

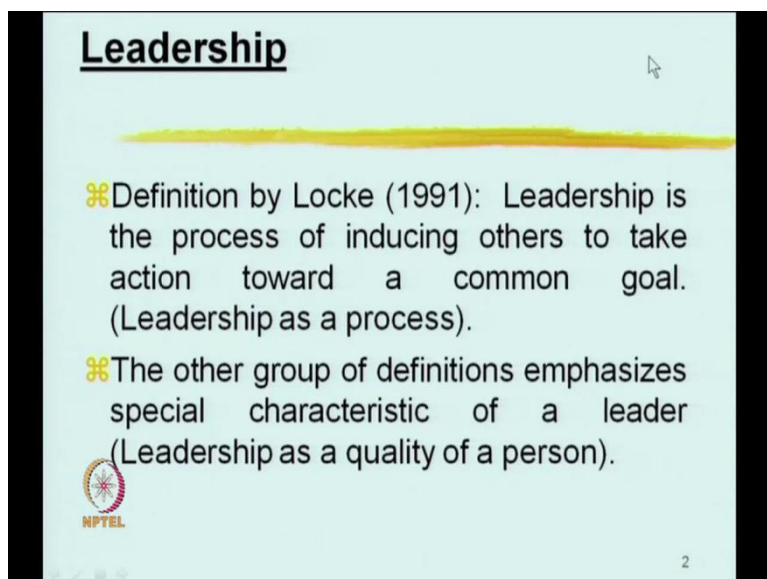
Organization of Engineering Systems and Human Resources Management
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Module - C
Human Elements of Functioning Organizations
Lecture - 30
Developing Leadership

The discussion of the ways and means of developing leadership; any discussion on leadership needs to recognize that leadership is a process, a situation, a role, which has been examined variously in different disciplines. The sociologists have studied leadership and tried to understand what makes a leader, what causes a person to emerge in a leadership role. The philosophers have tried to understand the meaning of leadership and the same can be said of political scientists and so it goes on.


But the concept which we bring to bear upon leadership studies in management is a very different ball game altogether. We talk of a leader as a person in an organizational context; we do not discuss mass leadership here, we do not discuss the social bases of leadership. It is more the action and the operational oriented leadership that we will be talking about consistent with the definition that management is really decision making and problem solving with resource optimization.

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Leadership

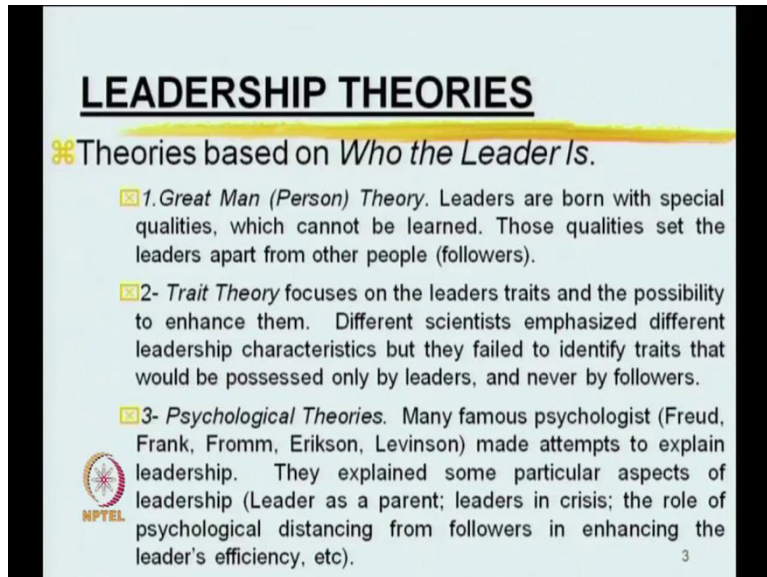
- ⌘ Definition by Locke (1991): Leadership is the process of inducing others to take action toward a common goal. (Leadership as a process).
- ⌘ The other group of definitions emphasizes special characteristic of a leader (Leadership as a quality of a person).

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2

So, let us look at some of the definitions of leadership so that the study is put in a context of lineage and a background of effort in an elliptical mode. The definition by Locke talks of inducing others to take action towards a common goal and focuses on leadership as a process. There are other groups of definitions, and they emphasize other special characteristics which we shall talk very briefly.

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LEADERSHIP THEORIES

⌘ Theories based on *Who the Leader Is*.

- ⌘ 1- *Great Man (Person) Theory*. Leaders are born with special qualities, which cannot be learned. Those qualities set the leaders apart from other people (followers).
- ⌘ 2- *Trait Theory* focuses on the leaders traits and the possibility to enhance them. Different scientists emphasized different leadership characteristics but they failed to identify traits that would be possessed only by leaders, and never by followers.
- ⌘ 3- *Psychological Theories*. Many famous psychologist (Freud, Frank, Fromm, Erikson, Levinson) made attempts to explain leadership. They explained some particular aspects of leadership (Leader as a parent; leaders in crisis; the role of psychological distancing from followers in enhancing the leader's efficiency, etc).

3

The other dimensions talk of, a great person as a leader, a great man as a leader. They talk of trait theory, they talk of psychological theories. The great man or the great person theory works on the basis that a leader is a born person with special qualities; try to recall the debate in leadership which is fairly universal, “are leaders born or are they made.” The great man or the great person theory bases itself on a simple proposition that leaders are born. Leadership is not something which can be learned. These qualities set the leaders apart from other people; that is their followers.

Interestingly there is another theory which says exactly the opposite; anyone can be a leader. It goes on to establish a very simple proposition; there is no such thing as constant leadership. If leaders were to be made, then you would remain a leader for a life time; then no leader will ever go into the oblivion. The counter point to that is, yes, your characteristics are the ones which you are born with to be a leader; but those characteristics may not be consistent with the times and therefore, you go in to oblivion. Therefore, yes it is true, you are born with qualities of a leader and you cannot be made a leader by training,

but then those qualities become irrelevant. The people who argue with this approach say therefore, leadership is essentially situational, what is this business of leadership with qualities imbedded in a person by virtue of his worth. Like many things in social sciences and management, you can have mutually exclusive theories; both of which have a reasonable following in the ultimate analysis, the advice remains what it can be under such circumstances, you choose your theory upon your insights and you follow the theory which suits your needs. To get back to the description therefore, of different theories of leadership; after the great person theory, there is the trait theory, please read this.

