

**Soft Skills**  
**Dr. Binod Mishra**  
**Department of Humanities & Social Sciences**  
**Indian Institute of Technology, Roorkee**

**Lecture – 41**  
**Leadership Skills**

Good morning friends. Welcome back to lectures on Soft Skills. In the previous lecture, we talked about group communication and in this lecture; we are going to talk about Leadership. Now while talking about group communication, we saw that when you formulate a group at times, the group is confused the group does not know much about the ways, the member should follow. In order to find a solution or in order to reach a consensus as group members, they also feel that there are differences and they not able to find that the solution of the problem, it is here that the role of leaders becomes important.

Now, the question that you may all come across is who is a leader; if somebody asks you a question, who is a leader, suddenly on your mental map; so, many phases appear and all these phases that appear on your metal map are those of political leaders, but remember friends, you are to belong to organization, you are to work in various capacities and one of the capacity also is of being a leader. So, you will find that if you belong to a particular group, there will be one person who will be the leader of that group at times, people also think and we at times use manager also as leaders we have to understand the difference between a manager and a leader.

Now, who is a leader? What actually are the capabilities that are required for somebody to be a leader and if in an organization; you are assign the task of leading a team or people try to find out; who a leader is because not every now and then leaders are decided, but then whatever capacity you are having at times; you may be asked to have the responsibility of leading a team, but the question is; how to lead the seam successfully; how to be a real leader. So, that everything goes off; well, do you really think that a leader may have certain other traits other than what a common human being can have let me tell you a very small episode that I came across and how this problem had the solution; it was actually a journey I had to deliver; a talk in one of the premier institutes of India that is Jabalpur; yes, it was Jabalpur, I was travelling by a plane to Jabalpur, but then because of some problem or the other the flight had to land at Bhopal.

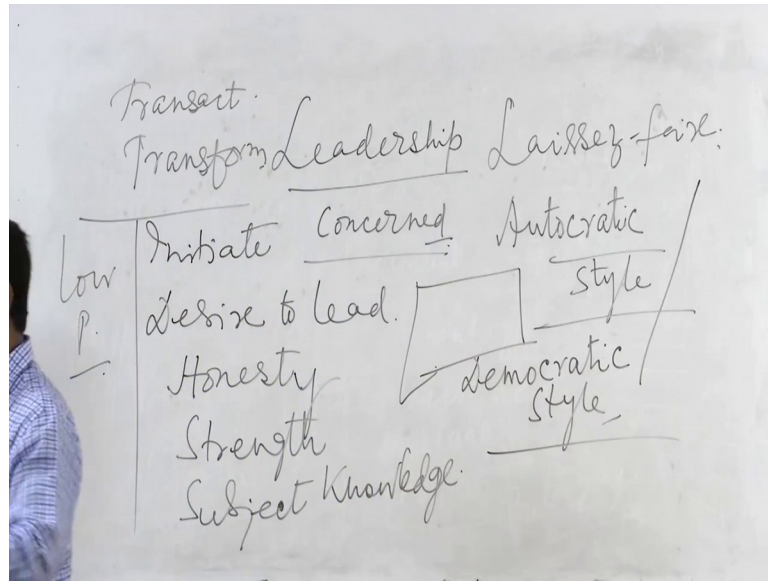
It was the same day; when I had to take a session in the afternoon and it was 11; am when the flight finally, landed at Bhopal like others, I was also confused; what to do because my lecture had to be delivered at 3 pm; all the other people; all the other passengers; they are also in a very confused state of mind because somebody had to go for an admission, somebody had to go to see their ailing relatives. Now all of us were confused, I decided that I will just give a call to the director of the institute, but then what about others. Suddenly, I see that one of the persons from this lot of passengers; he was actually trying to talk to an officer of that airport and no amicable solution was on the way.

He then talked to the passengers and he had only one suggestion that you have to be with me and I will see how we can find out a solution because all of us have to go to Jabalpur and this man came forward; he talked to the airport authorities and then he also tried to talk to the people at Delhi and finally, all of us were waiting, then after one hour; the man came out and the solution was found and the solution was that the airport authorities will provide or find out an alternative to send all the passengers to Jabalpur and this became possible only because of that person who did not look like a very influential one, but an ordinary person, but then the way he spoke; the way he organized; the way he was committed; finally helped us all come across a solution and we reached Jabalpur by night.

