

Leadership and Team Effectiveness
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Lecture – 30
The Situation and the Environment

In leadership, it becomes essential the third factor. I have talked about leaders, followers, and situations in the leadership process. So, therefore, this situation in the environment plays a vital role. So, here, we will talk about the situation and the beautiful picture.

(Refer Slide Time: 00:47)

CONTENTS

- Situation
- Situation Vs. Personality
- Task
- Organisation
 - Formal Aspects
 - Informal Aspects
- Environment
- Adaptive Leadership
- Research paper
- Case study
- Book recommendation
- References






Image Source: <https://abseet.com/?p=109032/no-one-in-the-world-satisfied-nene>

2

Through the picture, it has been depicted. That is the; when you are on the land, you are looking for the boat. Moreover, when you are in the boat, you look for the land. So, therefore, in that case, it is the situation versus personality, task, organization, formal aspects, informal aspects, environment, adaptive leadership, research paper, case study and book recommendations, and references as usual.

(Refer Slide Time: 01:16)

Situation

- According to Merriam-Webster Dictionary, "Situation is relative position or combination of circumstances at a certain moment."
- According to Oxford learner's dictionaries "All the circumstances and things that are happening in a particular time and in a particular place."
- Sociologists **William I. Thomas** and **Florian Znaniecki** are credited with laying the theory and research groundwork for the concept that is known as the definition of the situation.



Image Source: <https://www.pinterest.com/pin/493847915383080291/>



So, according to the Merriam-Webster dictionary, a situation is a relative position or the combination of circumstances at a particular moment. So, this is very important. So, it is a very relative position. As seen in the previous slide, you are in the boat and want the land. When you are on the land, you want the boat. So therefore, it is a situation. Moreover, interestingly, the very right word has been used, relative position.

So therefore, in that case, a situation in a relative position or the circumstances at a specific moment will decide how the situation is. All the circumstances and things that are happening in a particular time and in a particular place and time and a particular place, then definitely, in that case, it becomes about that particular situation. That is under what situation are you working.

Sociologists William I Thomas and Florian Znaniecki are credited with laying the theory and research groundwork for the concept known as the definition of the situation. Moreover, therefore, in that case, it is, it depends on that. That is the type of this theory and research groundwork created to define the situation.

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Situation (Cont.)

- In the book, titled "The Polish Peasant in Europe and America", **William & Florian** wrote that a person "has to take **social meanings** into account and interpret his/her experience not exclusively in terms of his/her own needs and wishes but also in terms of the traditions, customs, beliefs, and aspirations of his social milieu." By "**social meanings,**" they refer to the shared beliefs, cultural practices, and norms that become common sense to native members of a society.

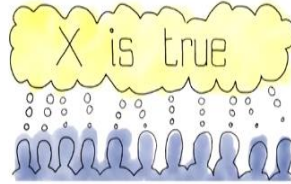


Image Source: <https://medium.com/@maxtheion/successful-companies-have-clear-shared-beliefs-about-their-world-a7306fc11c3a>



So, in the book titled The Polish Peasant in Europe and America, William and Florian wrote that a person has to take social meanings into account. Now, here, you see. Whenever we talk about a particular topic or concept, then, in that concept, there are the different factors or dimensions that affect that particular definition, concept and topic.

So, here, we have to consider social meanings according to this book title. Furthermore, I think this is also very much applicable in the context of India and interpret his or her experience not exclusively in terms of his or her own needs and wishes but also in terms of the traditions. So, this, in India also, you will find. Moreover, especially, you will find. That is the Indian ladies.

So, they will not decide just what they want to take. They will follow her social milieu's traditions, customs, beliefs, and aspirations. Furthermore, that is true. So, in this situation, whenever we are talking about gender-based leadership, if you talk about, so, why many times do we find that is especially true in India. So, ladies are the better manager and leaders as compared to males.

Furthermore, the reason is that this is in the context when we make the study the social meanings. So, in India, this society's backbone is the ladies of the house, whether the mother or wife or daughter or sister, whatever we talk about such a role we talk about. Then, in that case, it is the social meanings because they carry the traditions, customs, and beliefs, and you run an organization as they carry for the family.

So, any decisions relating to the family's traditions, customs, beliefs in the family and, according to them, their social milieu. So, in that case, they refer to the shared beliefs. It is not like this. You will often find that if the male is the head of the family, he may like to decide on the surface of the analysis. However, if the lady is the head of the family, she will have a consultative type, a participatory leadership style that will work in the house.

So, that is, shared beliefs are there. Furthermore, cultural practices and norms become common sense to native the members of society. Alternatively, I would like the example I was checking; then, it becomes common sense to native family members. An organization is also a family. Furthermore, this social dimension, you know, is also becoming very important nowadays for organizations to follow and become the ethical and moral emotions.

Take care of the moral emotions. Moreover, in the, here, when we, then, it will be having the complete, the, it will complete the social meanings. So therefore, to learn an organization, these social meanings, morals, and emotions are becoming very important. So, in this book, that is The Polish Peasant in Europe and America, William and Florian wrote that a person has to take the social meanings into account. Moreover, that is also very much applicable in the case of leadership in India.

