

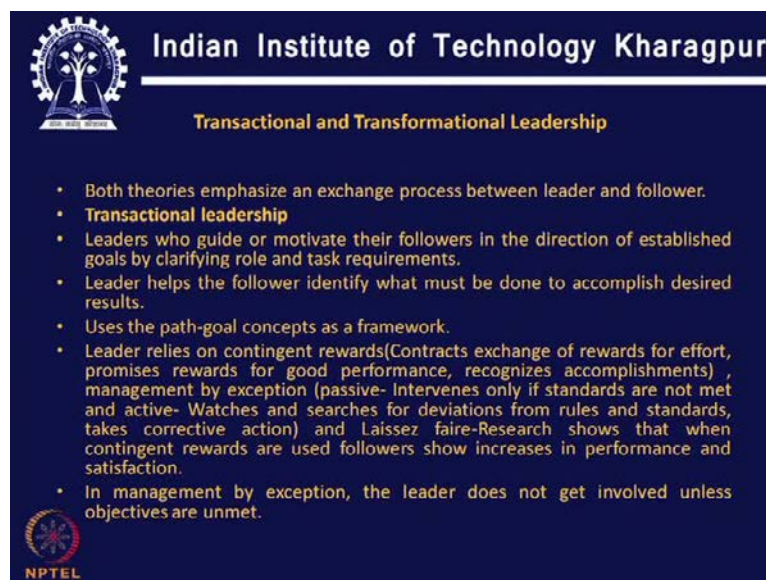
Organizational Behaviour
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Lecture No - 35
Leadership (Continuation)

Welcome to the continuing session on leadership. In this session, we will try to know about the transformational and transactional modules of leadership, authentic leadership, and ethical leadership. Recent concepts of leadership like team leadership and mostly we will try to focus on the different cultures and what leadership means in those cultures. So to start off with, we will try to discuss the difference between transformational leadership and transactional leadership.

So, both the theories transformational leadership and transactional leadership in emphasis and exchange process between the leader and the follower. But, when you are talking of transactional leadership; it is a style of the leaders, who are guiding who wants to guide or motivate their followers in the direction of established goals by clarifying goals and task requirements.

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Transactional and Transformational Leadership

- Both theories emphasize an exchange process between leader and follower.
- **Transactional leadership**
- Leaders who guide or motivate their followers in the direction of established goals by clarifying role and task requirements.
- Leader helps the follower identify what must be done to accomplish desired results.
- Uses the path-goal concepts as a framework.
- Leader relies on contingent rewards (Contracts exchange of rewards for effort, promises rewards for good performance, recognizes accomplishments), management by exception (passive- Intervenes only if standards are not met and active- Watches and searches for deviations from rules and standards, takes corrective action) and Laissez faire- Research shows that when contingent rewards are used followers show increases in performance and satisfaction.
- In management by exception, the leader does not get involved unless objectives are unmet.

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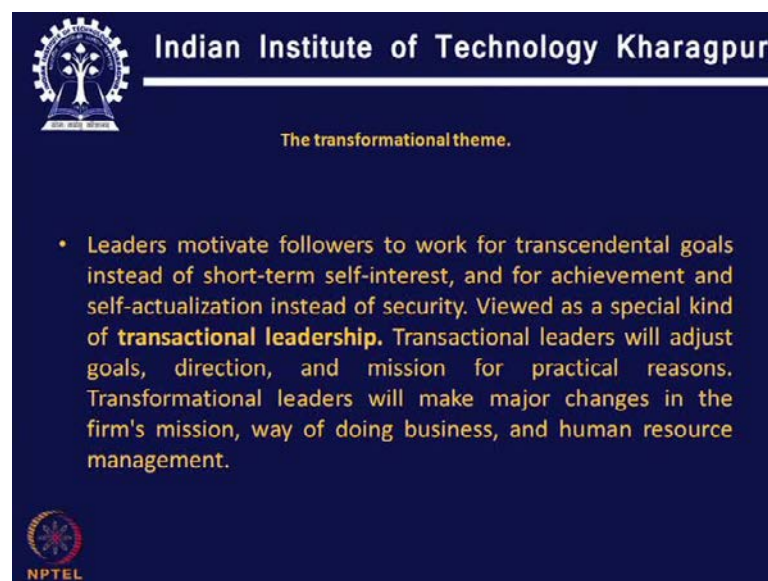
So, leaders want to their followers to identify in the direction of what must be done to accomplish their desired results and uses the path goal concept as the frame work. So and the leaders who rely on counting the entry words in the sense like contract exchange for

rewards in terms for effort taken; then promises rewards for a good conduct and good performance recognizes accomplishments.

So, management is done by exception in the sense like passive its intervene only when it is required and when the standards are not met and active in the sense, such is the deviation of rooms and standards and when its corrective action means such deviations are there. So, when other term it shows that may continually use when followers show increase in performance and satisfaction.

So, the management while exception the followers are electively own and the leader does not intervene until and unless the objectives are not met. So, this is how like the transactional leadership tells about how the followers are lead in the direction of the set goals by clarifying the task attend and task requirements. What is the role of the followers towards the task requirements and what is the role of the followers towards the task requirements?

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The slide features the IIT Kharagpur logo in the top left corner. The title "Indian Institute of Technology Kharagpur" is displayed in white text at the top. Below the title, the subtitle "The transformational theme." is written in yellow. A single bullet point in yellow text defines transformational leadership, contrasting it with transactional leadership. The NPTEL logo is located in the bottom left corner.

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The transformational theme.

- Leaders motivate followers to work for transcendental goals instead of short-term self-interest, and for achievement and self-actualization instead of security. Viewed as a special kind of **transactional leadership**. Transactional leaders will adjust goals, direction, and mission for practical reasons. Transformational leaders will make major changes in the firm's mission, way of doing business, and human resource management.

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When you are talking of transformational leaderships, it is more of transcend working towards the transcendental goal is the short term, self interest and for achievement of self fractionalization of the employees instead of sense of security. So, transactional leaders like will adjust goals and directions and mention practical results. But, transformation leaders will with major changes in the transmission; we are doing things on human resource management.

In the sense transmission leaders are visionaries; they want to visualize things wanted to shape to things and find out new ways of doing things. So that the whole organization and the employees develop and they transcend their present position which is a fire level, so that is where this transformational leadership is important.

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Characteristics of transformational leader

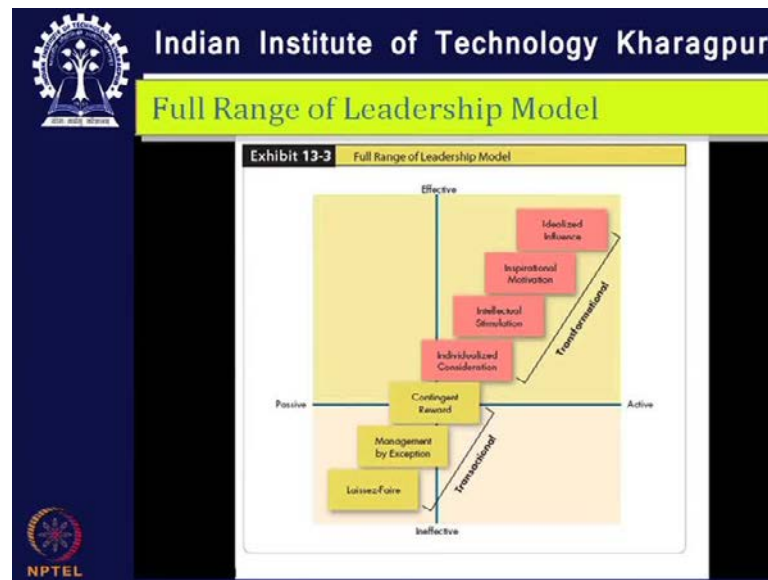
- **Idealized Influence:** Provides vision and sense of mission, instills pride, gains respect and trust
- **Inspiration:** Communicates high expectations, uses symbols to focus efforts, expresses important purposes in simple ways
- **Intellectual Stimulation:** Promotes intelligence, rationality, and careful problem solving
- **Individualized Consideration:** Gives personal attention, treats each employee individually, coaches, advises

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So, when you are talking of transformational leader the influences that of idealized influence provides a vision and sense of mission instant pride and thence respect and trust. It is a style of inspiration like we talks of communicating high expectations uses symbols and as efforts express important previsions in previous. Interactive stimulation promotes intelligence rationally deep and helps the people to reach their target and careful problem solving and individualize attention gives a personal attention to its each employee individually coaches and advises.

