

**Leadership and Team Effectiveness**  
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**Module No # 05**  
**Lecture No # 23**  
**Leadership Behaviour**

Whenever we are talking about the behaviour of a leader then it becomes a **very** important that is we have to keep some factors into mind. This particular session talks about these are the certain contents which we will be talking about why study leadership behaviour effective versus ineffective leaders' behaviors and skills? 3 dimensional theories, leadership continuum, Ohio and Michigan leadership studies, managerial grid research paper and case studies and book recommendations as usual will be there.

No institutions can possibly survive if it needs geniuses or the superman to manage it. It must be organized in such a way as to be able to get along under a leadership composed of the average human beings. Peter Drucker the management expert has talked about it right. So that is if any organization if it wants to survive it needs the geniuses or superman to manage it.

If he is able to manage the superman then definitely it must be able to organize in such a way that is the along with the leadership composed for the average employee which is working in the organization.

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No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings.

**Peter Drucker,**  
Management expert



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### Introduction

- Differentiating between effective and ineffective leaders requires looking at their behaviors and results.
- Leadership behavior can be observed and measured.
- Personality traits, values, and intelligence can not be directly observed, but they may contribute to effective leadership behaviors.
- Two other factors that influence leadership behavior are the followers and the situations.
  - Follower and situational factors can help determine whether a particular leadership behavior is “good” or “bad”.



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If a leader is able to work with the average employees, then definitely, he will be able successful. And differentiating between the effective and ineffective leaders requires looking at their behavior and results. So, leadership behavior can be observed and measured. This is also very important and personality traits values and intelligence cannot be directly observed right.

But they may contribute to effective leadership behaviors are there. So, what type of personality traits are having on the leader and he well used and intelligence is there. So, therefore, whenever we are talking about leadership behavior it is becoming the IQ + EQ + SQ is there. It is an intelligent quotient then the emotional quotients and the spiritual quotients are there.

And 2 other factors that influence leadership behavior are the followers in the situations are following situations factor can have determined whether a particular leadership behavior is good or bad. So therefore, in that case whenever we are talking about these factors are there then the followers will end the situation naturally. Whenever, we talk about the leadership.

The leadership effectiveness who will be giving the certificate for that it will be the follower and situation. And therefore, when followers; and situations they help in leadership behavior. So that is in the coordination and there is a synergy.

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**Why Study Leadership Behavior?**

- Many people in positions of authority either cannot build and motivate teams or do not realize the negative impact of their behavior.
- Leadership behaviors are a function of intelligence, personality, traits, emotional intelligence values, attitude, interests, knowledge, and experience.
- Over time, leaders learn and discern the most appropriate and effective behaviors.
- Individual differences, followers, and situational variables play a pivotal role in a leaders' actions.

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When the synergy is developed between all these 3 then definitely in that case the outcome will be the effective leadership is there. So that behavior the behavior of the leader will be justified by the followers and situation. So many people in positions of authority either, cannot build and motivate teams or do not realize the negative impact of their behavior is there.

And that is why this subject is becoming very important because we will be talking about the many aspects of behavior and here it is very essential that is, it has been proved that is the; those who are not having the successful in the organization to lead. It is because of could not motivate their team. So leadership behavior; is a function of intelligence personality traits, emotional intelligence, values, and attitude, which we are talked about all these dimensions.

So over time leader learns and discern the most appropriate and effective behavior is there. The individual differences between the followers and the situation variables play a pivotal role in the leaders; actions and therefore in that case and it is not only the leaders' personality traits. I would like to add here it is the follower's personality traits and emotional intelligence that also contribute that is how it will in effective leadership or not.

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Effective vs. Ineffective leaders	
Effective Leaders	Ineffective leaders
Strong people skills	Ineffective interaction style
Visionary	Not a team player
Team Builder	Team not fully developed
Personable/Approachable	Over-Demanding
Lead by example	Micromanages
Passion and Drive	Team not held accountable
Good listener	Inattentive/Poor listener
Develops people	Too self-centric
Empower people	Lacks emotional control
Positive attitude	Impatient



<http://therethreflection.com/book-reviews/what-separates-a-great-leader-from-an-ineffective-leader/>

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So leadership Behavior has to be manager with the personality traits of the followers. And whenever there are these personality traits are managed by the leader with the followers, right? As we have talked about in the contingency theory and situational theory and then you will find that their particular effect is there. So effective leaders; are these strong people skills HR skills are very strong.

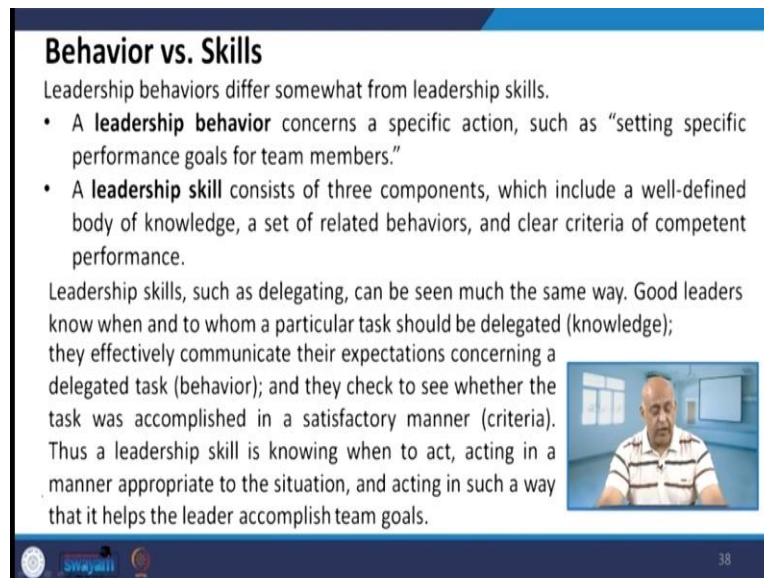
They are visionary they know what to do, and they are creating the goal. They are the team builder. They are personable and approachable then lead by example, impression in drive, are there for that particular, job and task, a good listener and develops the people and empower people, and positive attitude is there. Dear friends, and ineffective leaders; interactional style is not that much of more effective.

They are not a team member, they are not fully developed over demanding micromanages team not held accountable, are inattentive or poor listener, too self-centric, less emotional control and the impatient are there. So, here I would like to

mention about it is a team not held accountable. So, ineffective team leaders whenever they are leading the team knows so they are not a team player.

If they are team players, then they will help the team be accountable. And as soon as you say a word, it is, they held the team accountable. So then the credit will also go to the team.