Now, what I am trying to make you understand is that a leader is not somebody who comes from heaven, but he is from us among us. He simply has to have certain qualities. Now if a leader is a person among us, of course, he might have certain qualities in him. What are these parties? Let us have a look at the traits of a leader; a leader do you think that a leader should be intelligent; should he have a charisma; should he have decisiveness; should he have a sort of enthusiasm, strength, bravery, integrity and self confidence. Now these are some of the traits, but then all of you have to be in an organization; your leadership will have from time to time; different sorts of expectations that is why it becomes quite essential to understand what actually are the traits what actually are the characteristics of a leader.

Now, let me again take you back to the problem; we all stuck in a problem, but then there came a person who initiated the process.

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So, initiate somebody has to initiate and then it is not only because of his own interest, but then he also look into consideration the interests of other party, I mean, he had a desire to lead, he had a desire to lead. So, he decided that he should be of some help and the person divide a fall himself interest, he was quite honest, he did not ask for anything other than the cooperation of the members and then he knew unless and until you know about a problem; you cannot take the initiative.

So, as a leader, one has to have certain characteristics, the first is initiative; the desire to lead honesty integrity strength and of course, the subject knowledge which is very important subject knowledge which is very important; he knew the entire issue and then finally, he decided that he will be off some help. Now there are different ways; the different styles of leaders; initially you will have to work under some leaders maybe in course of time; others will work under your leadership, but it is very important here to understand the different types of leaderships first is autocratic; autocratic because you know if somebody is appointed a leader people may have different sorts of behavior.

So, one of the style of leadership can be autocratic, such a person or such a leader; what he will do is he actually will work according to his own ideas according to of course, he has to lead a group he understands the problem, but he simply believes that whatever action, he takes that only are the genuine actions and that can only help him come out of the situation or that can help him take a solution. So, there can be an autocratic style, but

people having such style autocratic style, they are not considered to be a good leader because such a leader does not have any interest in your problems and when you are in problems are you in a position to work better of course, note.

So, what you require is a sort of democratic leader, democratic; who is a democratic leader; a democratic leader or a democratic style of leadership is one where he takes into consideration the interests of other people in the group he looks at the situation; he also takes the suggestion of group members and finally, comes to a solution, but such a sort of leader involves everyone; he involves everyone; he looks at all the pros and cons of the problem and then also sees through it that the solution taken in such a manner is acceptable to everyone; then there is another sort of leader whom, we can call laissez faire; laissez faire such a person you know if you are working in a group as an individual you will find that you should not have that much of interference every you know every individual wants that.

But then unless and until you are asked to because in the beginning you do not know what you have to do and how to do it so, but then if you have been given an autonomy and if you feel that nobody should interfere with your business. Now such a leader is also there who will not interrupt in whatever you are doing such a sort of style is called laissez faire style. Laissez faire style; here your autonomy; you have entire autonomy and this autonomy; nobody is going to and the leader is not going to intervene and then we have transformational and transactional leader.

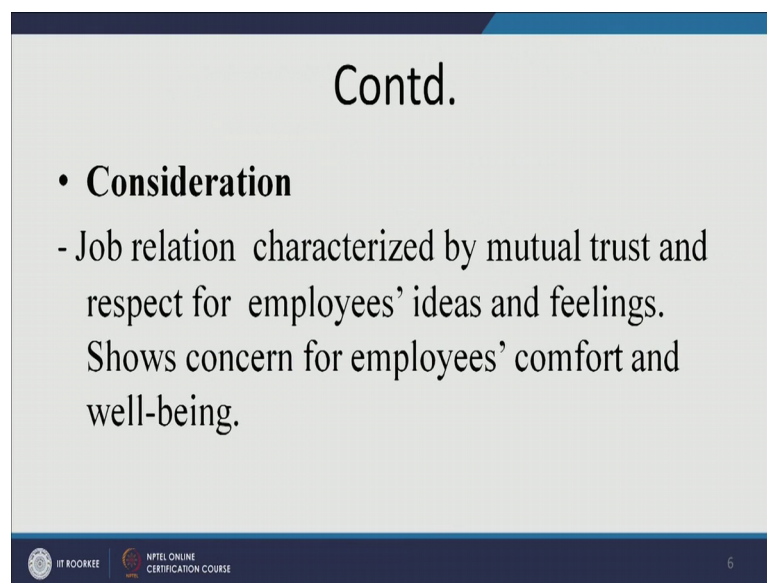
Now, think of some people who have actually been very famous for their leadership styles and you will have many such examples; there are leaders who have been democratic; there are leader who have been autocratic, there are leaders who have been following this laissez faire style, but then all we require at times also is a leader who can transform; who can transform, I mean there are 2 more terms; one is transform and transact a leader who transacts; he simply guides; he assigns you the task, but a leader who believes in transforming he actually goes beyond his own role because he sees a new tomorrow ahead.