So, it is more of like personal touch along with how to meet the organizational objectives and even to define a new objective define a new way of looking at things is, what is the characteristics of transformational leaders; to say things differently to say it in all new prospective and how to inspire people to how to lead by examples. So that, people get inspired by noticing them by following them and they also want to be like that.

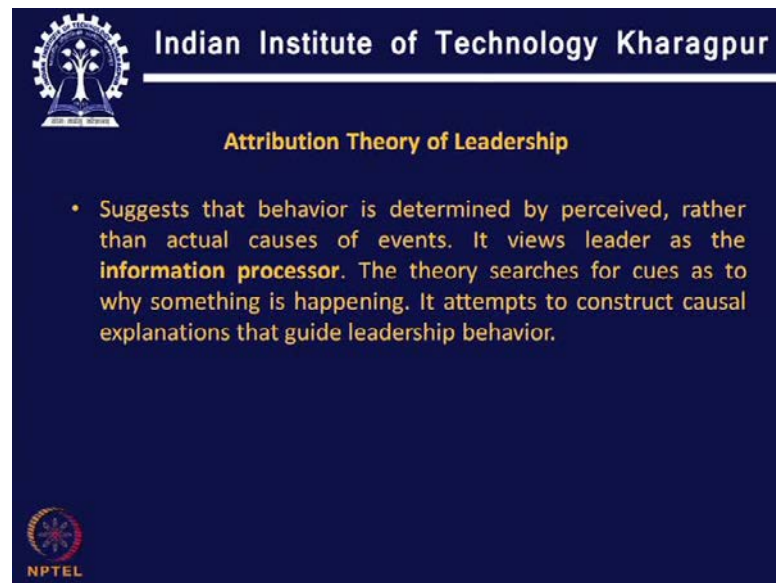
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So, this is the hopeful range of the leadership module when we are talking of transactional and transformational leadership. So its starts from like, we can divide it into two continue of passive and active effective and ineffective and you see the transactional leadership. Its task simulation management by exception to continually reward and transformational leadership is like individualized consideration, intellectual stimulation, and inspirational motivation.

Then, idealized influence like when you influence the values of the people and I take the look at the things in a new perspective and change before the like moving to very higher level of thing these types of leaders are called transformational leaders.

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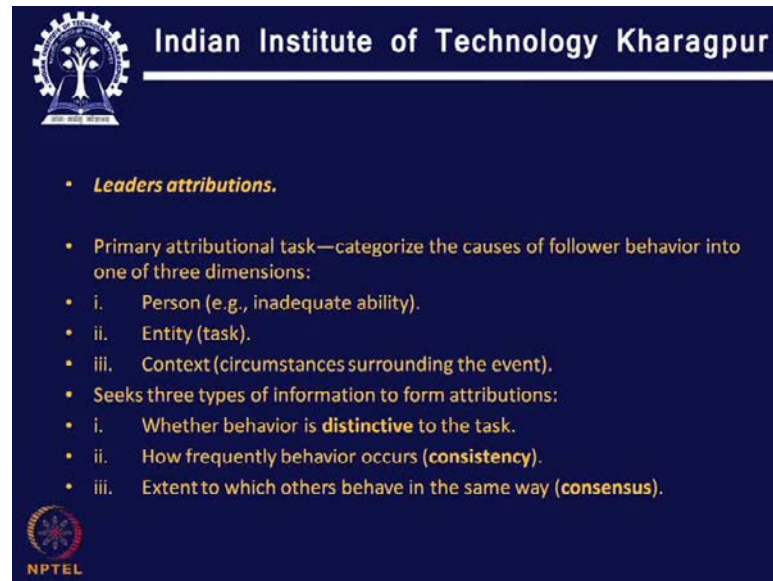
Attribution Theory of Leadership

- Suggests that behavior is determined by perceived, rather than actual causes of events. It views leader as the **information processor**. The theory searches for cues as to why something is happening. It attempts to construct causal explanations that guide leadership behavior.

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Attribution theory of leadership, here we try to define leaders, define behavior that is defined by more of what is being perceived rather than the actual causes of events as to why something is happening. So, it tries to construct casual explanation for the guides leadership behavior like. What is the cause behind the behavior and how leadership gets guided by it? So, tries to attribute qualities to the leader and as well as the follower and how these qualities effect their mutual behavior is what attribution theory of leadership is focusing into.

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The slide features the IIT Kharagpur logo in the top left corner and the text "Indian Institute of Technology Kharagpur" in the top right. The main content is a bulleted list under the heading "Leaders attributions." The list describes the primary attributional task and the three dimensions it involves: Person, Entity, and Context. It also lists the three types of information sought: distinctive, consistency, and consensus. The NPTEL logo is in the bottom left corner.

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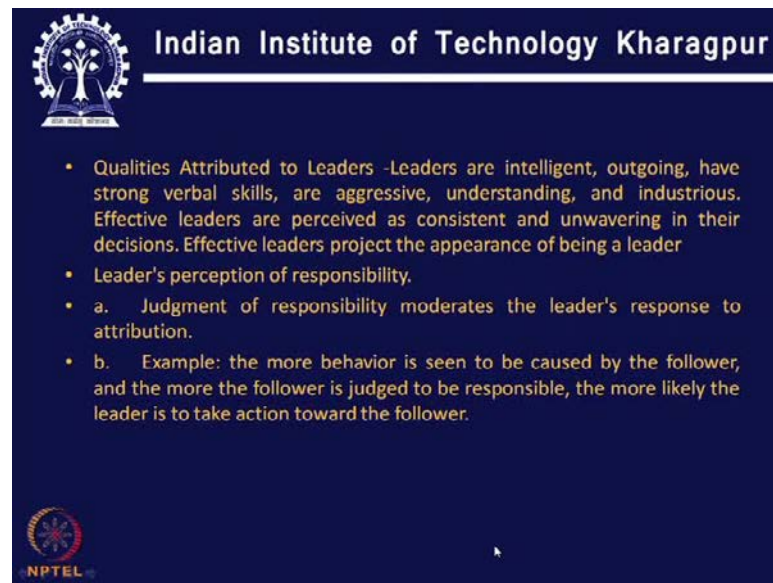
- **Leaders attributions.**
- Primary attributional task—categorize the causes of follower behavior into one of three dimensions:
 - i. Person (e.g., inadequate ability).
 - ii. Entity (task).
 - iii. Context (circumstances surrounding the event).
- Seeks three types of information to form attributions:
 - i. Whether behavior is **distinctive** to the task.
 - ii. How frequently behavior occurs (**consistency**).
 - iii. Extent to which others behave in the same way (**consensus**).

