Tells how particular behaviours results in specific results.

In behavioural theory there are mainly two types of leader, task oriented and relation oriented.

1. Michigan Studies

Which Done to see which leadership style resulted in higher performance and satisfaction of group

Product Centred Leadership

employees considered as tools

strict rules and work standards

focus on technical aspect of job

Production ~~increased~~ increased in product centred leadership but it lead to dissatisfaction and absenteeism.

Employee centred style increased cohesiveness, satisfaction and reduced absenteeism.

Conclusion's employee centred style is better.

It did not focus on individuals and gave only 2 options to the leaders

Failed to determine what is cause and what is effect

Employee Centred Leadership

employees considered as humans

concern for employee needs and welfare

focus on employee participation & talent

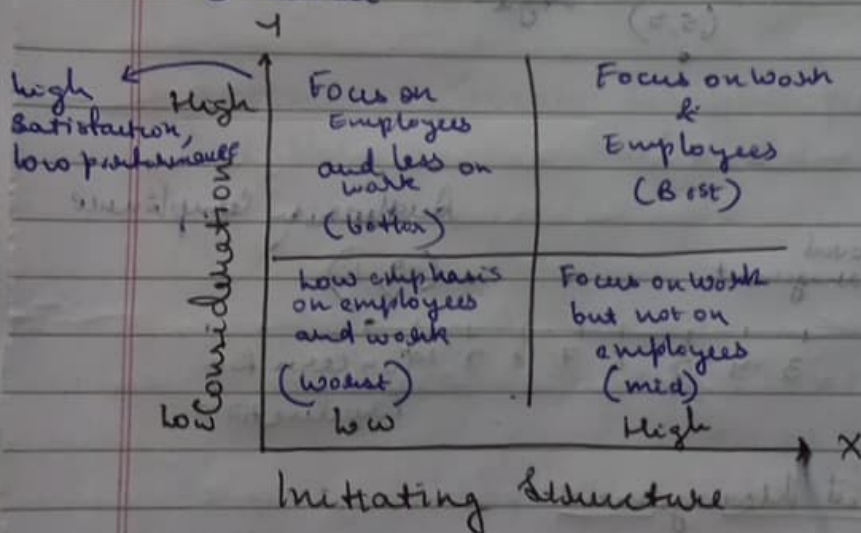
2. Ohio State University Studies

Impact of leadership dimensions on employee behaviour and satisfaction.

Initiating Structure

Consideration

- Production & work structure
 - defined relationship
 - proper communication channel
- Concern for employees supportiveness
- employee participation, respect and trust



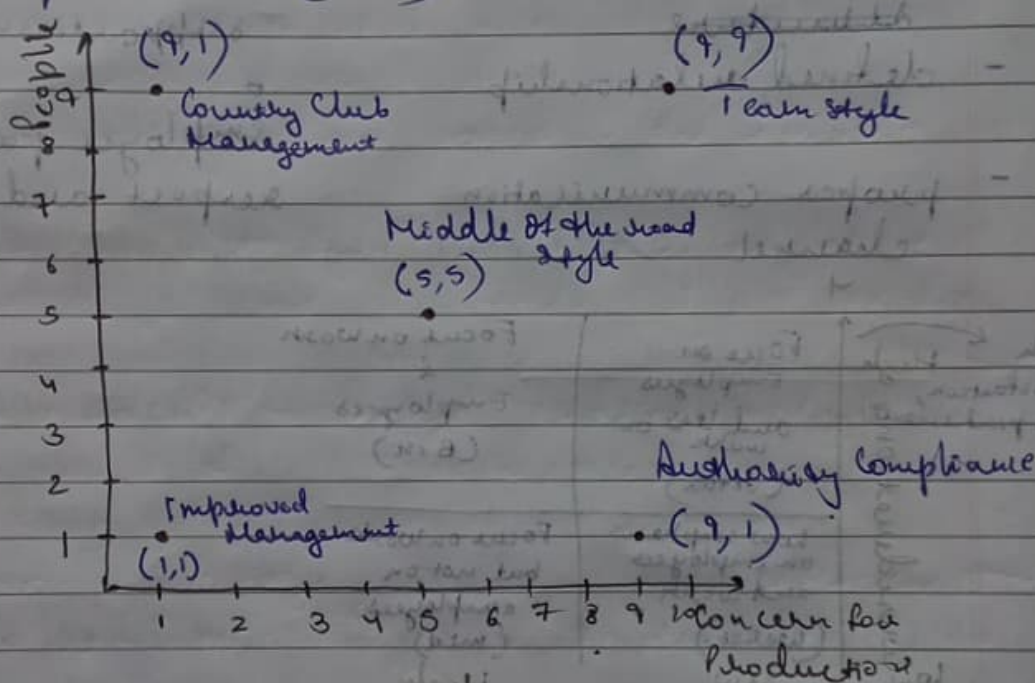
Ignored individual characteristics

Same behaviour cannot lead same results over period of time.

3. Blake and Mouton's Managerial Grid

Also known as Managerial Grid Model and Leadership Model.

Identify 5 different leadership styles based on concern for people (relationships) & concern for production (tasks)



(1, 1) Improved Management

Also known as laissez-faire leadership

low concern for both production and people

Avoid taking sides and stay out of conflicts and just do enough to get by.

(1,9) Country Club Management

More concern for people than task. Try to avoid conflicts and their goal is to keep people happy.

(9,1) Authority Compliance

More concern for product and little for people. Keep tight control in order to get tasks done efficiently.

