

**Organizational Behaviour- II**  
**Prof. Susmita Mukhopadhyay**  
**Vinod Gupta School of Management**  
**Indian Institute of Technology, Kharagpur**

**Lecture - 40**  
**Leadership and Management**

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Welcome back to the session on leadership in today's discussion we are going to learn about leadership and management. So, we will be discussing on the various issues related to the leadership and management.

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**Leadership and Management**

**Introduction**

Management functions include planning, organizing, staffing, directing, and controlling. In order to direct their subordinates, the manager must motivate, communicate, supervise, guide, and lead. Thus, it is the directing function that propels a manager to become responsible for effectively and successfully leading their subordinates.

The slide features a bar chart with four bars of different heights and colors (red, green, orange, blue) and a person icon on top of the tallest bar. There are also faint background icons of a gear, a lightbulb, and a molecular structure.

The management functions which include planning, organizing, staffing, directing and controlling in order to direct their subordinates the managers must motivate communicate supervise guide and lead thus it is the directing function that propels the manager to become responsible for effectively and successfully leading their subordinates.

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**Leadership and Management**

**Leadership is an essential part of successful management in terms of the following points**

- The leader guides and directs by eliminating uncertainties as to what should be done, and thereby coordinates individual efforts in order to streamline them into one direction.
- The leader motivates people and integrates individual needs with the needs of the organization.
- The leader represents the group to the outside world and the outside world to the group. The group looks upon the leader as a source of information and satisfaction.

The slide includes a small video inset of a woman in the bottom right corner. The background features a gear, a lightbulb, and a molecular structure icon.

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upon the leader as a source of information and satisfaction.

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The slide is titled "Leadership Theories/Models and Management" in an orange box at the top. Below the title, a yellow box contains a list of topics: Corporate Governance, The Social Contract, Maslow's Hierarchy of Needs, Love and Spirituality in Management and Business, and Change Agent. To the right of the list is an illustration of three business people running up a blue upward-trending arrow. The slide also features various icons like gears, a hard hat, and a molecular structure. A small inset video shows a woman in a yellow top speaking. The NPTEL logo is in the bottom left corner.

We have understood about the different theories of leadership earlier and also the models some of more of the models over here are like the model for corporate governance, social contract, Maslow's need hierarchy theory, love and spirituality in management and business and acting as a change agent.

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The slide is titled "Management and Leadership Theories, Models" in an orange box at the top. Below the title, a yellow box contains the text: "Corporate Governance" followed by two bullet points: "Corporate governance is the system of rules, practices and processes by which a company is directed and controlled." and "Corporate governance essentially involves balancing the interests of a company's many stakeholders, such as shareholders, management, customers, suppliers, financiers, government and the community." To the right of the text is an illustration of a group of business people walking. The slide also features various icons like gears, a hard hat, and a molecular structure. A small inset video shows a woman in a yellow top speaking. The NPTEL logo is in the bottom left corner.

Let us illustrate on some of this. Corporate governance: Corporate governance is the system of rules practices and processes by which a company is directed and controlled. Corporate governance essentially involves balancing the interests of a company's main stakeholders such as

shareholders management customers suppliers' financials government and community.

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The slide features a title bar 'Management and Leadership Theories, Models' in an orange box. Below it, a yellow box contains the heading 'Social contract'. The main text explains that to turn groups of employees into teams, the first step is to form a social contract — an explicit agreement that lays out the ground rules for team members' behaviors. It notes that a contract can cover territory such as how members will work together, make decisions, communicate, share information, and support each other. Social contracts clearly outline norms for how members will and should interact with one another. The slide includes decorative icons of gears, a group of people, and a hard hat. A small video inset of a woman is visible in the bottom right corner.

Social contract theory to turn groups of employees into teams the first step is to form a social contract. An explicit agreement that lays out the ground rules for team members behaviours. A contract can cover territory such as how members will work together make decisions communicate share information and support each other. Social contracts clearly outline norms for how members will and should interact with one another.

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The slide features a title bar 'Management and Leadership Theories, Models' in an orange box. Below it, a yellow box contains the heading 'Maslow's Hierarchy of Needs'. The central diagram is a pyramid with five levels: 'Self' (top, red), 'Esteem' (red), 'Social' (orange), 'Safety' (blue), and 'Physiological' (bottom, purple). To the left of the pyramid, a blue box defines 'Lower-Order Needs' as 'Needs that are satisfied externally; physiological and safety needs'. To the right, another blue box defines 'Higher-Order Needs' as 'Needs that are satisfied internally; social, esteem, and self-actualization needs'. The slide includes decorative icons of gears, a group of people, and a hard hat. A small video inset of a woman is visible in the bottom right corner.

