

Principles of Management
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Lecture - 48
Leadership Styles of Managers - II

In the first module we discussed about who the leader is and what is the role of a leader and then we discussed about the leadership, leadership is a process and then we discussed about the trait and behavior theories and today in this lecture we will be discussing about contingency theories.

So, while what is the difference between the trait and behavioral theories and contingency theories, why we are moving towards the discussion on contingency theories.

While trait and behaviour theories help us understand leadership, an important component is missing that is the environment in which the leader behaves or the leader exhibits his leadership style.

Contingency theory adds this additional information or aspect to our understanding of leader's effectiveness. So, mostly what we will be learning here is the Fiedler's model of leadership, Hershey and Blanchard's leadership theory and path goal theory of leadership.

Let us understand contingency theories, the contingency theory or situational leadership theory. Contingency theory is a theory of leadership that prescribes which type of leader will be effective in a given situation; it takes into consideration the leader follower and the situation to determine the successful outcome or effectiveness of a leader in a particular situation. So, the theory does not require a leader to change his or her style based on the situation.

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Contingency or Situational Leadership Theory

- ❖ A theory of leadership that prescribes what type of leader will be effective in a given situation.
- ❖ It takes into consideration the leader, the followers and the situation to determine successful outcomes.
- ❖ The theory does not require a leader to change his/her style based on the situation but determines which situation is best for a particular leader given their personal style (Northouse, 2007; Penn State University, 2018).

Stress the importance of considering the context when examining leadership.

- *Fiedler Contingency Model*
- *Hersey and Blanchard's Situational Theory*
- *Path-Goal Theory*
- *Substitutes for Leadership*

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But determines which situation is best for a particular leader given their personal style. So, which is of most favorable condition for a leader? It stresses the importance of considering the context or the environment when examining leadership style.

Whereas, if we compare it with the trait and behaviour theories of leadership, trait theory emphasizes on the specific traits of a leader and leader behaviour theory emphasizes the behaviour that the leader exhibits with the follower or the interaction of the leader and subordinates.

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Fiedler's Contingency Theory

- Effective group performance depends upon the proper match between the leader's style and the degree to which the situation gives control to the leader.
- Least preferred co-worker (LPC) questionnaire determined whether individuals were primarily interested in:
 - good personal relations with co-workers, and thus relationship oriented, or
 - productivity, and thus task oriented.

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And the behaviour that leader exhibits in the interpersonal interaction. So, our discussion will be restricted to Fiedler's contingency model, Hershey and Blanchard's situational theory, Path Goal Theory of leadership and various substitutes for leadership. Moving forward with the Fiedler's Contingency Theory, effective group performance depends on the proper match between the leader's style and the degree to which the situation gives control to the leader.

So, here we will be discussing about the leaders' style and the situation in which the leader is interacting with the or exhibiting the leadership style. We will also discuss about the least preferred coworker questionnaire which determines whether individuals were primarily interested in good interpersonal relationship with coworkers.

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FIEDLER MODEL

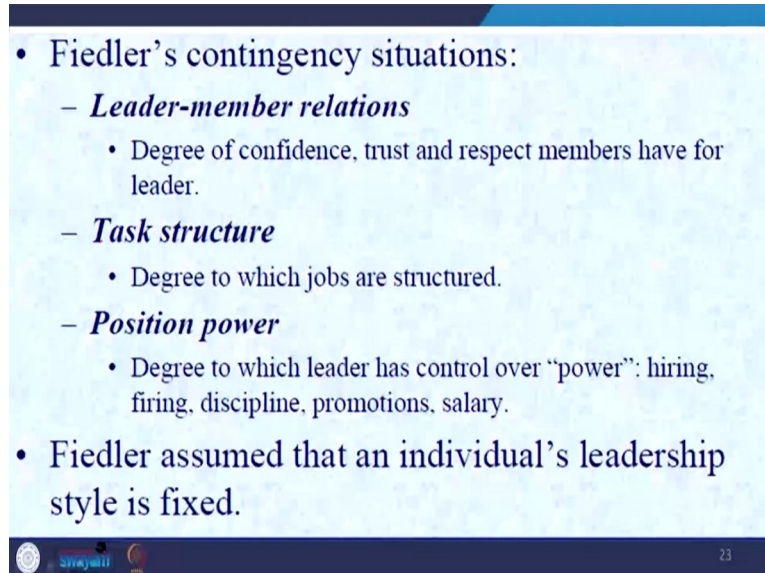
- Effective group performance depends on the proper match between leadership style and the situation
 - Assumes that leadership style (based on orientation revealed in LPC questionnaire) is fixed
- Considers Three Situational Factors:
 - Leader-member relations: degree of confidence and trust in the leader
 - Task structure: degree of structure in the jobs
 - Position power: leader's ability to hire, fire, and reward
- *For effective leadership: must change to a leader who fits the situation or change the situational variables to fit the current leader*