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So, first we will look into the leader's attribution. So, one of the primary attribution task of leaders is to form some attributes about the followers. So the primary attribution task of the leader is done by like. Try to categorize the causes of follower's behavior and to honor the three main dimensions like, due to the person something if something is happening may that be attribute to the cause to the personalized maybe the follower is of inadequate ability.

Do we attribute the cause to the of the followers behavior to the entity means the task enthroned or do we attribute the cause to the context, which is there that is circumstances surrounding the event. From these types of attributions that we met. So the three types of information are like whether the behavior is well specific to the task like it is attentive to the task. Then how frequently the behavior occurs that is the consistency and whether others do behave in the same way that is the consensus. So, three types of information the leader wants to seek from the behavior of the followers.

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- Qualities Attributed to Leaders -Leaders are intelligent, outgoing, have strong verbal skills, are aggressive, understanding, and industrious. Effective leaders are perceived as consistent and unwavering in their decisions. Effective leaders project the appearance of being a leader
- Leader's perception of responsibility.
- a. Judgment of responsibility moderates the leader's response to attribution.
- b. Example: the more behavior is seen to be caused by the follower, and the more the follower is judged to be responsible, the more likely the leader is to take action toward the follower.

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The qualities, that are attributed to the leaders like leaders are intelligent out going have strong verbal skills are aggressive understanding and industrious effective leaders are perceived as consistent and unravel in their decisions. Effective leaders who took the aquarance of being leader the leader's perception of responsibility, judgment of responsibility moderates the leaders response to attribution. In the sense that the each some of the behavior studied and it is seemed to the caused by the follower and more the follower is just be responsible.

Then, more it is likely the leader will take certain action towards the follower. So, how it is perceived like who is responsible for a particular act we determined leader response to that particular attribution.


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Attributional leadership model:

- 1. Better than the trait or personal-behavioral theories in explaining leader behavior.
- 2. Attempts to explain why behaviors happen.
- 3. Offers some predictions about a leader's response to follower behavior.
- 4. Emphasizes to linkages
 - a. Leader attempts to make attributions about poor performance.
 - b. Leader's response is determined by the attributions made.
- 5. Research support is limited.



See, if we are to like evaluate attribution leadership module. It is better than the trait and other personal behavioral theories explaining the leadership behavior. Because, it tries to explain why behavior happens? So, it offers some throw some light on the explanation of leaders response to followers and you can predict like how it is going to happen. So, but it emphasis truly in cases like leaders attempt to make attributions of a poor performance; leaders response is determined by attributions made by him or her. But, the research support is limited to this type of theories.

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Leader behavior: Cause or effect?

- Leaders might be expected to develop positive (or negative) attitudes toward followers based on performance.
- Attitudes influence future expectations.
- Research on cause and effect is limited.
- One research study on first-line supervisors concluded that: Leader consideration behavior caused subordinate satisfaction and follower performance caused changes in the leader's emphasis on both consideration and structure.

Challenges to Attribution Theory of Leadership

- The idea that leadership is merely an attribution that people make about other individuals



Again, it is a very difficult sometimes to understand leaders behavior. Like, if you are talking of attribution then whether the leader's behavior is developed by the subordinates performance. Like, whether its leaders might be expected to develop positive attitudes and negative attitudes towards the followers based on their performance. If the followers are performing well maybe the leaders like them and share more time with them or share better information with them. Because, if we like maybe this is the person who can go and progress further.

So, this positive feeling may again generate future expectations, like if I start expect feeling like one of the followers; someone this particular followers is able to move forward and have potential in this. In certain task, there may be a start expecting that followers of much higher degree. So, its research is and like what leads to the performance leads to better expectations or expectation leader means to perform these type of casual effective relationship is still and maybe such is limited.

So one research studied at first line supervisors concluded that leader consideration behavior, co-subordinates satisfaction and follower performance cause changes in the leaders emphasis the consideration and structure. So, it is so maybe both ways leaders per attitude is affecting the subordinates performance, which in turn is affects again the leaders style. So, challenges to attribution theory are that is expectable to that idea like leader. Leadership is merely the attribution and the people make about other people and with the followers and it is not giving emphasis on traits or the behaviors of the competency of the leader.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Authentic Leaders and Ethical Behavior' is centered at the top in yellow text. Below the title, there are two main bullet points. The first bullet point, 'Authentic leaders know', is followed by three sub-points: 'who they are,', 'what they believe in and value,', and 'and act on those values openly and candidly.'. Below these sub-points, a line of text states: 'Followers see them as ethical. Ethical leaders use ethical means to get followers to achieve their goals, and the goals themselves are ethical.'. The second main bullet point is 'Ethical Leadership work to positively change the attitudes and behaviors of employees, engage in socially constructive behaviors and do not abuse power or use improper means to attain goals'. In the bottom left corner, there is a small NPTEL logo.

- Authentic leaders know
 - who they are,
 - what they believe in and value,
 - and act on those values openly and candidly.

Followers see them as ethical. Ethical leaders use ethical means to get followers to achieve their goals, and the goals themselves are ethical.


- **Ethical Leadership** work to positively change the attitudes and behaviors of employees, engage in socially constructive behaviors and do not abuse power or use improper means to attain goals

Next, we have another style of leadership these are all very upcoming styles of leadership; like authentic leaders and ethical leaders. Like authentic leaders are those who know who they are what they believe in and what are their values and act of those values very openly and kindly. As a result, because they appear to be true to themselves and a true representative about the inner self followers see them very ethical. So, ethical leaders they use ethical means to get the followers to achieve their goals and the goals themselves are ethical in nature.

So, ethical leadership what we do is to positively change the attitudes and behaviors of impress engaging in socially constructive behaviors and do not amidst power or misuse power to use in proper means to attend the goals. So these is like the person, who is ethical leader and has probability also to be of like ethical leaders in the sense. Because, the true to themselves because they do not maintain a outer imagine in an ourselves. So and they know their values when they know the organizational values with and they try to adjust to those situations.

So, in that case perceives them to be ethical and like whatever does is based on like some virtues and values are followed. They can cross the leader and then interact like they are not abusing their power in appropriate means to reach a particular goal.


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Trust: The Foundation of Leadership

- A *positive expectation* that another will not—through words, actions, or decisions—act *opportunistically*. Trust is a history-dependent process (familiarity) based on relevant but limited samples of experience (risk)
- Integrity
 - Honesty and truthfulness
- Competence
 - An individual's technical and interpersonal knowledge and skills
- Consistency
 - An individual's reliability, predictability, and good judgment in handling situations
- Loyalty
 - The willingness to protect and save face for another person
- Openness
 - Reliance on the person to give you the full truth

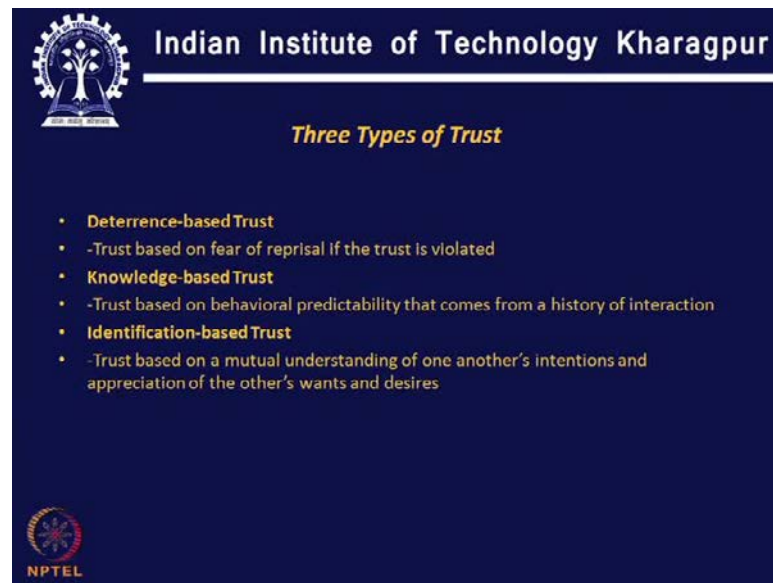


Out of all these things, what appears is one of the basic foundation for leadership behavior is the trust and the leader follower relationship. This whole relationship is based on the relationship of grasp; so which is the positive expectation that another person will not through words action certifications act opportunistically trust, is history dependent process like family. That is, so how does u like how can u trust like i know that a person a previous incidents are proved in trust this person sort.