One of the prominent theories in leadership and motivation is of course Maslow's theories of need hierarchy. So, what we see. So, what we see like there are 5 layers of needs starting from

the lowest layer which is the physiological layer safety layer social layer esteem layer and the self actualization layer. The lower order needs like the physiological needs and the safety needs are satisfied externally.

And the higher order needs like the social needs self-actualization needs the esteem needs these are satisfied internally.

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Love and spirituality in management and business it is very important like the leadership incorporates the qualities of human existence personal values and beliefs our relationship with others our connection to the natural world and beyond. This helps the leadership to understand not only the mindset and the needs of the others stakeholders who can like speak for themselves who are like the human beings.

But also, to be careful about the stakeholders who cannot like speak for themselves like the environment at large. So, it is helping the nurturing of a proper value system helps the leadership to be more effective in guiding the organization in becoming more sustainable. So, it is a value-based leadership which is focused towards sustainability and growth.

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## Management and Leadership Theories, Models

**Change Agent**

Anyone who helps an organization transform by improving business processes and interpersonal interactions.








We have been discussing with the term's leadership and management simultaneously. So, now let us see what are the difference between leadership and management?

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### Leaders and Managers in Various Point of Views

Particulars	Manager	Leader
Origin	Person becomes a manager by virtue of his position	A person becomes a leader on basis of his personal qualities.
Formal rights	Manager has got formal rights in an organization because of his status.	Rights are not available to a leader.
Followers	The subordinates are the followers of managers.	The group of employees whom the leaders leads are his followers.

So, that we get a clear idea of these two terms the origin like person becomes a manager by virtue of his position. But a person becomes a leader on the basis of his personal qualities. The personal qualities of the leader the skills and the ways that he interprets the situations how is about to move along with others towards the common vision is very important. Formal rights manager has got formal rights in an organization because of his status rights are not available to a leader.

Because what happens the leadership how we are conceptualizing over here is the it can be any person in the organization can be a leader provided he has the leadership skills and qualities and it may or may not be tagged to a particular position. So, if you are talking of formal rights. So, that may not be available to a leader. Followers the subordinates are the followers of the managers the groups of employees whom the leaders' leads are his followers.

The function a manager performs all 5 functions of management. The leader influences people to work willingly for group objectives. Necessity a manager is very essential to a concern a leader is required to create cordial relation between persons working in and for organization towards a common vision. Stability manager is more stable leadership is temporary because it is as per the need of the group and the situation like certain people may emerge as a leader for that particular nature of work in that particular situation.

Given different kind of situation given a different kind of people that you have to work with and situations and the task at hand the person possessing different qualities may emerge as a leader. So, as leadership is not tagged to a particular position. So, it is the leadership qualities can be present or are rather present in everyone in the organization. So, what we tell like it is not permanent in nature it shifts leadership shifts according to the need of the situation and the need of the task and the objectives to be achieved through.

Role continuation a manager can continue in his office till he performs his duty satisfactorily. A leader can maintain his leader can maintain his position only through day-to-day wishes of the followers here the interaction of the leader and the follower the exchanges the between the leader and the follower the trustworthiness between the leaders and the followers the transparency really matters for the leader to continue in position.

Because without followers there cannot be a leader and the follower's feedback on the leaders their feed like liking or disliking of the leader has to understand whether this leader is going to continue or that neither needs to be replaced. Sanctions manager has command over allocation and distribution of sanctions a leader has command over different sanctions and related task records these sanctions are essentially of informal nature.

Followers, people follow manager by virtue of job description people follow the leaders based on voluntary basis.

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**Differences between Leadership and Management**

Leadership differs from management in a sense that:

- While managers lay down the structure and delegates authority and responsibility, leaders provides direction by developing the organizational vision and communicating it to the employees and inspiring them to achieve it.
- While management includes focus on planning, organizing, staffing, directing and controlling; leadership is mainly a part of directing function of management. Leaders focus on listening, building relationships, teamwork, inspiring, motivating and persuading the followers.
- While a leader gets his authority from his followers, a manager gets his authority by virtue of his position in the organization.

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To sum up then the leadership differs from management in the sense that while managers lay down the structure and delegates authority and responsibility. Leaders provide direction by developing the organization's mission and communicating it to the employees and inspiring them to achieve it while management includes focus on planning, organizing, staffing, directing and controlling. Leadership is mainly a part of directing function of management.