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**Behavior vs. Skills**

Leadership behaviors differ somewhat from leadership skills.

- A **leadership behavior** concerns a specific action, such as “setting specific performance goals for team members.”
- A **leadership skill** consists of three components, which include a well-defined body of knowledge, a set of related behaviors, and clear criteria of competent performance.

Leadership skills, such as delegating, can be seen much the same way. Good leaders know when and to whom a particular task should be delegated (knowledge); they effectively communicate their expectations concerning a delegated task (behavior); and they check to see whether the task was accomplished in a satisfactory manner (criteria). Thus a leadership skill is knowing when to act, acting in a manner appropriate to the situation, and acting in such a way that it helps the leader accomplish team goals.



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So if you are going for this effective team leadership, then in that case, it is leader is required to make the team members, the accountable and then you see the results and you will get the fantastic results. The behavior versus skills leadership behaviors differ somewhat from leadership skills. A leadership behavior concerns a specific action such as setting specific somewhat from leadership performance goals for the team members is there.

Now, as I was mentioning that is the goal, goal creation. The goal creation is becoming very important and it is the; these settings specific performance goals. They are making this important aspect to lead the team because you are making the specific goal to achieve direction, is there to your team members to achieve is there. So a well-defined body of knowledge related behavior and component performance is there.

So, goal is very clear and then the body of knowledge is there be ok is there. So, naturally in that case, this is the competent performance has to be there by the team members are there. Now, whenever we are talking about the knowledge, then

definitely it is about the assignment of that goal. A particular task should be delegated to a particular person whenever you are going delegating a particular task.

Then the achievement will be the responsibility of the particular team member and it is about the behavior will be there.


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**Three-dimensional theory – Kurt Lewin**

**Autocratic**  
Take decisions on their own. Effective when there is no need for involvement of people in decision making and their motivation would lower down if they are not involved.

**Democratic**  
Involve people in decision making, can be difficult when options differ widely and is difficult to arise at one conclusion.

**Laissez-faire**  
Minimum level of involvement of people in decision making.. At times may create chaos.



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And this Behavior has to be measured in terms of criteria. Whenever; you are measuring your terms in the terms of the criteria your behavior. So, task is their performance is there and criteria, is there. So naturally in that case, the leader can facilitate and support to the team member for the achievement of that particular goal or task.

So, Kurt Lewin has talked about the 3-dimensional theory and in which talks first talks about the autocratic state. They take decisions on their own effective and there is no need for involvement of the people in decision-making and their motivation would lower down if they are not involved. And therefore, in that case for the making this effective leadership in the Kurt Lewin that is this type of autocratic styles of the leaders, that will become more effective.

In the case of the democratic style because the autocratic style is effective where is the autocratic style? When there is no need of the involvement of others. So take your own decision. Democratic is there where the involvement of the people is required. So, if the involvement of the people is required you involve people there then the democratic style will be there.


Laissez-Faire is the minimum level of involvement of the people in decision-making. And at times it may create the cause because these Laissez-Faire; model is basically about the change management, organization development. So therefore, when we talk about the change management and organization development, then this Laissez-Faire style will not work.

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**Early Leadership Studies**

Early Leadership Studies – Likert : Behaviour on a continuum. Four main styles of leadership are:

- **Exploitive authoritative:** Responsibility lies in the hands of the people at the upper echelons of the hierarchy. The superior has no trust and confidence in subordinates.
- **Benevolent authoritative:** In a Benevolent Authoritative system, responsibility also lies at the upper echelons of the organisation. However, instead of inducing performance through the threat of punishment, and therefore fear, employees are instead motivated through a reward system. Superiors have more trust in their employees than do managers in an Exploitive Authoritative system.



Source: <https://www.managementstudyguide.com/likerts-management-system.htm>

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Either you have to be autocratic or democratic Autocratic is required, as for the situation democratic is required as per the opposite situation. So, our leadership studies, which will occur at behavior on a continuum for most leadership, are there. It is exploitive authoritative to exploitive authoritative, which means responsibility lies in the hands of the people.

At the upper are echelons of the hierarchy. The superior has no trust and confidence in the subordinates. And therefore, in that case, those authorities are at the top. Benevolent authoritative is in a manual authoritative system responsibility also lies at the upper echelons of the organization, right? And therefore, in that case, it is very important.


It is what level of these upper level you are having and through; the threat of punishment and fear employees are instead motivated through a reward system is there. So, superiors have more trust in their employees than do managers in an exploitive authoritative system is there. So, it is becoming very important. That is whenever we are having this particular threat of punishment, there is fear is there.

So, therefore, in that case, the leader is not going for this. He is not using this threat of punishment is there, right? Rather than he is benevolent. Benevolent authoritative is there, superiors have more trust in their subordinates and therefore, in that case, it is a kind style of the leadership, is there.

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### Early Leadership Studies

- **Consultative:** Responsibility is spread widely through the organizational hierarchy. The superior has substantial but not complete confidence in subordinates. Some amount of discussion about job related things takes place between the superior and subordinates. There is a fair amount of teamwork, and communication takes place vertically and horizontally.
- **Participative:** Responsibility for achieving the organizational goals is widespread throughout the organizational hierarchy. There is a high level of confidence that the superior has in his subordinates. There is a high level of teamwork, communication, and participation.



Source: <https://www.managementstudyguide.com/likerts-management-system.htm>

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In early leadership studies, the consultative is concerned is spread widely through the organizational hierarchy. And the superior has substantial, but not complete confidence in the subordinates. So, some amount of discussion about job related things takes place between the superiors and subordinates is there and there is a fair amount of teamwork.

