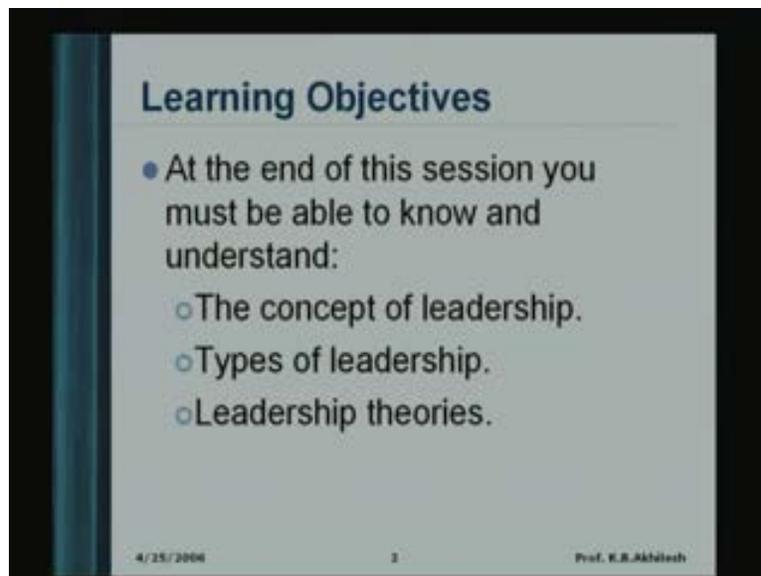


Concept of Management and Evolution of Management Thought
Prof. K. B. Akhilesh
Department of Management Studies
Indian Institute of Science, Bangalore

Lecture - 09
Leadership

Hello, in this lecture we will discuss about the leadership. Leadership is another important aspect of management. We have covered so far the evolution of management thought, we thought about the objectives how important the objectives are then we also looked at the management by objectives then we have examine the process of planning organizing departmentation then we also discuss the communication and the oral and the written forms of communication. So, in this lecture, we will focus on various dimensions of leadership and then do complete analysis of leadership, how it functions in the organization, how it enables the achievement of the set goals.

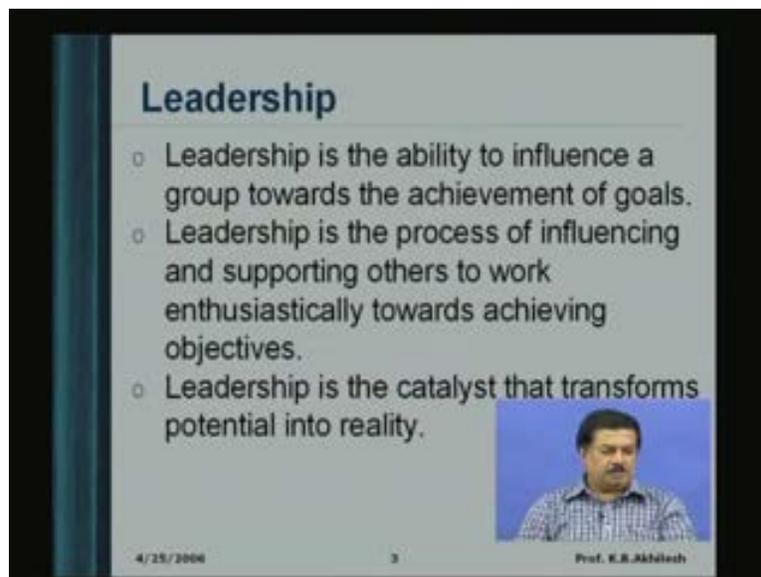
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So when you see today's objective at this session you must be able to know and understand the concept of leadership, the types of leadership, the leadership theories and we should be able to look at various dimensions. Let us look at the various views what people have expressed, I would like to cover this aspect quickly. So, that I can spend little more time on theories of leadership.

So when we see leadership and the concept how it has emerged leadership is the ability to influence a group towards the achievement of goals I think this could be the simplest view or the simplest definition, keywords are it is the ability to influence ability of the individual to influence others and the other party is the group.

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Leadership

- Leadership is the ability to influence a group towards the achievement of goals.
- Leadership is the process of influencing and supporting others to work enthusiastically towards achieving objectives.
- Leadership is the catalyst that transforms potential into reality.

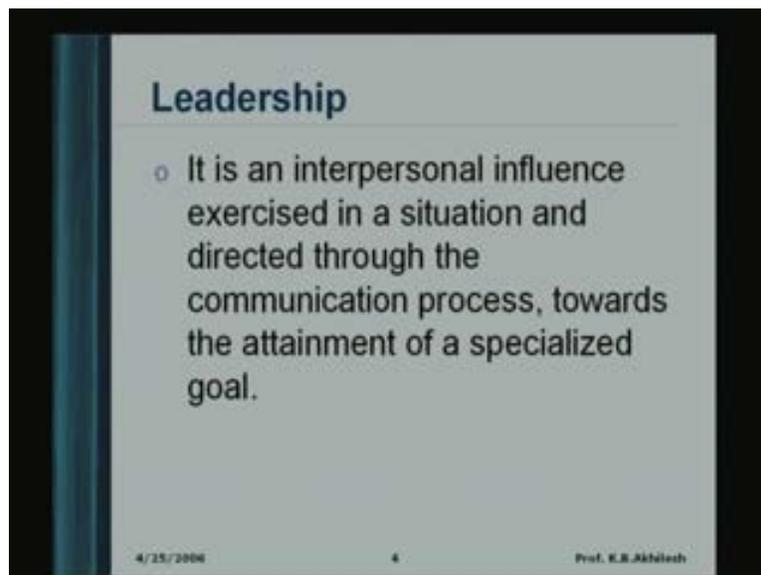
4/25/2006 3 Prof. K.S. Akhlesh

So the leadership happens in the context of more than one person. So two or more people forms the group and the group is there to look at or the emergence of any leadership attempts. So this influence and the group and the achievement of goals, I think these are the key things in the first view of what the leadership is all about. The next view if you see leadership is the process of influencing and supporting others to work enthusiastically towards achieving objectives. So achieving objectives is common achievement of goals as we stated in the previous definition one influence is also there it is a process of influencing. So one was ability to influence as a unique capacity of the leader or the acquired capacity of the leader but we are now talking about leadership as a process, as a process of influencing and supporting others.

So it is like enabling or supporting others and work enthusiastically. So you are talking about now energizing the other or creating that feeling of initiative in the other. So it is not through

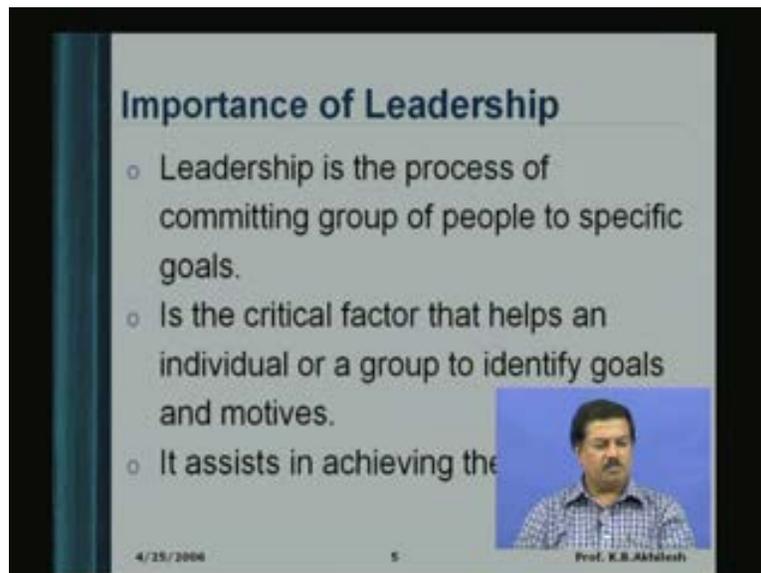
force I think that is the view of this, second view of the leadership, leadership is the catalyst that transforms potential into reality. So what is this leadership is that to bring out the best in the individuals, the best in the individuals, intellectual best, it may be their physical best, it may be their emotional best that means leadership brings best in the people, emotional, intellectual as well as physical into reality. So that means towards doing something where you can see it is visible, another view is it is an interpersonal influence exercised in a situation and directed through the communication process towards the attainment of a specialized goal or a specific goal.

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So in other words, it is an interpersonal influence, one to one influence and exercised in a particular context or a particular situation and there is an attempt for direction and it is through the communication process that you move the, you move an individual towards common goal or achievement of the stated goals. So if look at any of these things, leadership view has emerged as an influencing process, energizing the individual, use the group as a medium but the focus is the end results. So the leadership is the process of committing group of people to specific goals is the critical factor that helps an individual or group to identify goals and motives, it assists in achieving the stated goals.

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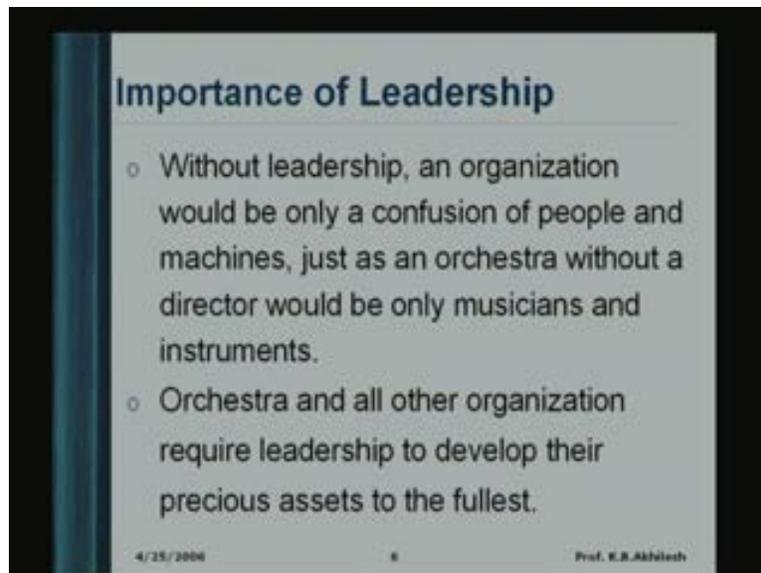
Importance of Leadership

- Leadership is the process of committing group of people to specific goals.
- Is the critical factor that helps an individual or a group to identify goals and motives.
- It assists in achieving the

4/25/2006 5 Prof. K.B.Akhlesh

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Importance of Leadership

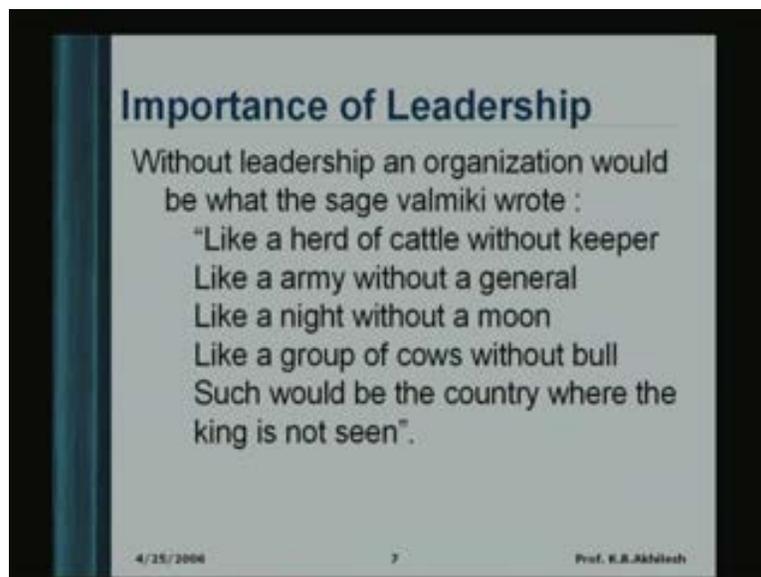
- Without leadership, an organization would be only a confusion of people and machines, just as an orchestra without a director would be only musicians and instruments.
- Orchestra and all other organization require leadership to develop their precious assets to the fullest.

4/25/2006 6 Prof. K.B.Akhlesh

So any number of views and statements if you see that the leadership, the individual the influence and achievement of goals all these things go together, without leadership an organization would be a only a confusion of people and machines and it is an orchestra without a director would be only musicians and instruments. So what can be there is a kind of noise, so

orchestra and all other organization require leadership to develop their precious assets to the fullest. So what we are talking about is that the coordination, what we talked about earlier communication and organization. So organizing communication, coordination, all can come to the picture through the leadership which binds all of these things that is how the several statements have made and here is one without leadership, how an organization would be what the sage, Valmiki wrote.

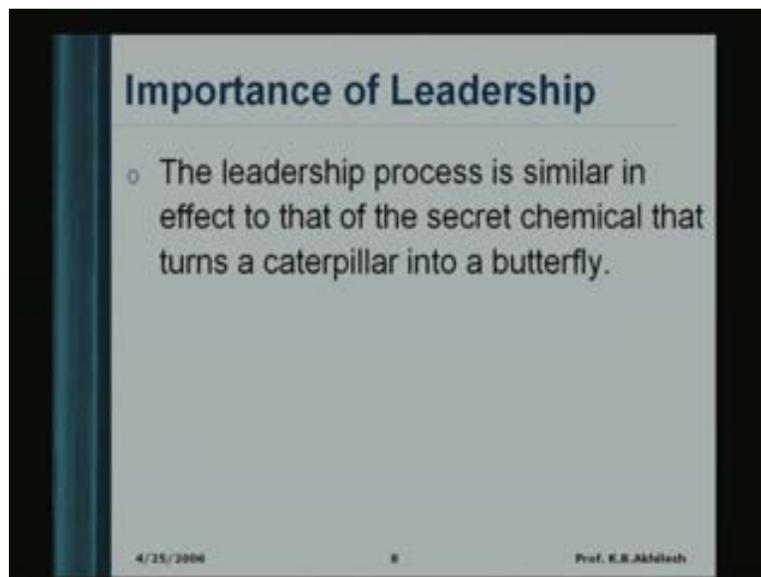
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So he wrote like a herd of cattle without keeper, like a army without a general, like a night without a moon, like a group of cows without bull such would be the country where the king is not seen, I think this is the kind of a statement he made which summarizes the importance of leadership, the importance of direction, importance of communication, importance of coordination, importance of control. So the leadership process is similar in effect to that of secret chemical that turns a caterpillar into a butterfly, what we have talked about the potential to reality. This role is often seen dramatically in giant organizations, see how CEO Jack Welch of GE led the transformation from a sleeping giant in 1980's into a sleek organization in the 1990's. So when you look at the role of the CEOs, the people compare the top quality of the leadership examples are many but to mention quickly that the the qualities of if you look at "Bill Gates".

So the organization like Microsoft, so he brought it from nowhere and then got that international acceptance and recognition. So we see the leadership happening at the highest level or at the submit level, so we can code certainly “Mahatma Gandhi” then, you see the kind of role models the current one “Narayana Murthy” of Infosys.