Then there are different dimensions of leadership behavior the fastest initiating structure members who are under a leader who actually initiates structure finds that work relationship and goals; they are actually together you know he tries to assimilate; the

work relationship and goals; he will provide you the tasks and he expects his work workers or team members to maintain some standard of performance and he believes that the deadlines have to be met; I mean if he gives you a deadline he actually believes and he expects rather that this deadline has to be met.

So, this is one of the leadership behaviors which we call initiating structure. Now in initiating structure; the leader may not look into the personal problems of the member's team; member's group members, but then there is another part of this behavior.

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**Contd.**

- **Consideration**
  - Job relation characterized by mutual trust and respect for employees' ideas and feelings. Shows concern for employees' comfort and well-being.

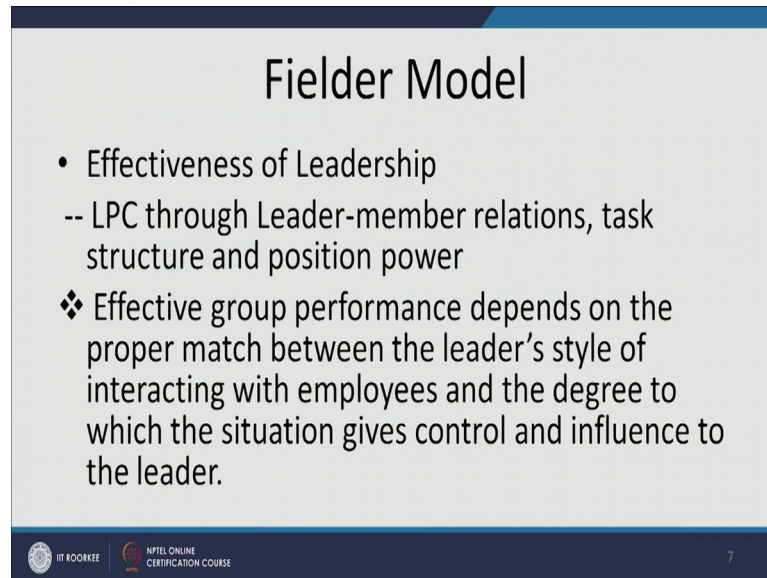
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Which is consideration; consideration in such a situation the leader sees to it that there is a creation of mutual trust between him and the team members and he respects the ideas and feelings of team members; he also sees to it that he maintains concerns; he is concerned about his team members and at times, he also sees that they are having comfort and he also feels for the well being of his employees.

Now, once you are in organization you will come across leaders and at times, there may be a mix of both structure an inciting structure and consideration it has been said; it has been found out discovered through researches that a leader who is high; I mean high on the structure high on the consideration; he is in a way instrumental in bringing change in the team; he is also responsible or the results have shown that such a sort of leadership or such a behavior of leadership has resulted in better products in better solutions, but in certain cases; it has also been found that if the leader is more concerned about the

problems of his employees at times; this has also led to some amount of absenteeism which can hamper the growth of the team hamper the growth of the organization.

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The slide is titled "Fielder Model" and contains the following text:

- Effectiveness of Leadership
  - LPC through Leader-member relations, task structure and position power
  - ❖ Effective group performance depends on the proper match between the leader's style of interacting with employees and the degree to which the situation gives control and influence to the leader.