(Refer Slide Time: 07:06)

Situation Vs. Personality

In studies of leadership effectiveness, the **situation** can and does **changes** vary dramatically. The **personal attributes** needed by an effective leader of a different jobs **may change** considerably.

Because the **situations facing leaders of such groups may be so variable**, it becomes quite obvious that studies of leader characteristics have yielded **inconsistent results** when looking at leadership effectiveness across jobs or situations. Thus the importance of the situation in the leadership process should not be overlooked.


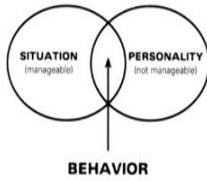


Image Source: <http://companyculture.com/132-to-understand-behavior-look-at-the-situation-the-culture/>

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Situation versus personality, the studies of leadership effectiveness, the situation can and does vary dramatically. Overnight, what overnight means is just an example, but the situation changes within seconds. Like, I will like to mention that is Rama's personality. So, Lord Rama, the day before, was asked to take the to become the king of the Ayodhya.

Furthermore, therefore, in that case, his father told him that tomorrow morning he would become the king. Nevertheless, the following day, when he visited his father, the father said that no, you have to go to the forest. Moreover, that is the; you will not be the king. Furthermore, here, it is just what I would like to take. That is the one executive who had called one day before and said that you would become the CEO tomorrow.

You take charge of the CEO tomorrow morning. Moreover, when he goes to the chairman's office the next day, the chairman says, no, your services are terminated. Now, how the person will react to the situation? Moreover, therefore, here, that is a reaction and response. That shows an individual's personality, whether the person reacts to the situation or responds to the situation, like in the case of Lord Rama, from where we learned.

That is the; we have to respond to the given situation. So, if this is the order of the head of the family or, in that case, it was enough for the Rama to have, the, to know that is it is a wish of the father. Nevertheless, here, if it is the order of the family, then, in that case, also the personality will respond. The personality of Rama will respond. Such personalities will not react to the situation. That is yesterday you told me to be the CEO.

Furthermore, today, you say that your services are no longer required. So, if this is the situation, it is a personality, situation, and personality. That is a, I think, is a perfect example of how a situation changes, then the how a personality responds to the situation and does not react to a situation. An effective leader of a different job may change considerably because the situations facing leaders of such groups may be so variable.

The study of leader characteristics has yielded inconsistent leadership effectiveness across jobs or situations. So, we cannot generalize. Moreover, therefore, there will be different characteristics that will emerge. I will say the different personalities every individual has a different personality. Moreover, as a different personality, it will be the, in a given situation, a different response will be there.

Thus, the importance of the situation in the leadership process should not be overlooked. So, the personality and the situation must be considered whenever we talk about leadership. So, Lord Rama has become the leader because he has responded to the situations in the changing

situations. He has put an example. So, similarly, in the family or the organization, effective leadership will be across the job or situation as the situation changes.

So, it will not be the same. It will be inconsistent. So, there are inconsistent results whenever we talk about that particular situation.

(Refer Slide Time: 11:39)

Situation Vs. Personality (Cont.)

- Historically, some leadership researchers emphasized the **importance of the situation in the leadership process** in contrast to the Great Man theory of leadership.
- These researchers maintained that the **situation**, not someone's traits or abilities, **plays the most important role in determining** who emerges as a **leader**. (Murphy, 1941; Person, 1928; Spiller 1929).
- As support for the situational viewpoint, these researchers noted that great leaders typically emerged during economic crises, social upheavals, or revolutions; great leaders were generally not associated with periods of relative calm or quiet.



Some leadership researchers emphasize the importance of the situation in the leadership process in contrast to the grand man leadership theory. These researchers maintained that the situation not someone's traits or abilities. So, therefore, it is the situation that decides and not the individual who plays the most crucial role in determining who emerges as a leader. As supported by the situational viewpoint, these researchers noted that great leaders typically emerged during economic crises, social upheavals, or revolutions.

Great leaders were generally not associated with the periods of relative calm, or quiet is there. So, identification of the leader comes in the tough time only. We have talked about crisis management. So, you will find that whenever we have talked about leadership in crisis management. That is about the situation; furthermore, how the leadership has been developed in the given situation.

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Situation Vs. Personality (Cont.)

Theories in Support of Situational Factors

- In **Role Theory**, a leader's behavior was said to depend on a leader's perceptions of several critical aspects of the situation: rules and regulations governing the job; role expectations of subordinates, peers, and superiors; the nature of the **task**; and feedback about subordinates' performance (Merton, 1957).
- In **Multiple-Influence Model**, Hunt and Osborn distinguished between micro variables (such as task characteristics) and macro variables (such as the external environment) in the situation. Hunt and Osborn believed macro variables have a pervasive influence on the ways leaders act. (Hunt and Osborn, 1982)



Here, we will talk about the theories supporting situational factors. In role theory, a leader's behaviour depends on a leader's perception of several critical aspects of the situation. Rules and regulations governing the job, role expectations of subordinates, peers and superiors, the nature of the task, and feedback about subordinates' performance are so many factors. So, first and foremost is about the, what is the rule of the land?