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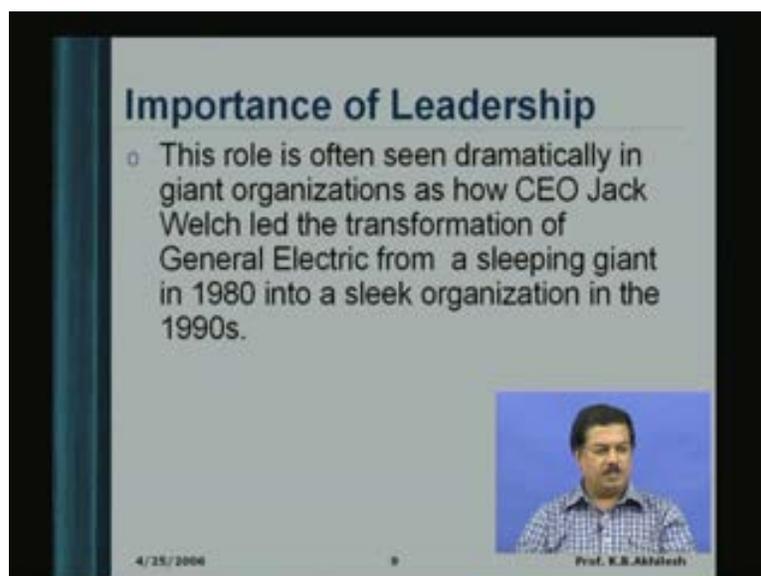


Importance of Leadership

- The leadership process is similar in effect to that of the secret chemical that turns a caterpillar into a butterfly.

4/25/2006 8 Prof. K.B.Akhlesh

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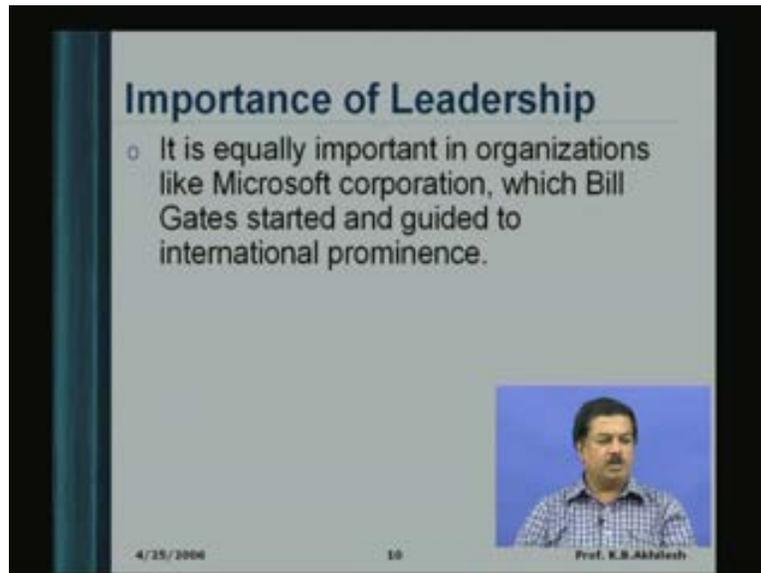


Importance of Leadership

- This role is often seen dramatically in giant organizations as how CEO Jack Welch led the transformation of General Electric from a sleeping giant in 1980 into a sleek organization in the 1990s.

4/25/2006 9 Prof. K.B.Akhlesh

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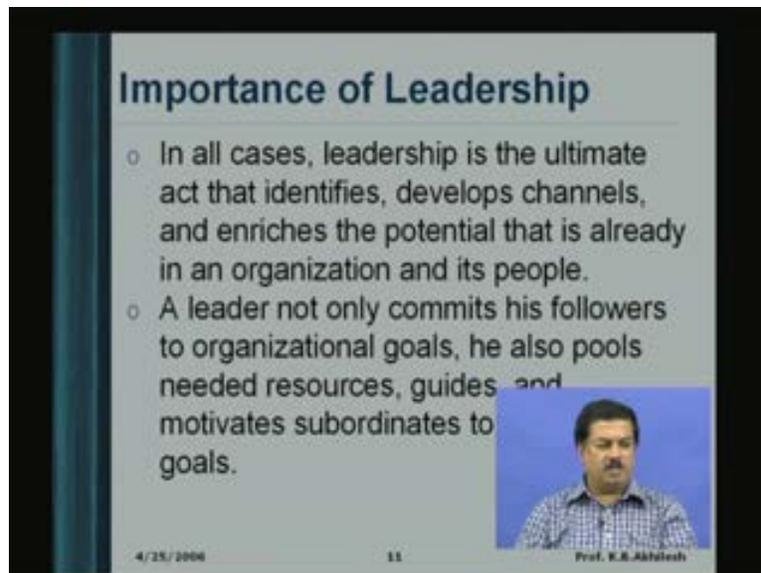
Importance of Leadership

- It is equally important in organizations like Microsoft corporation, which Bill Gates started and guided to international prominence.

4/25/2006 10 Prof. K.B.Akhilsh

A video lecture slide titled "Importance of Leadership". The slide features a light blue background with a dark blue vertical bar on the left. The title "Importance of Leadership" is in bold black text. Below the title is a single bullet point with a circular icon, stating that leadership is equally important in organizations like Microsoft, which was started and guided by Bill Gates to international prominence. In the bottom right corner, there is a small video inset of Prof. K.B. Akhilsh, a man with a mustache wearing a checkered shirt. The date "4/25/2006" and the slide number "10" are in the bottom left corner.

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Importance of Leadership

- In all cases, leadership is the ultimate act that identifies, develops channels, and enriches the potential that is already in an organization and its people.
- A leader not only commits his followers to organizational goals, he also pools needed resources, guides and motivates subordinates to goals.

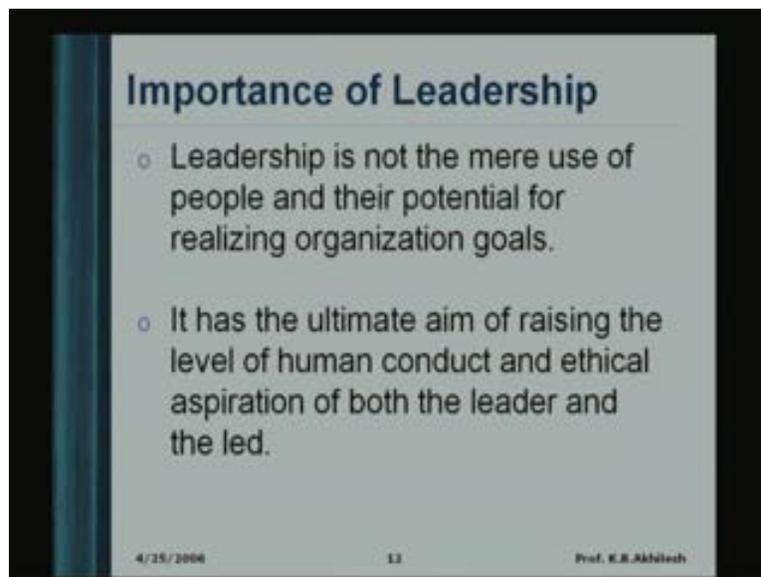
4/25/2006 11 Prof. K.B.Akhilsh

A video lecture slide titled "Importance of Leadership". The slide features a light blue background with a dark blue vertical bar on the left. The title "Importance of Leadership" is in bold black text. Below the title are two bullet points with circular icons. The first bullet point states that leadership is the ultimate act that identifies, develops channels, and enriches the potential that is already in an organization and its people. The second bullet point states that a leader not only commits his followers to organizational goals, he also pools needed resources, guides and motivates subordinates to goals. In the bottom right corner, there is a small video inset of Prof. K.B. Akhilsh, a man with a mustache wearing a checkered shirt. The date "4/25/2006" and the slide number "11" are in the bottom left corner.

So when you see such people who have showed extraordinary capacity and capability in understanding and leading and creating organizations, when we talk leadership the leadership can be there at all levels. So today, when you see in all cases the leadership is the ultimate act that identifies develops channels and enriches the potential that is already in an organization and

its people. A leader not only commits his followers to organizational goals, he also pools needed resources, guides and motivates subordinates to reach the goals. So clearly putting all the resources together helping people to do, what they want and clearly energizing them to meet the set goals that is the key of any of this leadership.

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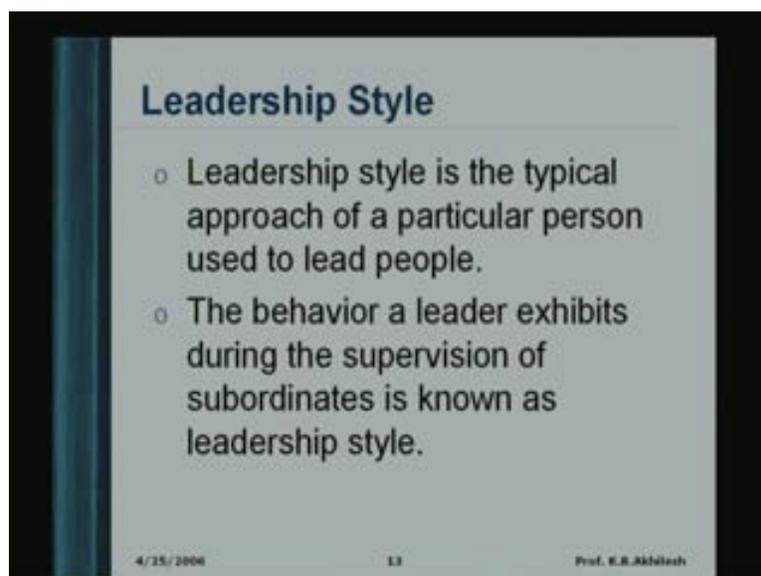


Importance of Leadership

- Leadership is not the mere use of people and their potential for realizing organization goals.
- It has the ultimate aim of raising the level of human conduct and ethical aspiration of both the leader and the led.

4/25/2006 13 Prof. K.B.Akhilch

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Leadership Style

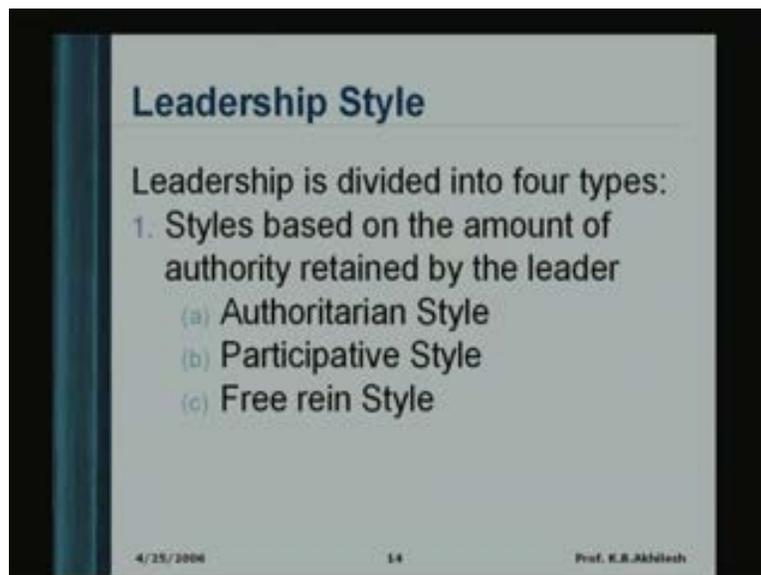
- Leadership style is the typical approach of a particular person used to lead people.
- The behavior a leader exhibits during the supervision of subordinates is known as leadership style.

4/25/2006 13 Prof. K.B.Akhilch

So leadership is not mere use of people and their potential for realizing organizational goals, it is not only that but it as the ultimate aim of raising the level of human conduct. So when you see the leadership people have given lot of emphasis of this where ethical aspiration of both leader and the led that means the ends are important but the means are equally important, I think that is the leadership. So when see leadership when the importance which can be explained in several ways, leadership style is the typical approach of a particular person used to lead people.

So we start with a clear understanding of what the leadership style all about. So the behavior of a leader exhibits during the supervision of subordinates and this supervisor and subordinate relationship and how it is conducted, what are the attempts and how superior gets the best out of the people is seen in terms of the leadership style.

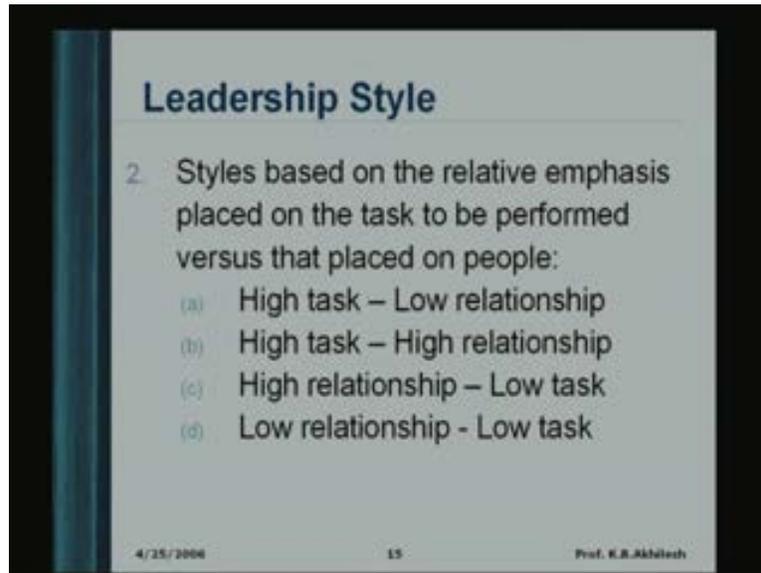
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So when you see the leadership style, it could be divided into several things but it is divided into 4 types, the first typification or the way the people have classified is based on the amount of authority retained by the leader. So, typically will see the 3 things an authoritarian style, a participative style and free rein style or the adhocism. The authoritarian style, the individual

exercises the complete control over the goal whereas in the participative style he gives up his authority to the group involves them in a... he is nowhere.

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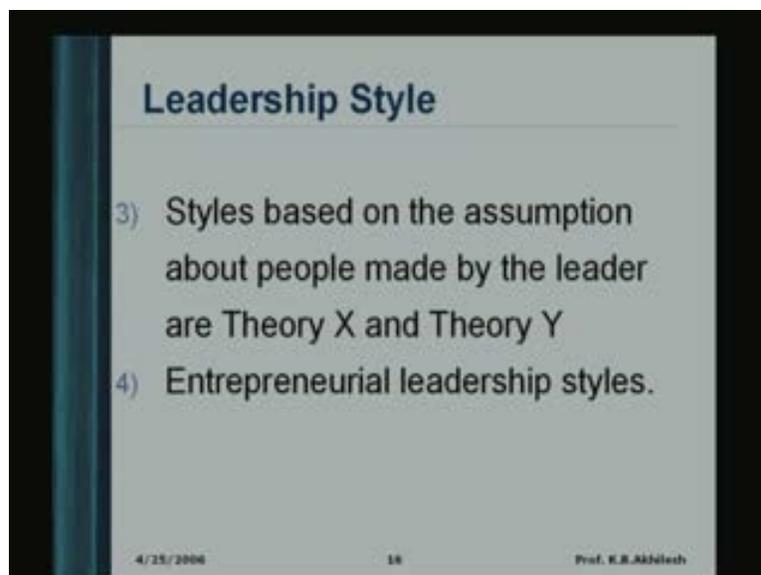
So the 3 styles are based on the how much power he shares with the group, the other classification is styles based on the relative emphasis placed on the task to be performed versus that placed on the people. So in other words, you see the classification coming in set of managers high on task and low on the relationship and there are second category of leaders and the managers, they are high on task and high on relationship but you will also see high relationship and the low task and low relationship and the low task.

So if see this, what is this leadership style which is neither concerned with relationship nor with the task, you will see these kinds of leadership can come where very young people are asked to work with set of people even though the young fellows are in the supervisory positions, they find it extremely difficult to structure work with respect to the task as well as relationship. This is also true with people who are about to retire. So neither they have concerned with the task nor concern with the relationship.

So when the you see the next step could be they are high on relationship and low on task that is at the see, the high relationship low task people or called typically in the Blake and Mouton kind of a model like country club managers. So all the time they are pleasing people but they are not really concerned about the task completion, there is no concern for production. You will also find managers who are highly concern with the task but having very low concern for relationship where they are highly intolerant of the views of the people and they think people come to the organization to do only the task achievement of the goals and they do not care if there are some problems, they tend to be autocratic in dealing with human issues.