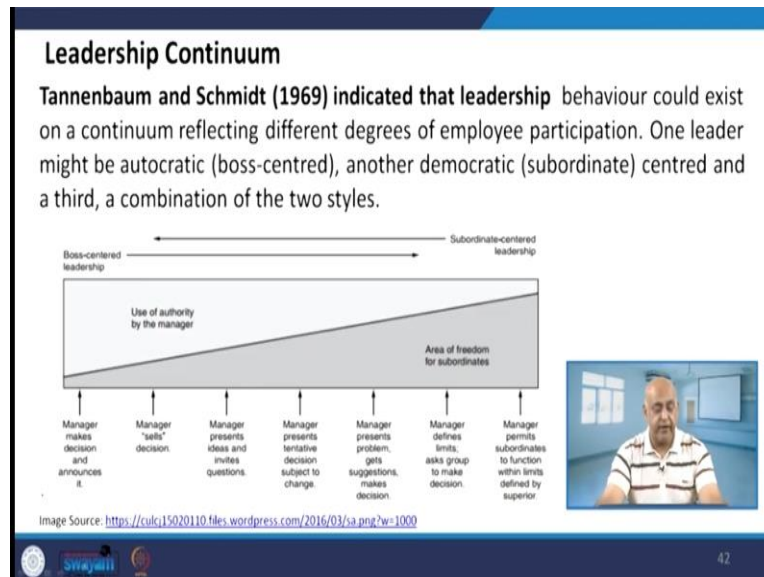
So consultative is there so of course we are talked about the authoritative also important when no involvement is required. But when there is a task, when the responsibility is spread widely through the organizational hierarchy, the superior is supposed to have complete confidence in subordinates and consult them. In the case of the participative is there then the responsibility for achieving the organizational goals is widespread throughout the organizational hierarchy.

So here; there is a high level of confidence that the superior lies in the subordinates and use he is having that confidence and trust in the subordinates. So there will be high level of teamwork, communication and participation is there. So here in the case of the consultative actually, what he is doing he is taking the opinion and when you sticking the opinion, there is a fair amount of teamwork is there.



But when we are talking about the participative so the decision itself; the decision will be taken by the all the members. And therefore, in that case that communication, they will be the; of the high amount will be there as compared to the consultative is there where the communication is at the lower amount.

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So, leadership Continuum, there is a Tannenbaum and Schmidt 1969 indicated that leadership behavior could exist on a Continuum reflecting different degrees of employee participation. So, one leader might be autocratic boss centered another is the democratic, other subordinate center and the third combination of the 2 styles is there, right.

So, therefore, in that case, it is not necessary that either, you will be having the autocratic or you will be having the democratic, right. The other, you will be having the participate you, or will be no participative rather than it is will be having the combination of the 2 style is there. That is the autocratic and the democratic both are there.


So use of authority by the manager and area of freedom for the subordinates; is there. And this is a subordinate center and this is becoming the boss centered leadership is there. So, ultimately manager, permits the subordinates to function within the limits defined by the superior, is there. So, he is been asked to do right but with the permission of the manager is there.

Manager, make decisions and announces it and in another case extreme case you will find it is not that is that he will be allowed to do. It is the manager will take the decisions only.

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**Leadership Continuum (Cont.)**

- The **boss-centred leadership style** refers to the extent to which the leader takes charge to get the work done. The leader directs subordinates by communicating clear roles and goals, while the manager tells them what to do and how to do it as they work towards goal achievement.
- The **employee-centred leadership style** refers to the extent to which the leader focuses on meeting the human needs of employees whilst building relationships. The leader is sensitive to subordinates and communicates to develop trust, support, and respect, while looking out for their welfare.



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So, right from the use of authority, when we go for the use of the consultative, is there you will find. It is an equilibrium or these join combination of both is authoritative and the Continuum that both will be relying on that particular style of the leadership is concerned. Now every very interesting style of leadership, which we will talk about the boss centered leadership style is there.

So is the leader takes charge to get the work done and the leader direct subordinates by communicating clear roles and goals. While the manager tells them what to do and how to do it as they work towards the goal achievement is there. And therefore, in that case it is totally become the boss centered leadership style is there. He just gives instructions; it is what is to be done and he talks about that how it is to be done.


In the other style is that is the employees centered leadership style is there but to the extent to which the leader focuses on meeting the human needs of employees. Where is the building relationship right and therefore in that case it is becoming more and more the subordinate concern or the employee centered is there? The leader is sensitive to the subordinates and communications to develop trust, support, and respect. While looking out for their welfare is there right.

So dear friend, which is right? Which; is wrong? Neither the boss centered leadership style is right and wrong neither nor; the employee centered leadership style is the right and wrong. What is required is that as per the situation, either it has to be boss centered or it has to be the employee centered leadership style.

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**Ohio state: Leadership Studies**

- Ohio state university developed the **Leader Behavior Description Questionnaire (LBDQ)** and identified two independent dimensions of behaviors.
- **Consideration** is how friendly and supportive a leader is toward subordinates. Leaders high in consideration how concern by speaking up for subordinates' interests and expressing appreciation for work.
- This leadership style is People-Oriented.
- Some of the statements used to measure this factor:
  - Friendliness
  - Mutual trust
  - Respect
  - Supportiveness
  - Openness
  - Concern for the welfare of employees



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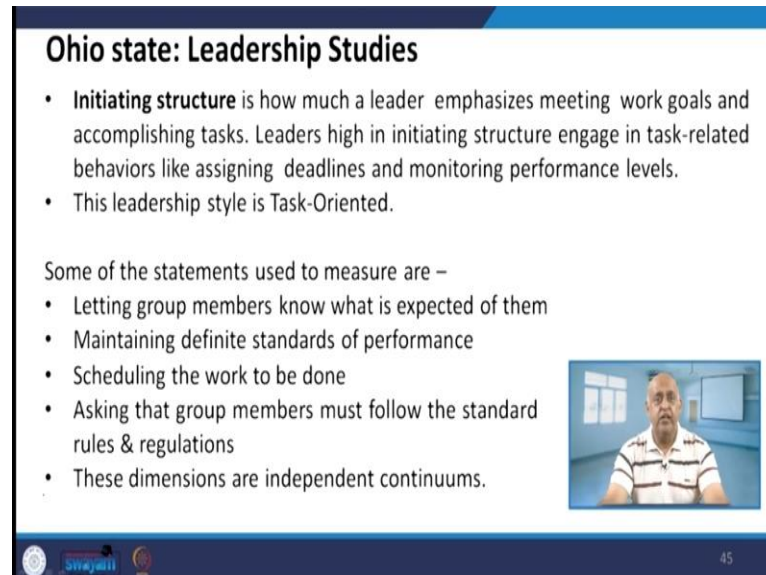
Ohio state university has developed the leader behavior description questionnaire (LBDQ) and they identified 2 independent dimensions of behavior. One is the consideration. Consideration is how friendly and supportive; leader is towards the subordinates and leaders hang consideration. How concern for this picking up for the subordinates' interest and expressing appreciation for work.

And therefore, the consideration is towards, the more towards the human centered leadership style is there and employee centered leadership style is there. And therefore, in that case he will be more highly concerned with this speaking up for the subordinates. So that is personal touch will be there, trust will be there, support will be there.