Now therefore, you find in trait theory certain self contradictions. Failures to identify the traits and you have to talk of the traits in dealing with social sciences and in dealing with management. When it comes to theory you must learn to walk through certain degree of ambiguity, because the nature of the subject itself creates that ambiguity. The substantive point which trait theory makes is that there are certain traits of a leader; what it also concedes is these traits can vary from situation to situation, from requirement to requirement, and it can be traits which have to do with ethnicity, kind of organization, the kind of situation, and indeed the kind of demand on the quality of decision making; therefore, it is difficult to define absolute traits.

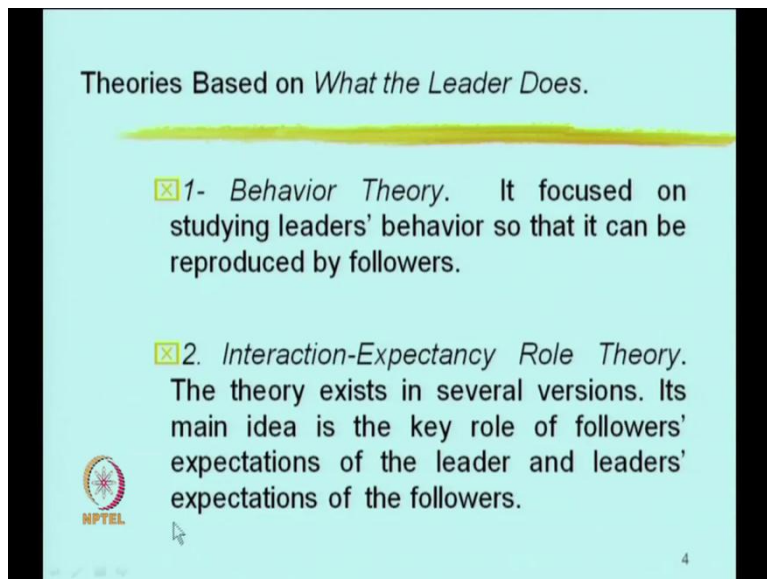
Then we come to the psychological theory. The psychological theory and the very famous psychologist like Freud, Fromm, Erikson, Levinson, they all made attempts to explain leadership. They explained from some particular aspects of leaders; leader as parents, leader in crisis, the role of psychological distancing from followers for enhancing the leader's efficiency and it is such a web of intellectual gymnastics that you are very impressed by it.

But at the end of the day how much you absorb from it for your own practice is going to be a factor of your own selection, a factor of your own ability to look at all that is available and identify what works with you. So like many things in social sciences and in management, it is really a factor of what suits you and if you think that a strange characteristics of a social sciences and management; you need a slight modulation to that view.

Even physiologically, all medicines do not suit all people. There are certain medicines which work on certain people and the same medicines do not work on somebody else for

the same ailment. There is such a thing as a bodily chemistry and the bodily chemistry changes. Now, if that is true of physical sciences, what is so strange about its being true of social sciences and decision theories? What you have to do therefore, is to understand social sciences and management in the framework of reference, which touch social sciences and management actions and then you will have a sense of peace in absorbing what is being said.

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Theories Based on *What the Leader Does.*

- ☒ 1- *Behavior Theory.* It focused on studying leaders' behavior so that it can be reproduced by followers.
- ☒ 2. *Interaction-Expectancy Role Theory.* The theory exists in several versions. Its main idea is the key role of followers' expectations of the leader and leaders' expectations of the followers.

NPTEL

4

There are other theories on what the leader does; that is the behavior theory. It focused on studying leader's behavior so that it can be reproduced by followers. Now again the likely question to be asked from there is, is there a given behavior pattern of a leader? Indeed it goes beyond then would also say are there certain physical features of a leader; does a leader have to be tall, strapping, well-built. There is nothing in human history of decision making sequences which established a certain physical trait for leadership. Napoleon, a great leader by any standards and decision making and problem solving, diminutive in size; Alexander, another great leader very well built by all accounts. The statues of Kanishka would have us believe how well-built he was.

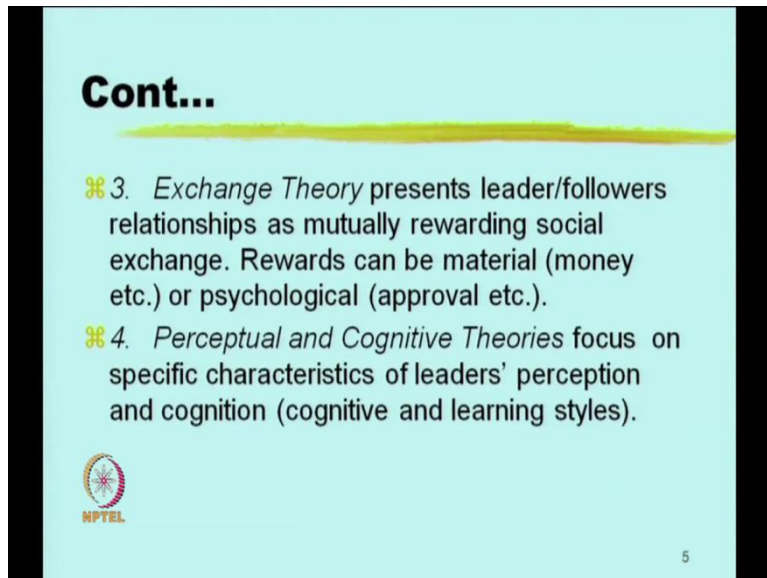
Descriptions of Chandragupta Maurya describe his physical powers and different physical characteristics behavior patterns from soft spoken to harsh in behavior, and the reason why I am talking of public figures is to strike a code in understanding leadership in terms of its traits and behavioral patterns and personality features, with a shared database which should

come from these public figures if I want to start talking of specific corporate leaders only. Then there may be some problems in establishing commonality of communication between me and you. I cannot talk of a leader in shapoorji pallonji, I can't talk of a leader in gas authority of India 10 years ago; he may or may not be known to you, the images may not work and I could name you many organizations where I could sight leadership examples, but they may not communicate.

Therefore, I am sighting to you names which you have heard of, of which you have certain mental image; therefore, you can understand the theories of leadership which went in to explaining their success. So, behavior theory is focused on studying leader's behavior in terms of what is replicable, but you end up with a whole set of characteristics that some of them become mutually exclusive. Now even that in behavioral sciences falls in place, because it can be explained by saying that no one has the same behavior in all situations; no one can possibly have the same behavior in all situations.