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We can also have a look at the fielder model where Freud Fielder gave a model and he said that the effectiveness of a leader depended upon the LPC. This LPC is LPC; low participation of or somebody some member who actually there are you know; at times leaders do not want to work with people who are not faithful to him; if you have a coworker who is actually showing science of ennui and boredom and at all naturally you at times; develop a sort of disinterest and that may actually cause heavily to the organization, but then effective group performance according to fielder model depended on the proper match between the leaders style of interacting with employees and the degree to which the situation gives control and influence to the leader.

So, if you have a low performing coworker; low performing coworker naturally you come across 2 things; first is either you believe that you have to be task oriented or you have to be relationship oriented because in such a sort of model what you say about others tells more about you meaning thereby.

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- What you say about others tells more about you than it tells about the person you are describing.
- An individual's leadership style is fixed, i.e either relation oriented or task oriented.

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I mean Fielder says that the leadership is always fixed any an individual's leadership style is always fixed that is it is either relationship oriented or task oriented. Now you have to decide and you will find whether your leader is task oriented or relationship oriented.

Now, there is another danger if the leader is relationship oriented; I mean the organization has to cost heavily because will we more concerned about the relationship and the task factor will be ignored. So, this Fielder model came across this conclusion that leadership is always fixed and it is always relationship oriented or task oriented, but then in modern days when you are living in a world which is controlled by technology; which is also controlled by virtual teams and all; there are certain approaches which are emerging and what are these emerging approaches.

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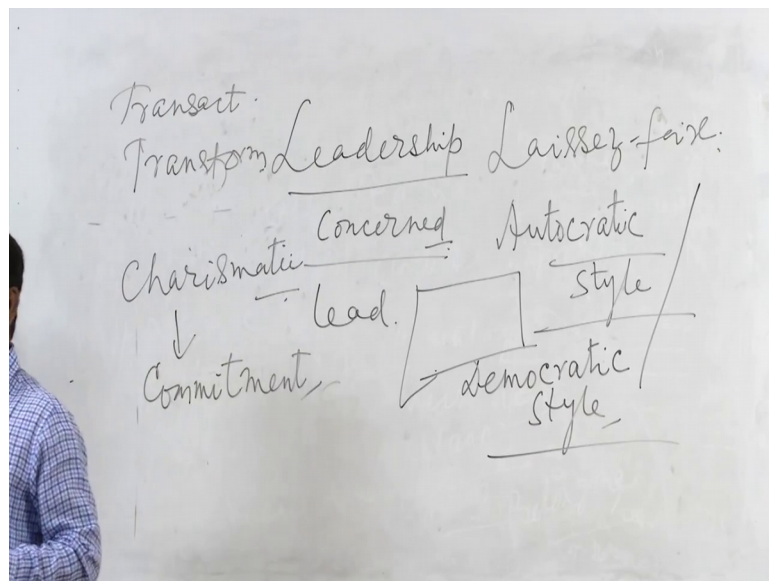
## Emerging Approaches

- ❑ **Charismatic Theory:** followers make attributions of heroic/extra-ordinary leadership abilities.
- ✓ Leaders of such category exhibit personal commitment and present themselves as agents of radical change.
- ✓ Such leaders are found in politics, religion or a business firm.

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The first is your leader may have a sort of charisma; I mean the leader may follow a sort of theory which we call charismatic theory. Now in such a theory or people who are following such a sort of behavior I mean charismatic leaders charismatic leaders such leaders there are certain qualities and Which are they have certain attributes which are very heroic they have some extraordinary qualities.