So according to several of the authors what is required for effective leadership is to have a high task, high relationship kind of a style. So the style variations can come with respect to what is their concern with respect to the task and the relationship, you will also see the leadership is based on the assumption what people make, it is called as the style based on the assumptions of about people made by the leader and they are theory X and theory Y. Theory X believes that people are lazy people cannot respond and theory Y believes the people are capable and they have their own interest to perform and the excel.

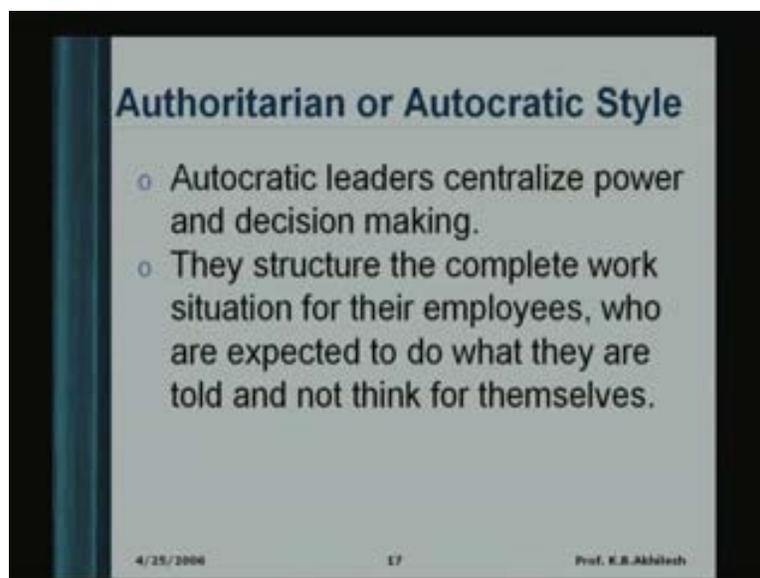
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We will see these differences later on but it comes about the philosophy in the assumptions of both the leader, how he perceives, how he treats his colleagues and subordinates and these assumptions are there in the minds of the leader, entrepreneurial leadership style is another where the individual adopts the collegial kind of a thing, he uses the group but adding uses the group is a wrong thing but he works with the group to ensure and achieve these stated goals.

So the entrepreneurial thing would involve high risk taking, low structuring of the organization, people can take initiatives and make mistakes there is apart from risk taking there also experimentation, people sit together and solve the problems and develop innovative culture. So these are all characteristics of the entrepreneurial kind of leadership style.

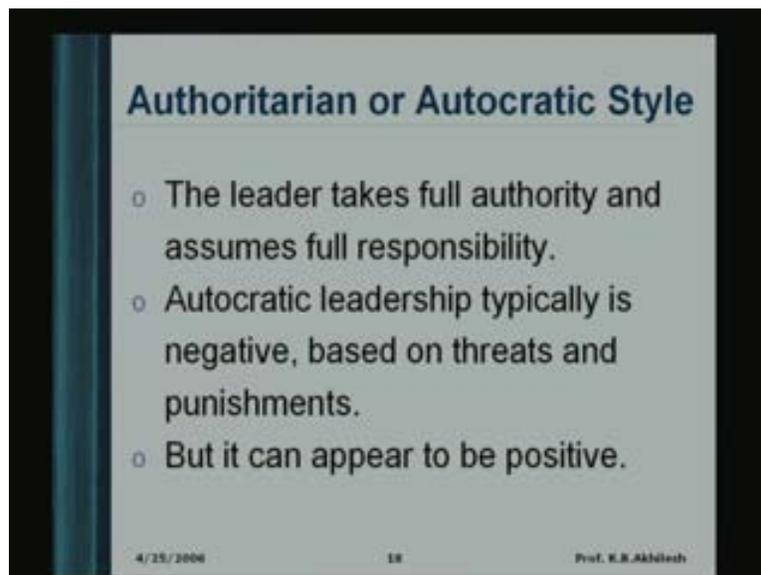
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So let us look at some of the styles in detail, when we look at authoritarian and autocratic style, the autocratic leaders, centralized power and decision making, one of the things is that they do not delegate the power to the other levels to the extent possible, they decide and convey the views to the others. They structure the complete work situation for their employees who are expected to do, what they are told and not think for themselves.

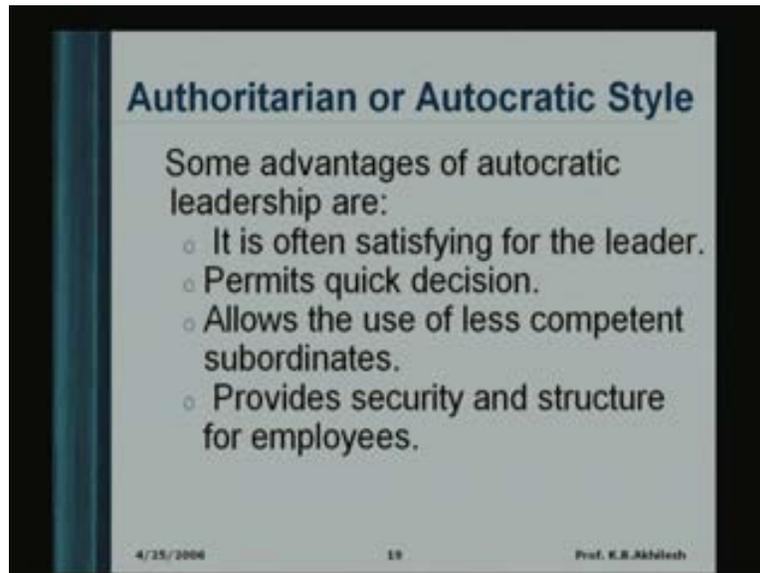
So in the autocratic style there is no scope for thinking for the others, you should do what I say, I think that is the kind of a style statement that means the you may assume that the other persons cannot think or you may think, it is not necessary for them to think and imagine. So better to define every stuff every step and structure the whole process and that is what the authoritarian style all about authoritarian style or autocratic style, what is normally called the leader takes the full authority and assumes full responsibility. It may come because of their own anxiety or it may they may also think that the others are not capable of or they may think, it is extremely important to keep everything to themselves.

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So autocratic leadership typically is negative based on threats and punishments. They believe that people can be coyest, so that is how it is seen as negative but it may be of externally it may also can appear to be very positive but the approach of that leader is to drive and not only there is drive with a force, with a threat of punishment pushing people and that is how the authoritarian or autocratic style has been seen as as highly negative by people who talk about human relations and development of creativity and such things. Some advantages of autocratic leadership are it is often satisfying for the leader, it is ego fulfilling or it is also called as the ego striving, people also call it as a bull in the china shop.

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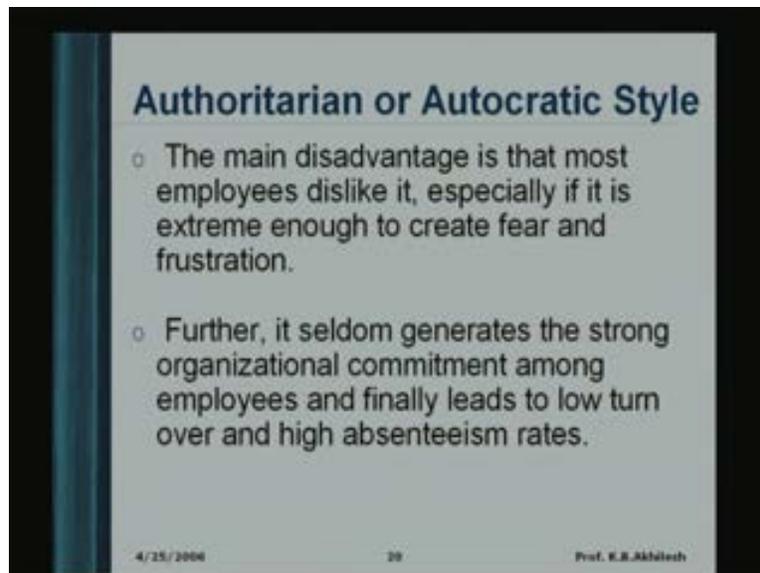
Authoritarian or Autocratic Style

Some advantages of autocratic leadership are:

- It is often satisfying for the leader.
- Permits quick decision.
- Allows the use of less competent subordinates.
- Provides security and structure for employees.

4/25/2006 19 Prof. E.B.Abblesh

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Authoritarian or Autocratic Style

- The main disadvantage is that most employees dislike it, especially if it is extreme enough to create fear and frustration.
- Further, it seldom generates the strong organizational commitment among employees and finally leads to low turnover and high absenteeism rates.

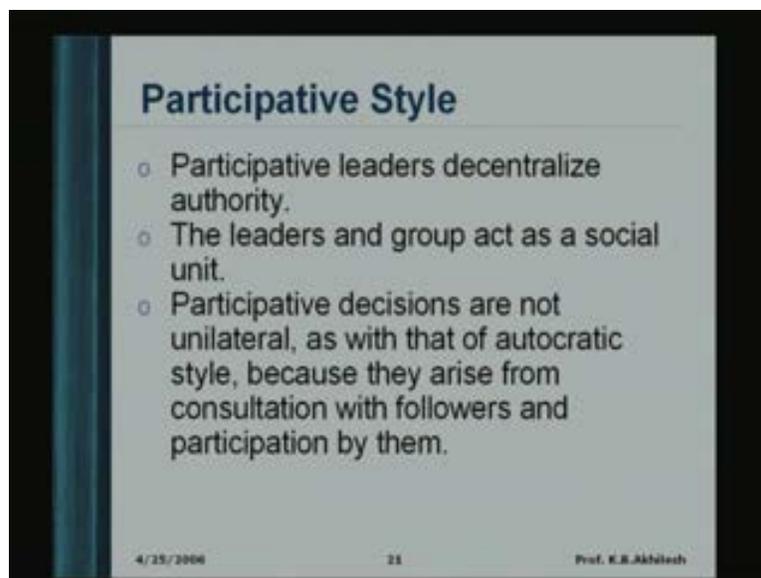
4/25/2006 20 Prof. E.B.Abblesh

So these are all the expressions where it is found for the leader permits quick decision because he is forcing his decision onto the others allows the use of less competent subordinates. So you can work with people who have much much less competent, they who do not think, who do not question and it provides security and structure for employees because all the time decisions are

made by the leader. The subordinates are just to follow those things. So they work only for some of the specific rewards and it is also said that people work at the punishment avoidance level, they will do only that much but the disadvantage is the most employees dislike it, they may not expressed it openly but the feelings get suppressed by the authoritarian leader specially if it is extreme and of to create fear and frustration.

So the movement the authoritarian leader moves with fear then the other side is the frustration, the suppress views can come to the surface at one point or the other as people say, water find, water will find its own level. So it is seldom it generates the strong organizational commitment among employees and finally, it leads to low turn over and high absenteeism rates. In other words, the the it leads to the turnover is and also the high absentees embrace where people do not come to the organization and people also quiet, people also leave the organization physiologically.

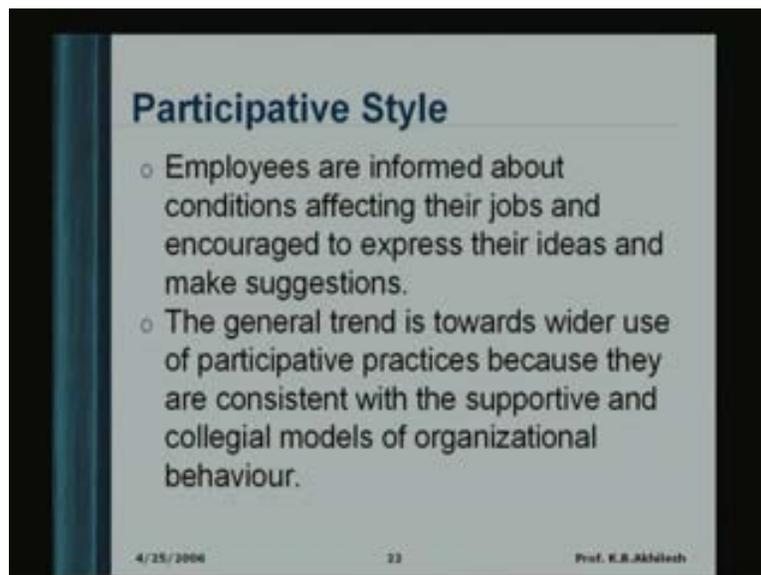
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So authors like Rensis Likert have talked about very extensively, the negative consequences of the autocratic or the authoritarian leadership styles, participative style on the other has several of the positive things, participative leaders, decentralize authority, the leaders and group act as a

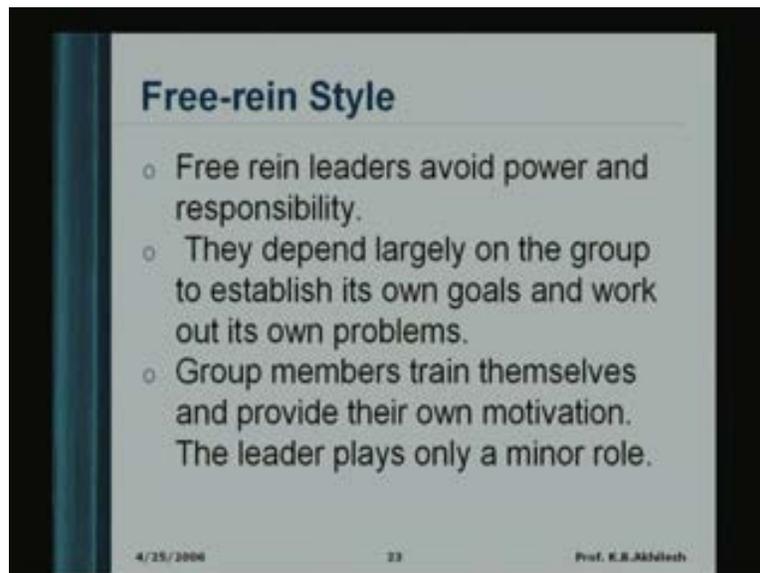
social unit participative decisions are not unilateral as with that of autocratic style because they arise from consultation with followers and participation by them. So the participative leaders, they share and give powers, people are free to communicate with each other, they can ask questions, they set the goals which are mutually acceptable and convenient. They look for different methods of achieving the task, they think and apply their mind, there is much more involvement and hence people also see there is much more open climate leading to better commitment, clarity is also much more in the participative style, employees are informed about conditions affecting their jobs and encouraged to express their ideas and make suggestions.

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The general trend is a trend is towards wider use of participative practices because they are consistent with the supportive and collegial models of organizational behavior. So organizational behavior theories are talking about normality models, in the normality it is generally accepted. Today, that you need to have much more participative style consultative style compared to authoritarian or autocratic style. The free rain are also it is called the a kind of an adhoc kind of a style do come at different levels of leadership within the organization, these leaders avoid power and responsibility.

