

**Leadership**  
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**Lecture - 03**  
**Leadership Styles: Effective Vs Successful Managers**

Right, I said does anyone know what is filibuster? Fili buster in is a term which is used to donate useless talking okay. The another term stone walling, stone walling means that you carryout useless activities to delay something. So what is stonewalling to activities filibustering is to talking, there was a celebrated episode of V. K. Krishna Menon at that time our foreign minister before you are born, he filibustered in the United Nations for eight and a half hour or something finally collapsed at the end of it all right.

So I said we will filibuster till the others join right so we can cover what we did last time, does anyone remember what we covered last time? You may consul notes what did we cover yes, no you do not say Viraj let him say (( )), all right you are excused then tell me Viraj what did we cover.

Student: Element of European leadership.

What is leadership? What is leadership that was first all right then (( )) okay.

Student: What is their value system?

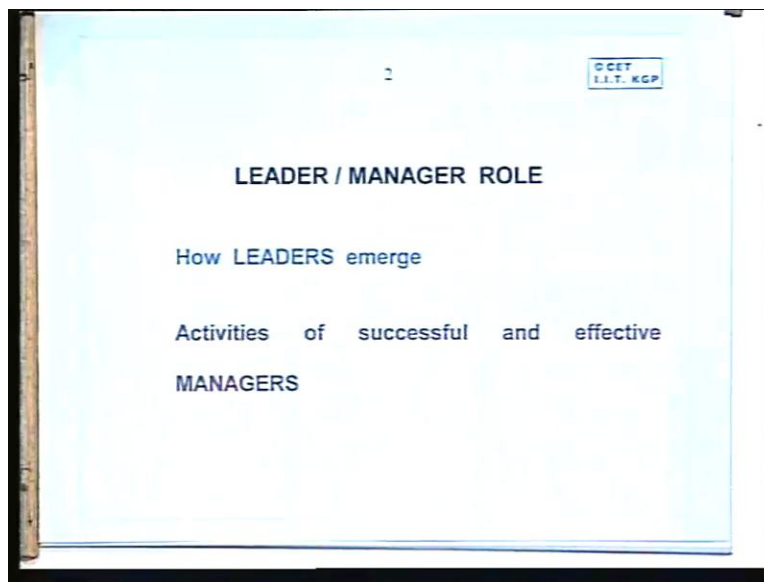
All right okay good. So is that very clear, what is the leader and what is the manager? Did we talk of that too all right?

Student: Manager, administrate, the administrator.

Right, Okay but let me tell you, you see people are not fully agreed because thus big overlap there are lots of leadership roles we managers will have to play during their careers all right and there has many managerial roles has defined in the last time, we

leaders also have to exhibit you cannot lead all the time know sometimes you manage sometimes you lead. So it is that a mixture at the mixture of both, so in the end what happens in your functions an activities there are certain roles which may be termed as leadership roles which you play for sometimes, in their certain roles which are managerial roles okay so this time we are going to talk about roles leader stroke manager role.

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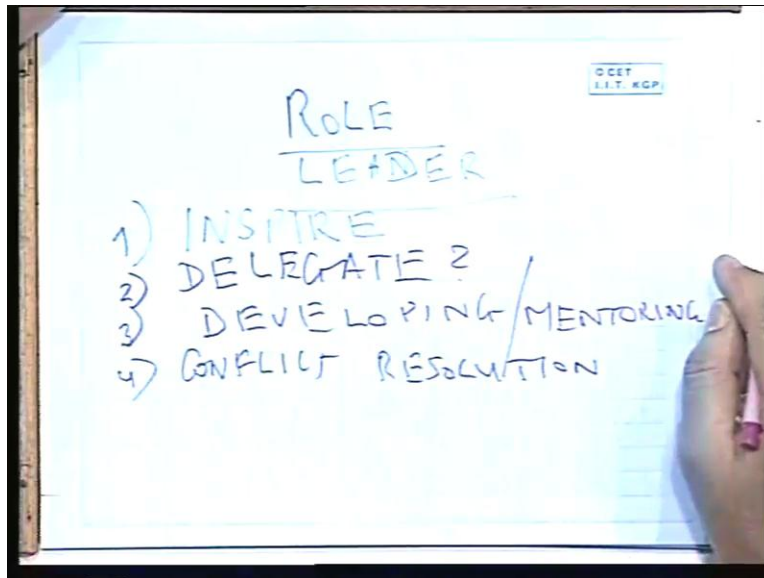
So we have try to equate both now saying they are not in distinct compartments, they are one and the same but they were different caps at different times okay. Now let us start by understanding what is your impression or understanding about what is the role of a leader. Role of leader, tell me Krishna tell me, what is leader's role? Tell me one role, please fill up the front from, please fill up the front from that side inspire, inspire what else delegate that is give away the work basically come to office call be full and marked on the papers let me know in delegate is delegate a role of a leader delegation.

Student: Proper delegation.

Proper.

Student: Delegation.

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Do you think that that might be more role of a manager may be, may be, I do not know you know there is no cut and right what you feel about?

Student: Sir, I am rather see that the there is a meaningless in the function of the manager and the leader.

Meaninglessness.

Student: In the sense that leading is a sir

That is the point it is very, it is very very, shall we say nebulous.

Student: Leading is a behavioral trade behavioral at managing in terms of organization.

That is one view Viraj that is one view.