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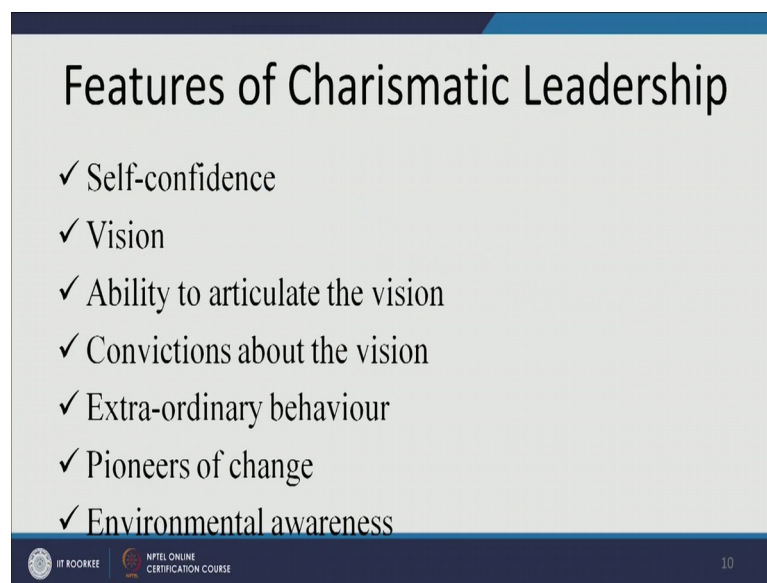
So, followers of such a leader attributes some heroic capabilities in the leader and such leaders exhibit more commitment and they also go beyond; I mean their task is they are



leading no doubt, but at the same time they feel that they are agents of radical change, they will bring out a change the way things are happening such leaders are found in politics religion or business forms.

Now if you have a leader who has got a charismatic effect, you will find that he comes above his pretty considerations of self and he tries to provide you a sort of vision and this vision most of us a remember many political leaders who have got not only the charisma, but with the help of their charisma; they try to show their vision and for that they go an extra mile; they have certain qualities which are they are very much confident of their own potential; they have a vision. The vision of tomorrow you know one who can foresee what is going to happen and that is possible only with a leader who has got a charismatic style.

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**Features of Charismatic Leadership**

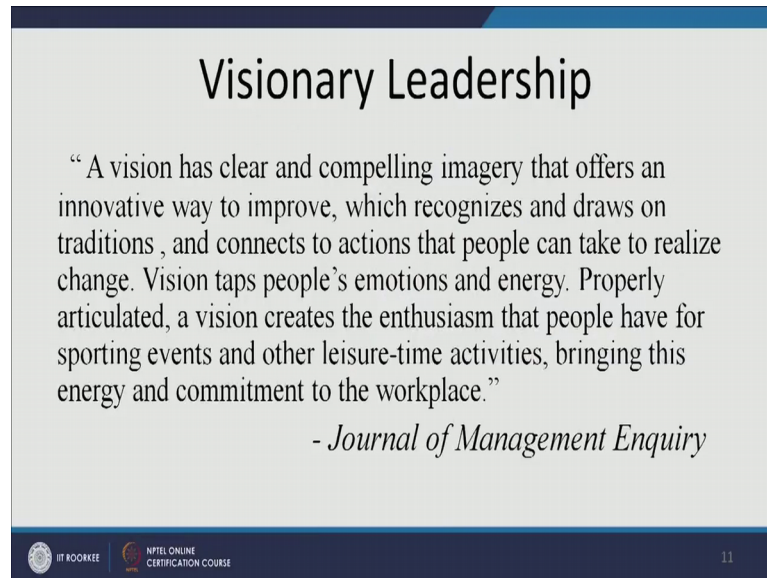
- ✓ Self-confidence
- ✓ Vision
- ✓ Ability to articulate the vision
- ✓ Convictions about the vision
- ✓ Extra-ordinary behaviour
- ✓ Pioneers of change
- ✓ Environmental awareness

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He always thinks ahead of time and he also has the ability to articulate the vision and he is very much confident; that is why he has a sort of conviction that he will be able to follow his vision and for that he actually explains his vision to the team members; he is such a leader is participative; he involves his team members and his behavior is also very extraordinary. He may not have the traits of an autocratic leader who simply believes that the task has to be completed by any means such a leader; I mean such a charismatic leader are considered as pioneers of great change in the world and not only this such people are also aware of environmental concerns; I mean he thinks of a problem that are

going to; problem which can emerge in the near future, but then he also thinks of a solution.

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**Visionary Leadership**

“A vision has clear and compelling imagery that offers an innovative way to improve, which recognizes and draws on traditions, and connects to actions that people can take to realize change. Vision taps people’s emotions and energy. Properly articulated, a vision creates the enthusiasm that people have for sporting events and other leisure-time activities, bringing this energy and commitment to the workplace.”