So, you see history dependent process this and relevant but, examples of experience. So like it is taking some behavior, I want to take some risk also and find out whether this person is trust were there not. So, this is a very understanding very fairly whether that the person is or the person is genuine and will not in any way that to. So it depends on few characteristics like integrity which is honesty and growthfulness competence. Like in individuals technical and inter personal knowledge and skills consistency, in the sense, in individuals reliability multiples and grudge's meeting handling situations.

Loyalty is the willing must to protect and face full another person and openness. We lance on the person to give you the full truth. So, these are few characteristics which defines whether a person is truthfulness is trust where there not and you see integrity to be the primary characteristics of where we defined whether a person is trust; where they are not integrity competence consistency loyalty and openness are the five characteristics, which defines a like the level of trust and trust of a person.

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Three Types of Trust

- **Deterrence-based Trust**
 - -Trust based on fear of reprisal if the trust is violated
- **Knowledge-based Trust**
 - -Trust based on behavioral predictability that comes from a history of interaction
- **Identification-based Trust**
 - -Trust based on a mutual understanding of one another's intentions and appreciation of the other's wants and desires

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So, again cross can be of like three types one is the deterrence based trust like trust which is based in fear of reprisal with the trust is violated. So, i have trust you otherwise should i or you have to trust me in both ways otherwise you get punished right. If you do not trust me may be there is some like this intense inside knowledge based trust. So this comes identification based trust, which is the trust develop because of we can identify the two persons who trust each other can identify with each other and identify with the each other interrelations and appreciate the others desires, so that is identification based trust.

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Contemporary Leadership Roles: Providing Team Leadership

- **Team Leadership Roles** - Act as liaisons with external constituencies, serve as troubleshooters, managing conflict and coaching to improve team member performance
- **Mentoring**
 - Mentor is a senior employee who sponsors and supports a less-experienced employee (a protégé).
 - Mentoring activities include presenting ideas clearly, listening well, empathizing, sharing experiences, acting as role model, sharing contacts and providing political guidance

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Those trust whether when it is coming to knowledge based trust and identification based trust develop some more; better bonding between the leaders and the followers and they can share the information. Share the true each other without fear of being then they amongst the contemporary leadership loads which are there, so in it one of the primary rules and that of providing team leadership. So, in team leadership, what has to be done so here the leader acts as earlier so with external environment; so establish as compliment coaching to improve team member performance.

One of the team leadership roles is that of so, which is a senior employ who sponsors list experienced employ activities, which include like presenting ideas clearly. Listening well sharing, experiencing, experiences acting is a role model and sharing contacts providing political guidance. So, how to move through the organization? What are the correct ways of behaving in the organization? How to perform an act pressure? So, how to adjust within the organization or situations? This is what the metal can guide the employ about the less experienced in on these factors.

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Contemporary Leadership Roles: Self-Leadership

- Self-Leadership is a set of processes through which individuals control their own behavior.
- For creating Self-Leaders the steps are:
 - Modeling self-leadership
 - Encouraging employees to create self-set goals
 - Encouraging the use of self-rewards
 - Creating positive thought patterns
 - Creating a climate of self-leadership
 - Encouraging self-criticism


Another contemporary leadership role is that of self leadership. So self leadership is a set of processes in which through which the individuals control their own behavior. So for creating self leaders it is very important to few once in a like what i see to think of once I was self leaders that is modeling self leadership. So, encouraging employs to create self

set goals encouraging the use of self rewards in the sense; if I reach my goal maybe I will take one day of really appreciate myself.

This sort of things in creating positive thought patterns, how to reach a particular goal? What are the ways how to set the objectives up and down to the goals and what are the steps taken to reach that goal this whole process like creating positive thought patterns. How to linking between the apparently separate entities like parts, which are not to be liked with each other how do we form linkages and how do you make meanings out of things?

So, these are some positive thought patterns which like which then create a climate of self leadership; so an organization to promote self leaders or the climate has to be ready for a two the practice the should present in the climate. So that the person the followers want to be self leaders and encouraging which is that I also important like self in the sense evaluating once own work and defining out. How it can be improved? these are some of the categories of or qualities of self leadership any practice may transform on individual to a self leader .

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is at the top, followed by 'Online Leadership' in yellow. The main content is a bulleted list about leadership at a distance. The NPTEL logo is in the bottom left corner.

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Online Leadership

- Leadership at a Distance: Building Trust
 - The lack of face-to-face contact in electronic communications removes the nonverbal cues that support verbal interactions.
 - There is no supporting context to assist the receiver with interpretation of an electronic communication.
 - The structure and tone of electronic messages can strongly affect the response of receivers.
 - An individual's verbal and written communications may not follow the same style.
- -Writing skills will likely become an extension of interpersonal skills

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So, online leadership is when you have there like leadership in a virtual team when it happens it is leadership at a distance and it is like building trust through that and it is very important. So, when there is lack of face to face contacting electronic communication. It removes a non verbal will gives that support verbal interactions. So

there is no supporting contacts around plus is the receiver to take the gives of how to brightly integrate the setting in the effect of not where will be and two study the situation to understand what that actual behavior pattern is.

So, in this this structure and tone of electronic messages can a strongly effect, the response of the receivers through the media itself has it is own qualities, which get act which attributes get it is a different phenomena and the message gets interpreted in that way. Persons verbal and electronic communications may not follow the same style and writing skills generally becomes an extortion of inter personal skills. So, in this condition like online leadership is really challenged, because you have to be a very good analyzer of like the contents of the written communication.

Written communication has to be very strong in the sense, so you are reaching the person of the who has the receiver. there maybe you are not meeting them directly and there is no face to face interaction and non verbal skills are not present, so the your writing whatever you write that becomes a media of you interacting with your followers and that is of you get to know your followers. So, the follower letting know you so that part this written communication becomes very important.

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The slide features the IIT Kharagpur logo on the left and the text on the right. The text discusses leadership attributes across cultures and lists seven specific traits demonstrated by effective multicultural leaders according to Bass's research.