And in mind the subordinates will be the personality of subordinate will be into consideration. The leadership style is people oriented some of the statements used to measure these factors are friendliness, right. Mutual trust, respect, supportiveness, Openness, concern for the welfare of employees and therefore; in that case this consideration will be there.

Whenever, we are talking about these leadership studies are there and these HR oriented people or insubordinate oriented this shape of the leadership, which they have observed with the help of the leader behavior questionnaire.

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**Ohio state: Leadership Studies**

- **Initiating structure** is how much a leader emphasizes meeting work goals and accomplishing tasks. Leaders high in initiating structure engage in task-related behaviors like assigning deadlines and monitoring performance levels.
- This leadership style is Task-Oriented.

Some of the statements used to measure are –

- Letting group members know what is expected of them
- Maintaining definite standards of performance
- Scheduling the work to be done
- Asking that group members must follow the standard rules & regulations
- These dimensions are independent continuums.



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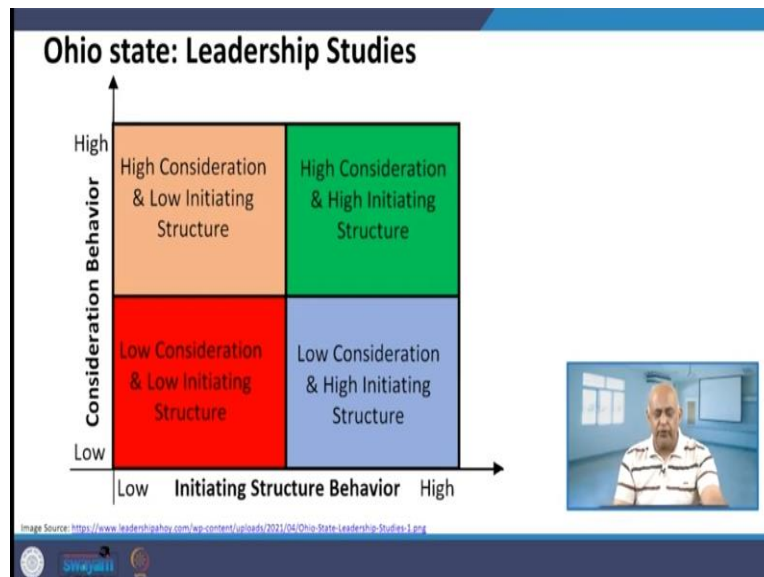
Then they have come out with the there are 2 styles one was the consideration another one is the initiating structure. So how much leader; emphasizes meeting work goals and accomplishing the task. Leaders high in initiating structure engage in task-related behaviors like assigning deadlines and monitoring performance levels are there. And therefore, in that case some of the statements to use to these measures are because the here the leadership is a task-oriented

Letting group members know what is expected of them. That is, it is a clear cut that it is a boss center oriented is there. And therefore, because actually boss means what that is a task because the statement, which we see that maintaining the definite standard of performance scheduling the work to be done, asking that group members must follow the standard rules and regulation.

So everything is from top to bottom it is instructed, it is directed, it is guided and these dimensions are independent continuums are there. So therefore, in that case you are not clubbing that it is your consideration with the initiating structures. To consideration with the initiating structures the combinations of whether it will work or not that we will see in the further contents.

But here important is this that is, the either there will be leaders for the consideration either they will be the leaders for the initiating structure is there, but as we are seen that is in the case of the boss centered in case of these and the employee centered is there did the Continuum is very important.

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So here the consideration is high, consideration is low on the y axis. On the x axis it is low consideration and structure so therefore, in that case it will be the low consideration and low structure. High structure; and the low concentration, and here in fact, we will talk about the structure. So, this will be the structure. So, therefore, in that case it is the consideration is this side and the structure is this side.

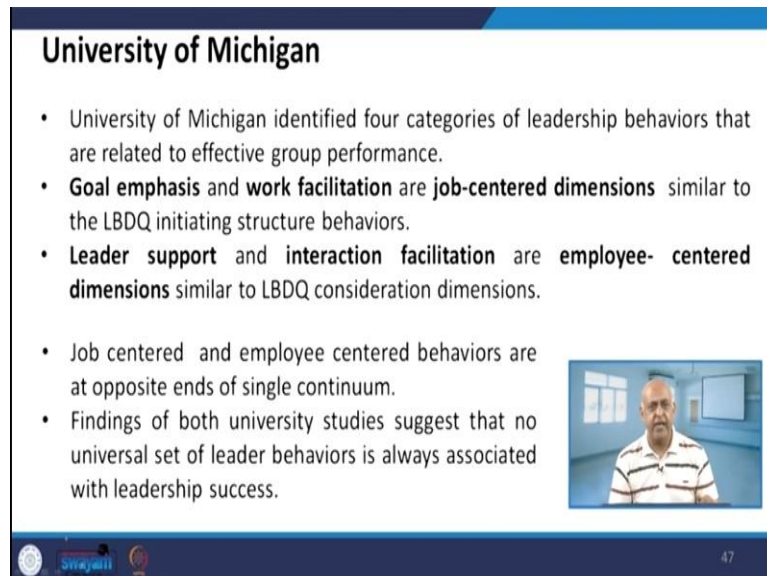
So, structure is low and high so whenever low consideration right and the low structure is here right and whenever high structure high consideration and low consideration is there. So therefore, it will be the highest structure and this will be the low concentration. So, this in these 4 contents we will find that is higher consideration and low structure and a high concentration in the high structure is there.

So, whenever we are talking about these 4 situations now the question arises that is what sort of the leadership that will be to be adopted by these on the leader. So, as we have discussed in the previous slides. Therefore, it is required that it has to be high consideration and the high structure right. But I would also like to mention as we have seen in the previous slide that is the low consideration in low structure there is a laissez-faire is there, right?

And then in that case it is also possible that in the given situation you are having a low consideration and low structure is there. But in general, whenever we are talking about other relationships between this consideration and the structure is concerned then definitely you are required to go for these the combination as per the situation is there.


Because the consideration means what considerations mean people-oriented and when we are talking about this structure, then we are talking about is done task-oriented is there. So, whether it has to be task-oriented or it has to be people-oriented. Now we will leader will be effectively working on the basis of that is what type of the combination he is going to consider.


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**University of Michigan**

- University of Michigan identified four categories of leadership behaviors that are related to effective group performance.
- **Goal emphasis** and **work facilitation** are **job-centered dimensions** similar to the LBDQ initiating structure behaviors.
- **Leader support** and **interaction facilitation** are **employee-centered dimensions** similar to LBDQ consideration dimensions.
- Job centered and employee centered behaviors are at opposite ends of single continuum.
- Findings of both university studies suggest that no universal set of leader behaviors is always associated with leadership success.