Therefore, it is important to recognize that different leadership styles will be adopted by the same person and it is possible he may have a leadership style which is even mutually contradictory; on one stage he has very firm to the point of appearing almost directive. On another point he was so soft; to appear almost to have no views of his own. So, there is the behavior theory and there is the interaction expectancy role theory. This theory exists in several versions. Its main idea is the key role of the followers, expectations of the leader and leader's expectations of the follower; it is why it is called interaction-expectancy theory. The interaction-expectancy theory puts leadership in a dynamic relationship mode and it propositions leadership as adaptive process between a leader and follower.

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- ☞ 3. *Exchange Theory* presents leader/followers relationships as mutually rewarding social exchange. Rewards can be material (money etc.) or psychological (approval etc.).
- ☞ 4. *Perceptual and Cognitive Theories* focus on specific characteristics of leaders' perception and cognition (cognitive and learning styles).

 HPTEL

5

There is the exchange theory which represents leaders/followers relationship as mutually rewarding social exchanges. Rewards can be material or psychological; material rewards would come by way of money, psychological rewards would come through approval. How does it convert itself in to a work situation and I will give you a crass example of exchange theory. Again I knew of a very senior bureaucrat, who had its secretary who develop, exchange relationship with him and what did you turn out to be.

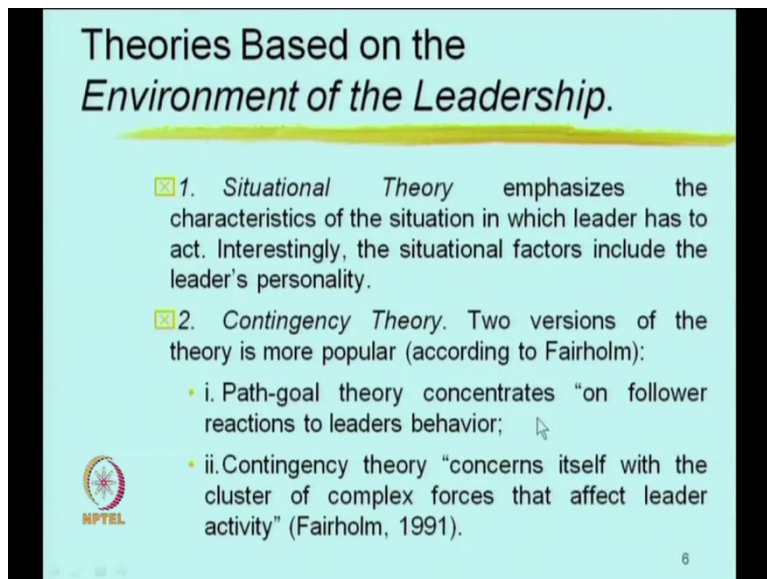
The senior bureaucrat was constructing a house in a colony which was about 30 kilometers away from his place of work, and in a way took a day's leave. Every time somebody would call for him, the secretary would develop with a standard explanations, "Sir, he is in a meeting; Sir, he has just gone out of his room; Sir, he has called by his boss; Sir, he will be coming anytime; Sir, he had late lunch today" and there was a huge package of excuses which the secretary to the bureaucrat used to explain his absence from desk, while he was focusing on the construction of the house.

The senior bureaucrat doubled up for providing the same kind of protection to the secretary, who used to attend classes for doing a distance education course which had contact sessions and therefore, got an extra degree and in turn whenever there would be a call for the secretary to the bureaucrat, and somebody wanted to talk to him for whatever reason, the bureaucrat would say, "He is gone out with my permission, will be back shortly. Please call in the evening or I have sent him on an errand, he is not available just now or best still, he is

in a discussion on something which touches the functioning of the department with other secretaries of his rank and will be back shortly. It looks like there is some common issue which there sorting out.”

The list of reasons was endless. A situation of exchange where you entered in to a mutually rewarding social exchange and both got a mileage; it is another story that they got a mileage at the cost of the organization. But that something which is inherent and obvious and therefore, it is for you to understand that these things really can have a pernicious influence on the organization, if just carried out as an exchange theory without keeping in mind the larger goal. Then there are the perceptual and cognitive theories; the perceptual and cognitive theories focus on specific characteristics of leader's; that is perception and cognition. It has to do with cognitive and learning styles.

(Refer Slide Time: 18:09)



Theories Based on the Environment of the Leadership.

1. *Situational Theory* emphasizes the characteristics of the situation in which leader has to act. Interestingly, the situational factors include the leader's personality.
2. *Contingency Theory*. Two versions of the theory is more popular (according to Fairholm):
 - i. Path-goal theory concentrates "on follower reactions to leaders behavior;
 - ii. Contingency theory "concerns itself with the cluster of complex forces that affect leader activity" (Fairholm, 1991).

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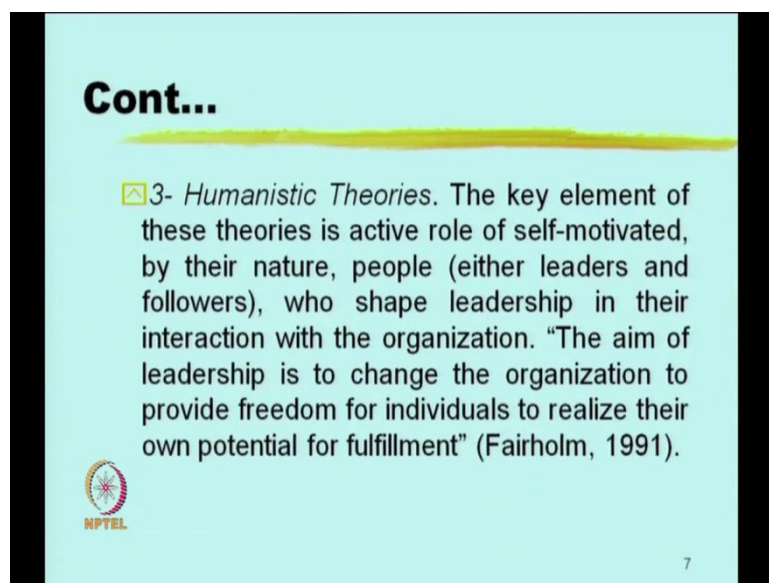
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Theories based on environment of the leadership; yes, there are very large number of theories and leadership in fact even at the end of the day, you would not have covered all the theories, but a cross-section of them; therefore, we better walk through with the key ones. There is the situational theory which emphasizes the characteristics of the situation in which the leader has to act. Interestingly, the situational factors include leader's personality. In other words, each situation even if there is a road carcass, some leader would emerge, somebody by virtue of his personality, the pitch of his voice, his ability to push, the ability to command will emerge as a leader, and that leadership will melt away when that situation

goes and the illustration which I gave to you is an altercation on the road. So, that is the situational theory.