Leader's focus; on listening building relationships teamwork inspiring and motivating and persuading the followers. While a leader gets his authority from his followers the manager gets his authority by virtue of the position in the organization.

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**Differences between Leadership and Management**

- While managers follow the organization's policies and procedure, the leaders follow their own instinct.
- Management is more of science as the managers are exact, planned, standard, logical and more of mind. Leadership, on the other hand, is an art. In an organization, if the managers are required, then leaders are a must/essential.
- While management deals with the technical dimension in an organization or the job content; leadership deals with the people aspect in an organization.

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While manager follows the organization's policies and procedure the leaders follow their own instinct their intuition experience in getting a vision, a vision which will help the organization to move forward and be sustainable in future. Management is more of a science as the managers are exact planned standard logical and more of mind, leadership on the other hand is an art. In an organization if the managers are required the leaders are master essential.

While management deals with the technical dimension in an organization or the job content leadership deals with the people aspect in the organization. While management measures or evaluates people by their name past records present performance leadership she evaluates and sees individuals as having potential for things that cannot be measured maybe presently that is it deals with future and the performance of people if their potential is fully extracted.

If management is reactive in nature leadership is proactive in nature. Management is based more on written communication while leadership is based more on verbal communication.

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**Leadership and Organizational Environment**

Every organization has a particular work environment that dictates to a considerable degree how its leaders respond to problems and opportunities. Leaders exert influence on the environment in three ways:

- The goals and performance standards established by them: Successful organizations have leaders who set high standards and goals.
- The values established by them for the organization: Values define the manner in which organizations will be operated and the type of business that the organization will be engaged in.
- The business and people concepts established by them: Concepts define what products or services the organization will offer and the methods and processes for conducting business.

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Now the leadership functions in an organizational environment. Here we will discuss about the organizational environment and the leadership functions in it. Every organization has a particular work environment that dictates to a considerable degree how its leaders respond to problems and the opportunities. Leaders exert influence on the environment in three ways. So, the environment also affects the leaders but leaders also can influence the environment.

Here we are going to see how the leaders affects the environment the goals and performance standards established by the leaders. Successful organizations have leaders who set high standards and goals the values established by them for the organizations. Values define the manner in which organizations will be operated and type of business that the organization will be engaged in the business and people concepts established by them.



Concepts define what products or services of the organization is going to offer and the methods and processes for conducting business.

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### Functions of Leadership and Management

Kotter, J.P.(1990). In his book A Force for Change: How Leadership Differs From Management, has classified the functions as follows:

Management Produces Order and Consistency	Leadership Produces Change and Movement
<b>Planning and Budgeting</b> <ul style="list-style-type: none"> <li>• Establish agendas</li> <li>• Set timetables</li> <li>• Allocate resources</li> </ul>	<b>Establishing Direction</b> <ul style="list-style-type: none"> <li>• Create a vision</li> <li>• Clarify big picture</li> <li>• Set strategies</li> </ul>
<b>Organizing and Staffing</b> <ul style="list-style-type: none"> <li>• Provide structure</li> <li>• Make job placements</li> <li>• Establish rules and procedures</li> </ul>	<b>Aligning People</b> <ul style="list-style-type: none"> <li>• Communicate goals</li> <li>• Seek commitment</li> <li>• Build teams and coalitions</li> </ul>

Functions of leadership and management: J.P. Kotter in 1990 in his book a force for change defines some of the functions of leadership and management. Let us visit these functions over here management produces order and consistency through planning and budgeting. And budgeting is done by establishing agendas setting timetables and allocating resources. Leadership produces change in movement by establishing direction like creating a vision clarity of big picture and setting strategies management produces order and consistency by organizing and staffing through providing structure making job placements establishing rules and procedures.

Leadership produces change in movement through aligning people like through communicating goals seeking commitment and building teams and coalitions.

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### Functions of Leadership and Management

Management Produces Order and Consistency	Leadership Produces Change and Movement
<b>Controlling and Problem Solving</b> <ul style="list-style-type: none"> <li>• Develop incentives</li> <li>• Generate creative solutions</li> <li>• Take corrective action</li> </ul>	<b>Motivating and Inspiring</b> <ul style="list-style-type: none"> <li>• Inspire and energize</li> <li>• Empower followers</li> <li>• Satisfy unmet needs</li> </ul>




The management also produces order and consistency by controlling and problem solving through developing incentives, generating creative solutions and taking corrective actions. The leadership produces change in movement through motivating and inspiring like inspiring and energizing the subordinates or the followers empowering the followers and satisfying the unmet needs of the followers.