You are saying leading is a behavioral trade you know there are other thoughts also the other schools of thought, you know when we come today we will cover yes, you are right but not always sometimes it is performing functions that is also part of the leadership it has nothing to do with trades. We will come to that okay but that is the point to be noted, it is not only trade to connected, it is not only connected with leadership trade it is also connected with activities and functions and that is what we are saying.

So delegate I have put a question mark, I have put it here any other roles of a leader that you can think of development of subordinates like Gandhiji tried to develop Nehruji and Sardar Patelji that kind of a thing

Student: Mentoring.

Mentoring, developing, mentoring anyone else who wants to add anything.

Student: Resolving conflicts.

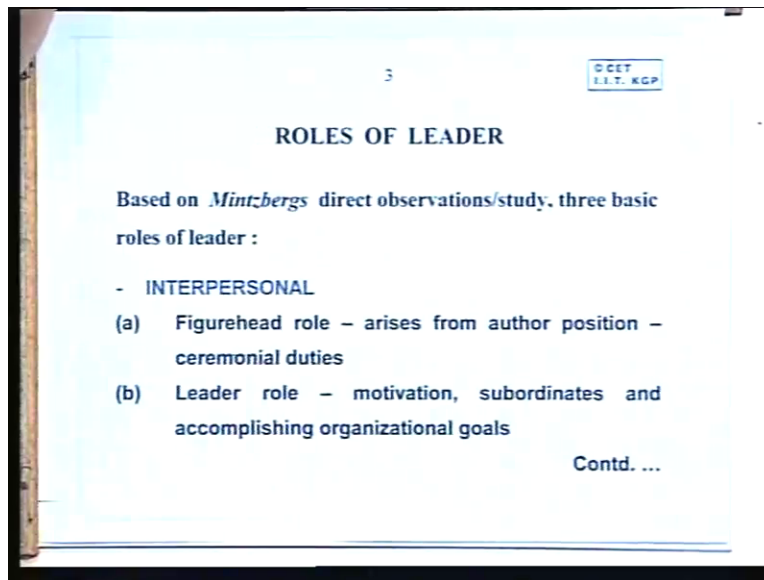
Resolving conflicts, conflict resolution, resolution I think so, I think so but at the same time it may also be a leadership role even leaders at national affairs they have to resolve conflicts know, like the prime minister has to resolve the Kaveri water's conflict okay.

So it is both we started this class by saying that there is lot of overlap of roles of managers and therefore we could a header saying leader stroke manager okay.

Now these are the various roles and there are many others which you can list down but there was some seminal studies done by Mintzberg and he did it by direct observation and from his observations he brought out what he called are basic very basic primary roles and within this there are some subsidiary roles. So the first he says is the interpersonal role interpersonal that means dealing with people communicating with people okay and within that he says a subsidiary is a figure head role and that arises from

position, read this as authority, authority position for instance I tell you that I have appointed you from with effects from today as the prefect or head or group leader of this class.

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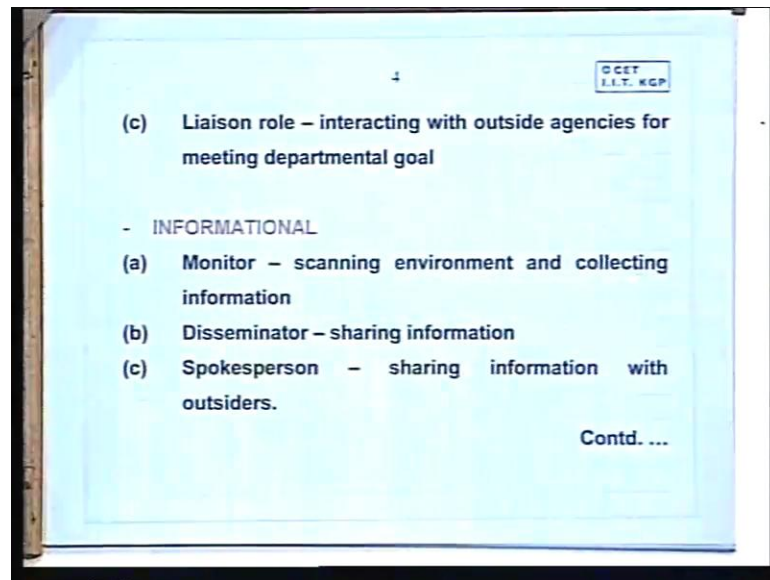


So I am delegating or empowering you with some of my authority. So by that very act all right you acquire a position and therefore connected with that position there may be many duties which are celebrated, Vinod Gupta comes okay so as a class rep you go to the station to meet him okay. So these are all ceremonial look at IIT director, look at the amount of ceremonial work he has got, my God it is a mind bugling every day or the other there some ceremonial work. You have so many short term courses being run each voice with the other to have the director come and inaugurate it okay.

Now so far we have not done it may be we should run a few short term courses, call him to inaugurate then you have the Hazeley school has the annual athletic meet they will call the director you have the Republic day flag hasting director, so it is full of ceremonial the movement he is not director but he is promoted. Let us say all right that ceremonial role goes, it is there everywhere. So this is one of the roles leader role motivation

subordinates and accomplishing all right subordinate developer and accomplishing organizational goals, this is well known this is more like a manager's role all right what else.