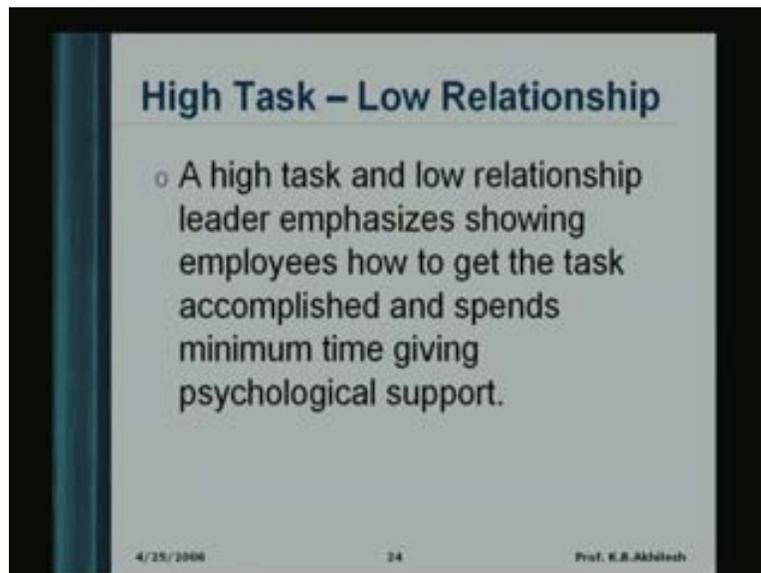
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So they depend largely on the grouped establish it's own goals and work it is own problems that means the leaders are appointed but either they are, they are unable to exercise their authority or at some times it is better you leave it to the group to evolve what is best suited or best to be done under the circumstances. So the group members strain themselves and provide their own motivation, the leader plays only a minor role, so the leader plays the role of a facilitator, so he is there and he is not there. So he takes that kind of a position it is suited for many of the developmental purposes. Particularly, when lab training the group needs to take its own sweet time to establish norms and understand each other.

So it is good to have to have a free rain kind of a style where the leader is more or less affair not into meaning much not creating any negative feelings amongst the members, he allows the group to evolve it's own norms and then he views how they move towards the performing levels. All the 3 styles are important but if you see it is more advantages to move towards participative style of functioning, high task low relationship as we talked about is the leader emphasizes the, how to get things task accomplished and spends minimum time giving physiological support.

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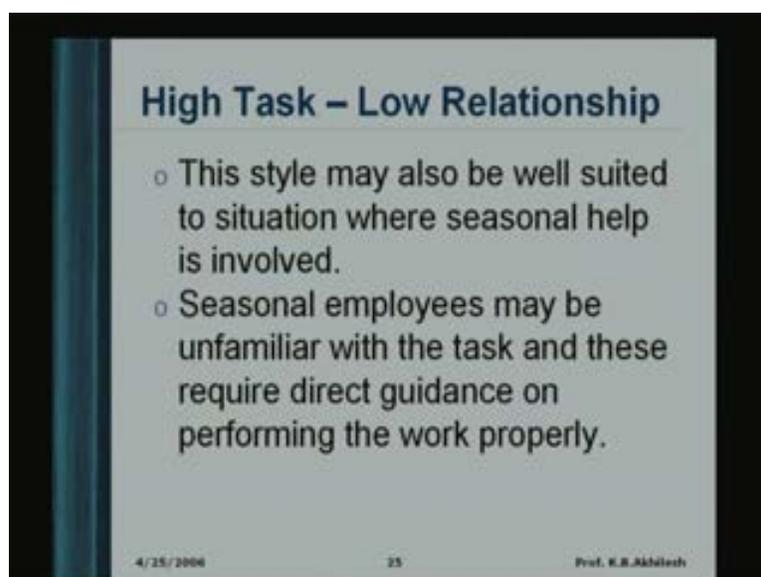
High Task – Low Relationship

- A high task and low relationship leader emphasizes showing employees how to get the task accomplished and spends minimum time giving psychological support.

4/25/2006 24 Prof. K.B.Akhilch

So he is that their but all the time he is that to talk about the task, the goals, the steps, the objectives but when people have problems, people have differences of views he would rather ignored it or he would like to suppress it.

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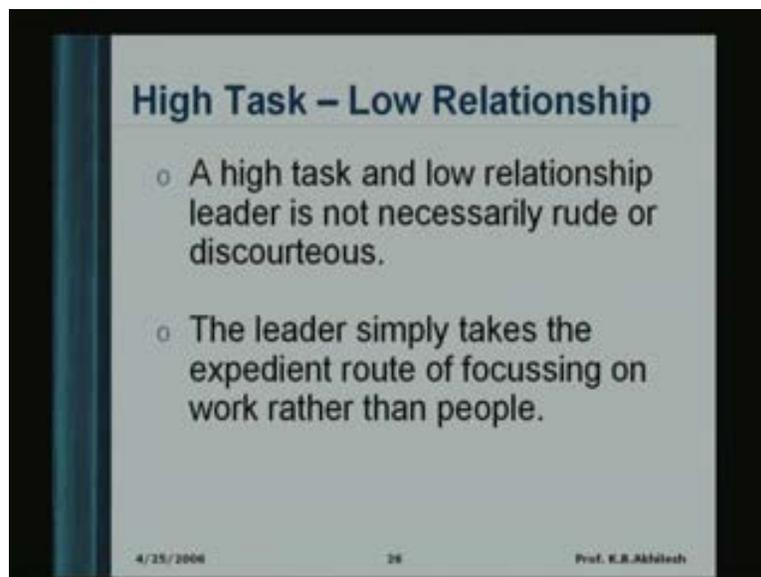
High Task – Low Relationship

- This style may also be well suited to situation where seasonal help is involved.
- Seasonal employees may be unfamiliar with the task and these require direct guidance on performing the work properly.

4/25/2006 25 Prof. K.B.Akhilch

So this style may also be well suited to situation where seasonal help is involved where people have not really requiring a day to day guidance and day to day help, seasonal employees may be unfamiliar with the task and these require direct guidance on performing the work properly. So said it may be suitable for certain situations, a high task and low relationship leader is not necessarily rude or discourteous but he is more bothered about the task, the leader simply takes the expedient route of focusing on work rather than people.

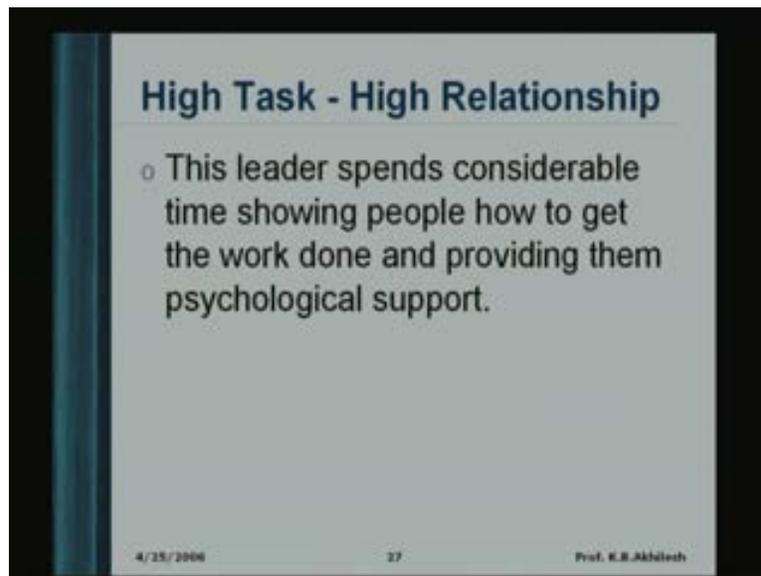
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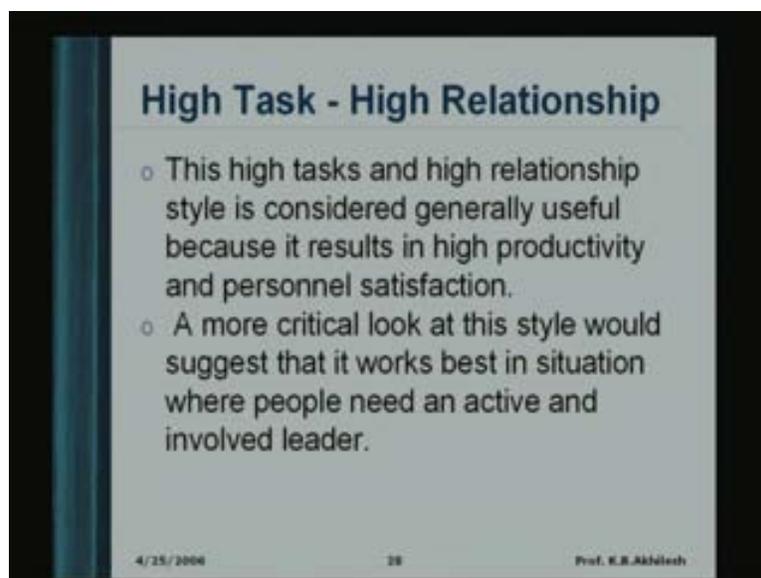
So his lack of concern for people can lead to lack of commitment, lack of participation of the individuals. So the high task, high relationship if you see as I mentioned it is much more desirable and much more effective but these leaders spends considerable time showing people, how to get the work done and providing them the physiological support. So you need to contrast this particular style with all the remaining 3, this high task and high relationship style is considered generally useful because it results in high productivity and the personnel satisfaction. So people get challenge, people do achieve those task but there is also high support from the leader. So a more critical look at this style would suggest that it works best in situation where people need an active and involved leader. So leader is there is able to redefine the task to meet

the human expectation but he is also able to readjust the human expectations to meet the the end goals.

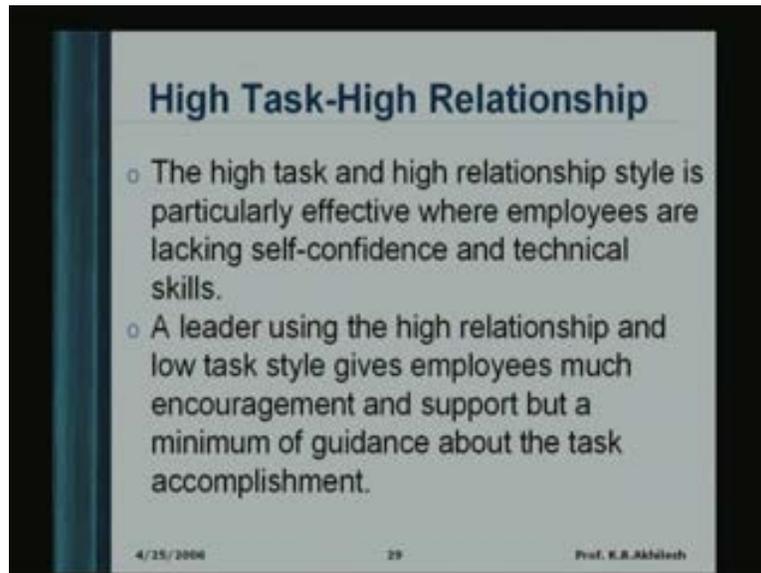
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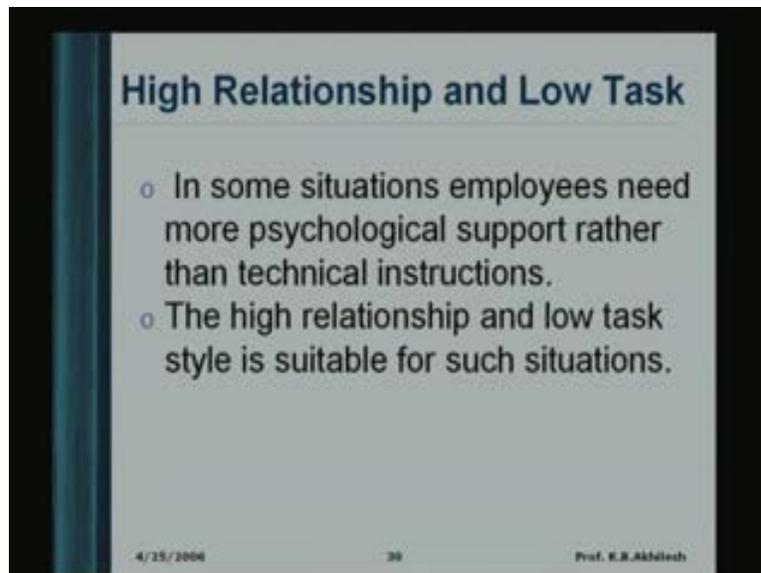


High Task-High Relationship

- The high task and high relationship style is particularly effective where employees are lacking self-confidence and technical skills.
- A leader using the high relationship and low task style gives employees much encouragement and support but a minimum of guidance about the task accomplishment.

4/25/2006 29 Prof. E.B.Abblesh

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High Relationship and Low Task

- In some situations employees need more psychological support rather than technical instructions.
- The high relationship and low task style is suitable for such situations.

4/25/2006 30 Prof. E.B.Abblesh

So the high task, high relationship if you see particularly effective where employees are lacking self-confidence and technical skills. A leader using this high relationship and low task style if you see gives employees much encouragement and support but a minimum of guidance about the task accomplishment whereas here, he is able to provide both high task and high concerns but

high relationship and low task if you see in some situations employees need the more physiological support rather than the technical instructions. The high relationship and low task style is suitable in such situations where the individuals know what they are supposed to do, they are well trained specifically, if you see the R and D or scientific kind of an establishment where you do not have to work on their task roles because basically, they know what to perform and how to go about it. These knowledge workers whereas they, they can be supported by the leaders having high relationship.

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Low Relationship and Low Task

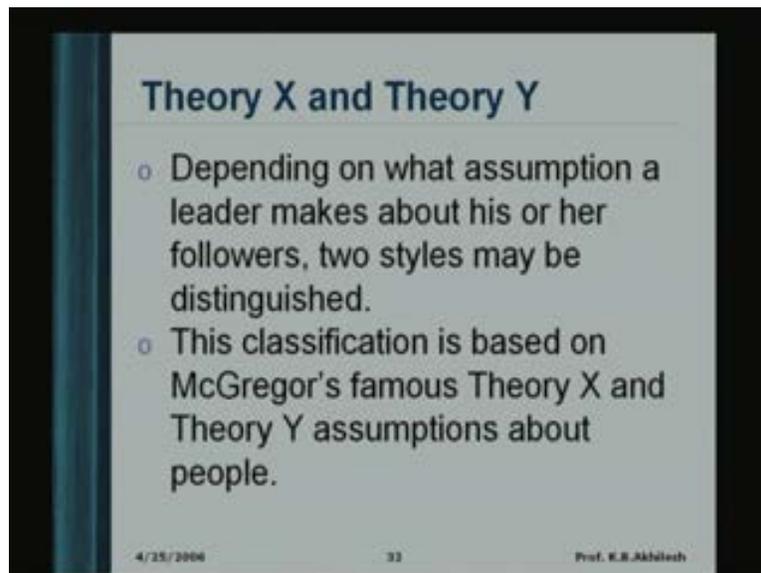
- A leader using this style is neither here nor there.
- It is essentially a free-rein style. Subordinates are given considerable latitude in performing their work.
- This style can be effective when subordinates are highly skilled and psychologically mature.

4/25/2008 31 Prof. K.B. Abbleth

So the high relationship low task could be better suited there low relationship and low task if you see it is neither here nor there, essentially a free-rain style, subordinates are given considerable latitude in performing their work the style can be effective when subordinates are highly skilled and physiologically mature but really there is no leadership action.

So you can see all the 4 different styles however, the summary is that one need to use or develop high concern for task and high concern for relationship, I think that is the normative model, what people have talked time and a game however, all the remaining three styles could be suited under certain circumstances or it may be more effective depending on the kind of people.