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### Leadership External challenges

- *Public criticism*, especially uninformed criticism, of your group or mission.
- *Flare-ups of others' interpersonal issues*, either within the group or outside it.
- *Crises*, which could be tied to finances, program, politics, public relations (scandals), legal concerns (lawsuits), even spiritual issues (loss of enthusiasm, low morale).
- *Disasters*. These are different from crises, in that, in a crisis, something important (usually negative, but not always) seems to be happening, and you're trying to control the situation. In a disaster, the worst has already happened, and you're trying to deal with that in some way.



Till now we have discussed on the different functions of leader's managers we have tried to see how managers and leaders or the leadership differs to what extent. So, leadership functions still we have understood here is like it is a having a vision it is leading people towards interacting with the followers making them understand the vision and moving along with them towards a

common goal and objective of the organization.

In which the followers also find a place for themselves their own vision their aspirations. We have understood in the other last sessions also how the challenges in the environment like we have discussed about the VUCA environment how the leadership style has to be coordinated with the demands of the environment the uncertainties and risk factors in the environment the complexity of the environment so that the leader can function effectively.

In this section we are now going to discuss on some of the leadership challenges because leadership is a function which in which it is like always in interaction with the team members with the external situations with the internal situations internal and external climate of the organizations and trying to cognitively understand what things are happening trying to pass on that message to interpret it and pass on that message to the team members.

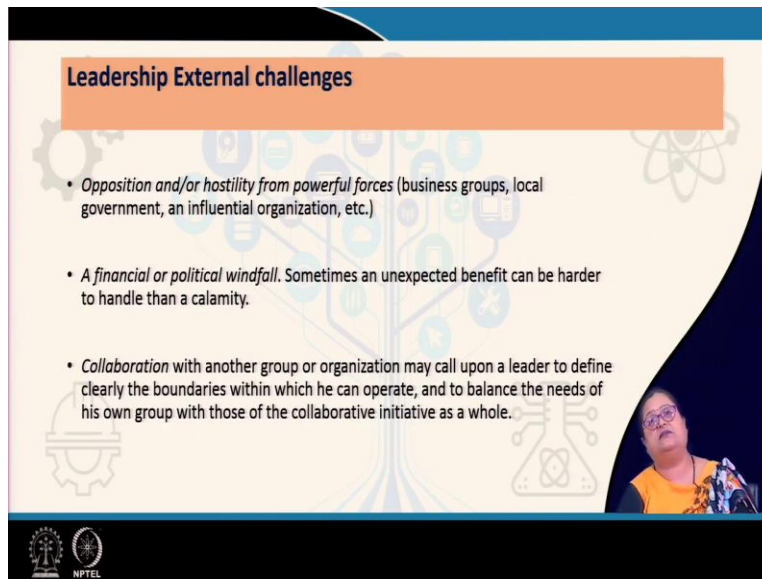
Trying to understand like what the team members are thinking about it what are the how they are emotionally reacting to it trying to motivate them. So, it is a huge task that the leader or has to do and task of organizing a task of coordinating a task of orchestration that the leader has to do. In that process the leader may face various challenges here we have tried to classify the challenges in terms of external challenges, internal challenges which is very specific to the leader per say the person who is leading and also there are certain role challenges.

So, let us see some of the external challenges. So, first of those challenges could be in like public criticism for the things that the leader or the group are doing. Then flare of others interpersonal issues so, either within or outside the group crisis. So, there could be different crisis situations which the leader may have to face like to finance for finances programs politics political reasons etc. There could be different forms of disasters.

So, happening some certain disaster like and thought of things happening. So, which is beyond the leaders control also and when everybody thinks like these situations are coming under control maybe certain new things come and happen. So, and one disaster may be may be worse than the other that have already happened and the leader tried to deal with it. So, the these could be

external challenges.

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**Leadership External challenges**

- *Opposition and/or hostility from powerful forces* (business groups, local government, an influential organization, etc.)
- *A financial or political windfall.* Sometimes an unexpected benefit can be harder to handle than a calamity.
- *Collaboration* with another group or organization may call upon a leader to define clearly the boundaries within which he can operate, and to balance the needs of his own group with those of the collaborative initiative as a whole.

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Other external challenges could be like the oppositions and hostility from powerful forces political or a financial windfall and like the whenever we are thinking of collaboration whom to collaborate with how to collaborate who is trustworthy how much information to share. So, will the needs of my group be respected or not. So, these are the kind of challenges that the leaders face which we group under external challenges.