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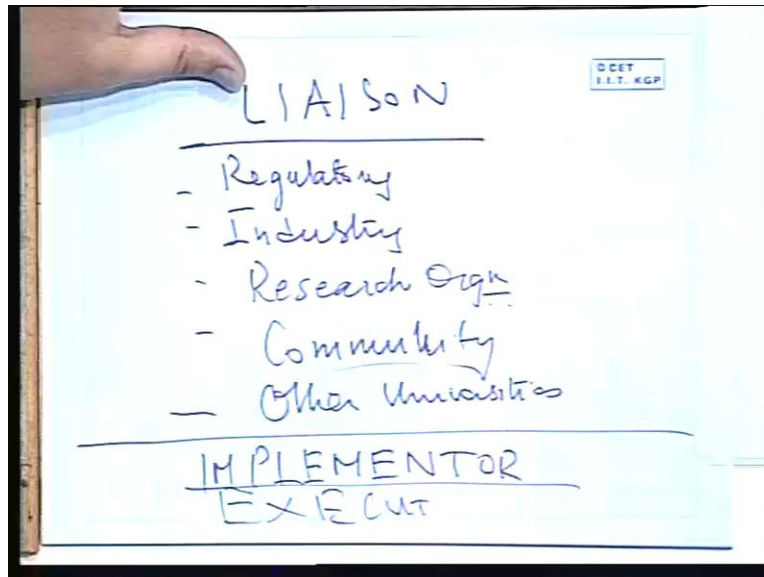
He also has a subsidiary role which is a liaison role okay and what is liaison it is basically interacting external to his group or his unit or organization where the kind of liaison role which let us say IIT director has to pay play what kind of role anyone what kind of role does he play.

Student: Interacting with government

Interacting with government yes that is right interacting with government. Liaison role. So regulatory authorities let us say what else industry what else?

Student: Research organizations like IIT.

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Other IIT's, research organizations may be the community right people who want IIT to adapt some village here or to give some medical facilities, so may IIT hospital, so the community (( )) yes, other universities and so on. So broadly according to the Mintzberg classification they have the interpersonal role and within that you have the liaison role all right and you have the ceremonial role and you have also your own leadership role which is more a managerial role all right motivating, developing, subordinate, accomplishing, organization, goals and so on.

Next major classification is informational, informational again has subdivisions, monitor disseminate and be the spokesperson. Monitoring is scanning environment and collecting information, scanning environment and collecting information, disseminating is sharing information spokesperson, sharing information with outsiders that is the difference. Any question on this, how do you juggle so many roles, you only have about 24 hours that is the art and science of management and leading but in effective boils around to crisis.

So if you are in the middle management if you are in very senior and top management you try to avoid crisis. So that you have time for strategy for long race thinking for

developing relationships with various constituencies who impact your organization and your desired outcome that is your performance, critically that is what you should do for instance banks if you are in the company constantly you require to as a top executive or that CEO to have good relationship with banks, shareholder groups, reliance for instance brought in a new term into the industrial or business environment in India that term was investor relations department before that all have companies used to call it share's department, there was generally understood, reliance coin this terminology, investor relations department.

So this term relationship all the time because Dhirubhai Ambani if you remember one of the unique things he gave to the environment, business environment was the small investor he became a guard for the small investor he help them become rich, fulfill their dreams. So the holding of reliance industries is massive okay. You have two million shareholders in reliance industries all holding small shares, adjust. So he says the relationship with the investor is very important and critical and that used to manage himself as a CEO okay.

So spokesperson sharing information with outsiders happens you know union carbide as a massive gas leak you know remember and it became a global tragedy, it was the biggest industrial disaster till then and even till now. In terms of human tragedy, death and recurring people are still suffering from eye damage and so on okay. Well you can say after Hiroshima and Nagasaki all right but that will not the industrial disaster accident that was war. So in war there are many wars there more people die but not in industry but when that happen imagine someone has to be a spokesman know to the regulatory authorities on the community and that is a role with the leader has to play, all right any questions.

Student: Monitoring information, monitoring.

Monitoring information, scanning environment, collecting information yes, what is the question?



Student: It should be more of assimilating the information.

Assimilating.

Student: The information because.

What is assimilating means?

Student: Making sense of the.

Making sense analyzing well, it can be also but is that the leader's role probably he will give it to the bright young MBA you know, you guess raw information and say just analyze this and make some sense out of it, give me a shot executive summary but scanning the environment you know scanning environment for what Bengal chamber holds a high power symposium. It is his job that is he have to go there just to mix around and see what is happening? May be he finds that there is a group from Japan which is showing interest in a area of business which is important to his company he meets people if anyone disagrees speaks please speak up, I think assimilating is not so much a role of the leader. Rohit would you like to support your fellow intern, you are coming next Gaurav.

Student: Gathering the relevant information.

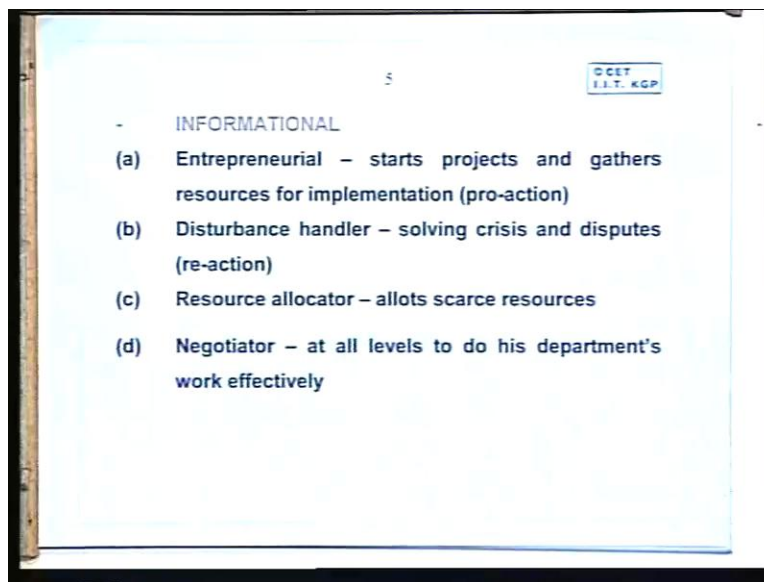
Gathering the information scanning, any other questions, why is this cued like this there are only four people sitting this side and all the rest there am I missing some cue is there something underlying nothing at all just random