And thus, relationship oriented or they are productivity oriented or task-oriented leader. Effective group performance depends on a match between the leadership style and the situation is the specific highlight of Fiedler's model of leadership. It assumes that leadership style is fixed. Considers there are 3 situations : leader member relationship that is the degree of confidence and trust between the leader and the follower. The next one is task structure the degree to which the structure of the task is structure in the job is well defined, the task is structured, position power, leader's ability to hire, fire or reward a subordinate. So, for effective leadership the there must be a situation where the leadership style matches with the situation. For effective leadership must change to a

leader who fits the situation or change the situational variables to fit according to the current leadership style.

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The slide is titled 'Fiedler's contingency situations:' and lists three main factors: Leader-member relations, Task structure, and Position power. Each factor has a brief description. The slide also states that Fiedler assumed an individual's leadership style is fixed. The slide has a blue header and footer with a logo on the left and the number 23 on the right.

- Fiedler's contingency situations:
 - **Leader-member relations**
 - Degree of confidence, trust and respect members have for leader.
 - **Task structure**
 - Degree to which jobs are structured.
 - **Position power**
 - Degree to which leader has control over "power": hiring, firing, discipline, promotions, salary.
- Fiedler assumed that an individual's leadership style is fixed.

So, Fiedler's contingency situations are mostly the leader member relationship, the interaction or interpersonal relationship between the leader and the subordinate. How much is the leader having confidence with the subordinate, the degree of trust and the respect which members have towards their leader to a large extent decides the effectiveness of leadership. Task structure: degree to which jobs are structured well defined and the tasks are allocated with a specific responsibility.

So, that means the subordinates understand the nature of responsibilities being assigned to them. The third one is position power degree to which leader has control over the power, that is leader exercises power while hiring, firing or maintaining order or discipline and assigning say responsibility to individuals, promotions- taking decisions regarding promotions salary or performance appraisal. So, how much is the leader exercising the power bestowed to him based on the authority in the hierarchy.

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Critical Dimensions of the Leadership Situation

- ❖ **Position Power:** Degree to which power of a position , other than personality or expertise, enables a leader to get group members comply with the directions. Power arising of organizational authority. A leader with clear and considerable power position can obtain good followership.
- ❖ **Task Structure:** The extent to which task can be clearly spelled out and people held responsible for them. If tasks are clear, then quality of performance can be easily controlled and group members can be held responsible for performance.
- ❖ **Leader Member Relations:** Very important dimension from leaders point of view, since position power and task structure may be under control of an enterprise. It has to do with the extent to which group members like and trust a leader and are willing to follow that leader.

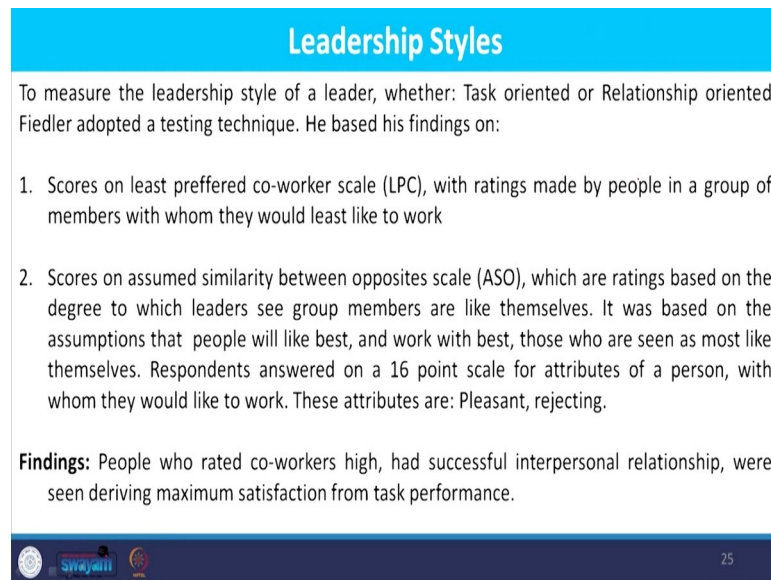
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So, Fiedler assumed that an individual's leadership style is fixed and critical dimensions of leadership situation depends on position power, task structure, leader member relations. What is position power? It is the degree to which power of a position other than the personality or expertise. It is the power which enables a leader to get group members comply with the directions or the power which is given to an individual based on the authority structures of the organization.

