

Leadership and Team Effectiveness
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Lecture – 02
Leadership Myths and Facts-I

In this session we will talk about whether the leadership is really practically in the field is workable or not. Or there are certain myths and what are the realities or facts related to leadership is there, because whenever we are learning the leadership, we are supposed to know about the what are the myths are there about the leadership and because sometimes you see, the people say that is the leadership does not work, very normal criticism is about how these non-MBAs they are becoming leaders.

And when they are so, many successful leaders do MBA requires, so, that particular myth that is the leadership does not require any input are whether the leadership, it requires the professional qualification, what is the fact that we will be discussing in this particular session is there. And we will also talk about the different myths which are very popular and common in this particular topic of leadership and we will also talk about that is what are the different facts are there.

we will also relate it with the case study and research papers and also this session will be having certain input from different books as a recommendation for you and whatever these as usual at the end we will be having the references are there. Now, there are a lot of the, already says there is specially related to the rules, that is what are the rules of leadership. And we have seen that is the rules of leadership or return on the basis of so, many dimensions they are the team building is related, personality is related, perception is related, learning is related.

And therefore, in that case, the researchers, the authors have given the rules on the basis of their research, on that particular research base studies, they are making the rules are there, then there are the pointers also those who are showing the directions, the direction that is about the leadership's are there that how you can become the successful leader then, there are different leadership styles a number of theories are there which talk about whether it is the autocratic style is there, democratic style is there, participative style is there.

And whether there it is Laissez-faire style is there and therefore, in that case, you will find that is there are the different inputs are there theoretically by the different authors, it also talks about the biographies of the impressive leaders, the biographies are related about that how these leaders they have to change the uncomfortable situation to the comfortable situations, how they have made that organization so much successful, how would the cultures have been built in the organization.

What are the different practices are there with these practices they are made organizations is a global level, A class organization or the best employers in the world, these all through these the world history is there. Now, I would also like to mention that is this, especially the culture whenever we are talking about leadership, so, leadership is very much dependent on the individual that is true, but unless and until that individual is having the best combination with the organizational culture and environment.

And in a given environment situation, if the leader is able to coordinate and compose then definitely the leadership will be the effective leader will be there for this purpose, we will talk about that is the there are the particular facts because you will say there is if leadership depends on the personality, then, how we can generalize it if the leadership depends on the environment, how we can generalize and if the leadership depends on a particular situation, then how we can generalize.

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Myths and Facts about Leadership

- Much has been written about leadership:
Rules, pointers, styles, and biographies of impressive leaders all through world history.
- Nevertheless, there are particular leaderships facts that we all ourselves fail to identify and understand in the course of reading books.

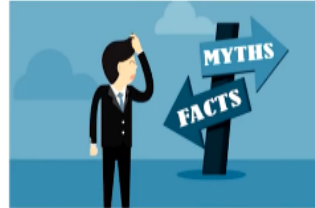


Image Source: <https://www.quibustrainings.com/digital-marketing-myths/>



So, there are the particular leadership fits that we all ourselves failed to identify because, in a given situation, I always advise my students that are in the classroom, you will learn to get the ideas and creativity of the ideas, but what ideas exactly will work that you are to see in a given situation at your workplace, at your workplace, if you know that is if this is a situation, for example, the role of technology, for example, the role of raw materials, for example, the role of finance.

So, leadership within context, these particular dimensions that will require that is the what is to be done and how do we make the effective leadership, another very common example is of the change management, there is how to implement the change in a given organization, in a given situation, in a given culture by the given change agent. So, these parameters are very, very important, if you are making these parameters in a single direction, that is why it is known like you will see in the about in the pointers and styles.

If the pointers are accurate and styles are directive, then definitely in that case, that leadership will be working is an effective leadership is there. Now, here we will talk about the different myths about leadership is there.

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Myth 1: Leaders are of only 1 Type

Fact: The official (elected for position or offices) and informal leaders (by virtue of their wisdom and expertise) exercise a mix of leadership variations.

The various types are:

Lewin's 3 basic management styles:

- Authoritative
- Participative
- Delegative



Image Source: <https://www.verywellmind.com/leadership-styles-2795312>

So, the leaders are of only one type. But, as I mentioned earlier in the previous slide that is leaders are having different personalities, leadership depends on the personality of the leader and every leader is having his own personality and we know that his personality depends on the heredity, environment, and situation. So, whenever we are talking about the heredity, environment, situation, now how heredity is related.

Now, some leaders you will find that they are very happy and it is because of there is the situation of dopamine and in that case, when the environment is concerned, that is a 40 percent that plays a role into a style of the leader. So, the leader cannot be of one type and therefore, whether that is the official position, many times it has been mentioned it is if the person is on the head position is the designation his general manager, the designation is vice president then that person is a leader.