So, as per the land law, it will be decided and then the people surrounding that particular person, the subordinates, Peers, and superiors. That is also, they are also essential and the nature of the task and feedback. So, therefore, all this plays a role. In the multiple influence model, Hunt and Osborn distinguish between the micro variables such as task characteristics and macro variables such as the external environment.

Here, we will also find that the task playing a vital role is there in the role theory. And the external environmental factors also play an essential role. So, Hunt and Osborn believed micro variables have a pervasive influence on the ways leaders act. So therefore, accordingly, it will be decided.

(Refer Slide Time: 14:01)

Situation Vs. Personality (Cont.)



One of the most basic abstractions is situational levels i.e. **the task level, the organizational level, and the environmental level**. Each of which provides a different perspective to examine the leadership process.



Image Source: (Hughes, Ginnett, & Curphy, 2015)



Moreover, in this situation versus personality, we have talked about the leader, follower, task or situation, organization, and environment. So therefore, this is creating the situation, the task level, the organizational level and the environmental level. So, each of which provides a different perspective to examine the leadership process is there. So, according to the task, one has to take the decision.

According to the organization's culture, one has to take the decision. Furthermore, according to the existing environment, one has to decide.

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Task

The most fundamental level of the situation involves the tasks to be performed by individuals or teams within the organisation. There are several ways in which tasks vary are particularly relevant to leadership such as:

- **Task Autonomy** :- Task autonomy is the degree to which a job provides an individual with some control over what he does and how he does it.
- **Task Feedback** :- Task Feedback refers to the degree to which a person accomplishing a task receives information about performance from performing the task itself.
- **Task Structure** :- Task Structure basically is the degree to check up to which extent any task is structured or unstructured. (The more planned process, rules of governing the more structured a task is)



Now, we will take them one by one. Task - The most fundamental level of the situation involves the tasks performed by individuals or teams within the organization. Moreover, there are several ways in which the tasks vary and are particularly relevant to the leadership. Such

task autonomy is how a job provides an individual with some control over what he does or how he does it. So therefore, in that case, that one has the control.

That is how this task is to be performed. Moreover, therefore, then, there will be task autonomy. Similarly, there will be task feedback. Moreover, task feedback refers to the degree to which a person accomplishing a task receives information about performance from the performing the task itself. So, therefore, this degree to which the task receives information, so, here, so, whatever feedback will be there accordingly, the task will change.

Moreover, the performance from performing the task itself will vary in this particular activity. So, like the task autonomy and task feedback, there will be the task structure also. A degree to checkup to which extent any task is structured or unstructured. So, typically, if there is a structured task, there will not be much to do by the leader. Nevertheless, when there is an unstructured task, there are many things to be done by the leader.

The more planned process and governing rules, the more structured task is there. Moreover, in that case, if that particular activity which the leader has to perform, a task one has to perform, if it is a very planned process, then definitely, in that case, there will be the more task structure will be followed.

(Refer Slide Time: 16:33)

Task (Cont.)

- **Task Interdependence** :- Task Interdependence concerns the degree to which tasks require coordination and synchronization for work groups or teams to accomplish desired goals.
- Task Interdependence differs from autonomy in that workers or team members may be able to accomplish their tasks in an autonomous fashion, but the products of their efforts must be coordinated for the group or team to succeed





Image Source: <https://magestandard.com/magento-2-vs-woocommerce/science-conclusion-clipart-7-1/>

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Task interdependence concerns the degree to which the task requires coordination and synchronization for workgroups or teams to accomplish desired goals. So therefore, in that case, it is a degree to which the person has to perform or synchronize for the group or teams

to accomplish the desired goals. Task interdependence differs from autonomy in that workers, or team members may accomplish their tasks autonomously, but the products of their efforts must be coordinated for the group or the team to succeed.

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Task (Cont.)

There can be majorly two types of problems associated with tasks

- **Technical Problems**

- *What are these problems?* - Those problems which can be solved without changing the nature of the social system itself within which they occur.
- *What's the Work?* – Applying current know-how
- *Who does the Work?* -Authorities

- **Adaptive Problems**

- *What are these problems?* - Those problems which can only be solved by changing the system itself.
- *What's the Work?* - Discovering new ways
- *Who does the Work?* -The people facing the challenge



Two types of problems associated with the task are there. One is the technical problem, and the other is the adaptive problem. Whenever we talk about technical problems, these problems can be solved without changing the nature of the social system itself within which they occur. So, therefore, this is a significant issue because just I have talked about it. It is society's norm.

Moreover, therefore, in the social norms, you have to work without changing the nature of the social system. So, it will be a significant technical problem. What is the work? Applying current know-how. Nevertheless, if there is any change, then definitely, in that case, it will become that difficult. That is, how you are going to apply the future technology. Moreover, the third one is, who does the work? There is the authorities are there.