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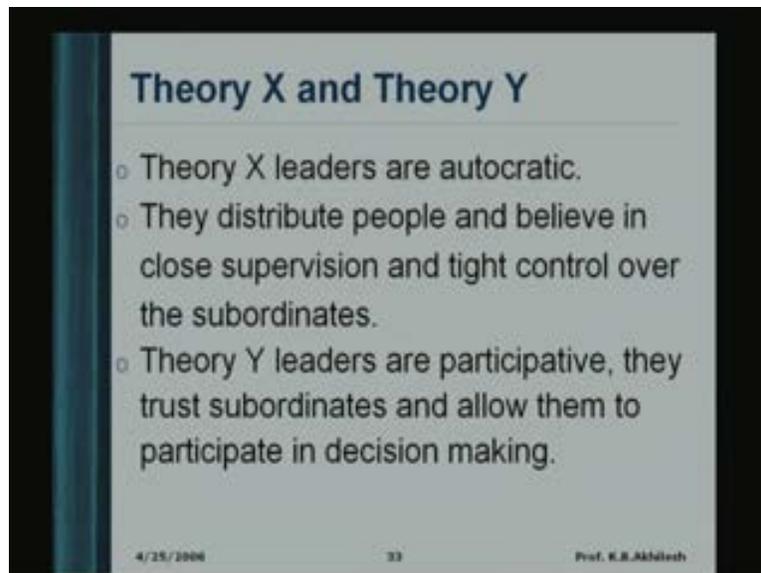


Theory X and Theory Y

- Depending on what assumption a leader makes about his or her followers, two styles may be distinguished.
- This classification is based on McGregor's famous Theory X and Theory Y assumptions about people.

4/25/2008 33 Prof. K.B.Abblesh

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Theory X and Theory Y

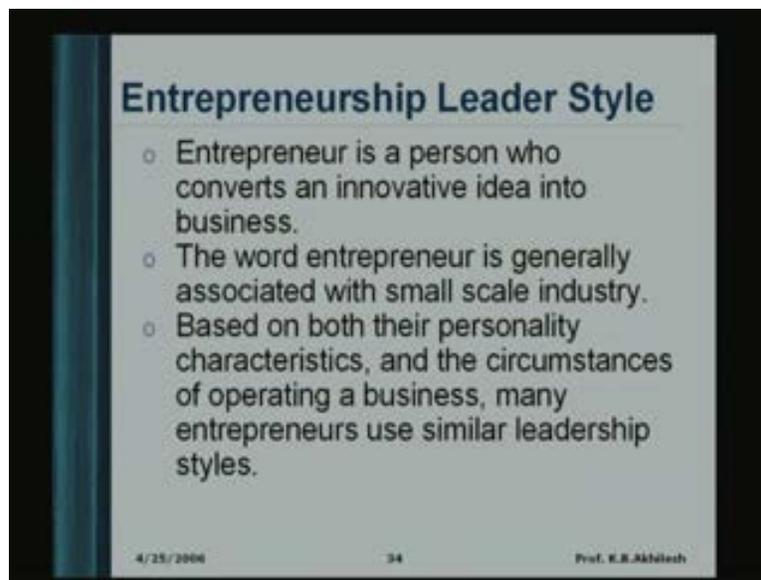
- Theory X leaders are autocratic.
- They distribute people and believe in close supervision and tight control over the subordinates.
- Theory Y leaders are participative, they trust subordinates and allow them to participate in decision making.

4/25/2008 33 Prof. K.B.Abblesh

The theory X and theory Y, we talked about depending on what assumption a leader makes about his or her followers, the styles are distinguished based on that assumption, this classification is based on McGregor's a famous set of assumptions, what he talked about theory X and theory Y assumptions. If you see the theory X leaders are autocratic, they distribute people and believe in

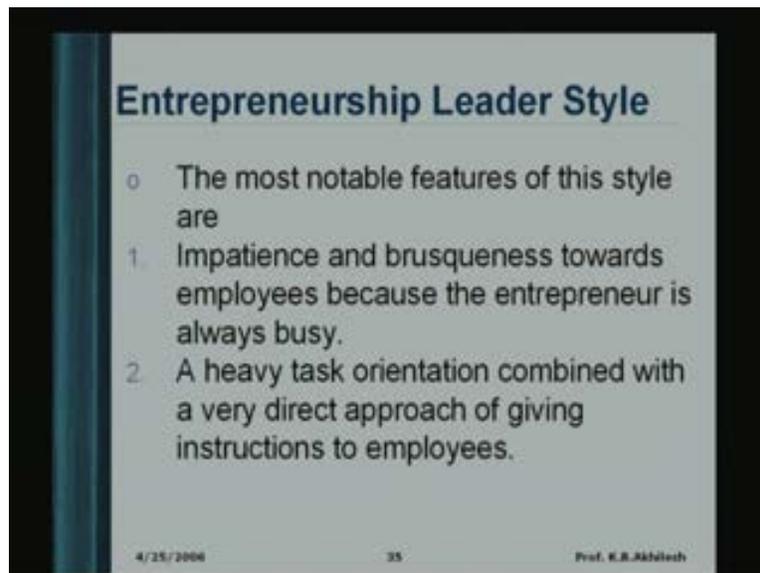
close supervision and tight control over their subordinates because they think if you allows them to do whatever they want they will do things according to their convenience. So theory X people do not believe in their subordinates, theory Y leaders are much more participative, they trust their subordinates and allow them to participate in decision making. So the theory X believes them as lazy, they need to be forced punishment would be the most appropriate, theory Y believes that people are basically have a great liking for their work, challenge and participation are very essentially are the essential tools to get the best out of the people.

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We also talked about the entrepreneurship kind of a leadership, entrepreneur is the person who converts an innovative idea into business and the word entrepreneur is generally associated with small scale industry, what we talked about the sole trader earlier. Based on both the personality characteristics and the circumstances of operating a business many entrepreneurs use similar leadership styles. So you see a commonality in then collegiality, the given take high risk and pushing people towards experimentation and also taking very calculated risk.

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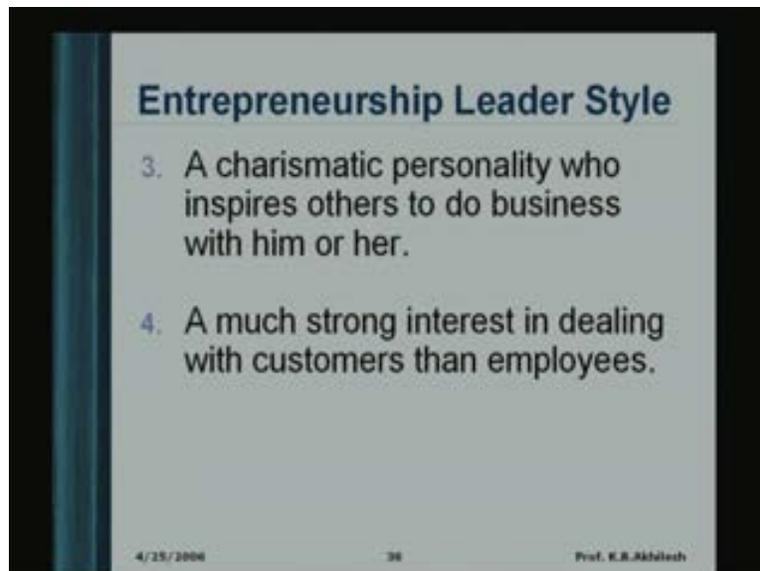


Entrepreneurship Leader Style

- o The most notable features of this style are
- 1. Impatience and brusqueness towards employees because the entrepreneur is always busy.
- 2. A heavy task orientation combined with a very direct approach of giving instructions to employees.

4/25/2006 35 Prof. E.B.Abbot

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Entrepreneurship Leader Style

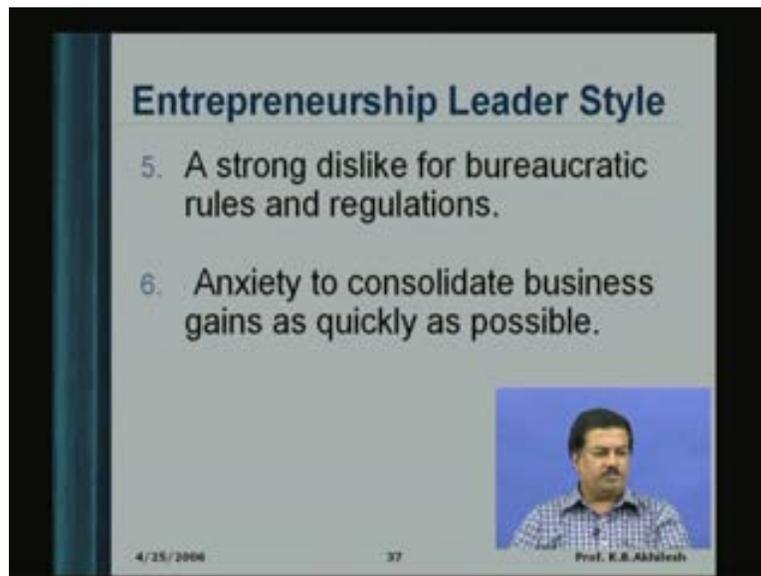
- 3. A charismatic personality who inspires others to do business with him or her.
- 4. A much strong interest in dealing with customers than employees.

4/25/2006 36 Prof. E.B.Abbot

So the most notable features of this style are impatience and business towards the employees because the entrepreneur is always busy. A heavy task orientation combined with very direct approach of giving instructions to employees and sometimes, you also pushed through the charismatic personality who inspires others to do business with him or her, a much strong

interest in dealing with customers than employees because the business development seems to be more important than keeping the relationship with one people.

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Entrepreneurship style also a strong dislike for bureaucratic rules and regulations am anxiety to consolidate business gains as quickly as possible. So the speed, action, response, directions, it comes in that kind of a combination. Let us also look at some of the leadership theories, the important leadership theories are quickly to mention the trade theory or the trade approach then behavioral theories, behavioral theories, Ohio state studies, university of Michigan studies talked about the managerial grade and some of the Scandinavian studies.

We also have some of the contingency theories Fiedler Model Heresy and Blanchard's situational theory or the life cycle model then the leader member exchange theories, Path goal theories, leader participative model and also we have some of the Neo-charismatic theories, what I intend to do is to cover some of the things in a manner where you will appreciate how people have approached the leadership and and how they theorized about. Let us look at the Trait theory of leadership, in early days of trait theories it is said that leaders are born and not made.

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Leadership Theories

- The important leadership theories are
 1. Trait theory or Trait approach.
 2. Behavioral Theories
 - (a) Ohio State Studies
 - (b) University of Michigan Studies
 - (c) Managerial G
 - (d) Scandinavian



4/25/2006 38 Prof. K.B. Abhishek

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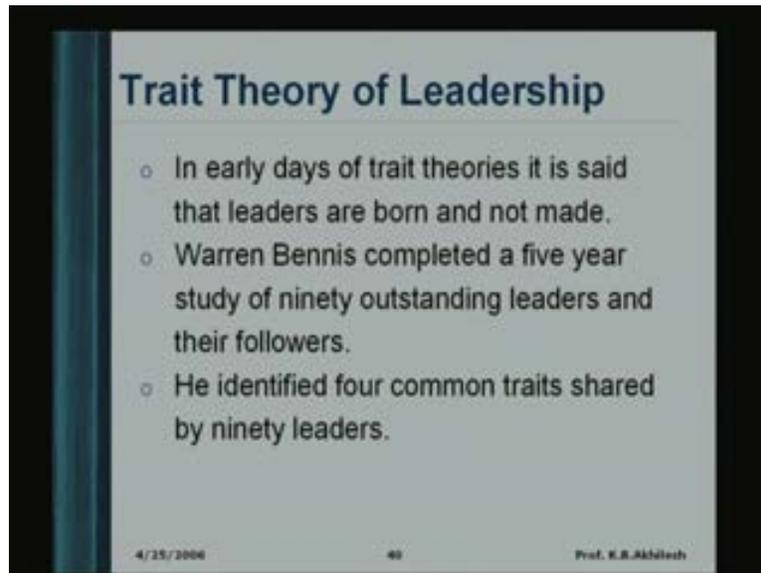
Leadership Theories

3. Contingency Theories
 - (a) Fiedler Model.
 - (b) Heresy and Blanchard's Situational Theory or Life Cycle Model.
 - (c) Leader Member Exchange Theory.
 - (d) Path Goal Theory.
 - (e) Leader Participative Model
4. Neo-charismatic Theori



4/25/2006 39 Prof. K.B. Abhishek

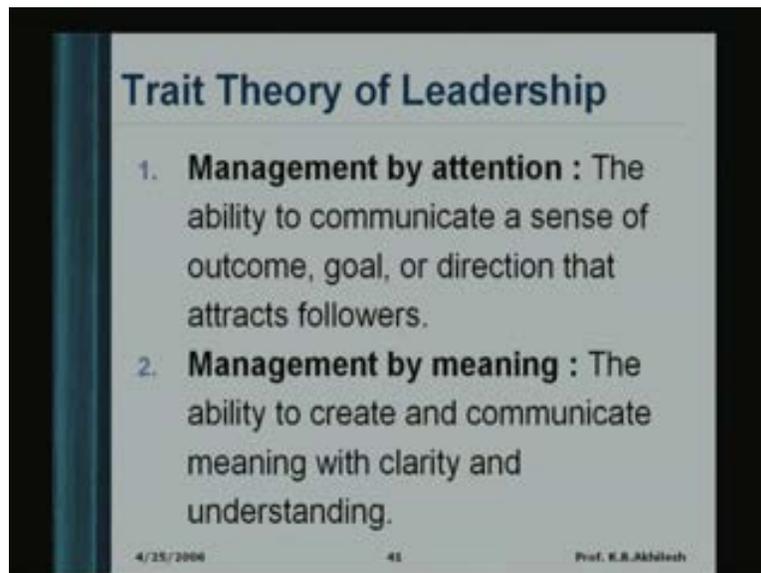
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So that means they come with set of in born traits and Warren Bennis completed a 5 year study of 90 outstanding leaders and their followers. So he identified 4 common traits shared by 90 leaders, so these approaches were that there are strong and very common traits are there, traits like emotionality, traits means aggressiveness, traits means that you are extrovert. So many of these are considered as traits. So the studies of this nature started freeing or there any common traits present in effective leader.

So you picked effective leaders studied them for the absence or presence of set of traits and also the traits which are common amongst several of the leadership or leaders. So if you see the trait theory of leadership so people have to able to give many of the things, management by attention the ability to communicate a sense of outcome goal or direction that attracts followers. So you are able to communicate the sense of purpose to the others management by meaning, the ability to create and communicate meaning with clarity and understanding. So people can relate today's action, what implication it has for tomorrow or the trait theory of leadership also talked about the management by trust, the ability to be reliable and consistent the management by self, the ability to know oneself and to use one's skills within the limits of one's strengths and weaknesses.

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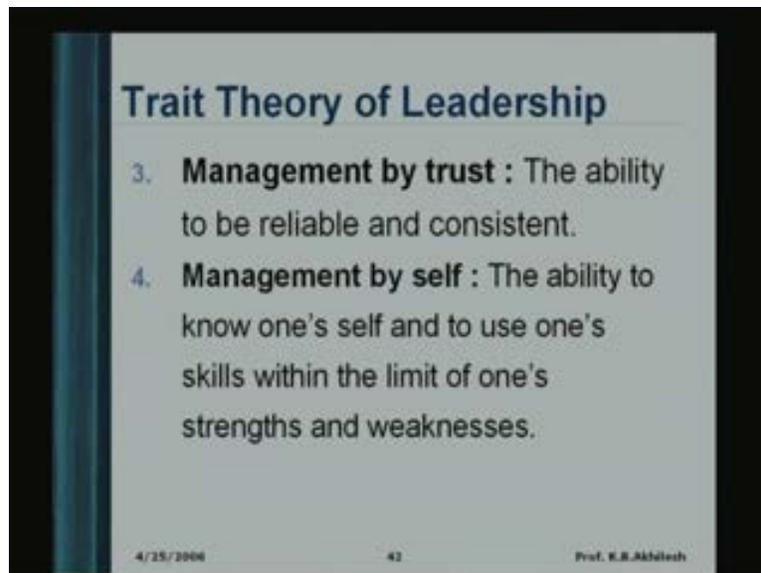


Trait Theory of Leadership

1. **Management by attention** : The ability to communicate a sense of outcome, goal, or direction that attracts followers.
2. **Management by meaning** : The ability to create and communicate meaning with clarity and understanding.