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Multicultural Leadership

- Bass et al. found leadership attributes associated with leadership results across cultures. Effective multicultural leaders need various leadership skills that may not be obvious. According to Bass' research, effective multicultural leaders demonstrated:
 - a. Preferred awareness (willingness to be aware of others' feelings).
 - b. Actual awareness (actual understanding of oneself and others).
 - c. Submissiveness (to rules and authority).
 - d. Reliance on others (in problem solving).
 - e. Favoring of group decision-making.
 - f. Concern for human relations.
 - g. Cooperative peer relations

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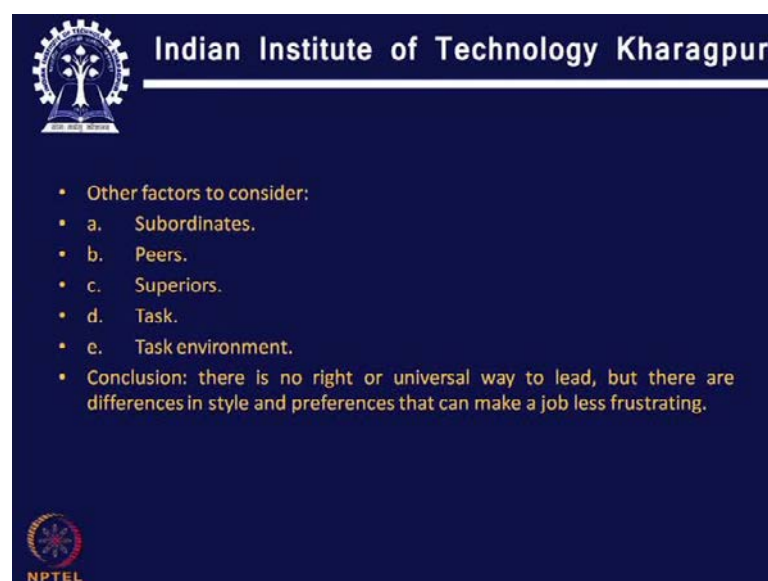
Now, we will look more into the multi cultural context of leadership. Because, this is where like people are functioning now when they are working in and when they different concrete, so the what they have to work it is the context to multi culture and they have to


work with people coming from different parts of the world with their own value system. How to adjust if those situation? How to like motivate people coming from different cultures? How to inspire people and how to explain to them what is required then how to get the job done these are some of the challenges.

So, some of the basic competencies of multi-cultural leaders are like first is preferred awareness in the sense willingness to the aware of others feelings. If we do not want to be aware of others feelings that means we are not opening the gate part communication through which like we can communicate with the other person. So, preferred awareness in the sense like we want to be aware willingness to be aware of others feelings. Actual awareness, is actual understanding of self and others business to do and also an authority like we have to avoid by the rules and regulations of that particular country on where they we are doing your business.


Now, like the there they expect organizations to be or the individual in the organization to be a whether there is a set expectations from that country and culture. So these things we have to understand rebalancing problem solving then featuring group decision making. Because, they by this process you get to know you people but, concentrate for him and relations can pure relations these are some of the things like which like effective multi-cultural people organization and they demonstrate.

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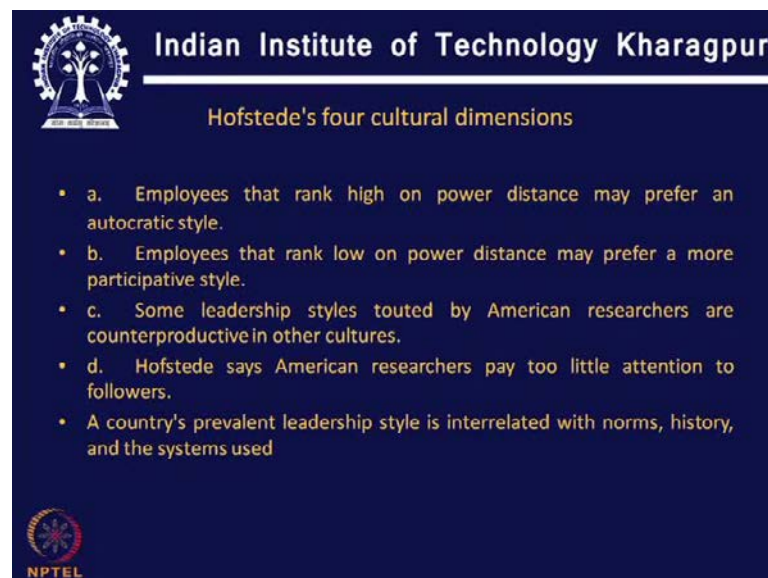
- Other factors to consider:
 - a. Subordinates.
 - b. Peers.
 - c. Superiors.
 - d. Task.
 - e. Task environment.
- Conclusion: there is no right or universal way to lead, but there are differences in style and preferences that can make a job less frustrating.

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So, other factors which are important are who having the sub ordinates that are the pears and who are the superiors; what the task is at and what are the task environment? So there is no particular way or universal way to lead but, there are differences in style amongst the people at preferences, which can make job because sometimes, you like what can person being more happy with someone who and you need and try to adjust task to that and from whom you can learn about the attitudes of behavior with others, like how to assimilate this person lead universal.

These are some of the qualities that you would love to learn from your leader and that make their jobless and now enjoying if you start liking the leader and you want to be like that leader and the comfortable work unit leader.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Hofstede's four cultural dimensions' is centered below the header. A bulleted list contains five points. The NPTEL logo is in the bottom left corner.

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Hofstede's four cultural dimensions

- a. Employees that rank high on power distance may prefer an autocratic style.
- b. Employees that rank low on power distance may prefer a more participative style.
- c. Some leadership styles touted by American researchers are counterproductive in other cultures.
- d. Hofstede says American researchers pay too little attention to followers.
- A country's prevalent leadership style is interrelated with norms, history, and the systems used

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So, how states cultural dimensions tell like that if person if an employs high empowered distance they may prefer autocratic style of leadership. So, employs who alone powered distance they may prefer participatory style of leadership. So what happens is that like this leadership is called it is leadership theories developed in one context may not work other context. So because the leadership style is more acceptable in one context is connected with the country's old history and also behavior and the systems which are there in place. So it is not possible just to superimpose one leadership on the other culture because the leadership is very cultureless free.

Because the leadership of the belief system develops from the culture, which the employee is in. So here, we will try to focus some of the leadership styles, which are prevalent in different countries and try to find out how these things are different.

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The slide features the IIT Kharagpur logo on the left and the NPTEL logo at the bottom left. The title 'Attitudes of European Managers Toward Leadership Practices' is centered at the top. Below the title is a bulleted list of findings.

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Attitudes of European Managers Toward Leadership Practices

- Higher-level managers tend to express more democratic values than lower-level managers in some countries – in other countries, the opposite was true
- Company size tends to influence the degree of participative-autocratic attitudes
- Younger managers were more likely to have democratic values when it came to capacity for leadership and initiative and to sharing information and objectives
- Most European managers tend to reflect more participative and democratic attitudes – but not in every country
- Organizational level, company size, and age seem to greatly influence attitudes toward leadership
- Many of the young people in this study now are middle-aged – European managers in general are highly likely to be more participative than their older counterparts of the 1960s and 1970s

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Like attitudes of European managers towards leadership practice. Higher level managers tend to express more democratic values than lower level managers in some countries. In other countries opposite rest to the company size like tends to enter in the participating and what are the attitudes. So, young managers were more likely to have democratic values when it came to capacity for leadership and initiative into sharing information and objectives. So if you see most European managers tend to include participating values of democratic attitudes.

But, again it is in true in every country; organization level combines as an each seat to influence attitudes towards leadership. So this is what is general is about true about European managers.

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Japanese Leadership Approaches

- Japan is well known for its paternalistic approach to leadership
- Japanese culture promotes a high safety or security need, which is present among home country-based employees as well as MNC expatriates
- Japanese managers have much greater belief in the capacity of subordinates for leadership and initiative than do managers in most other countries – only managers in Anglo-American countries had stronger feelings in this area

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Japanese leadership style is more of paternalistic in approach, so it promotes high safety or security need, which is present among home country best employee as well as the expatriates. So Japanese leaders believe more in the capacity of the leadership and they want to promote that to take initiative in promoting that and that is what it differentiates managers from the countries.