So, here are technical problems of the nature of the social system, the know-how system, and who is doing the work. That is the authorities. So, we have to handle this type of issue. While in the adaptive problems, what are these problems? Those problems can only be solved by changing the system itself; otherwise, it would not be changed. Moreover therefore, in that case, this is the adaptive problem that will be there.

What is the work? Discovering new ways, and who does the work? The people facing the challenge are doing the work there.

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Organisation

(Kaplan and Norton, 1996) have described a set of operating assumptions underlying the information age and contrasted them with their predecessors in the industrial age. They described changes in the following ways companies operate that have affected its leadership.

- **Cross Functions:** Organisations must operate with integrated business process that cut across traditional business functions.
- **Link to Customers and Suppliers:** IT enables organisations to integrate supply, production and delivery process resulting in improvements in cost, quantity and response time.
- **Customer Segmentation:** Companies must learn to offer customized products and services to diverse customer segments.



As far as the organization is concerned, Kaplan and Norton, in 1996, have described a set of operating assumptions underlying the information age and contrasted them with their predecessors in the individual age. Moreover, they describe changes in the following ways companies operate there that have affected their leadership. The organization must operate with integrated business processes that cut across the traditional business functions.

Link to customers and suppliers, IT enables organizations to integrate supply, production, and delivery processes, resulting in improved cost, quantity, and response time. So, therefore, this is, these are the significant factors on which the organization is dependent. Moreover, therefore, it will have specific attention will be required (()) (19:24) to improve the improvement in cost, quantity and response time.

Another one is customer segmentation. Companies must learn to offer customized products and services to diversify the customer segmentation. Moreover, therefore, these are the following changes that will make the leadership more challenging.

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Organisation (Cont.)

- **Global Scale:** Companies today compete against the best companies throughout the world.
- **Innovation:** Product Life are shrinking, Companies must anticipate customers' future needs, innovate new products and services, rapidly deploy new technologies into operations.
- **Knowledge Workers:** All employees must contribute value by what they know and by the information they provide.



Image Source: <https://www.cleopatra.com/one-global-network-st-paul-training-1p-clip-art-web-s-210230/>

Image Source: <https://www.workday.com/en-us/solutions/role/enterprise-hr/diversity-inclusion/belonging-solutions.html>



The other dimensions are the global scale. Earlier, what was happening? It was only a local level, but now it is at the global level. So, companies today compete against the best companies throughout the world. Moreover, when competing with the best companies throughout the world, it becomes essential. That is, you have the global scale. Product life is shrinking. Companies must anticipate customers' future needs.

So therefore, in that case, if you have come across the innovation for today, hardly it will work for three months. After three months, you have to come out with innovation. So therefore, it is a continuous cycle. However, it requires time, so, therefore, you have to start much early in that case. You have to start with a big concept. So therefore, in that case, whenever there is a change in 3 months, immediately you are coming out with the new product.

So, innovative new products and services rapidly deploy new technologies into the operations, but new products will be developed with the help of new technologies. So, therefore, your life cycle of the technology is three months only and then, if it is a heavy investment is there, how will you change your investment in the next every 3months? So, knowledge workers are there.

All employees must contribute value by what they know and by their information. So therefore, these knowledge workers know that is the value they can add to the organization they are adding and whatever the information is required, they can provide that detailed information.

(Refer to Slide Time: 21:22)

Organisation – Formal Aspects

Formal Organization's study involves the disciplines of management, organizational behavior, and organizational theory and can have a profound impact on leadership.

- **Level of Authority** :- It is the hierarchical level in a organisation.
- **Organisation Structure** :- Organisational Structure is the way an organisation's activities are coordinated and controlled. It represents another level of the situation in which leaders and followers must operate. It may vary in Complexity and Degree of Formalization
 - **Structure Varying in Degree of Formalization**
 - **Formalisation** is the degree of standardisation, which usually varies with size
 - **Centralisation** is the diffusion of decision making



The formal aspects of the discipline of management and organizational behaviour can profoundly impact leadership. The formal approach is there. So, the level of authority is the hierarchy level in the organization. Organization structure is concerned. In organizations, activities are coordinated and controlled. It represents another level of the situation in which leaders and followers must operate.

Moreover, it may vary in the complexity and degree of formalization. How will this formalization be done? It is a degree of standardization now, which usually varies with the size. Furthermore, centralization, that is, the diffusion of decision making, is there.

(Refer Slide Time: 22:03)

Organisation – Formal Aspects (Cont.)

- **Structure varying in Complexity**
 - **Horizontal Complexity** is the number of specialisations at any particular organisational level in an organisational chart
 - **Vertical Complexity** is the number of hierarchical levels appearing on an organisational chart
 - **Spatial Complexity** is the geographical dispersion of an organisation's members.



