

Everyone's Smart University

Project (Spring 2021)

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PROJECT LEADERSHIP

LEADERSHIP

Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.

Leadership Styles

There are three types of leadership styles are

- ❖ Autocratic Leadership
- ❖ Democratic Leadership
- ❖ Laissez-Faire Leadership

Autocratic Leadership

- Characterized by individual control over all decisions and little input from group members.
- Provide clear expectations for what need to be done, when we should be done and how it should be done.
- Best applied to situations where there is a little time for group decisions-making or where the leader is the most knowledgeable members of the group
- Example: Hitler.
- In Organization, Manager retains power (classical approaches)
- In Organization, Manager is decision-making authority.

Democratic Leadership

- ❖ Generally, the most effective leadership styles.
- ❖ Offer guidance to group members but they also participate in the group and allow input from the other group members.
- ❖ Encourage group members to participate, but retain the final say over the decision-making process.
- ❖ Members in this group very less productive than the members of the authoritarian group but their contributions were of a much higher quality.
- ❖ Examples: Barack Obama.
- ❖ In Organization, Manager manages "by the book". ■ In Organization, everything must be done according to policies or procedures.
- ❖ In Organization, often referred to as participative styles.
- ❖ In Organization, keeps employees informed.
- ❖ In Organization, Share decision-making and problem-solving responsibilities.
- ❖ In Organization, gather information from staff members before making decisions.
- ❖ In Organization, helps employees evaluate their own performance
- ❖ In Organization, allows employees to establish goals ■ In Organization, encourage employees to grow on the job and be promoted
- ❖ A democratic leader is one who takes decisions in consultation with his subordinates. He emphasizes consultation with and participation of his subordinates and encourages

initiative from them. He also seeks their advice and opinions on matters which affect them and their jobs.

The various advantages of participative leadership are:

- ❖ (a) It increases the acceptance of management's ideas and reduces resistance to change.
- ❖ (b) As the ideas and suggestions of employees are considered for decision-making, they are highly motivated and their morale also is high.
- ❖ (c) The decisions are implemented wholeheartedly and the employee's productivity is increased.
- ❖ (d) It reduces the number of grievances of employees. ■ (e) It seeks to evolve a self-regulating and self-disciplining mechanism.
- ❖ (D As the subordinates are Involved in the decision-making process, there is a possibility of making better decisions,

Laissez-Faire Leadership

Least productive of all three groups.

Offer little or no guidance to group members and leave decision-making up to group members. 'Examples: Mahatma Gandhi.

Also known as "hand-off styles".

In Organization, Little or no direction

In Organization, Gives followers as much freedom as possible

In Organization, all authority or power is given to the followers

Under this style of leadership, the leader entrusts the decision-making authority to his subordinates. He does not direct and hardly makes any contribution to the overall effort. He avoids using power and leaves it to his subordinates to establish the goals and work out the plan to attain the goals. While the group members provide their own motivation, the manager usually contacts the outside sources and brings information and material which the members of the group require to perform their job.

THEORIES OF LEADERSHIP

1. Behavioural Theory of Leadership

In this approach, the emphasis is on the actual behaviour and action of the leaders and not on their traits or characteristics.

This approach states that the leader uses three skills to lead his followers. These skills are: technical (refers to a person's knowledge of the process of technique), human (refers to ability to interact with people) and conceptual (refers to manager's ideas which enable a manager to set up models and design plans).

Determining goals, motivating employees for achieving the goals, effective communication ability to interact effectively, building team spirit, etc. are the functional behaviour of a successful leader.

Iowa and Michigan Studies:

Employee- Oriented:

Emphasizing interpersonal relations; taking a personal interest in the needs of employees and accepting individual differences among members.

Production- Oriented Leader:

One who emphasized technical or task aspects of the job.

Ohio State Studies:

In 1945, a group of researchers at Ohio University began extensive investigations on leadership. The researchers then designed a questionnaire to measure the behaviors of different leaders.