4/25/2006 41 Prof. E.B.Abbot

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Trait Theory of Leadership

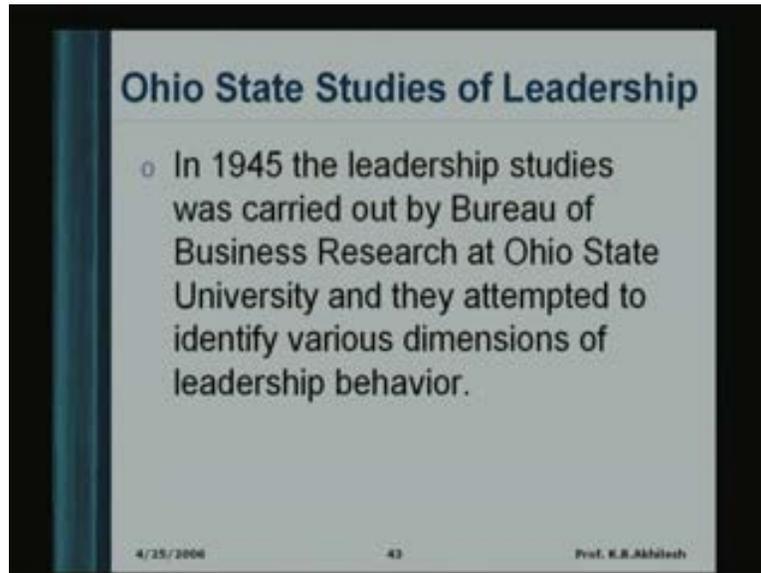
3. **Management by trust** : The ability to be reliable and consistent.
4. **Management by self** : The ability to know one's self and to use one's skills within the limit of one's strengths and weaknesses.

4/25/2006 42 Prof. E.B.Abbot

So we started seeing the varieties of approaches coming out of the trait theories but the trait theories along but certainly, it is one of the oldest schools and they were started seeing still today we are talking about personality and the leadership theories. People are talking about the big 5

aspects which are common amongst the leaders and the managers certainly the extra version seem to be one of the common things across at the several studies, across the cultures.

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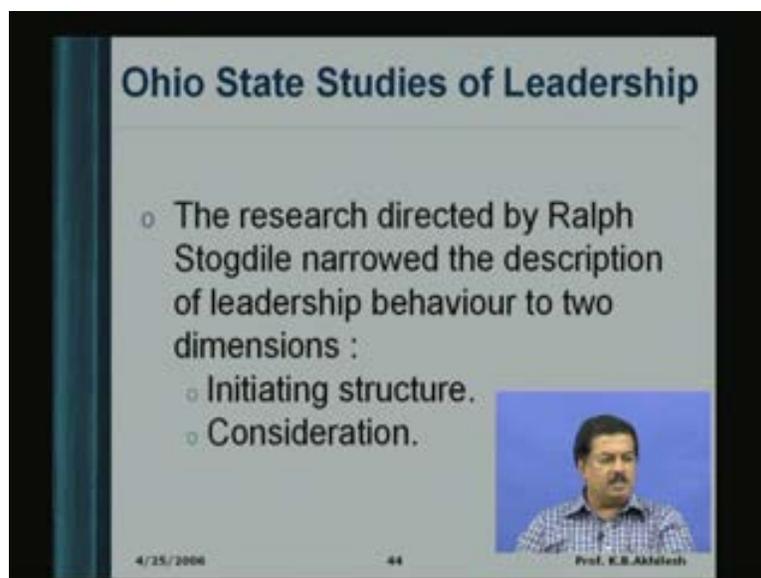


Ohio State Studies of Leadership

- In 1945 the leadership studies was carried out by Bureau of Business Research at Ohio State University and they attempted to identify various dimensions of leadership behavior.

4/25/2006 43 Prof. K.B.Akhillesh

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Ohio State Studies of Leadership

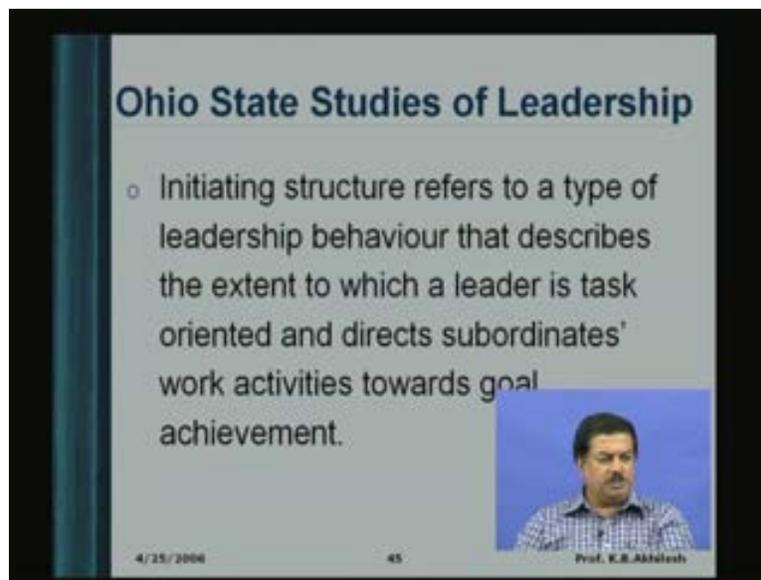
- The research directed by Ralph Stogdile narrowed the description of leadership behaviour to two dimensions :
 - Initiating structure.
 - Consideration.



4/25/2006 44 Prof. K.B.Akhillesh

Ohio state studies of leadership is in 1945, the leadership studies was carried out by Bureau of business research at Ohio state University and they attempted to identify various dimensions of leadership behavior. We have talked about this little earlier the research directed by Ralph narrowed the description of leadership behavior to 2 dimensions, the initiating structure and the consideration. The same thing what we talked about earlier that is the concern for task and the concern for relationship but here the concern for relationship is the consideration and the initiating structure comes as the task dimension.

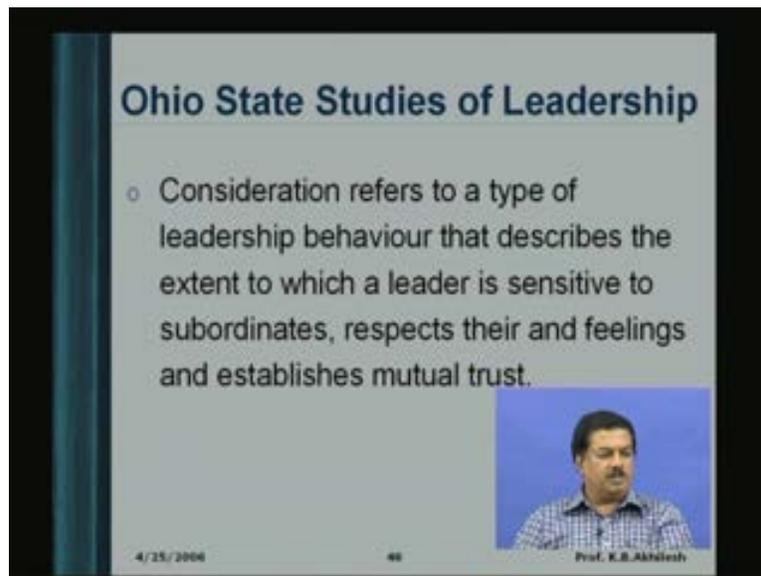
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So initiating structure refers to a type of leadership behavior that describes the extend to which a leader is task oriented and directs the subordinates, the work activities towards goal achievement. So the some leaders state all the steps define all the things whatever is required and that is a essentially this task structuring, consideration refers to a type of leadership behavior that describes the extent to which a leader is sensitive to subordinates, respects their feelings and establishes mutual trust as we talked about the relationship side. The consideration what he has for the people, so the concern for people and concern for the task. In combination, we see how the leadership could emerged, one could be high on both, one could be low on both or one could be high on task and high on structuring. The Fielder's contingency model proposes that effective

group performance depends upon the proper match between the leaders' style and the degree to which the situation gives control to the leaders.

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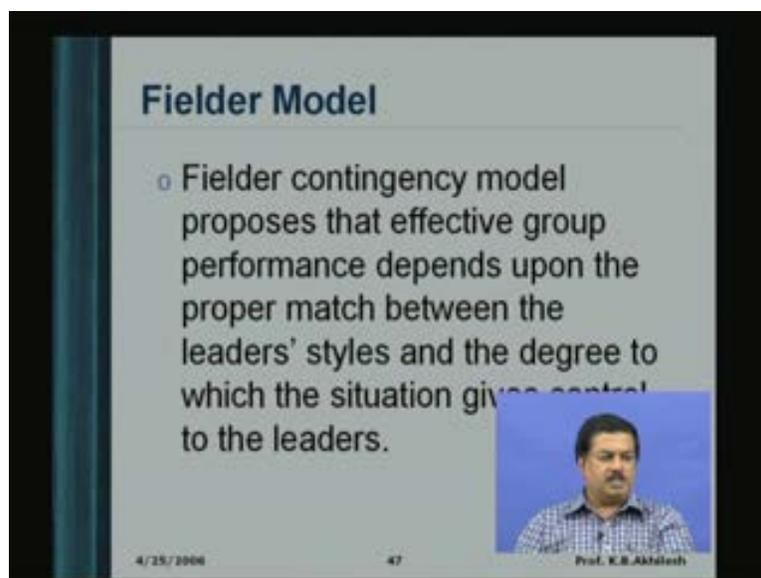


Ohio State Studies of Leadership

- Consideration refers to a type of leadership behaviour that describes the extent to which a leader is sensitive to subordinates, respects their and feelings and establishes mutual trust.

4/25/2006 46 Prof. K.B. Akhlesh

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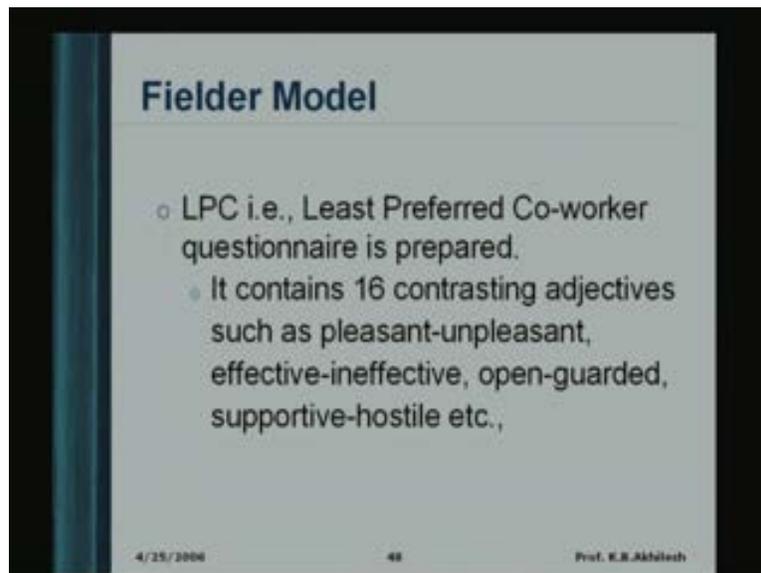


Fielder Model

- Fielder contingency model proposes that effective group performance depends upon the proper match between the leaders' styles and the degree to which the situation gives control to the leaders.

4/25/2006 47 Prof. K.B. Akhlesh

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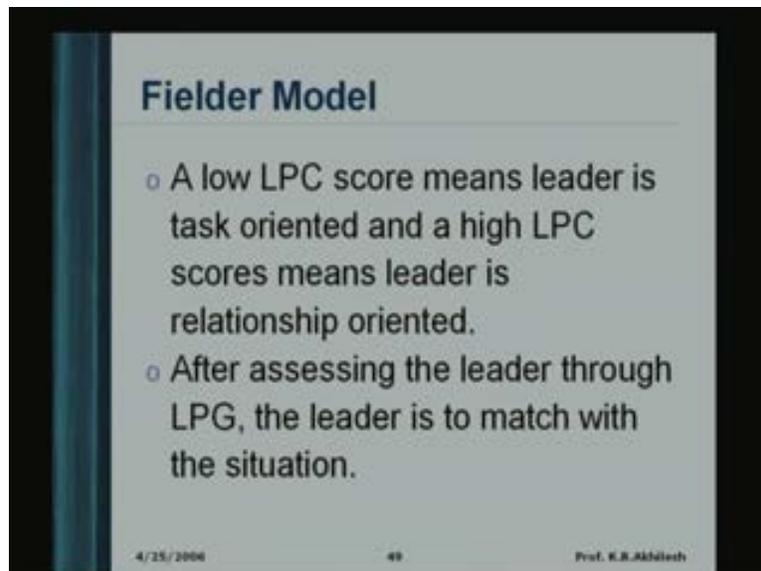


Fielder Model

- LPC i.e., Least Preferred Co-worker questionnaire is prepared.
 - It contains 16 contrasting adjectives such as pleasant-unpleasant, effective-ineffective, open-guarded, supportive-hostile etc.,

4/25/2006 48 Prof. E.B.Abblesh

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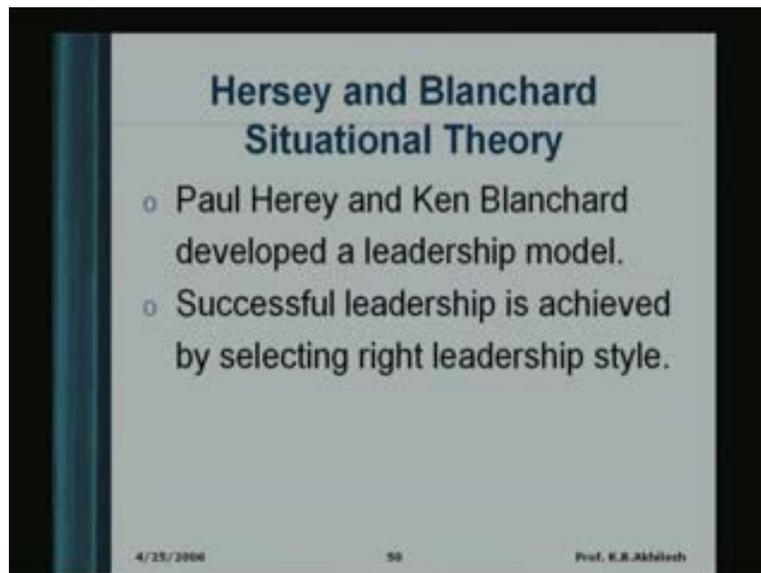
Fielder Model

- A low LPC score means leader is task oriented and a high LPC scores means leader is relationship oriented.
- After assessing the leader through LPG, the leader is to match with the situation.

4/25/2006 49 Prof. E.B.Abblesh

So here the Fielder's model talks about that within the group, we need to look at the least preferred co-worker. So within that it see that it contains 16 contrasting adjectives such as pleasant and unpleasant, effective, ineffective, open or guarded, supportive, hostile, so that what kind of preference you have for the members.