- *Journal of Management Enquiry*

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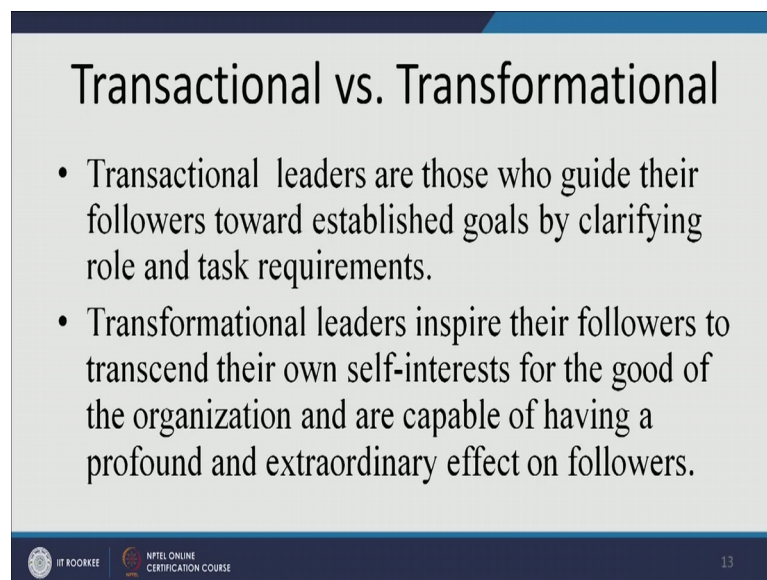
So, a charismatic leader is often more effective and it is actually the ruing need of our today and then let us have a look at one of the observations about the visionary leadership because it is the visionary leadership that is on the; will nowadays a vision has a clear and compelling imagery that offers an innovative way to improve in our India today, we also find a person who is actually having a lot of vision about what is going to happen and for that he has different you know solutions in his mind, but then he is convinced about his own action and his own ideas that it may being a great change. So, such a vision recognizes and draws on traditions connects to actions that people can take to realize change.

So, one you know and any policy that may be devised any action that may that may be thought of so that maybe thought of in terms of the challenges of the future vision taps peoples energies and emotions if it is properly articulated; I mean if the vision is properly explained and executed a vision creates enthusiasm that people have for sporting events and even leisure time activities bringing this energy and commitment to the workplace; how by having seen such a sort of observation by a management journal about visionary leadership all of us think that we should have a sort of visionary leader before us.

Now, what actually can the visionary leader do; he will explain the vision whatever vision he has; he will explain the vision, he will not keep people in dark; he will not have a hidden agenda you know he is above his self interest and he will express the vision not only through his behavior; not only through his emotion, but also through his action and extend the vision to different contexts; I mean connectivity that is he will have to think how; he will make it possible; how he will make everyone every vision possible. So, that he can tell people what will be the impact of such a vision in the near future?

Next is if we have a visionary leader of course, this visionary leader can be transformational and so it is here that we should understand the difference between transactional versus transformational leadership a transactional leader.

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The slide is titled "Transactional vs. Transformational" and contains two bullet points. The first bullet point describes transactional leaders as those who guide followers toward established goals by clarifying roles and task requirements. The second bullet point describes transformational leaders as those who inspire followers to transcend their own self-interests for the good of the organization and are capable of having a profound and extraordinary effect on followers. The slide also features logos for IIT Roorkee and NPTEL Online Certification Course at the bottom, along with the number 13.

## Transactional vs. Transformational

- Transactional leaders are those who guide their followers toward established goals by clarifying role and task requirements.
- Transformational leaders inspire their followers to transcend their own self-interests for the good of the organization and are capable of having a profound and extraordinary effect on followers.