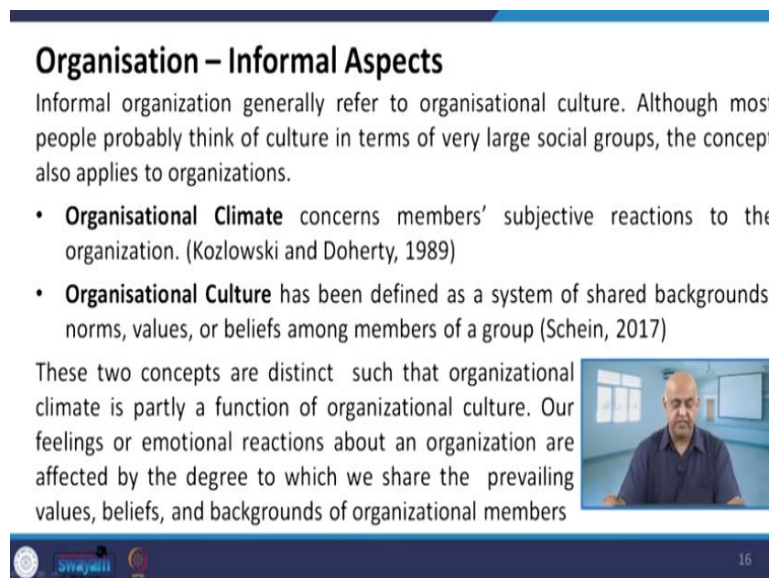
Image Source: <https://www.dreamstime.com/stock-illustration-tangled-org-chart-cartoon-office-worker-man-holds-confusing-image72168326>



The former aspects are based on the structure varying in complexity, horizontal complexity and sheer complexity. So, horizontal complexity is the number of specializations at any particular organization level. Furthermore, the sheer complexity is the number of hierarchical levels appearing on an organizational chart. Similarly, the extraordinary complexity is the geographical dispersion of an organization's members.

Moreover, therefore, in that case, if the members are at different places in the geographical location, then that will be the third dimension will be there. So, it has become imperative whether we will work into the horizontal complexity. That is the flat structure or the tall structure. There is a sheer complexity, or there will be the informal structures. Moreover, that spatial complexity will be there.

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Organisation – Informal Aspects

Informal organization generally refer to organisational culture. Although most people probably think of culture in terms of very large social groups, the concept also applies to organizations.

- **Organisational Climate** concerns members' subjective reactions to the organization. (Kozlowski and Doherty, 1989)
- **Organisational Culture** has been defined as a system of shared backgrounds, norms, values, or beliefs among members of a group (Schein, 2017)

These two concepts are distinct such that organizational climate is partly a function of organizational culture. Our feelings or emotional reactions about an organization are affected by the degree to which we share the prevailing values, beliefs, and backgrounds of organizational members



16

Suppose informal aspects are there, but most people probably think of culture in terms of gigantic social groups. The concept also applies to an organization is there. So, concerned members' subjective reactions to the organization and organizational culture have been defined as a system of shared backgrounds. So, we have talked about shared values. Moreover, the leadership must be performed in the shared culture, shared values, and society.

These two concepts are distinct such that organizational climate is partly a function of organizational culture. Our feelings or emotional reactions about an organization are affected by the degree to which we share the prevailing values, beliefs and backgrounds of the organizational members are there. Moreover, in that case, those who are the people surrounding in working in that organization.

As I mentioned earlier, they also have to make the emotional reactions there. So, therefore, there will be a reaction. However, what is required? They respond.

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The Environment

- Ronald Heifetz argues that the leaders not only are facing crises than ever before but that a new mode of leadership is needed because we are in a permanent state of crisis.
- Change has become so fast and so pervasive that it impacts virtually every organisation everywhere, and everyone in them.
- VUCA coined by the Army War College U.S.A. for the new state of affairs, describes a world i.e.,
 - Volatile
 - Uncertain
 - Complex
 - Ambiguous




Image Source : <https://www.dreamstime.com/vuca-volatility-uncertainty-complexity-ambiguity-general-conditions-situations-concept-keywords-vuca-volatility-image13329555>

17

The third dimension is the task, organization and environment. So, Ronald Heifetz argues that the leaders are facing more crises than ever before and that a new leadership model is needed because we are in a permanent state of crisis. Moreover, therefore, that leadership in a crisis is to be studied. Change has become so fast and pervasive that it impacts virtually every organization everywhere and everyone in them.

So, therefore, here, so, that, whatever the changes become this so fast, then, naturally, it impacts the virtual organization because of the geographical locations. VUCA is the Volatile, Uncertain, Complex and Ambiguous is there. So, therefore, in that case, in the VUCA time, the new state of affairs will be there because the world is becoming so volatile and uncertain. So, how does this leadership have to be flexible have to be changed?

Otherwise, whatever the complexity will be there, then to handle the complexity, it will be complicated for the leader to come out with that particular situation.

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The Environment (Cont.)

In the constantly changing environment, Leadership which was never easy, is appears to be growing more difficult

- Two vectors added to the original diagram, highlights how two contrasting and multidimensional kinds of environments affect leadership

- Two vectors do not imply there's a categorization of environments (either simple or complex); it is used just to represent in the figure, a range of possible environments.

