

Training of Trainers
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Lecture-31
Training Methods: Role Play - III

I hope you must have enjoyed the role-play played by Shruti, Aditi and Jyoti and the way they have played the character of the HR executives and the production manager and then the problems what they have faced. So what you have learned? I am sure, you must have learnt that leadership is to be situational. The role play was given to understand the leadership styles. There are the different styles are there, authoritative styles are there, directive styles are there, participative styles are there. So that is about the leadership styles. Now whenever we talk about the leadership, what is leadership?

Leadership is to influence the behaviour of others. So when the managers, they are facing the problem, it means that somewhere, there is the mismatch between the followers and leader. Leader has to understand. So who has to understand first? Leader has to understand. Leader is experienced, he is at that position and therefore in that case, it becomes very very important that the leader has to understand what sort of this particular situation is there and the mental level of that particular employees is there. So that is possible only in the case when they understand that is yes, the follower is of a particular type of the maturity level is there.

So there will be the different types of personalities under the leader. For example, some personalities will be like horses. So what is the strength of the horse and what is the weakness of the horse? The strength of the horse is power. Horse is known for the power, horse power. And what is the weakness? Weakness is that is the horse is he is having the rotating retina as a result of which, whenever you want to make the use of the horse, then you have to put the flap before the eyes. And when you put the before the eyes, then it will look straight and then you can make the use in the horse cart or the power of the horse you can use.

How it is applicable at the workplace? So there will be certain employees, those who will be very powerful and when they are powerful, but they do not have the direction. What leader has to do? Leader has to understand, that is the whenever there is this type of the situation, when they are having the subordinates those who are having the high potential, but they are not having

performance, they are having high power, but the power is not constructively used then what to do? And then you have to give the direction, you have to put the flap.

In Hindi, there is very nicely, this difference is mentioned and that is 'drishti hai par drishtikon nahi hai'. There is eyesightness but there is no vision. So whenever you have to use that particular horse power, then it is very much important that you have to understand that is what type of the personality our follower is having. Earlier, there were the theories, they are called the trait theories. Trait here is that that is the those who are having those traits, only they are able to become the leader.

So therefore, it was shown that is the person is having the hereditary leadership traits and therefore in that case, by hereditary, he supposed to be the leader, but later on it has been found that is the even though the person is having that hereditary traits, even though the person is having the leadership traits, but in spite of that he is not successful. Why it is so? And the reason has been found, that is the behaviour, the HR skills.

So therefore, even if you are having the leadership traits, but if your behaviour is not like a leader, then you cannot be a successful leader. Many examples are there which has been found, the CEOs those who are having these type of leadership traits, capabilities, but they are not successful.

So where they have lagged? They have lagged into their behaviour. Their behaviour is not like a leader. Then question arises, what should be the behaviour of a leader? When Shruti has talked about the both of the managers, that HR manager has talked to both the line managers, Jyoti and Aditi that they have to understand that is the what style of leadership is applicable with whom. At one place, they have mentioned, that is they are having the 7 the subordinates and then the leader position, then that out of those subordinates some of them are doing very well like Abhishek.

So Abhishek is doing good. So therefore, the leadership style is not required to be the autocratic, no authoritative rather than the delegation, rather than the participative. And there is no directive, autocratic and authoritarian style of leadership will work. So here we have to judge are the personality traits and then we have to adopt the leadership style.

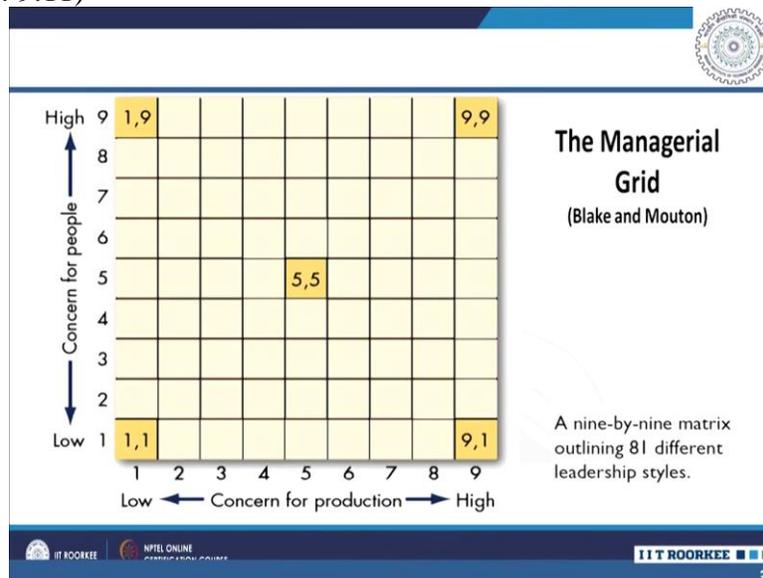
So University of Michigan studies has given these 2 styles, employee oriented leader and production oriented leader. Emphasizing on the interpersonal relations, taking a personal interest in the needs of the employees and the accepting the individual differences among the members and then it becomes a very very important that is the sometime you have to demonstrate employee oriented leadership style.