Student: Near the door, near the exit.

You know in Japan what is the convention? Convention is the big boss any room that he sits in he sits farthest from the door, this is the convention. So if you have any

collaboration with the Japanese you know and you are dealing with them you used to have a little book with used to read published by Americans okay customs and custom means something of Japan a little red book like this whether you used to tell you all this when you get into a car do's and don'ts. So that you do not hurt their sensibilities. So I do not know may be they are the senior most here Krishna certainly is and so any other questions on this, good.

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Next informational, informational and here you have four subdivisions entrepreneurial disturbance handler resource allocator and negotiator last one was informational all right. So what should this be tell me, you read this and see, this is a teaser.

Student: Implementer.

Student: Implementer implementer, implementer he says everyone agrees.

Implementer you have to do what see executive that is about the same, yes Entrepreneurial, disturbance handler, resource allocator and negotiator.

Student: Institutional.

No not institutional I think this implementers anything of better word okay but a better word what kind of a role.

Student: Executive.

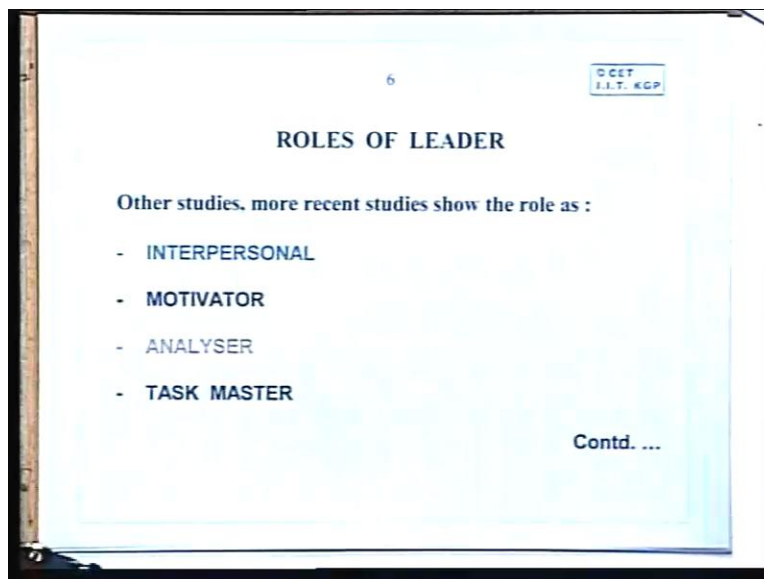
Yeah execute role right, managerial

Student: Initiator.

Traditional, managerial role.

Student: Initiator.

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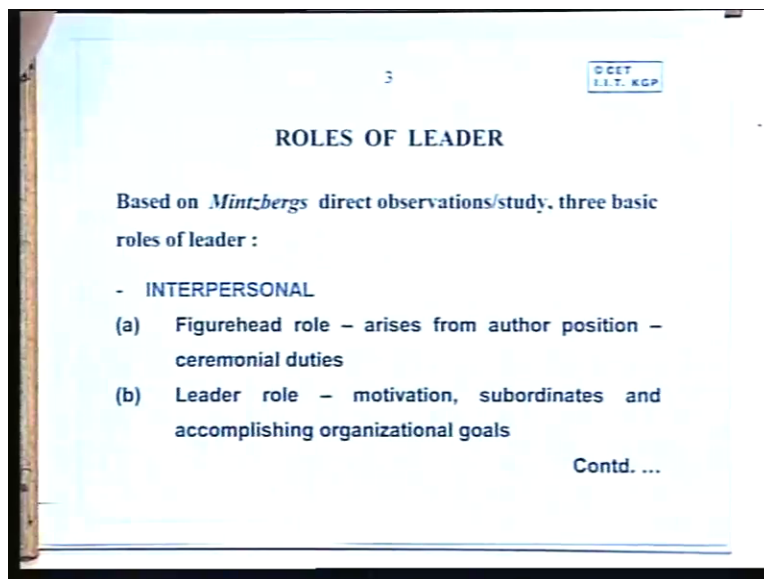


All right, you can say initiator but is not it traditional, managerial, disturbance handler, solving crisis and disputes allots resources for the scarce resources in the company there

are so many people who want those resources right. So allocation, these are all traditional managerial roles okay and negotiating at all levels to do his department's work efficiently this is the clue a hint his department. So is a managerial kind of role, any questions on that.

Now you see how interesting this is we have so many studies which are done all right and each of these studies they try to classify in a little different kind of a way your you know working for the professors. So they have to publishing the papers, so they trying to do it a little different when you look at it from a helicopter view is about the same look at this other studies more recent all right which is about 15 years ago, it says yet again does not say informational does not say managerial what does it say interpersonal, it says motivator, analyzer and task masters okay do you see any difference from the original one, very little difference right.