How much that helps the group members to comply the directions being given by the leader. So, power arising of organizational authority, a leader can give a clear instruction, a leader can exercise influence over subordinates. A leader with clear and considerable power position can obtain good followership. The next variable is task structure, the extent to which task can be clearly spelled out and people held responsible for them. If a task is clear, then quality of performance can be easily controlled.

And group members can be held responsible for performance. Third thing, third variable is leader member relations how much is the relationship between leader and member congenial. Very important dimension for leaders' point of view since position power and task structure may be under the control of an enterprise or an organization, it has to do with the extent to which group members trust their leader and are willing to follow the leader or obey the leader.

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Leadership Styles

To measure the leadership style of a leader, whether: Task oriented or Relationship oriented Fiedler adopted a testing technique. He based his findings on:

1. Scores on least preferred co-worker scale (LPC), with ratings made by people in a group of members with whom they would least like to work
2. Scores on assumed similarity between opposites scale (ASO), which are ratings based on the degree to which leaders see group members are like themselves. It was based on the assumptions that people will like best, and work with best, those who are seen as most like themselves. Respondents answered on a 16 point scale for attributes of a person, with whom they would like to work. These attributes are: Pleasant, rejecting.

Findings: People who rated co-workers high, had successful interpersonal relationship, were seen deriving maximum satisfaction from task performance.

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So, to measure the leadership style of a leader whether task oriented or relationship-oriented. Fiedler adopted a questionnaire or a testing technique which is called the LPC scale and he based his findings on the scores on the least preferred coworker scale or LPC scale. With ratings made by people in a group of members with whom they would least like to work. So, least preferred coworker is a scale which has been developed with an intention to understand who is the most preferred or least preferred leader.

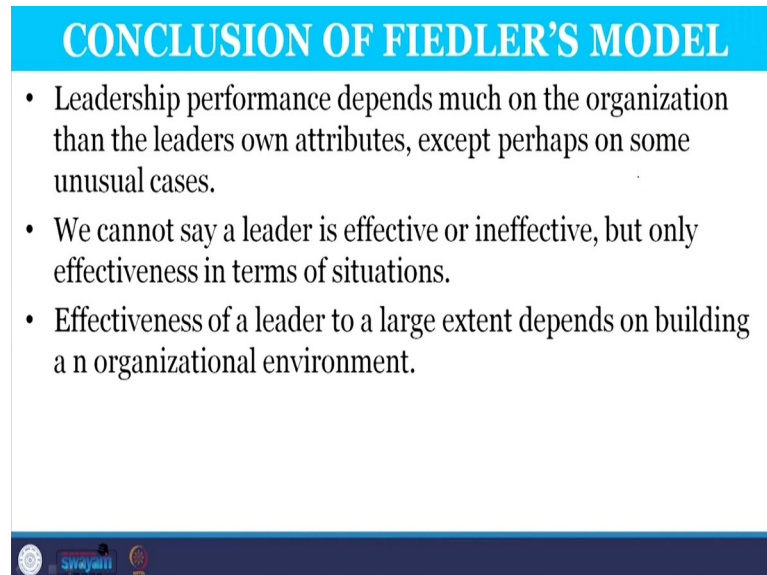
This scale was circulated among the group of subordinates and the subordinates were asked to rate whether they would like to work with the leader or they would not like to work. It was measured on a scale which would measure whether the person intends to work with the leader based on the behavior of the leader based on say influence of the leader, based on interpersonal relationship.

So, scores on assumed similarity between opposite scales ASO of scale which is, which are ratings based on the degree to which leaders see group members are similar to them or they are like themselves.