(5,5) Middle of Road Leadership

Balance concern for both people and production but they are not inclined towards any.

(9,9) Team style

Ideal leadership style. Great concern for both people and production as motivated employee help in reaching high level of production.

One should always try to reach (9,9)

Contingency Theories

leader's behaviour are influenced by external factors also.

1. Fiedler's Contingency Theory

It assumes that leader is task oriented or relationship oriented.

leader's effectiveness is based on the situation.

There is no best style something might be effective in some situation, but not in others.

It is difficult to change leadership style as it is result of life experiences.

Instead of changing one's style organization should fit a style in a suitable situation.

It is result of 2 factors: leadership style and situational favourableness.

Leadership Style

Identify leadership style using Least Preferred Co-workers Scale using a set of question with range from 1 to 8 after answering all if your total score is high, the person is relationship-oriented leader and if score is low he is task-oriented leader.

High > 63

Middle 58-63

Low < 58

Situational Favourableness

Situational favourableness of a situation depends on 3 distinct factors:

- i) Leader-Member Relations
degree to which the members have good relations with manager.
- ii) Task Structure
clear and structured tasks help in better co-ordination of members.
- iii) Leader's Position Power
Power or authority a leader derives from the position with the help of which he can influence behaviour and reward.

Now to apply both these together

- ③ Identify leadership style using LPC and identify situation using which determine most effective leadership style.

Leader-Member Relation	Task Structure	Leader-Position Power	LPC
Good	Structured	Strong	High Low
Good	Structured	Weak	Low
Good	Unstructured	Strong	Low
Good	Unstructured	Weak	High
Good Poor	Structured	Strong	High
Good Poor	Structured	Weak	High
Poor	Unstructured	Strong	High
Poor	Unstructured	Weak	Low

2. Hersey & Blanchard's Situational Leadership Model

leader must adopt the leadership style as per the maturity of the followers.

Maturity level moves in stages and has a cycle.

Maturity is the ability and willingness of followers to take responsibility.

In this model we categorize both employees and leaders and match them as per the compatibility.

D1 (unable, unwilling) → D2 (unable, willing) → D3 (Able, Unwilling) → D4 (able, willing)

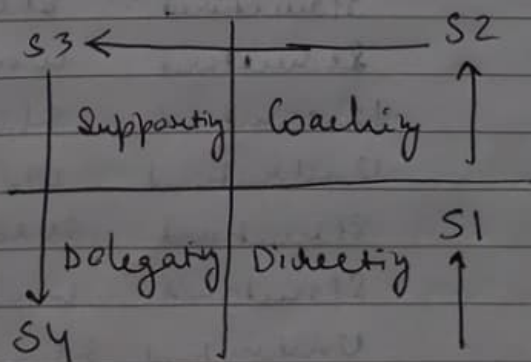
D1: They don't have skills and motivation.

D2: They don't have skills but motivation.

D3: They have skill but lack motivation.

D4: They have both skills and motivation.

Now we will categorize leadership.



Directing (S1): It focuses on providing direction to employees at this stage followers lack ability and willingness.

Coaching (S2): Provides followers with direction and personal support as followers lack skill but are motivated.

Supporting (S3): Focuses more on supporting and less direction as necessary skills are developed.

Delegating (S4): Minimum direction and ~~set~~ support as follower is completely capable and should be provided with autonomy.

New Leadership Theories

1. Charismatic Theory

It is a form of interpersonal attraction (confidence, trust, personality etc) of a leader due to which others support and follow.

It is a type of influence based on leader's personal charisma.

Research shows people working for charismatic leaders are motivated to work extra as they like their leader and enjoy greater satisfaction.

2. Transactional and Transformational Leadership

Transformational

Provide mission and vision to followers

Communicate high expectations and motivate employees to focus on efforts

Promotes intelligence and rationality

Coaches and advises how to improve

Provide personal attention to the employees to ~~use~~ assign suitable work

Transactional

Promises reward for good work

Intervene only when standards not met

Provide full freedom to take decision and encourage accountability

They try to chase followers so they can work in right direction.

Groups and Teams

1. Groups

- formed to share information
- make decisions and put individual efforts
- low interdependence among members as they try to achieve individual goals and performance evaluation.

2. Teams

- Formed to achieve a particular task
- members have mutual understanding, needs collective effort and high interdependence as
- Performance is evaluated as a team/whole.

Group Development Stages

1. Forming: People meet for first time and get to know each other and attention towards group task.
2. Storming: People start competing, putting forward their opinions which leads to tension, anxiety.
3. Norming: Group members start settling, and feel part of team, everyone gets their role and start co-operating.
4. Performing: They start handling problems, perform their roles and accomplish the tasks.
5. Adjourning: After completion of work for which it was created, it is dissolved.

Group Cohesiveness

It refers to degree of attachment of members to their group indicating their co-ordination which impacts their performance.

Members share group goals and interact frequently, no. of members is small and loyalty is high.

More cohesiveness when members are stable and homogeneous.

Group Think

It refers to situation when group is trying to form a common decision which prevent group from considering minority or unusual views.

It can bring down performance as those people with unpopular views will stop participating.

When group members establish a specific mindset and neglect or avoid any other opinions.

Members start reserving their views to maintain uniformity in group.

Group Shift

As an individual, our stand can be different from group's opinion but group can push us to change our stand.

The decision of the group shows the dominant decision-making notion which is developed during the group's discussion.