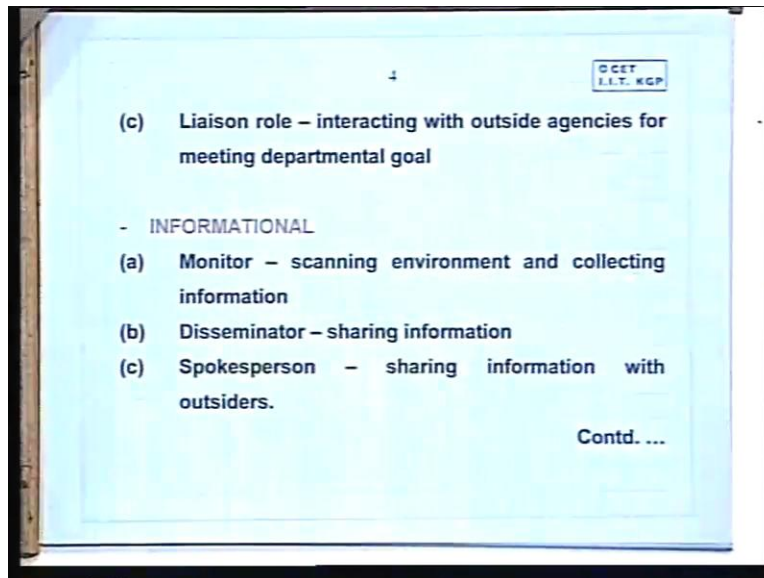
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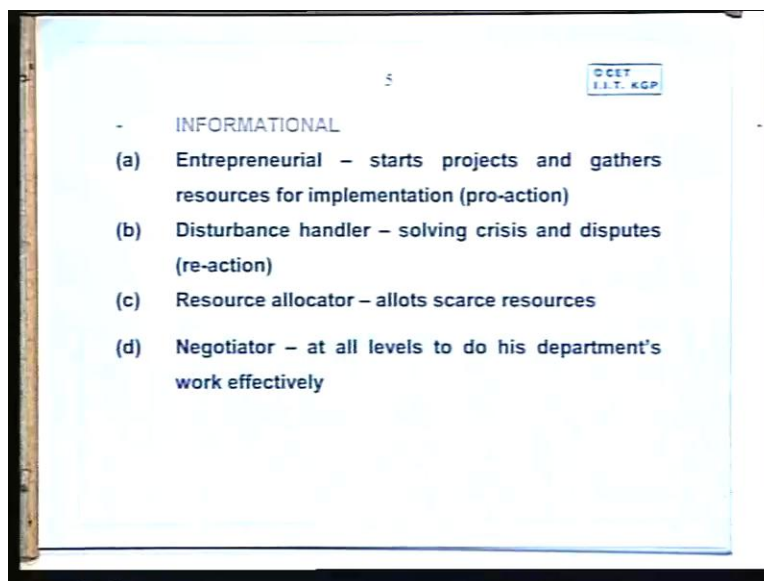
Interpersonal is same interpersonal right, no change, motivator is also there as a sub part all right now informational trolley analyzer we will see that, task masters yes so good

question, good question, is it necessary for a leader to be a hard task master, come someone tell me, is it necessary for a leader to be a hard task master.

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Student: What is hard task master?

That means, he demands that whatever task is said well firstly he gives demanding tasks okay that means instead of two exams in the year let us say we give you six exams okay instead of earning how many 88 credits or so for your MBM we say you have to earn 200 credits within the same 2 years that is giving a hard task you see, starts with that does not have a given the task he insists on targets which are tight targets like in America you saw they are very fanatical right or wrong, they are fanatical about meeting time targets.

They are little different from us most of our projects they go beyond time over runs and consequently their cost over runs because time is money but they had they are very very careful and in fact they judge your performance quite a bit on the timeliness with which you do your work, would you agree that is one of the hallmarks of a productive and society in the first word it goes everywhere runs like a thread throughout the society including coming on time to parties picnics any fare time is very important. So that is our task you set a stretch tasks and then you insist and demand that you do them.

Student: Rather than motivates the other people to do it.

That is another way he says that he motivates that means he gives easy tasks but he says look I know you can do better, you know, so I do not have to set it for you, you do it on your own motivation, yes motivation is also a powerful way of doing it yes Rohit.

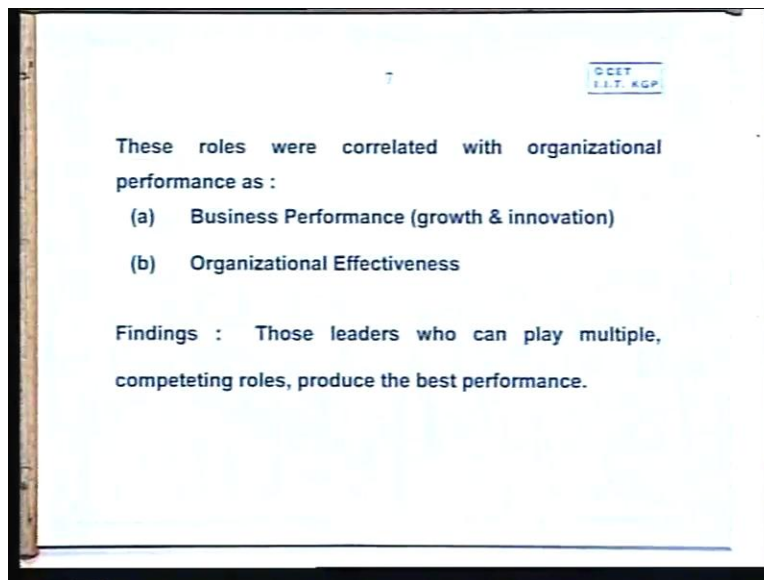
Student: If they get out of that approach but ultimately subordinate will and understand that.

