

Leading

Meaning

Every manager has to act as a leader in his area of operation. This means he has to guide, instruct, lead and motivate his subordinates to use their skills and capacity for the benefit of the organisation. He has to influence the behavior of his subordinates and get the work done through their collective efforts. He needs the leadership qualities in order to conduct the managerial functions effectively. Manager possessing leadership qualities can be called business leaders.

Definitions-

Louis Allen

“A leader is one who guides and directs other people. He must give their efforts direction and purpose.”

Koontz and O'Donnell,

“ Leadership is the ability of a manager to induce subordinates (followers) to work with confidence and zeal.”

George Terry-

“Leadership is the activity of influencing people to strive for mutual objectives.”

Features-

1. **Continuous Process**- A leader has to act continuously to direct and guide the followers. Leading is not a one day activity.
2. **Relationship**- Leadership arises due to superior- subordinate relationship.
3. **Influencing Behaviour**.-A leader tries to influence the behavior of his follower. He gives right track to the behavior to complete the organisation objectives.

4. **No Coercion/ force**- the followers work under the leader willingly. There is no force in getting the work done.
5. **Feeling of mutual help**- a leader gives experiences to the followers and the helps the leader for attainment of objectives.
6. **Flexibility in styles**- A leader uses different styles for directing his followers. The style depends upon the situation. The leader can change his style under different situations.

Functions of leader

1. **Formulates objectives**- A leader formulates the aims and objectives of an organisation.
2. **Establishment of Organisation**- Organisation is a device to accomplish the objectives. So the leader has to establish a organisation as per the need of the business.
3. **Initiating action**- A leader takes lead and starts the activities of the business. He takes initiatives in developing new programmes.
4. **Directing**- A leader directs the activities of the followers. He shows the right way of doing things.
5. **Creating confidence**- a good leader creates confidence in his followers. He tries to boost up confidence among the workers.
6. **Motivating**- Better performance needs motivation. A leader motivates the followers and helps to increase the efficiency.
7. **Builds morale**- Followers high morale leads to high productivity. So the leader always tries to build morale of the followers for higher productivity.

Qualities of an Ideal leader / traits in leadership / qualities

Leadership qualities

Personal Traits	Managerial traits
1 Self confidence	1 Knowledge of Human skill
2. Initiative and Innovative	2 Administrative Ability
3 Emotional Maturity	3 Technical Knowledge
4 Intelligence	4 Ability to Deal with People
5 Decisiveness	5 Ability to Judge and decide quickly
6 Effective Communication	
7 Dynamic Personality	
8 Flexibility	
9 Acceptance of responsibility	
10 Vision and foresight	

A) Personal Traits:

1. Self-confidence- self confidence is a rare quality. Due to this quality a person feels that he has capacity to solve his problems independently.
2. Initiative and innovative- initiative means ability to lead without being prompted. A leader has to take initiative in the work assigned to him. So he needs innovative mind to lead his subordinates tactfully.
3. Emotional maturity- an ideal leader should be emotionally matured. He neither gets frustrated by one or two failures nor overjoyed by one or two favorable results.
4. Intelligence- A leader should be intelligent to judge the situation around him. A leader needs knowledge. Experience and maturity as regards duties given to him.

5. Decisiveness- this means ability to think positively. A leader must be able to formulate appropriate line of action.
6. Effective communication- a leader should be a good communicator. He should be able to communicate his thoughts and ideas to his subordinates in an accurate manner.
7. Dynamic personality- a leader should be able to face any change favourable or unfavourable with confidence. He should be able to attract people because of his personality.
8. Flexibility – an ideal leader needs flexibility in his approach. He should be able to change his views, policies and methods as per the changes taking place around him.
9. Acceptance of responsibility- a manager may delegate his authority to others but he cannot shift his responsibility. A leader is answerable for the acts of his subordinates.
10. Vision and foresight- a leader needs capacity to imagine the problems likely to develop in the near future and adjust his leadership style accordingly. These two qualities bring success and popularity to a leader.

B) Managerial Traits-

1. Knowledge of Human skill- a leader needs a sound knowledge of human nature. He will get willing cooperation from the subordinates only when he understands and wins the minds of his subordinates.
2. Administrative Ability- a leader needs administrative capacity of high order. This will enable him to have expected results from his followers.

3. Technical knowledge – a leader needs technical knowledge relating to the area of his operation. So he can evaluate the performance of his subordinates.
4. Ability to Deal with People- a manager has to deal with his subordinates of varied types. For this, he needs knowledge of human psychology.
5. Ability to judge and decide quickly- manager as a leader should be able to judge people and situations. He has to take decisions quickly and also correctly.