It is as you know, this is just a myth that is by being in a position it does not mean that person becomes the leader, if you remember and recall my previous session on the definition of leadership, that it is the influence of the behavior. So, the leader who influenced the behavior of others and not it is just because of the position then definitely in that case, you will find that is becoming that is the official are the elected for position or offices they becoming their leaders, it is not true.

The informal leaders by virtue of their wisdom and expertise, that is fact so, one side the official the position gives an opportunity to express leadership the manager, you may get the position of manager, but are you a leader, the position will give an opportunity. Similarly, the virtue of your wisdom that will give you an opportunity to be a leader virtue of your expertise in given technical skills, human skills, conceptual skills, analytical skills, designing skills that expertise that will give you the leadership style.

And exercise a mix of the leadership variations are there. So, whenever we are talking about that the what is the myth leaders are only of one type no leaders are whether they are official on the basis of the position or on the based on their wisdom, on the based on their expertise and maybe the person at the managerial position with the mix of their wisdom and expertise that can be the leadership variation is there. So, Lewin's 3 basic management styles are their authoritative and therefore, in that case, the authoritative style of the leaders they say to do.

And therefore, they have become authoritative, now authoritative can be on the basis of their wisdom and expertise also. So, therefore, we have to understand that he is the authoritative person, the way they exercise their leadership will decide that is what type of authoritative leadership they are having. Similarly, the participative style is there and in the participative style they will be asking, that is; what are the different styles of leadership which will be to be performed in a given situation.

And they asked to their participants, other team members, that is this is the situation and what can be the solution and therefore, that will be the participative style will be there, then there is a delegative style, in the case of the delegative style where the leader gives a task to the others and the others perform a particular task, but we should not misunderstand that is the how this delegation where he is making the person not perform it is not Laissez-faire style.

So, in the Laissez-faire style, you will find it is a person is not performing in delegative style, the person is given the task to the others, but he is monitoring that particular task. So, with the delegation authority is given, but the responsibility is not given well in the Laissez-faire style of

the leadership, it is the person who is not concerned with the authority, not concerned with the responsibility.

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Myth 1: Leaders are of only 1 Type (Cont.)

Goleman's 6 emotional leadership styles:

- Visionary Coaching
- Affiliative Democratic
- Pacesetter Commanding

Likert's 4 Leadership styles:

- Exploitative authoritative
- Good-hearted authoritative
- Consultative
- Participative



The diagram illustrates Likert's Leadership Styles, which are categorized into four quadrants around a central circle labeled 'Likert's Leadership styles'. The quadrants are: 1. Top-left (red): Exploitative-Authoritative, featuring a person icon with a downward arrow. 2. Top-right (blue): Benevolent-Authoritative, featuring a person icon with a downward arrow and a heart. 3. Bottom-left (green): Consultative, featuring a person icon with a speech bubble. 4. Bottom-right (orange): Participative (Democratic), featuring a person icon with a speech bubble and a group of people.

Image Source: <https://www.slidesalad.com/product/likerts-leadership-styles-model-google-slides-template/>

Then Goleman's 6 emotional leadership styles are there. First and foremost is that being a visionary style is there. So, whenever we talk about the leader know? So, the leader is who is a leader, who is visionary, who creates the vision, vision for the organization, what will be the vision of the organization? Here, I would also like to support that a visionary aspect with the help of the research articulation of vision is not that easy.

The vision can be only framed by the experts, those who are able to understand yesterday, today, and tomorrow if the person understands what were the problems, so, whenever we are making the organization a tech-savvy organization or about the technological-based organization, then what is our vision, vision is after 20 years where will be the technology, what will be the resources and that will be the visionary is there.

Then there is the affiliative style is there, an affiliative style is there where the persons are more concerned with the people or the team members, those who are working with them, then the pacesetter is there slowly and slowly and they make the develop the whole organization systems, then the coaching style is there where they are having the director the instructions and

advisors and develop the people is there, democratic style is there where the leader asks the team members that is to express and that is a participant are the team democratic style is there.

And commanding style is there that is the autocratic style or authoritative style is there whenever there is this type of these situations, then definitely in that case that the leadership styles there they are becoming the different positions are there right now, Likert's 4 leadership styles are there exploitative authoritative, now exploitative authoritative they are the leader is not giving any benefits to the team members, while the good-hearted authoritative are there those who are having authoritative positions, but their intentions are very fair.

Consultative is there and in the case of the consultative it is the participative style is there where the people are getting the involved their team members and participative style is there where the decision making is done with the help of the people the difference between the consultative and the participative who is there that is you are having the consultation with the others, but you are not necessarily following in your decisions. The participative style is there, where you are joining with your team members to take the decision and to implement it.