That is, how that is the interpersonal relationship. You have to show the concern for your subordinates, you have to take care of this type of the employees and then the understand that what problems they are having and support them. So we remember this type of leadership by Dr Kalam also. So whenever we talk about the Dr APJ Abdul Kalam, we talk about that is the on one side he was having the task focused, but other side he was equally employee oriented leader. So taking a personal interest in the needs of the employees and then accepting the individual differences among the members.

So yes, definitely there will be the different members, everybody is having different personality. So their opinions will be different and then in that case naturally it is that is this type of the interpersonal relationship oriented leader is required to be employee required is required to be employee oriented. There will be the leaders those who will be production oriented leaders. Who were the production oriented leaders? One who emphasizes technical or task aspects of the job and therefore, they are more focused on the production, they are more focused on the task, they are more focused on the job, they are more focused on the productivity.

And this is possible that this particular leader that he is focusing on the output, he is focusing on the outcome of their production and then in that case, his style, the strategy will be towards the more efficiency and effectiveness.

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At the same time, the Robert Blake and Jane Mouton, they have given the another model and that is called the managerial grid. This managerial grid, it talks about that is there are 2 types of the leaders. One is production oriented, other one is the people oriented. Now those who are having the high concern for the people, right so in that case you will find here that is these, they are concerned for the production. If they are concerned for the production, then they will more focused towards the 9, 1.

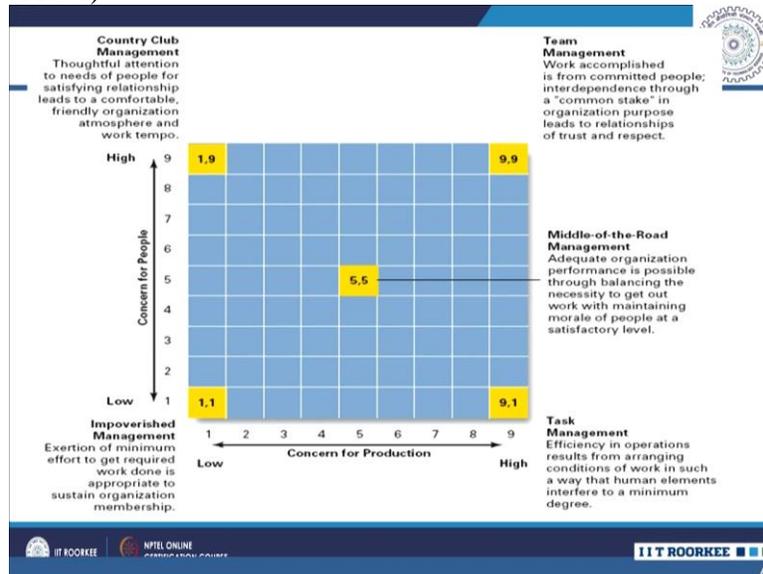
So these are the, that is high and here you will find it is low and then this high and low, this type of relationship is existing here in the cell of the 9, 1. So these are the managers who are highly concerned for the production and here you will find 1, 1 where they are the neither concerned for the production and not concern for people. So they are the least concerned, neither concerned for people, nor concerned for production. While it will be here, in this 9 by 9 grid, you will find that is the some managers are very highly concerned for production. If we go vertically, then you will find concern for people on X axis.

And then you will find that is the whenever we are talking about the concern for people, it will be like the 1, 9. So they are highly concerned, they are highly concerned for the people, that is 9 is there for the people and 1 is there for the production and therefore, it is the 1, 9 is there. But who will be more successful? Naturally, those who are having the 9, 9. Whenever they are highly concerned for people and highly concerned for production, both. If they are not highly concerned

for people and they are not highly concerned for production, then definitely they will not get the maximum output.

But is it practically possible? It is not practically possible. And then in that case, they have to go by the 5, 5 and that is about that is they have moderate concern for people and moderate concern for production. Why it is so? I will discuss in this length also.