So, there are different ways to classify the challenges you can always refer to text which like talks of the different challenges faced by the leaders, different ways of classifying the challenges it could be like based on the qualities the internal traits it could be based on the skills that the leaders like face it could be based on the like job that you have to do. So, the ways of classifying challenges could be varied here we have tried to classify based on the external challenges the internal challenges and the role challenges.

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**Leadership Internal challenges**

- *Insecurity.* Many people feel, at least some of the time, that they're not up to the tasks they face. They may even believe that they're fooling people with their air of competence, when they know they're really not very capable at all—imposter syndrome.
- *Defensiveness.* Also born of insecurity, defensiveness shows up most often as an inability to take criticism (other people might catch on to the fact that you're as incompetent as you know you are), and continuing hostility to anyone, even an ally, who voices it. Defensiveness often also includes a stubborn resistance to change ideas, plans, or assumptions, even if they've been shown to be ineffective.

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The internal challenges could be based on the insecurity. So, this is the leader's feeling of insecure insecurity which you take to the imposter syndrome also where the leaders sometimes feel like he or she is not well prepared for the situation or he or she does not fit into the demands of the role and maybe they are fooling people with their air of competence when they really know like they are not capable at all for it.

So, this takes this is known as the imposter syndrome defensiveness. So, out of this insecurity the leaders sometimes become defensive in the sense like they are not able to take criticism and they become hostile to anyone who tries to voice some something other what the leader thinks about. So, it is also becoming like stubborn resistance to change ideas plans and assumptions. So, even if they it has been proven like whatever the leaders have suggested maybe it is not working but out of defensiveness, they may become stubborn to accept new ideas.

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**Leadership Internal challenges**

- *Lack of decisiveness.* Sometimes it's hard to make a decision. You never know till later - and sometimes not even then – whether you made the right decision.
- *Inability to be direct when there's a problem.* Many people want so badly to be liked, or are so afraid of hurting others, that they find it difficult to say anything negative.
- *Inability to be objective.* Neither looking at situations through rose-colored glasses nor being always on the edge of hysteria is conducive to effective leadership.
- *Impatience - with others and with situations.* It may seem, given the importance of decisiveness and firmness, that patience is not a virtue a leader needs. In fact, it is perhaps the most important trait to develop.

Lack of decisiveness sometimes the leaders are not able to take a proper decision and because they find it hard to make a decision and then because they maybe do not want to like displease someone. So, they may not want to say no they find it difficult to say no because they want that the people should like them. So, they do not want to lose the like confidence of the people or they do not want to appear to be like just someone to be disliked in front of the followers.

So, they are not able to take any proper decision sometimes inability to be direct when there is a problem. So, that again comes from this desire to be light. So, because they are afraid of hurting others, they find it difficult to say negative to something. Inability to be objective neither looking situations through rose coloured glasses are always on the being on the edge of hysteria. So, is very conducive to effective leadership.

So, sometimes it happens like the people are not able to be objective enough. So, either they be either they like deny what the objective situations are or they become so, much very specific towards exactly each of these criteria that may be becoming painful for the followers to or the team members to understand. So, like objective from the sense like having a balanced approach sometimes the leaders cannot do it.

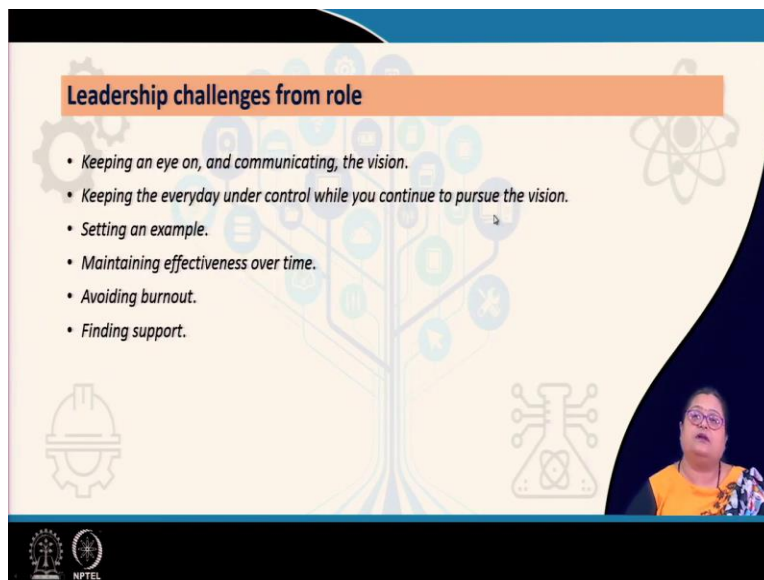
Impatience with others and situations: So, it may seem like the given the importance of decisiveness and firmness the leader may not be required to be patient. But what we understand



maybe it is one of the most important traits to develop the leader needs to have a patience to because everything every change takes time to like show its expression. So, if you are trying to introduce a change today maybe suddenly tomorrow all aspects are not going.