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Myth 2: Leaders are Born, not made

Fact: Leadership is actually a procedure for becoming a leader.

- Although specific men and women are born with innate leadership characteristics, without proper environment and exposure, they will often fail to acquire their full potential.
- So, like learning the way to ride a bicycle, it's also possible to learn how to become a leader and sharpen your leadership expertise.



The second myth is leaders are born and not made. Leadership is actually a procedure for becoming a leader as we are mentioned that is it is a full process. So, earlier it was told that if the king's son will become the king that is a trait theory was there and on basis of that it was told

that if the prince is born in any royal family, then definitely he will be the only leader or he will be the king and but later on it has been seen they do not become successful leaders. Because by just taking birth into a particular king's family does not make a person a king.

So, then what makes a king that is particular training, which is to be provided to that the prince so that he proves in the true sense that prince is not only because of the birth, but it is by the act also. Although specific men and women are born with the innate leadership characteristics, so, you see, if you watch the children are playing and then you find suddenly that one child he becomes the leader and rest of his team members follow him.

So, but if they are playing themselves and following the one person, there is a trait because without proper environment and exposure, then they will often fail to acquire their full potential and that is why that direction is very much important that coaching is very much important. Because a person may have that personality trait to become a leader, especially taking initiative extrovert is there, the directive is there it might be there, but then what is required?

There is required an environment, if there is an environment and exposure, then definitely that person who has born in the royal family are not born in a royal family, but because of that person initiative of his traits which are making him the leader with the proper exposure and by providing the proper exposure and environment. So, like learning how to ride a bicycle, it is also possible to learn how to become a leader. So, like we learn the swimming, bicycling and then driving. So, like this way, we can also learn how to become a leader and sharpen our leadership expertise.

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Myth 3: Let them be the Leader



Fact: Leadership begins with you.

- Knowledge on leadership theories and abilities may be formally gained by finding leadership seminar, training courses, and conventions.
- You cannot become a leader in a single day. Life-long learning is essential in learning to be a good leader for every day which provides fresh experiences that put your knowledge, skills, and frame of mind to a test.

Image Source: <https://www.pinterest.ca/pin/505880970623730777/>

So, let them be the leader leadership begins with you. So, it is not like this, there are some people who can become the leader (FL) they can be the leaders we I cannot be the leader no, that is a myth, knowledge on leadership theories and abilities may be formally gained by the finding leadership seminar training courses and conventions if you get the training for that, that is how to become the leader then definitely, in that case, you will become the leader for that particular task or this situation.

So, leadership starts with you, with ourselves we cannot become a leader in a single day lifelong learning is essential in learning to be a good leader every day which provides the fresh experience. Now, you see the situation keeps on changing, the earlier situation may be different now the situation is different, yesterday's situation was different today's situation is different. And then in that case every day we provide the experiences that put our knowledge skills and frame of mind to a test.

So, whatever the knowledge we are having, whatever the skills we are having, so every day they are a challenge, our knowledge is a challenge, skills is there, attitude is a challenge, habits are a challenge and therefore, they will be by these facing these challenges, we make up our mindset and that mindset to win the situation that is becoming important. Leadership is the sole act. So, leadership is only by one person no, it is shared by others who are your team members.

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Myth 4: Leadership is Sole Act

Fact: Leadership is Shared.

- Leadership is not the sole responsibility of one person, but instead a shared accountability among people of an emerging team. The leader belongs to a group. Every single member has tasks to meet.

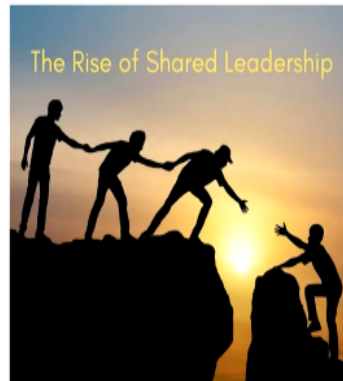


Image Source: <https://conservationimpact-nonprofitimpact.com/shared-leadership/>



So, it is not the responsibility of one person but instead shared accountability among people. Now, here you see this particular full diagram and in this particular picture, you will find that is the rise of the shared leadership is there, but so, it is a team building. By supporting each other, the person can reach the goal. So, accountability among people of an emerging team is there the leader belongs to a group every single member has a task to meet.

So, here it is if you find that is a chain is there and this change will be connected by each and every member and that is becoming the team building and not by the single person. So, far we have discussed some of the myths related to this particular leadership in sole acts and the rest of these myths that we end whether the facts are there or I have talked about the research papers and books that we will discuss in the next part right in the next session. So, thank you, thank you all of you.