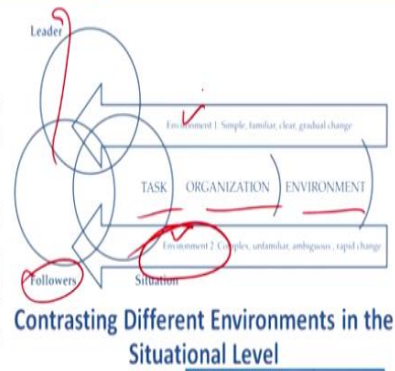


Image Source: [Hughes, Ginnett, & Curphy, 2015]

As we have talked about, the task, organization and environment are there in the constantly changing environment. 2 vectors added to the original diagram highlight how two contrasting multi-dimensional environments affect leadership. So, therefore, in that case, we are talking about that is the this is, these are the environment complex, unfamiliar, ambiguous and rapid change is there.

Moreover, when there is another environment, simple, familiar, and apparent gradual changes are there. Now, in both the cases, the leader, we are talking about the environment, but the environment can be of this type Environment 1, or it can be Environment 2. However, this task, organization, and environment are carried here. So therefore, in that case, what will be the leadership style?

Because there are followers in this particular task, the two vectors are added. These are multi-dimensional kinds of environments affecting leadership is there. Moreover, there is a categorization of either simple or complex environments not only implied. It is used to represent a range of possible environments in the figure. So, complex maybe, unfamiliar maybe, ambiguous maybe and rapid change maybe.

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The Environment - PESTEL

Leaders have to analysis the business environment to make wise decisions, taking into account the **situation** dimension of Leader-Follower-Situation Framework.

PESTEL Analysis is one of the Tools which Leader may use to analysis different aspects of business environment simultaneously.



So, political, economic, social, technological, environmental and legal, PESTEL. So, leaders have to analyze the business environment to make wise decisions. Taking into account the situation and in, what is the situation? The Leader-Follower Situation Framework consists of making the political, economic, social, technological, environmental and legal aspects are there.

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The Environment (Cont.)

Societal Culture

It is critical for leaders to have an understanding of societal culture and the associated beliefs, characteristics, and customs. Failure to do so can result in conflicts and misunderstandings.

Societal Culture refer to those learned behaviors characterizing the total way of life of members within any given society

Business leaders in the global context need to become aware and respectful of cultural differences and cultural perspectives.



We have talked about that is a social meaning. Social meanings in leadership are there. So, leaders must understand the societal culture and the associated belief wherever the organization is working, you know and when we are talking about the multinational organization, every nation has its own culture and practices. That is to be, the beliefs, characteristics, and customs of that organization have to be known by the leaders to avoid conflicts and misunderstandings.

Societal culture refers to those learned behaviours characterizing members' whole way of life within the given society. So therefore, we, I have mentioned in the previous of this that is the person learns from the society. So, leaders are developed from society. So, therefore, in that case, they are required to know the global context and be respectful of the cultural differences in cultural perspectives.

And not only they should know, but they should also be responsible for the different cultures and perspectives in the organization because it is becoming a global village. So, naturally, there will be different approaches.

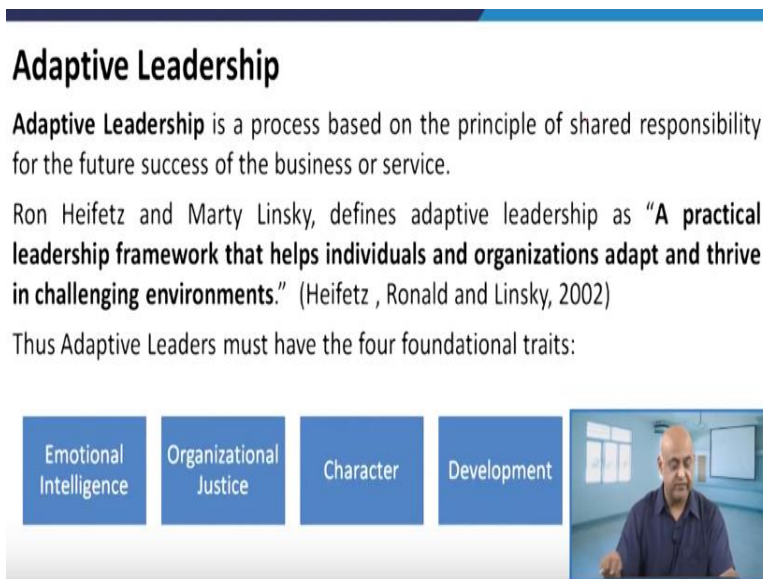
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Adaptive Leadership

Adaptive Leadership is a process based on the principle of shared responsibility for the future success of the business or service.

Ron Heifetz and Marty Linsky, defines adaptive leadership as **“A practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments.”** (Heifetz , Ronald and Linsky, 2002)

Thus Adaptive Leaders must have the four foundational traits:



Emotional Intelligence	Organizational Justice	Character	Development
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The slide features a horizontal bar at the top with a blue-to-white gradient. Below it, the title 'Adaptive Leadership' is in bold black font. The definition and quote are in black text. The four traits are listed in blue boxes. A video inset on the right shows a man in a blue shirt speaking in a meeting room.