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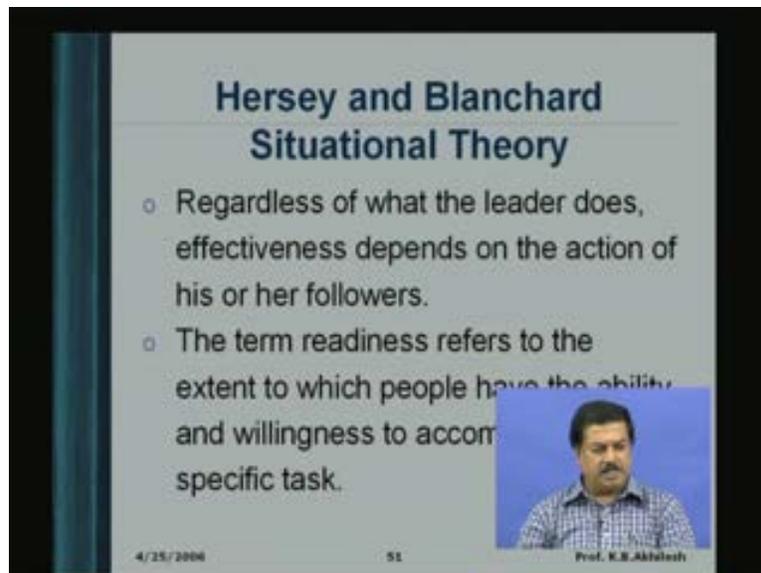


Hersey and Blanchard Situational Theory

- o Paul Hersey and Ken Blanchard developed a leadership model.
- o Successful leadership is achieved by selecting right leadership style.

4/25/2006 50 Prof. E.B. Akhilesh

(Refer Slide Time: 39:50)



Hersey and Blanchard Situational Theory

- o Regardless of what the leader does, effectiveness depends on the action of his or her followers.
- o The term readiness refers to the extent to which people have the ability and willingness to accomplish specific task.



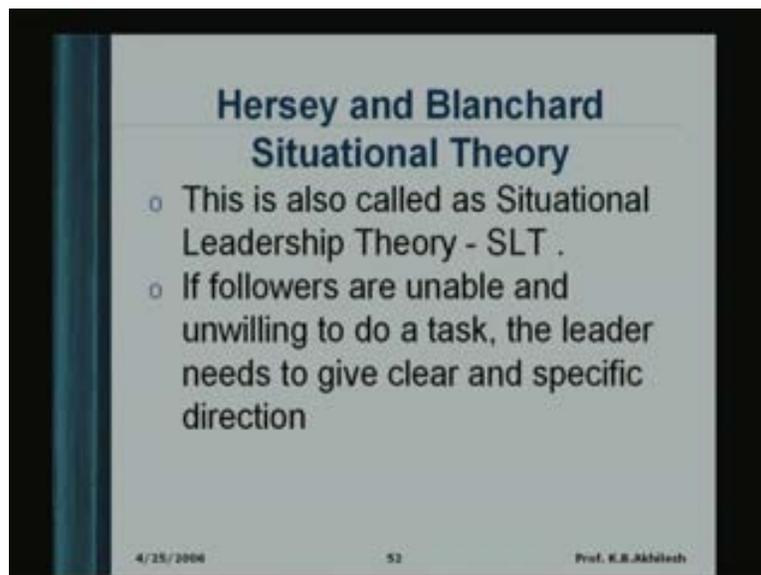
4/25/2006 51 Prof. E.B. Akhilesh

So in a low LPC score means leader is task oriented and a high LPC scores means leader is relationship oriented so what is your preference of dealing with the other. So after assessing the leader through this least preferred co-worker model, the leader is to match with the situation seeing the kind of people, what he has? Hersey and Blanchard the situational theory, the talked

about the the how this leadership model can be viewed as a kind of the contingency situation, successful leadership is achieved by selecting right leadership style, what are this right leadership style, he talked about regardless of what the leader does, effectiveness depends on the action of his or her followers .

The term readiness refers to the extend to which people have the ability and willingness to accomplish a specific task. So that means when you deal with group of people you have to change your style initial stage into one stage where you have to take lot more initiative put people together explain the task but after sometime, you may you have to reduce your communication and interaction, allow the group to mature and you also have to see sometimes how much to continue with or how much to drop stop.

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It is also called as the situational leadership theory. So if followers are unable and unwilling to do a task the leader needs to give clear and a specific direction if they are matured enough then you allow them to participate, you allow them to think, so depending upon the group, depending upon the situation, depending upon the maturity, the leader takes different roles, if followers are unable and willing the leader needs to display high task orientation to compensate for the

followers lack of ability high relationship orientation to get followers to buy in to the leaders desire.

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**Hersey and Blanchard
Situational Theory**

- If followers are unable and willing, the leader needs to display high task orientation to compensate for the followers' lack of ability and high relationship orientation to get followers to buy in to the leader's desire.

4/25/2006 53 Prof. K.B.Abblesh

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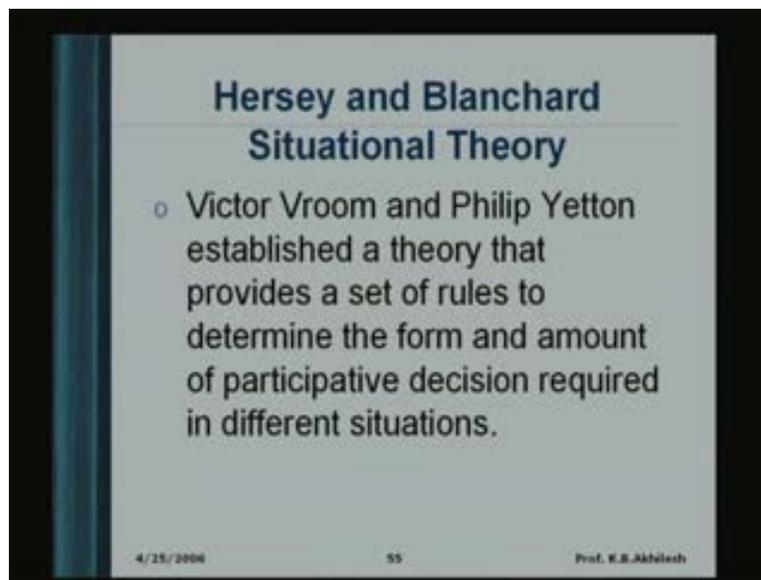
**Hersey and Blanchard
Situational Theory**

- If followers are able and unwilling, the leader needs to use a supportive and participate style.
- If employees are both able and willing, the leader need not do much.

4/25/2006 54 Prof. K.B.Abblesh

So the if followers are able and unwilling, the leader needs to use a supportive and participate style if employees are both able and willing the leader need not to do much. So depending upon the ability depending upon the willingness, depending on the maturity, the leader changes his style to meet the specific expectations of their group but the concern is to achieve the stated task. Hersey and Blanchard if you see further he also got into that the started emphasizing on the situation. So several decision making models emerged in the field, Vroom Yetton model is another important contribution how leadership and decision making go together.

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So they established a theory that provides a set of rules to determine the form and amount of participative decision required in different situations. So the Vroom Yetton model talked about that at many situations as a leader, you would have decided because the choices are not too many and that is the time, there is no point in asking the group to participate and create an alternative. So you gives a decision to the group, at some situations you have made the decisions but you want the group to respond to those things. In other situation, you do not know how to go about it you leave the complete thing to the group itself.

(Refer Slide Time: 43:04)

**Hersey and Blanchard
Situational Theory**

- The following are the contingency variables in the model.
 1. Importance of the decision.
 2. Importance of obtaining subordinates' commitment of the decision.

4/25/2006 56 Prof. E.B. Akhilesh

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**Hersey and Blanchard
Situational Theory**

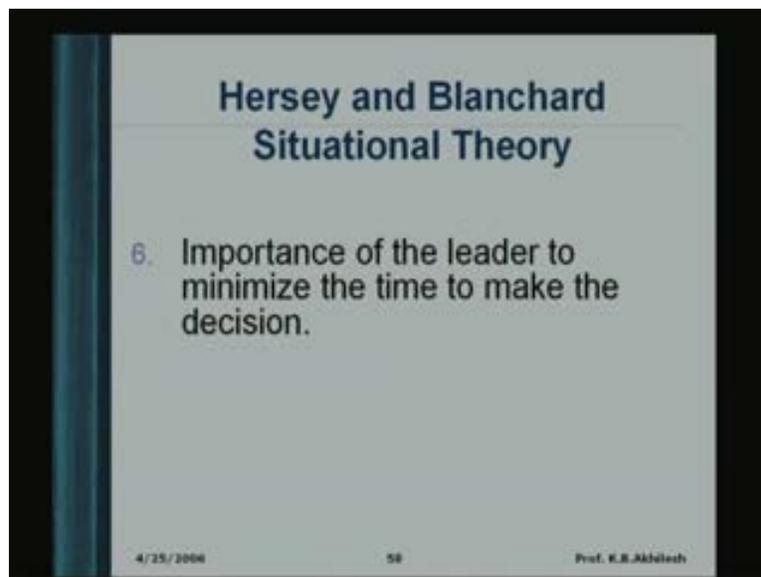
3. How well structured the problem is?
4. Whether the leader has sufficient information to make a good decision.
5. Whether subordinates have the necessary information to make a good decision.

4/25/2006 57 Prof. E.B. Akhilesh

So he classified various decision making situation it would depend upon how much you know the task and also the details of the task and the task completion. So the it dependent very clearly the contingency of the decision situation, the importance of the decision, the importance of obtaining subordinates commitment of the decision. So sometimes there is consensus method of

decision making is fine where it may take lot of time but you would involve all of them, how well you have structured the problem is also if it is another dimension. So the Vroom Yetton talked about that whether the leader has sufficient information to make a good decision or not whether subordinate have the necessary information to make a good decision.

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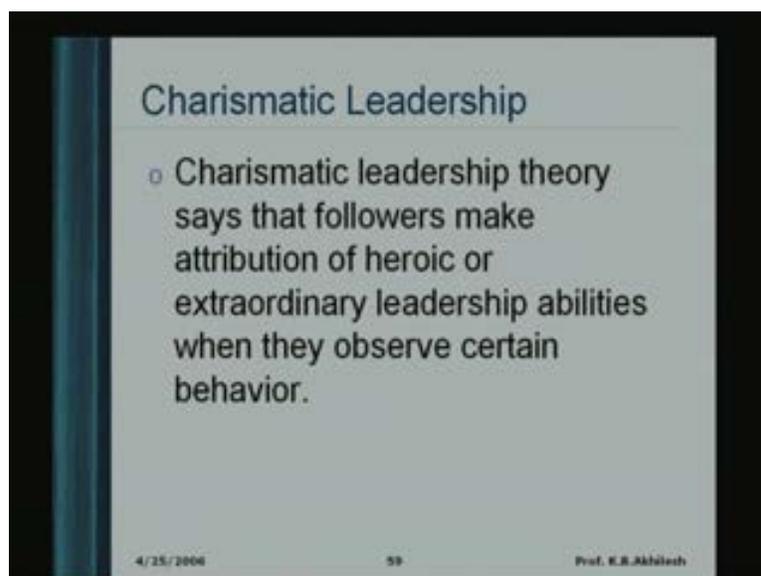


**Hersey and Blanchard
Situational Theory**

- 6. Importance of the leader to minimize the time to make the decision.

4/25/2006 58 Prof. K.B.Akhilash

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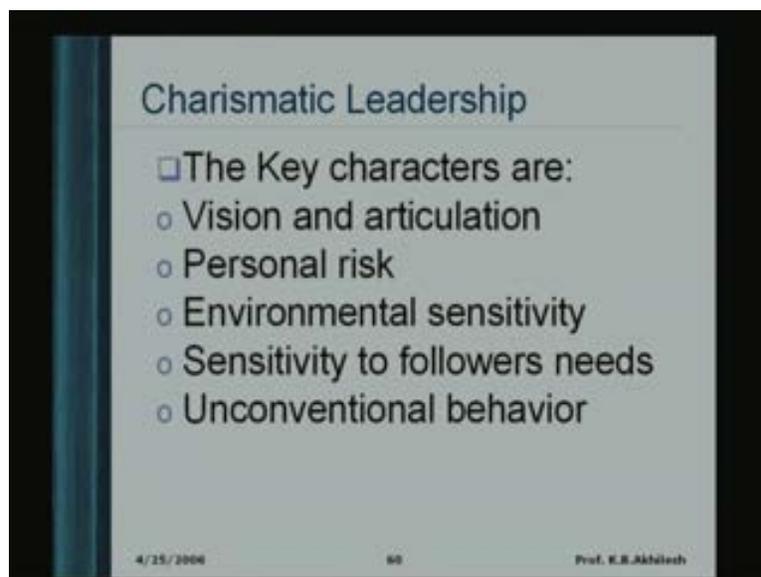
Charismatic Leadership

- o Charismatic leadership theory says that followers make attribution of heroic or extraordinary leadership abilities when they observe certain behavior.

4/25/2006 59 Prof. K.B.Akhilash

So all the 5 things become extremely important to follow a particular leadership style, importance of the leader to minimize the time to make the decision. So the time is another element. so the Vroom Yetton talked about all these characteristics of how to take a particular style depending upon not on the maturity of the group but decision making situation as well as the maturity of the group in terms of the information and the ability. Finally, the charismatic leadership is what we have talking about the the born leadership. So charismatic leadership theory says that followers make attribution of heroic or extraordinary leadership abilities when they observe certain behavior. So what charisma is basically in it some people accept some of the leadership positions very comfortably.

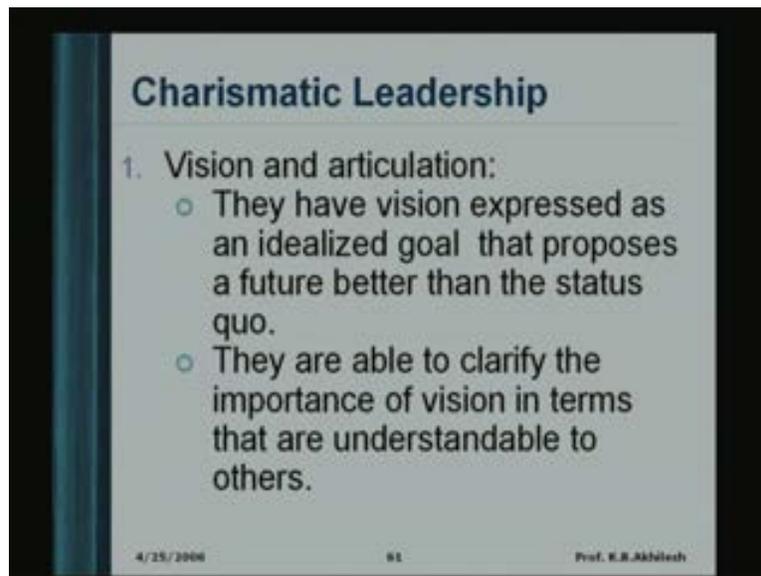
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So the key characteristics are apart from that in it things, the vision and articulation, they are able to visualize a future situation and articulate what different individual should do, they also take risk of conveying and conveying this those ideas and also committing themselves to that particular task, they are also very sensitive to what is happening in their environment and they are, they are also very sensitive to the followers needs and they are able to link the followers requirements in the needs to the kind of vision and the purpose and most of the time the charismatic leaders pick an unconventional behavior. So suddenly you will see the kind of

changes which can come with these charismatic leaders to define a symbol a set of actions and a philosophy.