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Now you see, that is whenever we are talking of the 1, 1 and in 1, 1 that is called the impoverished management. Extension of the minimum effort to get the minimum effort to get the required work done is appropriate to sustain organizational membership. Right? So many efforts are required.

Now here when we talk about the task management, 9, 9 efficiency in operations because this is production oriented, results from the arranging conditions of work in such a way that the human elements interfere to a minimum degree and therefore, in that case human interference is minimum and the production orientation, that is maximum is there.

Now, I would like to come 1, 9, country club management. That is the thoughtful attention to needs of the people for the satisfying relationship leads to a comfortable, friendly organization atmosphere and the work tempo. And therefore, in that case this concern for people will be the 1, 9 will be there. How? And when we talk about the 9, 9 then we talking about the work

accomplished is from committed people. Interdependence through a common stake in organization purpose leads to the relationship of trust and respect to each other.

And therefore, here you will find that is in 9, 9 that is it is for both that is for the people also and for the production also and that is a common stake, the word has been used in the common stake in organization purpose.

Now when we talk about the 5, 5, the middle of the road management, then adequate organization performance is possible through the balancing the necessity to get out work with maintaining morale of the people at a satisfactory level and then that will be the 5, 5. So this, they are maintaining the morale of people at the satisfying level of the 5, 5 it becomes very very important that is the how they are managing.

So adequate organization performance, so therefore, it is a 5 is there. Right? And there is the maintaining the morale of the people, then therefore, again it is 5 is there. So therefore, here is you will find in the 5, 5, you will find that there is a proper balancing between the organization performance and then the morale of the people.

But the highest level, highest level will be the team management and middle-of-the-road management is the definitely is convenient, but it is the objective, objective is to be the team management of this particular person. So these behaviour theories in the orientations (14:24) theories after the simultaneously, some contingency theories, that becomes a very very popular and helpful to understand the concept of leadership.

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Contingency Theories

Fiedler's Contingency Model

The theory that effective groups depend on a proper match between a leader's style of interacting with subordinates and the degree to which the situation gives control and influence to the leader.

Least Preferred Co-Worker (LPC) Questionnaire

An instrument that purports to measure whether a person is task- or relationship-oriented.

High score: a relationship-oriented leadership style

Low score: a task-oriented leadership style



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The first I would like to take the Fieldler's contingency model. What Fieldler has said that effective group depends on a proper match between a leader's style of interacting with subordinates and degree to which the situation gives control and influence on the leader. So therefore, it is the unless and until there is not a proper match between the leadership style of interaction.

So that in that particular demonstration, too must have seen, that is Shruti had advised to the production manager Jyoti that is there has to be a match between the leader's style of interacting and how it should be? It should be degree to which the situation gives control and influence to the leader.

Understand the situation. In a given situation, what style of leadership will work? It is not with the one person, it is based on the one situation. That is to be kept in mind. So when we talk about, it is with the one person, then in that case it is about that is the either you are people oriented or you are production oriented, you are autocratic, or you are directive or you are participative, only one. No. It is flexible and the flexible, when we talk about the flexibility, we talk about balancing the situation and leadership style.

So Fieldler has talked about, that is the what is the contingency? And in a given situation, how a leader should control and influence. To control and influence, if he is required to be autocratic, be autocratic. To control the situation, if he is required to be democratic, be democratic.

Understand the situation. No fixed style of leadership. So at least he has given one concept of the LPC. There is a least preferred coworker's questionnaire. An instrument that purpose to measure whether a person is task or relationship oriented and on the basis of that, you can identify that is the whether the person is the task or the relationship oriented.

I will also in subsequent models I will discuss with you that is how to make the use of the skills and questionnaire, so then questionnaire and then responses and then interpretation and therefore, in that case you and find out the research oriented training program, one of the methods. That is not mentioned in the book as such.

But I have practiced it at the number of organizations and I have taken out the employee engagement score, I have taken out the happiness score, I have taken out the managerial effectiveness score, I have taken out the leadership style score and therefore, in that case by making the more and more survey of this type of the scales or exercise, when you use in a research methodology type and then find out the research findings and then you give to the organization and that will help you how that is scientifically you are talking about the how, what culture is existing, what leadership style is existing, how what is the employee engagement level of the employees, what is the their happiness index, all we can come to know with the help of training programs.