Style or types of leaders/leadership

A. Autocratic style of leadership- Autocratic leadership only directs the followers to do without asking questions. Autocratic leader takes decisions on his own and imposes them on the subordinates. His leadership is imposed leadership and lacks popular support. He has full control on his subordinates and gets the work done from them even by using force. Subordinate honour him out of fear of punishment and not because of respect for him.

Features-

1. Autocratic leadership directs the followers but does not allow the subordinates to question “why”.
2. The autocratic leader takes decisions and expects others to execute them without any inquiry.
3. There is no communication with the subordinates.
4. Such leader only orders and even threatens.
5. Workers work as per the orders out of fear.

6. Leader does not delegates authority to his subordinates.

Advantages-

1. This style is useful when the subordinates are new on the job.
2. This style is useful when subordinates prefer to work under centralized authority and strict discipline.
3. It motivates the managers.

Disadvantages-

1. No participation of workers in decision making.
2. Kills the workers freedom.
3. Workers low morale and productivity.
4. Not suitable when the work force is trained and knowledgeable.

B. Participative or Democratic Style-

Democratic leadership style is liberal and willing to consider the suggestions of subordinates with open mind and sympathy. A leader consults his subordinates on his proposed decisions and actions. He encourages participation of subordinates in the decision making process. Democratic leadership style has support and respect for subordinates and is normally treated as the best type or style of leadership.

Features-

1. The leader delegates authority to subordinates.
2. He gives emphasis on results and not on actions.
3. He shows concern for employees and gains their respect.

4. He encourages co-operation for greater productivity.

Advantages-

1. High productivity and satisfaction
2. The employees develop a greater sense of self esteem.
3. Increases commitment towards company.
4. This is highly motivating technique

Disadvantages-

1. It is suitable only when the employees are well trained.
2. The success of this style depends on full co-operation of workers.
3. Time consuming
4. Participative style might be used to manipulate the employees.

C. Laissez-faire or Free- reign style

This technique or style implies giving complete freedom to subordinates. The manager frames the policies and programmes and then the entire process is left to subordinates. A leader mainly acts as a liaison between the work group and the outsiders. He allows the subordinates to plan, organize and direct their efforts.

Features-

1. This leader is rather passive
2. The subordinates are given full freedom to take decisions and actions, independently.

3. Guidance from the leadership is limited and many matters are left to the subordinates.
4. The leader does not motivate or guide the subordinates.

Advantages

1. It creates an environment of freedom, team spirit.
2. The style is suitable when people are highly motivated
3. Helps to develop their independent personality.

Disadvantages-

1. This style may result in confusion and inefficiency.
2. Some members may dominate the interest of the group
3. Departmental co-ordination may be difficult.

Leadership theories

1.The Trait Theory-

According to trait theory a leader possesses certain enduring characteristics which are not found in non leaders. The research studies show wide variations in leadership traits. The leadership traits can be broadly categorized into innate and acquirable traits.

- a. Innate traits- these are inborn qualities possessed by successful leader,
 1. Physical features- such as health, appearance, height and weight that are determined by heredity.
 2. Intelligence- intellectual capacity is essential for leaders.

- b. Acquirable traits- these are the traits that can be acquired and developed through education and training e.g. motivation skill, communication skill etc.

Limitations-

1. Lacks scientific basis.
2. Focus on leader.
3. Ignores impact of situational factors
4. Ignores the environmental factors.

2.Charismatic leadership theory-

Theory was evolved in ancient times by Plato and Confucious and refined further by Robort House.

Theory believes that

1. A leader has some charisma which acts as influencing factor.
2. The charismatic leader has high level of self confidence, dominance and a strong conviction.

Assumption

1. Leader has some exceptional in-born leadership qualities that are bestowed upon them by the Devine power.
2. Inborn qualities are enough for a leader to be successful.
3. Leadership qualities cannot be enhanced through education and training.
4. Leadership qualities cannot be shared by others

Inborn leadership qualities make a leader effective. No situational factor can have influence on their leadership. **Limitations**

1. Leader can be made.
2. Neglect of situation.
- 5.

3. Behaviour theory

According to this theory, good leadership is the result of effective role of behaviour. Instead of focusing on the qualities of leaders this theory concentrates on what leaders do in different situations.

Researcher tried to determine how leaders delegates tasks, how they communicate with followers, how they motivate their subordinates how they carry out their own task and how they deal with crisis.

Researchers concluded that in order to operate effectively groups need someone to perform two major functions, namely,

1. Task related functions- related to providing solutions to the problems faced by the groups in performing their activities
2. Group maintenance functions- related to mediating disputes and ensuring that individuals feel benefited by the group

These two roles need different sets of behaviour from the leader.

Limitations

1. Effectiveness of leadership behaviour is governed by several factors. These factors are overlooked by this theory.
2. Leadership behaviour has to change from time to time. Time element is also a missing factor in behaviour theory.