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Differences Between Japanese and U.S. Leadership Styles

- Except for internal control, large U.S. firms tend to be more democratic than small ones – the profile is quite different in Japan
- Younger U.S. managers appear to express more democratic attitudes than their older counterparts on all four leadership dimensions
- Japanese and U.S. managers have a basically different philosophy of managing people – Ouchi's *Theory Z* combines Japanese and U.S. assumptions and approaches providing a comparison of seven key characteristics

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So, difference between the Japanese and US style of leadership is etcetera for internal control. I will large US firms are tend to be more democratic than smaller ones the profile is quite different in Japan. So, younger US managers appear to express more democratic attitudes than older counterparts. Like Japanese people they believe theory and before managing people any assumptions and approaches provide like is a comparison like when we are talking about theories. They are not just theories, which I combine the Japanese way of looking at things and the American way of looking at things.

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- Another difference between Japanese and U.S. leadership styles is how senior-level managers process information and learn
- Variety Amplification
 - Japanese executives are taught and tend to use variety amplification – the creation of uncertainty and the analysis of many alternatives regarding future action
- Variety Reduction
 - U.S. executives are taught and tend to use variety reduction – the limiting of uncertainty and the focusing of action on a limited number of alternatives

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So I just told like so another like difference between Japanese and US leadership is how senior level managers process information learns. So, variety amplification is Japanese executives are tend to use variety amplifications. So the creation of the uncertainty is the analysis of many alternative regarding future actions. US managers are told variety reduction so to use the variety reduction the limitation of uncertainty and the focusing action in limited number of alternatives.

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The slide features the IIT Kharagpur logo in the top left corner and the NPTEL logo in the bottom left corner. The title 'Leadership in China' is centered at the top. The main content is a bulleted list of three areas of importance.


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Leadership in China

- **Importance that the respondents in one study assigned to three areas:**
- Individualism
- Measured by importance of self sufficiency and personal accomplishments
- Collectivism
- Measured by willingness to subordinate personal goals to those of the work group with an emphasis on sharing and group harmony
- Confucianism
- Measured by the importance of societal harmony, virtuous interpersonal behavior, and personal and interpersonal harmony


If you are looking towards china and the leadership style in china, so the respondents in one study assigned importance to individualism, which was measured by the importance of self-sufficiency and personal accomplishments and like collectivism, which was measured by the willingness subordinate personal goals to those of the work group with an emphasis on sharing and group harmony. Confucianism measured by the importance societal harmony virtuous interpersonal behavior and personal and interpersonal harmony.

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- The “New Generation” group scored significantly higher on individualism than did the current and older generation groups
- They also scored significantly lower than the other two groups on collectivism and Confucianism
- These values appear to reflect the period of relative openness and freedom, often called the “Social Reform Era,” in which these new managers grew up
- They have had greater exposure to Western societal influences may result in leadership styles similar to those of Western managers



So, these were the three areas in which the respondents assigned an importance. So what we found is that the new generation groups scored significantly higher on individualism than did the current and old generation groups. They again scored lower than the others one confucianism and collectivism. So this is maybe reflecting whether their openness to experience and that is the social reform area. So because they have greater exposure towards western societal influence. So they prefer leadership style because they are more exposed to such society and they maybe want to be like those people they therefore, leadership style, which is similar to that of western managers.

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Leadership in the Middle East

- There may be much greater similarity between Middle Eastern leadership styles and those of Western countries
- Western management practices are evident in the Arabian Gulf region due to close business ties between the West and this oil-rich area as well as the increasing educational attainment, often in Western universities, of Middle Eastern managers
- Organizational culture, level of technology, level of education, and management responsibility were good predictors of decision-making styles in the United Arab Emirates
- There is a tendency toward participative leadership styles among young Arab middle managers, as well as among highly educated managers of all ages



Leadership in the middle east, so where like western management practices are evident in the Arabian gulf region due to close business between the west and this oil rich area as well the increase in educational attainment often in western universities of middle eastern managers. So they import cultures from outside. So operational culture level of technology level of education these are some good predictors of the decision making styles in the United Arab Emirates. So in the young Arabs there is tendency to towards participative style of leadership style. Among, the mangers as well as highly educated managers of all ages so participative leadership style which is try to be followed in the Middle East.

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Differences in Middle Eastern and Western Management

Management Dimensions	Middle Eastern management	Western Management
Leadership	Highly authoritarian tone, rigid instructions. Too many management directives.	Less emphasis on Leader's personality, considerable weight on leader's style and performance.
Organizational structures	Highly bureaucratic, over centralized, with power and authority at the top. Vague relationships. Ambiguous and unpredictable organizational environments.	Less Bureaucratic, more delegation of authority. Relatively decentralized structure.
Performance evaluation and control	Informal control mechanisms, routine checks in performance, lack of vigorous performance evaluation systems	Fairly advanced control systems focusing on cost reduction and organizational effectiveness.



Today we are going to differentiate the Middle Eastern and Western management to find like according to different dimensions, what you find is that. In Middle Eastern management leadership is highly authority to rigid instruction when you are talking of organizational structure is highly bureaucratic over centralized with power in authority of the top weighing relationships, ambiguous unpredictable organization environment. Western management is less bureaucratic more derivation of authority to little decentralized structure. Performance evaluation and control in firm a control we can assemble team performance therefore; the US performs evaluation system. So, it is fairly advance control system for personal cost reduction and organizational effectiveness.

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Differences in Middle Eastern and Western Management


Personal policies	Heavy reliance on personal contacts and getting individual from the right social origin to fill major positions.	Sound Personnel management policies. Candidates qualification are usually the basis for selection decisions.
Communication	The tone depends on the communicants. Social position, power and family influence are ever present factors. Chain of command must be followed rigidly. People relate to each other tightly and specifically. Friendships are intense and binding.	Stress usually on equality and a minimization of difference. People relate to each other loosely and generally. Friendships not intense and binding.
Decision Making	Ad hoc planning, decisions made at the highest level of management. Unwillingness to take high risk inherent in decision making.	Sophisticated planning techniques, modern tools of decision making, elaborate management information systems.



Personal policies are negligence personal contacts and letting individuals from the right social who obtain major positions. So, why in western some personal management policies can be disqualification at the major importance. So communication it depends on the social position of the social position power and family influence and other personal factors. So, if change commends to falling rigidly people will let each other tartly and specifically. So, friendship in terms binding so in western countries it stresses generally and equality and minimization of difference people ability to each other in loose ends.

Generally, so what is happened it is friendship are not that much intense in binding, when it comes to decision making and of planning decisions are made at the highest level of management and willingness to take higher risk inheriting the decision making. So, in the western it is sophisticated planning techniques; modern tools of decision making are applied and elaborate management information systems. So, it is more like systematic when it is come to the decision making process when you are talking about western countries as compared to the like the Middle Eastern countries.

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Rankings of the most important leadership attributes
by region and country cluster
North /West European region

Anglo Culture (Great Britain, Ireland)	Nordic Culture(Sweden, Netherlands, Finland, Denmark)	Germanic Culture(Switzerland, Germany, Austria)	Czech Republic	France
Performance Oriented	Integrity	Integrity	Integrity	Participative
Inspirational	Inspirational	Inspirational	Performance Oriented	Non autocratic
Visionary	Visionary	Performance Oriented	Administratively skilled	
Team Integrator	Team Integrator	Non autocratic	Inspirational	
Decisive	Performance Oriented	Visionary	Non autocratic	



So, this is of like ranking of the most important leadership attributes of the region and country cluster what you find like. These are the different country clusters and leadership attributes like it is different platform. So, in Nordic culture it is integrity it is ironic it is integrity and then in France, it is participative leadership styles in inspirational and performance oriented not autocratic for the leader is concerned, whether the visionary or the performance oriented or administratively. So, what we can see like we classify at least some of the leadership qualities based on the country clusters and try to find the differences in them.


