

LEADERSHIP.

Introduction:- The problem of leadership has been one of our major concerns since the days of antiquity. In Biblical days the children of Israel needed someone to guide them out of their bondage and Moses stepped forward to lead them in their journey to the promised land.

In any organization People working there need leaders who could be instrumental in guiding the efforts of groups of workers to the achievement of goals and objectives both of the individuals and the organization.

Definition:- Leadership has been defined as the relationship in which one person or leader influences others to work together willingly on related tasks to attain that which the leader desires.

The author views leadership as a relational concept implying two ideas:-

**The influencing agent
Should have followers.**

Classification of Leadership.

- ① **1. The Bureaucrat:-** The stick to routine, appears superior, avoids the subordinates and is apathetic and contemptuous of them.
- ② **2. The autocrat:-** Who is directive and expects obedience. Their subordinates tend to antagonistic to them and are expedient to their behavior.

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- ③ **.The Diplomat:- who is opportunistic and exploits people. He generally rouses distrust.**
 - ④ **.The expert:- who is concerned only with his own field of specialization. He treats his subordinates as fellow workers.**

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- ⑤ 5. The Quarter:- Identifies himself with his subordinates, even at the risk of displeasing his superiors. They are generally sought by business organisation.

FUNCTIONS AND RESPONSIBILITIES.

- ① Provides direct satisfaction to his followers.
- ② Removes the barriers to goal attainment.
- ③ Maintenance of membership:- closeness of the leader to the group, the frequency of his reaction and his acceptability to the group.

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- ① **Objective attainment:-** Should ensure that work patterns are stable and understandable and that objectives are achieved.
 - ① **Group interaction facilitation :-** should facilitate effective interaction among the members.

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- ◉ Executive .
 - ◉ Planning
 - ◉ Policy making.
 - ◉ Expert
 - ◉ Exexternal group representative.
 - ◉ Controller of internal relations.
 - ◉ Provider of rewards and punishments.

QUALITIES OF A LEADER.

- ◉ The leader is expected to play many roles and therefore must be qualified to guide others to organizational achievement and must and must also be a capable handler of interpersonal relations.

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- ◉ Energy
 - ◉ Emotional maturity and stability.
 - ◉ Knowledge of human relations (have the understanding of human behavior, needs sentiments etc).
 - ◉ Objectivity.
 - ◉ Empathy personal motivation
 - ◉ Communication skill.

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- ⦿ Teaching ability
 - ⦿ Social skill
 - ⦿ Technical competence
 - ⦿ Integrity
 - ⦿ Conceptual skill.(to look at the entire things as a whole).
 - ⦿ Moral courage. (To do things what one believes to be right).

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- ◉ **Flexibility of mind.**
 - ◉ **Ability to establish proper priorities.**

LEADERSHIP STYLES.

The style is the way in which the leader influences the followers. The styles are based on types of control leaders exercise in a group and their behavior towards group and their behavior toward group members.

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- ◉ Autocratic/ Authoritarian/ Leader centered.
 - ◉ Consultative, Participative, Democratic or Group centered.
 - ◉ Laissez-faire, free rein or individual centered.
 - ◉ Bureaucratic or Rule centered.
 - ◉ Manipulative
 - ◉ Expert.

Autocratic:- They are work centered or leader centered. They concentrates all the authority and all the decision making powers on themselves. There is not participation by their subordinates in the decision making process. They simply do what they are told to do. They tolerates no deviation from the orders. His subordinates full depend upon him and are unaware of the goals of the organization.

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- **The leader takes and assumes full responsibility for decision making for initiating action and for directing motivating and controlling their subordinates. This is because the autocratic leader may think that they are the only competent and capable and their subordinates are incapable or unwilling to guide themselves.**

Advantages

1. Efficient
2. It works well in emergencies.
3. Need little or no time to consult

Disadvantages:-

1. Resentment from the employees.
2. Get no cooperation
3. Leads to misunderstanding and subsequent mistakes.

Autocrat styles:-

1. Tough autocrat
2. Benevolent autocrat.

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- **Tough Autocrat :- views leadership as a matter of issuing orders. Their followers should obey them unquestionably.**

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- **Main character tics:-**
 - **He makes all the decisions**
 - **He rewards with wage increase and praise and punishes by imposing penalties.**
 - **Often they conceals information from their followers in order to maintain his position as the fountain of all knowledge.**
 - **He describes each job in detail and imposes rigid work standards on his employees**

His employees emotional reactions are :-
Resentment of the leader and his methods.
Resistance to his orders
Fear and dependence.