Then there is a contingency theory. According to Fairholm, there are two versions of the theory; path-goal theory which concentrates “on the follower reactions to the leader behavior” and there is the contingency theory which “concerns itself with the cluster of complex forces that affect leadership activity”. Let me repeat that; which “concerns itself with the cluster of complex forces that affect leader activity.”

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☒ 3- *Humanistic Theories*. The key element of these theories is active role of self-motivated, by their nature, people (either leaders and followers), who shape leadership in their interaction with the organization. “The aim of leadership is to change the organization to provide freedom for individuals to realize their own potential for fulfillment” (Fairholm, 1991).

 NPTEL

7

There are the humanistic theories, please read this. An interesting way of defining leadership and which is why it is called a humanistic theory.

(Refer Slide Time: 20:13)

<i>Success Factors</i>	<i>Management-Dominated</i>	<i>Leadership-Driven</i>
Competitive strategy/advantage	Pursue same-game strategies	Formulate new-game strategies
Organizational Culture/capability	Perpetuate cultures	Create cultures
External/internal change	Strive for stability	Thrive on crisis
Individual effectiveness/style	Prefer a structured approach	Favor an unstructured approach
Bottom-line performance/results	Focus on tangible short-term results	Seek for intangible long-term results

Now this put together in a matrix form, the relationship between success factors, the management-dominated elements, and the leadership-driven situation. The success factors can be competitive strategy/advantage. The management-dominated action will be pursued same-game strategies and leadership-driven situation would be formulated the new-game strategies. Formulation is a leadership characteristics, pursuit is the management process. Success factors are organizational culture and capabilities. Management-dominated activity would be perpetuating cultures. The leadership-driven situation would be creating cultures.


The success factors may be external/internal change. The management factor will strive for stability, and leadership may thrive on the crisis. So, there is an interactive relationship between the success factors, management-dominated factors, the leadership-driven elements. They are put it in a certain relationship for you to understand the interactive situations and if there are any takeaways you are welcome. But the important thing here is your learning of the leadership situation and leadership process; I am going to pause there for you to absorb what this matrix puts out.

(Refer Slide Time: 21:48)



LEADERSHIP STYLES.

- ❑ I. Psychological type (temperament, perception)
- ❑ II. Need (the drives of behavior):
 - ❑ 1. Overall management Needs (achievement, dominance, and affiliation)
 - ❑ 2. Boss-Subordinate Needs (autonomy, deference, nurturance, assistance, abasement)
 - ❑ 3. Interpersonal Needs (introspection, exhibition, aggression)
 - ❑ 4. The Task factors (change, order, endurance/intensity).

 9

That brings us to the study of leadership styles. The leadership styles may be determined by the psychological types; a manager's temperament, a manager's perception may define his psychological type and that psychological type may determine his leadership style. The leadership style may be driven by the need factor; you need that relationship, you need the goodwill of the boss therefore, you ingratiate yourself. You need the support of the subordinate to get the numbers on your side therefore, you placate his demands. But needs can also be segregated and let me show to you four different kinds of needs; first, there is an overall management need. The overall management need may be of achievement, dominance, affiliation.

Yes, people do have a need to dominate. Some people have a huge urge for a controlled feeling; some people have a huge urge for affiliation. They love to talk to others; they are gregarious by temperament that will affect a leadership style. So to put it briefly, there is the overall management need. Then there is the boss-subordinate need; the boss-subordinate need usually shows itself by the characteristics of autonomy, difference, nurturance, assistance, subbasement and the list is endless. There is no way in which we can cover all that here, but yes, I can draw your attention to the boss-subordinate need defining management style.

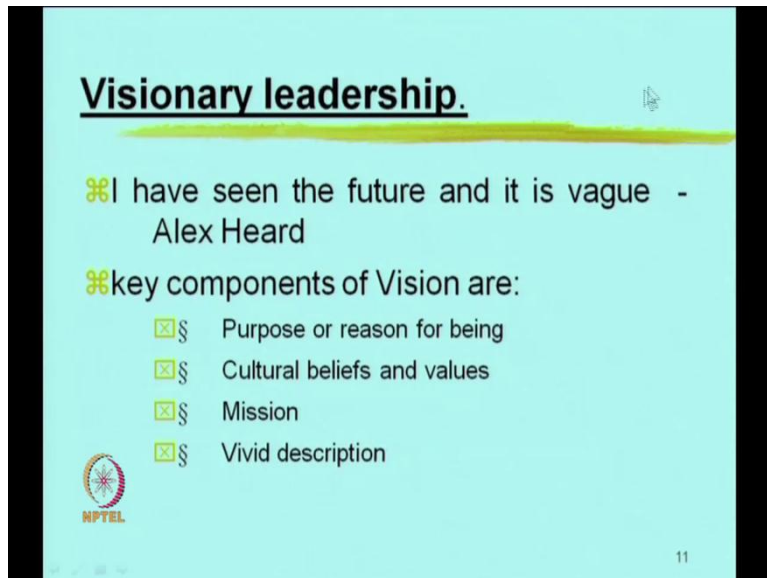
The interpersonal needs: The interpersonal needs have to do with introspection, exhibition, aggression and fulfillment of a psychological being of the individual which determine his

style. Some of us are prone to introspect repeatedly. Some others are pure and simple exhibitionist in style; they want the color of their mobile to match the color of your spectacles to match the color of your dress. They derive a satisfaction in it. It cannot be groused and this exhibitionism may not be the driving force of others. There may be others who simply do not care, what color are the glasses, what color is the mobile, what color is the dress; to them it does not matter.

In either case without a value judgment, all that is being sort to put across to you is these needs will determine the leadership style. Any person with exhibitionism will have a certain type of style of leadership and so on and so forth. Yet another element in determining leadership style is the task factor. You may have entered the leadership situation when change was the requirement, when change was the order of the day, when change or requirement of an order was there, but really the situation was so difficult that you did it at an endurance situation. The situation requires certain intensity of action and that determine your leadership style.