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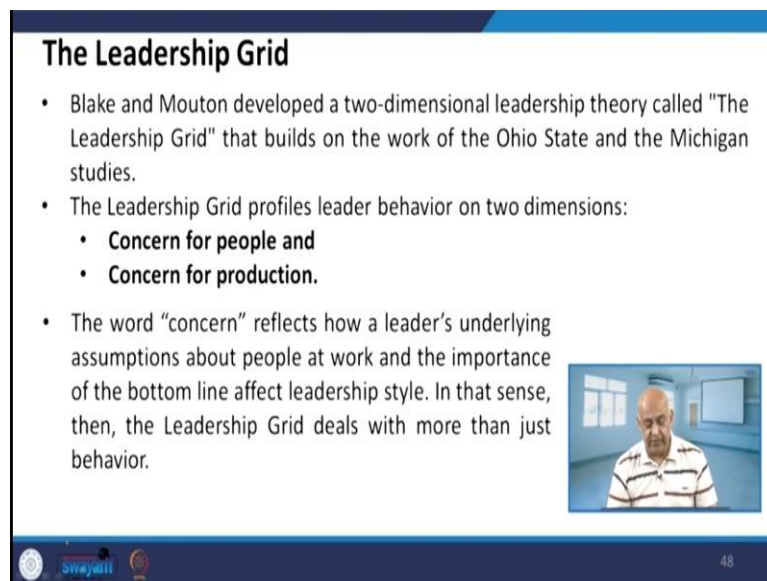
So that was the about the Ohio studies the Michigan study was also working on this and the University of Michigan identified 4 categories of leadership behaviors, and it related to the effective group performance. And these; are four categories of leadership behavior; where goal emphasis and work facilitation are job-centered dimensions.

Similar to the; that leader base questions initiating structure behavior by Ohio, that (LBDQ) we have discussed. So, therefore in that case it is the emphasis on the goal and the work, facilitation. So naturally, the dimension will be job-centered dimension is there. Whenever you talk about the leader support and interaction facilitation, so definitely that is the employees' centered dimensions are there and right.

Unlike; as in the case of the (LBDQ) consideration dimensions, which we have discussed just before. This job-centered and employee centered; behaviors are at opposite ends of the single continuum is there, right. So, either this will be the high jobs centered or it will be the high, the employee centered will be there. Findings of both university study, suggests that no universal set of leader behavior is always associated with the leadership success.


So when we are talking about the job center and employee Center please don't learn like this. It is job center will be the more successful. The employee centered will be the most successful. It is not like this, right? So, the, it will be depended on the task and situation and accordingly you were to adapt task whether the job of consideration oriented, or the job oriented as or the employee oriented is required.

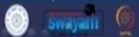
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**The Leadership Grid**

- Blake and Mouton developed a two-dimensional leadership theory called "The Leadership Grid" that builds on the work of the Ohio State and the Michigan studies.
- The Leadership Grid profiles leader behavior on two dimensions:
  - **Concern for people and**
  - **Concern for production.**
- The word "concern" reflects how a leader's underlying assumptions about people at work and the importance of the bottom line affect leadership style. In that sense, then, the Leadership Grid deals with more than just behavior.



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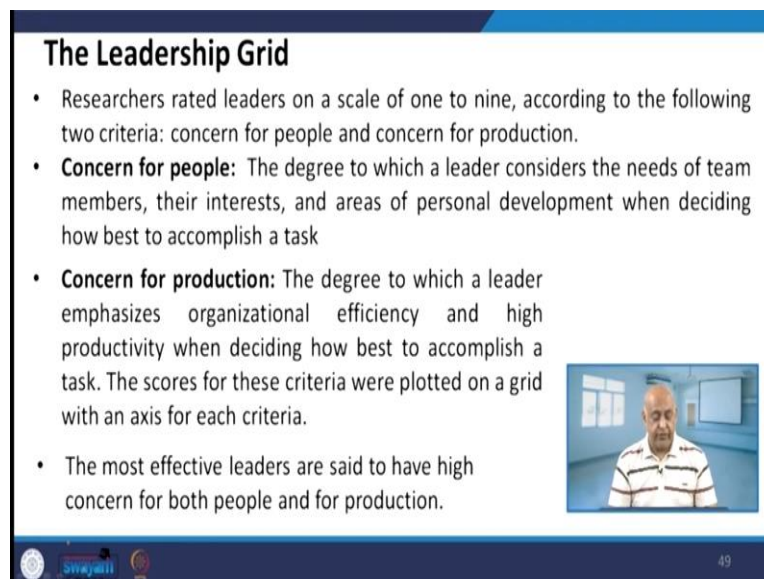
Robert Blake and Jane Mouton developed a 2-dimensional leadership theory and called the leadership grid. It builds on the work of the Ohio State and Michigan studies. When, I was in Shriram group, then one week training program. I have attended on this leadership grid at Pune in 1992. So, there it is the grid profile that is leader behavior on the 2 dimensions.

There is a concern for people and concern for production and the word concerned reflects how a leader is underlying assumptions about the people at work and the importance of the bottom line of it, the leadership style. So therefore, in that case, whenever he is having the concern for the people, so therefore he will adopt

accordingly the leadership style. In that sense, then the leadership grid deals with the more than just behavior right.

So therefore, in that case it is not just to be because of the behavior is concerned rather than it is also making the assumptions about the importance of the work which has been talked from whenever we are talking about the task-oriented leadership, in the case of the fiddlers' model also that we have talked about.

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**The Leadership Grid**

- Researchers rated leaders on a scale of one to nine, according to the following two criteria: concern for people and concern for production.
- **Concern for people:** The degree to which a leader considers the needs of team members, their interests, and areas of personal development when deciding how best to accomplish a task
- **Concern for production:** The degree to which a leader emphasizes organizational efficiency and high productivity when deciding how best to accomplish a task. The scores for these criteria were plotted on a grid with an axis for each criteria.
- The most effective leaders are said to have high concern for both people and for production.

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So here, the manager grid also it talks about that it is not only their leadership style, but it is a question of the; whatever situation is there. Researches rated leaders on a scale of 1 to 9 according to the following 2 criteria's concern for people and concern for production concern for people the degree is considered the need of the team members, so they were the items which were identified.