The most publicized aspect of the studies was the identification of two dimensions of leadership behavior: 'initiating structure' and 'consideration.'

- INITIATING STRUCTURE:

Initiating structure is the extent to which a leader defines his or her own role and those of subordinates so as to achieve organizational goals.

- He assigns the group members a particular task.
- Expects workers to maintain definite standards of performance.
- Emphasis meeting the deadlines.
- CONSIDERATION:

Consideration is the degree of mutual trust between leader and his subordinates; how much the leader respects subordinates' ideas and shows concerns for their feelings. - He helps employees with personal problems.

- Be friendly.
- Treats all employees equally.
- Express appreciation and support.

2. Trait Theory

The trait theory seeks to determine the personal characteristics or traits of a successful leader. A successful leader is supposed to have the following traits: good personality, intellectual ability, initiative, imagination, emotional stability, desire to accept responsibility, flexibility, honesty, sincerity, integrity, ability to make quick decisions, courage, reliability, persuasive power, etc. To determine the personality traits of a successful leader, studies were conducted by selecting successful leaders and finding out their traits. It was presumed that persons possessing these traits could become successful leaders.

But this theory suffers from many limitations. They are:

1 . It emphasizes mainly personal traits and does not consider the environment or situation in which they have to be applied.

2. It assumes that leadership is an in-born quality and cannot be acquired.
3. There is no common list of traits found in all successful leaders.
4. There is no objective criteria to measure individual traits of leaders.

3. Contingency Theories:

The use of the trait and behavioral approaches to leadership showed that effective leadership depended on many variables, such as organizational culture and the nature of tasks. No one trait was common to all effective leaders. No one style was effective in all situations.

The contingency theories focus on the following factors:

- a. Task requirements.
- b. Peers' expectations and behavior.
- c. Organizational culture and policies.

There are four popular situational theories of leadership: (a) Fiedler's contingency approach to leadership

- (b) The path-goal theory,
- (c) The Vroom-Yetton model and
- (d) Hersey and Blanchard's situational leadership model.

Fiedler's Contingency Approach to Leadership: Fred E. Fiedler provided a starting point for situational leadership research. Fiedler and his associates at the University of Illinois suggested a contingency theory of leadership, which holds that people become leaders not only because of their personality attributes, but also because of various situational factors and the interactions between leaders and followers.

Path-goal Theory:

This theory was developed largely by Robert J. House and Terence R. Mitchell. The path-goal theory of leadership attempts to explain how a leader can help his subordinates to accomplish the goals of the organization by indicating the best path and removing obstacles to the goals.

The path-goal theory indicates that effective leadership is dependent on, firstly, clearly defining, for subordinates, the paths to goal attainment; and, secondly, the degree to which the leader is able to improve the chances that the subordinates will achieve their goals.

Vroom-Yetton Model:

Another important issue in the study of leadership is the degree of participation of subordinates in the decision-making process. Two researchers, Victor Vroom and Philip Yetton, developed a model of situational leadership to help managers to decide when and to what extent they should involve employees in solving a particular problem.

The Vroom-Yetton model identifies five styles of leadership based on the degree to which subordinates participate in the decision-making process.

Hersey and Blanchard's Situational Leadership Model:

One of the major contingency approaches to leadership is Paul Hersey and Kenneth H. Blanchard's situational leadership model. It is based on the premise that leaders need to alter their behaviors depending on a major situational factor — the readiness of followers.

Hersey and Blanchard define readiness as the desire for achievement, willingness to accept responsibility and task-related ability, experience and skill.

Hersey and Blanchard believe that the relationship between a leader and follower moves through four phases as followers develop over time.

4. Transformational Leadership Theory

Recently, it has been realized that managers are not necessarily leaders. According to one point of view, managers do things right, but it takes leaders to innovate and do the right things. Leaders bring about major changes, and inspire followers to put in extraordinary levels of effort. Charismatic leaders have great influence over their followers. The followers are attracted to the leader's magnetic personality, oratory skills, and exceptional ability to respond to crises.