It was based on assumption that people will work with the best, those who are seen as the most similar to themselves or most like themselves. So, respondents answered on a 16 points scale for attributes of a person with whom they would like to work, so these situations range from pleasant, rejecting or comfortable and so on. So, findings of this situational leadership or leadership style are people who rated coworkers very high had

successful interpersonal relationship were seen as deriving maximum satisfaction from task performance.

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CONCLUSION OF FIEDLER'S MODEL

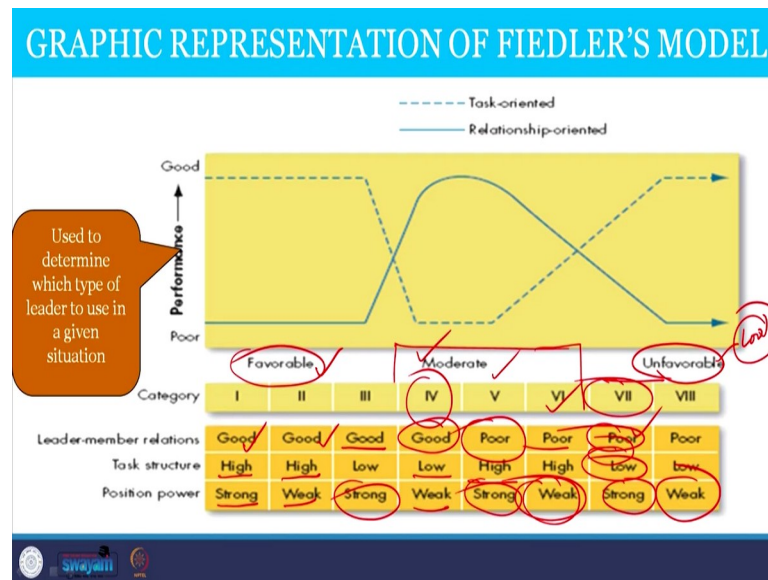
- Leadership performance depends much on the organization than the leaders own attributes, except perhaps on some unusual cases.
- We cannot say a leader is effective or ineffective, but only effectiveness in terms of situations.
- Effectiveness of a leader to a large extent depends on building a n organizational environment.

That means, if people liked to work with a leader because of the relationship or interpersonal relationship with them on several measures or attributes. So, the effect the task was assumed to be highly effective. Conclusion of the Fiedler's situational models, Fiedler's contingency model is leadership performance depends on the organization than the leaders' own attributes. Except perhaps on some unusual cases, we cannot say a leader is effective or ineffective.

But only effectiveness in terms of situations, effectiveness of a leader to a large extent depends on building an organizational environment. So, what we learnt here is that the trait theory emphasizes on the success of leadership based on specific traits of an individual, the physical traits the psychological traits or the say some certain traits of an individual.

Whereas, the behavioral theory emphasizes on interpersonal relationship, how the leader has an interaction with the followers and the situational theory emphasizes that effectiveness of leadership depends on the situation, the environment.

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So, an organization should always try to create an environment or build an environment which is conducive for effective performance. So, graphical representation of Fiedler's contingency model if you look at there are situations like leader member interaction, task structure and position power. And so, what we learnt here is there can be 8 different situations if you plot it on the basis of relationship orientation on the one axis that is x axis and performance on y axis.

And performance rating from poor to good and relationship orientation that is favorable, moderate and unfavorable. There are 8 situations, where also we can see what is the relationship of leader and member, task structure and position power of an, of a leader.

Task and position power can be decided by the organization or we can say that an organization has control over these variables. Whereas, the leader member relations depend on the leader and how he interacts with the subordinates. So, it is just it depends on the leader's behavior, leaders' style or how they exhibit their leadership style. So, the first condition is when the leader member relationship is good and comparing in a situation where the task structure is high.