So, what is required? Adaptive leadership is required. So, in adaptive leadership, a process principle of shared responsibility for the future success of the business or service is there. So, Ron Heifetz and Marty Linsky define adaptive leadership as a practical leadership framework in which individuals in organizations adapt and thrive in a challenging environment. The excellent definition is there.

So, adaptive leaders must have the four fundamental traits foundational traits. Emotional, organizational, character and development are there.

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Adaptive Leadership

There are **Four A's of Adaptive Leadership** while responding to any situation

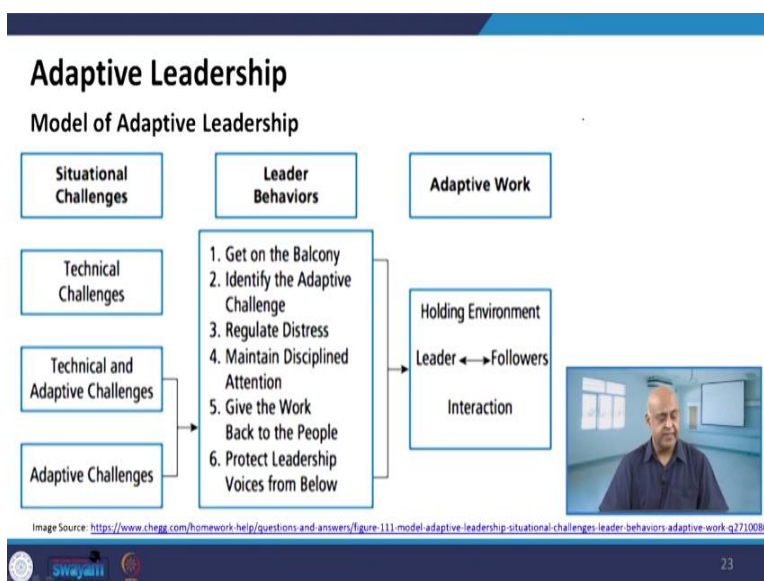
- **Anticipation** of likely future needs, trends and options.
- **Articulation** of these needs to build collective understanding and support for action.
- **Adaptation** so that there is continuous learning and the adjustment of responses as necessary.
- **Accountability**, including maximum transparency in decision making processes and openness to challenges and feedback.



So, 4 A's of adaptive leadership is anticipation, articulation, adaptation, and accountability . So, the anticipation of the likely future needs, trends and options. Articulation of these needs to build collective understanding. Adaptation tools that there is continuous learning and the adjustment of the responses. This is a significant adaptation. Accountability is there when the maximum transparency of the decision making process.

Moreover, openness to challenges and feedback is there. So, therefore, the accountability has to be, you know, hold for this the leadership styles.

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So, situational changes, technical changes, technical and adaptive challenges and the adaptive challenges are there. So, a leader's behaviour is to get on the balcony. Identify the adaptive challenge. Regulate the distress. Maintain discipline attention. Give the work back to the

people and protect the leading voices from the below. Adaptive work will be holding environment and leader-followers interaction. That is becoming very important.

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Research Paper



AMERICAN
PSYCHOLOGICAL
ASSOCIATION


The Role of the Situation in Leadership

Victor H. Vroom *Yale University*
Arthur G. Jago *University of Missouri—Columbia*

January 2007 • American Psychologist
Copyright 2007 by the American Psychological Association 0003-066X/07/\$12.00
Vol. 62, No. 1, 17-24 DOI: 10.1037/0003-066X.62.1.17

Purpose

The purpose of this paper is to do integrative examination of the different leadership theories to lay emphasis on role of situation in leadership by laying a taxonomy of situational effects on leadership



We will talk about these research papers, The Role of the Situation in Leadership. This is the American psychologist paper written by Victor H Vroom and Arthur G Jago. This paper examines the different leadership theories to emphasize the role of situation in leadership by laying a taxonomy of the situational effects on leadership.

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Research Paper


Design/methodology/approach

This paper begins with defining of leadership. Then the role of situational factors in leadership is examined particularly in organizations rather than leadership in political, scientific or artistic realms with the help literature review.

Findings

This paper had identified three distinct roles that situational variables play in the leadership process.

- Organizational effectiveness (*often taken to be an indication of its leadership*) is affected by situational factors not under leader control.
- Situations shape how leaders behave
- Situations influence the consequences of leader behavior.



So, this paper is fascinating because it talks about how you can achieve organizational effectiveness by understanding the situation, how leaders behave, and the situational influence of the consequence of the leader's behaviour.

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Research Paper

Originality/value

This paper provides integrative view of different theories of leadership (including Fiedler's contingency theory, Path Goal Theory and Normative and descriptive model of leadership) viewed from the common perspective of role of situations in effective leadership

Practical implications

The most recent of these, contingency theories, is argued to be most consistent with existing evidence and most relevant to professional practice.