4.Situational theory / Contingency Theory

Contingency theories state that leadership effectiveness to a large extent depends on situational variables. According to this theory the various factors affecting leadership effectiveness may broadly be classified into two major categories namely,

1. Leaders behaviour
2. Situational factors

The combination of both these factors determines leadership effectiveness.

Leader's behaviour is affected by

1. Leaders characteristics
2. Leaders hierarchy position
3. Group factors
4. Organisational factors such as organizational climate, culture etc.

If all these factors are favourable the leadership becomes effective otherwise it fails.

5) Likert's Four System

Rensis Likert and his associates have studied patterns and styles of managers and they have developed certain concepts and approaches to understand leadership behaviour. Likert's leadership process is presented in the following table.

Likerts Systems of leadership

Leadership variables	System I	System II	System III	System IV
1 Trust and confidence in subordinates	Has no trust and confidence in subordinates	Has limited trust and confidence in subordinates	Substantial but not complete confidence and trust	Complete confidence and trust in all matters
2 subordinates feeling of freedom	Subordinates do not feel to discuss with superior	Subordinates do not feel very free to discuss things with superior	Subordinates feel rather free to discuss things with superior	Subordinates feel completely free to discuss things with superior
3 Superior seeking involvement with subordinates	Seldom gets ideas and opinions of subordinates	Sometimes gets ideas and opinions of subordinates	Usually get ideas and opinions	Always gets ideas opinions of subordinates

Findings of Likert's studies

1. The manager who applied participating style shown in system4 achieved high performance as leaders.
2. The departments and organizations managed by system 4 approach were most effective and productive in their functions.

Criticisms

1. This model is appropriate to small groups and to the total organisation
 2. The research has been mainly conducted at lower level of organisation hence the findings may not be supported by the data of top level managers.
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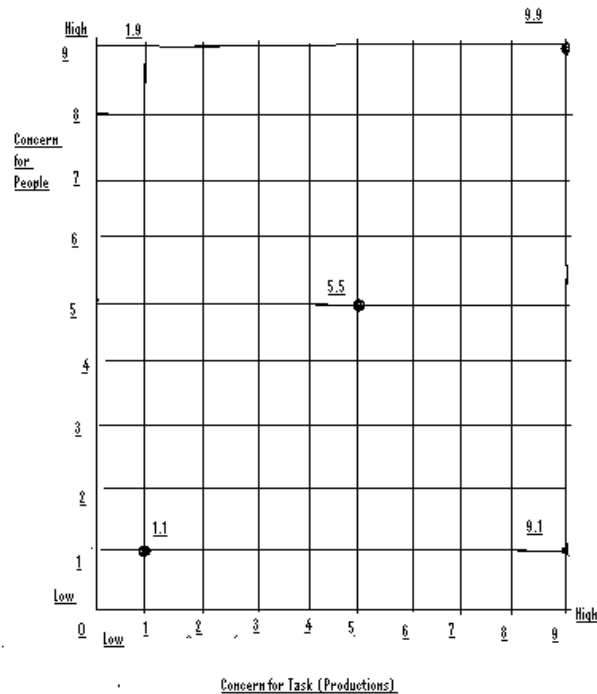
6 Managerial Grid

Managerial grid is one of the popular approaches of leadership styles developed by Robert Black and Jane Mouton. They emphasized that leadership style mainly consists of 2 major components, namely

1. task – oriented behaviour and
2. relation oriented behaviour involving degrees

They used the phrases concern for production and concern for people for the task oriented and relation oriented behaviour respectively.

Following graphical representation shows the managerial grid developed by Blake and Mouton.



1. 1,1 Improved Leadership Style-low concern for people, low concern for production.

Description

This style represents minimum concern of a leader for both production and people.

In this style the leader remains passive. He is indifferent about efforts required to get work done and to sustain morale of employees. He leaves everything to the situation and does not behave as a leader.

2. 1,9 Country Club Leadership Style- this style shows highest concern for people and lowest concern for production. It is exactly opposite of the task

oriented style. Leader provides thoughtful attention to needs of people resulting in friendly and comfortable organizational atmosphere and believes that motivated employees will work efficiently.

3. 9,1 Task oriented Leadership Style- the leader has maximum concern to production target and productivity and least concern for employees needs and satisfaction.
4. 5,5 Middle of the Road Leadership Style- This style shows equal concern for production as well as people. He tries to strike balance between the requirements of production and needs of the people.
5. 9,9 Team Leadership Style—This shows maximum concern for both production as well as for people. It is considered as the most effective in all situations. It shows the existence of democratic management.

Blake and Mouton Strongly recommend team leadership style for optimum performance of the organisation. It helps the manager to understand why he gets the reaction that he does from his subordinates. It can also suggest him some alternative styles that may be available to him.