To change people, need time to adapt people need time to like accept things and then perform accordingly after that. So, the patience is one of the very, very important traits they may be the most important trait leader should be having.

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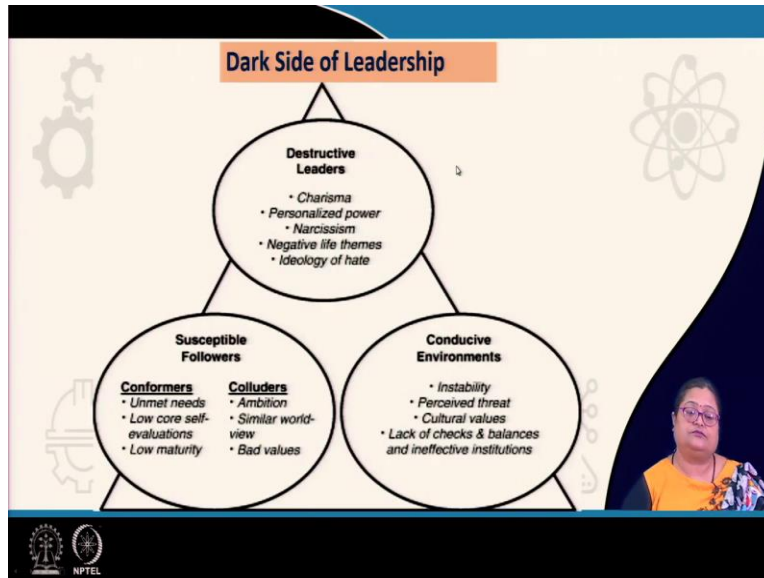
**Leadership challenges from role**

- *Keeping an eye on, and communicating, the vision.*
- *Keeping the everyday under control while you continue to pursue the vision.*
- *Setting an example.*
- *Maintaining effectiveness over time.*
- *Avoiding burnout.*
- *Finding support.*

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Some of the leadership challenges from the roles are keeping an eye on and communicating the vision to the team members keeping the everyday under control while again you are trying to pursue a vision. So, like how to balance between transactional and transformational leadership setting an example for others to follow maintaining effectiveness over time avoiding burnout and finding support. So, that you are not left alone there are other members who will act as a social support to you members who will be supporting your idea. So, this is very difficult and the challenge that the leaders may face in the leadership role.

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Because the sometimes the leaders are not if able to answer to the internal challenges or answer to the role challenges and if it is again like backed up by the external challenges. So, because they are internally not, they self-aware they do not know their strengths and weaknesses and they are not able to cope up with the demands of the role. And they have to they want to be effective they want to look effective in under the challenges of the external environment sometimes what may develop is a dark side of leadership.

So, here we are discussing dark side of leadership as destructive. Now what is that dark side of leadership dark side of leadership is the presence of a destructive leaders' susceptible followers and conducive environment which nurtures them both and all taking all three taken together this is called the triad of the dark side of leadership. Now who are these distracting leaders they are leaders who want to like gain power in the organization.

Who like mesmerizes people with the talk and who is a good orator definitely but who tries to lead people who tries to get the confidence from the people not for anything which is like favourable doing for the organization but for their own sake of increasing their own powers in the organization and reaching their own personal fulfilment dream? So, charismatic leadership they want personalized power narcissism driven by self self-centered motives and negative life themes and ideology of hate.

So, that it is not that collaboration that we are working towards a common objective but how to use others for personal gain. This if it gets like mapped with a sub or susceptible subordinates then who are these susceptible subordinates. So, there could be conformers who conform to these charismatic leaders because they have charismatic leaders paint a picture in front of the followers who have some unmet needs and they have low core self evaluation.

They do not know like what they are good at bad at and what they really want and they get swayed by what the person is telling and then they have a low level of maturity. There could be colluders also who are who similar to the destructive leaders they have similar world view they have similar kind of ambition and they have not so, positive values. When these two destructive leaders and the; susceptible followers get a conducive environment to flourish in terms of an instable environment.

An environment in which there is a perceived threat of existence in which the cultural values are not very strongly defined organizational values are not strongly defined. There are lacks of checks and balances to find out like how the leader is performing how this has like follower is performing whether everything is meant ethically or not. So, then in those cases it and also ineffective institution in terms of like governance like we were discussing of corporate governance.