You see the different kinds of values and attitude which are coming out each of you are going to is going to be a manager right each of you is going to have different managerial style, you will play more or less same roles am I right, you will go to corporations roles are more or less same but your styles will vary greatly and we will cover that what are the kind of styles you have?

You know all this has been researched but what you are saying is very right. They are two types of styles one is a task oriented style, the other is humanistic or people oriented style, the motivation okay. Some managers their style is people oriented. Now which is better this is the internal debate it has to be balanced everything in life has to be balanced right why are you laughing, it is a variety it has to be balanced then they come up with something call the situation right in different situations you require a different kind of approach, is it not yes or no

Student: Yes

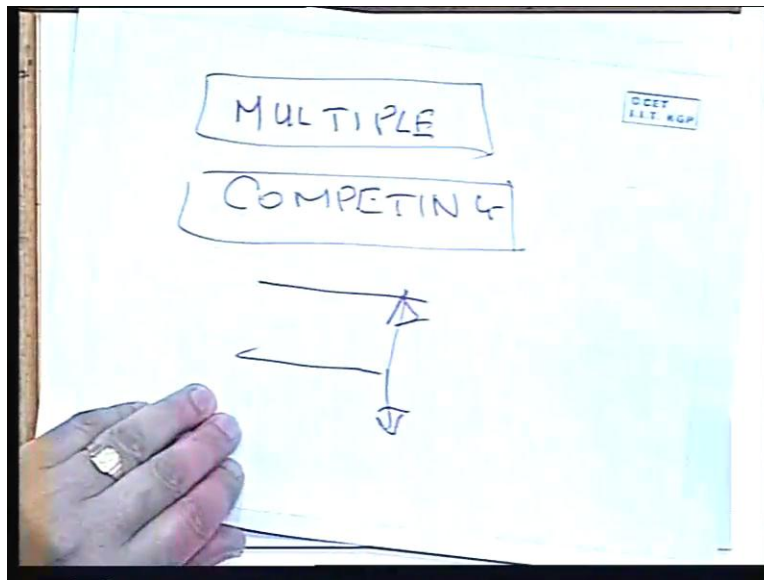
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So you have to have a skillful combination to be a successful leader than the manager you have to skillfully combine the big stake with the character okay. Now this study further most tells us that these roles were correlated with organizational performance they went a step further and say each of these roles is that a correlation with the performance of the organization.

If you adopt these roles and they say business performance and organizational effectiveness. We come back again and again to these two the main concern of organizations is what performance or productivity or profit and what else employ satisfaction job satisfaction all right. Now here they looked at business performance and organizational effectiveness, they did not look at the job satisfaction but they looked at these are two nuances, business performance is termed as growth and innovation that is the performance, organizational effectiveness this is measuring your short term objectives in order to grow and then innovate you have to survive in the short run if you die if you go bankrupt, so this remain, this is referring to the short range this is the long range and what are the findings those leaders who can play multiple competing roles produce the best performance, versatility, multiple and competing mind you think about it can you give me an example what is multiple and competing role.

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Multiple means many and competing I can understand multiple but how about competing give me some examples, anyone feeling sleepy will give the example then this is wake up,



it is like when you are driving on the highway you feel sleepy what you will do, you stop you have a cup of coffee and sometimes you splash some water. So answering question because this is an afternoon session second of the day you are tired. So you have to perform multiple role I have to wake you up also at the same time instance

Student: Yes.

What is competing? Competing roles, those who get good performance they pay a multiple and competing roles.

Student: Let us trying to do that whatever multiple rows he is very good performer in all those it talks a versatility, yes the answer is true some extent, yes for instance a competing role you know you have tell me, bala.

Student: To the roles I mean in that situation he has to be a task master for example in another completely different situation may be we have the demodulations approach would you agree to this, competing, no not what is concretely they are two different ways

Student: But they have to be completing roles.

But it is the role then different.

Student: The completing role means the competing what is competition one against the other right, can we define competition one against the other that means not of the same but different opposing, opposing. So if you if you if you debate this a little further and say once you are a task master other time you are a motivator are these by anyway is competing are they opposite, they are not opposite, they about the same both are same. It is the little far fetched, I think I think it is competing is it not because is the opposite it absolutely 180 degrees apart.

Now not many of us can do this it sounds easy but we all have our styles, we think we are doing something this way but we do not know how we know we get feedback, you may think you are very expansive I know we have great motivators and we are human oriented, people oriented in our style but sometimes you in for a surprise if you get anonymous feedback, the feedback tells you know that is yourself perception.

Actually you are quite dictatorial and authoritarian. So now how many of you can play multiple competing roles that is what you are preparing for to give good performance those who give good performance hopefully, we will get good promotions, there will be successful no.

Student: Either as you take subordinate also a leader has a obviously.

That is say interesting, that is interesting.