The Vroom, Yetton, and Jago contingency models of participation in decision making are described in depth, and their work provides the basis for identifying 3 distinct ways in which situational or contextual variables are relevant to both research on and the practice of leadership.



These are the practical implications. Now, relevant to the professional research and leadership practice is there.

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Case Study : Virginia Tech Shooting (Hero in Midst of Horror)

- **April 16, 2007**, was a dark day at **Virginia Tech**. On that day **Cho Seung Hui** went on a shooting rampage that **killed 32 students and faculty** and injured a host of others.
- He created a situation of terror. But in that same awful situation, **heroes were created**.
- One was **Zach Petkewicz**. Zach and his fellow classmates were in a classroom near the one where Cho initiated his massacre. Everyone experienced fear and hid behind whatever they could find for protection.
- But it occurred to Zach that **"there's nothing stopping him from coming in here. We were just sitting ducks."** And that's when Zach and others took action.



Case Source : (Hughes, Ginnett, & Curphy, 2015)

This is the case study about the Virginia Tech Shooting, a heroin midst of the horror and a dark day at Virginia Tech. On that day, Cho Seung Hui went on a shooting rampage that killed 32 students and faculty and injured others. He created a situation of terror. Nevertheless, in that same awful situation, heroes were created. So, the particular message is there. That is from the awful situations. How were the heroes created?

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Case Study (Cont.)

- Zach grabbed a table and shoved it against the door. Seeing his plan, **other students joined him**, pinning the table against the cinderblock walls around the door frame.
- They were just in time. **Cho tried to get into their classroom next**. Having tried the door handle and then brute force, Cho emptied a clip of ammunition through the door before **giving up and moving on to another room**.



Zach Petkewicz described how he and two classmates barricaded their classroom door at Norris Hall



Case Source : (Hughes, Ginnett, & Curphy, 2015)

Furthermore, so, therefore, describes how the two classmates barricaded their classroom door at the Norris Hall.

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Case Study (Cont.)

- Days after the assault, Zach Petkewicz was interviewed by Matt Lauer on NBC's Today Show. Lauer asked Zach if he could have predicted, before the shooting, how he would react. The young hero, whose first reaction had been fear, said that's not possible for anyone. **"There's no way of telling what I would have done until you're put in that situation."**

Q1) With respect to the case, discuss how the situation influences leaders and followers?

Q2) Do Situational Leaders always have to be reactive to the situation?



Case Source : (Hughes, Ginnett, & Curphy, 2015)

Moreover, the days after Matt Lauer interviewed Zach Petkewicz on NBC's Today Show. Lauer asked Zach if they could have predicted how he would react before the shooting. The young hero, whose first reaction had been fear, said it was not possible for anyone. There is no way of telling what I would have done until you are put in that situation. Wonderful answer.

So, concerning the case, discuss how the situation influences leaders and followers? Do the situational leaders always have to be reactive to the situation or the preventive prevention in the situation? It is challenging to say.

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Book Recommendation

Grasp the Situation: Lessons Learned in Change Leadership

Authors: Glenn H Varney
Scott Janoch
James M. McFillen

Publisher: iUniverse;
(July 2015)

Language: English

Paperback: 202 Pages

ISBN-10: 1491767219

ISBN-13: 978-1-4917-6721-4


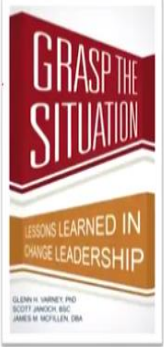


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

The book recommendation is about the lessons learned in change leadership. So therefore, it will be you will be able to understand.

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Book Recommendation

- In this Book, you'll discover how to develop effective solutions by learning from the successes and failures of others.
- The authors present real-life scenarios so you can get better at diagnosing the problems plaguing your organization.
- Learn how to - identify the subtle symptoms that sicken your organization; - avoid placing your trust in the wrong people; - design training programs to fix problem behaviors; and - get leaders to lead and motivate the troops to change.


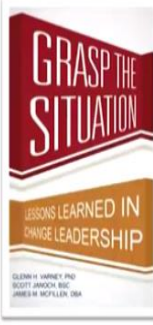


Image Source: <https://www.amazon.in/Grasp-Situation-Lessons-Learned-Leadership/dp/1491767219>

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That is, how to develop an effective solution by learning from the success and failure of others is there. Furthermore, avoid placing your trust in the wrong people—design training programs to fix problem behaviours. Moreover, getting leaders to lead and motivate the troops to change is there.

(Refer Slide Time: 32:08)

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These are the references which you can refer to for your further studies. Moreover, for this particular study material, and this is all about the, whenever we are talking about the situational leadership. So, here, the situational environment, how the people can face it, and what type of leadership will work.

(Refer Slide Time: 32:24)

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So, ultimately, the conclusion is this. It has to be that we have to understand that a reaction is required or respond as required in the given situation. Furthermore, if the response is required, we have to show interest in the response and then we have to work on that is a responsive leadership and make and avoid to make the reaction to the given situation and environment rather than responding. This is all about the situation, environment, and leadership.