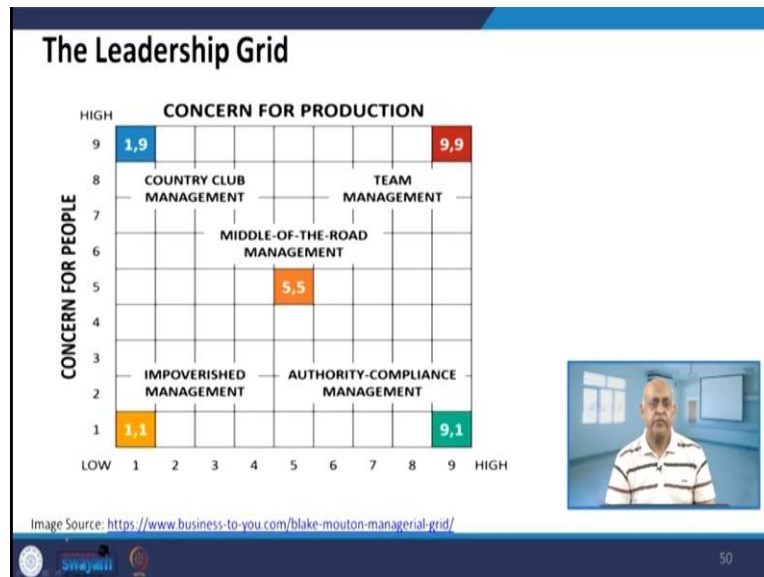
They were the team members their interest and areas of personal development and when deciding how best to accomplish a particular task, is there. Consumer production was about the efficiency and the high productivity. When deciding how best to accomplish a task the score for this criterion were plotted on a grid with an axis for each criterion.

The most effective leaders are said to have high concern for both people and for production that is in general dear friends. Like when we will see the grid here then I will also like to mention about that it is each scale of the grid. That is each scale of the weight will require a typical style of the leadership is there.



And therefore, in that case, whenever we are talking about this managerial grid for the people and the production is concern that at what stage that is your concern is there. If your concern is low moderate or high? Similarly, for production what is your target achievement?

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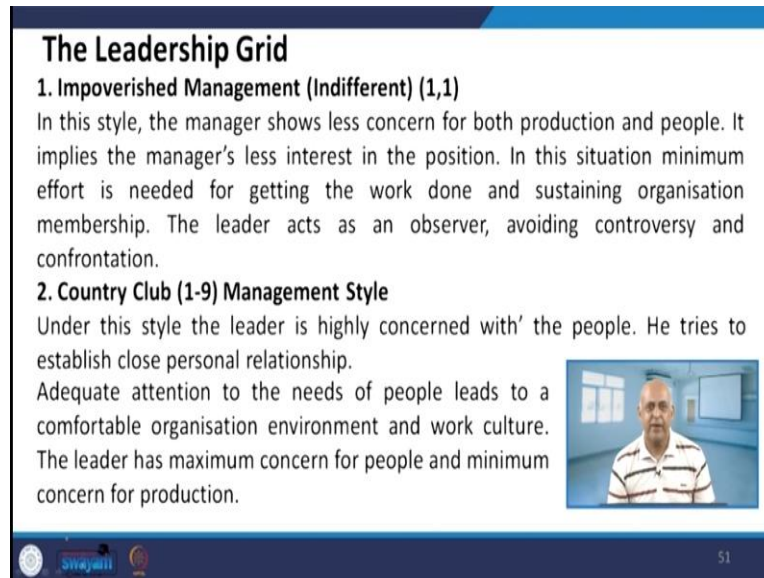
Now, come for production definitely, it will be always, it is not concerned with the quality will be always high. So here is I was talking about like 1- 1, 9-1, 9-9 and 1-9 is there. So whenever 1-1 we are talking about which is called the impoverishment management and, if you remember a few slides about the Laissez Faire style of leadership.

So that Laissez Faire style of leadership theories about the low concern for these people production and low concern for the people is there. So, therefore, in that case, Laissez Faire is 1-1 right please; do not discard any leadership styles. However, always what has required in the general statement again in a general statement it is 9-9 high concern; for people, high concern for production.

Then I say in general means it is if somebody asked what should be the leadership style. So, it will be told high concern for people and high concern for production. But when you are into the crisis management and when you want the productivity then you cannot be any concern for the people that high right. And you know I will like to give you one example, so when you do give the production tomorrow, export order is there and the booking is done and otherwise, it will be a huge loss.

So then in that case, what is required the production has to be ready by tomorrow and suppose some employees say that is they want go on leave.

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**The Leadership Grid**

**1. Impoverished Management (Indifferent) (1,1)**  
In this style, the manager shows less concern for both production and people. It implies the manager's less interest in the position. In this situation minimum effort is needed for getting the work done and sustaining organisation membership. The leader acts as an observer, avoiding controversy and confrontation.

**2. Country Club (1-9) Management Style**  
Under this style the leader is highly concerned with' the people. He tries to establish close personal relationship. Adequate attention to the needs of people leads to a comfortable organisation environment and work culture. The leader has maximum concern for people and minimum concern for production.

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So, therefore, what you will do you will not that is the; you will concern only by these high concern for people and high concern for production. What will be there? You will go for the task-oriented now; this is more described here. The manager shows the less concern for both production and people it implies the managers less interest in the position.

In this situation, minimum effort is needed for getting the work done and sustaining organizational membership. The leader acts as an observer now you see, this is a positive point about this particular situation in a situation where you are the observer only. So, you do not put your nose into the particular task just have the observation and avoiding controversy and confrontation right.

Otherwise, what happens you are going as an observer and then you are obstructing in the operations. Country Club 1-9 management style is there. The leader is highly concerned with the people. He tries to establish close personal relationship, adequate attention to the needs of people leads to a comfortable organizational environment and the work culture.

The leader has maximum concern for people, and minimum concern for production is there. So, this is also, this is also a situation and therefore in that case, what leader


has to do that he has to get the minimum concern for the people. And therefore, in that case he will have the minimum concern for the production is there. If it is required suppose there is a crisis situation. Now, when; we are talking about this covid-19.

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**The Leadership Grid**

**3. Middle of the Road (5-5) Management Style**  
In this case, the leader gives emphasis on both production and relationship with the people. Proper organisation performance is possible through balancing the necessity of getting work done through maintaining morale of the people at a satisfactory level. The leader balances tasks with concern for people through compromise.

**4. Authority-compliance (9-1) Management Style:**  
In this situation, the leader is mainly concerned with production and has little concern for people. He gives emphasis on getting the tasks done to increase production. The task is well-planned and the authority is well-defined. This is the task-oriented or autocratic style of leadership. The leader leads the people with instructions and discipline.