Here we are talking about the LPC questionnaire. An instrument that purports to measure whether a person is task or relationship oriented. High score, a relationship oriented leadership style. And the LPC, if there is a high score, then definitely there will be a relationship oriented leadership style. And when we talk about the low score, a task oriented leadership style is there. So once you know the what leadership style is there, then by knowing the leadership style, the subordinate also can match. It is both ways. Please understand.

That is the by knowing the follower, the leadership changes leadership style. By knowing the leadership style, can follower change? Yes. He has to change. If leader is not ready to change or he is not in a habit to change his leadership style, then follower himself is supposed to change his style and therefore in that case, that is the LPC scale can be used and we can find out whether the it is the high score that is the relationship oriented leadership style or the low score, that is task oriented leadership style is there.

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Fiedler's Model: Defining the Situation

Leader-Member Relations
The degree of confidence, trust, and respect subordinates have in their leader.

Task Structure
The degree to which the job assignments are procedurized.

Position Power
Influence derived from one's formal structural position in the organization; includes power to hire, fire, discipline, promote, and give salary increases.

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What Fieldler has defined the situation? Fieldler has defined the situation into the 3 parts. The degree of confidence, trust and respect, leader-member relations. He has talked about the 3 situations. 8 situations, but 3 factors. Leader-member relations, task structure and position power. He has talked about, that is the when we talk about the leader-member relations, then what is the degree of confidence is there? And if there is a degree of confidence and trust and respect, confidence, trust and respect whenever I will say the it is the leader-membership is good it means that the degree of confidence, trust and respect to the subordinates have in their leader. So it is good.

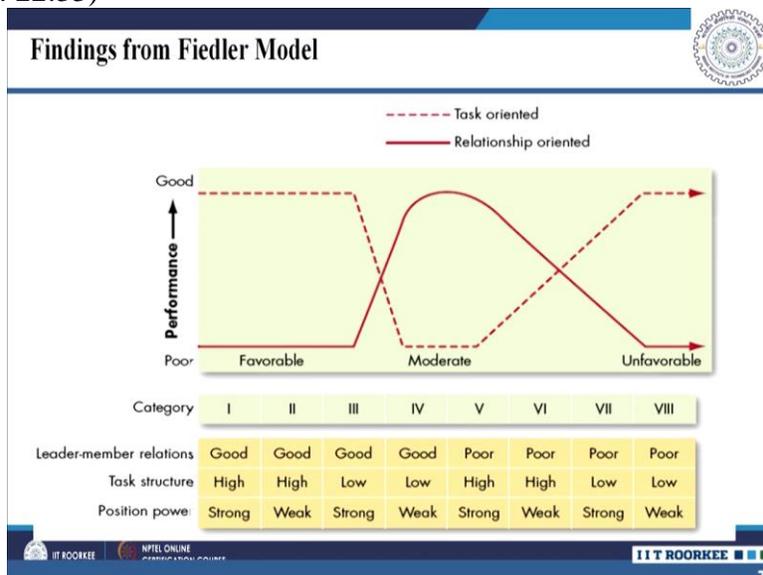
When I say leader-member relationship is poor and then in that case the degree of confidence, trust and respect to the subordinates and that is the poor. What will be the task structure? The degree to which the job assignments are procedurized. Right? So therefore, what is the job assignment? So task structure can be high, task structure can be low. So therefore, in that case, if the task structure is high it means that the degree to which the job assignments is procedurized is high. When I say task structure is low, then it means that the degree to which the job assignments are procedurized, they are low, low degree.

Third, a very important factor and that is the position power. What is the position power? Influence derived from one's formal structural position in the organization and includes power to, so therefore, whatever is the formal structural, the position is there in the organization, that will be decided in the case of this particular position power factor in the Fieldler's model. It talks

about a power to hire. So in the case if there is a position includes the power to hire, then definitely that position power is strong.

And when the position is power to fire, then in that case also the position is strong. And if the position is to maintain the discipline, promote and give salary increases then definitely we will talk that is the position power is strong. So, here we talk about that is the position power is strong or weak. It is the power to hire or the fire or the discipline, to promote and give salary increases is there, if this is the powerful position, then that is the strong position is there. So Fieldler’s model talks about the these 3 factors, leader-member relations, task structure and position power.

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Now here we will see the Fieldler's model and then you will find out that there are the 8 situations in the Fieldler's model. Now what this Fieldler's model situations are talking about? Fieldler's model situations are talking about that is the, this dotted line, that is the leadership style. Leadership style is task oriented or the relationship oriented. And what is the task oriented and relationship oriented, that I have discussed in these Fieldler's relationship that is the how that is in a given situation in contingencies here whether the leader is task oriented or it is a relationship oriented is there.