This can go on to apply to power basis where you want influence, your approach to conflict and problem solving, your values, what is it that you hold ideal, what are you believes and your reaction, your tolerance level to stress or pressure. A word which is very often emphasized in leadership situation is vision; again like so much else in social sciences and management and this is a point which repeatedly has suffixed in this presentation and at times elsewhere. A lot of people emphasize visionary leadership. In fact, visionary leadership is supposed to be very desirable.

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Visionary leadership.

☞ I have seen the future and it is vague - Alex Heard

☞ key components of Vision are:

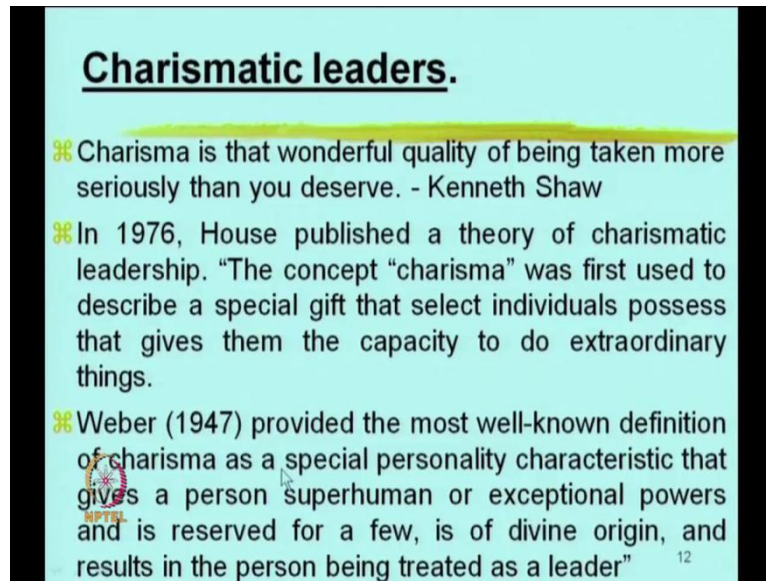
- ☒ § Purpose or reason for being
- ☒ § Cultural beliefs and values
- ☒ § Mission
- ☒ § Vivid description

 HPTEL

11

And you have to see what Alex Heard has to say on that. He says, “I have heard the future and it is vague.” Now the kind of dig he is having at big visionary is obvious. What he is saying is, “How can you be visionary, when you do not even know what it would look like” and predictably the retort is, it is only when you do not know what it looks like that, you can be visionary; that is when you have a vision. Now if you can resolve that debate, you have the answer. For our purposes here, I will confine myself to the key components of vision being normally understood is having a purpose or a reason for being; being here means existing. It has to do with cultural beliefs and values. Yes, vision has something to do with the mission and of course it requires vivid description.

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Charismatic leaders.

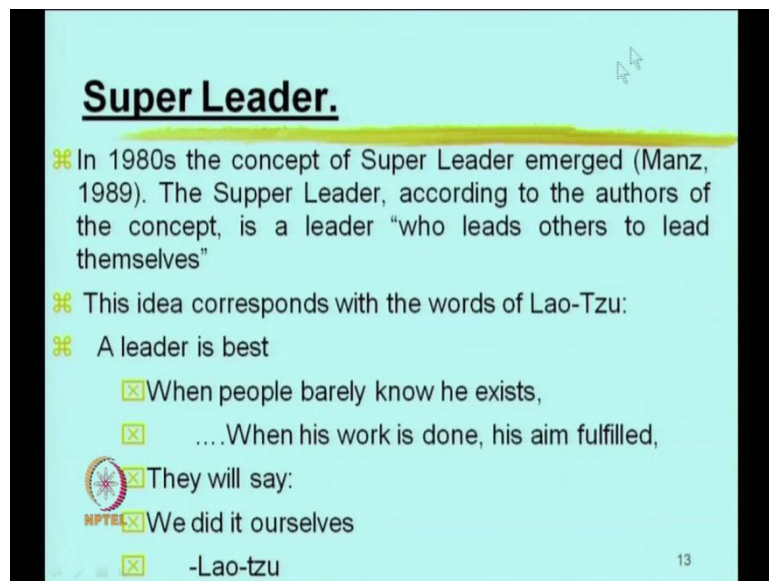
- ⌘ Charisma is that wonderful quality of being taken more seriously than you deserve. - Kenneth Shaw
- ⌘ In 1976, House published a theory of charismatic leadership. "The concept "charisma" was first used to describe a special gift that select individuals possess that gives them the capacity to do extraordinary things.
- ⌘ Weber (1947) provided the most well-known definition of charisma as a special personality characteristic that gives a person superhuman or exceptional powers and is reserved for a few, is of divine origin, and results in the person being treated as a leader" ¹²

That brings us to a popular description of some of the leaders; that is charisma. Now here are three perspectives on charisma, please read it very carefully. Now three definitions have been given there, three perspectives have been shared with you on charismatic leaders. They all make a point in their own way. The important thing is to realize that charismatic leadership usually applies to individuals who have acquired a leadership status and have the something which requires deference. Without it being argued and without it being debated, people fall in place. Let me give you an illustration of charismatic leader meeting a popular situation and what happens.

Mrs. Indira Gandhi, when out of power, reportedly moved to a bungalow in what is today the Mother Teresa Crescent and then used to be called the Wellington Crescent in Delhi and operated from a bungalow there. She was also in some capacity the Chancellor of one of the universities in Delhi. There was a student situation and about 100 of them landed in that bungalow compound and were shouting slogans. It was around 10.30 or so in the morning and the crowd was on the verge of being what could be called rowdy, very noisy and Mrs. Gandhi came out of the bungalow, stood on the steps, looked at the audience straight-forward center, looked at her right, the left of the audience turned around looked at her left, the right of the audience simply put up her hands and said, "my children, my children" and the audience quietened to listen to her.

That anecdote illustrates, what the power of a leader can be in terms of the effect it casts on the people who are relating to that leader; that is charisma. That charisma does not come and go by choice that charisma does not work at will. It is an integral part of a human personality; yes and there are leaders with that charisma. But when it is charisma and when it is not, is only experiential feature.