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So, in that case definitely high concern for people and less concern for the production will be there. So that will be the 9-1 will be there. Now the 5-5 management grid the leader gives emphasis on both production and relationship with the people. The proper organization performance is possible through balancing the necessity of getting work done through maintaining the morale of the people at a satisfactory level.

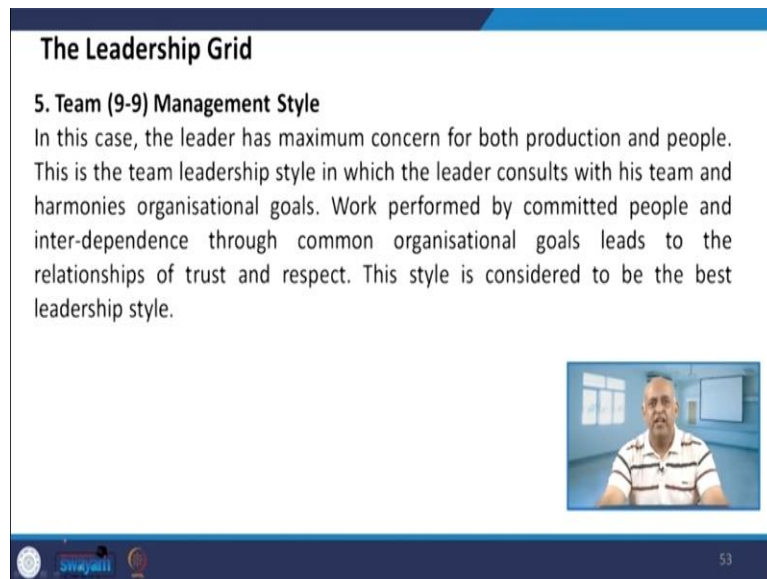
And the leader balances task with concern for the people, through the compromise is there. And therefore, it is becoming with a more moderate way moderately is there balancing the necessity of getting work done from attending the morale of the people. The fourth one is Authority- compliance it is a 9-1 is there is a management style is there.

The leader is mainly concerned, with the production and has little concern for people. Here is emphasized and getting the task due to the increased production. The task is well planned and already is well defined. This is a task-oriented or autocratic style of leadership. The leader leads the people with instructions and discipline is there and dear friends do not take it as a negative right.

When it will be negative when the situation is of 3 or 2 or 1 that is the 5 -1 by 5-5 and 9-9 and 9-1 then you are going for the mismatch of the leadership style then in spite

of the 4 you are using 3 in spite of 3 you are using 1-2-4 in spite of 2 leadership grids are there.

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**The Leadership Grid**

**5. Team (9-9) Management Style**

In this case, the leader has maximum concern for both production and people. This is the team leadership style in which the leader consults with his team and harmonies organisational goals. Work performed by committed people and inter-dependence through common organisational goals leads to the relationships of trust and respect. This style is considered to be the best leadership style.

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So, the net is about the 1-1, 1-9, 9-1 and 5-5 but as I mentioned it is the best style is the 9-9 is there. In general, given the situation in the leader has maximum concern for about production and people, this is a team leadership style in which the leader; consult with his team and the harmonious organizational goals. Work performed by the committed people and the inter-dependence of the common organizational goal leads to the relationships of the trust and respect.

And this style is considered to be the best leadership style is there, right in the general situation. Why I am repeating this; because if it is a task master is required there is a high production is required qualities is required; then please go for 9-1. Do not go for 9-9 what is wrong in 9-9 then. The wrong is this; that you are having the concern for people also, when the task is required, and then in that case, in long run organization will not be survive.

You, have to close the organization because the organization will be having the problem in this but whenever we are talking about this particular style in general that is it will work. And therefore, in that case this will be the best leadership style is there, right. So, if you are into the service industry are into the manufacturing industry in any nature of Industry, please follow the appropriate leadership style, understand the situation and then adopt 1-1, 1-9, 9-1 and 5-5 is there.

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**Research Paper**


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**Leadership influences? It depends on followers! The relationship between the Ohio State leader behaviors, employee self-regulatory focus, and task performance**

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**Purpose**  
Building on self-expansion theory, this study suggest the effects of leader consideration and initiating structure on employee task performance. Integrating self-expansion theory and regulatory fit theory, the purpose of this paper is to propose and examine the moderating role of employee regulatory focus on the relationship between the Ohio State leadership behaviors and employee task performance, which was mediated by employees' creative behavior as well as citizenship behavior.




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As usual, this is about the research papers it depends on followers as I was mentioning and the relationship between the Ohio state leader behaviors employee self regulatory focus and the task performance is there.

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**Design/methodology/approach**  
Pairs of survey packages, which included group-member surveys and a group-leader survey, were handed out to employees in organizations. The authors collected data from 47 groups and 143 group members in 25 private companies in the Republic of south Korea, including from financial, technology, manufacturing, and research and development organizations.

**Findings**  
The results showed that leader consideration exerts significant effects on employee task performance. Also, the authors found the moderating role of employee regulatory promotion focus on the relationship between leader consideration/initiating structure and employee task performance, which were mediated by creative behavior and citizenship behavior.

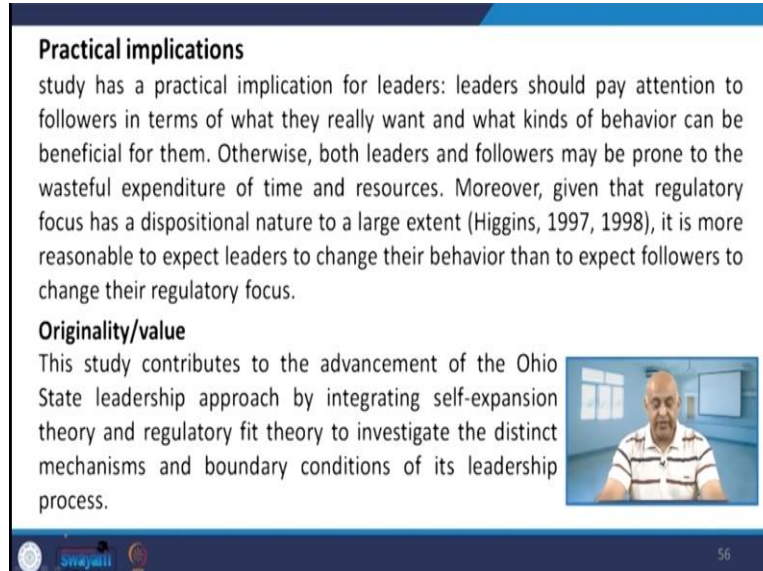


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So this is a paper, you can refer and you can find out what the designer methodology has been used by the here by this in the particular author. And the results showed that; leader consideration exerts significant effects on the employee task performance. Also, the authors found moderating role of the employer regulatory promotion focus on the relationship between the leader consideration and initiating structure.