And position power is very strong. So, you can see that the leadership style is most favorable if it falls in the category of favorable leadership style, leader member relationship is good and task structure is high and position power is weak still it is

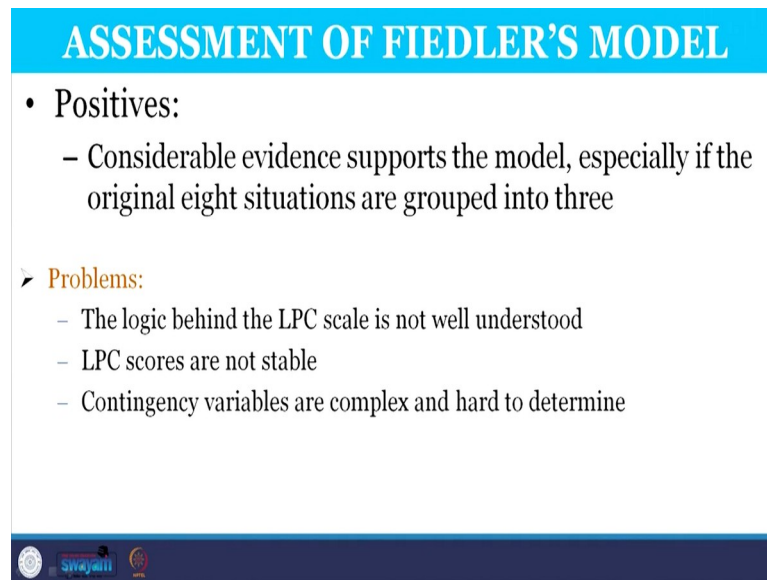
favorable. 3rd category is when the leader member relationship is good and the task structure is low and the position power is strong.

So, here also it is considered to be favorable these situations are used to determine which type of leader to use in a given situation and the 4th situation is where the position power is weak task structure is low and relationship is good this category falls under the moderate category of performance and the 5th situation is leader member relationship is poor, the task is highly structured and the position power is strong it also falls under moderate conditions.

When the leader member relationship is poor, the task structure is high and the relationship is and the position power is weak it also is categorized under the moderate performance. Unfavorable situations are those where the leader member relationship is poor and the task structure is also not well defined or it is very poor and the position power is strong. So, which means that however the position power may be strong if the task is not well defined and the leader and member relationship is poor.

The performance will not be good or performance will be poor, so which is an unfavorable situation. And the last case is when the leader member relationship is poor the task structure is low and the position power is very weak. So, here is an unfavorable situation where the performance will be very poor or very low. It implies that if the relationship of a leader and the follower is not good. So, the performance can the performance will be poor.

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ASSESSMENT OF FIEDLER'S MODEL

- **Positives:**
 - Considerable evidence supports the model, especially if the original eight situations are grouped into three
- **Problems:**
 - The logic behind the LPC scale is not well understood
 - LPC scores are not stable
 - Contingency variables are complex and hard to determine

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So, people will not follow the leader or if there is lack of trust within the leader and the follower. So, the performance is likely to decline and moving further, so assessment of Fielders models is considerable evidence supports the model especially the original 8 situations are grouped into 3 situations. The first is favorable first 3 are categorized as a favorable situation where the performance is likely to be good.




The 4th, 5th and 6th situations are a moderate situation where the performance will be moderate and the last situation that is 7th and 8th are unfavorable where the leader member relationship is very weak or very poor.

So, where the performance is likely to decline performance will not be effective. When we assess the Fiedler's model, we get to know that considerable evidence supports the model especially if the original 8 situations are grouped into 3.

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HERSEY & BLANCHARD'S SITUATIONAL LEADERSHIP

- A model that focuses on follower "readiness"
 - Followers can accept or reject the leader
 - Effectiveness depends on the followers' response to the leader's actions
 - "Readiness" is the extent to which people have the ability and willingness to accomplish a specific task. It has four stages:
 - R1: people are both unable and unwilling to take responsibility.
 - R2: people are unable but willing to take necessary job tasks.
 - R3: people are able but unwilling to do what leader wants.
 - R4: people are both able and willing to do what is asked of them.
- It is a parental model where the leader-follower relationship is like that of a parent and a child. As followers reach higher levels of readiness, leader decreases control.
- This theory uses the same two leadership dimensions that Fiedler identified—task and relationship behavior. But Hersey and Blanchard consider each as either high or low and then combining into four leadership styles:






The problem with Fiedler's model is the logic behind the LPC scale is not well understood. LPC scores are not stable and contingency variables are very complex and very hard to determine. Moving further we will discuss about the Hershey and Blanchard situational leadership style.