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South/East European region

Latin Culture (Italy, Spain, Portugal, Hungary)	Central Culture (Poland, Slovenia)	Near East Culture (Turkey, Greece)	Russia	Georgia
Team Integrator	Team Integrator	Team Integrator	Visionary	Administratively skilled
Performance Oriented	Visionary	Decisive	Administratively skilled	Decisive
Inspirational	Administratively skilled	Visionary	Inspirational	Performance Oriented
Integrity	Diplomatic	Integrity	Decisive	Visionary
Visionary	Decisive	Inspirational	Integrity	Integrity



This continues for the different cultures.

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Leadership Approaches in Developing Countries

- Managerial attitudes in India are similar to Anglo-Americans toward capacity for leadership and initiative, participation, and internal control, but different in sharing information and objectives
- Leadership styles in Peru may be much closer to those in the United States than previously assumed
- Developing countries may be moving toward a more participative leadership style



That we in developing countries like managerial attitudes in India are similar to the Americans towards the capacity for leadership and initiative participating and internal control but, different in sharing information and objectives. So, leadership styles in per may be much closer to those in United States than previously assumed. Developing countries may be moving towards a more participative leadership why this is happening because may be in the developed countries their getting attracted towards the developing

countries. As far as businesses are concerned they want to move to those countries do their businesses they want to let employ people from there. So these countries have to adapt to the leadership style at the developed countries.

So that, this business continues so those cases like mostly and because there does no longer like psychological barriers exist and it is an open communication, while the west is so close to the heart of people. In the sense are getting exposes to western leadership of the people may get attracted towards the developed the good parts of it can be participative leadership is what that is getting people are getting attracted towards.

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The slide features the IIT Kharagpur logo in the top left corner. The title 'Indian Institute of Technology Kharagpur' is at the top right. The main title 'Leader Behaviour, Leading Effectiveness and Leading Teams' is centered. Below it is a bulleted list of three points. The NPTEL logo is in the bottom left corner.

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Leader Behaviour, Leading Effectiveness and Leading Teams

- One of the keys to successful global leadership is knowing what style and behaviour works best in a given culture and adapting appropriately.
-
- In affective cultures, such as the United States, leaders tend to exhibit their emotions
- In neutral cultures such as Japan and China, leaders do not tend to show their emotions

NPTEL

So, one of the success of global leadership is keys to success of global leadership is knowing what style and behavior it works best in a given culture and adapting it properly. So in effective cultures people may be exhibiting their emotions in neutral cultures; leaders do not tend to show their emotions. So, these are certain things like global leaders have to learn to know which is effective way.

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When managing or being managed in


Affective cultures	Neutral Cultures
Avoid a detached, ambiguous and cool demeanor because this will be interpreted as negative behaviour.	Avoid warm, excessive or enthusiastic behaviours because these will be interpreted as a lack of personal control over one's feelings and be viewed inconsistent with one's high status.
Find out whose work and enthusiasm are being directed into which projects so you are able to appreciate the vigour and commitment they have for these efforts	Extensively prepare the things you have to do and then stick tenaciously to the issues
Let people be emotional without personally becoming intimidated or coerced by their behaviour.	Look for cues whether people are pleased or angry and then amplify their importance.

NPTEL

So, there some tips of like when managed in affective cultures avoided the terms and goal because this would be interpreted as negative behavior. In neutral cultures, avoid warm excessive or enthusiastic behavior because this would be interpreted as lack of personal control. One's feeling and would inconsistent it ones high status. In affective cultures find out whose work and enthusiasm are being directed into which projects. So that you are able to appreciate their vigor and commitment they have for these efforts. Then, in neutral cultures extensively prefer the things that you have to do and them takes intentionally to the issue.

And then affective culture let people become emotional without personally becoming intimated towards by their behavior neural cultures look for queues whether people are pleased or angry and then amplify their importance. So this is how we try to differentiate the leadership style while you are working on affective culture or neutral culture.


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When doing business with individuals in

Affective Cultures (for those from Neutral Cultures)	Neutral Cultures (for those from Affective cultures)
Do not be put off stride when others create scenes and get histrionic; take timeouts for sober reflection and hard assessments.	Ask for time outs from meetings and negotiations where you can patch each other up and rest between games of poker with the Impassive ones.
When others are expressing goodwill, respond warmly.	Put down as much as you can on paper before beginning the negotiation
Remember that other person's enthusiasm and readiness to agree or disagree does not mean that the individual has made up his/her mind	Remember that the other persons lack of emotional tone does not mean that the individual is disinterested or bored, only that the person does not like to show his/her hand.
Keep in mind that the entire negotiation is typically focused on you as a person and not so much on the object or proposition that is being discussed.	Keep in mind that the entire negotiation is typically focused on the object or proposition that is being discussed and not on you as a person.




Then again certain ways that we have to remember like while doing business with individuals in like affective cultures from for those who are from neutral cultures. By doing we put of slide when other create two seen and take time for reflection and hard assessment. Neutral cultures for those from affective cultures ask for time for meetings and negotiations, where we can patch each other up and rest we the passive ones. In affective culture in others in express we are doing this one.

We in neutral cultures put down as much as you cannot people to show you elusion. In affective cultures we have to understand like other person enthusiasm and it does not mean that the person does not mean that the like we said in many neutral cultures. Other person lack of emotionally tone does not mean write the person has is not it interested is interested this interested boards only the other person does not like you show off.

In effective purchase the negotiation that we do is in tune in for piston how you are a person and do not so much on the objective negotiation and the neutral culture it is focus entirely on the objective and not of a new as a person of equal after knowing this things, people can adjust situations while moving from one culture to the other culture and trying to be a effectively function and the other culture.

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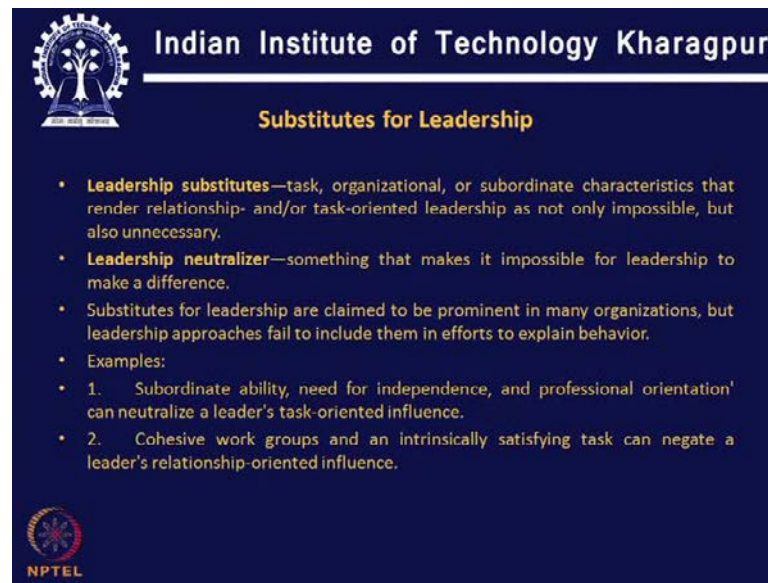
Recognize the way in which people behave in

Affective cultures	Neutral cultures
They reveal their thoughts and feelings both verbally and nonverbally	They often do not reveal what they are thinking or feeling
Emotions flow easily, vehemently and without inhibition	Emotions are often dammed up, although they may occasionally explode.
Heated, vital and animated expressions are admired	Cool and self possessed conduct is admired.
Touching, gesturing and strong facial expressions are common	Physical contact, gesturing or strong facial expressions are not used.
Statements are made fluently and dramatically.	Statements are often read out in a monotone voice.