So, here also if there is lack of governance mechanisms also this conducive environment like helps the destructive leaders and the susceptible followers to flourish and thrive and taken together these gives rise to a dark side of leadership. Where the leadership functions not for the sake of organizations growth and effectiveness not for the sake of the groups growth and effectiveness but there may be their own self-centred growth in the organization at the cost of development of the organization and the group not the large group the extended group that we are talking of.

So, maybe their own small group of followers who are similarly minded they develop but that is like again at the cost of the develop at the cost of the development of the organization and its effectiveness. So, these are the dark side of leadership the tendency may happen; may come out

when the leaders are definitely not able to deal with the like internal challenges or the role challenges and somehow, they want to appear to be successful and effective in the given situation.

Now for this before this dark side of leadership develops in the organization. So, we need to understand like how to cope with the challenges given by the external environment internal environment and the role challenges. So, that people the destructive leaders as we can see have, they have developed a negative life theme they have they been moving only for narcissism or they have developed an ideology of hate or the people who are the conformers the susceptible followers they have a low sense of maturity unmet needs and they are the colluders they are moved by bad values.

How these can be like corrected how these can be developed into positive qualities rather transformed into positive qualities how people can come out of these things. So, that the dark side of leadership does not get a scope to flourish in the organization depends on how good is your coping strategies to face the challenges.

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**Coping strategies External challenges**

- Be proactive
- Be creative
- Face conflict squarely
- Look for common ground
- Be objective
- Be collaborative

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So, here we will be discussing on some of the coping strategies like for the external challenges it is like being proactive being creative like face control squarely look for common ground being objective and being collaborative.

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Coping strategies for internal challenges: For dealing with the internal challenges, it is very important to listen to others what others are telling about us to listen to one's own self to have an introspection about one's own strengths and weaknesses and then understanding the 360-degree feedback and trying to correct the mechanisms that is been mentioned like this is where we need a corrective action.

Looking at what is going around oneself. So, that we can compare like our own performance with the that with others and get to understand again where we need to develop. In conclusion what we can say to like come up with the overcome the internal challenges it is very important that we develop a self awareness about ourselves. We understand like what is what are the points of our self efficacy what we are really good at what are our strength points to do to.

Believe in our own competencies is very important to develop a sense of self-control and of course nurturing certain positive values in life. We were talking of the importance of like values in the organization spirituality in organization spirituality. Here we are talking of higher order values positive values which guides your like philosophy of life which guides your perception of like your connectivity of yourself with the other entities existing in the world and how mutually you can co-exist with each other.

So, these positive values are very important while you are dealing with your internal challenges how like you if you are facing a challenge how you can bring develop your own resilience. So, that you can stand in front of that stresses also people sometimes develop these dark qualities because they are not able to overcome the challenges rather, they succumb into the challenges and take this different route.

So, that they appear to be strong but they are not strong from inside. So, it is very important like while dealing with the internal challenges through this self-awareness, self-efficacy, self-control. We develop our psychological capital we become like we have a positive orientation towards life, we understand we try to become more emotionally intelligent in developing our self-regulation and understanding about the others' emotions and feelings.

So, that will make us stronger from inside to face any kind of situations and to make ourselves ready for a role.

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**Coping strategies Role challenges**

- Create mechanisms to review the vision
- Share the burden
- Find mutual support with those who share your experience
- Take time for yourself

The coping strategies for role challenges are creating mechanism to review the vision share the burden with others. So, if you feel like it is been overloaded it is better to like delegate it is better to share the mind with another person. So, because sharing helps you to learn sharing helps us to get more like help when we need it and it does not make us overburden. So, find mutual support with those who share your experience and of course taking some time out for oneself.

So, that you can revisit yours yourself you can go for introspection and more so, it like it helps you not to be burnt out. So, it is very important like you take some time out only for yourself.

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The slide is titled "Leadership and Culture" in an orange header. Below the title, a yellow box contains the definition of culture: "Culture: learned beliefs, values, rules, norms, symbols, & traditions that are common to a group of people; shared qualities of a group that make them unique; is the way of life, customs, & scripts of a group of people". The slide features several icons: a gear, a tree, a hard hat, a circuit board, and a beaker. A small inset video shows a woman in a yellow top speaking. The NPTEL logo is visible in the bottom left corner.

One of the factors which is very important which affects leadership is of course the culture the leadership functions in the context and the culture of the country the culture of the organization the cultural background where the employees come from these are very important aspects which affects how the leadership functions. So, now we are going to discuss a bit on the effect of culture on leadership.