Student: Okay in that question forward is it like being a leader and being a part the he said it first he gets the credit for that he said it first, Krishna it is interesting thought what he saying is competing level wise first you are talking to your subordinate all right then you are a boss then you are talking to your boss you are a subordinate and you have great skill in playing both these different roles, I will not call it competing here I say different roles.

Student: Competing.

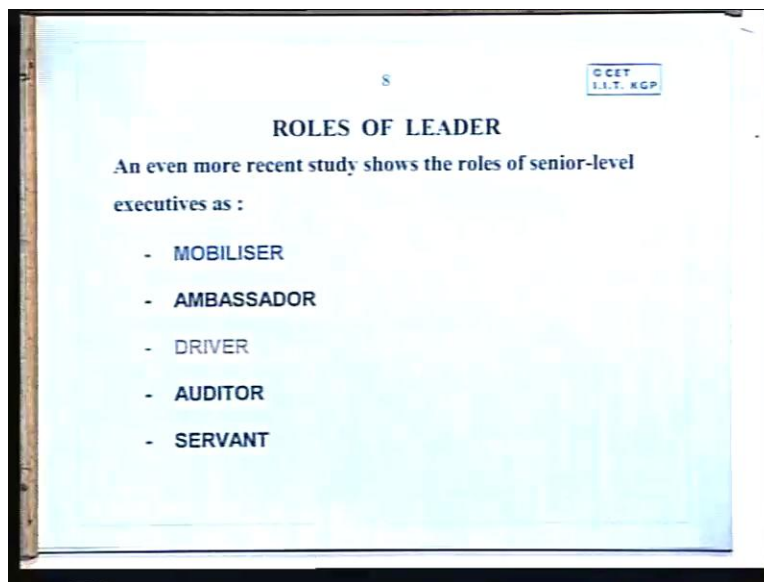
Competing within, so this is the value of debate you see so many aspects and facets come out. You see all competition gentleman does not necessarily bring conflict would you agree, if you do not have dysfunctional kind of competition all right, like you have competition in the spring fest does it give conflict usually not but it may give conflict if it is not a fair competition these the rules of the game are not followed okay right, yes tell me.

Student: Should necessary assign the factor the same person is doing two different roles it is also it could also mean probably means the two different roles and in the same sentence sets but what is the competing against or with that is the point.

Student: He is not completing the role the roles

Okay give an example it the you may be right but trying to give an example because all this you give an example then you get clarity in the point that you are putting forward and that is the difficult part to give an example, you may be right, all right let us go onto the next. So now when even more recent study you see how things move you keep doing studies and when you review you know money many of these research projects are nothing but a review of the earlier and the premise there is the things are not stationary, human systems are keep changing on a time frame also.

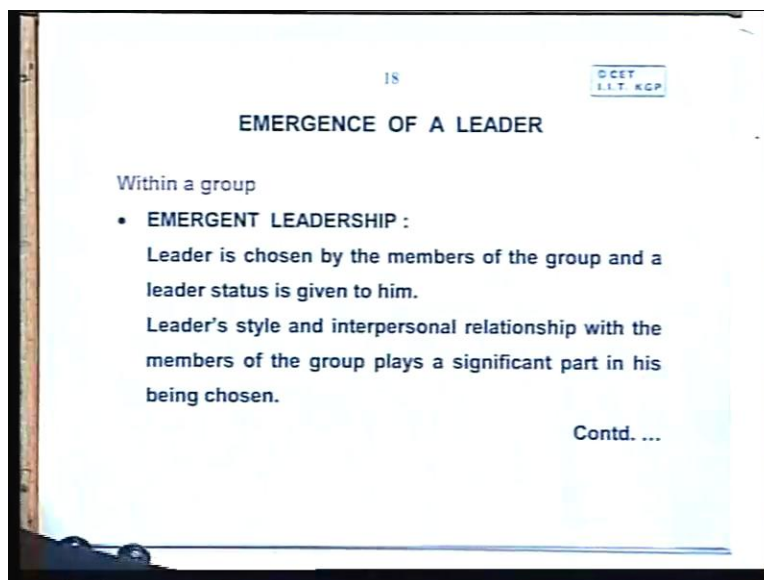
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So many studies are repeated this is more recent and here what does it show role of senior level executives, they have this study has focused on senior level that is what we are basically interest about right or wrong, none of us is interested in junior and middle level

right we are all interested in senior level, mobiliser, ambassador, driver, auditor and servant, these are very catchy phrases you know when you publish a research paper you must have something different catchy phrases and how American this is this is, they have a nice gift for putting things very succinctly and with the lot of punch ambassador, driver, auditor, they are very graphic mobiliser is more conceptual right but ambassador, you know what is the ambassador not the car but you know a potentinc, driver you know, auditor, servant, do you agree with this that this is the role classification yes or no, you agree. Sure finally, these words also because the whole point is the spectrum is so large and you know the roles are so large they are sometime it become just semantics quite right okay.

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Now we have talked of roles and we have talked of what leadership is, emergence of a leader, how to leader emerge, we have a term called emergent leadership, leader is chosen by member of the group and a leader status is given to him. The leader's style and interpersonal relationship with the members of the group play the significant part in his being chosen.

So some leaders emerge like this can you give an example, this one surely you would be able to give an example. Srivatsa emergent leader, no that is the description give me the example.

Student: Political leaders.

Political leader yes Ashutosh is a political leader.

Student: No sir, no.

Student: Sir, how many times legislation wait just a moment, how many times.

Student: Legislators chose a legislator.