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HERSEY & BLANCHARD'S SITUATIONAL LEADERSHIP

- A model that focuses on follower "readiness"
 - Followers can accept or reject the leader
 - Effectiveness depends on the followers' response to the leader's actions
 - "Readiness" is the extent to which people have the *ability* and *willingness* to accomplish a specific task
- A paternal model:
 - As the child matures, the adult releases more and more control over the situation
 - As the workers become more ready, the leader becomes more *laissez-faire*
- An intuitive model that does not get much support from the research findings



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Hershey Blanchard's model focuses on followers readiness which means how much ready is the follower. And we will learn about the readiness of a follower based on followers can accept or reject the leader. How much is the follower ready to accept the

leader, effectiveness of the leadership style also depends on follower's response to the leader's actions. Many a times leader is not accepted by the follower because of several reasons, because of their temperament, because of their knowledge, because of their interpersonal interaction.

So, readiness is the extent to which people have the ability and willingness to accomplish a specific task assigned by the leader when they like the leader when there is some kind of personal regards for the leader. So, the readiness of scale defines how much is or a model that focuses on follower's readiness, followers can accept or reject a leader based on how much they are ready to obey the leader.

Effectiveness depends on follower's response to the leaders' actions; readiness is the extent to which people have the ability and willingness to accomplish a specific task. So, there are 4 stages; the first one is people are both unable and unwilling to take responsibility, they are not able as well as they are unwilling to take any initiative or responsibility. The second situation is people are unable but they are willing to take necessary task or assignments.

The third situation is people are able, but they are not willing to do what the leader wants, the fourth situation is people are both able and they are willing to do what task has been assigned to them by the leader. So, it is based on the parental model where the leader follower relationship is like that of a parent and a child.

As follower reaches higher levels of readiness, leader decreases control, this theory uses the same leadership dimensions which the Fiedler's theory adopts, that is task and relationship behaviour. But Hershey-Blanchard considers each as either very high or low and then combining into 4 leadership styles.

The logic behind the parental model is as the child matures, the adult or the parent releases control and releases the control over the situation. Similarly, when a subordinate or a follower attains higher levels of maturity, the leader need not exercise control or leader should leave control.

So, the leader should delegate more power to the subordinate, as the worker becomes more ready which is otherwise can be, it can be construed as when the worker or the

subordinate becomes ready to ready for execution of task, the leader becomes more laissez faire.

Leader will only arrange some kind of interaction with external environment or leader will be ready to provide information to the subordinate, but will not intervene in the task given to the subordinate. So as intuitive model that does not give much support from the research findings.

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Hershey Blanchard's Situational Leadership Theory		
<ul style="list-style-type: none">A model that focuses on follower "readiness"<ul style="list-style-type: none">Followers can accept or reject the leaderEffectiveness depends on the followers' response to the leader's actions"Readiness" is the extent to which people have the <i>ability</i> and <i>willingness</i> to accomplish a specific task		
Ability to follow	Willingness to Follow	Leadership Behavior
Unable	Unwilling	Give clear and specific directions
Unable	Willing	Display high task orientation
Able	Unwilling	Use a supportive and participatory style
Able	Willing	Doesn't need to do much

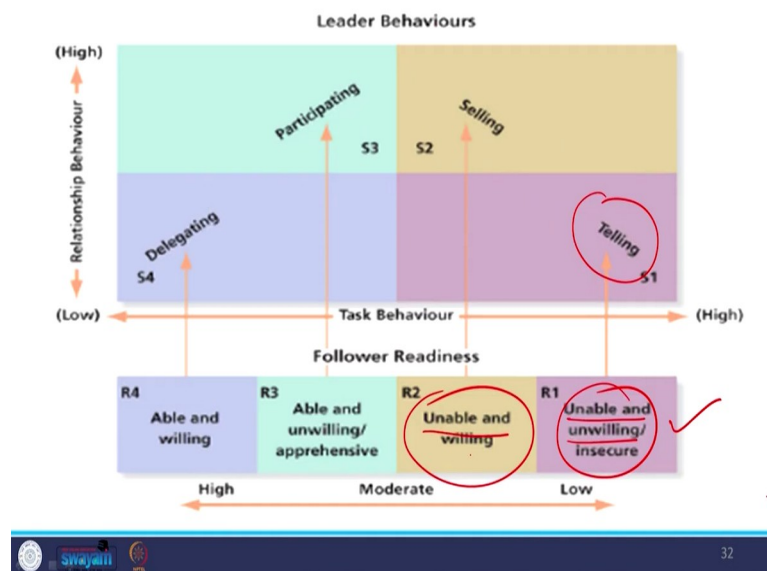
So, if we categorize the Hershey Blanchard situational leadership based on 2 axes, the first axis: ability to follow; the second one is willingness to follow. If there are 4 situations, where the follower is unable to follow and at the same time unwilling to follow the leaders directives. So, what should be the leadership behaviour? Leader should give clear and specific directions the second one is leader is unable to perform and willing to take the directions of the leader.