Now what is culture? Culture are the learned beliefs values rules norms symbols and traditions that are common to a group of people these are the shared qualities of a group that make them unique. It is the way of life customs and scripts of a group of people. So, it is very important that the leader tries to understand the culture tries to like assimilate the important learning's from the culture. So, that he or she becomes properly functioning in the particular cultural setup.

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**Culture and Leadership Description**

**Five cross-cultural competencies for Leaders**

1. Understand business, political, & cultural environments worldwide
2. Learn the perspectives, tastes, trends, & technologies of many cultures
3. Be able to work simultaneously with people from many cultures
4. Be able to adapt to living & communicating in other cultures
5. Need to learn to relate to people from other cultures from a position of equality rather than superiority

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And maybe does not develop stereotypes for people who are coming from a different cultural setting. So, culture tolerance then tolerance towards diversity these are important qualities that the leader who has aspires to become a global leader these are very important qualities to be nurtured by the leader. The 5 cross cultural competencies for the leaders are understanding business, political and cultural environments worldwide, learn the perspectives test trends and technologies of many cultures be able to work simultaneously with people from many cultures.

So, tolerance towards diversities respect towards diversity these are very important. Be able to adapt to living and communicating in other cultures. Need to learn to relate to people from other cultures from a position of equality rather than superiority. It is very important that we have a sense of mutual respect to the people belonging from other culture.

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**Leadership Behaviour and Culture**

**GLOBE research identified six global leadership behaviors**

- Charismatic/value-based leadership reflects the ability to inspire, to motivate, and to expect high performance from others based on strongly held core values.
- Team-oriented leadership emphasizes team building and a common purpose among team members.
- Participative leadership reflects the degree to which leaders involve others in making and implementing decisions.

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The globe research identified six global leadership behaviours. Charismatic or value-based leadership reflects the ability to inspire to motivate and to expect high performance from others based on strongly held core values these words are really very important. The charismatic leader if the leader is not led by some not driven by some core values positive values. So, then in that case that charismatic leadership may turn to unethical leadership where the person tries to utilize those people's feelings.

Their unmet needs as a as a means to fulfilling his own dreams his or her own dreams of moving up the ladder hierarchical ladder of the organization and fulfilling some of his or her own purpose and whatever it does could be self-driven rather than being driven by the interest of the people that he is supposed to represent or the organization. So, it is very, very important to be able to have a value-based leadership where the leaders are guided by some strong core values.

Team oriented leadership: A team-oriented leadership emphasizes a team building and a common purpose amongst team members. Participative leadership reflects the degree to which leaders involves others in making and implementing decisions.

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**Leadership Behaviour and Culture**

**GLOBE research identified .....(contd...)**

- Humane-oriented leadership emphasizes being supportive, considerate, compassionate, and generous.
- Autonomous leadership refers to independent and individualistic leadership, which includes being autonomous and unique.
- Self-protective leadership reflects behaviors that ensure the safety and security of the leader and the group.

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Human oriented leadership emphasizes being supportive considerate compassionate and generous. Autonomous leadership refers to independent and individualistic leadership which includes being autonomous and unique. So, if you are able to take decisions on your own like you are able to visualize something if you are able to lead a group towards that vision towards the common objective. So, if your independent thinker if you can think independently based on the divergent and convergent thinking process.

So, that is very essential to me for a like global leader. Self-protective leadership reflects behaviours that ensures the safety and security of the leader and the group. So, how to take care of the like safety security this safety is not only the physical safety but the psychological safety and security of the leaders and the group. So, that the group gets a psychologically safe environment to flourish and contribute towards the need growth of the organization and simultaneously their own self development.

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So, these are some of the references that we have referred to while preparing the lecture of lecture sessions for this content.

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## CONCLUSION

This part of lecture session has given clear picture on leadership and management, the difference between manager and leader, the challenges of leadership and coping strategies, leadership in global context with an aim to make all learners aware about it and enhance their level of thinking and perception on all these aspects of leadership development. This is the final lecture of this week.

Next week, we will focus on problem solving and creativity. Enjoy learning. Thank you all.

So, in conclusion we may tell like this part of the lecture session has given a clear picture on leadership and management the difference between the manager and a leader the challenges of leadership and the coping strategies, leadership in a global context with the aim to make all learners aware about it and enhance the level of thinking and perception on all these aspects of leadership development.

This is the final lecture of this week next week we will focus on problem solving and creativity

enjoy your learning till then, thank you.