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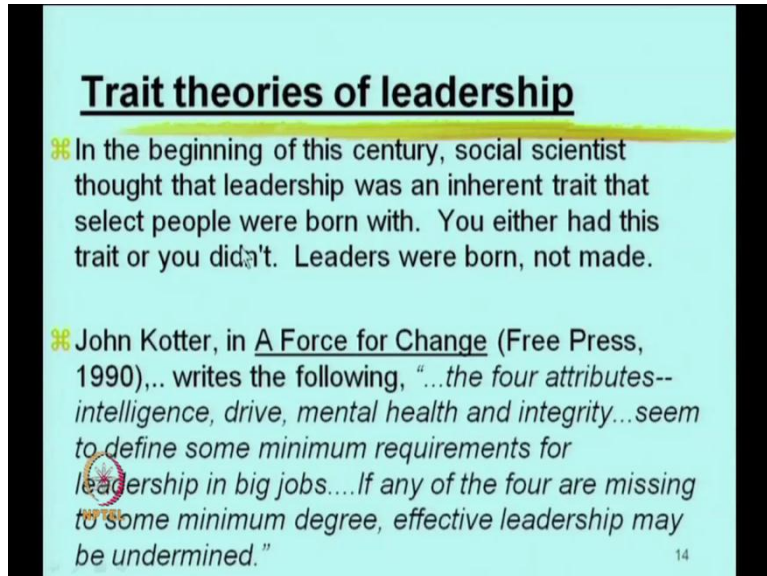


Super Leader.

- ⌘ In 1980s the concept of Super Leader emerged (Manz, 1989). The Super Leader, according to the authors of the concept, is a leader “who leads others to lead themselves”
- ⌘ This idea corresponds with the words of Lao-Tzu:
- ⌘ A leader is best
 - ⊗ When people barely know he exists,
 - ⊗ ...When his work is done, his aim fulfilled,
 - ⊗ They will say:
 - ⊗ We did it ourselves
- ⊗ -Lao-tzu

Then there are the Super Leaders. In 80s the concept of a Super Leader emerged; Manz typically talked of, the Super Leader according to which the authors of the concept is a leader “who leads others to lead themselves.” The idea corresponds with that of Lao-Tzu who said a leader is best, when people barely know he exists. Lao-Tzu also said when his work is done, his aim is fulfilled. In fact when he talks they say, the followers say, we did it ourselves. Now that is a Super Leader. He makes everyone feel like a leader and he relegates himself to a background.

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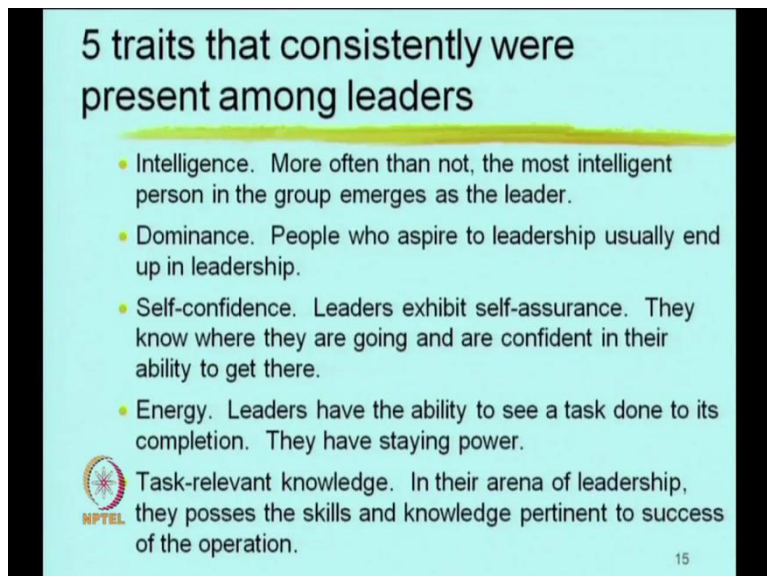
Trait theories of leadership

- ☞ In the beginning of this century, social scientist thought that leadership was an inherent trait that select people were born with. You either had this trait or you didn't. Leaders were born, not made.
- ☞ John Kotter, in A Force for Change (Free Press, 1990),... writes the following, "...the four attributes-- intelligence, drive, mental health and integrity... seem to define some minimum requirements for leadership in big jobs....If any of the four are missing to some minimum degree, effective leadership may be undermined."

14

There are trait theories which we have already talked about. If you read through this, then I will move on. This is a repetition of what has been already shared with you. But it going on further with the discussion, I am bringing in John Kotter in the discussion to explain to you that there are attributes of this trait leadership which earlier on was left vague and the attributes are intelligence, drive, mental health and integrity, and they defines some minimum requirements for leadership in big jobs; to what extent that works is again an empirical feature.

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5 traits that consistently were present among leaders

- Intelligence. More often than not, the most intelligent person in the group emerges as the leader.
- Dominance. People who aspire to leadership usually end up in leadership.
- Self-confidence. Leaders exhibit self-assurance. They know where they are going and are confident in their ability to get there.
- Energy. Leaders have the ability to see a task done to its completion. They have staying power.
- Task-relevant knowledge. In their arena of leadership, they possess the skills and knowledge pertinent to success of the operation.

15

So, five traits that have consistently been found amongst leaders are the following. Now these traits do not have anything to do with the trait theory which is something quite apart. Please note that the trait theory is a philosophical point of view which is defined here. Summing up with, leaders were born, not made. But when I sum up the discussion, I want you to recognize that across theories; there are various characteristics that have been consistently found amongst leaders, no matter where they come from, and no matter what they were. So, in developing a leader these characteristics become very important. Let me show this to you. A leader has intelligence, no matter what theory you propound.

More often than not, the most intelligent person in the group emerges as the leader. The leader has dominance. People who aspire to leadership usually end up in leadership. A leadership situation has self-confidence. Leaders exhibit self-assurance. They know where they are going and are confident in their ability to get there. A leader is supposed to have energy. I have never seen a lethargic leader. Leaders have the ability to see a task done to its completion. They have staying power. Leaders have task-relevant knowledge; in their arena of leadership, they possess the skills and knowledge pertinent to success of the operation.