So, the leader should display high task orientation, leader should give them assignments and focus on the goals or the task the quality of the task, the rules and procedures being followed in the task, the focus should be on task orientation. The third situation is where the follower is able, but unwilling to follow. So, leader should adopt a leadership style which is supportive and participative, leaders should at the same time take suggestions and say give a kind of direction.

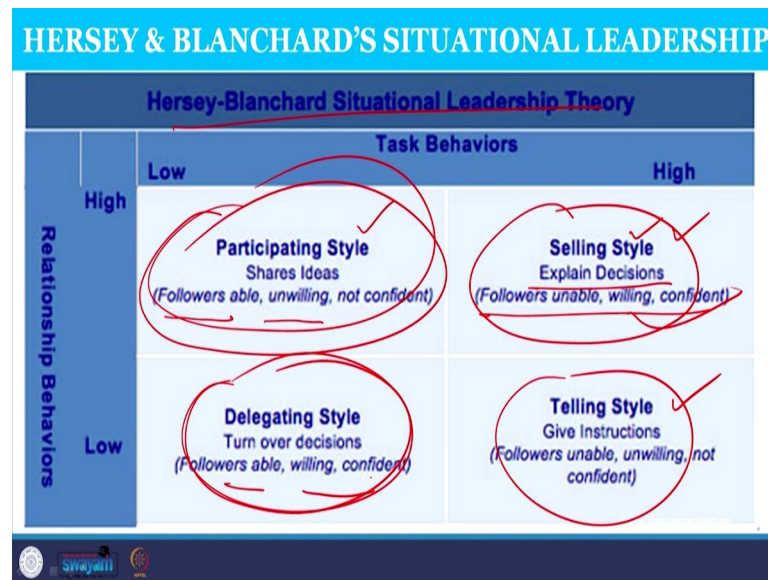
So, there should be amalgamation of supportive and participative leadership style. The fourth situation where the follower is able and willing to perform, so leader does not have to think much and the leader can be a free rein leader does not have need to do much and they can allow the follower to let go or perform.

So, leader behaviour on should be based on the situations, in the first situation where unable and unwilling, the followers are insecure, they are not able, not efficient as well as they are not willing. So, there is a sense of insecurity and the leader's behaviour should be telling give them directions give them instructions.

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There the second situation where of follower's readiness, where they are unable and they are, but they are willing to perform. The leader should be a selling leader or leader should display high task orientation high task orientation or selling. The third situation where the followers are able and unwilling, they are apprehensive, they have some kind of apprehension about their ability, about their performance.

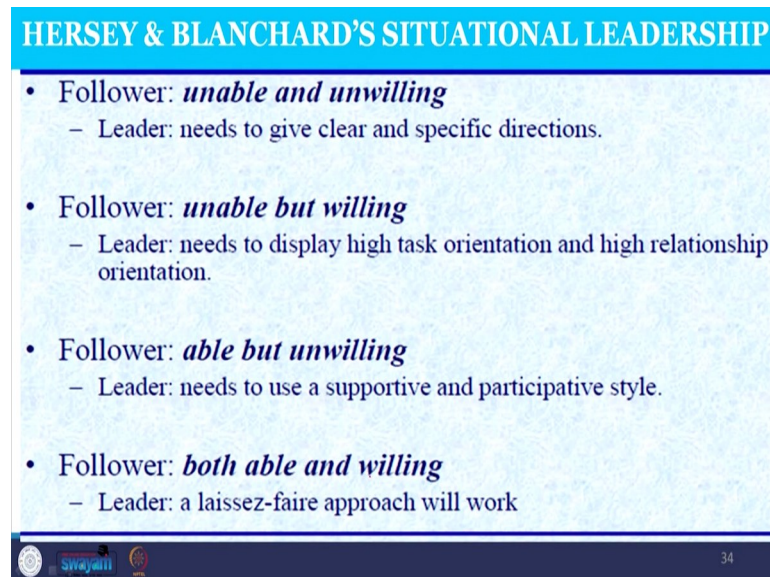
So, there the leader has to be participative leaders supporting the subordinates in performance. Able and willing followers: when the followers are ready because of their ability and willingness so the leader should be delegating the task, they should delegate the task. So, what we discussed here is the behaviour or the leader's behaviour depends on 4 situations when how the followers are ready to take up assignment and their relationship with the leader.