I heard legislation okay legislators choose, all right this is the topical thing but let us come to the essence, you see his example we should not look at because he was the more than a leader many called him as a saint and a yogi and so on and so forth but coming to the common garden you see examples like we mottles the first thing when you join here, what did we tell you that we want some class reps all right and we want people to hate certain activities is not it like the brochure committee, various committees within appoint right within appoint anyone we said we want the names and what happen in the what process happen you remember is that all joined bright young, eager, aspiring MBM's and the first thing you have got a all right now most our activities are student driven give me the names what is the Roy must have told you by today task master this evening give us the names who will be in what committee leader and what happen. You form the group or within your group did you debate I am curious to know tell me tell me.

Student: It was quietly debated with taking the lead role is a debate.

It was debated everyone was present and it was debated as a body all right like vegetarians yeah, so then what happen you came to a decision and agreement. So the leader emerged is not it did everyone agree with the leader, no why not.

Student: Sir, if everybody has this and agrees not if, why did they not agree everyone that comes to a important point all right.

Okay, but let me tell you.

Student: Two different has two different pictures.

Okay.

Student: So it is not necessary that the time all the time my interest will makes with the group's interest

It will not surely it will not I may unlikely even if you are identical twins the interest may not match.

Student: That is why they have to take.

But here they agree but they agreed formally to accept him but did not agree to the choice is that that is my understanding or they walked out and say we do not accept him at all was they acceptance there.

Student: Because the conflicts was not on the choice it was probably openions of the leaders, topic by topic.

All right, so what is emerging now form this discussion what is emerging is when you have an emergent leader all right and when you have a leader who is shall we say appointed, the style becomes important, the leader style. See one great example we can

give an organizational setting is a union leaders, union leaders I am not appointed leaders usually they are emergent leaders okay student leaders there is another example.

Now in that kind of leadership emergence it is usually found that the style of the leader is acceptable to the larger body of that constituency and that style is acceptable because usually that leader exhibits good interpersonal skills that means you can behave in a manner which suits different types of people. He can be a jolly good fellow with extra wards when is there inter wards, he can be serious and discuss serious issues and topics. So everyone feels that he represents a part of him or her that is important managerial style is important in the making of an emergent leader.

So if you are going to choose certain occupations where leadership is dependent on style interpersonal skills all right then you will make a success if you have that otherwise do not choose it, share it with us, what is it? Tell me, who was it. So that is my authoritarian style I like to hear you know anyone who is talking in the class. On the other hand appointed leader the style is not relevant, is it really relevant someone is appointed by an authority who is legitimate authority, he appoint some leader and those who are in the group do they have any say in the matter

Let us say he is appointed because a boss likes him simply that does the say I appoint you your style is horrible awful your interpersonal style is no good but I appoint you, I think the group has to accept you, accept what, accept your role as a leader not you as the person, they will never accept you as the person, if your style is not good, if your interpersonal skills are not good but if you are appointed leader as leader in the role, they will accept you and that in fact is a pity what happens particularly, in management union relationships, you have I think I mention it before in your class.

My experience is leaders from the union side are usually better leaders then managers who lead from the management side because of this is the same point they are appointed when they are appointed there are many factors which going to that appointment, see they are appointed by human beings. These are subjective appointments but in union case this

is due to some intrinsic qualities of the person, interpersonal skills can be learnt but you have to learn it means you also inherit some of it intrinsically in a personality, extra vision that is being extra work is something which is the personality trick or quality. So therefore this is something which is intrinsic, yes.

Student: I am just leaders who are from the organization they are limited to certain rules which it is there on the executors of the organization right. You see the union part those the rules and regulations are right for them there are there can be where they may not follow the rules and regulations and come out come go ahead with him I mean it is basically a scenario for example when the kind of the moment regards that kind of feeling the that may be stop but normally when they are their rules and regulations things go on what I am trying to say is basically people who are internal to the organization.

But why I am not responding because I was only thinking that what we are discussing when I say union I mean union which is employees also of the company not the outside leaders. But are they not subject to the same rules regulations of the company.

Student: But suppose from employee taking case cases in the Hindi movies into account for example the which are closed in Bombay the kind of if they if they if they come into the physical conflict say union leader which the messenger who is try to control not coming because he knows he is only bound with the and whatever he practically not to control the situation my view I do not quite agree with you because my view is that both are bound by the same kind of rules and regulations. An employee who is the union leader a manager who is an employee they are both bound by the same rules are basic rules are same.

Student: No sir, what.

You cannot conflict with the organization right.

Student: Sir that as I suppose you are the CEO.



So are you saying that how does a union leader control his constituency all right is that what you are saying.

Student: I am, I am saying that being a executive in an organization yes, means I have gone through a certain education system Okay which when I when some organization says like this is your agreement I really understand that is my union gone through that education system.

You are reasoning a larger issue now what is right and what is wrong, you do not require education to know that you explain.

Student: What is I would like to explain is degrees of freedom.

Degrees of freedom.

Student: I do not agree I do not see how no.

I am making a premise here these are not outside politicians who are presidents of the union they are your own employees if there your own employees, they are subject to the same rules limitations as well as license as the manager the only (( )) that is different that is different that is not judgmental this discussion I am saying if you exclude that for the time being for the purpose of our discussion then the role of the union leader is more difficult because he does not have the authority of the management all right, he has been elected all right spontaneously, so he sometimes has to use other forms of authority as you are saying.