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In affective cultures like people very well thoughts and feelings both verbal and non-verbal in neutral culture people occluded do not reveal what they are talking about thinking of in effective trances emotion flow easily daily only without any addition neutral type emotions.

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Substitutes for Leadership

- **Leadership substitutes**—task, organizational, or subordinate characteristics that render relationship- and/or task-oriented leadership as not only impossible, but also unnecessary.
- **Leadership neutralizer**—something that makes it impossible for leadership to make a difference.
- Substitutes for leadership are claimed to be prominent in many organizations, but leadership approaches fail to include them in efforts to explain behavior.
- Examples:
 1. Subordinate ability, need for independence, and professional orientation' can neutralize a leader's task-oriented influence.
 2. Cohesive work groups and an intrinsically satisfying task can negate a leader's relationship-oriented influence.

Occasionally, they may explode in effective cultures heated a vital and emitted expression are encourage initial culture coolant self conduct at effective culture strong facial expression is common in equal neutral con cultures physical contentious expression. And, effective cultures statements and in neutral cultures statements read out in monitor force here. So, we find like the effects of how to adjust in different cultural situation useful thought expect this and to get adjust this in a particular cultural situation so that they can perform well. There we talking of substitute of leadership so what you are trying to find out in leaderships of situation task organization subordinate characteristics that when the relationship and the task oriental leaders are not only impossible but also unnecessary.


So, maybe leader are not required in that tempo situation. Deduction utilizes something that makes impossible for leadership to make a difference. So, these are certain things like how much difference the leader can make whether a leadership is certain required and these types of patients are coming, we are looking to substitute a leadership. So, there it is claim to be from many other motivations the leadership of course is faded in effect towards in behavior. There in a subordinates ability need for initial professional orientation can utilize the leadership the starts oriented insurance and intensity satisfying can neglect a leaders leadership oriented interest.

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Substitute or neutralizer	Effect on supportive leadership	Effect on instrumental leadership
A. Subordinate characteristics		
1. experience, ability, training		Substitute
2. Professional orientation	Substitute	Substitute
3. Indifference towards reward	Neutralizer	Neutralizer
B. Task Characteristics		
1. Structured routine task		Substitute
2. feedback provided by task		Substitute
3. Intrinsically satisfying task	Substitute	
C. Organization characteristics		
1. Cohesive workgroup	Substitute	Substitute
2. Low position power	Neutralizer	Neutralizer
3. Formalization (roles, procedures)		Substitute
4. Inflexibility (rules, policies)		Neutralizer
5. Dispersed subordinate work	Neutralizer	Neutralizer



So, how to like in what situation the influence in leaders get many repressible is? What we are looking for? When you are talking of leadership? We must have happy with the thing, so were the leadership whether that task or that I will be doing my own task which is given to me by the organization, because the task itself is very substitutes like the instrumental leadership. Professional oriented provided by task is also substituting the instrumental leadership. And, satisfy in task in substitute though supporting leadership organization characteristic in substitutes the leadership the supporting leadership other instrumental leadership low passion. Our is like is again utilize by four type of leadership like if there is a big formulization, then it is access the substitutes for instrumental leadership insolubilities in those like route policies. It utilizes the instrumental leadership like utilize the contact supporting leadership organization with the leaders for supportive feedback. And, the task we expect substitute for leadership. So, those case this being this functioning like the self leaders so all two things we get utilize by when you are talking about first subordinate all sets.


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Questions

- 1. What is Leadership? Compare Leadership vs management. Discuss the different functions of Leadership.
- 2. What are the different approaches to the study of Leadership? Discuss the different leadership styles under behavioural approach. Which style according to you is most effective and why?
- 3. Discuss the different leadership styles under situational approach. Which style according to you is most effective and why?
- 4. Write short notes on (a) Charismatic Leadership (b) Attribution Theory of Leadership (c) Authentic Leaders and Ethical Behavior (d) Trust: The Foundation of Leadership (e) Substitutes for Leadership



Next, we move to some all questions after we gone through the whole discussion of what is leadership? What are the different styles of leadership? What are the different upcoming things in leadership? So, that is for we are opportunity find what is leadership? It is a way of influencing the third process and behavior others and motivating them means certain thing which towards leading. And, objectives we are try to see the whether leadership is a trade.

And, whether it is behavior depend on situation, and there we are try to look into the various leadership things like leadership which is more focused on like the faiths of the person the captancies of the leaders to attract forwards and inspire follows to things and expect in a particular leader. We are focus also you need to leaders required for different types of situations and the situations I like the lead of the situations and also for the functions of the organizations. How are, what are the still ability? Which helps the person to come up to ability what is the qualities? Which are required to be a leader in a particular situation a particular task?

We are focus in a leadership situational pacific leadership. The mean of the situation what is the internship styles? We are taken to consideration in also the those of followers leaders, we are taken into leadership attributes with the leader and followers made to each other. And, how they attend the functioning? We also focus into the ethical issues of leadership. Now, only talking of authentic leadership event ethical leadership discuss

about transformation and transmittal leadership. And, what is the role of culture and cultural specific leadership? In how to know like what is proper leadership style? When you are functioning leaders chairman also that when people outside the have to adjust those situations? And, enlarge this leadership styles, so that they can function properly.

So, we have discussed authentic leadership also and may be all this style inspirational leadership, like the most of leadership style upcoming motivation style coming up which may be you have to search for yourself. What is a collaborative leadership style? What is a I new leadership style? It is coming up like when you talking of who are the these are different I gears of leadership what which are involving based on the leader of the situation based on the functional which of the style is effective follow different situations. So, like the leadership style, do not over here or it is not like very mixed match between.

This try to find out like which is the leadership how do you know what are the competences of exactly the what is expectation from that leader how we found what are the situations which make the leadership style appropriate. So, it is we move to the questions like, what is leadership come to a leadership like this is management discuss the different function of leadership. What is the study of leadership? Discuss the different leadership styles and the behavior approach which style according to use more effective in like discuss the different leadership style and the situational approach.

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- 5. What are the Contemporary Leadership Roles? Discuss the significant aspects of Online Leadership
- 6. What is Multicultural Leadership and why knowledge of it is important for managers?-Justify with suitable examples
- 7. Discuss with suitable examples the significant aspects of Leadership approaches in Developing Countries



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So, all according to you more effective in leadership at effective behavior perforation of leadership of substitutes leadership. What is the leadership? Those in online leadership what is malty cultural leadership important foe managers suitable examples approaches developing? So, we end this section over here with expectation like this is where you to get interest knowing more of the valuable leadership styles to see how they can be miss properly for inspiring people, so any we repeat taking the job of leader is today.

It is what we know it but, it is not to not only to read, but to develop leaders to make leaders out of the follows to inspire people motivate people. But, by the own examples by the own functioning by the own virtues by the they themselves may (()) on the leaders in we have the leaderships style which is accepted. And, in function is one cultural accordingly like how the leader of that particular culture what he or she does to inspire. And, how we inspire followers to be next day leaders? This is one of the primary functions of leaders, that is important of leaderships and if that is done may be the organizations will expect this performance.

Thank you.