So, there Hershey-Blanchard's leadership style or the situational leadership style emphasizes on telling, selling, delegating and participating leadership style. Telling is giving instructions when followers are unable, unwilling and not very confident, selling is when the leaders explain decisions where the followers are unable they are unable, but they are willing and they are confidence they are confident. Selling style is adopted when the followers are unable to perform, but they are willing and they are confident.

Participative leadership style is adopted in a situation where leaders share their ideas followers are able but they are not confident they are unwilling to perform. So, there can

be the leader can give support, they can help them, they can involve themselves in the in decisions of or involve in the in any activity being assigned to them the responsibility or the task. Delegating style in is followed when the followers are able, they are willing and confident.

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HERSEY & BLANCHARD'S SITUATIONAL LEADERSHIP

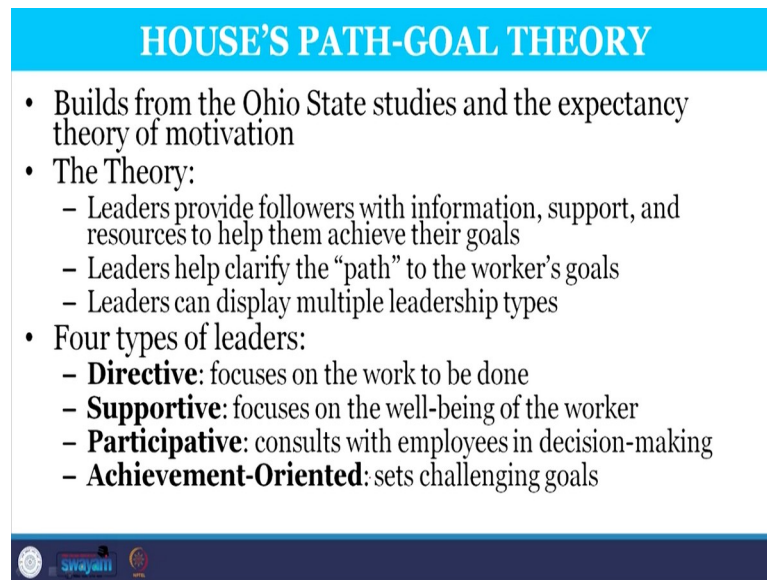
- Follower: *unable and unwilling*
 - Leader: needs to give clear and specific directions.
- Follower: *unable but willing*
 - Leader: needs to display high task orientation and high relationship orientation.
- Follower: *able but unwilling*
 - Leader: needs to use a supportive and participative style.
- Follower: *both able and willing*
 - Leader: a laissez-faire approach will work

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The leader can be can completely delegate the task to the subordinates because they are now able and they are also willing, they can take up responsibility, they are more confident. So, the leader needs to give clear and specific directions, when the follower is unable.

But the leader needs to display high task orientation and high relationship orientation. They should also adopt when the followers are able but unwilling, leaders need to use a supportive and participative leadership style when the followers both are able and willing leader adopts a laissez faire approach.

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HOUSE'S PATH-GOAL THEORY

- Builds from the Ohio State studies and the expectancy theory of motivation
- The Theory:
 - Leaders provide followers with information, support, and resources to help them achieve their goals
 - Leaders help clarify the “path” to the worker’s goals
 - Leaders can display multiple leadership types
- Four types of leaders:
 - **Directive:** focuses on the work to be done
 - **Supportive:** focuses on the well-being of the worker
 - **Participative:** consults with employees in decision-making
 - **Achievement-Oriented:** sets challenging goals

Next, we will move towards the path goal theory of leadership in the next section. So, what we have discussed here we discussed two broad categories of leadership style, that is situational leadership style given by Fiedler and the second one is proposed by Hershey and Blanchard.

Thank you