It is same as we have talked into the managerial grid. Whether the production oriented or it is the people oriented is there. So this dotted line, they are talking about that is whether it is the task oriented or not. And when we are talking about the straight line, then you will find, that is the relationship oriented that leadership style is applicable. Now take the situation number 1. These 3 factors are there. Leader-member relations, task structure, position power. So in leader-member relations, situation number 1 to 8, you will find first, second, third and fourth, 4 situations. They are good.

It means that leader-member relationship is good. But fifth, sixth, seventh and eighth, the leader-member relationship is over. So therefore, in that case it shows that is the here there is not a good relationship between the leader and follower. Task structure. Task structure means the whatever the task the person is doing, what is the task structure? As we mentioned here in the task structure, the degree to which the job assignments are procedurized. So job assignments are in the case task structure too high, too low, first and second high, third and fourth low, fifth and sixth high, seventh and eighth low. So therefore, in that case that is the task structure is high low and high low.

Then positioning power. What is the positioning power? Positioning power is to hire, fire, discipline, promote and give salary increases and then that becomes the positioning power is there. So the positioning power is strong weak, strong weak, strong weak, strong weak. So therefore, in that case the you will find in the eighth situation that is the in the first situation, leader-member relationship is good, task structure is high, position power is strong. So therefore, this is the time which is the favourable time and in the favourable time if you want a good performance then what type of leadership style?

And that is here you will find it is task oriented. Why? Question arises, why here is in a when the everything is favourable, relationship is good, task structure is high, position power is strong, then for the good performance, it is not the relationship oriented, it is not the continuous line, for the good performance is can be possible if you are having the dotted line, that is the task oriented leadership style. This is the most favourable time and when everything is favourable, we can conspire to give the best results.

We can make the high targets and believe me, when everything is favourable, relationship is favourable, task structure is high, position power is strong, then we can give that results. So leadership style is required to work, work, work, work, work, work and work. To achieve the goal, goal, goal, goal, goal, goal and goal. So therefore, this is the most favourable time and then we have to go for this particular task oriented leadership.

But interestingly, in the situation number 8, leader-member is poor, task structure is low, position power is weak and when in the eighth situation when relationship is poor, task structure is low, position power is weak, what type of leadership is suggested, leadership style? Task oriented. Why it is task oriented? Because in the situation number 1 when everything was favourable, task oriented. Situation number 8, (when everything is unfavourable) every factor is unfavourable, then also it is task oriented.

Now you recall, what Shruti had said in the role-play. What she had suggested as a HR executive to Jyoti and the Aditi. And she had suggested, identify identify that is the what is the situation and accordingly situation you adopt the leadership style. Sometimes, we are having only a single style of leadership. That is the problem.

If we are task oriented, throughout life we are task oriented. If we are people oriented, then the throughout life we are people oriented and that is wrong. We have to understand the followers and then to get work done, we have to choose appropriate leadership style. In situation number 8 when everything is unfavourable dear friends and then we have to go for the task oriented means because when nothing is favourable, only you have to work is worship. Karm kiye ja. That is the only solution.

Focus on your work and then continue in your work and definitely, when your work will be recognized with the period of time, that is years, then this unfavourable situation will you convert slowly and slowly from eighth to your will go to the seventh, seventh to the sixth, sixth to the fifth, fifth to the fourth, fourth to that third, third to the second, second to the first. And this will be the sequence of this particular leadership style situation.

Now very interesting position is there. One more example I would like to take in this particular situation and that situation is of the situation number 5. Leader-membership is poor, task structure is high, position power is strong and where it is? The situation is moderate. It is not favourable, it is not unfavourable. The situation is moderate and when the situation is moderate, what type of leadership is suggested here by Fieldler? Relationship oriented. Why?