It is useful when:-

When the subordinates are new on the job and no experience.

In an emergency, when decisions must be taken immediately

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- **The Benevolent autocrat:-**
 - **They are often referred to a paternalistic leader. He looks upon himself as a parent figure. He praises the employees for work well done and encourages them and even demands that they consult him for the solution of their problems. “Father knows best”. This attitude best describes this type of leader.**

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- ◉ Chief characteristics:-
 - ◉ He stifles the creativity and innovative ability of his subordinates, resent those who are disloyal to his or who openly display a positive attitude to change.
 - ◉ Takes all decisions
 - ◉ Concerned with the details of a job, tends to play the role of an all knowing.

Consultative or Participative or Democratic or Group-centered Leadership

- This type of leadership centralizes managerial authority. The leader takes the decisions taken after consulting with their followers and after their participation in the decision making process. He involves the members of the group in the decisions on the feasibility and work-ability of an idea, or a job and its content.

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- ◎ Participative leaders call for subordinates to exercise high degrees of freedom and responsibility. They use little authoritarian control as possible and are concerned with group relationships as well as getting the job done.

⦿ Advantages:-

- ⦿ Able to get many ideas.
- ⦿ Commitment and cooperation
- ⦿ Increases self-esteem.
- ⦿ Increases creativity and productivity
- ⦿ Job satisfaction

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- ⦿ **Disadvantages:-**
 - ⦿ **Time consuming**
 - ⦿ **In emergencies it may not work.**

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- ⦿ **Types of participative leadership:-**
 - ⦿ **Democratic and Consultative Leaders.**
 - ⦿ **Democratic leaders:-** are those who confer final authority to the group, they abide by whatever the group decides. It involves group discussions and decisions on policy on the basis of the technical advice supplied by the leader.

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- ◎ **Consultative Leaders:-** are those who require a high degree of involvement from the employees, but who make it clear that they alone have the authority to make final decisions.

○ Characteristics:-

- Leader delegates much responsibilities
- Places much emphasis on results rather than action.
- He shows concern for the employees and their by gains their respect.
- Encourages cooperation when it will lead to greater productivity and creativity.
- He defines objectives for the group and gives its members some freedom from performance within the standards laid down.

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- ⦿ **He makes all the decisions and accepts full responsibility.**

○ Free-rein/Laissez Faire /Individual centered leadership:-

○ This is often described “as no leadership at all”

for there is the absence of direct leadership. Under this style the leader delegates the authority for decision making into the hands of the subordinates rather completely. A task is ordinarily presented to the group which establishes its own goals and works out its own techniques for accomplishing those goals within the framework of original policy.

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- ① The leader in effect says to his followers:-
Here is a job for you to do, do it any way you want to, so long as it get done. I will only expect to hear from you when you are experiencing unusually difficult problems.
 - ① Discipline and control are not enforced in the hope that employees will themselves enforce them whenever necessary.

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- ◎ **Bureaucratic or Rules-centered leadership:-** The leaders behavior is characterized by a high degree of reliance on rules, regulations and procedures to which both he and his subordinates subscribe. So it will be series of routine actions.

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- ◉ **Manipulative Leadership:-** It is based on the belief that employees are persons who should be manipulated by the leader so that his goal may be attained. He exploits the aspirations of the employees. The employees are aware that they are being manipulated and they become resentful and bitter.

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- ① **Expert leadership:-**
 - ② **This is an emerging style of leadership resulting in part from the complexity of modern organization. The basis for expert leadership is the individual leader's knowledge and ability and he assumes the role of the leader regardless of his age, sex, physical or their attributes. It depends largely on the approximate mix of skills and the needs of others in a situation.**

● Thank you