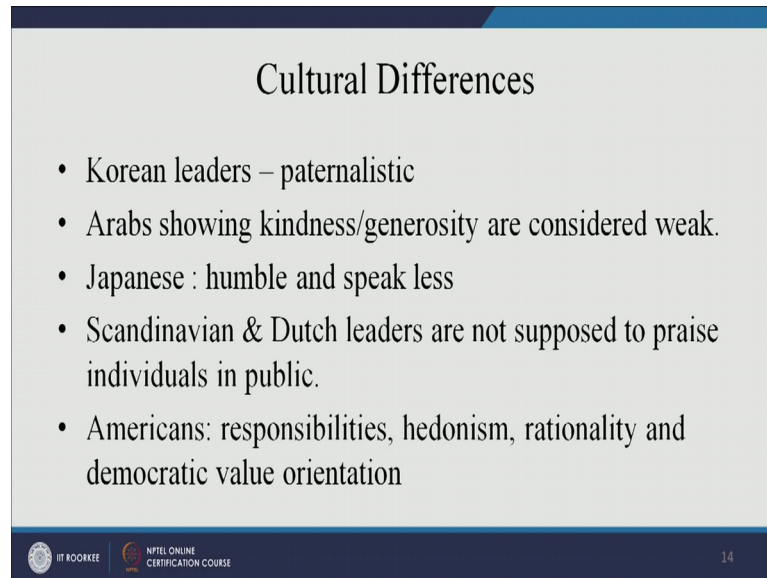
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As I have said earlier; he will guide his followers towards established goals by telling them their roles and task requirements. He will tell them; what are their roles and he will also tell them in order to perform that role what is the requirement.

But a transformational leader is one step ahead of a transactional leader he will inspire their followers to transcend their self interest you know; there cannot be any transformation unless and until we are free from our self vested interest. So, at times, you may have to sacrifice; your self interest for the good of the organization and these can only be done by a transformational leader will instill in you the courage to move over

your self interest and be capable of having a profound and extraordinary effect on followers.

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The slide is titled "Cultural Differences" and contains a bulleted list of cultural traits. At the bottom of the slide, there are logos for IIT ROORKEE and NPTEL ONLINE CERTIFICATION COURSE, along with the number 14.

- Korean leaders – paternalistic
- Arabs showing kindness/generosity are considered weak.
- Japanese : humble and speak less
- Scandinavian & Dutch leaders are not supposed to praise individuals in public.
- Americans: responsibilities, hedonism, rationality and democratic value orientation

But remember; whatever leader you have, whether is a transactional, transformational, a democratic, autocratic.

But then leadership also varies from one culture to another. Let us also try to understand because nowadays you do not have to work only in one culture cultures are changing and the workplaces have become a multicultural workplace multicultural force. Hence, we need to understand; what are the basic differences some of them though we have already talked about; it while discussing communication and culture. So, Korean leaders are often more paternalistic they show that they are your mentor they are your Protegee. So, Korean leaders; they are more paternalistic

But when it comes to leaders from the Arabian countries and in them; a sort of you know strictness is there. So, if there comes a sign of generosity or kindness that is considered as the weakness in the leadership style hence the leaders in such culture. So, special in Arab cultures have to be very strict Japanese leaders they are very humble and they will speak less, but leaders in the Scandinavia and Dutch; they are supposed not to praise individuals in public you know; even if somebody has done a very good job it has to be taken into consideration though, but then raising somebody individually in public is considered impolite in terms of leadership practiced in Scandinavia and Dutch.

Americans; they often talk about responsibilities, they may have at times some sort of rationality, but then they value orientation they have a sort of hedonism and you may at times not know what is to come later. So, these are some of the differences; you know the world as we have been saying in several lectures is a junction of people from different cultures and these people have different faiths, hence, their leadership style also will be different, but then since we are going to work in a globalized world, we have to practice some amount of caution and you will feel whether you are in a group, you are in a team whether you are going to lead the team, but let us try to understand; what is actually the essence of an effective leader and the hallmark in this regard is the element of trust.

Any leader who wants to be effective any leader who tries or who wants to be recognized has to show a greater level of trust in his employees, but then as a leader also in order to show this trust there are certain things that we should suggest; what are those.