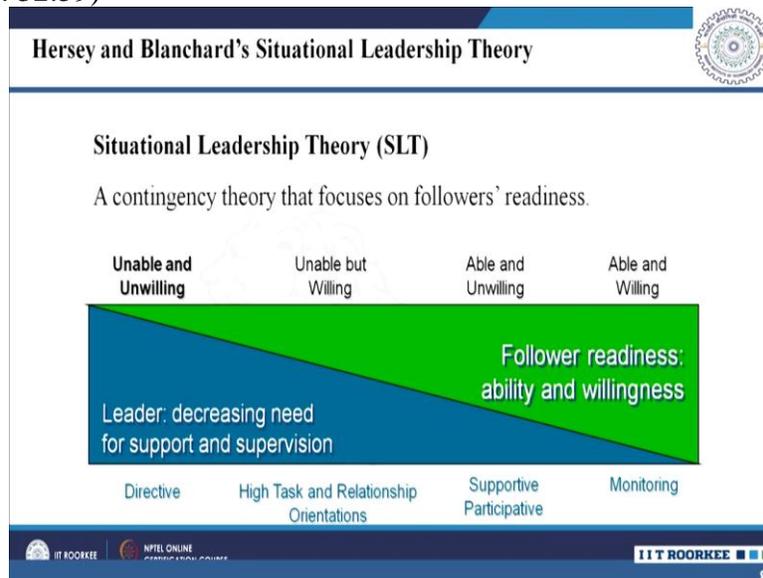
Because as soon as you will convert this poor relationship into the strong relationship, you replace this poor by the relationship style of the leadership then what will be the result? Your relationship will be strong, position power is already, relationship will be good, position power is already strong, task structure is already high. So where you are? So you are into from situation number 5 to situation number 1.

Again, it is a golden time of our career where by relationship oriented leadership, we have converted our situation number 5 into the situation number 1 and then again here, we will be task oriented and when we will be task oriented, then definitely that will be a golden era of our the career and we will be achieving the goals and keeping the high goals, tough goals and everything is favourable.

Kayanaat is conspiring for the our success and therefore, we will be successful. And in the role-play, that was the message. Message was, that is please see that there were 7 subordinates, please see that how are the different subordinates and then tune up your leadership style with as per the maturity of the your followers and then this will talk about that is the how leadership style, that is required to be matched with the follower's maturity and if you do that, you are a successful leader.

I hope that is you understood that is the how this model and that role-play, they are connected and then the what are the suggestions are there and how these suggestions, they work.

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The last and very important model I would like to conclude this, that is the Hersey and Blanchard's model. Hersey and Blanchard's model talk about that is there are the 4 types of the leaders. One is unable and unwilling, other one is unable and unwilling, third one is the toughest type of the followers, that is able and unwilling and fourth is the able and willing and when we what should be the leadership style?

To cut the story short, I will come directly and that I will tell, if unable and unwilling then use the tailing style. Then that will be the authoritative style, autocratic style, tailing style, directive style, that is to be used when the your followers are unable, they are not able to do the job and they are not willing also, tailing style.

But you are having the unable, but the willing type of followers. If unable and unwilling is there, then you use the selling style. And when you are using the selling style, then definitely you are giving the ideas. So they are willing, but they were unable. That unable, you have converted into the able. So when they are willing and able, yes, they are the best followers.

So therefore, that is selling style is to be used, giving the ideas, telling them and remove their that is the inability into the ability. Third is that is the able and unwillingness, these are the toughest type of the people and when there is unable and unwilling are there, then there we have to develop the ability and willingness is there and then what type of the leadership style will be here? And then you will find that supportive and participative, that style of leadership will work.

You have to talk to them and you have to ask them, that is what is the reason? Why they are unwilling? Find out the reason and try to motivate them.

If they are demotivated or not willing, when you are making the supportive to them, so their willingness will increase. When you are the participative with them, you are understanding their problems, trying to solve their problems, then then definitely that participating style that will work, so that is from the tailing style to selling style and then the participating style, that will work in the your leadership style.

Last and foremost is able and willing. Whenever we are talking the able and willing type of the leadership style, then therefore, what will be the that is the only monitoring is required and you can be delegating.

Give them the task, they are able, they are willing and they will do it best. So therefore, the leadership style again, in trait theories we have talked, the behavioural theories we have talked, the people oriented, employee oriented we have talked, production oriented, managerial grid we have talked, then we have talked about the Fieldler's model and then now we are talking about the Hersey and Blanchard's model. Every model is talking about that is the match, match your leadership style with the appropriate maturity level of the followers.

And when you match the appropriate style, you will be successful and therefore, at the end I will say that is, it becomes very very important what in the role-play has been said by the Shruti to the both the Jyoti and Aditi in that particular role-play that is the find out the maturity level, find out, understand your follower's maturity, behaviour and then please be flexible to adopt your leadership style and tune up your leadership style according to the followers.

And with the so this with the role-play, we are teaching the leadership concepts, we are talking about the importance of the role-play, what is the need, what is the use before the role-play, how to role-play, role-play and the theoretical concepts, these are the lessons of learning. With this, I end here. Thank you.