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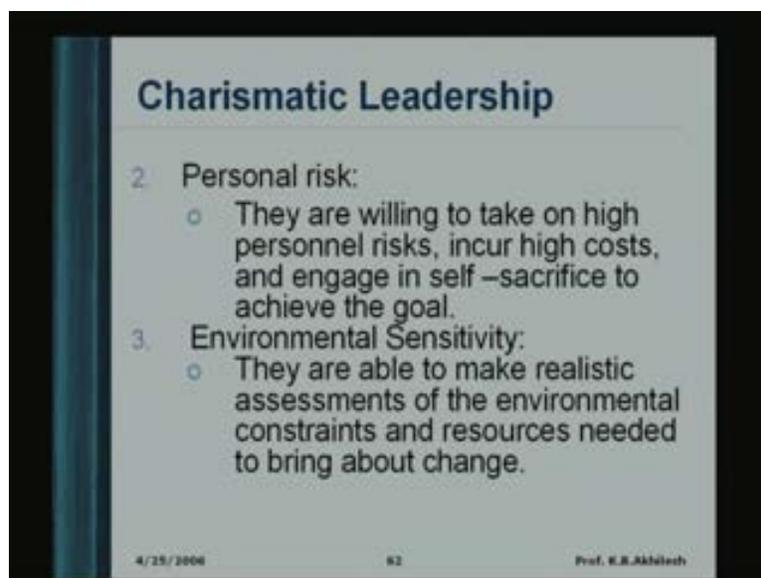


Charismatic Leadership

1. Vision and articulation:
 - They have vision expressed as an idealized goal that proposes a future better than the status quo.
 - They are able to clarify the importance of vision in terms that are understandable to others.

4/25/2006 61 Prof. K.B.Abblesh

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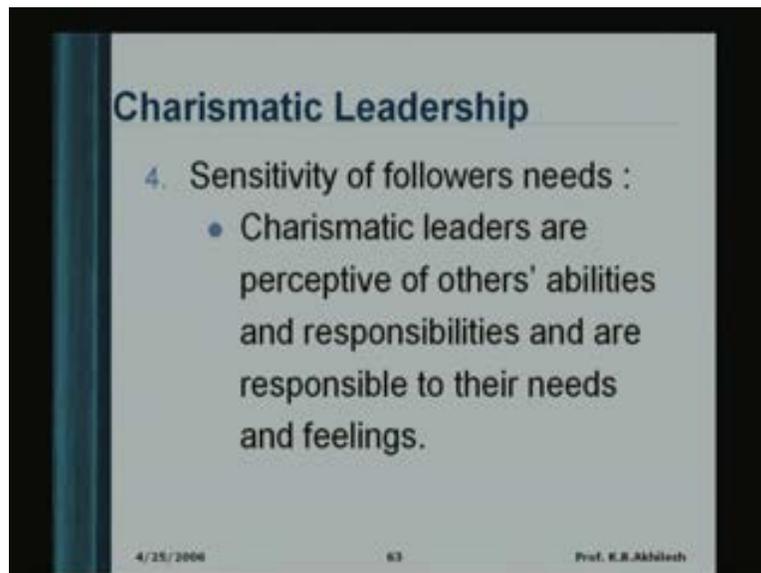


Charismatic Leadership

2. Personal risk:
 - They are willing to take on high personnel risks, incur high costs, and engage in self-sacrifice to achieve the goal.
3. Environmental Sensitivity:
 - They are able to make realistic assessments of the environmental constraints and resources needed to bring about change.

4/25/2006 62 Prof. K.B.Abblesh

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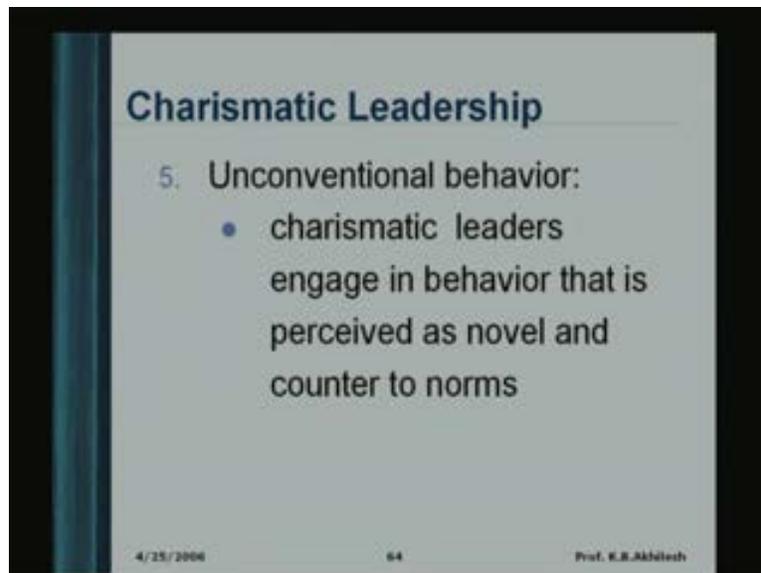
Charismatic Leadership

4. Sensitivity of followers needs :

- Charismatic leaders are perceptive of others' abilities and responsibilities and are responsible to their needs and feelings.

4/25/2006 63 Prof. E.B.Abblesh

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Charismatic Leadership

5. Unconventional behavior:

- charismatic leaders engage in behavior that is perceived as novel and counter to norms

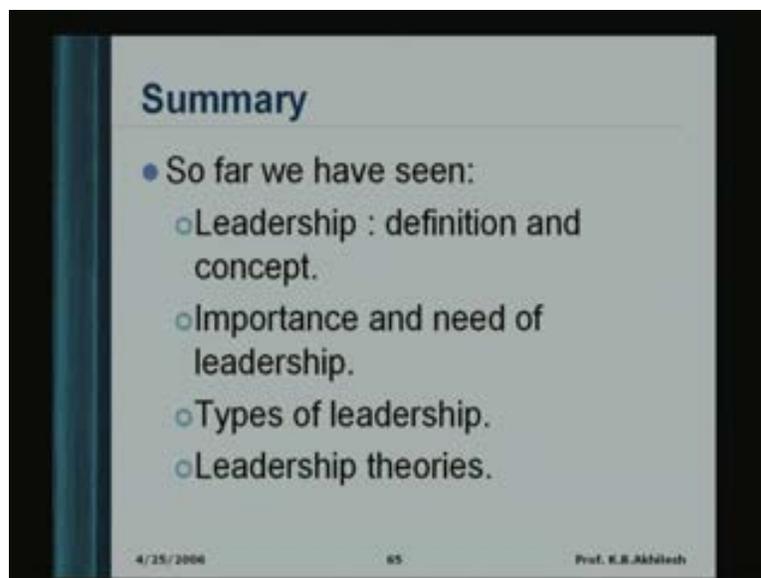
4/25/2006 64 Prof. E.B.Abblesh

So the charismatic leadership if you see they have a vision expressed as an idealized goal that proposes a future better than the status quo. So the question also people call it as the break the rules, they are able to clarify the importance of vision in terms of in terms that are understandable to others that is where their communication becomes extremely important. They

are able to explain their views in terms of the experiences of the other particularly, of their followers and the subordinates. The personal risk they are willing to take on high personnel risk, incur high costs and engage in self-sacrifice to achieve the goal, they are also sensitive to the others.

So the understand what are the constraints, what are the resources and how to bring about change. They are also concerned about the followers and their leaders, the charismatic leaders are perceptive of others abilities responsibilities and then, they also see what are their needs and feelings and how they can integrate all this into a kind of a movement. An unconventional behavior as we mentioned earlier, charismatic leaders engage in behavior that is perceived as novel and counter to norms, some people also say normally they do, what is known as anti bench marking. So all of others are following certain methods, these people come with extremely innovative methods of handling the issues.

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So when you see the leadership, the leadership has been considered as the most important and core element of the management. The core communication, coordination, control, organization all happens because of the effective leadership, effective leadership is concerned not only about

the group but also it is concerned about the goals. So the group and goals come in different ways and that is where you see some leaders can become highly goal driven and when they are highly goal driven, they can neglect the relationship and the group. So you see it is also leading to the autocratic style of leadership, as you see this autocratic leadership then it suppresses the views of the subordinates, it creates feelings of resentment, it also creates a tension and anxiety within the group.

However, sometimes you see with certain groups an autocratic leadership, it becomes very effective because there is not much scope for thinking, there is not much initiatives are expected amongst the group members. Consistently, people have rejected autocratic or authoritative style of leadership. On the other, you do have this participative style of functioning, participative style of functioning definitely would involve greater share of power amongst the subordinates. As you share means that you involving people people lead to come together, they have to think about the task, they have to understand what needs to be done and the awareness acceptance model also leads to the commitment, so people get committed to that task.

So the leadership can share consultation becomes much more prominent people get energized around that leadership which gives them an opportunity for them to exchange, opportunities for them to communicate, it is not just top down kind of a communication, it is also bottom up kind of a communication. So there is a free and frank exchange of views and feelings in the participative style of communication. But we have also seen the third one, the third one comes as a kind of an adhoc lesser a kind of a communication and the leadership. In that situation, you see the leadership is not dominant or it is not active but the problem with this kind of a lesser, it is neither concerned with the task or the relationship. So they clearly preferred style is one of participative style.

However, when you see the participative style, the two dimensions becomes extremely important like this Blake and Mouton talked about concerns for production and the concern for people, concern for relationship and the concern for task. So when you see these kinds of two dimensions, there are managers for neither bothered about the task nor about the people such leadership in the organization wastes the resources of the organization, it delays the production it

delays the task completion and also does not involve and energize people. On the other side you have a high concern for task high concern for production, very low concern for people such situations makes people all the time the moving towards the goal however, they do have problems, they do have concerns, they do have views but it gets suppressed.

So it becomes along with high concern for production, high concern for task an exhibition of authoritarian or autocratic relation and that is the danger of getting into the high concern of for production but on the other side, you will also see the high concern for high concern for people, high concern for relationship and very low concern for task that kind of a leadership gets into the problem situation because you run an organization like a country club, what Blake and Mouton talked about like a country club manager then, people come to the organization, they waste their time, they postponed the task and they waste the resources of the organization and people please each other, they do not bother about what needs to be achieved, conflicts are suppressed, conflicts are ignored and that is how the leadership becomes very ineffective and when you start yielding to the people demands because of your high concern for relationship, what happens is the people also lose the interest in the task.

When emergency comes when need comes to for the task completion or for the task achievements. Suddenly you will find you are high concern for relationship will not help because people are not trained to think, people are not trained to act but they are only trained to please each other and again that becomes a very ineffective kind of a leadership but we have to move towards that high concern for task as well as high concern for people and that is one of integration, it integrates the concerns of the people as well as the requirements of the organization.

So the managers need to develop this understanding of this framework understanding of this leadership style. So when you have high concern for task as well as for the people, high concern for relationship and high concern for task suddenly, you will find the group also comes with its own set of maturity. So it could be at the initial level or they are used a particular task or they may be doing the same set of situations, day in and day out. So as a leader he must also respond to the concerns, the maturity of the subordinates, sometimes they are very active and

participative style would be useful sometimes, it may be desirable that you give all the expectations but you withdraw and watch the group to perform.

So people have talked about this contingency kinds of leadership because there is no one effective best suited method for all situations. However, Vroom and Yetton brought out another important concept of the leadership that is decision making. So you need to see the several decision situations and characteristic of the decision itself and when information is available, when alternatives are clear, so you may follow a particular style of informing the people, when the problems are so unstructured and when you do not have the details alternatives are not available and problem solving itself becomes more important that is the time where you involve people you run through a method of decision making which is consensus base but time consume.

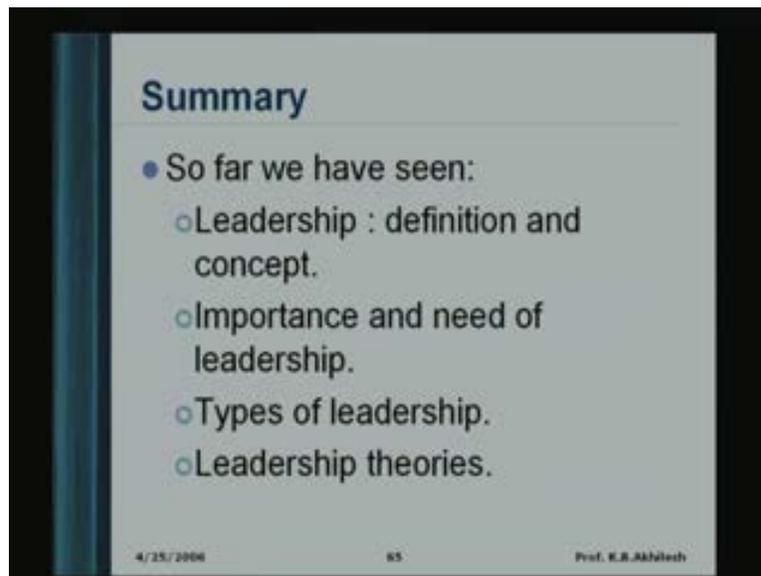
So each of the styles have their distinct advantages as well as the limitations but we cannot forget that there are set of traits, the trait theories have argued over a period of time that there are some common traits are there certain personality dispositions are available and it is important to identify these traits and develop these trait from the beginning amongst the members of the organization, if you are the leader then if you want to develop the leadership abilities amongst the group members understand the traits.

So that is where the agreeableness, the extra version so the concern for the others, so the traits which supports some of these things can be developed. So the experiences can be provided to the individual but there also the arguments that set of these traits or inborn. So the there are born leaders and there are leaders who will emerge. So this emergent leadership and the born leadership took us to the field of this, there are charismatic leadership, charismatic which comes as a persona or the personality of the individual which is a combination of the ideas, the ideals, the views, the vision of the person.

So when such expressions come you will see the followers are responding to the particular leader, you are really know that how they have got this kind of a followership. So these followership are driven by vision but also the two things which have much much different

compared to the others. So it is important to look at various dimensions of this leadership and how it functions and how it enables performance at different levels within the organization.

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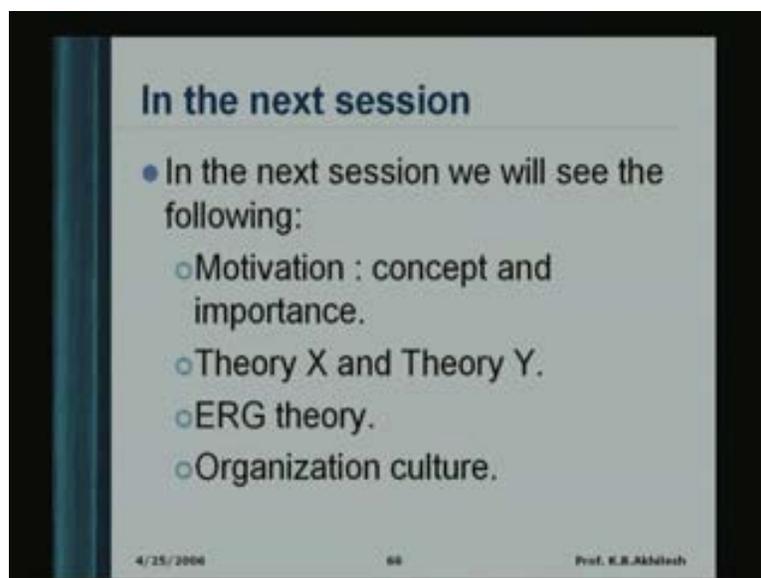


Summary

- So far we have seen:
 - Leadership : definition and concept.
 - Importance and need of leadership.
 - Types of leadership.
 - Leadership theories.

4/25/2006 65 Prof. K.R.Abblesh

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In the next session

- In the next session we will see the following:
 - Motivation : concept and importance.
 - Theory X and Theory Y.
 - ERG theory.
 - Organization culture.

4/25/2006 66 Prof. K.R.Abblesh

So far we have seen all these leadership, the definition and the concept, importance and the need for leadership, the types of leadership and the leadership theories and in the next session, we will link this leadership to the aspect of motivation. The motivation, the concept and the importance, we will also elaborate on the theory X and theory Y, what we talked about the McGregor's, we will also look at the various need systems and the ERG theory and the organizational culture which will support the motivation.