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The slide is titled "Essence of Leadership" and lists the following components of trust:

- **TRUST**
- ✓ Integrity
- ✓ Competence
- ✓ Consistency
- ✓ Loyalty
- ✓ Openness

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First is integrity; when we talk about integrity; we actually mean honesty; we actually mean a sort of transparency; what we say and what we act. There has to be a sort of match between the 2; if as a leader you maintain that integrity your team members will trust you better; moreover every group member wants that his leader has to be competent.

So, when we talk about competence in terms of the subject knowledge the knowledge of the problem that is there that is why we find that a leader who is appointed a leader or who is establish as a leader had something more than us as we have said earlier. So, be a person not only of integrity, but a person who has got immense knowledge it has always been seen that we respect people having more knowledge we respect people who actually do not have a sort of double dealing; I mean people with dual face cannot receive the appreciation as compared with a person who has got a sort of integrity.

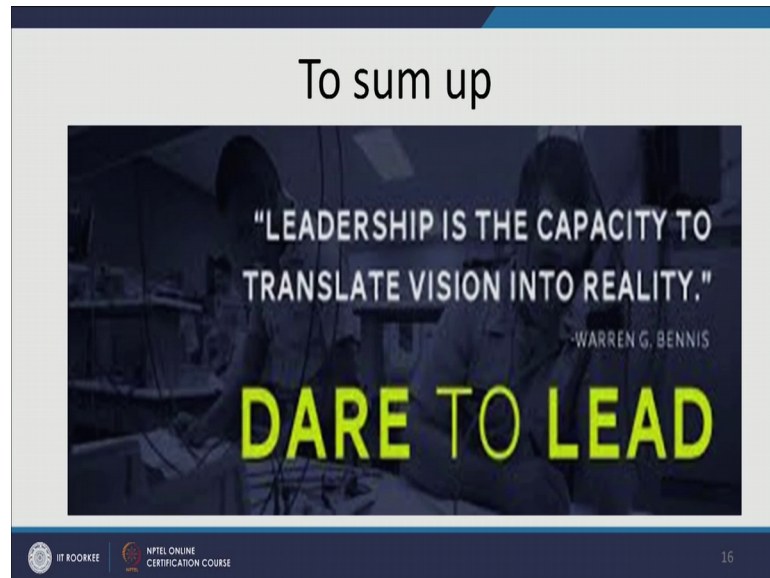
Then as members of the group, we also expect that the action of the leader has to have a sort of consistency. So, consistency is very important, I mean not that an action taken with one person is different from an action taken about other person if the nature of the complaint if the nature of the problem is one. So, as group members we expect that our leaders should show the sort of consistency which is required and then loyalty a leader has to have a moment of self sacrifice and he should have a loyalty; loyalty not only to the organization, but loyalty also should be exhibited while dealing with his coworkers.

Loyalty also when we are representing the problem of our coworkers when you are talking about the interest of our coworkers I mean you always feel great you always feel strong when your leader represents your case and represents it very assertively and then a leader also should practice a great amount of openness; I mean candidness is the hallmark. So, whatever you say whatever your policies are and if the leader expects that he requires the cooperation of all the members; he has to explain the problem in a very candid in very lucid manner.

It has always been seen that if you become an epitome of trust if you become an epitome of integrity honesty politeness competence consistency loyalty candidness you will get more respect because you know the hidden aspects of a person's personality are going to damage and their times create gaps their times create misunderstandings. It is a leader; a leader is just like a person who actually gives the direction all of us. I mean all the members of a group; they are actually the passengers it is actually the leader, it is actually the sailor who tries to guide the ship in the right direction, if we have to have a successful project that is possible only because we have a successful leader only because the leader not only has got the initiative; not only has got the drive; not only practices a democratic behavior, but also influences by his creative constructive views suggestions and guides in our during hours of crisis.

Let us try to sum up by quoting from Warren E Bennis who says leadership is the capacity to translate vision into reality.

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Now, having said this; let us ask yourself the question that often comes into mind; our leaders born or do leaders become that is actually the question that will keep haunting your minds; leaders are born because leaders come from us among us, but leaders are made because of their qualities while we discuss group discussions. We will find how leaders emerge, leaders evolve and leaders established themselves through their constructive ways through their amicable nature, through their trust through their cooperation and through there.

Till then, please be committed towards the question and we look forward to getting the answer in the next lecture.

Thank you very much.