

Leadership

What is leadership?

Leadership is about coping with change to establish direction by developing a vision for the future. It is the ability to influence a group towards achievement of a vision or set of goals.

Leadership is often confused with Management. While Management is about coping with complexity, Leadership is about coping with change.

Importance of leadership in an organisation:

- Influences people's behaviour
- Aids in meeting employees' needs.
- Making the necessary changes

Effective dispute resolution, subordinate training and development, a clear vision, and staff motivation and morale building are all important.

Leadership is demonstrated in a group setting. Considering that gatherings might be formal or informal. Either a formal or informal leader may be present.

Formal leader The person who is formally selected to oversee a group is the formal leader. He is qualified to exert control over the team.

Informal Leader: An informal leader is someone who has the skills and abilities to manage and influence other people within an organisation without explicit organisational authority.

Leadership Styles:

Autocratic-

- The autocratic leader gives orders, which must be obeyed by the subordinates.
- He determines policies for the group without consulting them.
- He tells the group what immediate steps they must take without sharing future plans.
- Under this style, all decision making power is centralized in the leader.

• Participative or democratic leader-

- A participative leader is one who gives instructions only after consulting the group.
- He sees to it that group discussions are carried out to decide upon policies and future course of action.
- Participative leader decentralizes authority to subordinates.

• Free rein leadership-

- A free rein leader does not lead, but leaves the group entirely to itself.
- It is also known as permissive style of leadership, where there is least intervention by the leader.
- In the diagram above, A is free rein leader who is not involved in any activity. He just overlooks performance of group members.

• Paternalistic style-

Under this, the leader considers his role to be paternal. He approaches the group as a family, with the leader serving as the head of the family. He works to keep his followers contentedly coexisting as members of the family and working together under his leadership. In Japan, where this type of leadership is successful, there is a strong cultural foundation.

Transactional Leadership

A leadership style called transactional leadership, which is often referred to as managerial leadership, uses rewards and penalties to ensure that employees perform to their full potential.

The three approaches to transactional leadership are the following:

Contingency. Transactional leadership uses reinforcement theory and extrinsic motivation based on a system of rewards, incentives and punishment. Employees earn contingent rewards and perks if they reach their goal.

Active management by exception. Transactional leaders rely on active monitoring by default to anticipate issues and take corrective action in response to problems.

Passive management by exception. Transactional leaders stay out of the team's way by default and only intervene when employee performance expectations aren't met.

Transformational Leadership:

Transformational leadership theory promotes a style of guidance that emphasizes motivating employees, and creating a vision and encouraging them to fulfill it. The fundamental skills of a transformational leader include being able to mobilize employees, inspire them and boost their morale.

Great man theory of leadership:

The majority of the early leadership theory held that "leaders are born, not made." This method emphasised that leadership qualities can be present at birth or not. The "charismatic" leadership style—where charisma means gift—is emphasised by the great man theory. According to the great man theory, effective leadership requires traits like charm, intelligence, courage, and a dominating personality. These characteristics are either present or absent.

Trait theory of leadership-

- According to trait theory, various physical, mental and personality traits are important in defining a leader. A list of universal personal characteristics were determined to define an effective leader.
- According to trait theory, some of the important traits of an effective leader are:
 - Intelligence
 - Physical features
 - Inner motivation drive
 - Maturity
 - Vision and foresight
 - Acceptance of responsibility
 - Open mind
 - Self confidence
 - Objectivity