

LEADERSHIP

CONCEPT, STYLE & APPROACHES

E-CONTENT DEVELOPED FOR B.COM – Sem II BY:

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CONCEPT OF LEADERSHIP

- ❑ Leaders are required for the effective utilisation of the most precious resource of the organization – the human resources. The work can be get done either through use of power or by winning their hearts.
- ❑ Thus, for getting the work done by influencing the heart and mind of the employee is termed as leadership.
- ❑ Leadership means influencing the behaviour of the employees to increase their willingness to attain the desired objectives.
- ❑ It is a process of guiding, directing and motivating employees to develop enthusiasm towards their work and channelize their efforts in the required directions.
- ❑ Tannenbaum have defined leadership as "*an interpersonal influence exercised in a situation and directed through communication process, towards the attainment of a specified objective or goals.*"

FEATURES OF LEADERSHIP

- It's a continuous process and not a one-shot activity.
- Influencing the behaviour is a core component.
- No use of force or coercion is there.
- It is an inherent quality in a person.
- Channelizing or directing the behaviour and the thought process is important.
- Leadership is exercised under a particular situation and not every time.
- Focus is on utilizing the capacity to the fullest.
- Presence of followers is a prime requirement.

SIGNIFICANCE

- It helps in managing the organizational relationships – both formal and informal.
- It creates a sense of duty in the employees towards the organization.
- Through this, simple to complex tasks can be done easily
- It helps in getting acceptance of workers towards a dynamic working environment.
- This make it easier for the company to bring in the changes and promoting co-operation.
- This motivates the employees and builds up their morale and confidence.
- Leads to better performance and increased productivity.
- Enhances overall organizational effectiveness.
- Reconciling conflicting goals.

LEADERSHIP STYLES:

Leadership styles are the behavioural patterns adopted by the leaders to influence his followers. They can be of following types:

AUTOCRATIC

DEMOCRATIC

FREE REIGN

AUTOCRATIC LEADERSHIP:

- These leaders take decisions solely i.e., without discussing with the subordinates, hence quick decision making.
- They prefer to follow the rules strictly.
- Imbibe fear in the mind of the followers.
- Centralised decision making and one sided communication.
- Prefers to give orders.
- Use negative motivation to make people work, makes employees more frustrating.
- Can be classified as : Strict autocrat, Benevolent autocrat or Incompetent.

DEMOCRATIC LEADERSHIP:

- Also called as participative style
- The leader interacts freely with the employees
- There is proper two-way communication and better flow of information
- The decision-making is decentralised
- Focuses on sharing and caring workstyle
- It motivates the workers strongly and enhances their morale.
- There is sharing of responsibilities between both superior and subordinate.
- It sometimes , manipulates the employees.
- The leader consults only with the employees but don't share their responsibilities.

FREE - REIGN LEADERSHIP:

- Also known as a *laissez - faire*
- Complete freedom is given to the employees to determine the manner and mode of working.
- The employees can contact the superior only when required and not for everything.
- It helps in developing the personality of the individuals.
- Its an employee centric approach
- Sometimes it may lead to big chaos and mismanagement.

THEORIES OF LEADERSHIP

1) CHARISMATIC THEORY:

- The charismatic theory of leadership was given by Robert House.
- He emphasized on 'charisma' present in the leader which makes him, an influencer.
- Charisma is a God- given gift which a leader acquires by birth.
- Because of his own exceptional characteristics and qualities , he has followers which makes him to lead and guide them.
- They have great self-confidence, dominance and conviction.
- Such people are presumed as ideals and are referred to when a situation of crisis occurs.
- These qualities cannot be enhanced or acquired as such qualities are inborn.

2) TRAIT THEORY:

- The theory says that a leader is a leader due to certain traits of his.
- 'Traits' are certain specific qualities and characteristics that a person has which builds up his persona.
- These traits or qualities can be of two types: Innate and Acquired.
- Innate qualities include physical features which is hereditary and intelligence.
- Acquired qualities include social skills, empathy, communication, technical abilities, motivating skills and human skills.
- They have high level of confidence, drive, desire, integrity etc.
- People possessing such skills tend to become good leaders.
- Thus, as per this theory "Leaders are born , not made."

3) BEHAVIOURAL THEORY:

- As per this theory, "A leader is known by what he does."
- The leader should have some unique qualities and aspects.
- It tries to identify the critical determinants of the behaviour for leadership.
- The very behaviour of the individual tells whether he is accepted as a leader or not.
- If a person is able to carry out effectively the task related functions and group maintenance functions, he is assumed as a leader.
- However, a leader role or act or behaviour may be either functional or dysfunctional in nature. But a person whose behaviour is positive is assumed to be a strong leader.
- By shaping their behaviour in the desired manner a person may become a good leader.