And employee trust performance which was mediated by the creative behavior and the citizenship behavior is there and what is the citizenship behavior belongingness to the organization.

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**Practical implications**  
study has a practical implication for leaders: leaders should pay attention to followers in terms of what they really want and what kinds of behavior can be beneficial for them. Otherwise, both leaders and followers may be prone to the wasteful expenditure of time and resources. Moreover, given that regulatory focus has a dispositional nature to a large extent (Higgins, 1997, 1998), it is more reasonable to expect leaders to change their behavior than to expect followers to change their regulatory focus.

**Originality/value**  
This study contributes to the advancement of the Ohio State leadership approach by integrating self-expansion theory and regulatory fit theory to investigate the distinct mechanisms and boundary conditions of its leadership process.

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And the practical implication is there should pay attention to followers in terms of what they really want and what kinds of behavior can be beneficial for them. Both leaders and followers may be prone to the wasteful expenditure of time and resources, given that regulatory focus is a dispositional nature to a large extent. It is more reasonable to expect leaders to change their behavior than to expect followers to change their regulatory focus, beautiful; even these advice and beautiful concept.

That it is more reasonable to expect leaders to change their behavior than to expect followers to change their regulatory focus is there. This is the controversy advancement of the Ohio state leadership approach. The self-expansion theory regulatory field Theory investigates the distinct mechanisms and boundary conditions for its leadership process is there.

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### Case Study: Ratan Tata

- Ratan Tata recently retired after 20 years as the Chairman and CEO of Tata Group, an Indian-based holding company made up of more than 100 different firms in seven different business sectors. As India's largest privately held business, this portfolio of companies generated over \$100 billion in revenues in 2012 and represents 7 percent of the Indian Stock Market. The companies in the portfolio are quite diverse and include Tata Steel, Tata Motors, Tata Consultancy Services, Tata Global Beverages, Tata Power, Tata Hotels, and Tata Communications, which together employ more than 450,000 people and operate in 80 different countries.




Image Source: <https://www.forbes.com/profile/ratan-tata/?h=1267eca11027>


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And this is the beautiful case study of the Ratan Tata right and therefore; here you will find that is the how this leadership style.

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### Case Study (Cont.)

- Ratan Tata grew up in Mumbai and went to college at Cornell to get an undergraduate degree in architecture. Tata returned to India after college and started his career at Tata Group, as a fifth-generation family member, shoveling limestone and handling blast furnaces at one of the Tata Steel facilities. He quickly rose through the ranks and in 1991 became Chairman and CEO of the Tata Group. With a love for mechanics and a streak of perfectionism, Ratan Tata engineered several major acquisitions, including Jaguar and Land Rover car companies and Tetley Teas.



"Ratan Tata's Legacy." *The Economist*, December 1, 2012, p. 12. "From Pupil to Master: A New Boss at Tata." *The Economist*, December 1, 2012, pp. 69-70.

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Because always whenever we talk about the successful leaders in India, and we take Mr. Ratan Tata's name with very pride which is not only an ethical and the value-based organization. But it is the organization which works for the nation mechanism with taking people together and tasks together right. So, then there are this list is there including Jaguar, Land Rover and they; all right.

But this list is non-ending list because when we will start talking about the Tata group. The all 30 hours will be on only about Tata group only.


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### Case Study (Cont.)

- Like many other portfolios, however, whereas some subsidiaries consistently reported strong business results, others have not been very good.
- When asked by shareholders to take a more Western approach to the portfolio by “killing, curing, or selling” underperforming companies to improve stock prices, Tata Group dismissed these criticisms as comically machismo and short-sighted. According to Ratan, the purpose of Tata Group was to foster nation-building, employment, and acquiring technical skills rather than achieving quarterly financial goals.

**Questions**

1. What behaviors did Ratan Tata exhibit that made him an effective or ineffective leader?
2. What emerging entrepreneur/leaders can learn from behaviour of Ratan Tata?



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And therefore, in that case, always please understand it is the have to be very society concern organization and the naturally in this context of topics and the people oriented also and production oriented also. What behavior did Ratan Tata exhibit that made him an effective or ineffective leader? What emerging entrepreneur leaders can learn from the behavior of Ratan Tata is there? So, this case study which is a very popular case study and about the definitely very popular Ratan Tata.

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### BOOK RECOMMENDATION

**Leadership Behavior DNA: Discovering Natural Talents and Managing Differences**

**Authors:** Lee Ellis, Hugh Massie  
**Publisher:** FreedomStar Media (January 7, 2020)  
**Language:** English  
**Paperback:** 360 Pages  
**ISBN:** 0983879397




Image Source: <https://m.media-amazon.com/images/I/412s+UfmKAL.jpg>

swayamii 60

And these are the book recommendations leadership behavior discovering natural talents and the managing differences are there.

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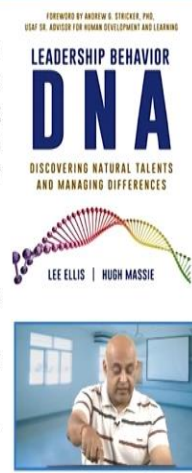
## BOOK RECOMMENDATION

Based on more than 45 years of hands-on human behavioral research and data working with millions of clients, Lee Ellis and Hugh Massie reveal in Leadership Behavior DNA®: Discovering Natural Talents and Managing Differences their personal stories on how they've successfully helped organizations achieve their goals by applying practical insights on human design.

Readers are empowered to:

- Grow by capitalizing on strengths and managing struggles.
- Improve communication and collaboration with people who are different.
- Develop the full potential of each person by leading them uniquely.
- Unify diverse teams by building trust based on understanding, acceptance and respect.

Image Source: <https://m.media-amazon.com/images/I/412s+UfmKAL.jpg>




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And then this is about the in this book that is the how these tenses have managing these; struggles is there which are you can refer for the further studies.

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These are the references from these notes have been taken and you can also go in detail with the help of this references is all about. That is the how the people and task-oriented leadership or the consideration right and initiating structure is there. Thank you.