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3 constant characteristics of leaders:

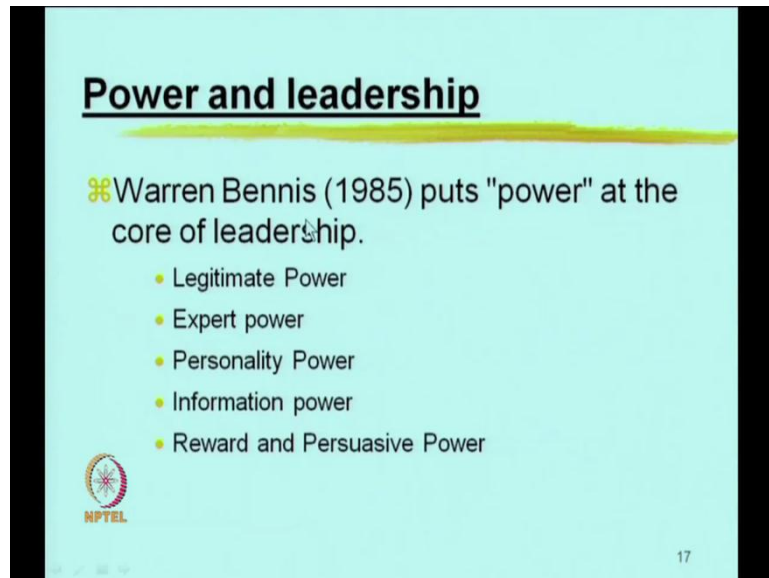
- ⌘ Social skills--communication skills, cooperativeness, sociability and personal integrity.
- ⌘ Ability to influence others.
- ⌘ Ability to fulfill organizational goals. These include characteristics like initiative, desire to excel, willingness to assume responsibility for outcomes etc.

NPTEL 16

The three constant characteristics of a leader are social skills; that is ability to communicate skills, cooperativeness, sociability and personal integrity. Ability to influence others, ability to fulfill organizational goals; these include characteristics like initiative, desire to excel,

willingness to assume responsibility for the outcomes. So, what is it that you are hearing; you are hearing the distillation of the common elements through all theories to, through all discussions to all seemingly in conclusive debates, to lend specificity to the characteristics, to the definitions, operational features of a leader; so that you know, what is the goal to be reached to develop as a leader.


(Refer Slide Time: 37:48)



Power and leadership

☞ Warren Bennis (1985) puts "power" at the core of leadership.

- Legitimate Power
- Expert power
- Personality Power
- Information power
- Reward and Persuasive Power

 NPTEL

17

Warren Bennis put “power” at the core of leadership. He felt that leadership requires legitimate power, expert power, personality power, information power, and reward and persuasive power. He listed five power characteristics for leadership and if you have that and if you can exercise it, you emerge as a leader or if you want to understand the leadership of someone, you will have to understand the legitimacy of his power, his expert power, and his personality power. By expert power here is meant the referent power, because he knows the subject better, because he understands it better, and is able to operate better in the circumstances that he is placed in and incredible as it may sound, he knows how to negotiate with it.

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Disqualification's for leadership

☞ John Geier identified 5 negative traits

- Being uninformed ("Huh? I didn't know...")
- Non-participation ("I think I'll pass.")
- Extreme rigidity ("I like my shorts two sizes too small.")
- Authoritarian behavior ("My way or the highway.")
- Offensive verbalization (Why you *#@+#!)

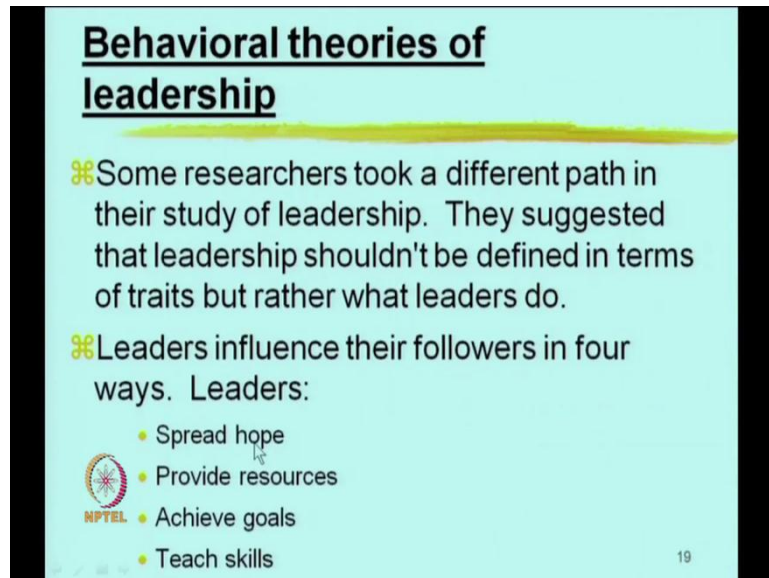
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18

We move on from there to look at disqualifications for leadership and John Geier identified five negative traits. Being uninformed belittled versus “Huh? I didn’t know...” Non-participation: “Oh! Is that the situation? I think I’ll pass.” I am giving you verbalized expression of this traits so that you know how to move from the symptoms to the cause, how to do the analysis. Extreme rigidity: “I like my shorts two sizes too small” and “I am not going to change it.” Authoritarian behavior: “My way or highway.” Offensive verbalization: Why, etc, etc, etc.

Please avoid all this if you want to be in a leadership situation; in other words be informed. Please be capable of participating, do not be extremely rigid. Yes, firmness is not the same thing as rigidity, but do not be extreme rigid. Do not indulge in authoritarian behavior leaving people no choices. Once in a while a little bit of authoritarianism may be required, but that cannot be a defining trait for all situations and please, no offensive verbalization.

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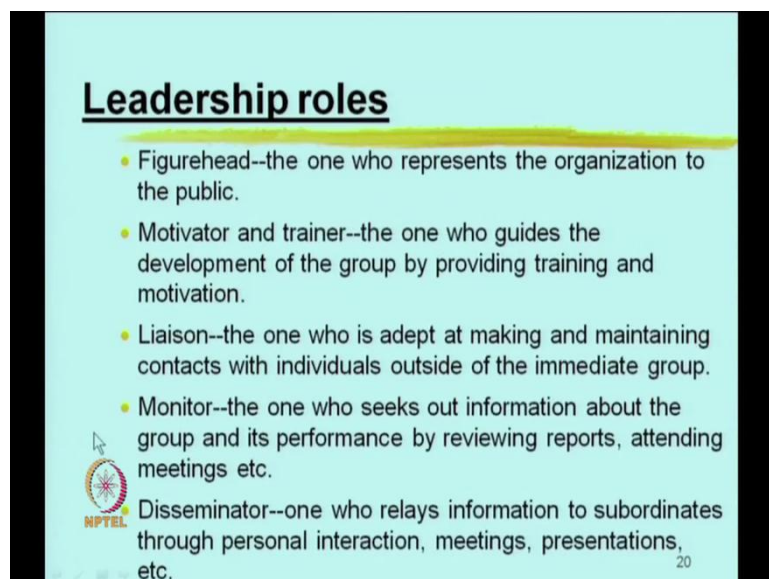
Behavioral theories of leadership

- ⌘ Some researchers took a different path in their study of leadership. They suggested that leadership shouldn't be defined in terms of traits but rather what leaders do.
- ⌘ Leaders influence their followers in four ways. Leaders:
 - Spread hope
 - Provide resources
 - Achieve goals
 - Teach skills

NPTEL 19

The behavioral theories of leadership have suggested that leadership should not be defined in terms of traits, but rather by what the leaders do. Leaders influence their followers in four ways and that is an integral ingredient of a behavioral perspective on leadership. A leader spreads hope. He does not overlook the problems, but he focuses on the solution. He focuses on how it works. A leader provides resources. A leader helps achievement of goals. A leader teaches skills for handling the situation in which the group is placed. These are ways in which a leader influences his followers.

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Leadership roles

- Figurehead--the one who represents the organization to the public.
- Motivator and trainer--the one who guides the development of the group by providing training and motivation.
- Liaison--the one who is adept at making and maintaining contacts with individuals outside of the immediate group.
- Monitor--the one who seeks out information about the group and its performance by reviewing reports, attending meetings etc.
- Disseminator--one who relays information to subordinates through personal interaction, meetings, presentations, etc.


NPTEL 20

The leadership roles have different functions and we need to walk through it too. A leader is a figure head; the one who represents the organization to the public or to itself. A leader is a motivator and a trainer; the one who guides the development of the group by providing training and motivation. The leader does the liaison; the one who is adept at making and maintaining contacts with individuals outside of the immediate group. A leader is a monitor; the one who seeks out information about the group and its performance by reviewing reports, attending meetings. A leader is a disseminator; one who relays information to subordinates through personal interaction, meetings presentations, etc. So he is a figurehead, he is a motivator, he does the liaison, he monitors, he disseminates.

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Con....

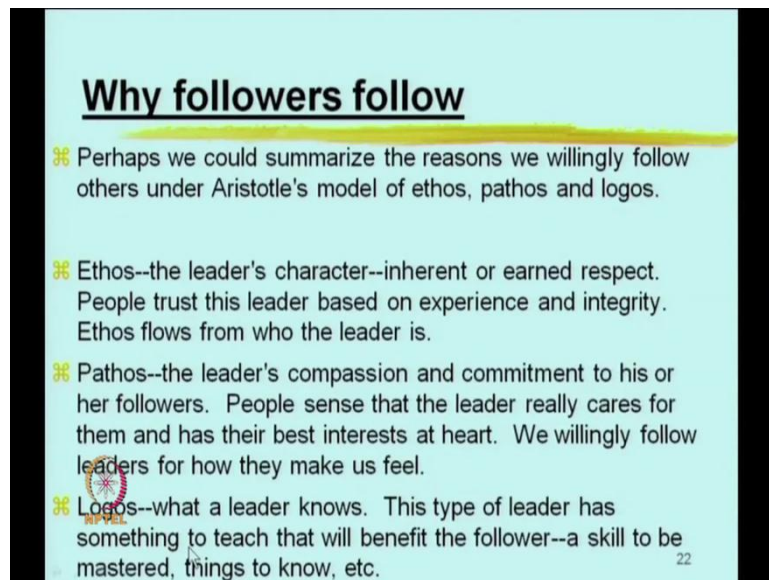
- Spokesperson--one who provides information about the group to individuals outside the immediate work group.
- Entrepreneur--the one who identifies opportunities, and solves problems with creativity and vision.
- Disturbance handler--one who is competent in solving problems as they arise--including conflicts within the group.
- Resource allocator--the one who makes budgeting decisions, allocates funds for projects and distributes personnel to organizational units.
- Negotiator--the one who mediating disputes between group members.

 NPTEC

21

The list continues to include the leader being a spokesperson who provides information about the group to the individuals outside the immediate work group. He is an entrepreneur; one who identifies opportunities and solves problems with creativity and vision. A leader is a disturbance handler if a phrase can be coined; one who is competent in solving problems as they arise, including conflicts within the group. A leader is a resource allocator; the one who makes budgeting decisions, allocates funds for projects and distributes personnel for organizational units. A leader is a negotiator; the one who mediating disputes between group members and this is a very important leadership function.

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Why followers follow

- ⌘ Perhaps we could summarize the reasons we willingly follow others under Aristotle's model of ethos, pathos and logos.
- ⌘ Ethos--the leader's character--inherent or earned respect. People trust this leader based on experience and integrity. Ethos flows from who the leader is.
- ⌘ Pathos--the leader's compassion and commitment to his or her followers. People sense that the leader really cares for them and has their best interests at heart. We willingly follow leaders for how they make us feel.
- ⌘ Logos--what a leader knows. This type of leader has something to teach that will benefit the follower--a skill to be mastered, things to know, etc.

22


This raises a very important question on why anyone should follow a leader or why followers follow a leader. Summing it with therefore, the reasons why people willingly follow others is open to understanding through a large number of perspectives, because of the constraints in which we are placed; we may not be able to elaborate all the perspectives. But let me share with you one perspective which is most eliminating and has been found to exist for a very long period of time at over two centuries as it were. It is the Aristotelian model of ethos, pathos, and logos.

What is ethos; ethos is the leader's character inherent or earned respect. People trust this leader based on experience and integrity. Ethos flows from who the leader is; that is ethos. Then there is pathos. What is pathos; the leader's compassion and commitment to his or her followers. People sense that the leader really cares for them and has their best interests at heart. We willingly follow leaders for how make us feel. Logos: Logos is what a leader knows. This type of a leader has something to teach that will benefit the follower; a skill to be mastered, things to know. Usually all these characteristics are required in all the leaders. It is their varying internal ratios and percentages which decide the leadership personality.

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Leadership styles

- ☒ Autocratic leaders--your basic dictator types
- ☒ Democratic leaders--those who solicit input and advise from those being led.
- ☒ Laissez-Faire leaders--those who let the group do what they want to do without much input or control

 23

To wind up further in yet another level, leaders can have autocratic style, leaders can have democratic style, leadership can be Laissez-Faire leaders and if you recall the type of organizations and understanding organizations which we are doing, we refer to some of it there.